



WORLD SERVICE OFFICE

2016 ANNUAL REPORT



40 YEARS OF
**EMPOWERING
COMMUNITIES**



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40 YEARS OF EMPOWERING COMMUNITIES



WORLD SERVICE OFFICE

WHAT WE BELIEVE

We work faithfully with those affected by poverty, so they are fed, sheltered, and empowered to remain so.

We work faithfully with those affected by disease, so they are healed and further sickness is prevented.

We work faithfully with those affected by disasters, so they are restored and strengthened against future misfortune.

We work faithfully with those who are victims of abuse, so they are safe and made forever whole.

We work faithfully for God, always.

INTERNATIONAL MISSION STATEMENT

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in his name without discrimination.

PURPOSE STATEMENT

The purpose of The Salvation Army World Service Office (SAWSO) is to represent the interests of the four Salvation Army USA Territories as we work together with communities to improve the health, economic and spiritual conditions of the vulnerable throughout the world.

VISION STATEMENT

The Salvation Army World Service Office (SAWSO) serves as a dedicated resource committed to responding to the global interests of The Salvation Army USA by:

- Developing sustainable solutions to poverty, disease, and despair in global communities.
- Cultivating increased organizational capacity within Salvation Army units worldwide.
- Introducing sustainability models that grow financial independence.
- Demonstrating an empowering culture of grace and trust towards everyone we serve.

LETTER FROM

THE NATIONAL COMMANDER



Dear Friends,

In Paul's Second Epistle to the Corinthians, believers are called to aim for restoration, to comfort one another, agree with one another, and to live in peace. (2 Corinthians 13:11).

By His grace, we are placed in communities that allow us to answer this calling, from our own families and local communities to our neighbors overseas—we are all children of God bearing the responsibility to serve the needs of others in His example and to “make disciples of all nations.”

But to do so effectively requires not only understanding and meeting the unique needs of others, but being able to empower them toward radical change in their hearts and lives.

Meeting needs and empowering change: these are the strengths of The Salvation Army's global footprint, the foundation on which The Salvation Army World Service Office (SAWSO) works to improve health, economic, and spiritual conditions in the developing world. And for 40 years, SAWSO has sought to not just help vulnerable communities, but to empower them—a goal that is being met every day.

Together, we have been supporting our neighbors in Ecuador and Japan as they have endured and responded to the devastation of natural disasters; helping provide a safe haven for orphans in Haiti; empowering women in Kenya to receive education and to launch their own microenterprises; and mobilizing children in Indonesia toward brighter futures by working to enhance quality of education and literacy rates in schools throughout the region. All of this work is done through another distinct, vital community: the faithful network of Salvation Army officers, employees, and volunteers here and around the world.

These—and countless other SAWSO community-led missions currently in action around the world—are taking place because of generous American donors compelled to care for the community beyond their own homes.

We give thanks for you, for your heart for serving others, and for the gratitude and love that inspire your faithful support of SAWSO's work and vision.

David Jeffrey
Commissioner

LETTER FROM

THE SAWSO EXECUTIVE DIRECTOR



Dear Friends,

Every community around the world has its own idiosyncrasies, differing in culture, needs, values, and incentives. Uncovering the unique needs of communities and employing sustainable solutions are what make the work of The Salvation Army World Service Office (SAWSO) challenging, yet so effective.

Because our work is empowered not only by an organizational presence that spans 128 countries, but by the direct involvement of the communities in which we serve—local citizens eager to affect change, Salvation Army officers, employees, and volunteers equipped to serve, and community partners armed beside us in mission. And this past year SAWSO had the privilege of working intimately with these members in 63 countries with financial and technical support to help fight the issues that plague them—issues such as poverty, disease, disaster, trafficking, and abuse.

The Salvation Army's work in places such as Ecuador—where thousands were left homeless and destitute after the magnitude-7.8 earthquake shook the South American nation in April,

2016—reveal that it indeed takes an Army and a village to meet immediate and long-term needs. With SAWSO support, the local Salvation Army, the Ecuadorean military and local citizens united to meet the immediate needs of the most vulnerable following the disaster. Notably, local Salvation Army partners are now training volunteers and staff in disaster readiness and response while new equipment will be provided throughout the region. Long-term, community-led solutions such as these are what empower lasting change and brighter futures among communities in need.

This year marks our 40th anniversary as an organization championing the work of The Salvation Army worldwide. In planning for the next 40 years, our team has developed and are now embarking on a new strategic plan focused on building and sustaining capacity and financial independence in developing countries. Our ultimate desire is to ensure that our stakeholders in these places are given the opportunity to be empowered to carry out their missions and to financially stand on their own without dependence on outside initiators and facilitators.

Driving this blessed and necessary work and motivating our future as an organization are the supporters who share in our commitment to serving a world in need effectively. We give thanks that you have chosen us as faithful stewards of your generosity.

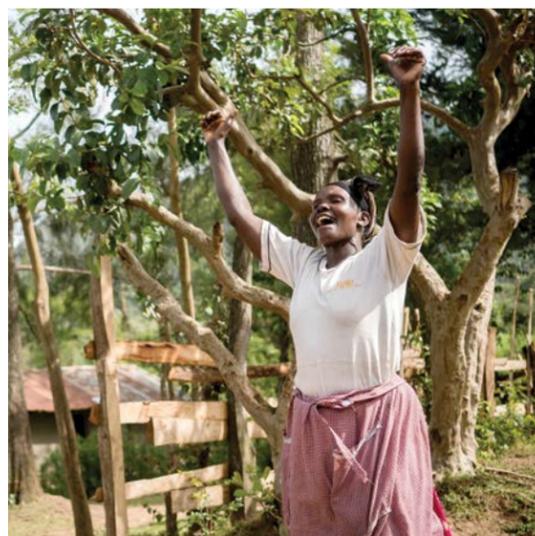
May the Lord bless you and keep you.

Thomas Bowers
Lieutenant Colonel

For just as each of us has one body with many members, and these members do not all have the same function, so in Christ we, though many, form one body, and each member belongs to all the others.

ROMANS 12:4-5

40 YEARS OF EMPOWERING COMMUNITIES



40 years. It's a milestone. A time to reflect on what God has done through The Salvation Army World Service Office (SAWSO) since its founding in 1977, and a time to look toward the future.

Global poverty, hunger and illness never rest, and disaster can strike anywhere without warning. Poor access to education can doom a child to a lifetime of poverty and hopelessness, creating a cycle that can continue for generations.

Thanks to the grace of God and the generosity of our donors, people throughout the world can break the cycle. For the past four decades, SAWSO has remained committed to making a difference wherever it can. By acting as a hub between donors and Salvation Army organizations both at home and abroad, SAWSO helps streamline the process of getting aid to those who need it.

It is not just about offering quick fixes to short-term problems. SAWSO's goal is empowering individuals and their communities. We seek to create sustainable programs that help those in need help themselves. When the time comes for us to move on, we hope to leave behind stronger, better-educated, financially stable people who are equipped to move forward on their own—and when the day comes, to provide help for their neighbors in need.

This year, in addition to telling you the ongoing stories of SAWSO projects around the world, we will also take a look back at what brought us to where we are today.

Since receiving our first grant shortly after our founding in 1977—a \$1 million gift from the United States Agency for International Development—we have expanded our focus to include health and HIV, anti-human trafficking and livelihoods, disaster relief and education. Our staff has travelled the world to oversee and witness first-hand the positive global change made possible by our donors and ensure resources are used wisely.

We have come far in the past 40 years. May God bless the next 40 years with continued growth, charity and goodwill worldwide. ■

God is not unjust; He will not forget your work and the love you have shown Him as you have helped His people and continue to help them. HEBREWS 6:10

OUR CURRENT PRESENCE

The Salvation Army is active in 128 countries, integrated with local communities—building deep relationships. These carefully nurtured ties allow The Salvation Army to see below the surface to understand the root of many issues. At The Salvation Army World Service Office (SAWSO), we leverage this more profound understanding to help identify local needs. We support the work being done to address those needs. And long after the work is done, we continue to encourage positive change.

In 2016, SAWSO partnered with The Salvation Army in local communities in 63 countries, believing that these communities had a capacity for growth and sustainable change. Sustainability is a result of SAWSO's emphasis on holistic transformation—serving people spiritually, physically, socially, and emotionally.

- | | | |
|------------------------|----------------------------------|---------------|
| 1. Angola | 9. Costa Rica | 17. Ghana |
| 2. Argentina | 10. Cuba | 18. Greece |
| 3. Bahamas | 11. Czech Republic | 19. Haiti |
| 4. Bangladesh | 12. Democratic Republic of Congo | 20. Honduras |
| 5. Brazil | 13. Dominican Republic | 21. Hungary |
| 6. Burma (Myanmar) | 14. Ecuador | 22. India |
| 7. Chile | 15. Estonia | 23. Indonesia |
| 8. Congo (Brazzaville) | 16. Germany | 24. Italy |

- | | | |
|----------------|-------------------------|------------------------------|
| 25. Jamaica | 39. Nigeria | 53. Sri Lanka |
| 26. Japan | 40. Pakistan | 54. Slovakia |
| 27. Kenya | 41. Panama | 55. Taiwan |
| 28. Latvia | 42. Papua New Guinea | 56. Tanzania |
| 29. Liberia | 43. Paraguay | 57. Turks and Caicos Islands |
| 30. Lithuania | 44. Peru | 58. Uganda |
| 31. Malawi | 45. Philippines | 59. Ukraine |
| 32. Malaysia | 46. Poland | 60. Uruguay |
| 33. Mali | 47. Republic of Georgia | 61. Vanuatu |
| 34. Mexico | 48. Romania | 62. Zambia |
| 35. Moldova | 49. Russia | 63. Zimbabwe |
| 36. Mozambique | 50. Rwanda | |
| 37. Nepal | 51. South Africa | |
| 38. Nicaragua | 52. Spain | |

HAITI

A Vision for the Future



Too often, Haiti is described as “the poorest country in the Western hemisphere,” but this common narrative overlooks the unique culture and community structure that make Haiti one of the most fascinating—yet least understood—countries in the Caribbean. While Haitians might lack material wealth, they are abundantly rich in strength of community, faith and resilience in the face of adversity.

Since the catastrophic 7.0-magnitude earthquake caused massive damage and loss of life in the region seven years ago, The Salvation Army World Service Office (SAWSO) has provided support for Salvation Army projects including long-term housing reconstruction; vocational training;

means for income generation; and primary health care focused on Port-au-Prince and Fonds-des-Nègres. Integrated community development projects across the region address concerns such as clean water, access to education and food security.

The Lord gives sight to the blind,
the Lord lifts up those who are
bowed down, the Lord loves
the righteous.

PSALM 146:8





Services Provided by the Bethel Clinic in Fonds-des-Nègres:

- 24/7 medical staff
- Walk-in clinic
- 28-bed hospitalization unit
- Emergency care
- On-site laboratory and pharmacy
- 20-bed tuberculosis sanatorium
- Maternity program
- Family planning services
- Vaccination outreach to 16 villages
- Mobile clinic to three villages
- Nutrition program
- Community health staff
- Adult literacy program
- Vision and eye health project
- HIV program with 1,400 patients on antiretroviral treatment
- Cholera prevention program



Serving the area for more than five decades, the Bethany Children's Home serves 32 residents and 11 daytime participants each day. While many of the children are orphans, others have family members who are simply unable to care for them. The home provides basic needs such as food, shelter, and sanitation, but its real goal is to ensure that the children feel safe, secure, loved and accepted.

This includes annual traditions such as field trips and Christmas parties. Children at the home are known for excellence in their schooling, with many hoping for careers in farming, law and medicine. The Salvation Army Corps Community Center across the street offers Bethany Children's Home residents the opportunity to learn music and participate in worship activities.

Meanwhile, the Bethel Clinic in Fonds-des-Nègres provides medical services to both urban and rural areas. Bethel's mobile clinic travels a circuit between



three villages, and its vaccination outreach program helps keep children healthy in 17 villages.

For millions around the world, correcting vision problems can be as simple as a pair of properly-fitted prescription eyeglasses. Unfortunately, some of the world's more isolated, rural, and impoverished places lack the eye care professionals, equipment and resources many in developed countries take for granted.



In 2016, five years later, the program was finally ready to start serving the communities of Haiti. In the months that followed, the newly-trained and equipped eye care professionals performed hundreds of eye exams and dispensed nearly as many pairs of glasses.

A healthy community is a strong community, well-positioned to help its members help themselves. Thanks to the support of our generous donors, communities across Haiti can empower individuals to live happier, healthier, more productive lives. ❤️

But The Salvation Army's Sustainable Vision project is aiming to change that. The idea is simple: Train more people to perform eye exams and other vision services throughout the country, and give them the resources they need to empower communities with vision-saving treatments at affordable prices.

The road to the Sustainable Vision project began in 2011, when the local Salvation Army hosted a visit from Vision Compassion. Based on what they saw in Haiti, the newly founded partnership began the gradual process of sustainable vision care to the island nation.

ECUADOR

Response and Recovery



When a magnitude-7.8 earthquake shook the South American nation on April 16, 2016, nearly 700 people lost their lives and 16,600 more were injured.

We will not fear, though the earth give way and the mountains fall into the heart of the sea, though its waters roar and foam, and the mountains quake with their surging.

PSALM 46:2-3

Thousands more left living among the rubble found themselves homeless and without access to basic necessities. Thanks to the generosity of its donors, The Salvation Army World Service Office (SAWSO) and local Salvation Army units arrived on the scene almost immediately.

With a community center based in the city of Manta—one of the hardest-hit population centers in the country—The Salvation Army was well-poised

for a quick response. Assisted by the Ecuadorean military, Salvationists began to distribute food among an increasingly frustrated and restless population. The Salvation Army was able to meet the immediate survival needs of about 300 shaken victims.

Pedernales, a smaller municipality damaged by the quake, does not have its own local community center. So officers of The Salvation Army from the city Esmeraldas—located a little



more than 100 miles away—moved in to help. With a makeshift storage facility and base of operations set up in a local school, Salvationists were able to provide meals for about 400 people.

Major Mike McKee, a Salvation Army officer and SAWSO technical advisor for disaster relief and recovery, described the devastated communities as places of both pain and inspiration. He remembered meeting one Pedernales man—Alejandro—whose mother was killed in the quake. Despite suffering a blow to the head himself, McKee said Alejandro immediately leapt into action to help others in the quake's aftermath.



Alejandro's passion didn't end that day. As recovery efforts continued, McKee said, he would come around almost every day to ask how he could help.

"A horrible thing happened to him," McKee recalled. "His mom died just a few feet away from him. But he didn't withdraw into himself. He said, 'I know how hard this is, so I'm going to make it easier for others.' It's a privilege to meet those people."

Although Alejandro's story stood out in McKee's memory, it was not unique among those in the affected communities. McKee said he frequently encountered others in Pedernales who graciously thanked The Salvation Army for its help—and then offered

to provide assistance for others. They want to stay involved, he said, as the Army continues its mission.

Moving forward, they will have plenty of opportunities to participate. Meeting the immediate needs of impacted communities is vital, of course, but it is not enough.

With SAWSO support, local Salvation Army partners will soon begin training local volunteers and staff in disaster readiness and response, and new equipment housed at The Salvation Army's divisional headquarters will soon be ready for deployment throughout the region. Next time disaster strikes, these communities will be equipped and ready for action.

Full recovery depends on a strong local economy, thriving businesses and opportunities for livelihood. Meeting short-term needs like food and shelter is important, but rebuilding commerce restores a community's pride. This is vitally important, because short-term fixes do little to address a community's long-term needs.

Among SAWSO's ongoing efforts is a program to fund 40 shops—owned and operated by local families who worked as vendors prior to the quake—in specially-designated commerce zones. These shops will not just be sources of work, income and pride for those who run them, but also places where their fellow residents can get the goods and services they need while keeping their money local.

Disaster recovery is a marathon, not a sprint. Thanks to the support of SAWSO's generous donors and on-the-ground partners, the survivors' immediate, material needs have been met. But the long, slow process of rebuilding their lives will take years—and SAWSO will be there throughout. ■



THE SALVATION ARMY
WORLD SERVICE OFFICE

1977-2017



40 YEARS OF EMPOWERING COMMUNITIES



1977

Based on concepts proposed three years earlier, The Salvation Army World Service Office (SAWSO) is founded by Col. Ernest Miller and receives almost \$1M in funding from U.S. Agency for International Development (USAID), supports International Headquarters' first International Development Program which is attended by The Salvation Army (TSA) leaders from territories around the world.

SAWSO supports TSA community health programs in Indonesia, Bangladesh, Guatemala and Zaire.

1981

SAWSO assists with refugee crisis in Pakistan after Soviet Union invades Afghanistan. TSA provides income generation and health services for approximately nine years via funds from the United States Office of Refugee Assistance.

1980

SAWSO responds to Irpinia earthquake in Italy. More than 400 homes are built thanks USAID grant funds.

1983

SAWSO responds to Cyclone Oscar in Fiji, rebuilding and strengthening 174 damaged housing units.

1984

Typhoons Maring and Nitang devastate the Philippines, SAWSO joins relief efforts.

1985

SAWSO begins providing agricultural training in rural Haiti.

SAWSO receives funding from USAID for Child Survival Programs in Haiti, Kenya and Bangladesh.

1986

SAWSO opens a health clinic in response to El Salvador earthquake, establishing a Salvation Army presence in the Central American nation for the first time.

1988

Salvation Army diagnoses its first HIV/AIDS cases at its Chikankata Hospital in southern Zambia and starts a home-based HIV program via USAID funds through SAWSO.



1990

TSA program for at-risk youth kicks off in Colombia via USAID Funds through SAWSO.

1993

The Salvation Army starts three year program providing food, clothing and other supplies to the destitute elderly in Russia with USAID and U.S. Department of Agriculture funds via SAWSO.

1994

SAWSO begins to shift focus from capacity-building to sectors, developing programs in health, HIV, income generation and emergency response.

1997

Hurricane Mitch hits Honduras. SAWSO helps rebuild, establishing Salvation Army presence in the country for the first time.

1998

SAWSO kicks off WORTH program in Kenya to empower women to become entrepreneurs.

2000

TSA Georgia receives support for a four-year USDA feeding program.

El Salvador is hit by earthquake—SAWSO supports TSA in relief effort.

2002

SAWSO kicks off a five-year USAID-funded child survival program in South Africa to reduce mortality and morbidity rates among children and their mothers.

TSA El Salvador receives USAID funding to rebuild homes demolished in the earthquake.

SAWSO receives Lilly grant to develop Emergency Disaster Relief Training Program. TSA leaders and staff worldwide learn to prepare and respond more effectively.

SAWSO receives its first USAID grant for an HIV community response program and scales up its partnerships with TSA overseas in response to the HIV pandemic.



2004

SAWSO and TSA respond to tsunami in India, Thailand and Sri Lanka.

TSA begins 12-year polio project with the support of USAID via SAWSO. Funds from the Bill & Melinda Gates Foundation play an important part in the eradication of polio from Angola.

2005

WORTH program expands to Uganda and Tanzania as part of integrated response to HIV.

SAWSO kicks off a five-year USAID-funded child survival program to reduce mortality and morbidity rates among children and their mothers in Zambia.

SAWSO adopts anti-human trafficking as a sector focus. First projects focus on Ecuador and China. Efforts later spread to Indonesia and China.

2010

SAWSO and TSA Western Territory join TSA Mexico for anti-human trafficking efforts on the US/Mexico border.

SAWSO responds to Haiti Earthquake.

SAWSO responds to Chile Earthquake.

2011

SAWSO responds to earthquake, tsunami, and nuclear reactor disaster in Japan. Relief efforts continue to present.

SAWSO begins Integrated Community Empowerment project in Haiti.

SAWSO adds education as a sector focus.

2012

WORTH project undergoes significant expansion in Kenya.

SAWSO supports financial literacy and computer training in the Bahamas.

2013

SAWSO begins Jeevan Asha anti-human trafficking project with help from an anonymous donor.

2014

SAWSO responds to humanitarian crisis in Ukraine after violence breaks out between state security forces and protestors.

2016

SAWSO responds in Haiti in the wake of Hurricane Matthew.

2017

SAWSO celebrates its 40th Anniversary.

JAPAN

Six Years Later, the Healing Continues



The earthquake and tsunami that devastated coastal Japan in 2011 has faded from the headlines, but not from the memories of those who survived it. Years later, the long process of rebuilding shattered communities continues—and The Salvation Army World Service Office (SAWSO) is still there to help pave the way.

On March 11, 2011, 15,000 people lost their lives and half a million found themselves without homes. But The Salvation Army—known in Japan as Kyuu-Sei-Gun or “Save World Army”—was on the ground and ready to help almost immediately.

important is the process of empowering communities to meet their needs—and the needs of their neighbors—on their own. That takes longer.

SAWSO’s mission is not just about addressing the region’s immediate needs after a devastating disaster. This is only the first step. Equally

Half a decade since the tsunami hit, The Salvation Army remains to help the hardest-hit regions rebuild. Some programs help commercial fishermen ply their trade and provide the economic backbone for their coastal communities. Others give residents

They cried out to the Lord in their trouble, and He brought them out of their distress. He stilled the storm to a whisper; the waves of the sea were hushed. They were glad when it grew calm, and He guided them to their desired haven. PSALM 107:28-30





the skills they need to adapt and thrive in a world forever changed by the disaster. Still others provide guidance to children who seek to reclaim their happy, productive childhoods after the tsunami-induced chaos.

One such project is the Kanaminomori Intellectually Disabled Project, which helps disabled children and adults live more active and fulfilling lives. Located in the town of Minamisanriku in the Miyagi Prefecture, a little more than 200 miles north of Tokyo, it is the only program in the area geared towards intellectually disabled children. If not for the opportunities it affords, most would simply stay home to be cared for by their parents.

Not only does the program get its participants out of their homes and into the world, it allows them to see more of the region than they might otherwise be able to. In addition to field trips, the center provides an environment where the participants can engage socially with others. Many are unable to speak, so they learn to express themselves through drawing, painting, crafting and dancing.

The Kogakukan Afterschool Program, meanwhile, helps young people between 5 and 18 years old excel both in academics and in life. When the tsunami hit, many children missed a year of school while living at evacuation sites. Their priority was survival, not education. And six years later, some still struggle to catch up.

Every day, about 50 children in and around Onagawa Town, Miyagi Prefecture travel to the program center in a vehicle The Salvation Army helped purchase. There, they have a welcoming, encouraging environment to learn communication skills, relax, fellowship and study.

One participant, Takashi, was too young to understand the disaster when it happened, but he knew it was very bad and many in his community did not survive. For him, the afterschool program changed everything.

He came to the center when he started middle school, and for the first time in his life, he had a place to go, people to talk to, and the perfect atmosphere to pursue his studies—a stark contrast to the noisy, chaotic environment of his temporary housing. Takashi only wished he had come earlier.

Akiko was a small child home alone with the flu when the tsunami hit—her father was out of town, one brother was at school, and her mother was on her way to visit another brother in the hospital. She fled with her neighbors in their car when the floodwaters struck, but when the vehicle became stuck in traffic, she was forced to flee once more—this time on foot.

Despite her illness, she made her way up a steep hill to escape the floodwaters. Not everyone was so fortunate: Akiko watched in horror as several elderly people were swept away.

Forced to live in temporary housing, with too many of her fellow survivors packed into a tiny living space, Akiko almost gave up on school until she started attending the afterschool program at the age of 10. The center has become like family to her, she said—an important place where she feels safe and loves to go.



Minato, another young person who found success in the afterschool program, never liked school and saw little point in prioritizing his own education. But that changed when he first came to the afterschool program. Encouraged for the first time to think about not only his future, but also explore the deeper philosophical questions regarding the very meaning of life itself, Minato found inspiration he never had before. Now, he is dedicated to helping other kids out of the doldrums he was once stuck in and hopes to someday become a rock star.

Haru, a father of three boys who all attended the program, said the center gave his sons a chance to talk to older kids who served as mentors, expanding their minds and giving them a broader perspective on life. His oldest son is now attending university—something only about 20 percent of the region's kids ever achieve—and Haru said if not for the afterschool program, that likely never would have happened.

Haru's second son was quiet and shy until the afterschool program encouraged him to step outside of his comfort zone, giving him a chance to make new friends and open up.

He was recently selected to take a group of visiting Americans on a tour, which boosted his confidence and helped him grow.

The devastation to Japan's coastal communities will haunt the memories of its residents for generations to come. But thanks to the support of SAWSO's generous donors, the healing continues. ❤️

KENYA

Strength in Numbers

Visitors entering The Salvation Army Corps Community Center in Kapsabet, Kenya to observe a monthly WORTH meeting can expect to be greeted by hundreds of smiling women cheering, singing and clapping—and visitors will be encouraged to join in. As members of the WORTH program, these women have a contagious enthusiasm that stems from joy and gratitude for what they have achieved.



Therefore encourage one another and build each other up, just as in fact you are doing.

1 THESSALONIANS 5:11

Funded by The Salvation Army World Service Office (SAWSO), the WORTH program has touched the lives of more than 25,000 women in the Kenya West Territory of The Salvation Army through a curriculum that teaches literacy and numeracy education, vocational trades, and business proficiency. Members are empowered by this education to start their own micro-enterprises, which can include anything from selling milk to creating purses.

All of these skills are valuable assets to have in rural Kenya, where women are dependent on males due to traditional gender roles that define division of labor, and are therefore subordinate socially, economically and politically. Employment and opportunity here

are scarce, and women in particular are vulnerable to disease and human trafficking. Financial stress is often compounded by the responsibilities of homemaking, childcare and children's education, all of which are generally shouldered by women.

WORTH members are not only generating income and lifting their families out of poverty, but are self-actualizing, fellowshipping and leaning on one another for emotional and spiritual support. They meet in groups of 20–30 members. Once their businesses are launched, members are asked to commit a portion of their income earnings to the group savings account, which in turn offers loans to other participants to start their own businesses. The interest earned is then given back to the women in the group.

At the Corps Community Center for the monthly meeting, these women talk about their journeys, sometimes accompanied by tears and other times with shouting. They speak of escaping instability, poverty, homelessness, sickness, abuse, and neglect, with their voices growing louder as they announce newfound strength and independence achieved from their participation with the WORTH group.

Phanice Esichi, a 51-year old with 15 children, used to live in a small grass house that was uninhabitable during the rainy season.

“Before joining the WORTH program, life was so hard,” she said. “Sometimes we ate one meal in a day and other times we slept hungry. My children were not going to school.”

An empowerment worker of The Salvation Army convinced Phanice to join the WORTH program in 2013. Contributing to her savings group and receiving her first share allowed her to buy materials to build a better house. As her shares grew, she was able to purchase pigs which she now sells for profit. She lives in a larger house now and is able to afford three meals a day for herself and her family.



Her children will be able to attend university and she hopes to start other businesses in the years to come.

“WORTH has transformed my life. WORTH is a light—it brought light into my home.”

Alice Manono sold firewood and ploughed land for neighbors in order to buy food. Her husband’s meager income was insufficient in providing for their family of seven children and five grandchildren.

“There was no peace in my home and we used to fight every day until he moved away to work,” she said.

Upon joining WORTH, Alice was able to start a doughnut business (called *maandazi* in Swahili). She has since expanded her business to include tomatoes, onions, bananas, avocados, and other vegetables. In her second year of business, she was able to buy iron sheets, sand, and bricks to enlarge her house and accommodate her entire family, including her husband who recently moved back home. Her marriage is now stronger than ever.

“WORTH has enabled me to be independent. Together with my husband, we are able to provide for the family and we all divide responsibilities at home,” she said.

Alice hopes to eventually build a permanent and bigger shop for her doughnuts and produce, and to send her children to university.

“Besides financial support, WORTH has helped me personally in terms of hygiene, stress management, and improved diet. My hope for life is renewed.”

Jackline Khulayi was newly divorced, single mother of three children and living with her brother when she found out she was HIV positive.

“I became so sick and experienced a lot of stigma and isolation from the community,” she said.

Eventually her children were forced to drop out of school because Jackline could not afford their tuition fees.

Membership with her local WORTH program allowed her to launch a business selling chickens and milk. She became so successful that she was able to rent land where she planted sugar cane. After selling her first bounty, she was able to buy a goat, a cow and a pig.



Now financially independent and able to meet her children’s needs, she uses her time with WORTH to connect with and support HIV-positive women.

“We encourage each other,” she said. “Through further support in our group, we want to be able to provide healthy food for all of us, because many in our group have died since they can’t afford a healthy diet. My health has improved because

I am able to eat healthy meals which are conducive to my HIV status. Nowadays my stress has reduced.”

“I feel like I am healed,” she concluded.

Since its initial implementation 12 years ago, more than 10,000 individual businesses and more than 1,500 group businesses have been formed by women of WORTH in Kenya, thanks to the generous support of donors. ■

A Small Investment Lifts a Family Out of Poverty

A \$35 donation will support a woman of WORTH, providing:

- Business, literacy and numeracy training
- Access to financial loans
- Training and ability to launch their own small business
- Ability to be a shareholder in a micro bank
- Capacity to manage a micro bank
- A safe place to save and invest earned funds
- Access to insurance for emergencies
- Increased awareness of how to deal with community issues such as human trafficking, malaria, HIV & AIDS, etc.
- Social networking and support with 25 women from the participant’s community

INDONESIA

Shaping the Next Generation



The Salvation Army operates nearly 100 schools in several areas of Indonesia, mostly rural, where the archipelago nation's unique geography and diverse culture present unusual challenges.

Wisdom will enter your heart, and knowledge will be pleasant to your soul. Discretion will protect you, and understanding will guard you.

PROVERBS 2:10-11

In 2016, The Salvation Army World Service Office (SAWSO) conducted a comprehensive study of its primary and secondary schools in Indonesia, which will prove vital as SAWSO, International Headquarters (IHQ) and their local partners work to address the educational challenges and needs moving forward.

The people of Indonesia form a rich cultural tapestry with hundreds of local languages and dialects, and a powerful oral tradition.

"It's a culture that values education," SAWSO technical advisor for education Douglas Bell said, "but its diversity of languages and remote geography present unique challenges."



Indonesian culture has historically placed emphasis on the spoken word, resulting in a beautiful tradition of oral storytelling. But a culture of reading is lacking in most rural areas. "Many children don't have access to books and don't have a regular practice of reading in their daily lives. As a result," Bell said, "studies are showing that many struggle with reading comprehension, and this has negatively impacted their listening comprehension as well. In such conditions, students very easily fall behind academically and constantly struggle to catch up."

Another challenge is that there are insufficient numbers of qualified teachers available, particularly in rural areas. As a result, many teachers tend to lean on traditional teacher-centric methods in which they see themselves as transmitters of knowledge while relegating students to a more passive role. Teachers often spend the majority of classroom time in lecture as students must memorize or merely repeat back information in rote style. However, the government's new 2013 "competency-based" curriculum requires that students demonstrate not only knowledge but also skills. Now, schools are expected to transition to a more interactive and student-centric classroom approach in which the primary focus of activity shifts from teachers to students. The teacher accordingly must assume more the role of activity organizer and learning facilitator.

Traditional teaching methods still have their place, of course, but Bell said the more balanced approach provides better opportunities for students to practice problem-solving, critical thinking, collaboration and analysis using multiple sources of information. These are among the skills necessary for surviving and living productively in the world today. However, this shift requires teachers to possess classroom skills that many do not have, and for school principals to provide oversight to practices with which they are unfamiliar.

Given some of these challenges, how do we increase skills and transform classroom practices in a fundamental way in Salvation Army schools? SAWSO and IHQ Schools office, headed by International Schools Coordinator Howard Dalziel, are teaming up with The Salvation Army Indonesia to develop a comprehensive strategy to address questions like these.

While there are multiple parts to this strategy, continuous professional development for school staff is key. Learning a whole new way of doing an old job is difficult for anyone, and in communities as diverse and isolated as many in Indonesia, poses an even greater challenge. "Occasional training workshops are generally ineffective," Bell said. "You need to develop supportive local environments for the ongoing professional growth of school staff."

"We're selecting our best teachers and principals, whom we call lead teachers, that will then mentor their colleagues across all of our schools," Bell said. "We're providing them with specialized training in teaching methods and mentoring skills at regular intervals. Our lead teachers will meet frequently with other teachers to solve problems collaboratively, create innovative lesson plans, and give feedback to teachers as they practice new skills. School principals will also learn best practices in school management."

That continuous contact is critical to gradually build skills and transform practices. The benefits of active learning apply to teachers as well as students—they have to change their long-term habits and learn to approach existing problems in new ways.

The transformation of school practices is a process that will take years, and in 2016, SAWSO, IHQ and the Indonesia Territory embarked on the crucial first steps of a renewed journey. Thanks to the support of donors, our team is well poised to ensure Indonesia's children receive the best possible education for decades to come. ■

2016 FINANCIAL SUMMARY

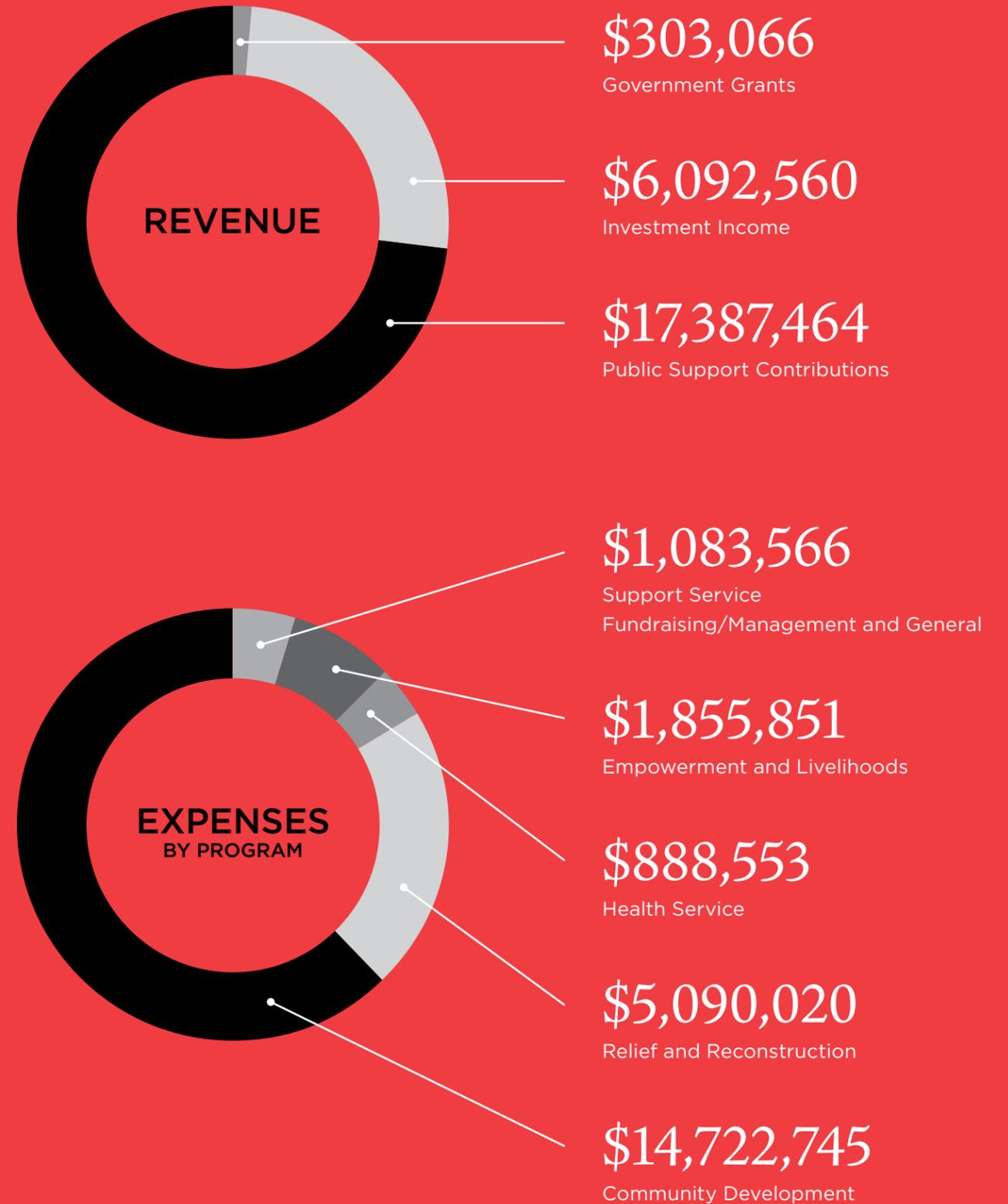
Twelve Months Ended September 30, 2016

STATEMENT OF FINANCIAL POSITION

Assets	
Cash and Cash Equivalents	\$991,168
Other Assets	57,646,875
Total Assets	\$58,638,043
Liabilities and Net Assets	
Total Liabilities	\$576,955
Net Assets	58,061,088
Total Liabilities and Net Assets	\$58,638,043

STATEMENT OF FINANCIAL ACTIVITIES

Revenue	
Public Support Contributions	\$17,387,464
Other Income (loss)	6,395,626
Total Revenue	\$23,783,090
Expenses	
Program Services	\$22,557,169
Fundraising	494,118
Support Service - Management and General	589,448
Total Expenses	\$23,640,735
Increase (decrease) in Net Assets	\$142,355
Net Assets, Beginning of Period	57,918,733
Net Assets, End of Period	\$58,061,088



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Questions about giving may be sent to:
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