INTO ALL THE WORLD
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 Services Office (SAWSO), is to represent the interests of the four Salvation Army U.S.A. 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.
“Into all the world”—Perhaps no other words from scripture exemplify so concisely the mission of The Salvation Army World Service Office (SAWSO). It’s a reminder that we are all part of God’s plan to bring hope and light to the darkest corners of the world.

Hunger, illness and natural disasters still cause catastrophic suffering in the world, just as they did when the author of the Gospel of Mark wrote those timeless words. Poor access to education can perpetuate a cycle of poverty, leaving entire generations of children vulnerable to exploitation and human trafficking.

And that is why God has commanded us to go into all the world.

Thanks to the generosity of our donors, SAWSO can quickly mobilize in any of the 131 countries where The Salvation Army already has a presence. Using personnel and resources already on the ground, our team can provide highly-skilled technical expertise to assist local Salvation Army centers to serve their communities and strengthen themselves to better address future challenges.

That’s because providing short-term relief to immediate problems is only part of SAWSO’s goal. Even years after disaster strikes, SAWSO continues to support projects designed to help survivors rebuild their lives. In communities historically dependent on funds from outside, SAWSO teaches local Salvation Army centers to run successful businesses—anything from thrift stores to sports fields to medical clinics—to become self-sustaining units better able to serve their communities.

For over 40 years, SAWSO has gone into all the world, and you’ve shared this journey with us. May God bless you as you continue this journey together.
The Salvation Army’s mission statement is “To preach the Gospel of Jesus Christ and to meet human needs in His name without discrimination.” We believe that extending a hand to the poorest, weakest and most vulnerable is among the most important aspects of our Christian faith—regardless of whether they share our culture, language or traditions. We shelter the homeless, feed the hungry, treat the sick and help disaster survivors rebuild their lives.

The Salvation Army’s presence in 131 countries provides a foothold around the world for serving those in need, allowing us to respond quickly wherever we’re needed. And The Salvation Army World Service Office (SAWSO) makes it possible to maximize the outcome of projects globally.

SAWSO’s skilled technical advisors lend their valuable expertise in fields like medicine, education, job training and disaster recovery, bolstering local communities and empowering them to create sustainable, long-term solutions.

In partnership with The Salvation Army USA’s four U.S. territories, SAWSO manages funds raised for international causes, and ensures they’re spent wisely, effectively and efficiently, ensuring both the trust of our donors and the wellbeing of those we serve.

Because of your generosity, hundreds of thousands of lives in dozens of countries are brighter today. We thank you for your role in bringing God’s light to where it’s needed most.

May the Lord bless you and keep you,

Commissioner David Hudson
Salvation Army USA
National Commander
Mark 16:15 commands us to “Go into all the world and preach the Gospel to all Creation.” At The Salvation Army World Service Office (SAWSO), that principle is our highest calling. To us, it means not only to bring the Good News of Jesus Christ to those who have not heard it, but also to help those in need around the world in any way we can.

In the words of William Booth, the founder of The Salvation Army, “You cannot warm the hearts of people with God’s love if they have an empty stomach and cold feet.”

In over 130 countries—including some of the world’s most impoverished nations—The Salvation Army holds worship services, runs community centers, educates children, provides medical care and teaches valuable skills to the world’s most struggling people.

And SAWSO is here to support and facilitate this worldwide mission. Serving as a representative to the four Salvation Army U.S. territories, we assist with funding and provide valuable expertise to make sure hundreds of Salvation Army projects worldwide are successful.

We were among the first to arrive in the Bahamas in the wake of Hurricane Dorian, and we’ll stay until the long, hard task of rebuilding is complete.

We help victims of human trafficking—some of them children tragically exploited by their own parents—put that horror behind them and live happy, productive lives.

We teach at-risk women in some of the world’s developing countries valuable financial and leadership skills, allowing them to become entrepreneurs who empower their communities along with themselves.

And in every case, our mission remains the same: To help however we can, wherever we’re needed. But none of this would be possible without generous supporters like you, who share our passion and commitment. We thank you for entrusting us with your compassion.

May God bless you,

Lt. Col. Thomas Bowers
Executive Director, SAWSO
## The Scope of The Salvation Army World Service Office

The Salvation Army World Service Office’s projects span six sectors on six continents, with projects in the following countries:

### Anti-Human Trafficking
- India
- Indonesia
- Kuwait
- Mexico
- Philippines

### Disaster Relief and Recovery
- Kenya
- Namibia
- Bahamas
- Bangladesh
- Brazil
- China
- Cuba
- Democratic Republic of Congo
- Greece
- Haiti
- India
- Indonesia
- Barbados
- Japan
- Kuwait
- Mexico
- Mozambique
- Zimbabwe
- Malawi
- Nepal
- Nicaragua
- Nigeria
- PNG
- South Africa
- St. Maarten
- Uganda
- Venezuela
- Zambia

### Education
- El Salvador
- Georgia
- Haiti
- Japan
- Nepal
- Indonesia
- Mexico
- Moldova
- PNG
- South Africa
- St. Maarten
- Sri Lanka

### Health
- Angola
- El Salvador
- Uganda
- Haiti
- Indonesia
- Kenya
- Moldova
- PNG
- Paraguay
- Sri Lanka
- Zambia
- Zimbabwe

### Entrepreneurship
- Argentina
- Chile
- Costa Rica
- Guatemala
- Italy
- Nigeria
- Sri Lanka

### Livelihood
- Angola
- Georgia
- India
- Mexico
- Congo (Brazzaville)
- Democratic Republic of Congo
- Georgia
- Haiti
- Kenya
- Myanmar
- Romania
- South America
- Tanzania
- Uganda
THE SALVATION ARMY WORLD SERVICE OFFICE DEDICATES MORE THAN $63m IN FUNDS TO OVER 170 ACTIVE PROJECTS IN MORE THAN 60 COUNTRIES AND CAN MOBILIZE IN ANY OF THE 131 COUNTRIES WHERE THE SALVATION ARMY IS PRESENT.
In Kenya’s male-dominated culture, a woman’s husband is often her sole source of financial support. If she loses her husband—or he loses his ability to provide—the entire family can spiral hopelessly into poverty.

That’s what the Salvation Army’s WORTH program—a microfinance banking and skills training program for women in rural communities—seeks to address. Women not only gain access to a system of savings and loans that empower them to become entrepreneurs and leaders in their communities, but also learn the skills they need to take advantage of those resources and succeed.

In groups of about 25, WORTH’s women make small deposits each week into a shared fund, kept in a strongbox with three different locks and keys, each held by one of three leaders elected by the group itself. When the fund grows large enough, group participants can take out loans to purchase livestock, supplies and materials to start their own small businesses and pursue financial independence.

WORTH also provides a curriculum for participants to teach each other basic literacy, mathematics and bookkeeping. The women meet regularly to make their deposits, learn valuable new skills and support each other emotionally and spiritually.

Inside a corps community center for the monthly meeting, the women talk about their journeys, sometimes accompanied by tears and other times with joyful shouting. They speak of escaping instability, poverty, homelessness, sickness, abuse and neglect, with their voices growing louder as they announce newfound strength and independence they have achieved from their involvement with their WORTH group.

Many use their newfound skills to become business leaders and employers in their communities, providing opportunities for their friends and neighbors, while strengthening their local economies. Some even form partnerships and start new ventures together.

And success breeds more success—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.
When Hurricane Dorian swept across the Bahamas late in the summer of 2019, the entire chain of islands was left devastated in its wake. The Category 5 storm was the worst natural disaster in the archipelago nation’s history, leaving at least 70 people dead and nearly 300 missing.

But thanks to close coordination between multiple Salvation Army offices around the world—including the United States, The Caribbean, The United Kingdom and the Bahamas itself—relief efforts began almost immediately. Trained disaster response professionals arrived to help bolster the efforts of Salvation Army personnel already on the ground in the Bahamas.

Salvation Army personnel began work immediately, all working in concert to set up shelters for those displaced by the storm, to provide food, hygiene items and other vital supplies to survivors; and to address the psychological and spiritual needs of those traumatized by the devastating ordeal.

But meeting needs in the devastation’s immediate aftermath was only the beginning. Even in 2020, Hurricane Dorian relief efforts continue.

International Salvation Army relief workers remain in the field to oversee efforts to rebuild infrastructure, providing life-saving supplies and helping survivors get their lives back on track.

As of December 2019, only about 7,000 people remained on the island of Abaco out of a previous population of 17,000, and many stay in isolated, disorganized shantytowns as they seek opportunities to rebuild their lives.

That means it’s difficult and time-consuming to simply find those in need of help—let alone deliver it.

But regardless of how long it takes, The Salvation Army World Service Office is committed to supporting relief efforts to rebuild this little sliver of paradise in the Caribbean.
WHAT IS CBPI?

The Capacity-Building Partnership Initiative (CBPI) is a new sector area within SAWSO that focuses on empowering Salvation Army territories abroad to develop their own institutional capacity to achieve financial independence and continue their work and programs sustainably. We work together to create comprehensive strategies for local resource generation and provide funding for them to test a variety of options and ideas with the goal of developing their local capacity to iteratively innovate.
Esteban Calvo has fond memories of playing soccer—or, as they call it in his part of the world, football—as a young boy in an empty lot in Concepcion, a neighborhood on the outskirts of Costa Rica’s capital city. That came to an end, unfortunately, when The Salvation Army purchased the lot to build a new church and a men’s rehabilitation center.

It was a gain for the community, but in a hilly region with few level areas, it was a loss for the neighborhood’s aspiring athletes. Luckily, it was a problem Esteban himself—upon reaching adulthood and studying business—would one day be in a position to solve.

He took a job as an accountant at that very Salvation Army property—the Centro Modelo Corps and Rehabilitation Center—where he met Ileana, a young woman visiting her father at the center. Esteban and Ileana married and joined The Salvation Army as officers, where they eventually rose to the rank of lieutenant colonel and Esteban was appointed chief secretary of The Salvation Army’s Latin America North territory.

In 2017, with the rehabilitation center slated to close, Lieutenant Colonel Calvo saw an opportunity for football to return to the very spot he played as a child. The Concepcion football field—constructed, owned and operated by The Salvation Army—quickly became a hub of the community, offering top-level turf for hourly or daily rental, where neighbors would gather and children could engage in safe and healthy play.

However, they still faced the challenge of Costa Rica’s rainy season, which brings a steady drizzle every day for six months. Choosing to view this as a strategic opportunity, Calvo asked, what if the football field could be run as a sustainable business year-round?

That’s when The Latin America North (LAN) Territory partnered with The Salvation Army World Service Office (SAWSO), whose Capacity-Building Partnership Initiative (CBPI) aims to help Salvation Army programs in developing countries become financially self-sufficient and less dependent on regular support from wealthier countries.

Together, the LAN Territory and the CBPI explored the potential community and financial benefit of further investment in the field. They conducted market research and testing on current and target customers, primary competitors and pricing structures, all to verify and create a social enterprise business model offering a valuable service at affordable prices, year-round.

The newly roofed football field, funded by SAWSO, serves as a prime location for The Salvation Army to meet and engage with the community on a daily basis, host summer camps in a beautiful activity space and produce a steady source of local income to support social programs.

It is also a test site for further investment ideas such as: adding a snack shop, grill area, separate bathrooms and locker rooms, or even a second field. Using CBPI methodology and business tools, LAN will evaluate each concept based on its community and financial impact and create a long-term strategy for sustainable service.

It’s an amazing full circle for Lt. Colonel Calvo to now stand on the completed turf field in the same location where he used to play as a boy all those years ago, and to dream about the future leaders who might be playing there today.
A rapid response is only the first step in the long, difficult process of disaster recovery. Yes, it’s important to have resources on the ground in the immediate aftermath, ensuring the survivors have access to food, shelter, hygiene products and counseling. But even years later, the trauma of surviving a disaster lingers on in the minds and spirits of those who lived through it.

In 2011, when a tsunami ripped across the coast of Japan, over 15,000 people lost their lives and nearly 350,000 were forced to leave their homes. In partnership with The Salvation Army Japan—known in the East Asian country as Kyu-Sei-Gun or “Save the World Army,” The Salvation Army World Service Office (SAWSO) was there.

And in the hardest-hit northeastern coast, peppered with small, rural fishing villages far from Japan’s prosperous epicenters, SAWSO and its partners are still there, still helping tsunami victims rebuild their lives.

The Viva Minimaisanriku Elderly Support Project aims to address the challenges faced by some of the tsunami’s most vulnerable survivors—those of advanced age. Education, volunteering and community involvement were very important to the town of Minimaisanriku’s aging population, and those opportunities came to a sudden end when the 2011 tsunami scattered the population and deprived the elderly of their sense of purpose in the community.

And as the community was rebuilt in the years following the tsunami, so were the lives of those who lived there. In 2015, construction and renovation began at what was known pre-tsunami as the Silver Human Resources Project.

At the Viva Minimaisanriku center, community members from their 50s to their 80s—and in some cases older still—socialize with each other, volunteer their time, take cultural bus tours and participate in hobbies such as Japanese calligraphy, paper crafts, woodworking and carpentry, pottery, mosaic artwork.

Dozens of the community’s approximately 4,600 senior members attend the center each week, up from six when the center first opened. Arriving via private vehicles and public transportation, they socialize, interact with friends, family and neighbors, and keep themselves healthy mentally and physically.

SAWSO’s involvement—providing funding and technical support to building renovation and training project staff—came to an end in 2019, but the project lives on under the leadership of The Salvation Army Japan.

Disasters fade quickly from the headlines, but not from the memories and lives of those who survived them. The Salvation Army World Service Office recognizes the importance of remaining behind until the mission is complete.
In the impoverished urban slums near Paraguay’s capital, residents face both financial and geographic barriers to quality medical care. Even the basics, such as annual check-ups and pediatric care, are difficult to maintain for the area’s most marginalized residents. Many have never learned proper nutrition and hygiene, compounding health issues in an already challenging environment.

Addressing these obstacles is the goal of The Salvation Army’s Tekokatu Medical Clinic.

Over the course of 2019, the clinic—in partnership with The Salvation Army World Service Office (SAWSO) implemented several changes and new services to better address the needs of the community’s most vulnerable.

Among other changes, a gynecologist and pediatrician were added to the team, positioning the clinic better able to become a one-stop shop for family medicine.

The clinic’s pharmacy, previously run by the receptionist on a small scale out of the front desk area, will now have its own space and dedicated staff, exponentially increasing the number of patients it can serve.

Underlying the entire project is the mission to empower the community and its members through the promotion of physical, emotional, social and spiritual health, while creating a sustainable business model.
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<td>Aug. 1, 2015</td>
<td>Nov. 31, 2019</td>
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</tbody>
</table>
# SAWSO 2019

## FINANCIAL SUMMARY

*Twelve Months Ended September 30, 2019*

### STATEMENT OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$3,352,070</td>
</tr>
<tr>
<td>Other Assets</td>
<td>60,287,928</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$63,639,998</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>$3,408,140</td>
</tr>
<tr>
<td>Net Assets</td>
<td>60,231,858</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$63,639,998</strong></td>
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</tbody>
</table>

### STATEMENT OF FINANCIAL ACTIVITIES

#### Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Support Contributions</td>
<td>$19,892,341</td>
</tr>
<tr>
<td>Other Income (loss)</td>
<td>$4,199,518</td>
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<tr>
<td>Government Grants</td>
<td>374,524</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$24,466,383</strong></td>
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</tbody>
</table>

#### Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$25,050,181</td>
</tr>
<tr>
<td>Fundraising</td>
<td>287,888</td>
</tr>
<tr>
<td>Support Service—Management and General</td>
<td>571,024</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$25,909,093</strong></td>
</tr>
</tbody>
</table>

<table>
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<tr>
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<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase (decrease) in Net Assets</td>
<td>$(1,442,710)</td>
</tr>
<tr>
<td>Net Assets, Beginning of Period</td>
<td>61,674,568</td>
</tr>
<tr>
<td><strong>Net Assets, End of Period</strong></td>
<td><strong>$60,231,858</strong></td>
</tr>
</tbody>
</table>

### EXPENSES BY PROGRAM

- Community Development: $13,973,887
- Relief and Reconstruction: $4,843,034
- Health Service: $2,737,472
- Empowerment and Livelihoods: $1,194,716
- Education: $897,162
- Anti-Human Trafficking: $979,875
- Business and Economic Development: $858,912
- Support Service—Fundraising/Management and General: $374,524
WAYS TO GIVE

Online
give.sawso.org

By Phone
1.800.725.2769

By Mail
The Salvation Army World Service Office
615 Slaters Lane
Alexandria, VA 22314

More Ways to Give
- Stock or securities transfers
- Planned gifts (i.e. bequests and trusts)
- Gift annuities
- Workplace giving programs/Combined Federal Campaign
- Matching gifts

Questions about giving may be sent to
SAWSO.Development@usn.salvationarmy.org
Or call 1.703.647.4796

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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.

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