



SAVING DOGS, TOUCHING LIVES



Mercylight Animal
Rescue and Sanctuary
Annual Report 2021

Vision

To improve the quality of lives of stray dogs by rescuing, rehabilitating and re-homing them.

Mission

To increase public awareness and acceptance of stray dogs as companion animals that deserve to be treated with compassion and kindness, through education, advocacy and community outreach.



Values

Compassion | Kindness | Integrity | Transparency

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Message

from the Chairman



Samuel Lim
Chairman

Mercylight Animal Rescue and Sanctuary (MARS) obtained its Institution of Public Character (IPC) status on 24 January 2022. This was a great mile-stone for MARS. With strong financial controls and processes in place, we achieved IPC Status in 18 months from Charity Status (8 May 2020).

With IPC status, the government will now offer our donors a 2.5 times tax deduction for their income tax. We hope this will further incentivise donors to continue supporting Mercylight in our good work.

On 8 November 2021, we became a Project ADORE (ADOption and REhoming of dogs) Partner with the Animal and Veterinary Service (AVS). Under Project ADORE, HDB flat owners can adopt local mixed breed dogs, also known as Singapore Specials, which are up to 55 cm in height. We hope that this scheme will allow more of our dogs to be adopted into loving homes.

Despite the disruptions to public-facing adoption drives due to COVID restrictions, our entirely volunteer-run shelter still persevered in promoting our shelter through daily Facebook and Instagram posts. In line with this digital approach, we will be revamping our website in 2022 to make it more accessible and user-friendly.

As of 2021, we have about 100 dogs in our care, within the shelter, as well as through foster care and stray feeding. In 2021, we also rescued 36 dogs and rehomed 38 dogs. We managed to recruit 50 new volunteers, bringing our volunteer pool from 100 to 150 volunteers.

Notably, we were able to rescue a pregnant dog from the streets, allowing her 6 puppies to be born safely in our shelter.

We also rescued a 3-legged dog, Jalen, who likely lost his leg to a wild boar trap. With only 3 legs, he found it difficult to get around, even within the shelter. With the kind donation by The Prosthetic Company, Jalen received a prosthetic leg designed specially for him. Jalen is now much happier and we hope to find him a forever home.

The key predictor of success in rehoming a dog is a well-behaved dog. To date, over 60% of our shelter dogs have undergone dog training and all our volunteers are encouraged to attend Basic Obedience classes.

With relaxed COVID measures in 2022, we hope to have more physical adoption drives, volunteer team building and post-adoption bonding activities.

Through Faith, Hope and Charity, we hope that this upcoming year will allow us to save more animals.

OUR WORK

1 Rescue

In 2021, we rescued 15 adult dogs and 21 puppies.



Jalen

Our mission is to improve the quality of lives of stray dogs through rescue. We received reports about a dog roaming aimlessly with a rope tied around his body. Over the course of 3 weeks, witnesses saw the dog getting skinnier and tearing of the skin from the rope. Volunteers responded on a rainy day to a reported sighting and set up a trap. The dog was finally caught and taken immediately to the vet for an emergency surgery.

As part of the Trap-Neuter-Release-Manage (TNRM) programme, Jalen, our first three-legged rescue, was humanely trapped in October 2021 following an Instagram post about a sighting of a lone three-legged dog. Through volunteers' time, energy and a generous donation of a prosthetic, Jalen continues to make new strides each day.



Gideon

Mercylight is dedicated to rescuing, rehabilitating and rehoming stray dogs, so that they may get a second chance in life. Rescue efforts require a great amount of time, effort and manpower, but we believe that every single dog rescued makes it worthwhile.

OUR WORK

2 Rehome

We became a Project ADOption and REHoming (ADORE) Partner from 8 November 2021. Project ADORE was started in 2012 with the objective of rehoming medium-sized local mixed-breed dogs into HDB flats. In 2021, 38 dogs were rehomed to good homes. Here are some testimonials of dogs rehomed under Project Adore.

"We wanted to adopt instead of buy because we wanted to give a street dog a chance to have a forever home. Initially, we browsed the websites of a few shelters in Singapore. Mercylight's website was user-friendly and easy to navigate. We liked that there were personal stories and it was very organized and clear. When we visited the shelter, it was a very eye-opening experience. The kennels were like big families, with all the dogs moving and running around freely."

Cherish & Her New Family



"After volunteering for 6 months we thought we were ready for another dog. We didn't look elsewhere as we knew how well Mercylight takes care of the dogs. The shelter is always kept clean and well organized, dog's welfare is always their top priority. And since we already knew the dogs, it is only logical for us to adopt one of them."

Donn & His New Family

"Three weeks for us, and an additional 3 week-long home trial which was the important phase when we had to really decide if we really wanted to do it. We think it is a very good period that allowed us to consider how sincere and serious we were. Kelly created a chat group and answered our questions and offered us advice – the process was very organised and systematic. We really liked that it was a no-obligation trial, Mercylight provided everything we needed, from food to shampoo so we did not have to worry about any of that."

Roxie & Her New Family



OUR WORK

3 Community Engagement

43 students from National University of Singapore participated in the Community Engagement Program in January and December 2021. The students learn about animal welfare issues and have a better understanding of the role animal shelters play in our community. They were briefed on the safety guidelines and basics such as dog-handling skills and had hands-on sessions walking and feeding the dogs.



4 Dog Behaviour & Training

Our certified trainers use reward-based, positive reinforcement training methods which are fun and effective in shaping the right behaviors in our dogs. Our volunteers invest extra time and energy, at their own expense, to train the shelter dogs to increase their chances of being adopted.

In 2021, 5 Basic Obedience classes were conducted, and 12 kennel dogs completed the training. To date, over 60% of our kennel population have gone through the Basic Obedience Training, all trained by our dedicated volunteers.



OUR VOLUNTEERS

Despite 2021 being another challenging year for animal welfare, our kennel volunteers remained steadfast in providing loving care to the animals with adherence to safe management measures. We have recruited about 50 new volunteers, bringing the total volunteer strength to 150 as of December 2021. 80% of them volunteer a minimum of 4.5 hours a week, which works out to about 28,000 volunteer hours a year cumulatively.



OUR VOLUNTEERS

"Hi! I'm Anna! I am 25 this year and I'm currently self-employed and running my own business. It's my 5th year of volunteering at Mercylight. Prior to this, I've volunteered at other shelters and I also have 2 dogs at home."

"It's very rewarding to see the rescued dogs improve in terms of their behaviour and sociability over time at the shelter, overcoming their fears and eventually getting adopted into loving homes. Although, I'll miss the dogs that I've developed a strong bonds with, our ultimate goal is to rehabilitate and look after them by giving them a loving, but temporary shelter before they move on to their forever homes. After they've been successfully adopted, I love to stay updated on their lives through their Instagram pages!"

- Anna



"Hi I'm Christie! I am currently in my third year of studies at NIE. I have been volunteering at Mercylight for 2 years. Prior to joining Mercylight as a kennel volunteer, I had no experience at all with handling dogs."



"In the beginning, I found it taxing to commit weekly after school. In view of the fact that there are not as many volunteers on the weekdays as compared to the weekends, I found it mentally and physically exhausting to complete the daily tasks with a small team of volunteers. However as time passed, I saw how well the shelter thrives with this set of routine, and it definitely got easier. I was also more motivated to devote myself to a cause that I found very meaningful. This weekly commitment has trained me to have endurance both mentally and physically and to be more resilient."

- Christie

FUND RAISING ACTIVITIES

Amounts raised were used for the dogs' medical and shelter operation expenses. There was no commercial fund raiser involved.

SMU Paws For A Cause

24 – 26 March 2021

\$559

"Save Blessings Medical Fund"

Campaign under Enhanced Fund-Raising Programme by Tote Board with government dollar-for-dollar matching.

1 January – 31 March 2021

\$147,055 + \$147,055

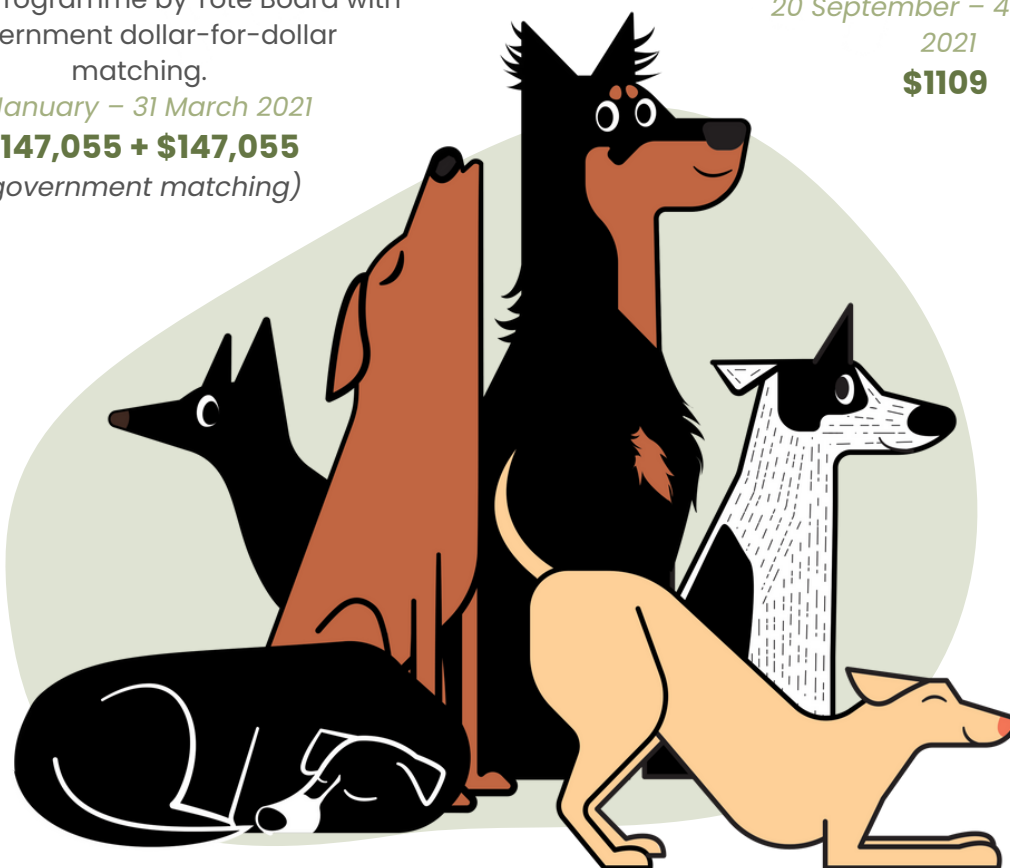
(government matching)

World Animal Day – a partnership with Shopee

20 September – 4 October

2021

\$1109



14th Annual Pet Food Drive 2021 – a collaboration with Pet Lovers Centre

26 November – 12 December 2021

14,000 kg of dog food

"Save The Lives Of Homeless Dogs"

Campaign under Enhanced Fund-Raising Programme by Tote Board with government dollar-for-dollar matching.

22 August 2021 – 31 March 2022

\$123,299 + \$123,299

(government matching: raised as of 31 December 2021)

OUR BOARD

The Board of Directors is committed to advancing Mercylight's mission, ensuring compliance with its constitution and attaining high standards of corporate governance and accountability to our stakeholders.

Board members render their services on a voluntary basis, thus, none of the Board members receive remuneration for their Board services.

The Board of Directors held 3 meetings in 2021.

Position	Name	Date of Appointment	Attendance
Chairman	Mr Samuel Lim Wai Young	April 2020	3/3
Vice-Chairman	Mr Toh Khai Yeow	April 2020	3/3
Treasurer	Ms Lim Bee Lan (Lin Milan)	April 2020	3/3
Secretary	Ms Lim Mui Wee	January 2015	3/3
Member	Ms Kelly Lim	January 2015	3/3
Member	Ms Tan Ming Ming Karen	April 2019	3/3
Member	Mr Tan Tong Leng	April 2020	3/3

Mr Samuel Lim Wai Young

Chairman

Trading Manager, Vitol Asia Pte Ltd

Samuel Lim holds a Chemical Engineering Degree from the National University of Singapore and an MBA from Victoria University, Australia. He has held senior managerial positions in various multinationals. He works as a Trading Manager in a European Energy and Commodities Company for the Asia Pacific.

Mr Toh Khai Yeow

Vice-Chairman

Finance Director, Kian Hong Holding Pte Ltd

Khai Yeow has a Bachelor of Business Administration Degree from the University of Wisconsin, Madison. He is Director of Kian Hong Holdings (Pte) Ltd and 6 other Malaysian companies. A generous supporter of animal welfare, he has a penchant for dogs and pets, and enjoys working for a good and greater cause.

OUR BOARD

Ms Lim Bee Lan

Treasurer

Finance Manager, Far East Management (Private) Limited

Bee Lan holds a Bachelor of Accountancy Degree from Nanyang Technological University. She is also a Chartered Accountant of Singapore with the Institute of Singapore Chartered Accountants. Currently, she works as Finance Manager for Far East Management (Private) Limited. She has more than 20 years of experience in audit, accounting, and finance-related work.

Ms Lim Mui Wee

Secretary

Education Officer, Ministry of Education

Mui Wee holds a Business Administration Degree from the National University of Singapore and a Post-Graduate Diploma in Education from the Nanyang Technological University. She works as an Education Officer for the Ministry of Education. She has been involved in the set-up of Mercylight and is currently actively involved in the running of the shelter.

Ms Lim Kelly

Member

General Manager, Mercylight Animal Rescue And Sanctuary Limited

Kelly Lim holds a Bachelor of Arts Degree with merit from the National University of Singapore. Kelly is the Founder of Mercylight and has been actively involved in animal welfare for the past 12 years. She is currently the General Manager of the shelter.

Ms Tan Ming Ming Karen

Member

Director, Nonslip Solutions Pte Ltd

Karen Tan is currently a Director at Nonslip Solutions Pte Ltd, which deals with various coating treatment. Karen has been actively involved in the welfare of animals in the last 10 years.

Mr Tan Tong Leng

Member

Operations Manager, Oil and Gas Company (Retired)

Tong Leng is an experienced operation management practitioner with about 30 years' experience. He has worked in a variety of leadership and talent development roles. Tong Leng has been actively involved in various self-help groups and has a keen interest in the welfare of animals.

OUR MANAGEMENT TEAM

The Management Team is headed by its Founder Kelly Lim. She is supported by six key position holders, who render their services on a voluntary basis:

Faith Teng

Publicity

Karen Tan

Fundraising

Janice Khoo

Corporate Services

Veronica Tan

*Education &
Outreach*

Alyssa Lim

Finance

Mark Quek

Legal

Mercylight operations are wholly volunteer run. There is no staff member receiving remuneration.



GOVERNANCE POLICIES

Conflict of Interest

The Board has established a Conflict of Interest Policy to assist in identifying and managing potential areas of conflict. All directors and key management personnel are required to disclose to the Board any situation of conflict that may arise. They abstain from decision-making when conflicts of interest arise.

Reserves & Investments

Mercylight aims to build a reserve that is equivalent to one year of its operating expenditure. Mercylight does not maintain any restricted, designated or endowment funds apart from a current account for operational expenditures and deposits.

Loans

Mercylight does not provide any loans to any director, employee, board committee member or any other parties.

Donations

Mercylight does not make donations to any external parties. Mercylight occasionally receives cash donations. Most donations are in the form of cheque or bank transfers through its website, and platforms such as NVPC's Giving.sg, Give.asia, and Benevity. A monthly Sponsorship Statement is emailed to the donors if the donors have made known their emails.

Other Policies

- Board Policy
- Volunteer Management Policy
- Financial Management and Internal Controls
- Fundraising Policy
- Human Resources and Payroll Management Manual
- Programme Management Policy

CODE OF GOVERNANCE

S/N	Code Guideline	Code ID	Response	Explanation
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 staff 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	N/A	
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	N/A	
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	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
Conflict of Interest				
7	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	
8	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				
9	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 Volunteer Management				
10	The Board approves documented human resource policies for staff.	5.1	Complied	
11	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	
12	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
Financial Management and Internal Controls				
13	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	

CODE OF GOVERNANCE

S/N	Code Guideline	Code ID	Response	Explanation
14	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
15	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
16	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
17	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 18 if "No")		No	
18	The charity has a documented investment policy approved by the Board.	6.4.3	N/A	
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 19 if "No")		No	
19	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	N/A	
	Did the charity receive donations in kind during the financial year? (skip item 20 if "No")		No	
20	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	N/A	
Disclosure and Transparency				
21	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 22 and 23 if "No")		No	
22	No governing board member is involved in setting his own remuneration.	2.2	N/A	
23	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	N/A	
	Does the charity employ paid staff? (skip items 24 and 25 if "No")		No	
24	No staff is involved in setting his own remuneration.	2.2	N/A	
	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	N/A	

FINANCIAL STATEMENTS

Statement of Financial Position

as at 31 December 2021

	Note	2021	2020
		\$	\$
ASSETS			
Current assets			
Cash and cash equivalents	4	384,084	115,432
Other receivables	5	580	429
Inventories	6	2,347	2,641
		387,011	118,502
Non-current assets			
Plant and equipment	7	5,216	-
Right-of-use assets	8	38,336	4,365
		43,552	4,365
Total assets		430,563	122,867
LIABILITIES			
Current liabilities			
Trade and other payables	9	16,321	21,059
Lease liabilities	10	19,753	6,646
		36,074	27,705
Non-current liabilities			
Lease liabilities	10	19,339	-
Total liabilities		55,413	27,705
Net assets		375,150	95,162
FUND			
Accumulated Fund		375,150	95,162
Total fund		375,150	95,162

The accompanying notes form an integral part of the audited financial statements

Statement of Comprehensive Income

for the financial year ended 31 December 2021

	Note	2021	2020
		\$	\$
INCOME			
Donations	2.2(a)	517,703	294,063
Sales of goods	2.2(b)	23,333	17,830
		541,036	311,893
Other income	11	31,166	31,941
EXPENDITURE			
Changes in inventories		(294)	(144)
Purchases of inventories		(4,735)	(4,781)
Depreciation of right-to-use assets	8	(19,600)	(25,902)
Interest expense on lease liabilities	10	(3,451)	(970)
Staff costs	12	-	(33,699)
Operating expenses	13	(264,134)	(209,446)
Total expenditure		(292,214)	(274,942)
Surplus for the year		279,988	68,892

The accompanying notes form an integral part of the audited financial statements

Statement of Changes in Accumulated Fund

for the financial year ended 31 December 2021

	Accumulated Fund
	\$
As at 1 January 2020	26,270
Surplus for the year / Total comprehensive income for the year	68,892
As at 31 December 2020	95,162
Surplus for the year / Total comprehensive income for the year	279,988
As at 31 December 2021	375,150

FINANCIAL STATEMENTS

Statement of Cash Flows

for the financial year ended 31 December 2021

	Note	2021	2020
		\$	\$
<u>Cash flows from operating activities</u>			
Surplus before income tax		279,988	68,892
<u>Adjustments for:-</u>			
Depreciation of right-of-use assets	8	19,600	25,902
Interest expense	10	3,451	970
Operating cash flows before working capital changes		303,039	95,764
<u>Changes in working capital</u>			
Other receivables		(151)	286
Inventories		294	144
Trade and other payables		(4,738)	12,129
		(4,595)	12,559
Net cash generated from operating activities		298,444	108,323
<u>Cash flows from investing activities</u>			
Additions of plant and equipment		(5,216)	-
Net cash used in investing activities		(5,216)	-
<u>Cash flows from financing activities</u>			
Principal payment of lease liability		(21,125)	(25,730)
Interest paid		(3,451)	(970)
Net cash used in financing activities		(24,576)	(26,700)
Changes in cash and cash equivalents during the financial year		268,652	81,623
Cash and cash equivalents at beginning of year		115,432	33,809
Cash and cash equivalents at end of year	4	384,084	115,432

The accompanying notes form an integral part of the audited financial statements

COMPANY INFORMATION

Company Registration No.

201502278Z

**Registered under the COMPANIES ACT,
(Chapter 50)**

PUBLIC COMPANY LIMITED BY GUARANTEE

Incorporation Date

20th January 2015

Registered Address

59 Sungei Tengah Road
#02-43 Singapore 699014

**Date Registered As A Charity
Under The Charities Act**

8 May 2020

Company Secretary

Yew Sook Lian

Banker

United Overseas Bank

Auditor

J Tan & Co

Members

Mr Samuel Lim Wai Young

Mr Toh Khai Yeow

Ms Lim Bee Lan (Lin Meilan)

Ms Lim Mui Wee

Ms Kelly Lim

Ms Tan Ming Ming Karen

Mr Tan Tong Leng

CONTACT INFORMATION

Alyssa Lim

Director

blessings@mercylight.org.sg

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