



ANNUAL REPORT

for period 1 January 2022 to
31 December 2022
("FY2022")

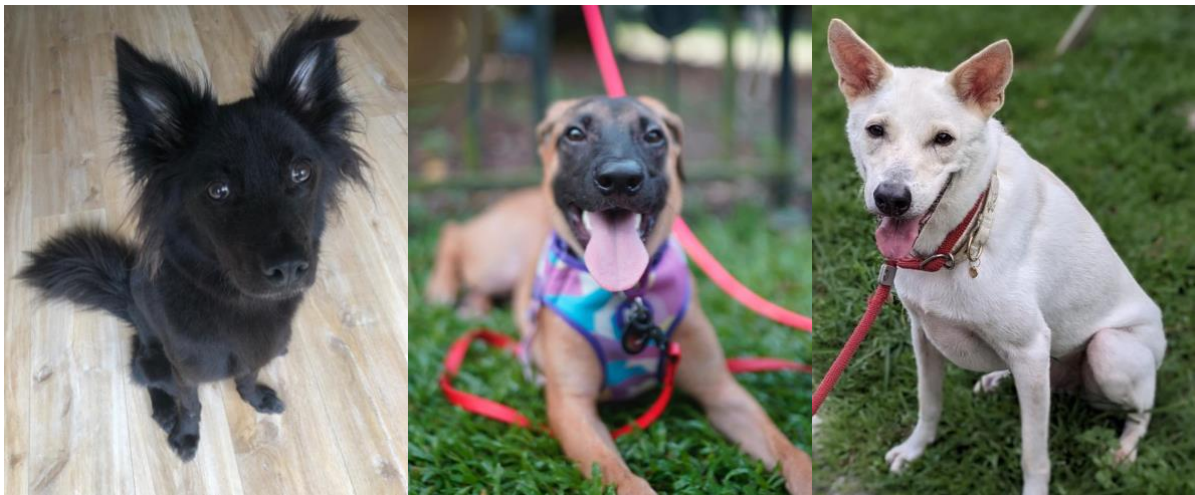


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1. About SOSD

1.1 LEGAL STATUS

SOSD is a society registered under the Societies Act 1966. It is also a charity and an institution of public character ("**IPC**") pursuant to the Charities Act 1994.

UEN Number: T12SS0058C

Governing Instrument: Constitution

Registered Address: 59 Sungei Tengah Road Blk T, #01-42,
Singapore (699014)

Date of Charity 23 April 2013

Registration:

IPC Status: Renewed from 25 July 2022 to 24 July 2024

Auditors: Audit Trust PAC

Bankers: CIMB Bank Berhad, DBS Bank Ltd., Maybank
Singapore Limited, OCBC Bank Ltd., United
Overseas Bank Ltd.



1.2 OUR OBJECTS

Our objects, as set out in our Constitution, are as follows.

- 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 CORE VALUES

SOSD believes in these core values:

- a. **Compassion.** We advocate compassion towards all living beings. Compassion for stray and abandoned dogs lies at the core of our rescue and rehoming operations.
- b. **Integrity.** We believe in the importance of honesty and upholding our values and principles.
- c. **Impartiality.** We will try our best to render help to any dog in need regardless of breed.
- d. **Resilience.** Despite obstacles and challenges, we are committed to humane solutions for Singapore's stray dog problems.
- e. **Harmony.** We are committed to promoting harmonious relationships between human and dogs.



2. Message from the President

The past year was a year of renewal and new opportunities. As we came out of the Covid-19 pandemic, we focused on restarting our outreach activities, which came to a halt for more than 2 years. Healing Paws – SOSD's Animal Assisted Activities program was one of the areas we worked on. It was not as easy as we thought it would be – we had to recruit new volunteers, reach out to new homes, conduct new training, amongst other admin issues. The pandemic has indeed been a challenging time for everyone, and our organization is no exception. Despite the difficult circumstances, SOSD has continued to provide critical support and care for animals in need, and we are determined to do even more going forward.

As we continue our efforts towards improving the lives of animals, we recognise that it is important to renew and refresh our leadership team, including the President. This is a huge challenge not only for us, but for many charities. The dedication and commitment of our Management Committee members are crucial to the success of our organization. We must ensure that we have the right people in place to drive our mission forward and to create a positive impact in our community. Succession planning will be another area of focus for the Management Committee of SOSD.

One of the big challenges we faced over the past year was finding suitable homes for our rescue dogs. In particular, many of our dogs have been with us for long time, and are growing older. Unfortunately, many people are reluctant to adopt senior dogs, and this can result in these wonderful animals being overlooked and left in shelters for extended periods, and sometimes even having to spend their whole lives in a small confined shelter space. Senior dogs can make the most loving and loyal companions, and we want to raise awareness of the joys of adopting a senior dog.

We wish to express our heartfelt thanks to all our donors, supporters, volunteers and staff for their support all these years. Our work in SOSD would not be possible without you and we are sincerely grateful.

Yours truly

Dr. Siew Tuck Wah

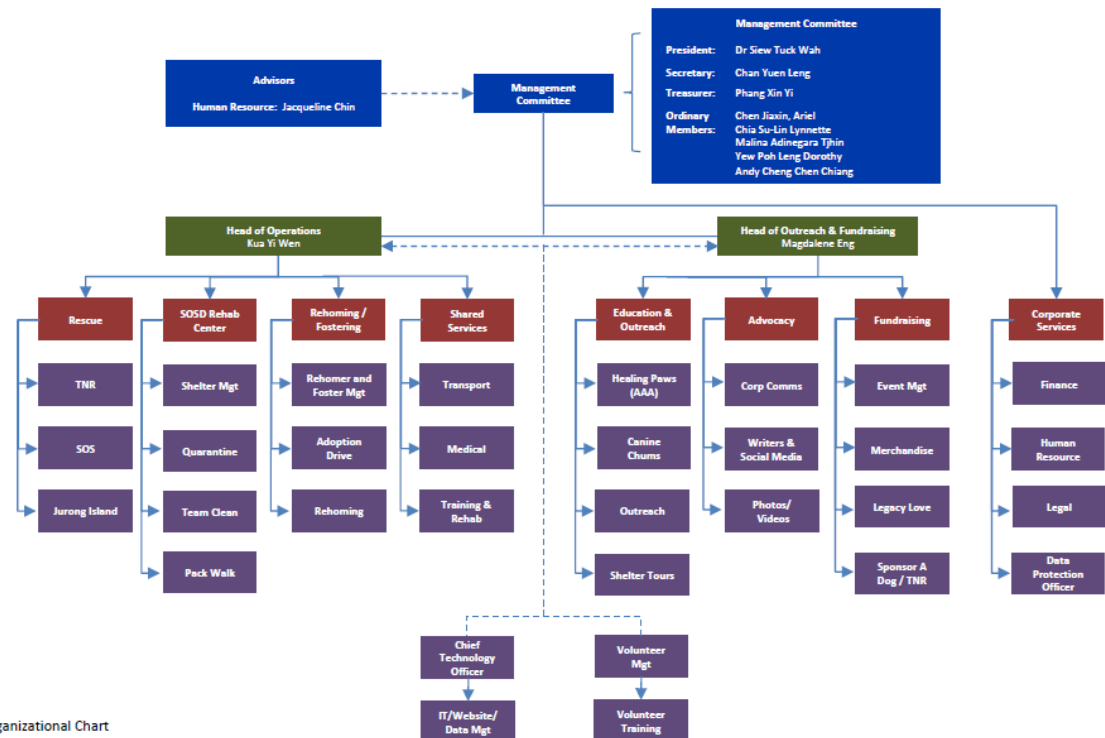
President

SOSD

3. Organization Chart, Management Committee, Staff and Volunteers

3.1 SOSD ORGANISATIONAL CHART

The current SOSD organization chart is set out below.



Organizational Chart
Updated: May 2023

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 2022 (“FY2022”), 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 July 2022
Chan Yuen Leng	Secretary Past MC appointment as other relevant officer: NIL (Occupation: Advocate & Solicitor, Singapore)	28 October 2018	1 July 2022
Ong Hua (Term expired and stepped down on 30 June 2022)	Treasurer Past MC appointment as other relevant officer: NIL (Occupation: Deputy Director)	1 August 2020	N.A.

Name	Current Designation	Date of First Appointment in Current Designation	Date of Last Re-election
Phang Xin Yi	Treasurer Past MC appointment as other relevant officer: NIL (Occupation: Sustainability Manager)	1 July 2022	N.A.
Malina Adinegara Tjhin	Ordinary MC Member	3 April 2012	27 May 2021
Chen Jia Xin	Ordinary MC Member	26 September 2019	27 May 2021
Chia Su-Lin, Lynnette	Ordinary MC Member Head, Rehoming	1 August 2020	1 July 2022
Yew Poh Leng Dorothy	Ordinary MC Member Head, Fundraising & Outreach	19 November 2020	1 July 2022

On 16 February 2023, we appointed Andy Cheng Chen Chiang as an ordinary MC Member. Mr Cheng co-heads Fundraising & Outreach with Yew Poh Leng, Dorothy.

3.3 OUR EMPLOYEES

As at 31 December 2022, SOSD has 16 employees comprising:

- Administrative and Rehoming Officer;
- Accounts Assistant
- Finance Manager
- Head of Operations
- Head of Outreach and Fundraising
- Jurong Island Project Shelter Manager
- 1 Jurong Island Project Officer
- 4 Jurong Island Project Shelter Operators
- Rehabilitation & Enrichment Officer
- TAL Shelter Operations Supervisor
- TAL Shelter Operations Assistant
- TAL Shelter Part-Timer
- Trap-Neuter-Release-Manage Manager

3.4 OUR OPERATIONAL TEAMS AND 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 340 volunteers in FY2022. Our core volunteer teams in FY2022 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 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 charity'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 four full time staff (Head of Operations, Rehabilitation and Enrichment Officer, Shelter Operations Supervisor and Shelter Operations Assistant) and a 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.

In FY 2022, we employed a full time Rehabilitation and Enrichment Officer (“**REO**”) to improve the welfare of the shelter dogs in SRC. Our REO has successfully increased the level of interaction and activity provided to our shelter dogs, thereby enriching their lives in the shelter environment. In addition, the REO has implemented a more cohesive and aligned dog handling techniques amongst our shelter volunteer who in turn have benefited from the guidance provided by the REO. The REO’s role is to continue to improve the standards of care and attention given to our shelter dogs.

Our dedicated team of shelter volunteers consistently engage with our SRC canine residents, providing them with enriching experiences and opportunities for socialization. This helps prepare our dogs for successful adoption into loving homes.



Almost 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 five main categories:

- Red dogs : Only shelter staff are allowed to handle them
- Blue dogs : Only trained designated handlers are allowed to handle them
- Orange : Shy dogs that need more time to gain confidence on dogs leash, only handled by rehabilitation volunteers
- Green dogs : Puppies requiring careful socialisation
- Black dogs : Dogs ready for pack walks and re-homing

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 SOSD.



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.

Rehabilitation Team

The rehabilitation team is made up of dedicated volunteers who devote their time to the dogs on a weekly, and often multiple times weekly, basis. While some may not have had prior training prior to joining SOSD, their commitment to the dogs drives them to become experienced handlers. Selected for their keen observation skills and ability to react to canine body language and competent handling, these volunteers work closely with newly rescued dogs in need of careful management and rehabilitation.

The REO oversees this team, and ensures that every dog receives sufficient attention throughout a month.





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.

Prior to participating in pack walks or being placed into foster or adoptive homes, each of our dogs undergoes an assessment by our rehabilitation team. Given the varying backgrounds and histories of each dog, their individual needs and temperaments are carefully evaluated. Our rehabilitation team members devote countless hours to preparing these dogs for their future families. The detailed analyses and recommendations that each dog receives are a testament to the unwavering dedication and commitment of our team at SRC.

Medical Team

The medical team comprises dedicated pack walk volunteers who demonstrate exceptional attention to detail. They diligently observe and report on any health concerns noticed during the walks, and provide essential medical care to the dogs when necessary, often going above and beyond by staying late to ensure all tasks are completed.



Training Team

This small team of highly experienced handlers works to prepare new volunteers to join their elected volunteer groups. As most new volunteers typically sign up to join the Pack Walk Team, the demand for training places is high. To meet this demand, the training team has recruited additional experienced handlers to serve as instructors. The training programme for new volunteers comprises of both theoretical and hands-on segment, to ensure a thorough understanding of the concepts and techniques that SOSD employs for our dogs. Consistency is key to the proper rehabilitation of our dogs, and the training team is instrumental in ensuring that our volunteers are well-equipped to handle their responsibilities with consistency and confidence.

3.4.3 Team Rehoming and Fosterers

Rehomers are the very people responsible for placing our rescue dogs into homes. As a people-oriented volunteer group, rehomers are the point of contact with adopters from the moment of adoption application and beyond adoption.

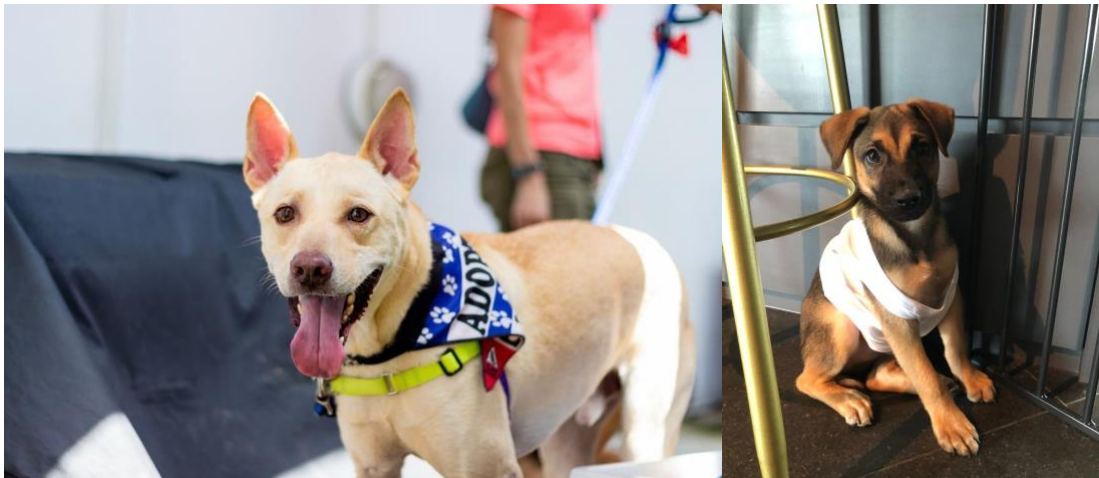
We adopt a rigorous adoption process so as to ensure the best possible match between dogs and potential adopters. It is important that our dogs are placed into suitable homes, which is fundamental to our mission.

Our dedication to supporting adopters does not end with the adoption process. We believe that post-adoption guidance and support are vital. As such, we continue to follow up with adopters and provide them with advice and recommendations whenever the need arises.

Fosterers play a crucial role in helping our rescued dogs adjust to home environments and prepare them for adoption. Through fostering, our rescue dogs learn to co-exist harmoniously with humans and adjust to a typical household routine. This approach allows us to better understand each dog's habits and personality, which is essential in matching them with a suitable adopter.

For older dogs or those with medical or behavioural issues, our fosterers provide a quiet and calm environment where they can recuperate and decompress. Foster homes are better equipped to provide individualized care and training that is tailored to the specific needs of each dog. This approach significantly enhances their quality of life, by providing the dogs with the care and support they need to thrive, making a meaningful difference in the lives of the dogs we rescue.

In addition, fosterers allow us to rescue more dogs from the streets by freeing up space in our shelter.



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 and Education Talks

The E&O team conducts private shelter tours at the SRC for schools and organisations on weekdays. 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.

Healing Paws

Healing Paws works with human-oriented partner organisations to bring Animal Assisted Activities (“AAA”) to 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 elderly 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 dogs population.



SOSD TNRM Sites

As at the end of FY2022, Team TNRM has covered a total of 134 sites categorised as follows:

- approximately 31 TNRM Project sites comprising 45 smaller sites (where Team TNRM manages all dogs on site);
- 12 ad hoc sites comprising 15 smaller sites (where Team TNRM assists on an ad hoc basis); and
- 51 other one-off sites comprising 74 smaller sites (where Team TNRM assists with a view to rehoming).

For FY2022, Team TNRM worked on the following sites:

- 17 TNRM Project sites;
- 6 ad hoc sites; and
- 28 one-off sites.

Some sites have over 100 dogs while some might only have a handful. Some dogs remain largely within one site while some others roam over a few sites. Some of the categorisation of sites changes for example, some ad hoc sites

become Project sites, some smaller sites are consolidated into bigger site areas.

Jurong Island was initially not part of this initiative as it has a separate TNRM programme (see paragraph 3.4.6 below) but since Aug 2020, Team TNRM started including dogs trapped in Jurong Island into the TNRM Programme.

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 Quee 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, Lim Chu Kang and more recently Sembawang). 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 or which no longer have a home due to development plans.

A key part of management is investigating and dealing with source of dog ending up as a stray e.g. through abandonment. The Government has also in 2022 started referring to the “stray dog population” as “free-roaming dog population”, which is a more accurate description of our TNRM dogs. Further engagement with relevant stakeholders e.g. through implementing new regulations, is required to ensure no new dogs are irresponsibly brought into a 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 site, 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 and lack of skilled trappers, especially for difficult dogs, have also affected our trapping rate in FY2022.

In FY2022, SOSD has reached out to AVS and SPCA to assist in trapping difficult dogs. This also helps AVS / SPCA understand and hopefully assist in dealing with the difficulties SOSD faces in trapping these dogs, whether it be due to the dogs being highly intelligent, or the dogs having educated themselves about the various trapping methods used, or feeders being uncooperative or even sabotaging the trapping.

In FY2022, SOSD reported 167 TNR dogs under the TNRM Programme. Many of the dogs are trapped by Team TNRM while some are trapped by AVS or SPCA, or feeders or independent rescuers, and even members of public, and then neutered and/or rehomed by SOSD. The majority were re-homed by

SOSD and other AWGs and only 11 were released to sites currently with reliable feeders.



Some of the dogs were owned (whether licensed or not) but found free-roaming. Some were found dead and while we need not sterilise these dogs, the data is still important. We report all such dogs under the TNRM Programme to give a more accurate set of statistics on the free-roaming dog population in order to provide holistic data for future policy-making.

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.

For dogs which are “owned” but not licensed, Team TNRM tries to get such dogs licensed, although it is sometimes an uphill task when owners refuse to do so, which will affect the traceability of such dogs especially in future abandonment cases.

Team TNRM also does most of the transporting of the dogs between trapping sites, the vet and shelter, ensuring that dogs do not escape during transportation and also saving on transport costs.



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. This paperwork can be time consuming but is important to ensuring SOSD benefits from the AVS reimbursement programme to recover trapping, medical and hospitalisation costs, while ensuring that important data is reported as statistics under the TNRM Programme.

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

Overview

The Jurong Island TNRM Project ("**JI TNRM Project**") is approaching its 9th 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 FY2022, JI has an estimated 70 free-roaming dogs, down from 120 in 2021. This number comprises mostly of neutered dogs, with only an estimated 15 being non-neutered.

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 1 complaint received in FY2022.

These positive outcomes 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 Stray Management and Stray Feeding

Our JI team has continued to identify and select locations across JI for the purpose of feeding and conditioning non-neutered dogs for eventual trapping. In addition, we have been closely monitoring existing feeding sites where dogs have been trapped, neutered, and released. This daily stray-feeding is crucial for effective stray management.

By maintaining these dedicated feeding sites, we have gained a deeper understanding of the natural behaviour and movements of free-roaming dogs. This knowledge has allowed us to anticipate and prevent potential complaints from JI tenants. It has also enabled us to educate tenants on the temperament of dog packs and how to behave around them, which has been especially valuable for those who are naturally fearful of dogs.

Our team's familiarity with these dogs has earned the trust of JI tenants, making them more receptive to our recommendations. Through our continued efforts to feed and monitor these animals, we are making great strides in our mission to create a safer and more harmonious environment for all.



Jl Trap & Neuter

Throughout FY2022, our JI team has remained committed to the active trapping and neutering of remaining unneutered dogs. While males are also trapped when opportunities arise, our priority has been to neuter female dogs, as the ultimate success of our TNRM project for JI relies on achieving zero females on the island. Over the course of the year, we have successfully trapped 29 dogs.

In an effort to prevent the dumping of dogs onto the island, JTC has implemented vehicle checks for all incoming traffic. Additionally, any dogs that are sent out to vets from JI by SOSD require a permit, which is submitted to JTC. This ensures that only dogs with the proper permits are allowed to re-enter JI, promoting the safety and well-being of all animals on the island.

Jl Shelter Management

In FY2022 there was an average of 117 dogs residing in the Jl Shelter at any one point. 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 Jl shelter is co-managed together with Noah Ark Cares. 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 Jl team of staff who labour tirelessly without complaint to care for our beloved Jl shelter dogs.





Jl Rehabilitation & Re-homing

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

The Jl Team works closely with our Rehabilitation Team, Pack-Walk Team and Rehoming Team so that the transition of the Jl shelter dogs to SOSD's shelter at TAL could be completed in the least stressful way possible. After their transfer, the Jl 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 Shelter 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 website, IT infrastructure, and ultimately, to sustain SOSD's daily operations. More importantly, the team proposes, advises and/or implements working technology solutions and is in charge of our digitalization project.

3.4.10 Team Photography

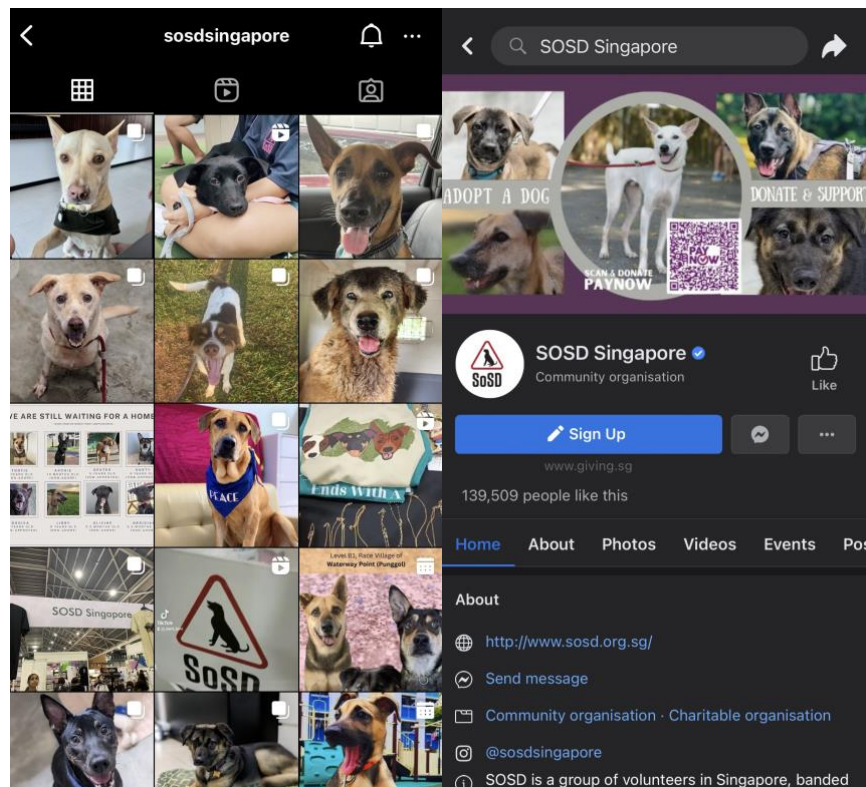
Team Photography comprises of a dedicated group of volunteers who work tirelessly to showcase our dogs in their best light, thereby increasing their chances of finding loving homes. With a lean team, they not only capture the essence of our dogs, but also document major events that are significant to SOSD.



3.4.11 Team Social Media

Team Social Media is responsible for crafting and curating engaging social media posts about SOSD. As a non-profit organization that relies heavily on public support, SOSD's success is closely tied to the efforts of Team Social Media. They play a crucial role in sharing our stories, from heartwarming to heart-wrenching, and in highlighting our struggles and triumphs.

Additionally, online platforms are invaluable in helping our rescues find their forever homes, and are also an effective tool for rallying public support around animal welfare issues.



4. Review of FY2022 Financial Statements and Explanation of Major Financial Transactions

4.1 SUMMARY CONSOLIDATED FINANCIAL PERFORMANCE

\$'000

Total Income: \$1,930

Total Expenditure: \$1,253

Cash donations, which accounted for about 74% of SOSD's total income in FY2022 amounted to \$1,438,000. Cash donations were \$36,000 lower compared to FY2021 as fund-raising efforts via online platforms drew very encouraging response during the Covid-19 pandemic. This slowed down in FY2022. Income from adoption, training and licence fees declined by \$17,000 to \$45,000 compared to FY2021 due to lower adoption rates as more people returned to work, post-pandemic. Merchandise sale was scaled down to focus on other activities, resulting in a decline of \$33,000 compared to FY2021.


In FY2022, SOSD received \$291,000 under the Enhanced Fund-raising Programme administered by the Tote Board.

Other income decreased from \$56,000 to \$44,000 as National Parks Board waived SOSD's rental for 3 months in FY2021 and there was no waiver in FY2022.

SOSD's cost of generated funds increased by \$64,000 to \$73,000 as we held a charity dinner after the Covid-19 pandemic. Cost of charitable activities increased by \$66,000 to \$1,067,000 due mainly to the increase in manpower costs. Governance and administrative costs decreased by \$44,000 to \$112,000 due to reduction in manpower costs.

4.2 MAJOR FINANCIAL TRANSACTIONS

In FY2022 SOSD invested \$253,000 in HDB bonds with a coupon rate of 2.035%. The bonds will mature in September 2026.



SOSD acquired a van for \$73,000 in FY2022. The van is used mainly for its operations in Jurong Island.

SOSD divested the following funds:

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

The above funds were divested and put into fixed deposits with interest rates which increased in 2022. Fixed deposits amounted to \$1,902,000 as at end of 2022, an increase of \$598,000 compared to 2021.

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 FY2022, SOSD...

RESCUED:

74 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

117

dogs at the Jurong Island shelter

76

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

RE-HOMED:

120 dogs, of which **70** were re-homed under Project ADORE

TRAPPED AND NEUTERED OR RESCUED:

167 dogs and puppies islandwide (including Jurong Island)
Out of these, **68** were puppies.

46 puppies were taken by SOSD for re-homing

22 puppies were taken by other rescuers

Out of these, **98** were adult dogs.

43 adult dogs were neutered by SOSD

25 were already previously neutered by SOSD and were taken in for re-homing (mainly because their habitat was being redeveloped and they would have nowhere to go),

24 were already neutered by other animal welfare groups.

Out of the **98** adult dogs,

45 were taken in by SOSD for re-homing

25 were released to sites with reliable stray feeders or to unlicensed dog owners

SUPPORTED:

70 roaming stray dogs in Jurong Island through our stray feeding programme

CONDUCTED:

5

adoption drives

6

orientation and training sessions for new volunteers

15

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

8

visits to **4** Healing Paws' partner organisations, providing Animal-Assisted Activities ("AAA") to residents and patients in these organisations

2

public talks to schools reaching out to 100 students

14

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:

21 new volunteers under the various departments

4 new staff

RAISED:

\$225,220 through its **Sponsor-a-Dog Programme**

\$64,437 (after deduction of expenses) through its **Charity Dinner 2022**



5.2 IMPROVEMENTS IN SRC OPERATIONS

5.2.1 Hiring of Rehabilitation & Enrichment Officer

As part of our ongoing commitment to enhancing the welfare of the dogs at SRC, we are pleased to have made significant progress in FY2022. Our new Rehabilitation & Enrichment Officer has played a vital role in improving the quality of life of our dogs, and this represents a significant step forward in our mission to provide a high standard of care to our canine residents.

5.2.2 Upgrading Staff & Volunteers' Skills & Knowledge

We have remained dedicated to enhancing the skills and knowledge of our staff and volunteers in the area of dog training and behaviour management. In FY2022 we started an ongoing engagement with professional dog trainers and behaviour consultants and this has enabled us to remain up-to-date on the latest training techniques and best practices. By incorporating these techniques and approach into our daily interactions with our dogs, we aim to build stronger and positive bonds with our dogs and provide them with the compassionate care they deserve.

5.3 IMPROVEMENT IN JI OPERATIONS

We continue to strive to improve the lives of dogs under our care in the Jurong Island ("JI") shelter as well. With its rapidly aging dog population and limited accessibility to volunteers, we recognized the urgent need to enhance the living conditions of our dogs.

In 2022, SOSD invested \$68,475.00 to construct extensions for each JI kennel, effectively doubling their size and providing the dogs with access to the outdoors and a bigger space. Witnessing the completion of this project was an emotional moment for our Jurong Island team. For dogs that have been confined to their kennels for an extended period, it was an opportunity to bask in the sun and explore the natural surroundings.

The impact of this renovation was immediately apparent. The dogs were more relaxed, comfortable and inquisitive, as they took in the sights, smells and sounds of their new outdoor spaces. With these improvements, the dogs in our care lead a better quality of life and are able to experience some joy and happiness in exploring a bigger space.

5.4 PRE-ADOPTION BRIEFING

In recent years, the process of adopting a Singapore Special (SS) has become increasingly challenging due to unique traits in our recent rescues. These traits require extra care, patience, and precaution to ensure the safety and wellbeing of all parties involved, which can make it difficult to find suitable dogs for potential adopters.

The dogs left behind at the shelter fall into one or more of the following categories:

- 8 years and above, and/or have medical issues (often, these are the dogs who have the best temperament, but are overlooked for adoption due to their age and medical condition) (13%)
- Very shy, fearful and have extremely high flight-risk (59%)
- Have bite history (surprisingly, most of our biting dogs were rescued and adopted as puppies, but later given up due to behavioural issues) (25%)
- Sensitive with strangers or handling (96%)

To address this trend, SOSD introduced a Pre-Adoption Briefing as the first step in the adoption journey with us. The briefing, which is conducted online via Zoom bi-weekly, lasts for 1.5 hours and covers various topics, including Understanding Our Dogs, How to Manage Dogs with Flight Risks, Our Adoption Requirements and Process, and more. This briefing is open to all

members of the public who are considering to adopt an SS, not just potential adopters of SOSD dogs. In this way, we hope to promote the adoption of SS from animal welfare groups.

Feedback from potential adopters has been positive, with many finding the briefing useful and enlightening. However, some potential adopters have also had a reality check and decided to hold off on adopting a dog for the time being.

Overall, we believe that this briefing will help potential adopters make informed decisions and ensure successful matches between our rescue dogs and their new families.

5.5 TRAINING FOR FOSTERERS

As animal welfare standards continue to improve in Singapore, SOSD recognizes the importance of education in dog training and handling. We believe in employing training methods that prioritize the well-being and happiness of our dogs, both in our shelters and in the homes of our fosterers.

To ensure that our fosterers have the necessary knowledge and skills to care for our dogs, we have started engaging professional and accredited trainers to conduct ongoing training sessions. By doing so, we hope to equip our fosterers with the tools and techniques necessary to help our dogs become better prepared for their forever homes.

5.6 FUNDRAISING AND OUTREACH ACTIVITIES

10th Anniversary Celebrations In August 2022, we marked our 10th Year Anniversary with a Charity Dinner, where superheroes assembled to raise funds for a new shelter and rehabilitation center for street dogs. The night was filled with entertainment from Jimmy Ye, Alexander Yuen, Strangers-In-Sync, and Joseph Then. We were honoured to have Mr. Desmond Lee, Minister for National Development and Minister-in-Charge of Social Services Integration, as our guest of honour. During his opening address, he highlighted the importance of the Trap-Neuter-Release-Manage (TNRM) program, which involves collaboration between the Animal Veterinary Services (AVS), Animal Welfare Groups, veterinarians, and other key stakeholders. Mr. Lee also acknowledged the efforts of SOSD in improving Singaporeans' perceptions of

the Singapore Specials and successfully rehoming more than 1800 dogs in the past decade. He spoke of plans to build a bigger facility with expanded capabilities to rehabilitate and house more dogs, including those from Jurong Island.



Wine & Dine with Stars In April 2022, we hosted "Wine and Dine with the Stars," an event where potential adopters and supporters gathered to spend time with our Singapore Specials.


Adopt an NFT Additionally, we teamed up with Chatrity to introduce the "Stars of SOSD" NFT series, allowing people to virtually adopt one of our dogs and support our mission of rescuing, rehabilitating, and rehoming strays.

Art Jam Later in the year, we organized two Art Jam sessions at Plaza Singapura, where supporters came to learn more about our organization and create water colour portraits of their own pets. It was a pleasure to meet our supporters and share insights with them.

Tour de Franks In July 2022, two young men cycled 3,200km from Singapore to Hanoi, dressed in hotdog suits, for the Tour de Franks fundraiser, which raised almost \$5,000 for our shelter.

Healing Paws Throughout the year, our Healing Paws program continued to provide comfort to those in need, with corporate visits in April 2022 and visits to various homes in the second half of the year.

School and corporate events We were touched by the dedication of students from many schools who raised awareness of stray dogs through creative



campaigns such as food donation drives, fun fairs, and Friendship Day events. We are also grateful for the volunteers from companies who helped with shelter cleaning and packing of our table-top calendars.

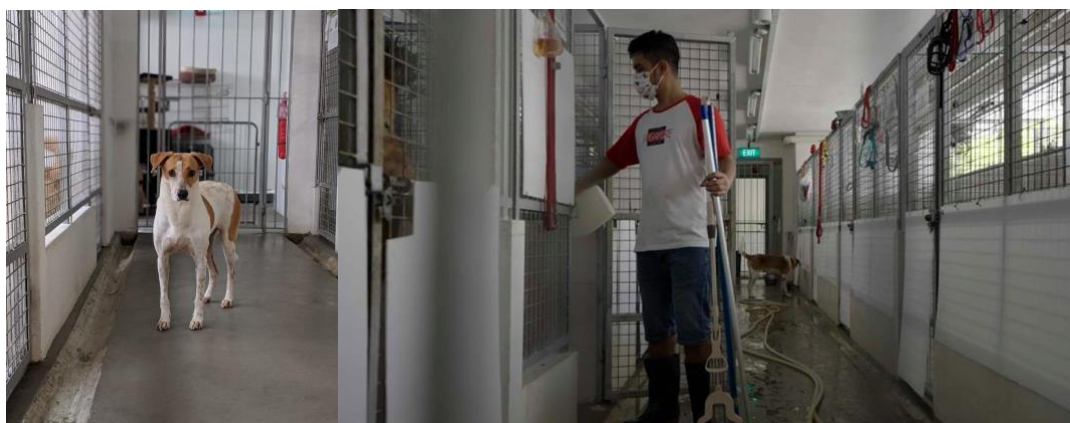
Team TNRM Our TNRM Manager has continued her tireless efforts to create awareness of the TNRM programme. In 2022, she made presentations/gave talks relating to the TNRM programme to the Collage of Alice and Peter Tan of NUS, AVS and the German School.

6. Looking Forward – Challenges

6.1 HIGH OPERATING COSTS

Total expenditure in FY2022 increased by \$86,000 over 2021. SOSD's operating costs are expected to remain high as we intensify our TNRM operations. The total expenditure for FY2022 was \$1, 253,000 of which approximately 85.2% (2021: 85.8%) or \$1,067,000 was Cost of Charitable Activities. These were mainly expenses incurred for TNRM efforts and for taking care of our dogs. There will be increasing pressure to manage increasing costs in the coming years due to high inflation.

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 5 years, we have learned to cope with the new environment and are continually exploring ways and means to improve the shelter environment

(see para 5.2 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. Volunteer numbers have dwindled over the years, due to the location of the shelter as well as the pandemic, and we are left with few skilled volunteers that are able to work with these dogs.

Even after these dogs have started to open up, the chances of adopters willing and suitable to adopt a fearful and skittish dog are rare. 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 and 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.

7. Addressing Challenges

7.1 FACILITATING ADOPTION OF DOGS WITH BEHAVIORAL ISSUES

Adopting dogs with behavioral issues presents challenges for both adopters and SOSD. Stringent adoption screening processes are required due to the difficulties that may arise when caring for such dogs, and many potential adopters are unprepared for these challenges. Additionally, some members of the public do not understand the reasons for certain adoption requirements, such as the installation of window grills to prevent fearful dogs from jumping to their deaths when startled.

To address these issues, we have implemented a compulsory Pre-Adoption Briefing that streamlines the adoption process and enables us to identify unsuitable potential adopters early on. This allows our rehoming volunteers to focus on adopters who are better prepared and suited to adopt our dogs. We invest significant time and effort into screening and guiding potential adopters through the adoption process, as well as providing post-adoption resources to support adopters and help the dogs adjust to their new homes.

We will continue promoting adoption and hope to increase senior dog adoption numbers through increased public awareness of the benefits of adopting a senior dog, as well as the true spirit of adopting a Singapore Special.

We plan to focus more on our fostering programme in the coming year. Fosterers are crucial in preparing our dogs for their forever homes, and with the increasingly challenging temperament of our dogs, we need more experienced fosterers. By providing training and support for fosterers, we hope to grow our pool of fosterers, both in skills and numbers. Additionally, we welcome those who may foster with a possibility to adopt, as they may only decide to commit to adoption upon fostering the right dog for their family.

7.2 REVAMPING OF ADOPTION DRIVES

With COVID-19 safety management measures finally being lifted, we look forward to more adoption drives in the coming year. By providing opportunities for potential adopters to meet our dogs, we aim to increase awareness of

SOSD and our mission. To draw larger crowds and engage our volunteers further, we plan to include additional fringe activities, such as collaborations with other pet related businesses, during our adoption drives. We hope that these events will not only be enjoyable but will also increase our chances of finding loving homes for our dogs.



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. It’s been challenging as we face obstacles in finding a suitable location in Singapore that permits the construction of an animal shelter.

In the meantime, as we work towards our mission of improving the quality of life for the dogs at our shelter, we remain committed to providing them with regular opportunities for enrichment and physical activity. We aim to prioritize regular interactions and walks for our dogs, with the goal of reducing stress levels and promoting their overall well-being. Looking ahead, we plan to expand our volunteer program and recruit additional volunteers to support our efforts in this area. With the support of our volunteers, we hope to increase the frequency of our evenings walks and provide our dogs with even more opportunities to engage in exercise and outdoor activities.

7.5 WORK WITH NPARKS AND OTHER STAKEHOLDERS ON VARIOUS ASPECTS OF TNRM

7.4.1 Irresponsible dog ownership and 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 and 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 Ordinary MC Member Malina Adinegara Tjhin has served more than 10 years in the MC. Malina has informed the MC that she would step down from the MC by 31 December 2023. Our President, Dr Siew Tuck Wah has also served more than 10 years and we are looking for a successor for his role amongst our current team of volunteers.

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 FY2022.

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 key 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 key 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 12 MC meetings and two general meetings were held in FY2022. The following sets out each MC member's attendance at MC meetings:

NAME OF MC MEMBER	NUMBER OF MEETINGS ATTENDED
Siew Tuck Wah	10/12
Ong Hua	6/6
Phang Xin Yi (appointed wef 1 July 2022)	8/8
Chan Yuen Leng	12/12
Malina Adinegara Tjhin	12/12

Chen JiaXin	8/12
Chia Su-Lin, Lynnette	9/12
Yew Poh Leng Dorothy	9/12

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 2022 (\$'000)	As at 31 December 2021 (\$'000)
A. Total Unrestricted Funds	3,256	2,578
B. Total Annual Operating Expenditure	1,253	1,167
Ratio of Reserves [Formula of Reserve ratio = (C) Total Funds / (D) Total Annual operating expenditure]	2.60	2.21

For and on behalf of the Management Committee

Dr. Siew Tuck Wah

President

18 May 2023