



SOSD

Annual Report for Period

1 January 2020 to
31 December 2020
("FY2020")

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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).

UEN Number: T12SS0058C

Governing Instrument: Constitution

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

Date of Charity Registration: 23 April 2013

IPC Status: Renewed from 25 April 2021 to 24 July 2022

Auditors: Fiducia LLP

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 programs and
 - ii. Trap-Neuter-Release and Management programs
- b. As key long-term objectives, 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 programs 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 Trap-Neuter-Release Management (TNRM) programs
 - 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

As a corporate body, 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



2020 was a very special one, and not only for SOSD. Last year, the Covid-19 pandemic brought the world to its knees. As social distancing measures were put into place from March 2020, we had to quickly adapt to the ever-changing landscape. We were unable to hold anymore adoption drives or fundraising events. At the same time, all outreach activities ceased. We could not bring dogs to persons in need (Healing Paws), or to institutions to spread our cause (Canine Chums).

The bad news continued in April 2020, when Singapore entered its Circuit Breaker. Rehoming and Trap, Neuter, Release, Manage (TNRM) activities were ceased as well. Dogs in need could not go to homes, and the stray dog population was in danger of increasing again, which would add to much of the work that we have done over the past years.

As donations fell, we had to quickly adapt and change your ways of raising funds, relying much more heavily on online means. We also had to go virtual for adoption drives, and spend more time writing about our dogs on social media. We rely on the kindness of our supporters and volunteers to keep the organisation running. In 2020, the staff, volunteers and donors rose up to the challenges. Even when no volunteers were allowed to help out in shelter, our staff took it upon themselves to work overtime to ensure that the dogs were taken care of; even when no events were allowed, worried volunteers thought of new ways to raise funds and engage with the public. In difficult times like these, acts of kindness light up the way, even more than before.

We are really grateful that despite the challenges, we rehomed a total of 196 dogs in 2020. Our TNRM and rescue operations were also ramped up after the Circuit Breaker, to ensure that we could catch up on lost time.

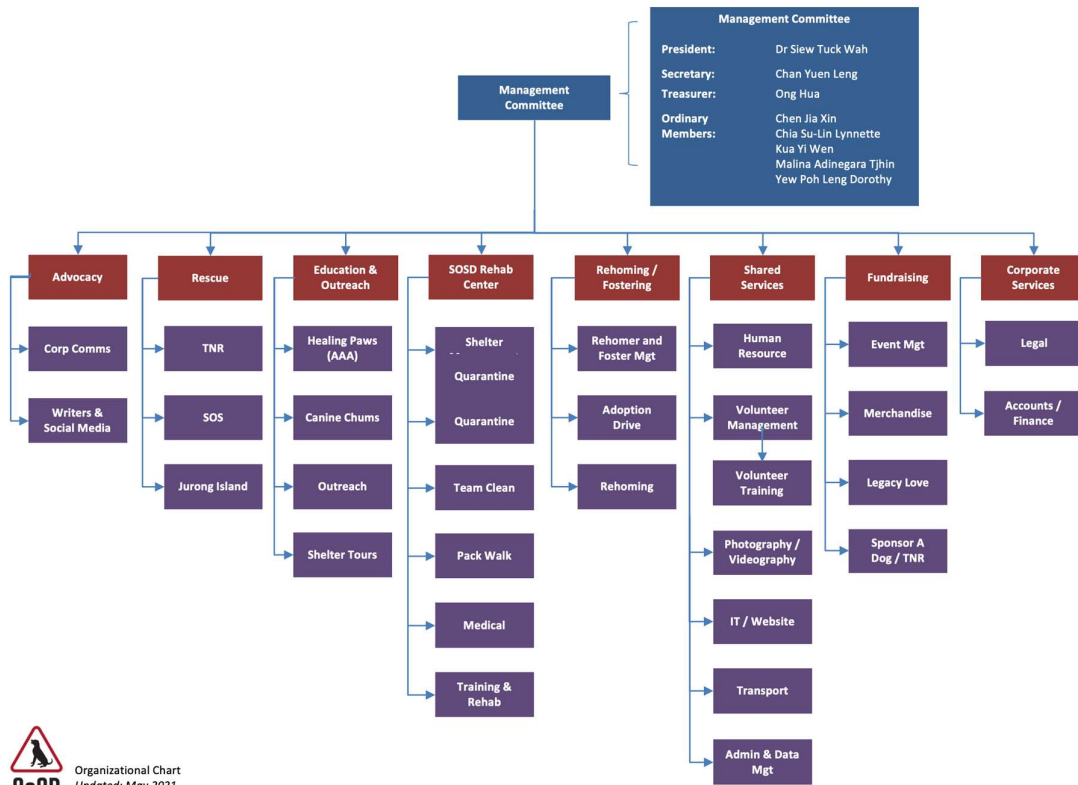
More than ever, we are so grateful for the support of members of the public in every way - donations, fostering, volunteering, spreading the word about SOSD's cause, and of course giving a homeless dog a home. With the pandemic continuing into 2021, we will continue to evolve and adapt to the new normal, with the commitment of making Singapore a better place for homeless dogs.

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 2021

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 2020 (“FY2020”), 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: 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
Catherine Wong Pey Giok Appointment ceased on 1 August 2020	Treasurer Past MC appointment as other relevant officer: NIL (Occupation: Accounting Manager) Head, Human Resource	1 September 2016	24 September 2018
Ong Hua	Treasurer Past MC appointment as other relevant officer: NIL (Occupation: Deputy Director, Finance)	1 August 2020	N.A.

NAME	CURRENT DESIGNATION	DATE OF FIRST APPOINTMENT IN CURRENT DESIGNATION	DATE OF LAST RE- ELECTION
Malina Adinegara Tjhin	Ordinary MC Member Co-Founder Head, Rescue & Trap Neuter, Release & Manage Operations Head, Human Resource	3 April 2012	26 September 2019
Nurstasha Arifin Wong Ji Han <i>Resigned on 1 August 2020</i>	Ordinary MC Member Past MC appointment as other relevant officer: Secretary up to 28 October 2018) Head, Healing Paws and Education & Outreach	29 September 2015	26 September 2019
Chen Jia Xin	Ordinary MC Member Head, Volunteer Management	26 September 2019	N.A.
Kua Yi Wen	Ordinary MC Member SRC Shelter Manager	26 September 2019	N.A.
Chia Su-Lin Lynnette	Ordinary MC Member Head, Rehoming	1 August 2020	N.A.
Cheng Chen Chiang, Andy <i>Resigned on 22 July 2020</i>	Ordinary MC Member Head, Fundraising	29 September 2015	26 September 2019
Yew Poh Leng Dorothy	Ordinary MC Member Head, Fundraising	19 November 2020	N.A.

3.3 OUR EMPLOYEES

As at 31 December 2020, SOSD has 14 employees comprising:

- Administrative and Rehoming Officer;
- Finance Manager;
- Fundraising Manager;
- Jurong Island Project Shelter Manager;
- 2 Jurong Island Project Officers;
- 3 Jurong Island Project Shelter Operators;
- SOSD Rehabilitation Centre (“SRC”) Shelter Manager;
- SRC Shelter Operations Supervisor;
- SRC Shelter Operations Assistant;
- Trap-Neuter-Release-Manage (“TNRM”) Manager; and
- TNRM Officer.

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 14 employees occupy key roles in the smooth running of SOSD’s daily operations.

We have about 600 volunteers. Our core volunteer teams in FY2020 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 Teams

The SOSD Rehabilitation Centre (“SRC”) at The Animal Lodge is run by a full time Shelter Manager. Assisting the Shelter Manager in the daily maintenance of SRC are a Shelter Operations Supervisor and a Shelter Operations Assistant. These three key individuals know the resident dogs as no one else would.

All newly rescued dogs are brought into and initially housed at the SRC quarantine unit. Dogs that are not returned to their original environment and selected for rehoming after the quarantine period are then housed in the main rehabilitation centre

for training and socialisation as family pets. When ready, dogs are then taken into a foster home or, if appropriate, 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. The engines that run SRC are the shelter operations teams, orchestrated by the Shelter Manager, and these are the people who make things work and to whom SOSD owes a tremendous debt of gratitude for the accomplishment of the missions of SOSD.

Team Kennel

There are four Kennel Teams, also known as Pack Walk Teams, and their job is to take the SRC dogs out for exercise, grooming, and training, and generally prepare them for re-homing. These teams operate four days a week. Weekday teams have a regular turnout of about one third the turnout for the weekend teams. About one third of the 220 Team Kennel volunteers attend pack walks regularly. All kennel volunteers are required to undergo an in-house training conducted by volunteers, to ensure everyone's safety, as well as consistency in dog handling.

We have started evening walks on some days of the week with small groups of experienced volunteers. The aim of the evening pack walks is to provide a more casual, relaxed atmosphere for dogs that may have difficulty coping with a typical pack walk setting which is crowded and noisy. It is hoped that the volunteers will be able to spend more time interacting with these dogs and in this way, speed up their rehabilitation.

Rehabilitation Team

Every dog is assessed by the rehabilitation team before they are deployed for pack walk, 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. SOSD is keen to invest in upgrading the professionalism of this team through courses for its members.

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 Team Kennel, 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.

Team Clean

These unassuming heroes of SRC work quietly and efficiently to support the shelter operator and supervisor in maintaining hygienic conditions for the dogs in residence at SRC. On occasions they are assisted by Team Kennel members, especially when any of the full-time staff are away on home leave or unavailable for any other reasons. The dogs owe their hygienic living conditions to this group and SOSD is deeply appreciative of their effort.



The Shelter Operations team takes care of the dogs housed at SRC. It has the largest number of volunteers of all the teams in SOSD.

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. Team members implement a rigorous screening process, 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.



Team rehoming is responsible for finding homes for our rescue dogs

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 and shelter tours for members of the public two Sundays a month if regulations permit. Such tours were limited in FY2020 due to COVID19 safe distancing restrictions. Through education talks, we hope to educate children and youths about responsible pet ownership, and to respect and cherish the animals that share our environment. Through our shelter tours, members of the public could see our dogs and their living environment and have a better understanding of the many difficulties homeless dogs face in a developed city like ours.

Healing Paws - Healing Paws works with human-oriented partner organisations 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.

Canine Chums – We also strongly believe that our rescued dogs can play a part in giving back to society. Canine Chums volunteers bring our amiable rescued dogs to educational institutions and private organisations for fun-filled interactions to help alleviate the stresses that individuals face from their heavy workload. Through Canine Chums, SOSD shares the message of compassion, with the deeper aim of dispelling some myths and common misunderstanding of our local dogs, the Singapore Specials. Participants also gain a greater understanding of the challenges SOSD and other animal welfare groups face, responsible pet ownership, and how they can contribute to improving the welfare of Singapore’s street dogs.

3.4.5 Team TNRM and Team Jurong Island

Team Trap-Neuter-Release-Manage (“TNRM”) and **Team Jurong Island** are staff-led, lean, yet effective. Team members work tirelessly with government and private stakeholders to ensure humane outcomes for Singapore strays. Their work is often physically-demanding and even frustrating, monitoring target sites in difficult terrain and weather conditions for weeks or even months, and requires detailed planning and coordination as Singapore Specials are very intelligent and hardly fall for the same trap twice! More than that, the teams trap and treat injured or sick dogs and often have to make difficult decisions to either release or rehome treated dogs, given SOSD’s resource constraints and the dog’s welfare in its original environment. In spite of these challenges, Team TNRM and Team Jurong Island form the backbone of SOSD’s rescue operations and the heart our belief in TNRM as a humane and effective means to managing the stray dog population.



Many of our dogs are rescued from our TNRM sites

3.4.6 Team Fundraising

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

3.4.7 Team Transport

Team Transport volunteers are the fabric 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.

3.4.8 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.

3.4.9 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 FY2020 Financial Statements and Explanation of Major Financial Transactions

4.1 SUMMARY CONSOLIDATED FINANCIAL PERFORMANCE

Total Revenue \$1,935,000

Total Expenditure: \$994,000

In this pandemic year, changing the strategy to raise funds via online donations proved to be effective as evident in our Donations and Sponsorships which grew 77% over 2019 (April 2019 to December 2019). Various funding from the Government such as the Bicentennial Community Fund, Job Support Scheme and Wage Credit Scheme just to name a few had also helped boost our net income to \$941,000. Total expenditure for the 12 months ended 2020 is about 8 % lower as compared to the annualized total expenditure in FY 2019. Due to the Covid-19 Circuit Breaker and the subsequent phases of the Covid-19 measures, many of our activities were curtailed and hence expenditure was kept relatively lower.

4.2 MAJOR FINANCIAL TRANSACTIONS

SOSD renewed its leases with The National Parks Board at The Animal Lodge for a second term till December 2023.

SOSD applied for and received \$400,000 from the Bicentennial Community Fund ("BCF"), an initiative by the Government that matched donations to an IPC, dollar-for-dollar, up to a cap of \$400,000. The BCF is administered by the National Volunteer & Philanthropy Centre ("NVPC") with support from Ministry of Culture, Community and Youth ("MCCY").

SOSD has placed the BCF in Fixed Deposit and will make plans to utilize the funds to further its objectives. As of 31 Dec 2020, SOSD had \$1.35m in Fixed Deposits with financial institutions, an increase of \$950,000 over 2019.

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.



Medical expenses make up a large part of SOSD's expenses. We rely solely on donations from the public to continue our operations.

5. Our Programmes, Operations & Activities

5.1 A SNAPSHOT:

In FY2020, SOSD ...

- ❖ **rescued:**
174 dogs, providing them veterinary treatment and care and/or shelter in SRC or our fosterers' homes
- ❖ **sheltered:**
an average of 65 dogs at SRC at any one time
about 90 dogs in foster homes before their adoption (on average, about 25 dogs were with fosterers at any one time)
150 dogs at the Jurong Island Shelter
- ❖ **re-homed:**
196 dogs, 94 of which were re-homed under Project ADORE
- ❖ **trapped and neutered:**
65 dogs in Jurong Island
168 dogs from across Singapore, some of which were either released or re-homed by SOSD or other third-party rescuers
- ❖ **supported:**
10 injured or sick dogs which were rescued by third party rescuers
150 roaming stray dogs in Jurong Island through our stray feeding programme
35 stray feeders by providing them with 6,500 kg of kibbles through stray feeder food appeal drives
- ❖ **conducted:**
 - 1 virtual adoption drive
 - 2 orientation and training sessions for new volunteers
 - 3 public tours and 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
 - 5 visits to 3 Healing Paws' partner organisations, providing Animal-Assisted Activities ("AAA") to about residents and patients to these organisations
 - 9 Canine Chums sessions in schools and educational institutions and interacting with more than 100 participants
 - 2 public talks to schools reaching out to 160 students

21 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:**

7 new volunteers under the various departments

1 new Finance Manager

❖ SOSD has also **raised funds** through its various programmes and events, including:

Sponsor-a-Dog Programme

\$168,425 was raised



SOSD supports stray feeders through food donation drives

5.2 EFFECT OF COVID 19 PANDEMIC

The COVID 19 pandemic has curtailed 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 2020 had to be cancelled.

During Circuit Breaker period which lasted 2 months in 2020, we had to halt all rehoming processes so all activities like adoption drives, shelter visits, house visits (unless emergency i.e. vet visits) were put on hold for the two months.

Adoption

Enquiries were still coming in for adoption, and we even saw a huge surge in adoption enquiries when we entered Phase 2 of Singapore's 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

At the start of 2020, Volunteer Management scaled down many activities and hedged the recruitment process to protect the welfare of our existing volunteers, staff and new volunteers. Hence, many activities were curtailed. With most of our volunteers not able to perform their weekly duties, we had a healthy number of bench strength of volunteers. We prioritised our volunteers' well-being over recruitment in 2020.

Group activities were not encouraged and hence, training and orientation were not conducted often. Teams like Shelter, Rehoming, Events, Outreach, Adoption Drives were not able to conduct their day-to-day activities from March 2020 onwards.

Fundraising

Due to the Circuit Breaker and other 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 77% over 2019 (April 2019 to December 2019).

5.3 IMPROVEMENTS IN SRC OPERATIONS

With advice from a veterinary behaviourist, the SRC shelter team started some of our SRC shelter dogs on behavioural medications. The dogs were selected based on how long they had been staying at the shelter, and their behavioural issues that might prevent volunteers from handling them safely, or be a challenge to place them in homes. Since then, we have seen these dogs cope better at the shelter, and have successfully found homes for two of them.

We have also installed dampeners at all doors and gates, to reduce noise pollution, as well as speakers around the shelter to play calming music for the dogs. This is all done with the hope of making the shelter environment a more calming for the dogs.



We constantly work to improve the quality of life of the dogs at our shelter

6. Looking Forward – Challenges

6.1 HIGH OPERATING COSTS

Although total expenditure in FY2020 was slightly lower due to curtailment of activities during the Circuit Breaker period, SOSD's operating costs are expected to remain high as we intensify our TNRM operations. The total expenditure for FY2020 was \$994,000 of which approximately 30% (2019: 30%) or \$298,000 was Cost of Charitable Activities. These were mainly expenses incurred for TNRM efforts and for taking care of our dogs.

6.2 OPERATIONAL ISSUES INHERENT IN THE SRC ENVIRONMENT

The high density of animal residents, charities and commercial farms in The Animal Lodge where SRC is housed means that rescue dogs are subject to unrelenting environmental stressors. This makes it difficult to rehabilitate already traumatized street dogs and may lessen their chances of adoption into permanent homes. However, we learn to live with such challenges and are continually exploring ways and means to improve the shelter environment (see para 5.3 above).

6.3 INHERENT CHALLENGES IN REHOMING TNRM DOGS

As we focus a lot more on Trap-Neuter-Release-Manage ("TNRM") efforts to control the stray dog population, we are taking in many adult feral dogs in our shelters. 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 are not only labour and cost intensive, but also require extensive collaboration with government agencies and other animal welfare groups, and the support of the public. Singaporeans are largely still not tolerant towards stray animals. There need to be a mindset change to accept animals in the community, before TNRM can succeed. The SOSD Education and Outreach Team conducts talks and events to better inform and educate Singaporeans about the importance of TNRM.

6.5 COVID 19 PANDEMIC

The COVID 19 pandemic and the resulting regulatory restrictions brought almost all activities to a halt in FY2020. Even with the relaxation of some restrictions in phase 2 and phase 3 of Singapore's reopening after the Circuit Breaker, not all activities could resume 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 have to go on. This meant that we still need to continue raising funds to ensure SOSD could continue to operate sustainably.

7. Addressing Challenges

7.1 BRINGING ACTIVITIES ON-LINE

When possible, some of our activities have moved on-line. Volunteer training and some outreach activities are now conducted by video tele-conference. The Management Committee and staff hold most meetings by tele-conference.

With the cancellation of flag day and charity dinner fund raising, we are 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. Giving.sg has kindly waived the transaction fees for last year, which was of great help in a difficult year. (Government support such as the Job Support Scheme, VCF grants and rental waivers have also been a very big help in easing our financial burden.)

As we progress into 2021, we hope to continue to have the support from members of the public and the governmental authorities despite the challenging times we are in.

7.2 INCREASE NUMBER OF ADOPTIONS

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.

In particular, we would like to focus on rehoming more of our adult dogs from the SRC and Jurong Island shelter so that they do not have to live out their lives in the shelter.

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.

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 has a term limit of 4 years and may not seek re-election until a lapse of at least two years.

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 FY2020. A MC member has received remuneration totalling \$51,000 (2019: \$37,000) as staff of SOSD.

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 eleven MC meetings and two general meetings were held in FY2020. The following sets out each MC member's attendance at MC meetings:

NAME OF MC MEMBER	NUMBER OF MEETINGS ATTENDED
Siew Tuck Wah	10
Catherine Wong Pey Giok <i>(Appointment Ceased on 1 August 2020)</i>	1
Chan Yuen Leng	11
Ong Hua <i>(Elected on 1 August 2020)</i>	5
Malina Adinegara Tjhin	11
Nurstasha Arifin Wong Ji Han <i>(Resigned on 1 August 2020)</i>	6
Chen Jiāxin	10
Kua Yi Wen	10
Chia Su-Lin Lynette <i>(Elected on 1 August 2020)</i>	4
Cheng Chen Chiang Andy <i>(Resigned on 22 July 2020)</i>	4
Yew Poh Leng Dorothy <i>Elected on 19 November 2020</i>	2

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.

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 2020 (\$'000)	As at 31 December 2019 (\$'000)
A. General/Unrestricted Funds (Reserves)	1,941	1,027
B. Designated Funds (Reserves)	37	10
C. Total Funds	1,978	1,037
D. Annual Operating Expenditure	994	813
Ratio of Reserves <i>[Formula of Reserve ratio = (C) Total Funds / (D) Annual operating expenditure]</i>	1.99	1.28

For and on behalf of the Management Committee

Dr. Siew Tuck Wah
President
27 May 2021