"We must be as open as children to do this work, and as vulnerable. But it is wonderful work, and because of God’s blessings, it is fruitful work."

– Commissioner David Jeffrey
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Dear Friends,

I believe that doing the most good begins with putting God first and His love at the center of everything we do.

I also believe this happens naturally when we open our hearts to His leading. Embracing His will fills us with such gratitude and joy that we are compelled to find something to do with the overflow.

With our hearts open and the Holy Spirit flowing through us, we remain open to new ways of doing our work, open to new partnerships, and most importantly, open to helping anyone, anywhere, regardless of their need.

And then, the work must begin.

As we work, the love of God cuts through obstacles of geography, fear, ignorance, violence, hopelessness, and poverty.

Aspiring to love God as He loves us requires a commitment to removing the limitations that hold us back from fully serving our brothers and sisters in need around the world. We are sometimes required to travel to unfamiliar places, often to work in dangerous circumstances – and with His help – face the challenges of striking a spark of hope in those who have none.

We must be as open as children to do this work, and as vulnerable. But it is wonderful work, and because of God’s blessings, it is fruitful work.

Thank you all for your faithful support of The Salvation Army World Service Office.

May God bless your hearts with unconditional love, your hands with meaningful work, and your lives with unbounded joy.

David Jeffrey
Commissioner

New International Version (NIV)
2 Thessalonians 1:11

“With this in mind, we constantly pray for you, that our God may make you worthy of His calling, and that by His power He may bring to fruition your every desire for goodness and your every deed prompted by faith.”
Dear Friends,

Love works!

At The Salvation Army World Service Office (SAWSO), we believe this is true for three reasons.

**Love is effective.** I have personally witnessed the transformation that love can bring about in the lives of individuals and communities while traveling to several countries to support international work, and while serving for three years in Sri Lanka. From my perspective as leader of SAWSO, I’m given the daily gift of glimpsing the breadth and scope of the work The Salvation Army does on a global scale. There is no greater blessing than knowing that a loving God is using us as a tool, and that He gave us the power of love to transform lives of people living in poverty, women and children living in powerlessness, or people brought low by an unforeseen disaster.

**Work done with love reflects God.** We are acutely aware of how God has uplifted us, and given us hope and purpose. At SAWSO, we proactively seek out opportunities to help others experience these same blessings. We aspire to always be active catalysts for lasting change.

**The fullest fruits of love, inspired by God, can only be brought about through maximum effort.** From our most closely held internal processes to field work in the most distant and remote villages, SAWSO team members work diligently with, and in service to, all of our stakeholders, donors, partners, and beneficiaries. We thank all of you for joining us in our commitment to achieving sustainable results, maximizing resources, and multiplying our effectiveness through collaboration.

Love, then work. That is the way to do the most good.

May you recognize God’s love in your lives and may you enjoy discovering ways to share it.

William Mockabee

*Lieutenant Colonel*
What We Believe

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

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

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

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

We work faithfully for God, always.
The Salvation Army World Service Office

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
Executive Summary

In 2013, The Salvation Army World Service Office (SAWSO) continued its legacy of providing unparalleled capability to build upon a carefully cultivated presence in local communities where The Salvation Army operates around the world.

SAWSO collaborated 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.

Our programs encourage the growth of small income-generating activities for villagers in India’s Central Territory. We also provided business skills, literacy training, a school, and a safe place to stay to women in Mumbai’s red light district and their children.

We continue to participate in the fight against polio and other diseases in Angola through education and supporting national immunization days. In Zambia, we supported an innovative program in which traveling youth drama groups performed skits in villages to raise awareness of HIV – while local pastors engaged the crowd, encouraging them to go for voluntary HIV screening and testing.

We helped fishermen in Japan rebuild by buying equipment and vehicles to replace those washed away by a tsunami. We also funded The Salvation Army’s response to flooding in Mexico that delivered essential food, water, and medical supplies.

We added a three-person development department to raise awareness of how The Salvation Army in the U.S. supports international work and proactively seek relationships that provide new resources for our work.

We kept our focus on bringing the best value for each project to our beneficiaries and our stakeholders. This year SAWSO added a work team – charged with ensuring all internal policies and procedures are up-to-date – to its successful compliance program that had already integrated our financial and program teams through a project committee, strong financial oversight, and audit mechanisms.

In all, 2013 reinforced a solid organizational foundation which allowed us to build upon our renewed focus on creating partnerships and increasing our focus on real outcomes as indicators of our success.
Our Current Presence

The Salvation Army is active in 126 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 accomplished to address those needs. And long after the work is done, we continue to encourage positive change.

1. Angola
2. Antigua
3. Argentina
4. Bahamas
5. Bangladesh
6. Bolivia
7. Brazil
8. Chile
9. Colombia
10. Congo (Brazzaville)
11. Costa Rica
12. Cuba
13. Czech Republic
14. Democratic Republic of Congo
15. Denmark (Greenland)
16. Dominican Republic
17. Ecuador
18. El Salvador
19. Estonia
20. Ghana
21. Guatemala
22. Haiti
23. Hong Kong
24. India
25. Indonesia
26. Italy
27. Jamaica
28. Japan
29. Kenya
30. Liberia
31. Lithuania
32. Malawi
33. Mali
34. Mexico
35. Moldova
36. Mozambique
37. Myanmar
38. New Zealand
39. Nigeria
40. Norway
41. Pakistan
42. Panama
43. Papua New Guinea
44. Paraguay
45. Peru
46. Philippines
47. Poland
48. Portugal
49. Republic of Georgia
50. Romania
51. Russia
52. Rwanda
53. Singapore
54. South Africa
55. Sri Lanka
56. Taiwan
57. Tanzania
58. Uganda
59. Ukraine
60. Uruguay
61. Zambia
62. Zimbabwe

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 2013, SAWSO partnered with The Salvation Army in local communities in 62 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.
Doing good works starts with love. Doing the most good, almost by definition, requires promoting a positive culture of accountability.

Each member of The Salvation Army World Service Office (SAWSO) is led by a personal commitment to producing lasting change in the lives of others. The team’s efforts are also guided by a strong emphasis on compliance with organizational policies and procedures, federal agency rules and nonprofit regulations, and agreements tailored to partnerships in the U.S. and overseas.

“Compliance is not just a concern for those projects and programs being implemented in distant countries,” said Justin Boswell, SAWSO’s Compliance Manager. “Compliance is something we work hard to achieve throughout SAWSO, with an internal focus on operational standards, resource stewardship, and accountability to our stakeholders.”

Boswell conducts a robust oversight program that includes maintaining up-to-date policies and procedures; training staff on relevant internal and external regulations; developing partner agreements for all SAWSO projects; staying current on compliance issues and trends within the non-governmental organization community; conducting project reviews and providing guidance to project staff; and reporting non-compliance and breaches in policy to leadership.

“We have these controls in place to safeguard donor funding – to ensure those funds are used for the intended purpose and are sent to the intended recipient as quickly as possible,” he said. “These measures also safeguard all those directly involved with project implementation.”

Three key organizational measures help ensure the work required by these goals is accomplished.

A policy and procedure work team of SAWSO staff from different departments reviews all current internal directives – deleting out-of-date instructions and proposing new written guidance when they find a gap or a change in external regulations.

A multi-discipline SAWSO committee reviews all projects for financial and technical feasibility to ensure that each dollar is put to its best use.

Finally, each project is assigned a staff accountant, who works closely with the program staff and conducts project site visits as necessary to ensure accountability at the highest level of integrity.

“Doing the most good at SAWSO means attentive stewardship over the financial blessings from donors until there is full and life-transforming impact for those in need,” Boswell said. “This is what we believe and this is how we work.”
Empowerment:
ONE IN A BILLION IN INDIA

India’s population now exceeds 1.2 billion, and The Salvation Army has long recognized the many obstacles low-income women and their families face there.

Today for example, 9,000 young women and girls are involved in prostitution in a 3-mile radius of Mumbai’s red light district – a situation the women feel powerless to change.

Salvation Army centers in the heart of the red light district offer women a safe alternative to the sex trade. Through skills building, vocational training and income generation, they have an avenue to return to their families, attend school, or learn alternative means of earning a living.

Drop-in centers provide the children of sex workers with a safe place to stay, with food and educational activities.

When Aruna’s husband died, she moved to her sister’s home near the red light district. Upon arrival, she was told she would have to be involved in sex work to pay rent for her place in the house. Distraught, Aruna left her sister’s home and found a job and place to stay with The Salvation Army. She has now worked for The Salvation Army for five years, and her daughters have been enrolled in the Salvation Army school.

Elsewhere in India, programs instituted by the India Central Territory and funded by The Salvation Army World Service Office use self-help groups to provide business skills training and loans to start small businesses or pay school tuition – which provides a sense of hope to women in many of the region’s poorest villages.

Until recently, Mariamma joined her husband and two children in the fields each day as an agricultural laborer. Living in a rented thatched house in a poor village, they were vulnerable because of the seasonal nature of their work.

Mariamma joined the self-help group and took out a $16 dollar loan to start a business selling vegetables from street-to-street in her community. Through her profits, she repaid the loan and started a vegetable shop in the market. She now earns approximately $65 per month.

“I am really grateful to The Salvation Army for this help,” she said. “My husband is diabetic and I am able to pay his medical expenses, and I can send my children to school. We are happy now.”

The Salvation Army continues to champion the cause of women like Aruna and Mariamma – to provide the sanctuary, skills, and hope by which they can build the life they want – and to never let each one forget that she is special...that she is in fact one in 1.2 billion.
Some of Our Generous Supporters

To fulfill our global mandate, The Salvation Army relies on gifts of every amount. We are grateful for each of our supporters who provide us with the means to do the most good. The following list acknowledges major contributions ($5,000 and above) to The Salvation Army World Service Office during fiscal year 2013:

Corporations
- Citi Foundation
- FedEx
- Kasbe Properties, LLC
- McMaster-Carr Supply Company
- Overly Hauzt Company
- UPS Foundation, Inc.

Foundations
- Camp-Younts Foundation
- Richard J & Mary B Dwyer Foundation
- IGH Charitable Foundation, Inc.
- KBK Foundation

Individuals
- Robert L. Byers
- Melba Davis
- Michael and Sandra Dossey
- Thomas G. Gorman
- James G. Plackis
- CP Robertson III Trust

Employee Giving Campaign
- Global Impact (Combined Federal Campaign)
- Lawrence Livermore Laboratory
- World Bank Community Connections Fund

The Salvation Army
- The Salvation Army Australia Eastern Territory
- The Salvation Army Australia Southern Territory
- The Salvation Army Canada
- The Salvation Army USA Central Territory
- The Salvation Army USA Eastern Territory
- The Salvation Army USA National Headquarters
- The Salvation Army USA Southern Territory
- The Salvation Army USA Western Territory
UPS® – A Foundation for Love in Action

UPS®, one of the world’s largest supply chain companies, annually contributes $100 million to philanthropy through its charitable arm, The UPS Foundation. UPS supports initiatives in community safety, diversity, the environment, and volunteerism. Last year, UPSers donated 1.8 million hours of service to their communities and deployed skilled volunteers to the Philippines to support the response to Typhoon Haiyan. As an environmentally conscious logistics company, UPS focuses on forest protection and tree planting and provides grants that support planting one million trees in communities around the world. UPSers also raised $60 million for the United Way through their annual employee giving campaign and company match.

In 2010, Craig Arnold, a UPS employee and Salvation Army volunteer, was one of the first people on the ground in Port-au-Prince, Haiti after the earthquake. Arnold, coordinated with The UPS Foundation and the Salvation Army team on the ground to arrange UPS humanitarian charter relief flights and introduced UPS tracking technology called TrackPad that provided a scannable credit card for each head of household in the Salvation Army camp, replacing paper cards to ensure that all families received an equitable distribution of food and other essentials and alleviating concerns about violence in the food lines.

UPS also attempts to provide thought leadership to non-profit partners. In 2013, UPS held a supply chain workshop to provide The Salvation Army and other non-government organizations with an overview of supply chain best practices and humanitarian supply chain tools to improve warehouse operations and improve visibility.

UPS and The Salvation Army teamed up again in the aftermath of Typhoon Haiyan in the Philippines. Once again, UPS provided emergency funding, and led by Arnold, provided local truck capacity to help Salvation Army team members deliver one million meals to typhoon survivors in rural communities around Tacloban.

“Only a handful of organizations in the world can reach these high-risk communities,” Ruiz said. “Together UPS and The Salvation Army are making a difference in people’s lives.”

“Our focus is on strengthening communities around the world,” said Joe Ruiz, Director of The UPS Foundation Humanitarian Relief Program. “We look for partners like The Salvation Army, which make a difference in the lives of disaster survivors and who have established credibility and longevity in impacted communities.”

In 2014, UPS and The Salvation Army celebrated 20 years of working together to help strengthen local communities. Through the years, UPS has provided emergency funding, technical support, and in-kind assistance to help The Salvation Army respond to humanitarian crises.

“Only a handful of organizations in the world can reach these high-risk communities,” Ruiz said. “Together UPS and The Salvation Army are making a difference in people’s lives.”
Health:

WALKING THE LAST MILE AGAINST POLIO IN ANGOLA

In 1988, the World Health Assembly adopted a resolution for the worldwide eradication of polio and launched the Global Polio Eradication Initiative.

Since then, new cases of polio, a highly infectious disease that mainly affects children and can cause paralysis, have decreased by 99% – with just 406 new cases reported worldwide in 2013.

But according to the World Health Organization (WHO), as long as a single child remains infected, children in all countries are at risk of contracting polio. Within 10 years, failure to completely eradicate polio could result in as many as 200,000 new cases throughout the world every year.

In Angola, The Salvation Army partnered with WHO, UNICEF, Red Cross, and the Angolan Ministry of Health (MOH) in planning, implementing, and evaluating activities to address the country’s efforts to fight polio.

The Salvation Army World Service Office (SAWSO) assisted in strengthening national and regional immunizations programs through an intensification of mobile and outreach vaccination teams with the objective of reaching all the children with vaccinations. The Salvation Army participated in and supported MOH nurses vaccinator training, conducted refreshers training on volunteer mobilization skills, and provided technical assistance during vaccination.

New polio vaccines have been introduced, and The Salvation Army brought together community and church leaders to inform them about these new vaccines and about polio and to ask their assistance in mobilizing their communities to actively participate in community-based surveillance.

Salvation Army workers also intensified efforts to supervise community volunteers to encourage them to be strong leaders in their communities’ education efforts. The volunteers conducted house-to-house visits to inform mothers about the new vaccines and to encourage them to take their children to be immunized. The volunteers championed vaccinations of all newborns and prioritized medical assistance for expectant mothers.

SAWSO continues to walk in partnership with other organizations, and with the vulnerable children of Angola and their families – until the last mile has been walked and polio is no more.
Policy & Procedure:

THE FRAMEWORK FOR FAITHFUL WORK

To carry out its commitment to minister to the world’s needy in the name of Christ, The Salvation Army World Service Office (SAWSO) maintains strong policies and procedures to efficiently guide and support the unified work of its members.

The SAWSO Policy & Procedure (P&P) Review Task Force, which reports directly to the SAWSO Executive Director, is critical at this stage in the organization’s 37-year history as it turns toward a new strategic direction focused upon sustainable growth and measurable impact in all its programs.

“There is so much riding on the work of the task force,” said Justin Boswell, SAWSO’s Compliance Manager, who also serves as chair. “This is about strengthening and streamlining the structure and operation of SAWSO. By tightening up internal controls, clearly articulating policies, and making procedures current and efficient, we are preparing SAWSO to take on the growth and challenges of the next 30 years.”

Task force members are mandated to comprehensively review all existing SAWSO policies and procedures to address relevance, accuracy, and alignment with the policies and regulations of The Salvation Army, and to develop new directives as necessary. The task force meets regularly to prioritize the work, assign team members to serve as leads for drafting various priorities, and to review and discuss draft policies and procedures. Boswell, as chairperson, reports to SAWSO leadership on the work of the task force and presents draft policies and procedures for review and approval.

Speaking on behalf of his fellow task force members, Ronald Daoang, SAWSO’s Senior Accountant said, “We take our responsibility for creating and maintaining the policies and procedures that serve as our rules of business and support our Christian ethical framework very seriously. We support each other and we are blessed to be able to serve the entire SAWSO team in this way.”
Redefining HIV:
Hope Is Victory

The Salvation Army has been a vital member in the fight against HIV since the early 1980s. Today, The Salvation Army World Service Office (SAWSO) provides broad, effective support for people living with HIV and their families. SAWSO also promotes innovative programs that focus on the prevention of new cases.

In the small Zambian town of Kapiri Mposhi, a crowd gathers to watch a performance by a group of young strangers. The drama tells the story of a husband who has an affair and of his wife, who also has an affair in retaliation. Then, the pair is found to be HIV-positive, and the couple realizes that they can’t be sure who acquired the infection first.

The message that the performing youth troupe hopes to put across to their peers is that remaining faithful and abstaining from having multiple concurrent partners decreases the risk of acquiring HIV.

During the performance, Pastor Kasalwe Cornelius Timothy from the Gospel Mission Church in Pamodzi, Ndola talked to members of the audience, encouraging them to go for HIV-related services at a health facility including counseling and testing, prevention of mother-to-child transmission services, and male circumcision.

The youth performance is also a good dramatization of the expansion of The Salvation Army’s work from focusing on pain management and spiritual comfort for people already in advanced stages of the disease, to providing those same services to the newly infected. By promoting early screening and detection, The Salvation Army ensures that HIV-positive individuals have access to, and properly take, anti-retroviral medications and receive counseling so they can live long, productive, and healthy lives.

And this approach is working.

According to the latest United Nations annual report, the global rate of HIV infection and the number of AIDS-related deaths have been dramatically reduced, thanks to expanding access to treatment. By the end of 2012, 9.7 million people in developing countries had access to AIDS drugs, an increase of nearly 20 percent in one year. The report also said that since 2001, there has been a 52 percent drop in annual new HIV infections among children and a 33 percent reduction in newly infected adults and children combined.

“What the Lord has put upon my heart is not only to preach the Word of God, but also to meet the social needs of the people, such as health, helping them reach out and access health facilities,” Pastor Timothy said.

By supporting community-level outreach activities through trained local faith-based leaders, the way is paved for sustainable change and the lifelong victory of hope.
The love of God is infinite, and at times, it seems that so are opportunities for work that restore the dignity of His people.

As The Salvation Army around the world works to meet the needs in their communities, it reaches out to The Salvation Army World Service Office (SAWSO) with ideas for project support in the form of funding and/or technical assistance. Sometimes these ideas come directly from a Salvation Army territory overseas, or they emerge as a result of building a relationship with a territory via email and/or visits, or as a follow-on to a current project that is ending.

“With all of these ideas, the same basic questions must be answered,” said Bram Bailey, SAWSO’s Program Director. “Will this project accomplish the desired goal? Are there funds to establish and implement it? And even with a sound program and funding, is there capacity on the ground to execute and sustain it?”

SAWSO’s multi-discipline projects committee is the place for all of these questions to be reviewed and answered. The team includes SAWSO leadership, technical advisors, project accountants, the compliance manager, strategic planners, and fund developers.

Project ideas are assigned to the staff technical advisor with the appropriate focus area, or combination of expertise and experience working in the geographic area. The advisor does the initial research and presents the concept including a written synopsis to explain the idea, the funding being requested, the detailed budget and narrative, a recommendation for moving the project forward, and any other information that would assist in allowing the committee to make an informed decision.

For each concept, the committee decides to recommend approval, not recommend approval, recommend approval with conditions, or defer a promising concept if information is lacking until the designated advisor can work with the overseas territory to get the answers.

Recommendations by the SAWSO project committee are further reviewed and given final approval by The Salvation Army’s National Business Council. Approved concepts will become official proposals that must follow the same approval process to ensure project effectiveness before project implementation.

At the end stage, the project committee reviews required final narrative and financial reports before completing the final steps in the life of a project and it is officially closed.

“The committee is the place where the love for what we do meets the labor of what must be done,” Bailey said. “It’s an extraordinary responsibility and an incredible feeling to see the details emerge of how this work is able to transform someone’s life.”
For nonprofit organizations, the practical process of helping others begins with donor funds.

The Salvation Army World Service Office (SAWSO) sends 96 cents of every donated dollar to support the intended beneficiary – a person in need somewhere in the world. And for money that comes through the organization from the Salvation Army’s U.S. Territories, the number goes up to 100%.

“We adhere to generally accepted accounting principles and audit standards to ensure everything balances,” said Ellen Farnham, SAWSO Controller. “And we always take the question ‘Is this the right way to spend money?’ as our starting point.”

In 2013, the SAWSO finance team applied a combined 121 years of experience to oversee a $19.8 million budget and 80 active projects – and for their efforts, earned a low-risk auditee status by external auditors.

They accomplished this through daily diligence – working closely with program staff to provide advice and updates on project funds; conducting field visits to remote and often dangerous project sites; reconciling financial, bank, and credit card statements; insisting on receipts for all transactions to heighten accountability to stakeholders; receiving multiple bids for vendors; and by participating in annual audits.

“Our external auditors perform field visits to ensure that the work we are doing and the money we are spending is exactly what we say it is, that we are complying with contract and government regulations, and that our reports of percentage of completion are accurate,” Farnham said.

SAWSO also receives an audit every three years from The Salvation Army International Headquarters audit team.

SAWSO supports projects worldwide, and because of volume, is able to negotiate competitive exchange rates for foreign currencies to maximize the impact of each U.S. dollar received. This means more dollars are available to directly assist the end beneficiary.

“I personally feel blessed,” Farnham said. “We are changing lives and making a world of difference.”
# SAWSO 2013 Financial Summary

## Statement of Financial Activities

### Revenue
- Public Support Contributions: $12,796,646
- Other Income (loss): $6,941,865
- **Total Revenue**: $19,738,511

### Expenses
- Program Services: $16,968,748
- Fundraising: $470,148
- Support Service – Management and General: $633,527
- **Total Expenses**: $18,072,423

- **Increase (decrease) in Net Assets**: $1,666,088
- **Net Assets, Beginning of Period**: $52,456,797
- **Net Assets, End of Period**: $54,122,885

## Statement of Financial Position

### Twelve Months ended September 30, 2013

#### Assets
- Cash and Cash Equivalents: $2,129,223
- Other Assets: $52,848,244
- **Total Assets**: $54,977,467

#### Liabilities and Net Assets
- Total Liabilities: $854,582
- Net Assets: $54,122,885
- **Total Liabilities and Net Assets**: $54,977,467

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*Doing the Most Good*
The Salvation Army World Service Office (SAWSO) was established August 26, 1977 as an independent corporation to develop long-term community driven solutions to poverty in the less developed countries where The Salvation Army is active.

In the 1880s, The Salvation Army as a church expanded into developing countries. As a result, it was 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 SAWSO’s resources were put to their best, most needed use.

SAWSO was awarded its first U.S. Agency for International Development (USAID) grant September 29, 1977. For three years, until 1980, the grant provided resources to improve 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 an additional USAID grant 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.

In more recent years, funding from government grants has decreased, and SAWSO has turned increasingly to creating partnerships with corporate and foundation donors. With the generous support of these organizations, the SAWSO staff continues to provide technical assistance and financial oversight to projects that empower and provide the skills and training for sustaining livelihoods; education and monitoring programs that keep communities healthy; and providing for short-term needs and long-term hope in rebuilding after natural and man-made disasters.
Disaster Response:
Answering Complications with Compassion

Every day, The Salvation Army World Service Office (SAWSO), its partners, and supporters strive to deliver in greatest measure what we can, with what we have, to those in greatest need – to remove the complications that hinder the rebuilding of hope following natural and man-made disasters.

For example, in the isolated Japanese city of Kesennuma, commercial fishing and related industries account for 85 percent of jobs. When a 2011 tsunami destroyed large sections of the city, including the port, and took a huge toll on the livelihoods, the small community had a difficult time making its voice, and its needs, heard amid the widespread destruction in Japan at that time.

The Salvation Army Japan Territory became the first non-governmental organization to directly assist members of the local fisherman’s union to identify their priorities for recovery. The prime concerns of the local fisherman’s union included planning productive use of the remaining fishing boats and preparing for impending harvests of oysters and wakame, a seaweed that is a Japanese staple and a large source of income to the union.

Supported by SAWSO, The Salvation Army provided ten sets of the diving tools necessary to complete this harvest work to replace the fishermen’s equipment that had been washed away by the storm.

The union also needed a place to process their marine harvest prior to shipping. To this end, The Salvation Army provided temporary tents as operating centers in 15 port locations. These tents are already being used for processing wakame and other marine products.

In addition, The Salvation Army replaced four 2-ton trucks used to carry the products such as wakame, konbu seaweed, oysters, and scallops from the pier to processing stations to market. The trucks also carry tools and machines to help rebuild and organize fishing nets and farms.

A representative from the Kesennuma Fishermen’s Union summarized the importance of the help they received saying, “We called on The Salvation Army because very few people were able to help us. The Salvation Army listened to our need for trucks, diving equipment, and tents. We use the equipment donated by The Salvation Army every day to harvest oysters, wakame, and other seafood. The union members are so grateful because it allowed us to go back to work. Due to the support of The Salvation Army, we have now recovered almost 90 percent of the wakame harvest income we had before the tsunami.”

Through this experience, we learned that delivering life-sustaining supplies may be complicated at times. Delivering the life-sustaining blessings of God’s love and mercy is not.
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Controller
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Senior Accountant
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Jason Pope
Technical Advisor, Empowerment and Livelihoods

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SAWSO Task Force

The Salvation Army World Service Office (SAWSO) Task Force began in April 2013, following a briefing of the SAWSO strategic plan to The Salvation Army National Advisory Board. Task force members – leaders in business, industry, and philanthropy – provide guidance for implementing the strategy, developing partnerships and individual and foundation/corporate donor bases, and measuring the plan’s success.

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Founder, 4word

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CEO, Frauenshuh Companies

Diane Paddison
A Leader in Women’s Empowerment

SAWSO Task Force member Diane Paddison, former Global Executive Team member of two Fortune 500 and one Fortune 1000 companies, CBRE, ProLogis, and Trammell Crow Company, respectively, created 4word – an organization devoted specifically to mentoring and encouraging Christian professional women to find balance in their careers, relationships, and faith.

“We are so excited to partner with SAWSO around programs that empower women,” she said. “I would like all of the women involved in 4word to be involved in serving and giving. It is one of the principles of 4word. By providing an opportunity to give 10% of their membership fee to SAWSO, we hope to promote giving and empower women worldwide.”

4word is the only global marketplace ministry serving women, led by women, and currently has 14 local groups in the U.S. The organization’s website, www.4wordwomen.org, also provides the opportunity to apply for a global mentor program.

Said Paddison, “Our vision is to help women deepen their faith, prioritize relationships, and see God’s calling where they are working.”
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.

Ways to Give

Online:  www.sawso.org
By phone:  1-800-725-2769
By mail:  The Salvation Army
World Service Office
615 Slaters Lane
Alexandria, VA 22314

Questions about giving may be sent to: SAWSO_Development@usn.salvationarmy.org