



SoSD

FY2023

ANNUAL REPORT



1 January 2023 to 31 December 2023

www.sosd.org.sg

Table of Contents

<p>1</p> <hr/> <p>About SOSD</p>	<p>Pg 3-7</p>	<p>2</p> <hr/> <p>Message from the President</p>	<p>Pg 8-9</p>
<p>3</p> <hr/> <p>Organization Chart, Management Committee, Staff and Volunteers</p>	<p>Pg 10-18</p>	<p>4</p> <hr/> <p>Review of FY2023 Financial Statements and Explanation of Major Financial Transactions</p>	<p>Pg 19-20</p>
<p>5</p> <hr/> <p>Our Programmes, Operations and Activities</p>	<p>Pg 21-36</p>	<p>6</p> <hr/> <p>Looking Forward – Challenges</p>	<p>Pg 37-40</p>
<p>7</p> <hr/> <p>Addressing Challenges</p>	<p>Pg 41-43</p>	<p>8</p> <hr/> <p>Governance</p>	<p>Pg 44-48</p>

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.

<u>UEN Number</u>	T12SS0058C
<u>Governing Instrument</u>	Constitution
<u>Registered Address</u>	59 Sungei Tengah Road Blk T, #01-42, Singapore 699014
<u>Date of Charity Registration</u>	23 April 2013
<u>IPC Status</u>	Extended from 25 July 2022 to 24 July 2024 <i>(Application for extension has been submitted prior to the date of this report and is pending approval.)</i>
<u>Auditors</u>	Audit Trust PAC
<u>Bankers</u>	CIMB Bank Berhad, DBS Bank Ltd., Maybank Singapore Limited, OCBC Bank Ltd., United Overseas Bank Limited.

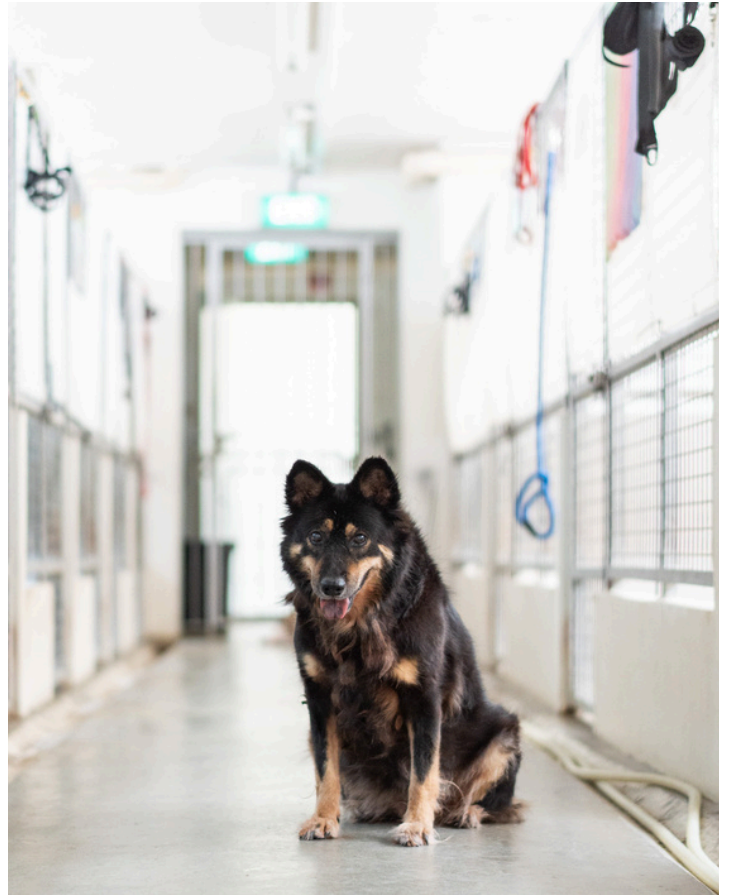


1. About SOSD

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 rehome 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. About SOSD

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, rehoming 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. About SOSD



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. rehome 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. About SOSD

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 our President



SOSD has been in operation for 12 years. While much has changed and improved in animal welfare, there is much to be done, both on a national scale and in SOSD.

As we continue to march forward with Trap, Neuter, Release and Management (TNRM) nationwide, the number of homeless dogs continue to fall, with an improvement in the stray dog situation in Singapore. However, the success of the project is still not guaranteed – all it takes is for the public to re-introduce unsterilised dogs into the community, and the dogs to start reproducing, resulting in population to increase rapidly, and for us to go back to square one. Hence, we have been working closely with the authorities to ensure that monitoring, legislation, and population management after neutering continues.

One of the big challenges we face is the falling adoption rates this year. The exuberance and interest in adopting dogs during the COVID-19 pandemic has waned as we returned to our daily activities and travelling. Sadly, we have been seeing less and less adoption enquiries, with less dogs getting adopted. This in turn impacts how many dogs we can rescue and take in. Educating the public and getting Singapore interested in adopting again will be one of our main focuses in the upcoming year.

2. Message from our President

A proportion of our dogs remain unadopted, and sadly have to live their lives out in shelter. The familiar faces of our workers, staff and volunteers are all that they ever have known. Yet, because they are aging, it has become more and more challenging to look after them as they start developing age-related illnesses such as cancers, heart conditions and arthritis. It not only takes a lot of manpower but also significantly more funds to take care of them and give them a reasonable quality of life. Medical bills have been rising, and we can only rely on the kindness of the public to continue funding our operations and their medical bills.

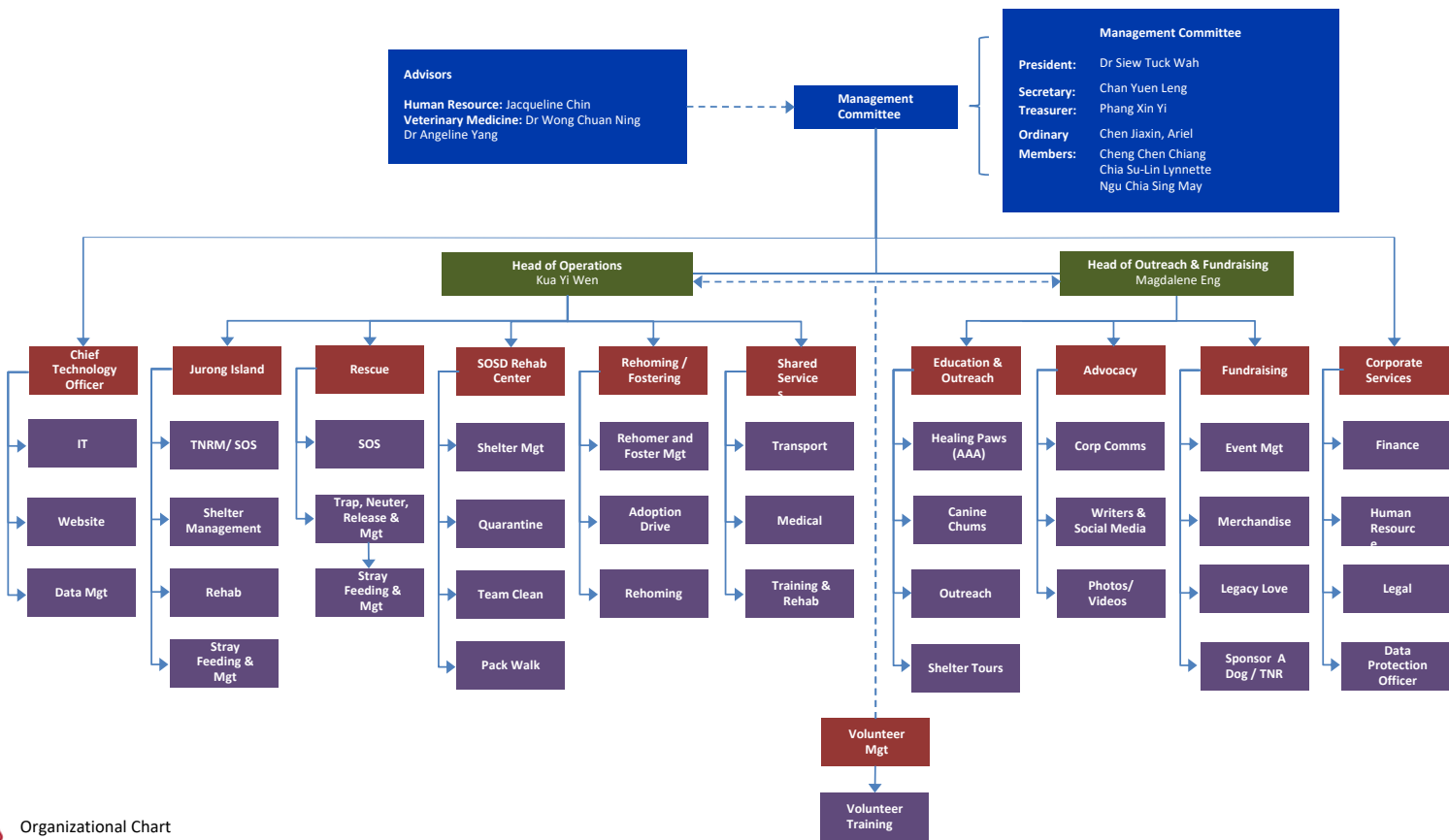
We constantly wish for a better environment for our long-staying dogs. At the same time, the dogs we rescue has become more challenging to rehabilitate, as they now are descended from parents with a genetic predisposition to shy away from humans. Our space requirements are changing – we require more space so that the dogs have a better environment to get used to humans, and be ready to be adopted into a home sooner. We also require more skilled staff and volunteers, equipped with the dog training knowledge to help them get used to living in a domestic environment. Hence, we have been looking for a more conducive shelter environment – one with more space, and with different areas, for example, a home simulation and dog run. Moving to a new shelter will be a massive undertaking, but it is one which has become more and more necessary as SOSD matures. It will be another of our big focuses this year, and we hope to have your full support when the opportunity arises for us to secure a better shelter space for our rescue dogs.

Yours truly
Dr. Siew Tuck Wah
President
SOSD

3. Organization Chart, Management Committee, Staff and Volunteers

3.1 SOSD Organizational Chart

The current SOSD organization chart is set out below.



3. Organization Chart, Management Committee, Staff and Volunteers

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 2023 (“FY2023”), 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 Apr 2012	1 Jul 2022
Chan Yuen Leng	Secretary Past MC appointment as other relevant officer: NIL (Occupation: Advocate & Solicitor, Singapore)	28 Oct 2018	1 Jul 2022
Phang Xin Yi	Treasurer Past MC appointment as other relevant officer: Was Treasurer wef 29 Sep 2015 to 1 Sep 2016 (Occupation: Sustainability Manager)	1 Jul 2022	N.A.
Ngu Chia Sing May	Vice-President (wef 24 Apr 2024) Head of Rehoming (wef Apr 2023) Head of Human Resources	23 Nov 2023	N.A.
Malina Adinegara Tjhin (Resigned wef 18 Jan 2024)	Ordinary MC Member	3 Apr 2012	18 May 2023

3. Organization Chart, Management Committee, Staff and Volunteers

NAME	CURRENT DESIGNATION	DATE OF FIRST APPOINTMENT IN CURRENT DESIGNATION	DATE OF LAST RE-ELECTION
Chen Jia Xin	Ordinary MC Member	26 Sep 2019	18 May 2023
Chia Su-Lin, Lynnette	Ordinary MC Member Head of Rehoming (till Apr 2023)	1 Aug 2020	1 Jul 2022
Yew Poh Leng Dorothy <i>(Resigned wef 10 Oct 2023)</i>	Ordinary MC Member Head of Fundraising & Outreach	19 Nov 2020	1 Jul 2022
Andy Cheng Chen Chiang	Ordinary MC Member Head of Fundraising & Outreach	16 Feb 2023	N.A.

3. Organization Chart, Management Committee, Staff and Volunteers

3.3 Our Employees

As at 31 December 2023, SOSD has 14 employees:

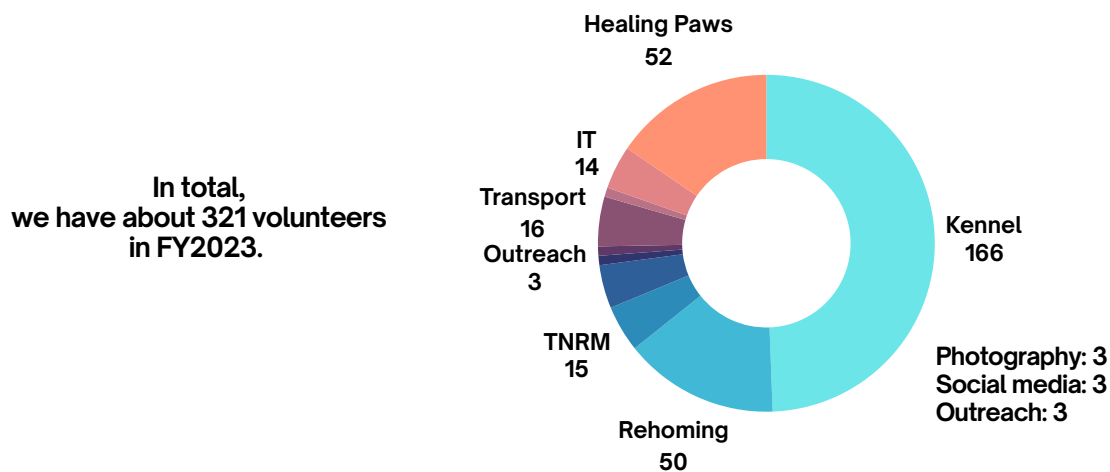
- Head of Operations
- Head of Outreach and Fundraising
- Finance Manager
- Accounts Assistant (Part-time)
- Jurong Island Project Shelter Manager
- 2 Jurong Island Project Officers
- 2 Jurong Island Project Shelter Operators (Part-time)
- Rehoming Officer
- Rehabilitation & Enrichment Officer
- TAL Shelter Operations Supervisor
- TAL Shelter Operations Assistant
- Trap-Neuter-Release-Manage Manager



3. Organization Chart, Management Committee, Staff and Volunteers

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.



Our core operational teams in FY2023 are as follows.

Team Kennel

The SOSD Rehabilitation Centre (SRC) at The Animal Lodge is managed by four full-time staff and volunteers. They attend to the daily needs of the dogs, maintain cleanliness, and report to the Head of Operations. The Rehabilitation and Enrichment Officer (REO) improves care standards, while volunteers engage with dogs for socialization, preparing them for adoption.

All newly rescued dogs undergo quarantine, assessment, and categorization into five groups (Red, Blue, Orange, Green, Black). After such readiness assessment, dogs are either fostered or put up for adoption, facilitated by collaborative efforts within SOSD.

Pack Walk Team

These team exercise, groom, and rehabilitate dogs for rehoming. Volunteers undergo dog handling training and mentoring, with additional sessions by professional trainers to keep skills updated. Daily weekday evening walks were introduced in 2023 to enhance enrichment for our shelter dogs.

3. Organization Chart, Management Committee, Staff and Volunteers

Rehabilitation Team

Dedicated volunteers, selected for observational skills, work closely with newly rescued dogs for rehabilitation. Under the oversight of the REO, dogs undergo socialization and training to prepare for adoption. Rehabilitation may take weeks to years, ensuring safety and well-being of both humans and dogs.

Medical Team

Comprising pack walk volunteers, this team ensures the health of dogs during walks and provides essential medical care. They demonstrate exceptional attention to detail, often going beyond their assigned duties to ensure that tasks are completed.



Team Rehoming and Fosterers

Rehomers facilitate the placement of our rescue dogs into homes by engaging with adopters from application to post-adoption support. We uphold a thorough adoption process to ensure suitable matches, aligning with our mission. Post-adoption, we provide ongoing guidance and support to adopters.

In FY2023, we received 613 adoption enquiries, and successfully rehomed 82 dogs.

Fosterers play a vital role in acclimating rescued dogs to home life, aiding in their adjustment and preparation for adoption. Through fostering, dogs learn household routines and develop harmonious relationships with humans. Foster homes offer personalized care, especially beneficial for older or special needs dogs, enhancing their well-being and recovery. Additionally, fostering opens space in our shelter, enabling us to rescue more dogs from the streets.

In FY2023, we moved 41 dogs out of the shelter to foster homes.

Adoption Drive Organisers

Rehomers and fosterers also help out with our Adoption Drives, which take place approximately once every 2 months.

In FY2023, SOSD conducted 7 Adoption Drives at different locations across Singapore.

3. Organization Chart, Management Committee, Staff and Volunteers

Team Jurong Island

The Jurong Island TNRM Project, a collaboration between Jurong Town Corporation and animal welfare groups, has successfully reduced the stray dog population on the island from over 500 to just 50. Through trapping, neutering, and releasing (TNR), along with close monitoring and feeding, they've created a safer environment for both dogs and tenants. The team also cares for around 110 dogs in a basic shelter, rehabilitating some for adoption and enriching the lives of those who remain. Their efforts extend beyond the island, working with other teams to ensure smooth transitions for relocated dogs.

Team Trap-Neuter-Release-Manage (SG Island-wide)

Team Trap-Neuter-Release-Manage (TNRM) works across Singapore to reduce the stray dog population. They played a key role in advocating for a nationwide TNRM program and continue to collaborate with the government and animal welfare groups. Their efforts include:

- Trapping, neutering, and releasing stray dogs, prioritizing females for sterilisation.
- Rehoming suitable dogs and providing medical care for others.
- Educating stakeholders like feeders and the public about TNRM.
- Investigating the source of stray dogs, like abandoned pets or farm dogs.
- Reporting data to government agencies to track progress and inform future policy.

The team manages over 140 TNRM sites, from parks to industrial areas, each with unique challenges. Their work is physically demanding and requires strategic planning to achieve high capture rates. They collaborate with vets, shelters, and other rescuers to care for the dogs and find them forever homes whenever possible. Team TNRM believes TNRM is the most humane and effective way to manage the stray dog population in Singapore.

Medical Sub-Committee

The medical sub-committee, comprising of 2 volunteer veterinarians, our President, 1 member of our management committee and our Head of Operations prioritizes medical expenses based on severity and overall animal welfare needs and prognosis. When complex medical decisions arise, the committee provides valuable insights, aligning with shelter policies and resources, especially with the ageing population of dogs that we are caring for and increasing veterinary costs. The committee ensures effective management of medical resources, quality care for dogs, and financial accountability.

3. Organization Chart, Management Committee, Staff and Volunteers

Team Education & Outreach

SOSD advocates for education to foster a better environment for both humans and animals in Singapore. Through various volunteer-driven Education and Outreach (E&O) programs, SOSD aims to promote positive interactions between people and dogs, raise awareness about the challenges faced by strays, and encourage peaceful coexistence.

The E&O team conducts school visits, media interviews and roadshows to spread the message of compassion and harmony. These efforts include online education talks aimed at teaching responsible pet ownership and instilling respect and appreciation for animals among children and youths.



Healing Paws

The Healing Paws team provides Animal Assisted Activities (AAA), wherein volunteers and dogs visit various beneficiaries, including elderly homes, to enhance their quality of life through animal-human interaction.

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 programme.



3. Organization Chart, Management Committee, Staff and Volunteers

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 improving the quality of life for the dogs under our care.

Team IT

Team IT volunteers 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 oversees our digitalization project.



Team Photography

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

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 heart-warming to heart-wrenching, and in highlighting our struggles and triumphs.

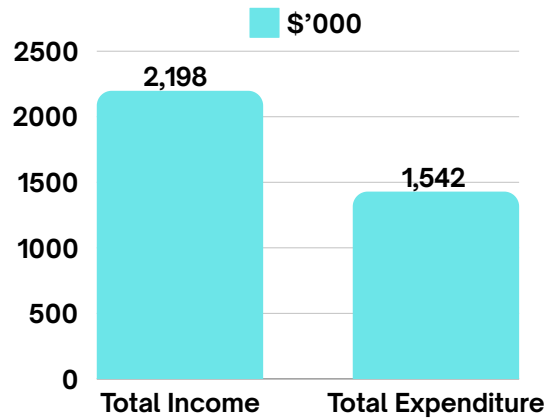
Additionally, online platforms are invaluable in helping our rescue dogs find their forever homes, and are also an effective tool for rallying donations, as well as public support around animal welfare issues.

Team Volunteer Management

The volunteer management team aims to cultivate a cohesive and motivated volunteer group, fostering a desire for learning and personal growth. Volunteers embrace SOSD's core values, understanding the emotional aspect of animal welfare, and work together despite differences to serve the charity's mission. The team motivates volunteers to dedicate their energy to achieving humane animal welfare.

4. Review of FY2023 Financial Statements and Explanation of Major Financial Transactions

4.1 Summary of Consolidated Financial Performance



Cash donations increased by \$104,000 to \$1,542,000 mostly due to the surge in donations during the festive periods in Q4 FY2023, which in turn could possibly be due to our increased presence on social media.

Donation-in-kind increased by \$54,000 to \$111,000 mainly due to the dog food donated from Buddy Bites, Pet Lovers Centre and Anson Lohonting International Fan Club.

Income from National Parks Board for TNRM increased by \$98,000 to \$107,000 as we managed to clear the back log of claims for 2021 and 2022.

We received \$21,000 payment from Work Injury Compensation insurance policies in 2023. These were for claims relating to work injury sustained by our shelter employees.

Interest income increased by \$44,000 to \$54,000 as more funds were placed in fixed deposits in 2023.

Government grants decreased by \$38,000 to \$306,000 mainly because the donations received for the Medical Fundraiser Campaign decreased in 2022 (Matching Grant received in 2023) as compared to 2021 (Matching Grant received in 2022).

Vet bills increased by \$47,000 to \$263,000 as dogs such as Bongo, Bella, Mizaru, Nikka, just to name a few, were seriously ill and incurred high vet bills in 2023.



4. Review of FY2023 Financial Statements and Explanation of Major Financial Transactions

Salaries and related expenses increased by \$57,000 to \$632,000 due mainly to increase in manpower and higher manpower costs.

Along with the increase in donation-in-kind income 2023, the corresponding expenditure in donated food increased as well as our policy is to write off all donations-in-kind as they are consumed or donated to stray feeders.

4.2 Major Financial Transactions

We invested \$74,000 in the construction of 15 outdoor sheds/dog runs for our Jurong Island shelter in 2023.

We also extended our lease at Sungei Tengah for another three years. Rental under the new lease is \$3,966.80 per month including GST.

4.3 Principal Sources of Funding

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 Jurong Island Trap-Neuter-Release-Manage Project (“JI TNRM PROJECT”)

Overview

The JI TNRM Project is approaching its 10th year in 2024. 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. The JI TNRM Project is currently run by SOSD and Noah’s Ark Cares (“NAC”) together with JTC.

For FY2023, JI has an estimated 50 free-roaming dogs, down from 70 in 2022. This number comprises mostly of neutered dogs, with only an estimated 13 males being non-neutered.

This a major drop from an estimated population of more than 500 stray dogs when the Project commenced in 2015. For the first time since the project started, there were no complaints from companies in 2023 concerning stray dogs in FY2023.



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.

Jl Stray Management and Stray Feeding

Our JI team has continued to identify and select locations across JI for the purposes 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.

5. Our Programmes, Operations & Activities

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.

JI Trap & Neuter

Throughout FY2023, 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 un-neutered females on the island. FY2023 marks our most emphatic success - trapping the last 2 known non-neutered female dogs on the island.

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.

JI Shelter Management

In FY2023, there was an average of 110 dogs residing in the JI Shelter at any one point. This number fluctuated with trapping, release, death and of course rehoming of the dogs in the shelter. The dogs and the daily maintenance of the JI shelter is co-managed together with Noah Ark Cares. JTC attends to our shelter maintenance and repair works.

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

JI Rehabilitation

The JI stray dogs are feral, most never having had any positive contact with human beings. The JI TNRM Team provides rehabilitation for the JI shelter dogs wherever possible and through its assessment and rehabilitation process, select suitable dogs for transfer to SOSD's shelter at the SRC in the mainland. With most of the friendlier and younger dogs being adopted, the remaining dogs will likely live in shelter long-term. Because of this, the team has started enrichment activities for these long term resident dogs as part of their work, to ensure their mental well-being.

Extending Scope Beyond JI Work

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

5. Our Programmes, Operations & Activities

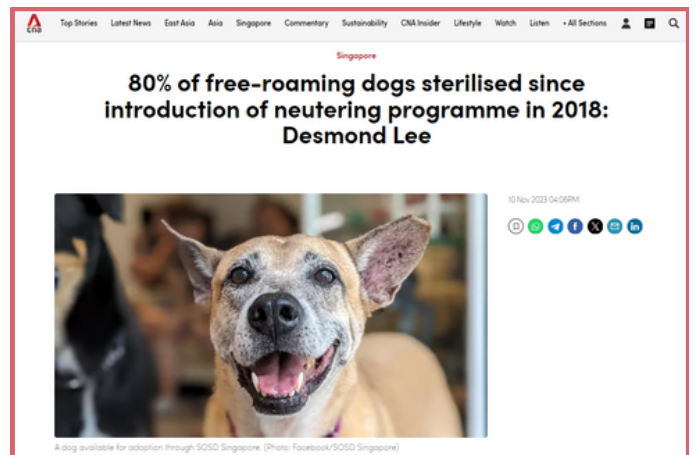
5.2 Trap-Neuter-Release-Manage (TNRM) Programme

Overview

Team Trap-Neuter-Release-Manage (TNRM) has worked hard over the years to collate and share science-based data from various TNRM Projects (e.g. on Pulau Ubin and Marina Bay East each with an aggregate of over 150 dogs but now reduced to a more sustainable level) as part of its 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”). Over the 5 years, Team TNRM has worked with AVS and other Animal Welfare Groups (“AWGs”) to make the nationwide project a success.

In November 2023 at the end of the 5-year programme, AVS published that “together with their partners”, about 80% of the free-roaming dog population has been sterilised, about 65% of the over 4000 dogs under this programme has been rehomed, fosterer or sheltered, and there has been a significant decrease by 70% in public feedback concerning stray dogs. AVS has also announced that the programme will be extended by another 2 years to continue the important work to effectively manage the free-roaming dog population in Singapore.



Team TNRM 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 initiatives relating to the TNRM Programme and in particular, on policies dealing with the source of dogs at industrial, agriculture and aquaculture farm areas.

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

Team TNRM also collaborates with other parties involved in the TNRM Project to facilitate the trapping, neutering of stray dogs and to providing medical assistance and interim boarding. Team TNRM also assists in the rehoming of TNRM dogs rescued by other third parties to increase their chances of being rehomed so that the dogs do not have to be released back to the streets.

5. Our Programmes, Operations & Activities

For dogs found dead and in particular hit and run dogs, Team TNRM facilitates the cremation and, in the process, try to get closure for any pet owners, feeders and the AWGs targeting to trap these dogs. 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.

SOSD TNRM Sites

As at the end of FY2023, Team TNRM covered a total of 146 TNRM sites allocated by AVS categorised as follows:

- 32 TNRM Project sites (where Team TNRM manages all dogs on site).
This includes Jurong Island (where Team Jurong Island manages all dogs on site);
- 13 ad hoc sites (where Team TNRM assists on an ad hoc basis); and
- 121 other one-off sites (where Team TNRM assists with a view to rehoming).

Each main site may be further broken down into smaller sites, whether it is an area, a lane, or a factory.

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 over time, for example, some ad hoc sites become Project sites, while some smaller sites are consolidated into bigger site areas.

Team TNRM selects different TNRM sites to study the specific challenges faced by each type of site, such as:

- a. Parks managed by NParks (e.g. Pasir Ris Park)
- b. Shipyard / port / wharf sites (e.g. Sembcorp Marine Shipyard, Sembawang Wharves, Jurong Port Authority)
- c. Construction and staging sites (e.g. Marina Bay East)
- d. Industrial sites (e.g. Sungei Kadut)
- e. Military sites (e.g. Amoy Quee Camp)
- f. Educational institutions (e.g. NUS, NTU)
- g. Floating fish farms (e.g. on Ubin, Lim Chu Kang and Sembawang).
- h. Cemetery / columbarium sites (e.g. Mount Vernon and Bukit Brown), multi-use island (e.g. Pulau Ubin)
- i. Residential sites (e.g. Hillview)
- j. Food and beverage sites
- k. Nurseries (e.g. Bah Soon Pah)
- l. Industrial island (e.g. Sebarok Island)



5. Our Programmes, Operations & Activities

In FY2023, Team TNRM focused more on the following types of sites:

- a. Sites which are the source of free-roaming dogs which we term “grey area dogs” e.g. factories, agri-aqua farms (as further explained in detail under paragraph 6.4.4 below) to deal with the source of the free-roaming dog population;
- b. Sites which are due to be developed or undergoing redevelopment - to deal with dogs that are already sterilised under the TNRM Programme but which no longer have a home through no fault of the dogs.

Examples of recent one-off sites which fit both the above descriptions are Lim Chu Kang and Sungei Kadut, whereby dedicated feeders have reached out to SOSD to assist with TNRM, or otherwise to help facilitate or provide advice on how to manage the free-roaming population in such areas.

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, independent rescuers, feeders, external trappers, vets as well as individuals or organizations involved in various aspects of trapping, neutering, rehoming and management of dogs.

The stakeholders vary from site to site, and it takes teamwork not only within SOSD, but also with other stakeholders to try to achieve success in the TNRM Programme.

5. Our Programmes, Operations & Activities

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 strategic planning and coordination to achieve highest TNR rate. Various trapping sites present different challenges, such as logistics issues for islands, difficult terrain in forested sites, restrictions and specific approvals and clearances for shipyard, military and construction 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 FY2023.

In FY2022, SOSD reached out to AVS and SPCA to assist in trapping difficult dogs. In FY2023, SOSD continues to work with SPCA in this respect. 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 and sensitive about the various trapping methods, or feeders being uncooperative or even sabotaging the trapping.

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

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

Team TNRM endeavours to encourage owners of unlicensed dogs to obtain licensing, despite challenges when owners resist. This effort is crucial for ensuring the traceability of such dogs, particularly in cases of future abandonment. In FY2023, AVS collaborated with AWGs to identify unlicensed dogs and facilitate the licensing process.

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. This also helps to save on transport costs.

Team TNRM also prepares and submits TNRM statistics and reimbursements reports to AVS and SPCA as part of the TNRM Programme. Every single dog and puppy trapped is accounted for in the reports. While this paperwork can be time-consuming, it is important in ensuring SOSD benefits from the AVS reimbursement programme to recover trapping, medical and hospitalisation costs. Moreover, it ensures that crucial data is reported for statistical purposes within the TNRM Programme.

5. Our Programmes, Operations & Activities

Team TNRM takes any opportunity to educate all stakeholders about the benefits of TNRM. From time to time, it also collaborates with Team Education & Outreach to share its TNRM experience with school groups.

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

TNRM Statistics

In FY2023, SOSD reported 186 TNR dogs under the TNRM Programme which is categorised in the following manner:

Adults and Puppies

- 114 adults (including pups above 6 months old that can be sterilised);
- 72 puppies (pups less 6 months old) comprising
- 59 pups from forested / industrial areas from stray parents
- 13 pups from accidental litters or likely ex-owners

Sites

- 57 from TNRM Project sites
- 15 from ad hoc sites
- 106 from one-off sites
- 8 from Jurong Island

Over time, if Team TNRM continues to help more dogs in an area, some of the one-off sites may be converted into ad hoc sites.

Trapping

- 100 by Team TNRM including 8 from Team Jurong Island
- 10 by Team TNRM jointly with SPCA
- 6 claimed from SPCA
- 13 bailed out from AVS
- 57 trapped by other parties, such as feeders or independent rescuers, and even members of public.

This includes dogs found dead or for which SOSD was involved in collaboration / facilitation.



5. Our Programmes, Operations & Activities

Neutering

Out of 114 adults trapped,

- 31 were sterilised by SOSD
- 2 were sterilised by SPCA
- 22 already TNR by SOSD in previous years
- 36 already TNR by others
- 4 cannot be sterilised due to illness, some eventually died
- 7 unsterilised dogs were transferred to other AWGs for rehoming
- 2 unsterilised dogs had to be released back to owners (whether licensed or not) as directed by the authorities
- 4 unsterilised dogs were found dead and the sterilisation status of 6 more were unknown
- 72 pups will either be, or have been, sterilised by SOSD or other AWGs when of age eventually, but with at least 3 having died after they were trapped and were never sterilised.



It is often difficult to tell if a dog (especially one that needs to be “trapped”) is already neutered until the dog is at the vet. The dog is scanned for any existing microchip, and the vet is able to verify if the dog is already TNR by the presence of a ear tip, tattoo, spay scar and/or missing testicles.

Rehoming

Out of 114 adults, the rehoming status of the dogs was as follows:

- 45 taken in rehoming by SOSD
- 40 taken in for rehoming by other AWGs and independent rehomers
- 12 returned to their owners (with SOSD urging AVS to enforce the owners to licence them) while
- 15 were found dead or eventually died before being rehomed
- Only 2 were released to sites currently with reliable feeders.



At least 48 dogs were owned or likely to be owned (whether licensed or not) but found free-roaming. They were mostly from grey area dog locations such as fish farms and industrial areas. More than half of them had animal welfare complaints against the owners and many others were abandoned without traceability to owners or even if traceable, no actions were taken to penalise them due to “lack of evidence”.

Out of 72 pups, the rehoming status of these dogs was as follows:

- 21 taken in rehoming by SOSD
- 51 taken in for rehoming by other AWGs and independent rehomers
- 2 were found dead

5. Our Programmes, Operations & Activities

5.3 Improvements in Operations

Upgrading Staff & Volunteers' Skills & Knowledge

For both shelters at The Animal Lodge and JI, we remained dedicated to enhancing the skills and knowledge of our staff and volunteers in the area of dog training and behaviour management. Since FY2022, we've had ongoing engagements 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.



Allocating Resources for Daily Enrichment

We continue to strive to improve the lives of dogs under our care in both shelters as well, by allocating more time and resources for enrichment and rehabilitation activities on a daily basis. At the same time, we are also continuing with maintenance work around the shelters due to wear and tear, and in JI's case, harsh weather conditions.



5. Our Programmes, Operations & Activities

5.4 Pre-Adoption & Fosterer Briefings



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.

Nearly all the dogs at the shelter are very shy, fearful, have extremely high flight-risk, have bite history, and/or are sensitive with strangers or handling.

To address these issues, SOSD introduced a Pre-Adoption Briefing in 2022, 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 all 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.

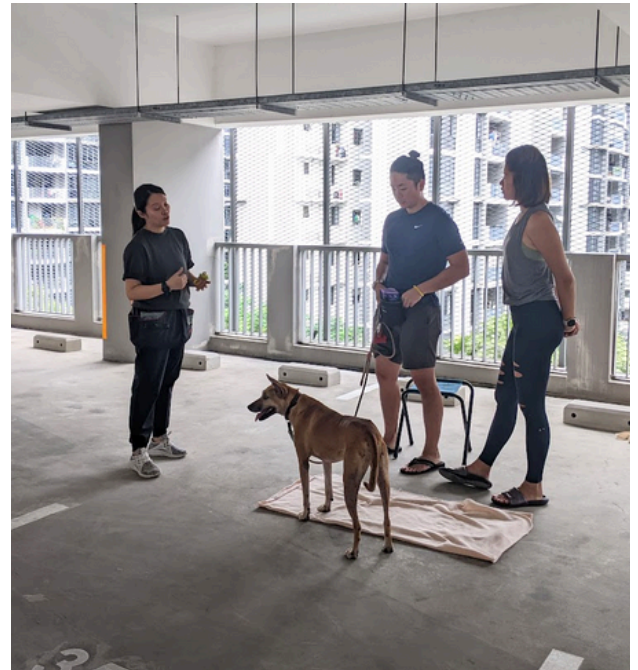
Overall, we believe that this briefing will help potential adopters make informed decisions and ensure successful matches between our rescue dogs and their new families.

5. Our Programmes, Operations & Activities

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 engage 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 Social Media

In response to declining adoption rates, we intensified our social media efforts throughout 2023, aiming to expand our outreach and encourage more individuals to consider adopting or fostering our dogs, or contributing to our mission through donations.

5. Our Programmes, Operations & Activities

5.7 Fundraising and Outreach Activities

Charity Dinner

In August 2023, we commemorated Canine Companionship with a captivating evening of enchanting music, featuring performances by our local luminaries Joanna Dong and Jimmy Ye, who graced the stage to serenade attendees and raise funds for a new shelter and rehabilitation centre dedicated to street dogs. Renowned celebrity speakers Daniel Boey and Chantalle Ng also shared their heartfelt adoption stories. We were privileged to host esteemed celebrity guests Daniel Yun, Boo Junfeng, Desmond Tan, and Ya Hui, whose presence underscored their unwavering support for our cause. The highlight of the evening was the gracious presence of Mr. K Shanmugan, Minister for Home Affairs and Minister for Law, as our esteemed guest of honour. In his opening address, Mr. Shanmugan shed light on the growing concern of pet abandonment and shared his personal journey of adoption. Furthermore, he commended the efforts of SOSD in rehoming Singapore Specials, acknowledging their invaluable contributions to our community.



Walkathon

In January 2023, we heralded the new year with a walkathon where we had over 150 dog owners, dog lovers, SOSD supporters, potential adopters spend time with their pets and raise awareness on the plight of homeless dogs. We are grateful to Buddy Bites for sponsoring the Best Dressed Furkid contest, and all the volunteers and participants.

5. Our Programmes, Operations & Activities

Movie Night

Later in the year, we gathered dog enthusiasts to join us for the preview screening of “My Puppy,” a heartwarming South Korean film depicting the poignant journey of two men and their beloved pet dog. The film resonates with dog lovers as it explores themes of family, growth, and companionship. It was an evening filled with joy and camaraderie as we watched the film alongside our supporters. We extend our heartfelt gratitude to Purple Plan for generously sponsoring the cinema hall, making this memorable movie night possible.

Short Stories Project

We announced our plans for a 5-part standalone film series, aimed at raising awareness about responsible pet ownership and nurturing empathy towards animals. Inspired by the stories shared at our Charity Dinner, veteran filmmaker Daniel Yun stepped forward to helm this project.



Through these films, we will share uplifting narratives of dog rescues and heartwarming rehoming experiences, inspiring viewers to embrace a more compassionate outlook. Our goal is not only to spotlight the remarkable efforts of SOSD and similar organizations but also to expand our support network for future endeavours. SOSD envisions a new and improved recreation centre/shelter, providing our furry companions with an enhanced living environment. We humbly seek your generous support for this project which we target to launch in third quarter of 2024.

5. Our Programmes, Operations & Activities

Healing Paws

Following the assessment in April 2023, we welcomed new Healing Paws volunteers to our team. With their addition, our team expanded its outreach, conducting regular monthly visits to various homes to offer comfort to those in need. Additionally, in October 2023, the team conducted a corporate visit, further extending our impact in the community.



School And Corporate Events

It was a bustling year filled with outreach sessions with schools and corporations. Enthusiastic students dedicated their efforts to fundraising through the creation of friendship bracelets and bookmarks. We are also grateful to the volunteers from various companies who lent their support in organizing charity walk for their staff and in packing and distributing our table-top calendars.



Care Beyond Walls project Of AWWA

Since March 2023, our collaboration with AWWA through the Care Beyond Walls project has involved engaging seniors with dementia in weekly recreational activities at the shelter. We are delighted to witness the seniors eagerly anticipating and enjoying these sessions with us.



5. Our Programmes, Operations & Activities

5.8 FY2023 Achievements in a Snapshot

In FY2023, SOSD...

Trapped, neutered or rescued:

186 dogs and puppies island-wide (including Jurong Island).

Of these, 72 were puppies. 21 puppies were taken by SOSD for rehoming, 51 were taken by other rescuers. Out of the 114 adult dogs, 45 were taken in for rehoming by SOSD, 40 were taken in by third party rescuers for rehoming, 2 were released after sterilisation to sites with reliable stray feeders, while others were returned to owners, found dead or passed away due to illness before being rehomed.

Sheltered

an average of 55 dogs at SRC at any one time

110 dogs at the Jurong Island shelter

about 53 dogs in foster homes before their adoption (on average, about 30 dogs were with fosterers at any one time)

Rehomed

83 dogs, 50 of which were rehomed under Project ADORE



Supported

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

27 stray feeders by providing kibbles for 1,200 dogs

Conducted

7 adoption drives

Recruited

60 new volunteers under the various departments



Fundraised

SOSD has also raised funds through its various programmes and events, including: Sponsor-a-Dog Programme, where \$227,440 was raised, and Charity Dinner 2023, where \$65,729 (after deduction of expenses) was raised.

5. Our Programmes, Operations & Activities

Team Education & Outreach conducted:

- 7 private tours at SRC;
- 28 outreach events, of which 17 were through on-line talks and Facebook events reaching out to students and members of the public to spread the message of kindness to animals, responsible pet ownership and SOSD's work;
- 36 visits to Healing Paws' partner organisations, providing Animal-Assisted Activities ("AAA") to residents and patients in these organisations.



6. Looking Forward - Challenges

6.1 High Operating Costs

Total expenditure in FY2023 increased by \$178,000 over 2022. The total expenditure for FY2023 was \$1,431,000 of which approximately 85.8% (2022: 85.2%) or \$1,228,000 was Cost of Charitable Activities.

These were mainly expenses incurred for TNRM efforts and for taking care of our dogs.

TNRM

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.

While NParks reimburses each TNRM partner for medical (sterilisation, microchipping and one vaccination) costs and even trapping costs, there are typically additional costs that will not be reimbursed, such as additional blood tests and treatments for sick dogs.

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.

The cost of trapping and sterilisation of dogs already neutered before 2018 is not reimbursable by NParks, even when they're trapped again due to injury, sickness, complaint or change of land use.

Veterinary Bills

In the coming year (2024), 66% of our 200 dogs will be above 7 years old. This excludes new rescues that often plagued with heartworm, tick fever, or other illnesses or injuries, we are seeing a need to prioritize medical expenses based on severity and overall animal welfare needs and prognosis, to ensure effective management of medical resources, quality care for animals, and financial accountability.

SOSD's operating costs are expected to remain high as we continue our TNRM operations and improving care for our dogs. There will be increasing pressure to manage rising costs in the coming years due to high inflation, an ageing population in the dogs that we are caring for, as well as increasing veterinary costs across clinics in Singapore.



6. Looking Forward - Challenges

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 behaviour 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. However, we are also realizing that there are some challenges inherent in TAL which cannot be overcome.

6.3 Challenges in Rehoming our Current Dogs

Along with the additional focus on Trap-Neuter-Release-Manage (“TNRM”) efforts to control the stray dog population, there is now a larger proportion of the rescue dogs exhibiting feral behaviour.

For puppies that were rescued and adopted at a young age, they may still develop behavioural issues if not socialized and trained appropriately. Sadly, in 2023, 11 dogs were returned to the shelter after getting adopted in previous years.

These dogs typically take longer to trust humans, 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.

While we have recruited several new fosterers last year to care for the dogs in a home environment, the dogs that they foster tend to end up stuck with them due to the reasons below.



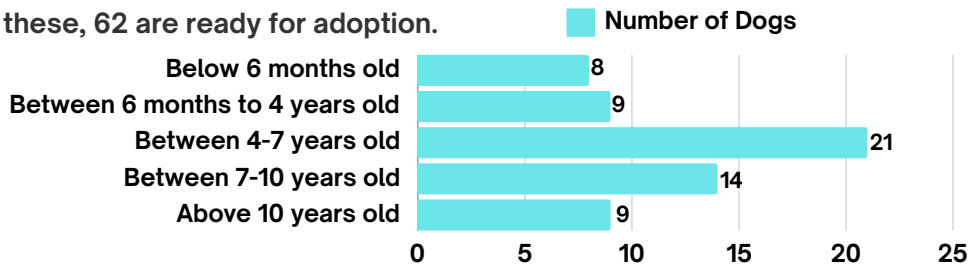
6. Looking Forward - Challenges

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. These dogs continue to stay under our care, and as they grow older, the chances of adoption also further decreases due to adopters' preference for younger dogs. Currently, only 10% of our 200 dogs are below 4 years old, of which, only 1/3 of them are HDB-approved. This directly impacts our rehoming rate, resulting in a bottleneck at the shelter, as we do not have more space and capacity to rescue more dogs.

A quick overview of our dog population:

SOSD has approximately 204 dogs (including both shelters and fosterers) under our care.

Of these, 62 are ready for adoption.



For the adopted dogs in FY2023,

The longest period of time a dog took to get adopted: 40 months

The average period of time a dog took to get adopted: 8 months.

Of all the 82 dogs that were adopted in 2023, 7 were their 2nd adoption.

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:

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. Looking Forward - Challenges

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.

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 sterilised. 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 new dogs or puppies into these sites. We refer to these dogs as "Grey Area Dogs" and these sites as "Grey Area Sites".

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.

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 Behavioural Issues

Adopting dogs with behavioural issues presents challenges for both adopters and SOSD. Stringent adoption screening processes are required for the safety and well-being of the dogs. Due to the difficulties that may arise when caring for such dogs, 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.

The compulsory Pre-Adoption Briefing that streamlines the adoption process and enables us to identify unsuitable potential adopters early on in the adoption process. 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 adoption numbers through increased public awareness of adopting a Singapore Special.

We plan to continue recruiting more fosterers in the coming year. Fosterers are crucial in preparing our dogs for their forever homes, and can have a direct impact on the adoption success rate of each dog. 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 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. Addressing Challenges

7.3 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 behavioural 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 come up with a repository of handling guides and resources for volunteers, in our efforts to prioritize regular interactions and activities for our dogs, with the goal of reducing stress levels, promoting their overall well-being and speed up their rehabilitation journey.

7.4 Work with NParks and Other Stakeholders on Various Aspects of TNRM

Irresponsible Dog Ownership And Breeding

It is compulsory for owners to license a dog but it is still not mandatory for owners to sterilise their dogs thus enabling irresponsible dog breeding. However, SOSD has worked with NParks to require mandatory sterilisation 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 sterilisation requirements. For the past few years, the Ubin issues were with residents and related parties bringing in new dogs to breed and refusing to abide by the licensing and sterilisation rules. We urged the relevant authorities to step up on enforcement as enforcement remains within the purview of the authorities, and not the AWGs.

In FY2023 during the joint vaccination exercise by SOSD, AVS and Singapore Vet Association (SVA), AVS enforced the compulsory sterilisation rules on the owner of the last unsterilised female. This marks the next successful TNRM chapter for Ubin.

Some of the other previously unsterilised dogs were also either given up by owners to SOSD or have died largely due to the neglect of their owners.

8. Addressing Challenges

However, SOSD has also rescued several offspring of Ubin dogs which ended up on mainland and on other fish farms. This shows that breeders may have moved their operations out of Ubin. To prevent a resurgence of the stray dog population, all stakeholders must actively monitor the movement of unsterilised dogs. This vigilance is crucial to ensure the success of our Trap-Neuter-Return-Manage (TNRM) program and prevent a return to pre-program stray dog numbers.

On mainland Singapore, the same issues have surfaced in various TNRM sites where compulsory sterilisation 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 introduce compulsory sterilisation rules especially at sites where grey area dogs are found. Only then can TNRM be holistically dealt with and successfully implemented.

Collaboration With Other AWGs and Stakeholder

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 and/or one-off sites and seek help from other AWGs or ask feeders there to do the same, to rehome such dogs if SOSD is unable to take in due to shelter constraints.

Where SOSD is unable to rehome dogs, Team TNRM will assist either with trapping or facilitating the trapping, provision of sterilisation and/or other medical assistance and rehab and rehome recommendations between the various stakeholders so that each dog will have a chance to be rehomed rather than released back to the streets.

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, neglect and abandonment and works with AVS for such cases.

Public Education

The TNRM Team has worked closely with AVS on the materials on its website to educate the public on 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 and has stepped down with effect from 18 January 2024.

Our President, Dr Siew Tuck Wah has also served more than 10 years and we are still looking for a successor for this role. As part of our succession plan, the MC has appointed May Ngu, a long-term volunteer and a recent MC member, to be Vice-President.

8.13 Disclosure of Remuneration and Benefits Received by MC Members

No MC member was paid any remuneration for their services as MC member in FY2023.

8. Governance

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

NAME OF MC MEMBER	NUMBER OF MEETINGS ATTENDED
Siew Tuck Wah	11/12
Phang Xin Yi	7/12
Chan Yuen Leng	12/12
Malina Adinegara Tjhin	12/12

8. Governance

NAME OF MC MEMBER	NUMBER OF MEETINGS ATTENDED
Chen Jia Xin	9/12
Chia Su-Lin, Lynnette	11/12
Yew Poh Leng Dorothy (Resigned wef 19 Oct 2023)	6/9
Cheng Chen Chiang Andy	10/12
Ngu Chia Sing May (Appointed wef 23 Nov 2023)	1/2* *Also attended 5 MC meetings as observer prior to appointment.

8. Governance

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 Dec 2023 (\$'000)	As at 31 Dec 2022 (\$'000)
A. Total Unrestricted Funds	4,014	3,256
B. Total Annual Operating Expenditure	1,431	1,253
Ratio of Reserves [Formula of Reserve ratio = (A) Total Funds / (B) Total Annual Operating Expenditure]	2.81	2.60

8. Governance

8.8 Whistle-Blowing Policy

SOSD has in place a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

8.9 Governance Evaluation Checklist

The Governance Evaluation Checklist is set out in the Appendix of this report.

For and on behalf of the Management Committee

Dr Siew Tuck Wah
President
13 May 2024

APPENDIX A

Submission Form for Governance Evaluation Checklist (Enhanced Tier)

Please note that this checklist is based on the Code of Governance (2017).

Instructions: Please fill out the boxes. Input the reason if the selection is non-compliance for each field.

Applicable to large charities with gross annual receipts or total expenditure of **\$10 million or more**;

And IPCs with gross annual annual receipts or total expenditure **from \$500,000 to less than \$10 million**.

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
Board Governance				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
	Are there governing board members holding staff¹ appointments? (skip items 2 and 3 if "No")		No	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5		
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years . If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		Yes	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years .	1.1.13	Complied	
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	Are there volunteers serving in the charity? (skip item 15 if "No")		Yes	
15	There are volunteer management policies in place for volunteers.	5.7	Complied	
Financial Management and Internal Controls				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures .	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks .	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
Fundraising Practices				

	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations in kind during the financial year? (skip item 23 if "No")		Yes	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
24	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No	
25	No governing board member is involved in setting his own remuneration.	2.2		
26	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3	Complied	
27	Does the charity employ paid staff? (skip items 27, 28 and 29 if "No") No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Notes:

¹ Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

² Volunteer: A person who willingly serves the charity without expectation of any remuneration.

³ Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity –

(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or

(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

(a) the child or spouse of the Executive Head or governing board member;

(b) the stepchild of the Executive Head or governing board member;

(c) the dependant of the Executive Head or governing board member.

(d) the dependant of the Executive Head's or governing board member's spouse.

⁴ Executive Head: The most senior staff member in charge of the charity's staff.

Declaration



I declare that my charity's / IPC's governing Board has approved this Governance Evaluation Checklist and authorised me to submit on its behalf. All information given by me in this checklist submission is true to the best of my knowledge and I have not wilfully suppressed any material fact. The full responsibility for providing accurate and updated checklist information will rest with my charity's / IPC's governing Board.