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.
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 faithfull support of SAWSO’s work and vision.

David Jeffrey
Commissioner

The Salvation Army World Service Office
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 Ecuadorian 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. 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
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.
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
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.

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
- Adult literacy program
- Vision and eye health project
- HIV program with 1,400 patients on antiretroviral treatment
- Cholera prevention program
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.

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 Ecuadorian 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.

With the generosity of its donors, The Salvation Army World Service Office (SAWSO) and local Salvation Army units arrived on the scene almost immediately.

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.

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.
**40 YEARS OF EMPOWERING COMMUNITIES**

1977
- Based on concepts proposed three territories around the world.
- The Salvation Army World Service Office (SA WSO) is founded by Col. Ernest Miller and establishes its Chikankata Office of Refugee Assistance.

1978
- The Salvation Army diagnoses its first HIV/AIDS cases at its Chikankata health center in Zambia.
- USAID grants funding to SA WSO.

1979
- SA WSO responds to Cyclone Maring and Nitang that devastate the Philippines, via USAID funds through SA WSO.
- SA WSO opens a health clinic in southern Zambia and strengthens 174 damaged housing units.

1980
- SA WSO responds to the 1980 earthquake in Haiti.
- SA WSO supports TSA community programs in Haiti.
- Typhoons Maring and Nitang devastate the Philippines, and USAID funding to rebuild homes.

1981
- 1981 USAID funding to SA WSO.
- USAID funding to SA WSO.
- USAID funding to SA WSO.

1982
- USAID funding to SA WSO.
- USAID funding to SA WSO.

1983
- SA WSO responds to Typhoon Bente in Japan.
- The Salvation Army starts three year project for at-risk youth in the Central American country for the first time.
- TSA El Salvador receives USAID funding for child survival programs in health, agriculture training in rural Haiti.

1984
- SA WSO responds to earthquake in El Salvador and responds more effectively.
- USDA feeding program.
- USAID-funded child survival project.

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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 “Saisei World Army”—was on the ground and ready to help almost immediately.

SAWSO’s mission is not just about addressing the region’s immediate needs after a devastating disaster. This is only the first step. Equally important is the process of empowering communities to meet their needs—and the needs of their neighbors—on their own. That takes longer.

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.

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. 🌑
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.

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.

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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.
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 devaluing the students’ role as active participants. 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 existing problems.

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

$303,066
Government Grants

$6,092,560
Investment Income

$17,387,464
Public Support Contributions

$1,083,566
Support Service
Fundraising/Management and General

$1,855,851
Empowerment and Livelihoods

$888,553
Health Service

$5,090,020
Relief and Reconstruction

$14,722,745
Community Development
### 2016 SAWSO DONORS

**ORGANIZATIONS**
- Car 2 Charities
- Evangelical Chinese Church of Seattle
- JSI Research
- Just Give
- World Vision

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