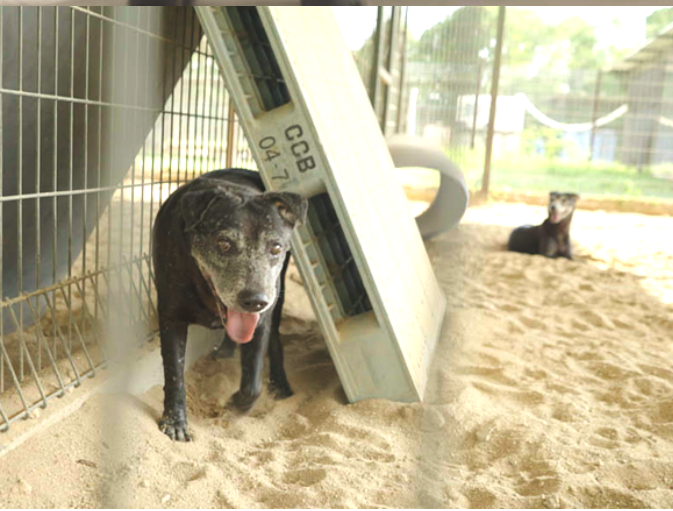




# ANNUAL REPORT

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**FY2021**

1 January 2021 to  
31 December 2021



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# 1 . ABOUT SOSD

## 1.1 LEGAL STATUS

SOSD is a society registered under the Societies Act (Cap. 311 of Singapore). It is also a charity and an institution of public character (“IPC”) pursuant to the Charities Act (Cap. 37 of Singapore).

<b>UEN Number:</b>	T12SS0058C
<b>Governing Instrument:</b>	Constitution
<b>Registered Address:</b>	59 Sungei Tengah Road Blk T #01-41 Singapore 699014
<b>Date of Charity Registration:</b>	23 April 2013
<b>IPC Status:</b>	Renewed from 25 April 2021 to 24 July 2022
<b>Auditors:</b>	Audit Trust PAC
<b>Bankers:</b>	CIMB Bank Berhad, DBS Bank Ltd., Maybank Singapore Limited, OCBC Bank Ltd., United Overseas Bank Ltd.



## **1.2 OUR OBJECTS**

- a. To assist in the social integration and humane management of stray dogs and the furtherance of animal welfare in our society.
- b. To promote education or participate in projects purposed to promote education in developing social acceptance and consciousness towards the attributes of kindness, compassion and graciousness for animal life in our society.
- c. To rescue, neuter, rehabilitate and re-home stray dogs, abandoned dogs and dogs in need of a home.
- d. To engage in charitable and welfare work for the purposes of SOSD including to support the work of stray dog feeders in Singapore by providing financial support, veterinary assistance and/or food donation.
- e. To provide comfort and companionship to persons in Singapore who are in need through activities or programmes involving dogs.

## **1.3 OUR VISION**

To be the leading humane organization advocating canine welfare and promoting positive human-canine relations.





## 1.4 OUR MISSION

- a. As a priority, to provide humane canine welfare through:
  - i. rescue, rehabilitation, re-homing programmes and
  - ii. Trap-Neuter-Release and Management (TNRM) programmes.



- b. As key long-term objectives, to use education and outreach activities to:
  - i. raise public awareness against cruelty to dogs
  - ii. improve appreciation of canine companionship and
  - iii. promote responsible pet ownership.
- c. To carry out animal assisted activities for the benefit of specific beneficiary groups, as a service to society.



## **1.5 OUR STRATEGY**

In pursuing our mission:

- a. SOSD will use highly focused quality programmes for canine welfare to:
  - i. rescue abused, injured, abandoned, stray dogs with its available resources
  - ii. rehabilitate rescued dogs
  - iii. re-home rescued dogs
  - iv. carry out TNRM programmes
  - v. treat injured or ill dogs rescued under TNRM.
- b. For its long-term objectives, SOSD will carry out education and outreach activities to:
  - i. inculcate kindness, responsibility and compassion to bring harmony to the human-canine relationship, and
  - ii. promote social acceptance and humane treatment of dogs.
- c. SOSD will also carry out pro bono animal-assisted activities with its available resources for the benefit of persons in need.

## 1.6 OUR VALUES

SOSD believes in these core values:





## 2. MESSAGE FROM THE PRESIDENT

As COVID-19 social distancing restrictions continued in FY2021, SOSD had to continue to quickly adapt. Just when we thought the situation was getting better, cases surged with the Delta variant, necessitating a heightened alert and semi lockdown in June 2021. This was followed by the Omicron variant later in 2021. The ever-changing guidelines continued to pose significant challenges to our operations. For labour intensive departments such as the shelters, this meant that we did not have enough manpower to walk and rehabilitate our dogs.

While Education and Outreach activities largely ceased, Rehoming and Trap, Neuter, Release and Manage (TNRM) Operations were in full swing, both on mainland Singapore and on Jurong Island.

I would like to thank our thinly stretched staff and volunteers who have braved the pandemic to ensure that the dogs under their charge continued to be well taken care of. In particular, our mainland and Jurong Island teams worked 7 days a week, rain or shine. The public often forgets that SOSD not only has a shelter in Sungei Tengah, but also takes care of an estimated 120 shelter dogs and 85 roaming dogs (of which about 30 are not neutered) in Jurong Island in a joint project with Noah's Ark Cares and Jurong Town Corporation.



SOSD underwent a significant reorganisation in FY2021, in an effort to streamline and ensure the continuity of operations. We were very happy to promote our long-time and dedicated shelter manager, Kieran Kua, to Head of Operations to oversee most of SOSD's operations. A new Head of Outreach and Fundraising, Magdalene Eng, came on board as we recognised the importance of raising awareness for our causes and outreach activities such as our animal-assisted activities programme, Healing Paws.

SOSD celebrates its 10th anniversary this 2022. SOSD has come a long way since the early days of 2012. We made great strides in advocating for TNRM as a humane method of stray dog population control. We have worked hard over many years to produce science-based data from

various ground-up TNRM initiatives, such as our TNRM projects on Pulau Ubin and Marina Bay East, managing over 150 dogs in each site. This has played a part in AVS's launch of the 5-year island wide TNRM programme in November 2018 with animal welfare groups. We have contributed to the changing perception of our Singapore Specials from that of being just "strays" to dogs equally deserving of our love, care and a forever loving home. In the process, we have rehomed more than 1800 dogs and assisted many that are sick, injured or abandoned.

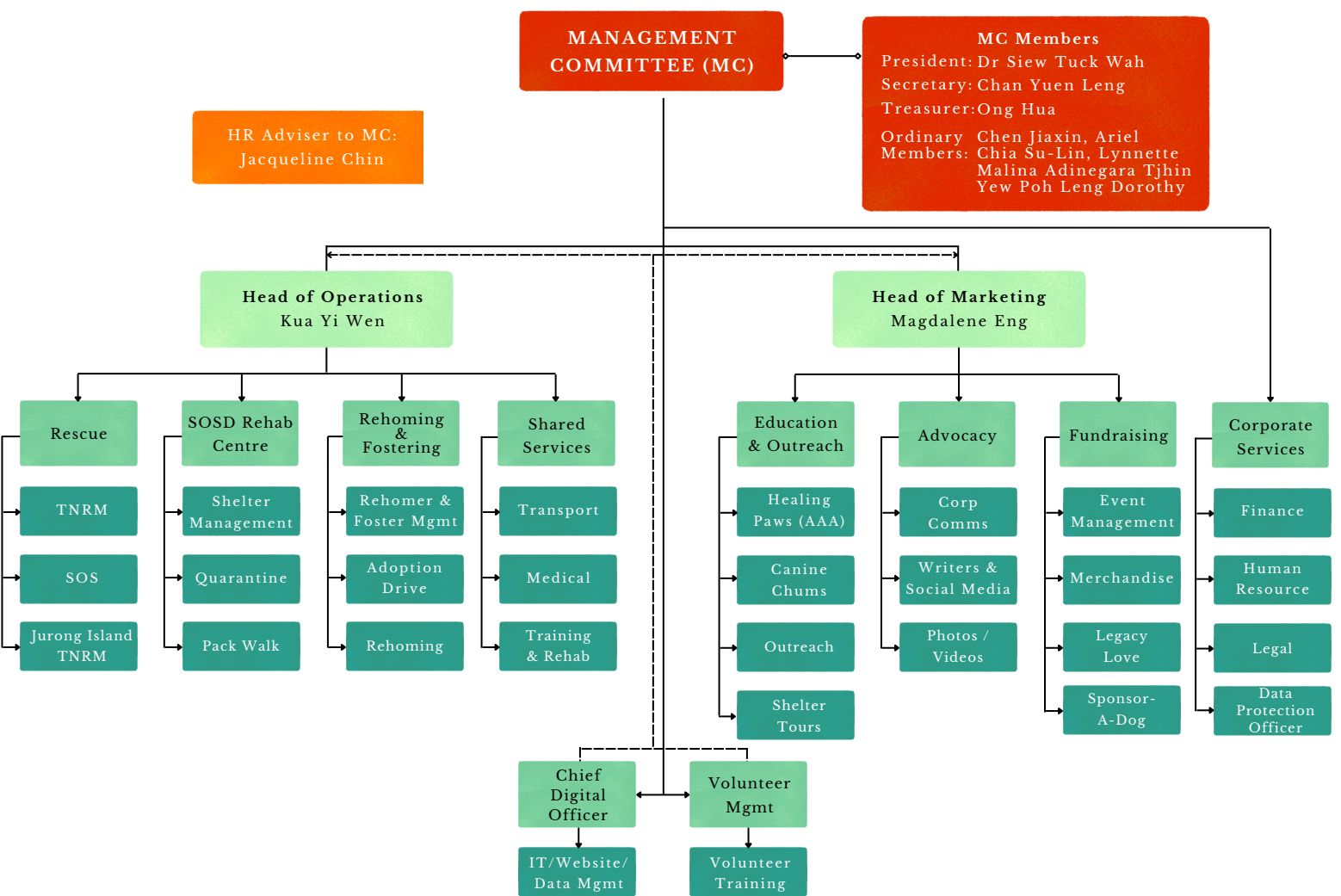
As stated in this report, there are still many challenges ahead. But I am confident that with the support of our donors, staff, volunteers and working with key stakeholders (NParks, other animal welfare groups, independent feeders and rescuers) we will continue to improve the state of canine welfare in Singapore so that ultimately, all dogs are protected, loved and live out their life in dignity.

Yours truly,  
Dr. Siew Tuck Wah  
President  
SOSD



3. ORGANIZATION CHART, MANAGEMENT COMMITTEE, STAFF & VOLUNTEERS

3.1 SOSD ORGANIZATIONAL CHART





### 3.2 MANAGEMENT COMMITTEE

SOSD is governed by a Management Committee (“MC”), the body responsible for overseeing and managing the charity. For financial year ended 31 December 2021 (“FY2021”), our Management Committee comprised:

NAME	CURRENT DESIGNATION	DATE OF FIRST APPOINTMENT IN CURRENT DESIGNATION	DATE OF LAST RE-ELECTION
Siew Tuck Wah	President  Past MC appointment as other relevant officer:NIL  (Occupation: Medical doctor in private practice)	3 April 2012	1 August 2020
Chan Yuen Leng	Secretary  Past MC appointment as other relevant officer:NIL  (Occupation: Advocate & Solicitor, Singapore)	28 October 2018	1 August 2020
Ong Hua	Treasurer  Past MC appointment as other relevant officer:NIL  (Occupation: Deputy Director)	1 August 2020	N.A.
Malina Adinegara Tjhin	Ordinary MC Member  Head, Rescue & Trap, Neuter, Release & Manage Operations	3 April 2012	27 May 2021
Chen JiaXin	Ordinary MC Member  Head, Volunteer Management	26 September 2019	27 May 2021
Kua Yi Wen (Resigned wef 1 August 2021)	Ordinary MC Member  SRC Shelter Manager	26 September 2019	27 May 2021

Chia Su-Lin, Lynnette	Ordinary MC Member Head, Rehoming	1 August 2020	N.A.
Yew Poh Leng Dorothy	Ordinary MC Member Head, Fundraising	19 November 2020	N.A.

### **3.3 OUR EMPLOYEES**

As at 31 December 2021, SOSD has 14 employees comprising:

- Administrative and Rehoming Officer;
- Accounts Assistant
- Finance Manager
- Fundraising Assistant
- Head of Operations
- Head of Outreach and Fundraising
- Jurong Island Project Shelter Manager
- 2 Jurong Island Project Officers
- 2 Jurong Island Project Shelter Operators
- TAL Shelter Operations Supervisor
- TAL Shelter Operations Assistant
- Trap-Neuter-Release-Manage Manager

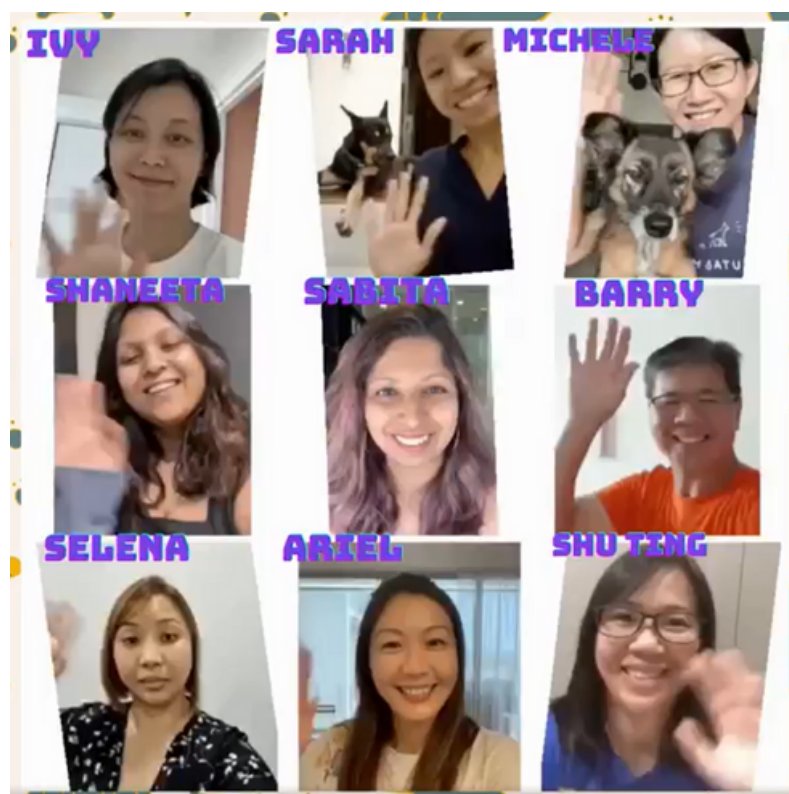
### **3.4 OUR OPERATIONAL TEAMS & THEIR WORK**

At the heart of SOSD's operations are the goodwill and hard work of our volunteers. While our volunteers form the bulk of SOSD's sub-committees, our employees occupy key roles in the smooth running of SOSD's daily operations.

We have about 430 volunteers. Our core volunteer teams in FY2021 are as follows.

#### **3.4.1 VOLUNTEER MANAGEMENT TEAM**

The volunteer management team aims to nurture a pool of cohesive and motivated volunteers who possess an eagerness to learn and to take ownership of their personal growth. The team fosters the values for all volunteers that walk through SOSD's doors for a meaningful volunteering experience, where volunteers recognise the inherently emotional nature of animal-welfare and come together despite their differences to champion SOSD's core values and to serve the organisation's purposes. The team strives to motivate volunteers to dedicate their energies to achieving animal welfare in the most humane way possible.





### 3.4.2 SHELTER OPERATIONS TEAM

The SOSD Rehabilitation Centre (“SRC”) at The Animal Lodge is run by three full time staff (Head of Operations, Shelter Operations Supervisor and Shelter Operations Assistant) and a large team of volunteers. The operations staff tend to the daily needs of the dogs, such as keeping the shelter premises clean, feeding the dogs, and they report to the Head of Operations should anything be amiss and need to be attended to.

Our team of shelter volunteers spend time regularly with the dogs, for enrichment, as well as to socialize the dogs so that they become more suitable for adoption into homes.

All newly rescued dogs are brought to the SRC after their initial health check-up at a vet. They are kept in a quarantine area, where they are closely monitored for health issues for 14 days. At the end of the quarantine period, a behaviour assessment is conducted, to ascertain if they are ready to be rehomed, or if they require rehabilitation.

The SRC dogs are categorized into 5 main categories:



Only shelter staff are allowed to handle them



Puppies requiring careful socialisation



Only trained designated handlers are allowed to handle them



Dogs ready for pack walks and re-homing



Shy dogs that need more time to gain confidence on leash, only handled by rehabilitation volunteers

When ready, dogs are either sent to a foster home or put up for adoption.

This cycle of quarantine, rehabilitation, training, and re-homing takes place smoothly because of the cooperative and integrated effort of the various teams at the shelter.

### Pack Walk Teams

The Pack Walk Teams take the SRC dogs out for exercise, grooming, training and generally prepare them for re-homing.

All pack walk volunteers are required to attend dog handling training conducted by our own volunteers. The training covers basic handling skills required to handle the dogs we have at our shelter, with “Least Invasive, Minimally Aversive” (“LIMA”) methods. SOSD believes in building good relationships and trust with our rescue dogs through a kind, gentle and fear-free approach.

After training, new volunteers will be mentored by senior volunteers for their first few sessions before handling dogs on their own.

There are 5 pack walk days a week, with Tuesdays, Wednesdays, Saturdays and Sundays being in the mornings, with Thursdays being the only evening walk.

We are seeing the benefits of Thursday evening walks as it is made up of more experienced volunteers. As such, we are able to start introducing the dogs under rehabilitation to different handlers who are equipped with the skills to handle shy and skittish dogs. In addition, as the dogs are able to clear their bowels before bedtime, they do not soil their enclosures before they are let out the next morning.



### Rehabilitation Team

The rehabilitation team is made up of passionate volunteers who spend time with the dogs weekly, and some several times a week. These volunteers may not have been previously trained prior to joining SOSD, but due to their commitment to the dogs, they gain experience during their time as pack walk handlers. Due to their ability in observing and reacting to the dogs' body language and their competent handling skills, they are selected to work with dogs who are newly rescued and need careful handling and management.

Many of SOSD's rescue dogs come through the TNRM programme in the mainland and Jurong Island.

Majority of these dogs are under-socialized with humans, and need to undergo a period of rehabilitation, before they could be placed for adoption. During this time, our rehabilitation team members will work on:

- Getting the dogs to be more comfortable in the presence of humans;
- Conditioning the dogs to accept human interaction;
- Getting the dogs used to a collar and leash;
- Training the dogs to walk with leashes.



This process may take anything from weeks to years, before the dogs are ready for adoption. This is to ensure the dogs' as well as adopters' safety and well-being.



Every dog is assessed by the rehabilitation team before they are deployed for pack walks or go off to foster or adoptive homes. As the dogs can have very different backgrounds and histories, their needs and temperament are all different. Rehabilitation team members devote hours of care on their dogs to get them family-ready. The detailed analyses and recommendations each dog receives over time speak of the dedication and commitment that this team has for its charges at SRC.



### **Medical Team**

The medical team is made up of pack walk volunteers who have a keen eye for detail. They report on any health concerns noticed, as well as tend to the dogs where medical care is needed, sometimes staying late to complete their tasks.

### **Training Team**

This small team of highly experienced handlers works to prepare new volunteers to join their elected volunteer groups. As most new volunteers enlist for the Pack Walk Team, the demand for training places is high. In this regard, the training team has brought in additional experienced handlers to work as instructors. The new volunteers' training occupies almost a full day to ensure a good understanding of the concepts and techniques that SOSD uses for its dogs. Consistency is a critical factor in the proper rehabilitation of the dogs.

### 3.4.3 TEAM REHOMING AND FOSTERERS



**Rehomers** are friendly and people-oriented volunteers dedicated to working with potential adopters from the moment of their application, and even beyond adoption. A rigorous adopter screening process is implemented to ensure the best possible match between dogs and potential adopters. Adopters living in HDB apartments are guided through the regulatory process for dog adoption under Project ADORE. Even after adoption, rehomers follow up with guidance and loving support, particularly for first-time dog owners.

**Fosterers** play a key role in helping our rescued dogs cope with transitioning into home environments. Through fostering, our rescued dogs are socialized to living in a home environment, practise their basic obedience, and perhaps most importantly, learn critical skills for confidently and happily settling into their future adopters' homes. Particularly for older dogs or those with pressing medical concerns, our fosterers provide a quiet and calm environment for them to recuperate. As shelter space is extremely limited, our team of dedicated fosterers enables SOSD to sustain its pace of operation.



#### **3.4.4 TEAM EDUCATION & OUTREACH**

SOSD strongly believes that educating the young and the general public will help make Singapore a better place for humans and animals.

SOSD's outreach objective is to promote positive interaction between people and dogs. We also aim to create awareness on the plight of strays in Singapore and help to establish better understanding towards peaceful co-existence.

The numerous volunteer-run Education and Outreach ("E&O") programmes promote SOSD's message of compassion and harmony. The E&O team makes school visits, participates in media interviews and roadshows, and hosts private shelter tours at the SRC with the aim of fostering humane treatment of animals and to improve awareness of the stray dog issues.

##### **Schools & Education Talks**

The E&O team conducts private shelter tours at the SRC for schools and organisations on weekdays and shelter tours for members of the public two Sundays a month if regulations permit. Such tours were limited in FY2021 due to COVID-19 safe distancing restrictions. Education talks were conducted on-line. We hope to educate children and youths about responsible pet ownership, and to respect and cherish the animals that share our environment. We could not conduct any shelter tours in FY2021 due to COVID-19 restrictions.

##### **Healing Paws**

Healing Paws works with human-oriented partner organizations to bring Animal Assisted Activities ("AAA") to their various beneficiaries. AAA involve our volunteers and dogs visiting people in a casual setting and enhancing their quality of life through the motivational, educational, recreational benefits of animal-human interaction. Our team of Healing Paws volunteers conduct visits to various community hospitals, elderly hospices and youth homes in Singapore.

### 3.4.5 TEAM TRAP-NEUTER-RELEASE-MANAGE (SG ISLAND WIDE)

#### Overview

Team Trap-Neuter-Release-Manage has worked hard over the years to produce science-based data from various TNRM Projects (e.g. on Pulau Ubin and Marina Bay East each with an aggregate of over 150 dogs) in support of engagement with the Animal Veterinary Service (“AVS”) to advocate a change of Singapore’s stray dog management policy from culling to a more humane TNRM policy.

Our efforts paid off when AVS launched a 5-year island wide TNRM Programme in November 2018 (the “**TNRM Programme**”). Team TNRM is currently working with AVS and other Animal Welfare Groups (“**AWGs**”) to make the nationwide project a success. It has also worked with National Parks Board (“**NParks**”) and AVS on public TNRM educational materials as part of TNRM outreach, as well as internal TNRM policies relating to trapping and public feedback management. The TNRM Team continues to work on other related initiatives relating to the TNRM Programme.

Since the commencement of the island wide TNRM project, SOSD has also rehomed TNRM dogs from this project, thus further contributing to the reduction in the stray dog population.

#### SOSD TNRM Sites

As of FY2021, Team TNRM covered approximately 27 TNRM Project sites comprising 55 smaller sites (where Team TNRM manages all dogs on site), 10 ad hoc sites comprising 23 smaller sites (where Team TNRM assists on an ad hoc basis) and 37 other on-off sites (where Team TNRM assists with a view to rehoming). Jurong Island is not part of this initiative as it has a separate TNRM programme (see paragraph 3.4.6 below). Some sites have over 100 dogs while some may only have a handful. Some dogs remain largely within 1 site while some others roam over a few sites.

Team TNRM selects different TNRM sites to study the specific challenges faced by each type of site such as parks managed by NParks (e.g. Pasir Ris Park), shipyard / port / wharf sites (e.g. Sembcorp Marine Shipyard, Sembawang Wharves, Jurong Port Authority), construction and staging sites (e.g. Marina Bay East), industrial sites, military sites (e.g. Amoy Queen Camp), educational institutions (e.g. NUS, NTU), residential sites, food and beverage sites, nurseries, cemetery / columbarium sites, multi-use island (e.g. Pulau Ubin), industrial island (e.g. Sebarok Island) and floating fish farms (e.g. on Ubin and Lim Chu Kang). The data collected are provided to the project participants.

### **SOSD TNRM Goals**

For each TNRM Project site, Team TNRM makes best efforts to trap as many dogs as possible (with a 100% TNR target rate for all females), neuter and rehome as many dogs as possible (including all puppies below a certain age), and to only release as a last resort.

Management (which includes on site monitoring, dealing with complaints, outreach to educate stakeholders about TNRM) is key to ensuring that a site is managed successfully. This may involve trapping / re-trapping TNR dogs which are ill or injured or subject of complaint.

A key part of management is investigating and dealing with source of dog ending up as a stray e.g. through abandonment. Further engagement with relevant stakeholders e.g. through implementing new regulations is required to ensure no new dogs are irresponsibly brought into the site by humans for breeding to act as guard dogs or otherwise.

Often, land use changes within a site (e.g. forested area turns into HDB land) leaves no choice but for dogs to be rehomed rather than to remain or be released.



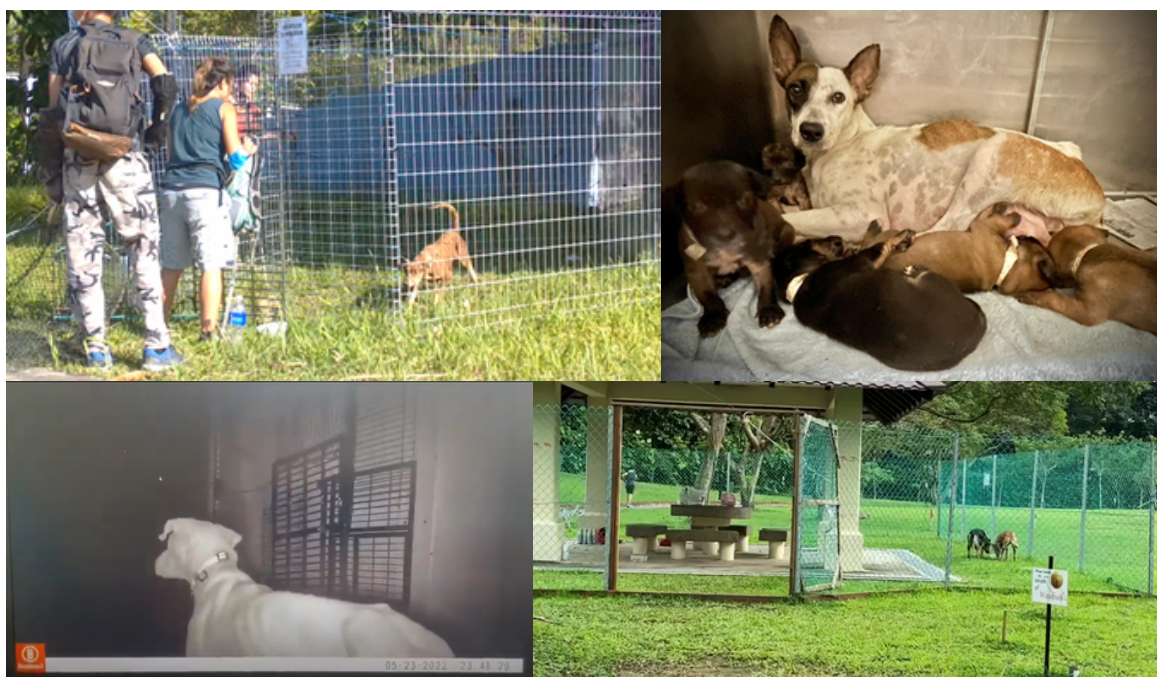
### **Team TNRM and Stakeholders**

The TNRM Manager and dedicated volunteers work with relevant stakeholders such as AVS and/or other government entities, other AWGs and independent rescuers and feeders, external trappers, vets as well as other staff in various departments on various aspects of trapping, neutering, rehoming and management of dogs.

The stakeholders vary from site to time, but regardless of the site, the objective is clear: that it takes teamwork not only within SOSD but with other stakeholders to try to achieve success in the TNRM Programme.

### **TNRM Work**

Team TNRM's trapping work is often physically-demanding as traps need to be set up (e.g. building corrals), dogs need to be monitored (e.g. conducting ongoing dog census and reviewing voluminous camera trap footage), dogs need to be trapped and transported (e.g. sourcing available skilled manpower and resources) and puppies need to be located and trapped (bearing in mind not all puppies are easy to trap).



Each site requires detailed planning, strategy and coordination to achieve highest TNR rate. Various trapping sites present different challenges e.g. logistics issues for islands, difficult terrain in forested sites, restrictions and specific approvals and clearances for shipyard, military and constructions areas. Sites with less skittish and hungry dogs fed by humans with no prior trapping knowledge will likely have a higher TNR rate whereas that same site with remaining elusive dogs educated in trapping methods may take much longer. As such, trapping a dog could take a few minutes, or even a few years. Other factors such as bad weather conditions, COVID-19 restrictions and lack of skilled trappers, especially for difficult dogs, have also affected our trapping rate in FY2021.



In FY2021, 153 dogs were trapped. The majority were re-homed by SOSD and other AWGs and only 9 were released to sites currently with reliable feeders.

Team TNRM works with vets experienced in handling difficult strays for a smooth neutering process.

Team Shelter will take over dogs that are to be rehomed by SOSD. For dogs that SOSD is unable to rehome due to resource constraints, Team TNRM reaches out to other AWGs and independent rehomers to take in these dogs for rehoming where possible.

Team TNRM also prepares and submits TNRM statistics and reimbursements reports to AVS and SPCA as part of the TNRM Programme. Each dog trapped will need to be accounted for in each report, whether an adult or pup.

Team TNRM takes any opportunity to educate all stakeholders about the benefits of TNRM. From time to time, it also shares its TNRM experience with NUS groups via presentations as part of outreach.

Notwithstanding these challenges, Team TNRM and Team JI TNRM form the backbone of SOSD's TNRM and rescue operations in our belief that TNRM is the only way to a humane and effective method of managing the stray dog population.

### 3.4.6 TEAM JURONG ISLAND SHELTER AND TNRM

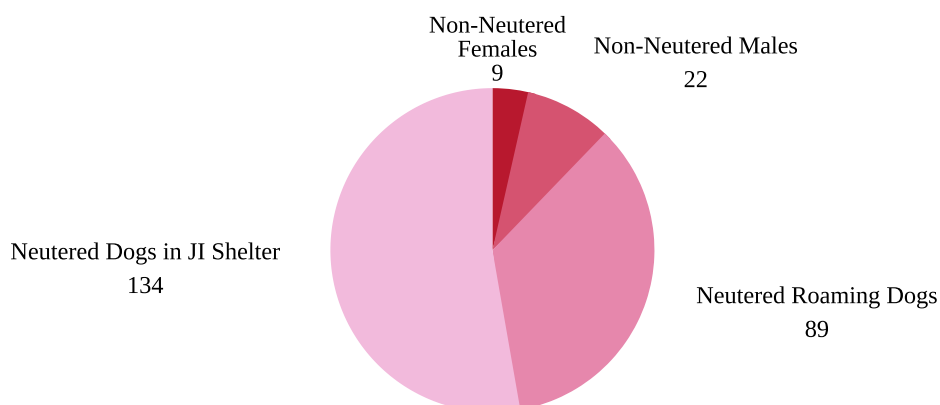
#### Overview

The Jurong Island TNRM Project (“**JI TNRM Project**”) is approaching its 7th year now. It was an initiative started by Jurong Town Corporation (“**JTC**”) and a few Animal Welfare Groups (“**AWGs**”) as an alternative method to manage the growing stray dog population (more than 500 dogs then) in Jurong Island (“**JI**”) which was increasing despite culling.

JTC is a major stakeholder in this Programme. In March 2021, ACRES stepped down from the JI TNRM Project. Since March 2021, the JI TNRM Project has been run by SOSD and Noah’s Ark Cares (“**NAC**”) together with JTC.

For FY 2021, JI has an estimated:

- 120 free-roaming dogs comprising mostly of neutered dogs with only an estimated 31 non-neutered dogs, of which 9 are non-neutered females; and
- 134 neutered dogs who live in the JI shelter managed and run by NAC and SOSD.



The re-homing of neutered dogs through adoption into homes has also further reduced the stray dog population in JI.

This a major drop from an estimated population of more than 500 stray dogs when the Project commenced in 2015. The number of complaints from JI tenants concerning stray dogs has also dropped significantly with only 5 complaints received in FY2021.

These numbers for the work done on JI would not have been possible without the dedication, hard work and long hours from the SOSD JI TNRM Project and NAC staff and volunteers.



### JI TNRM Work

The SOSD JI TNRM team works closely with existing tenants, JTC and NAC to manage the stray dogs on JI.

**JI Stray Management and Stray Feeding** The team continues to select sites throughout JI for feeding to condition the remaining non-neutered dogs for trapping. For existing feeding sites where dogs have been trapped, neutered and released, the team continues to closely monitor and stray-feed daily, which is important for stray management.

Through these dedicated feeding sites, the team would monitor the movements of the free-roaming dogs and understand their natural behaviour. With these continuous processes in place, the team would try to pre-empt and prevent any possible complaints. Knowing the packs of dogs well also helps the team in educating JI tenants on the temperament of the packs and how they should behave if they do encounter the dogs. The tenants, knowing that the team has knowledge of the dogs, are more likely to accept their suggestions, especially so for persons who are naturally fearful of dogs.

In FY 2021, the team received 5 complain cases where only 1 dog had to be removed because of an enlarged spleen. This dog is currently living at the JI shelter and although her prognosis is not the best, the team is giving her the best care that it can together with advice from her vet.



### **JI Trap & Neuter**

The team continues to actively trap and neuter the remaining unneutered dogs throughout FY2021. Female dogs are our utmost priority (although the team would trap males when the right opportunity arises) understanding that only with the mindset of having zero females on JI would this TNRM project for the existing dogs mapped be a success at least. In FY2021, 44 dogs were trapped (7 were neutered, 4 due to medical emergencies, 33 were non-neutered).

All incoming vehicles to JI are checked by JTC to prevent dumping of dogs onto the island. All dogs that SOSD sends out to the vets from JI require a permit sent to JTC so that the checkpoint would only allow dogs with these permits to re-enter JI.

### **JI Shelter Management**

In FY 2021, there was a total of 134 dogs that resided in the JI Shelter. This number fluctuated with trapping, release, death and of course re-homing of the dogs in the shelter. The dogs and the daily maintenance of the JI shelter is co-managed together with NAC. JTC attends to our shelter main maintenance and repair works.

Conditions at the shelter is basic. There is one source of water supply for washing, feeding and bathing the dogs and no electricity supply. All work must start in the morning and be done before sunset. The shelter is also exposed to the elements and vulnerable to damage by heavy rain and thunderstorms. We are grateful to our JI team of staff who labour tirelessly without complaint to care for our beloved JI shelter dogs.





### JI Rehabilitation & Re-homing

The JI stray dogs are feral, most never having had any positive contact with human beings. The JI TNRM Team provides rehabilitation for the JI shelter dogs wherever possible and through its assessment and rehabilitation process, select suitable dogs for transfer to SOSD's shelter at The Animal Lodge ("TAL"). There, the selected JI dogs would undergo further intensive rehabilitation by SOSD Rehabilitation Team to prepare them for rehoming.

The JI TNRM Team works closely with our Rehabilitation Team, Pack-Walk Team and Rehoming Team so that the transition of the JI shelter dogs to SOSD's shelter at TAL could be completed in the least stressful way possible. After their transfer, the JI TNRM Team continues to reach out to potential adopters or fosterers when guidance or help is needed.



### **3.4.7 TEAM FUNDRAISING**

Team Fundraising organizes events to raise financial support for SOSD. Fundraising volunteers also build strong networks and relationships with donors and work with Team Kennel to manage the Sponsor-a-Dog scheme.

### **3.4.8 TEAM TRANSPORT**

Team Transport volunteers are the threads that weave together SOSD's logistics capability. These volunteers are behind the success of SOSD's many events. They provide two-way transport for all our dogs that need to visit veterinary clinics, adoption drives, outreach events and cart our equipment to and from all events. Without Team Transport, SOSD's logistics costs would reach unsustainable levels. Money saved on transport is instead used for saving dogs.

### **3.4.9 TEAM IT**

Team IT are the unsung heroes of SOSD, providing the crucial support needed to maintain SOSD's IT infrastructure, and ultimately, to sustain SOSD's daily operations. The team comprises:

#### **Operations/Support Team**

The team focused on IT infrastructure management, maintenance of all SOSD's IT services. The team is also responsible for resolving technical issues by IT users, including other teams and external parties.

#### **Website Team**

Volunteers are dedicated to managing SOSD's website.

#### **Tech Advisory Taskforce (TAT)**

The TAT was assembled to solve specific problems in the organisation and proposes, advises and/or implements working technology solutions.

#### 3.4.10 TEAM PHOTOGRAPHY AND TEAM SOCIAL MEDIA

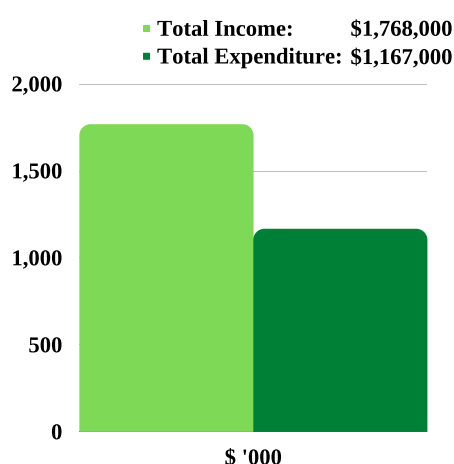
**Team Photography** volunteers are the creative minds that capture SOSD's happenings in photographic and video format.

**Team Social Media** are volunteers adept at harnessing the power of social media, and who craft and curate public posts about SOSD to share with its followers.

As an organisation supported entirely by the public, SOSD's success is contingent upon Team Photography and Team Social Media in capturing stories, from heartening to heart-wrenching, of our struggles and successes. Not only are online platforms key to helping our rescues find their future adopters, they are also a channel through which SOSD can rally the public in support of animal welfare issues.

## 4. REVIEW OF FY2021 FINANCIAL STATEMENTS & EXPLANATION OF MAJOR FINANCIAL TRANSACTIONS

### 4.1 SUMMARY CONSOLIDATED FINANCIAL PERFORMANCE



Public donations, being its main source of income continued to gain traction in FY2021 on various online platforms. They constituted 87% of the total income in FY 2021 and grew by \$230,000 (17.5%) from \$1,314,000 to \$1,544,000. However, SOSD's total income decreased by \$229,000 (11.5%) from \$1,997,000 in FY2020 to \$1,768,000 in FY2021. The fluctuation is mainly due to a Bicentennial Community Fund of \$400,000 received from the government in FY2020. Subsidies from the Ministry of Manpower and Inland Revenue Authority of Singapore also decreased by \$74,000 in FY 2021.

SOSD's cost of generated funds and governance and administrative costs remained fairly stable. Cost of charitable activities increased by \$114,000 (12.9%) from \$887,000 to \$1,001,000 due mainly to the increase in staff costs and veterinary expenses. Staff costs increased by \$51,000 due to an increase in headcount and salary increment. Veterinary expenses remained one of our top expenditures, incurring \$229,000 in FY2021, an increase of \$70,000 as compared to \$159,000 in FY2020.

## **4.2 MAJOR FINANCIAL TRANSACTIONS**

There were no major financial transactions in FY 2021 except that SOSD invested \$50,000 in the following funds:

- LionGlobal SGD Money Market Fund; and
- LionGlobal SGD Enhanced Liquidity Fund

The Management Committee is of the view that SOSD should invest its excess funds into other low risk investments other than fixed deposits, which were earning about 0.55% interest per annum. The said funds have a projected return of about 1% per annum.

## **4.3 PRINCIPAL SOURCES OF FUNDS**

SOSD is supported entirely through generous donations from the public and government grants as set out in the preceding paragraphs.

Another major and critical resource of SOSD is its volunteers who donate their time, energy and expertise to perform many critical functions across the entire range of operations in SOSD.



## 5. OUR PROGRAMMES, OPERATIONS & ACTIVITIES

### 5.1 A SNAPSHOT

In FY2021, SOSD ...

#### RESCUED:

**128** dogs, providing them veterinary treatment and care and/or shelter in SRC or our fosterers' homes

#### SHELTERED:

**55**

an average of 55 dogs at SRC at any one time

**134**

dogs at the Meranti Shelter at Jurong Island

**95**

dogs in foster homes before their adoption (on average, about 25 dogs were with fosterers at any one time)

#### RE-HOMED:

**166** dogs, **82** of which were re-homed under Project ADORE

#### TRAPPED AND NEUTERED OR RESCUED:

**196** dogs and puppies islandwide (including Jurong Island)  
Out of these, **87** were puppies.  
**70** puppies were taken by SOSD for re-homing,  
**17** were taken by other rescuers.  
However, **5** of these puppies were ill or had injuries and **2** eventually died.

Out of these, **109** were adult dogs.  
**50** adult dogs were neutered by SOSD,  
**22** were already neutered by SOSD and were taken in for re-homing,  
**35** were already neutered by other Animal Welfare Groups,  
**2** could not be sterilized due to medical reasons.

Out of the **109** adult dogs,  
**64** were rehomed by SOSD,  
**32** were taken in by third party rescuers for rehoming,  
**13** were released to sites with reliable stray feeders or to unlicensed dog owners.

#### SUPPORTED:

**10**

injured or sick dogs which were rescued by third party rescuers

**120**

roaming stray dogs in Jurong Island through our stray feeding programme

**30**

stray feeders by providing them with **4500kg** of kibbles through stray feeder food appeal drives

## CONDUCTED:

1

virtual adoption drive

8

orientation and training  
sessions for new volunteers

1

private tour at SRC to raise the profile of its  
canine residents and to raise awareness of  
the plight of Singapore's stray dogs

4

visits to 3 Healing Paws'  
partner organisations,  
providing Animal-Assisted  
Activities ("AAA") to residents  
and patients in these  
organisations

2

public talks to schools  
reaching out to 50 students

22

virtual outreach events through on-line  
talks and Facebook events reaching out to  
students and members of the public to  
spread the message of kindness to animals  
and responsible pet ownership

## RECRUITED:

55

new volunteers under the various departments

4

new staff

## RAISED:

\$233,000

through Giving.SG Medical Fundraiser

\$182,000

through the Sponsor-a-Dog Programme

\$84,000

through Giving.SG Jurong Island Food Fundraiser

\$29,000

through Giving.SG E-Flag Day 2021 Campaign

## 5.2 EFFECT OF COVID-19 PANDEMIC

The COVID-19 pandemic continued to curtail many of our activities and programmes. Adoption drives, pack walks and outreach programmes were suspended during the Circuit Breaker, movie screenings and our charity dinner for 2021 had to be cancelled.

### Adoption

Enquiries were still coming in for adoption, and we even saw a huge surge in adoption enquiries when Singapore entered Phase 2 of its reopening after the circuit breaker period. This is likely due to people working from home, and the ease of filling up a form online (vs having to physically make the trip to an adoption drive or to the shelter).

This is wonderful news, but it also meant that the rehoming team had a lot to follow up with.

This saw an increase in the workload for the volunteers and staff and as with a bigger pool of people writing in to adopt, we also realised most were not fully committed or suitable, resulting in the percentage of eventual adoptions dropping below normal.

That said, we consider ourselves very fortunate to continue to have people writing in to adopt our dogs and take it as an opportunity to educate the public on responsibilities in having a dog, especially a Singapore Special.

The time from Circuit Breaker to Phase 2 and 3 allowed us (rehoming team, together with the shelter team, fostering team, video team) to work to put together a couple of videos - one was an encouragement video that showcases the dogs at the shelter and with fosterers, another was a guide on what to look out for when bringing a new rescue dog home, specifically stressing on the prevention of losing dogs.

It is very heartening to see the rehoming team working so well together during these times, adapting to changes and continuing the tireless and good work in finding our dogs forever homes.



### **Volunteer Management**

Recruitment of new volunteers remained scaled down due to COVID-19 restrictions. We only recruited for teams that were in dire need of help such as weekday pack walks and fundraising. Rehoming and weekend packwalks recruited a limited number of volunteers to boost their numbers. We were privileged to have a dedicated pool of loyal volunteers that we were still active during 2021.

Group activities were not encouraged and hence, training and orientation were not conducted often. Although most volunteer activities could carry on, numbers had to be limited due to restrictions on group sizes. Therefore, a lesser number of volunteers were needed weekly. Adoption drives and outreach activities remained on hold.

The Volunteer Management Team conducted a Volunteer Appreciation Month virtually in December 2021. There were games, prizes and outstanding volunteers as well as long service volunteers were recognised. A total of 13 long service (7 years or more) and 16 outstanding awards were given out. The awards consisted of certificates, commemorative enamel pins and letters of appreciation.

### **Fundraising**

Due to COVID-19 safe-distancing restrictions, many fundraising activities were cancelled. We therefore placed more emphasis on on-line fundraising. With the generous support of members of the public, our Donations and Sponsorships grew 17.5% over FY2020.

### **Pack Walk Team**

Due to COVID-19 restrictions, we had limited the number of volunteers going to SRC at any point in time. We also had volunteers leaving, some being expats, and some being students who had graduated from school and started work.

We were faced with a reduced number of volunteers, especially on the weekdays.

Recruitment of new volunteers has also been slow, as we were faced with social distancing restrictions and do not have enough senior volunteers present to mentor new volunteers.

With the easing of restrictions in year 2022, we look forward to building a bigger and stronger team of volunteers.

### **5.3 IMPROVEMENTS IN SRC OPERATIONS**

We are constantly working to improve the quality of life of the dogs at our shelter.

The environment is limiting, but moving forward, we are looking to provide more training resources to staff and volunteers, as well as partner with professional dog behaviour consultants to take our volunteers' skills and knowledge to a higher level

We hope with the right handling techniques and approach to managing the dogs, we can build better bonds with our dogs.





## 6. LOOKING FORWARD – CHALLENGES

### 6.1 HIGH OPERATING COSTS

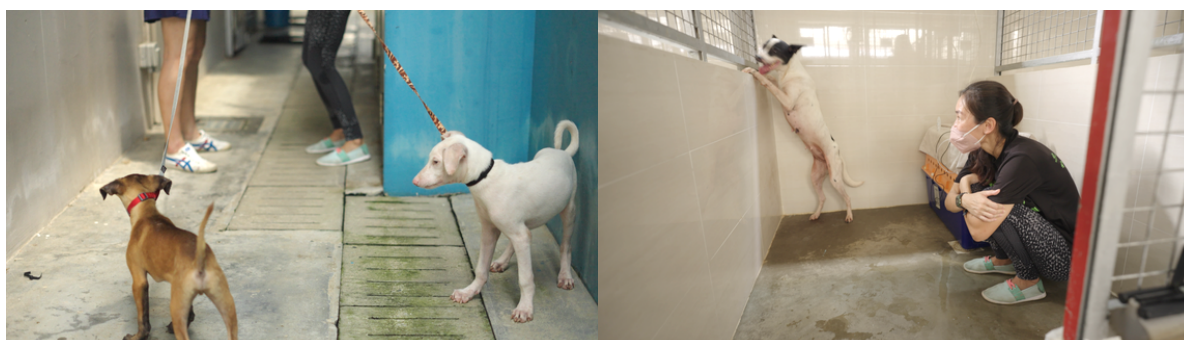
Total expenditure in FY2021 increased by \$111,000 over 2020. SOSD's operating costs are expected to remain high as we intensify our TNRM operations. The total expenditure for FY2021 was \$1,167,000 of which approximately 85.8% (2020: 84%) or \$1,001,000 was Cost of Charitable Activities. These were mainly expenses incurred for TNRM efforts and for taking care of our dogs.

### 6.2 ISSUES INHERENT IN THE SRC ENVIRONMENT

In June 2018, SRC moved out of its premises at Pasir Ris Farmway 2 to its current location at The Animal Lodge, where most of Singapore's animal shelters and commercial farms are housed. The high density of animal residents at The Animal Lodge means that rescue dogs are subject to unrelenting environmental stressors.

This poses immense challenges to rehabilitating already traumatized street dogs, making it necessary for them to stay in the unfavourable shelter environment for longer periods of time. Therefore, this gives rise to a vicious cycle of traumatized dogs with behavioral worsening from environmental stressors, prolonged rehabilitation times, and poorer rehabilitation outcomes, and hence poorer chances of adoption.

Over the past 4 years, we have learned to cope with the new environment and are continually exploring ways and means to improve the shelter environment (see para 5.3 above). However, we are also realizing that there are some challenges which cannot be overcome.



### 6.3 CHALLENGES IN REHOMING TNRM DOGS

Along with the additional focus on Trap-Neuter-Release-Manage (“TNRM”) efforts to control the stray dog population, we have shifted our rescue focus towards rescuing more dogs from the TNRM sites. There is now a larger proportion of rescued adult dogs compared to puppies. In addition, more of the rescue dogs exhibit feral behaviour.

These dogs typically take longer to open up to human trust, and require experienced volunteers to work with them, and, even after they have started to open up, they have to hope for patient adopters to come by who are willing to take them home. Therefore, these dogs tend to be our long stayers, putting up at the shelter far longer than some of the other friendlier dogs. This directly impacts our rehabilitation and rehoming rate, resulting in a bottleneck at the shelters as we do not have more space and capacity to take in more dogs when dogs do not leave the shelter as fast as they are coming in.



### 6.4 CHALLENGES FACED BY TNRM TEAM

TNRM operations make up a large part of SOSD’s work. It is not only labour and cost intensive, but also require extensive collaboration with government agencies, at times with other animal welfare groups, and independent rescuers, feeders, trappers, volunteers, and the support of the public. The team faces multiple challenges:

#### 6.4.1 HIGH OPERATING COSTS

TNRM operations require skilled labour and is cost intensive. “Trapping” requires skilled trappers. The building of corrals is usually done by a full-time employee, while the actual trapping is done with assistance from volunteers, feeders and at times by or with assistance of external trappers. External trapping services are costly. “Neutering” requires clinics and vet staff who are experienced with dogs trapped and brought to clinic that may exhibit all sorts of temperaments (ranging from friendly to aggressive) and may also be tick and flea infested and/or be diagnosed with illnesses such as parvo, distemper or leptospirosis. The transportation of dogs requires skilled transporters to ensure correct safety measures are in place to prevent dog from escaping and potential diseases from spreading. These add to the costs. Fortunately, NParks reimburses each TNRM partner for medical (sterilisation, microchipping and one vaccination) costs and even trapping costs, subject to certain terms and conditions including a cap for each type of cost which amount changes slightly from year to year within the 5-year TNRM programme period. Any amounts spent above the capped amounts including other medical tests such as blood tests are payable by SOSD with contributions at times from willing sponsors such as feeders or rehomers. The relevant vet certification, invoices and reports must be submitted in order to be reimbursed successfully.

The cost of trapping of dogs already neutered but re-trapped for rehoming are usually not reimbursable by NParks, except for the cost of one vaccination. Dogs requiring re-trapping for injury, sickness, complaint or due to change of land use are also not eligible for trapping claims. Usually it is expenses for dogs in the aforesaid category which are higher as they are, in most cases, unlikely to be released and many might not be friendly and would take a longer time to be rehabilitated and rehomed.



#### **6.4.2 LACK OF SKILLED MANPOWER**

Team TNRM is headed by one employee. For physically demanding trapping related activities, our employee is assisted by volunteers, feeders and at times external trappers. Our employee also handles a lot of paperwork for submission of reimbursement claims to NParks. In addition, she conducts investigatory work to deal with source of strays, and other animal welfare related issues. Ultimately, the bigger goal of Team TNRM is in using such data to push for TNRM policies to providing solutions for all aspects of TNRM, especially the source of strays. It is very difficult to find staff and volunteers who are willing to take on such a difficult role.

#### **6.4.3 MANAGEMENT OF DOGS**

TNRM involves not only trapping and sterilising the dogs, but also management of all stray dog related issues. This includes monitoring, dealing with complaints, outreach to educate stakeholders. The management of dogs are required even after all dogs have been sterilised, stretching the team's resources even further.

#### **6.4.4 IRRESPONSIBLE DOG OWNERSHIP & BREEDING**

The TNRM team observed that some stray dogs did not start off as strays. They often had owners who took in dogs when they were pups, effectively keeping the dogs but usually allowing them to roam freely. They are rarely treated as pets as the main purpose is to keep them as dispensable guard dogs. When they need the dogs, they may claim ownership over them. When the dogs bite someone, or are subject to further complaints, these owners would not acknowledge them as their dogs. If these dogs fall sick or are injured, rarely do they bring them to the vet. Usually male dogs are preferred but female dogs are often taken in so that puppies produced could be distributed for free or for monetary gains. These dogs are not microchipped nor sterilized. When they are no longer wanted, or when these owners have to move premises, they are likely to abandon the dogs and the dogs then become strays. There is no traceability, no accountability, no responsible pet ownership. SOSD has completed TNR in several sites, only to have such "owners" intentionally source and bring into these sites new dogs or puppies.

#### **6.4.5 NECESSITY TO REHOME STERILISED DOGS**

Often, land use changes within a site (e.g. forested area turning into HDB land) leaves no choice but for dogs to be rehomed or placed in shelters rather than be released to their original site.

#### **6.4.6 GENERAL INTOLERANCE TOWARDS STRAY ANIMALS**

So long as stray dogs exist, the public needs to be educated about co-existing with them. No dog, whether neutered or not, is immune from complaints, and complaints are what leads to dogs being trapped for which release may not be an option. There needs to be a mindset change to accept animals in the community, before TNRM can succeed.

### **6.5 COVID-19 PANDEMIC**

The COVID-19 pandemic and the resulting regulatory restrictions brought almost all activities to a halt in FY2020 and FY2021 although our TNRM team continued working with some restrictions. Most activities could not continue with full force.

Adoption drives, which is the primary method of introducing our dogs to potential adopters were curtailed. Education and outreach events such as shelter tours for members of the public (which are an important prong of our work to increase societal acceptance of stray dogs) had to cease. Healing Paws and Canine Chum activities (which were very popular as they bring cheer to many of our beneficiaries) were suspended.

Despite most of the world going into a standstill, taking care of our dogs, rescue, re-homing and TNRM continued.

With changing COVID-19 infection numbers and new variants, social restriction measures changed quickly, affecting our manpower at the shelter. The number of volunteers who could help at the shelter was limited, and the lean SRC team had less abilities to clean, walk and rehabilitate the dogs.



## **7. ADDRESSING CHALLENGES**

### **7.1 OVERCOMING SOCIAL RESTRICTION MEASURES**

#### **7.1.1 BRINGING ACTIVITIES ONLINE**

Over the past 2 years, a large part of SOSD's activities have moved online. Volunteer training and some outreach activities are now conducted by video tele-conference.

The Management Committee and staff hold most meetings by tele-conference. We were also more reliant on on-line fundraising platforms. A good part of our funds came through Giving.sg, an online platform that allows members of the public to make a donation to SOSD via specific campaigns.

#### **7.1.2 SUPPORT FROM GOVERNMENT SCHEMES & ONLINE PLATFORMS**

Giving.sg has kindly waived the transaction fees for FY2021, which was of great help in a difficult year. Government support such as the Job Support Scheme, VWOs-Charities Capability Fund grants and rental waivers have also been a very big help in easing our financial burden.

#### **7.1.3 QUICK RESPONSE TO CHANGING SOCIAL RESTRICTIONS**

We responded quickly to the ever-changing social restrictions through a robust Volunteer Management team which gave clear instructions to various departments such that we could maximise operations with the limited manpower and resources. At the same time, we have also drawn up clear plans for the resumption of activities, in anticipation of relaxation of social restrictions in the coming year.



## **7.2 FACILITATING ADOPTION OF DOGS WITH BEHAVIORAL ISSUES**

Adopting a dog with behavioral issues poses challenges to both adopters and the organization. We require more stringent adoption screening processes as many potential adopters are not prepared for the difficulties which can arise when taking care of such a dog. Many members of the public also do not understand why we impose certain requirements, such as requiring the installation of window grills to prevent fearful dogs from jumping to their deaths when startled.

We are spending more time and effort to screen, and guide our potential adopters through the adoption process, and also providing more post adoption resources to support our adopters and allow adopted dogs to ease into their new homes better.

We will continue to encourage the public to adopt, rather than buy a dog. We hope to increase the adoption numbers for our adult dogs through better rehabilitation programmes, providing better post-adoption support for our adopters and increasing public awareness of the positive attributes of our Singapore Specials.

## **7.3 WORK CLOSELY WITH NPARKS FOR COMMUNITY OUTREACH PROGRAMMES**

Nparks has committed resources to give a helping hand to various animal welfare groups with regular community events that target both pet owners and would-be pet owners. This has helped to cast a wider net in driving the message of not only "Adopt Don't Shop" but also to push for the acceptance of street dogs as an inherent part of our home and community. We will endeavour to continue to work with NParks to better the lives of our street dogs.

## **7.4 WORK TOWARDS A NEW SRC**

There are some challenges inherent in the current SRC which cannot be overcome, particularly due to the high animal density. The Management Committee has discussed the possible solutions at length and concluded that the best way forward, is to find and secure a separate, and new premise which is more conducive for the rehabilitation and rehoming of dogs with behavioral issues. Over the next few years, we will provide more specifications and details for the transition into a new SRC.

## 7.5 WORK WITH NPARKS & OTHER STAKEHOLDERS ON VARIOUS ASPECTS OF TNRM

### 7.5.1 IRRESPONSIBLE DOG OWNERSHIP & BREEDING

It is compulsory for owners to license a dog but it is still not mandatory for owners to sterilize their dogs thus enabling irresponsible dog breeding. However, SOSD has worked with NParks to require mandatory sterilization of female dogs in Pulau Ubin.

SOSD had effectively rehomed all strays on Pulau Ubin, thereby all dogs that remain have owners for AVS to follow up with on licensing and sterilization requirements. The current Ubin issues are with residents and related parties bringing in new dogs to breed and refusing to abide by the licensing and sterilization rules. We need to urge the relevant authorities to step up on enforcement as enforcement remains within the purview of the authorities, and not the AWGs.

On mainland Singapore, the same issues have surfaced in various TNRM sites where compulsory sterilization is not mandatory, and dog breeding is still a grey area.

We need to continue to work with the relevant authorities to concentrate on the issues dealing with source of strays, enforcement of licensing rules (and sterilization rules in Pulau Ubin) and introduce compulsory sterilization rules on the mainland for such sites which are not fully monitored carefully. Only then can TNRM be holistically dealt with and successfully implemented.



### **7.5.2 COLLABORATION WITH OTHER AWGS & STAKEHOLDERS**

TNRM requires extensive collaboration with government agencies, feeders, independent rescuers and other AWGs to succeed.

Team TNRM collaborates with other parties on various aspects to see what is in the best interest for a particular dog. For example, Team TNRM would trap dogs from their ad hoc sites and seek help from other AWGs to rehome such dogs if SOSD is unable to take in due to shelter constraints.

Team TNRM may also target dogs kept by owners who no longer want their dog with intentions to abandon, or even owners with intentions to breed (thereby possibly contributing to the stray population). Team TNRM also collects evidence of abuse and neglect and works with AVS for such cases.

### **7.5.3 PUBLIC EDUCATION**

The TNRM Team has worked closely with AVS on the materials on its website to tell the public what to do when encountering strays, or what responsible stray feeding practices are acceptable. The TNRM Team and its volunteers and cooperative feeders take every opportunity to educate the public about the TNRM Programme. The TNRM Team as well as the SOSD Education and Outreach Team conduct talks and events to better inform and educate the public about the importance of TNRM and to encourage a mindset change to accept animals in the community.

## 8. GOVERNANCE

### 8.1 MANAGEMENT COMMITTEE

Under SOSD's constitution, the management and administration of the charity is entrusted to the Management Committee ("MC"). The MC provides strategic direction and oversight of SOSD's programmes and objectives.

As part of its role, the MC, inter alia:

- approves SOSD's annual budget and monitor expenditure against budget;
- periodically reviews organization's charitable purposes, and external environment in which it works, to make sure that the charity, and its purposes, stay relevant and valid;
- ensure that the charity's values are reflected in all of its work, and culture of the organization underpin the delivery of all activities;
- monitors the progress of its programmes; and
- collectively exercises powers of delegation to committees, staff or volunteers.

### 8.2 TERM LIMITS

Under the SOSD Constitution, each MC member has a term limit of two years and may be re-elected at a general meeting. The Treasurer may serve up to two terms, totalling a maximum of 4 years, and may not seek re-election until a lapse of at least two years.

Our President, Siew Tuck Wah and Ordinary MC Member Malina Adinegara Tjhin have both served more than 10 years in the MC. The search for a successor for them was hampered by the challenges faced during the COVID-19 pandemic. The MC has not been able to find a successor for their roles. They both have expressed willingness to continue to serve in the MC until a successor steps forward to take over their respective roles in the MC.

### 8.3 DISCLOSURE OF REMUNERATION AND BENEFITS RECEIVED BY MC MEMBERS

No MC member was paid any remuneration for their services as MC member in FY2021. A MC member has received remuneration totalling \$29,295 (2020: \$51,480) as staff of SOSD. This employee is no longer an MC member.

## 8.4 DISCLOSURE OF REMUNERATION OF STAFF

None of the staff of SOSD receives an annual remuneration of \$100,000 or more.

SOSD has no paid staff who are close members of the family of any MC member.

## 8.5 CONFLICT OF INTERESTS POLICY

SOSD requires all MC members and employees to submit an annual conflict of interest declaration in the form provided by SOSD at the end of each financial year.

MC members and employees are also required to declare, as soon as they are aware, that they have any conflict of interest or potential conflict of interest in relation to any transaction or matter involving SOSD.

MC members are not allowed to vote on any matters in which they have a conflict of interest. They are also not allowed to participate in any discussion on matters in which they are personally interested. An MC member is required to recuse himself or herself from any meeting where such discussion takes place. The reason for how a final decision is made on the matter is also required to be recorded in the minutes of meeting.

## 8.6 MC MEETINGS AND ATTENDANCE

A total of 11 MC meetings and two general meetings were held in FY2021. The following sets out each MC member's attendance at MC meetings:

NAME	NUMBER OF MEETINGS ATTENDED
Siew Tuck Wah	10/11
Chan Yuen Leng	11/11
Ong Hua	10/11
Malina Adinegara Tjhin	11/11
Chen Jia Xin	10/11



Kua Yi Wen (Resigned wef 1 August 2021)	8/8
Chia Su-Lin, Lynnette	10/11
Yew Poh Leng Dorothy	10/11

## 8.7 RESERVES POLICY

SOSD aims to maintain its reserves at a level which is at least equivalent to six months' worth of operating expenditure.

The reserves are to be invested in fixed deposits in established banks in Singapore as well as other low risk funds.

The MC conducts regular reviews on the amount of reserves that are required to ensure that they are adequate.

The reserves shall not be used except with the approval of the MC.

SOSD's Reserves Position:

	As at 31 December 2021 (\$'000)	As at 31 December 2020 (\$'000)
A. Total Unrestricted Funds	2,578	1,978
B. Total Annual Operating Expenditure	1,167	1,056
Ratio of Reserves [Formula of Reserve ratio = (A) Total Unrestricted Funds / (B) Total Annual Operating Expenditure]	2.21	1.87

**For and on behalf of the Management Committee**

Dr. Siew Tuck Wah  
President  
26 May 2022