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Dear Friends,

We are constantly blessed with the truth and reality that the Lord is, indeed, our refuge and strength, an ever-present help in trouble. (Psalm 46:1)

He is. He has been. And He always will be.

But God has also blessed The Salvation Army with the opportunity to be a Refuge of Strength for others. And for the past 35 years, The Salvation Army World Service Office (SAWSO) has been just that. Not a sedentary place of refuge, but a committed group of people venturing out into the world – serving others, teaching skills, organizing leaders, and implementing programs that help communities in need take an active and vital role in helping meet those needs themselves.

The goal of SAWSO is not just to help those communities, but also to empower them. And that goal is being met every day.

Together, we have been working to eradicate polio in Angola, increase literacy and financial education in Kenya, and help the people of Haiti strategically conserve and utilize their natural resources for the good of future generations.

These – and countless other SAWSO missions currently in action across the globe – are made possible through the generous gifts of our funders as well as the tireless determination and leadership of our officers, employees, and volunteers.

Although we are pleased to see the good that has been done over the past 35 years, we know that our focus must be on the victories that lie ahead. Through God’s almighty power and will, SAWSO will continue to grow as a global Refuge of Strength for those in desperate need.

Building up. Fortifying. Doing the most good all around the world.

Yours in His service,

William A. Roberts, Commissioner
National Commander
Dear Friends,

This past year, SAWSO celebrated its 35-year anniversary. We took time to reflect on some of the many events that have shaped what we believe is a strong organizational foundation built on steadfast commitment to God’s work and lessons learned. Reinvigorated, we developed and are now embarking on a sound five-year strategic plan to deliver high-impact services and lasting outcomes grounded in a faith-based approach.

We have begun a focused effort to leverage The Salvation Army’s broad and deep footprint in 126 countries to proactively seek opportunities to serve. Faith-based facilitation takes the church and the ministry out into the community; and God provided many opportunities for us to share the strength we receive from Him with others.

In 2012, empowerment underpinned our every initiative. We traveled to places of great need and provided the tools and encouragement for our friends there to find their feet and begin walking the road to recovery under their own power. Our efforts in Kenya built the capacity for women to band together, to create a self-sustaining savings and loaning system to start small businesses and opportunities to save money; to support one another under the hardest of circumstances. In Haiti, we created and trained leaders to form Community Action Teams to identify, prioritize and execute projects at the local level.

Our staff supported Salvation Army workers in Angola, who minister to the physical and spiritual vigor of those plagued by polio and other community health threats. These workers teach community members to identify symptoms of polio and other illnesses and to report those that need treatment to a local health provider. In doing so, we created a true partnership that allowed the Angolan people to make the greater contribution in taking care of their own needs in the future.

Beyond the completion of several projects and successful disease prevention and treatment, these programs produced the potent effect of increasing cohesion and resilience within the participating communities.

Our best work would not have been possible without the support and blessings of our generous supporters and we have always striven to provide sound oversight of the resources entrusted to us. In the next few years, one of our key efforts will be to closely collaborate with our partners to better inform them of the way SAWSO can leverage their contributions to produce positive results in supported work.

We stand firm in obedience to God, and in our promise to doing the most good, globally.

May God bless you and give you strength.

Joan Canning, Lieutenant Colonel
Executive Director
WE

...are committed to the whole person – body, mind and spirit.

...affirm the worth of every individual and our commitment to holistic service.

...are committed to the poorest of the poor.

...seek to empower the disadvantaged, enabling them to achieve their God-given potential.

...are committed to community capacity building.

...are determined to walk alongside, not ahead, of those we serve, supporting their active participation in improving quality of life within their local community.

...are committed to genuine partnerships.

...embrace relationships that affirm and build on strengths, foster reciprocity and promote mutual ownership.

...are committed to sensitivity, efficiency and excellence in all facets of our operation.

...support approaches to service that demonstrate compassion, fiscal responsibility, creativity and innovation.
MISSION
To support and strengthen The Salvation Army’s efforts to work hand-in-hand with communities to improve the health, economic, and spiritual conditions of the poor throughout the world

VISION
Create a world where people live in safe and sustainable communities in which differences are respected, basic needs are met, and all enjoy opportunities to learn, work, and worship in freedom

PURPOSE
Promote the mission of The Salvation Army
The unparalleled international footprint of The Salvation Army is a strong foundation that allows The Salvation Army World Service Office (SAWSO) to carry out the mission of spreading the Gospel and meeting the needs of suffering humanity. Internationally, The Salvation Army has:

- More than 50,000 indigenous employees working in 126 countries
- 8,580 corps and community centers
- 2,769 schools with more than 500,000 students
- 319 hospitals and clinics

In 2012, SAWSO partnered with The Salvation Army in local communities in 61 countries, believing that these communities had a capacity for growth and sustainable change. Sustainability is a result of SAWSO’s emphasis on the holistic transformation of the person, recognizing the need for serving the whole person spiritually, physically, socially and emotionally.
30. LITHUANIA
31. MALAWI
32. MALAYSIA
33. MALI
34. MEXICO
35. MOLDOVA
36. MOZAMBIQUE
37. MYANMAR
38. NIGERIA
39. NORWAY
40. PAKISTAN
41. PANAMA
42. PAPUA NEW GUINEA
43. PERU
44. PHILIPPINES
45. PORTUGAL
46. REPUBLIC OF GEORGIA
47. ROMANIA
48. RUSSIA
49. RWANDA
50. SINGAPORE
51. SOUTH AFRICA
52. SPAIN
53. SRI LANKA
54. TAIWAN
55. TANZANIA
56. UNITED ARAB EMIRATES
57. UGANDA
58. UKRAINE
59. URUGUAY
60. ZAMBIA
61. ZIMBABWE
This year, we, the staff of The Salvation Army World Service Office (SAWSO), celebrate 35 years of being privileged to honor God by providing a measure of His comfort and strength to many in need throughout the world.

SAWSO was brought to life based on a simple purpose: to support The Salvation Army in achieving its goals in less developed countries. Or, in the words of SAWSO founder Lieutenant Colonel Ernest Miller, “to seek for every person food, shelter and work while he lives, and to help him when he is down.”

Now 35 years strong, the organization has grown, developing programs that adapt to the world’s ever-changing needs and challenges.

**Historical Background**

In the 1880s, The Salvation Army as a church expanded into developing countries. As a result, it became positioned to provide disaster and emergency relief following events such as famine, flood, and epidemics. By the mid-1890s, services expanded to include education, health and sanitation, development of industries, and agriculture.
In the decade leading up to the formation of SAWSO, The Salvation Army took a more proactive approach, and began working within communities, in partnership with the people who lived there, to better understand and identify local needs and resources to develop programs to meet these needs. In this way, communities became more invested in development, and our resources were put to their best, most needed use.

**A History of Blessings**
SAWSO was awarded its first grant Sept. 29, 1977, just one day before the U.S. Agency for International Development (USAID) stopped funding Development Program Grants. The proposal improved the capability of The Salvation Army to plan, fund, operate, and manage development projects in the poorest countries of the world.

From 1980 to 1993, with the help of USAID grants that matched Salvation Army funds, SAWSO was able to build a core of leaders, staff, and volunteers. More than $11 million was provided for training in new approaches to development, effective management, and strategic planning in 40 countries.

**Health Grants**
In 1994, SAWSO began a move toward sector-specific work. The award of three USAID multi-year matching health grants allowed hospitals and clinic staffers in Ghana, Zambia, Pakistan, Bangladesh, and Indonesia to move from health facilities and into communities to reach mothers, children and other family members with health care and education where they lived, worked and worshipped. This more sustainable, community-based approach reduced health care costs by preventing illness and bringing care closer to home.

**Literacy and Microfinance**
In the late 1990s, SAWSO began a life-changing program to teach literacy and business skills to uneducated women in the poorest countries. Through savings groups with other women in their community, they are able to start their own businesses and become self-dependent. The result has generated more than income; it has also built self-esteem and empowerment in Kenya, Tanzania, and Uganda.
SAWSO: 35 YEARS STRONG (CONTINUED)

Child Survival
Since being awarded its first child survival grant by USAID in 2002, SAWSO, in partnership with local Salvation Army workers, has worked to reduce the mortality rates of both children and their mothers. Together, we have provided services from HIV/AIDS prevention in South Africa to malaria prevention and treatment and nutrition services in Zambia to polio vaccination programs in Angola. Thanks to several grants, this important work continues today.

HIV and AIDS
The Salvation Army diagnosed one of its first AIDS cases in 1988 at its Chikankata Hospital in the Southern Province of Zambia. From the beginning of this worldwide pandemic, Salvation Army personnel knew that to address HIV and AIDS, they would have to work at the community level to help families care for their HIV-positive loved ones and to prevent HIV from spreading. Through the years, SAWSO and The Salvation Army have been able to provide care, thanks to several grants and partnerships with international organizations.

Anti-Human Trafficking
In the mid-2000s, The Salvation Army responded to the growing trend of women and children being trafficked for work and sex. SAWSO confronted this horrific practice by working with the Geneva Global Foundation to set up anti-trafficking programs in China and Ecuador.

The Salvation Army and SAWSO have since set up educational workshops all over the world, including in India, Sri Lanka, Indonesia, Bangladesh, South Africa, Kenya, Uganda, and Southeast Asia. In 2009, through a U.S. State Department grant and a partnership with World Hope, The Salvation Army in Liberia opened a shelter for women victimized by trafficking.

Through God’s grace, we have been, and continue to be, completely committed to helping heal the mind, body, and spirit of the victims of human trafficking – giving them the strength to start life anew.

Emergencies and Disasters
SAWSO has a continuing calling to respond to those affected by natural and man-made disasters. Although we can’t undo the destruction, we can help heal others through God’s love, restore hope through His promise, and strengthen communities through His grace.

Through the years, we have assisted Afghan refugees fleeing into Pakistan to escape the Soviet invasion. We have rebuilt homes and communities and provided health care and emotional support in the aftermath of Hurricane Mitch in Honduras, the El Salvador and Haiti earthquakes, and the tsunamis in Southeast Asia and Japan.

The Future
As we look back, we are thankful to celebrate the accomplishments of the last 35 years. But we are even more thankful as we look forward to the great potential for the future.

In commemoration of our 35th anniversary, we have launched a global stewardship vision through which we hope to increase our worldwide impact over the next five years. By focusing on strategic advising, capacity building, and fundraising strategies, by building on the strong partnerships and friendships we’ve formed over the past 35 years, and by working hand in hand with The Salvation Army, we will continue to strive to do the most good, globally.
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Despite the government’s efforts to eradicate poverty, the majority of people in Kenya currently live on less than $2 per day, with more than eight million Kenyans surviving on less than $1 per day.

Kenyan women are especially affected by this rampant poverty. Their cultural responsibility as caregivers to their families force many to drop out of school to take care of family members and orphaned children who are ill, many of whom are infected with HIV/AIDS. Kenyan women also have limited control over property, which contributes to their feelings of powerlessness to effect change.

The Salvation Army World Service Office (SAWSO) literacy and microfinance program seeks to change this desperate situation for the women of Kenya – offering them the education and encouragement to discover their own strength and change their communities as a result.

Modeled on the Women’s Empowerment Program in Nepal, which in two short years tripled literacy numbers, increased income levels by eight times, and gave women greater decision-making roles within their families and communities, the SAWSO program is now proving successful in Kenya.

With help from The Salvation Army Women’s Ministries – whose established organizational structure and long-standing presence in Africa reaches women in the most remote areas – SAWSO has organized small village groups in Kenya. Within these groups, trained Empowerment Workers help women teach themselves to read and write, as well as become proficient in record keeping. Each woman is also taught the value of individual and group savings. Money from the group savings fund is loaned out for women to start their own micro-enterprises, with the interest from these loans being given back to the women in the group.
Not only does this proven program of responsibility, accountability, and education generate income, it also empowers women, improving their well-being, and that of their families.

Jessica Nanjala, a 38-year-old widow, joined a savings and lending group in the Kenyan town of Kitale. The mother of six, Jessica felt hopeless when her husband died, and she joined the group just to interact with other women. After learning the importance of having an income-generating activity, she decided to buy ripe bananas to sell. Because of her lack of experience at selling, her business started slowly and made little profit. Soon, however, she was able to extend her product lineup to other fruits and vegetables. She is now making a more steady income, and she is able to feed all of her children and send three of them back to school.

Another single mother, Roselyne Vugaba, had been supporting her four children and several other dependents by planting vegetables, bananas, and tomatoes on a quarter-acre plot. She also kept one dairy cow. She joined a group called Imani (which means “faith” in Swahili) to consolidate her earnings because she was unable to further her income on her own. The group used the weekly savings to create additional income by planting beans and selling liquid soap. This project generated significant additional income for all group members. Roselyne used the additional money to buy iron sheeting to renovate her home, and bought 12 laying hens to allow her to save well for the next group savings cycle.

Over the last 15 years, more than 5 million people worldwide, mostly women, have changed their lives through savings groups. Where the cycle of poverty once seemed inevitable, a new cycle of prosperity is now in place.

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Thanks to the generosity of Salvation Army donors and the Women’s Ministries, a record number of women in Kenya are now becoming self-sufficient, successful leaders. They are filled with self-worth, strength of purpose, and true hope for the future.
Haiti is the poorest country in the Western Hemisphere. When the devastating earthquake hit in 2010, the country fell on even more desperate times.

The Salvation Army World Service Office (SAWSO) saw an incredible opportunity to help put the power to repair and rebuild into the Haitian people’s hands – strengthening the country from within.

In 2011, the Haiti Community Development Projects Support Program was established under the guiding principle of empowering communities to take ownership of their own needs. By doing so, they become more invested in and more motivated to initiate, develop, and execute plans to improve their quality of life.

Now in its second year, the program is thriving. Salvation Army corps officers have formed and trained Community Action Teams (CATs) of local volunteers responsible for the implementation of programs in their own communities.

Salvation Army workers formed deep relationships with local residents by listening to their concerns, learning their history, and visiting and praying with them. As a result, an in-depth knowledge surfaced of the issues local communities faced, and the resources – or lack thereof – available to meet them.
Locally identified priorities included projects related to deforestation, improving poor sanitation, providing lighting for security and night work, establishing vocational schools and libraries, improving roads, obtaining seeds for gardens, and securing access to drinking water.

One CAT in the village of Balan identified malnutrition as a priority issue for their community. Starting with what they had, the team came up with the idea of launching a small chicken farm project that would allow them to raise chickens and sell them at a low price to make meat available to more residents.

Another CAT focused on rehabilitating an irrigation canal that crosses their small town of Lafferonnay. The improved maintenance reduced the incidents of residential home flooding caused by canal overflows during rainy seasons.

Undeterred by a lack of financial resources, another team decided to build a school, literally one rock at a time. Each student was asked to come to school with one stone and one bucket of river sand every week. Word spread of the effort, and within a few weeks, the Haitian Minister of Public Works, Transportation and Communication provided several trucks of sand, gravel and stone for the school construction. The Salvation Army also provided funds, blessed to assist a project begun with such determination.

To meet needs such as these, training is essential. CATs are taught to develop and manage projects, establish clear goals and outcomes, create budgets, develop funding proposals, and monitor progress. Most important, they are empowered to train others in their communities – so the cycle of education and progress will continue.

Thanks to prayer, dedicated teamwork, and generous donations, the five-year program goal to empower 7,500 Haitians to be agents of community renewal is well within reach – with more than 5,000 leaders trained already in the first two years.

Communities that were once struggling are now growing stronger, together.
In 2001, Angola was experiencing a major polio outbreak of more than 1,000 reported cases and many more likely unreported. That same year, the original CORE Group Polio Project (CGPP) began to provide hope in the form of effective preventative vaccines for this incurable, crippling, and potentially fatal disease.

And where there is hope, there is healing.

The Salvation Army believes in the CGPP’s goal of eradicating polio in Angola through universal polio immunization of all children under the age of five. Since 2003, we have been blessed to serve as one of the implementing partners of CGPP.

In partnership with the Ministry of Health, we provide many services, including financial support, technical guidance, and of course, spiritual and emotional support to people in high-risk districts.

One such district, Palanca, is home to the Angola Salvation Army General Command. Nationwide, inhabitants of this district were known for rejecting polio vaccination, including mothers who refused vaccinations for their children.

The Salvation Army, through CGPP, mobilized to campaign for strong participation in routine vaccinations. By the end of 2012, routine vaccinations overall stood at 91% compared to 64% in 2008. This success increased the credibility of The Salvation Army and its program with its partners in Angola.
According to Dr. Silvinha Grando, World Health Organization Mobilization Officer in Angola, “Talking about vaccination campaign success in Palanca is talking about The Salvation Army effort.”

One of the most important causes the project supports is National Immunization Days (NIDs). Designed to educate people on the importance of vaccines, promote routine vaccinations, and increase active polio surveillance and reporting, the project works with community volunteers who are trained to recognize the symptoms of polio in children and report any cases. The project staff also monitors World Health Organization data on standard indicators to identify high-risk zones where surveillance systems need to be strengthened.

In 2012, 460 volunteers were trained and participated in program activities such as house-to-house visits, community health sessions, street performances, routine and campaign vaccination, community mobilization, and epidemiologic surveillance. Built up from within, each community began to look out for one another, becoming their own refuge of strength.

Angola, an endemic country that registered 33 polio cases in 2010 and five polio cases in 2011, did not register a single case in 2012.

This victory would not have been possible without the combined effort of the U.S. government, other giving organizations, generous donors, and the committed volunteers who all came together – offering their combined strength in the name of hope.
In Japanese, *kizuna* means ‘bond of friendship.’

Born of adversity in Onagawa, Japan, *kizuna* has emerged between the residents there, The Salvation Army Japan Territory, The Salvation Army USA Western Territory and Trident Seafoods.

On March 11, 2011, it only took minutes for a tsunami to sweep away the entire downtown area of Onagawa, taking the lives of more than 1,000 people in the fishing village of only 10,000 citizens, and leaving thousands more homeless and jobless.

Thanks to the generous support of millions of caring people around the world, The Salvation Army was on the ground within the first days of the disaster response, serving hot meals, passing out blankets and providing mattresses and heaters in Onagawa, as well as in several other coastal towns.

The Salvation Army has since provided much more than temporary relief, partnering with local businesses, governments and charities to help communities rebuild.

In the immediate aftermath of the tsunami, Trident Seafoods, a large seafood company based in the northwestern United States, approached The Salvation Army about partnering on relief projects in Onagawa. Trident Seafoods has deep ties to many individuals and companies within the fishing industry of Onagawa and the surrounding region, and generously offered to support whatever was most needed by the people of the town. In response to needs identified by the people of Onagawa, The Salvation Army and Trident Seafoods
worked with the local community to provide fishing boats and other equipment to help revive its primary industry, since nearly all of their buildings and equipment were washed out to sea.

The Salvation Army also partnered with the town to construct a temporary shopping center, which has both enabled local business owners to get back to work and provided a way for local residents to return to a more normal way of life. The new center is both a place for locals to shop for basic needs and to spend time with neighbors.

Underscoring the close relationship between Onagawa and The Salvation Army, the Territorial Commander of The Salvation Army Japan, Commissioner Makoto Yoshida and the National Commander of The Salvation Army USA, Commissioner William Roberts, were invited to the opening ceremony of The Onagawa Shopping Center in April 2012. They were joined by the Chairman and Founder of Trident Seafood, Charles H. Bundrant, as well as local Onagawa officials, shop owners and grateful citizens.

The Onagawa Shopping Center is the first shopping mall in the damaged town. Without it, shop owners and local citizens would likely have been forced to leave town to look for new jobs or to meet their basic needs, leaving Onagawa in danger of never fully recovering from the disaster. The work of The Salvation Army has offered a chance for a new life for both the town and citizens like "Mr. Kato", who has a successful business in the shopping center. Mr. Kato lost his wife and child in the tsunami. He also lost his livelihood, a Korean barbecue restaurant. Before the shopping center project started, he spent almost every day weeping and could not bring himself to start any new work. But Mr. Aoyama, the manager of the chamber of commerce and a key partner of The Salvation Army, continuously encouraged, and eventually convinced him to start a new restaurant at the temporary mall. Major Kazuyuki Ishikawa, one of the disaster recovery coordinators for The Salvation Army, visited the now busy restaurant for lunch and Mr. Kato came out to thank him. “This project brings me hope,” he said.

The relationship between The Salvation Army has been enduring. At the recent two-year anniversary ceremony for disaster victims in April, The Salvation Army was an honored guest and was publicly recognized by Onagawa officials for its ongoing support to the town.

Today, along with efforts to rebuild communities, The Salvation Army is working to ensure that the most vulnerable victims of this disaster are not forgotten. It is partnering with the government and social service agencies in Miyagi prefecture to provide outreach programs for children and elderly citizens living in temporary housing facilities. These programs include health screenings, home visitations to seniors, social gatherings and after-school programs that help to ensure that people stay connected to their local communities and can get access to the services they need along the path to recovery. The Salvation Army’s work in these areas has received recognition as well. It is one of only two faith-based organizations given a commendation for excellence in social service by the Japan Ministry of Health, Labor and Welfare.

According to Brian Swarts, manager of Japan disaster recovery for The Salvation Army World Service Office (SAWSO), “The most important result of our work is seeing lives changed and knowing that people of Japan understand that The Salvation Army cares for them and will continue to walk alongside them as they rebuild.”

Through God, and the gift of kizuna, the people of Onagawa are finding the strength to rebuild.
For much of his four years with The Salvation Army World Service Office (SAWSO), Brian Swarts immersed himself in field work as a technical adviser for programs to empower and improve the livelihood of some of the world’s most underprivileged people.

His wide-ranging efforts have included collaborating with in-country offices and donor partners to contribute to earthquake recovery in Haiti; tsunami response and recovery in Japan; training and managing a savings and lending association program in Kenya; managing savings and lending groups for a USAID program to support orphans and vulnerable children in Tanzania and Uganda; managing women’s self-help groups focused on livelihood promotion, literacy and microfinance in Pakistan and India; and helping to create a five-year community development training program in 50 communities throughout Haiti.

In 2012, Brian assumed a new role as SAWSO’s Assistant Program Director for Strategic Planning and brought a perspective rooted in this ground-level experience to an overarching plan to guide SAWSO’s efforts in the next five years.
“Our entire strategy is based on supporting the amazing work being done by Salvation Army staff and volunteers in the field,” Brian said. “As a previous outsider to The Salvation Army, I have been amazed by the global reach of The Salvation Army and its relationship with local communities.”

The Salvation Army works in 126 countries and has been in many of those countries for more than 60 years, building strong ties to local communities. The goal of the SAWSO strategic plan is to build on the strengths of this global footprint and lasting commitment to local communities by collaborating to focus resources on issues and programs that will create the greatest, long-term improvements in the lives of those who need it most.

“When The Salvation Army comes into a community they know that we are there to stay, and not just to start a project and leave a few years later,” said Brian. “It is through these ties to communities that The Salvation Army has developed an outstanding network of programs and institutions to address global development challenges like poverty, hunger and preventable diseases.”

SAWSO’s plan, focused on stewardship, outlines three critical ways to promote high-impact programs: strategic advising, capacity-building and fundraising. The first two areas focus on investing resources in programs and capacities with proven results. The third area invites people to partner with SAWSO through donations.

“For us it’s important that every person involved in this work, from field staff to donors around the world, feel confident that we are doing the most good we possibly can with our resources.”
Brian said that one way he will support successful implementation of the SAWSO team’s strategic plan is through field visits to nurture organizational learning.

“I want to make sure that we are actually doing what we set out to do with our programs and our strategy. Good stewardship includes a readiness to continually learn and improve and a commitment to building relationships with partners and people in the community. We need to continually check to see if we are providing the support that they really need.”

Brian points to the success of empowerment programs in Kenya as examples of what can happen when these objectives are met.

He said that when he travels in Kenya to review the progress of women’s empowerment groups, the team is greeted warmly by women who sing and dance, and even improvise songs about what the program has done in their lives. Women share stories about how they are now able to pay school fees and keep all their children in school, rather than being forced to choose which child can go to school and which has to go out to work. Or they talk about the feeling of pride and confidence they get from seeing their savings and business grow, supported by the program and the women in their group.

“Working with the women of the savings group program in Kenya has been one of the most rewarding experiences of my career. I am continually inspired by them.”

According to Brian, one of the strongest testimonies to the value of the program is how rapidly it has grown. The Salvation Army started a program in 2012 in three new districts in Kenya to work with 8,000 women. After just one year, the program has already reached more than 10,000 women and is on track to reach at least 16,000 by the end of 2013.

“Once women see the success of program participants, they want to form their own groups, and the beauty of the program is that it’s completely managed by the women themselves so they are empowered to move forward on their own to better their lives.”

This has been true not only in Kenya, but also in Uganda, Tanzania and Zambia where The Salvation Army is supporting savings programs. SAWSO has a vision to bring economic opportunity to women everywhere The Salvation Army works in Africa, and according to Brian, maybe even around the world.

“Seeing programs produce real change in people’s lives, in a way that is empowering and sustainable, is the most inspiring aspect of our work in the field.”

As Brian sees it, the most exciting aspect of SAWSO’s strategic plan is that its goal is really to pursue the full impact potential of The Salvation Army’s servant-oriented approach to those in greatest need, by asking the question: How can we do even greater good?

“We are entering an exciting new chapter of an organization that has a nearly 150-year history fighting poverty and injustice around the world. We know the stakes are high, but we must live up to the calling God has given us and be an organization worthy of the people we serve.”
“We are entering an exciting new chapter of an organization that has a nearly 150-year history fighting poverty and injustice around the world. We know the stakes are high, but we must live up to the calling God has given us and be an organization worthy of the people we serve.”
Since its founding in 1977, The Salvation Army World Service Office (SAWSO) has been blessed to serve God by putting the tools for enduring change into the hands of the world’s most vulnerable people. Unwavering focus on this important mission has been carried forward in an unbroken line from the first director, Major (later Colonel) Earnest A. Miller through the current director, Lt. Colonel Joan Canning.

SAWSO team members seek to strengthen the physical, material, social, emotional, and spiritual lives of those they serve. They believe this holistic approach transforms individuals that, in turn, inspire long-term developmental growth in their communities.

SAWSO provides expertise to support work in numerous areas including anti-human trafficking, HIV/AIDS, community health, disaster relief, economic empowerment, and microfinance. These programs are supported by generous donations from the American public, partner organizations, and nearly $150 million since inception for global development projects by the U.S. Agency for International Development and other government and private funding sources.

The Salvation Army operates in 126 countries, giving SAWSO unparalleled capability to build upon a carefully cultivated presence in local communities around the world. SAWSO collaborates with local leaders to implement development programs that engage community members to identify and solve their own needs. This participatory model encourages local ownership for the success of the program and provides impetus for continued improvement far into the future.

SAWSO is committed to making potent and lasting improvements in the world. We invest in more than projects, structures, and programs. Our biggest investment is in the PEOPLE, who are the heart of SAWSO’s development goals. This mean a dynamic process of positive change when PEOPLE...

*Learn to recognize their own needs,*

*Plan their process of transformation,*

*Carry out their planned action,*

*Review how their action brought about transformation.*
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Alexandria, VA 22313

Secretary
Michael Dossey, Major
The Salvation Army
National Headquarters
615 Slaters Lane, P.O. Box 269
Alexandria, VA 22313

SAWSO Staff

Administration
Lt. Colonel Joan Canning
Executive Director
Diane Farley
Executive Secretary
Justin Boswell
Compliance Manager

Development
B. Susan Davis
Development Director
Vincent Dickens
Communications and Outreach Manager

Finance
Ellen Farnham
Controller
Mary Bryant
Sr. Accounting Clerk
Ronald Daoang
Accountant
Arnel Cervantes
Project Accountant
Sung Kim
Accountant
Jun Villanueva
Project Accountant

Program
W. Bramwell Bailey
Program Director
Rachel Chevalley
Administrative Specialist/Development and Program
Sara Davis
Technical Adviser, HIV/AIDS

Dr. Lisa Firth
Technical Adviser, Health
Jason Pope
Technical Adviser, Empowerment and Livelihoods
Brian Swarts
Asst. Program Director for Strategic Planning
SAWSO 2012 Financial Summary

Twelve Months ended September 30, 2012

**Statement of Financial Position**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$ 2,697,191</td>
</tr>
<tr>
<td>Other Assets</td>
<td>50,894,033</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$ 53,591,224</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Liabilities</td>
<td>$ 1,134,427</td>
</tr>
<tr>
<td>Net Assets</td>
<td>52,456,797</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$ 53,591,224</strong></td>
</tr>
</tbody>
</table>

**Statement of Financial Activities**

<table>
<thead>
<tr>
<th>REVENUE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Support Contributions</td>
<td>$ 17,561,436</td>
</tr>
<tr>
<td>Other Income (loss)</td>
<td>8,661,634</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$ 26,223,070</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$ 21,797,069</td>
</tr>
<tr>
<td>Support Service - Management and General</td>
<td>665,533</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$ 22,462,602</strong></td>
</tr>
</tbody>
</table>

| Increase (decrease) in Net Assets    | $ 3,760,468 |
| Net Assets, Beginning of Period      | 48,696,329 |
| **NET ASSETS, END OF PERIOD**        | **$ 52,456,797** |

SAWSO meets all standards set by the American Council for Voluntary International Action (Inter Action).

Audited financial statements have been prepared in accordance with generally accepted accounting principles and are on file.
Revenue

- Public Support Contributions: $17,561,436 (67%)
- Investment Income: $7,084,461 (27%)
- Government Grants: $1,577,173 (6%)

Total Revenue: $26,223,070

Expenses by Program

- Community Development: $12,008,150 (53.8%)
- Relief and Reconstruction: $7,643,451 (34%)
- Health Service: $1,676,296 (7.5%)
- Administration: $665,533 (3%)
- Child Sponsorship: $389,172 (1.7%)

Total Expenses: $22,462,602

Expenses by Region

- Asia and South Pacific: $9,153,313 (40.7%)
- Central, North and South Americas (incl. Caribbean): $6,604,989 (29.4%)
- Africa: $4,184,145 (18.6%)
- Europe: $1,854,622 (8.3%)
- Administration: $665,533 (3%)

Total Expenses: $22,462,602
A huge thank you to all SAWSO’s donors, sponsors and supporters for partnering with us to do the most good, globally.
The Salvation Army World Service Office (SAWSO) was incorporated August 26, 1977 in the District of Columbia. It is a tax-exempt 501 (c) (3) organization. Contributions to SAWSO are deductible for Federal Income Tax purposes to the extent permitted under section 170 (b) (1) (A) of the Internal Revenue Code for individual donors and section 170 (b) (2) for corporations.