

THE SALVATION ARMY

INTO ALL THE WORLD

2019 ANNUAL REPORT



WORLD
SERVICE
OFFICE

4	What We Believe
5	Introduction
6	A Letter from The Salvation Army USA National Commander
7	A Letter from The SAWSO Executive Director
8	The Scope of The Salvation Army World Service Office
10	Empowerment in Africa
11	Rebuilding Lives and Spirits in the Bahamas
12	Costa Rica: Field of Dreams
14	Building Communities in Japan
15	Medical Access in Paraguay
16	SAWSO Board of Trustees
17	SAWSO Staff
18	SAWSO 2019 Financial Summary
19	Ways to Give



The image is a composite. The top half features a dramatic, cloudy sky over a dark, silhouetted mountain range. The bottom half shows a young boy from behind, wearing a red t-shirt with a 'McQueen' racing pattern, standing on a rooftop. He has his arms outstretched, looking over a densely populated urban area with many small buildings. In the background, another person is visible on a distant rooftop. The entire scene is framed by a blue border, with a vertical red stripe on the right side.

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

“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 we continue this journey together.

A LETTER FROM

THE SALVATION ARMY USA NATIONAL COMMANDER



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

A LETTER FROM

THE SAWSO EXECUTIVE DIRECTOR



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. Maartin
Uganda
Venezuela
Zambia

EDUCATION

El Salvador
Georgia
Haiti
Japan
Nepal
Indonesia
Mexico
Moldova
PNG
South Africa
Sri Lanka

ENTREPRENEURSHIP

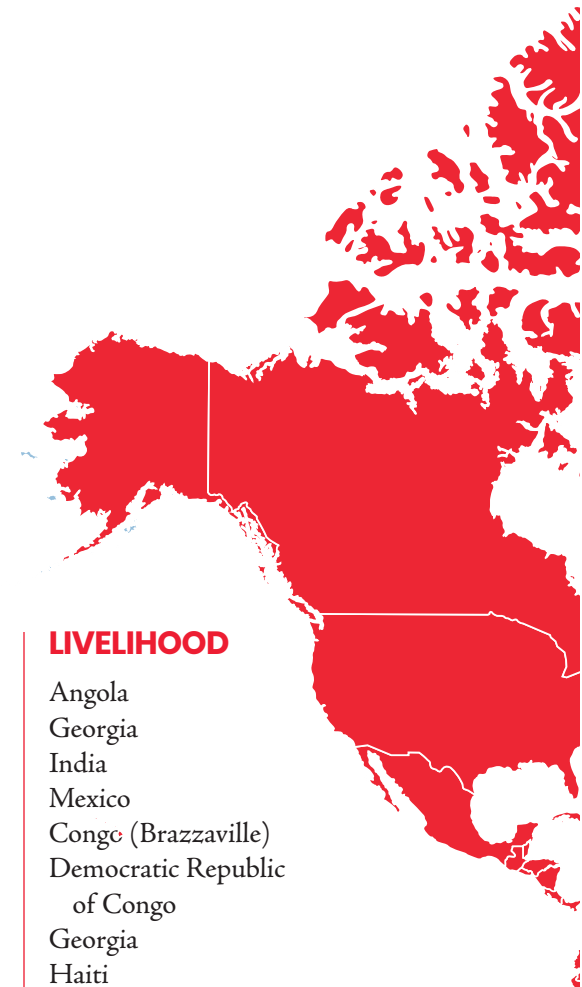
Argentina
Chile
Costa Rica
Guatemala
Italy
Nigeria
Sri Lanka

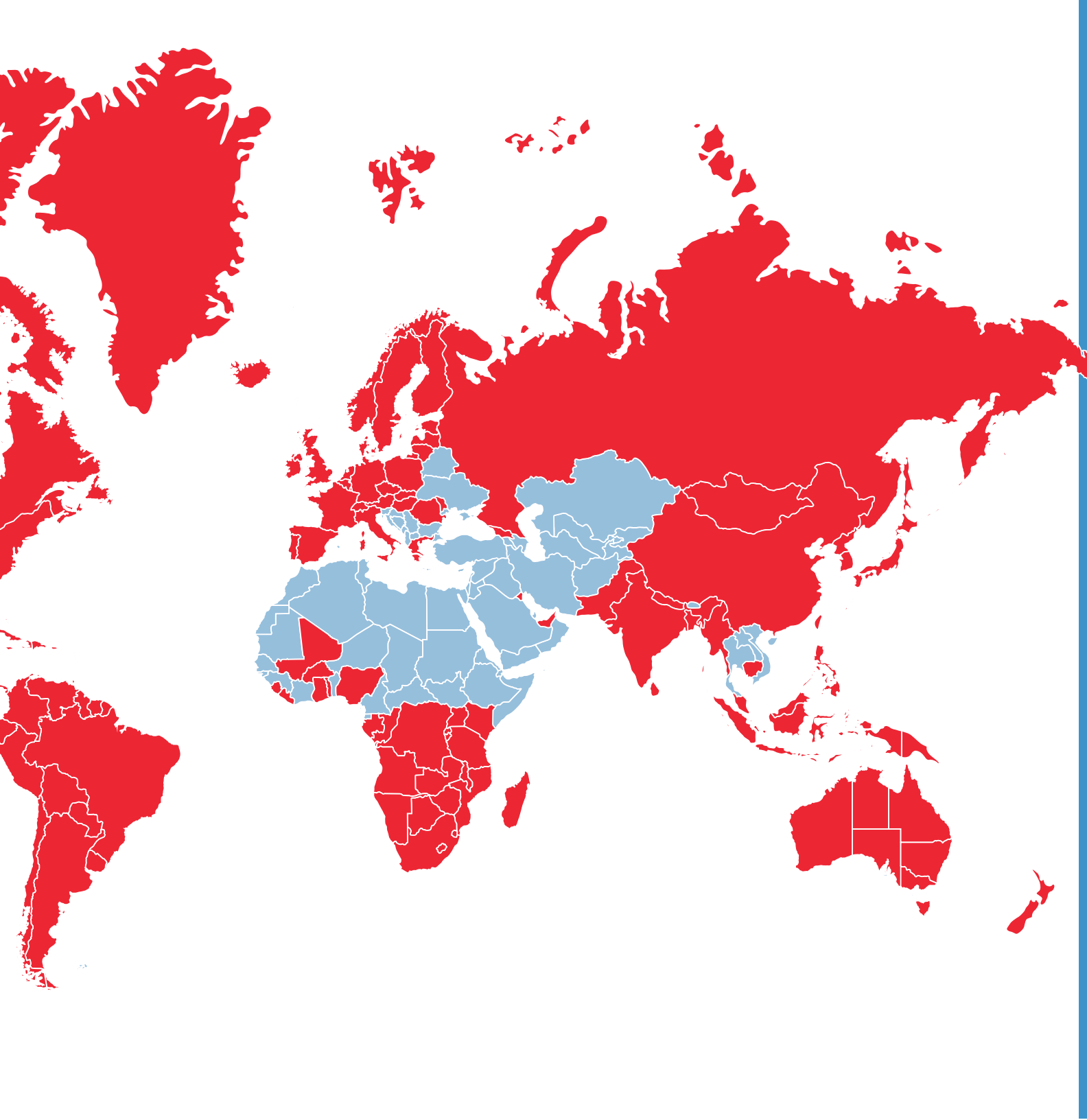
HEALTH

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

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.



EMPOWERMENT IN AFRICA

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.

Other Countries with Similar Empowerment Programs

Haiti
Tanzania
Democratic Republic of Congo
Nepal



REBUILDING

LIVES AND SPIRITS IN THE BAHAMAS

Salvation Army offices involved in Hurricane Dorian relief efforts:

The Salvation Army
Bahamas Division
The Salvation Army
Caribbean Territory
The Salvation
Army International
Emergency Services
The Salvation Army
International
Headquarters
The Salvation Army
World Service Office

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.

And The Salvation Army World Service Office (SAWSO) took a

leading role, spearheading fundraising efforts and providing valuable expertise to those in the field. Maj. Mike McKee, SAWSO's technical advisor for international disaster relief and recovery, visited the Bahamas in the storm's aftermath to assess the needs and evaluate how best to meet them.

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.



BUILDING

COMMUNITIES IN JAPAN

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.





MEDICAL ACCESS IN PARAGUAY

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.

SAWSO **BOARD OF TRUSTEES**

President

David Hudson
Commissioner
The Salvation Army
National Headquarters
615 Slaters Lane
Alexandria, VA 22314
Sept. 1, 2017–Ongoing

Vice President

Jeffrey Smith
Colonel
The Salvation Army
National Headquarters
615 Slaters Lane
Alexandria, VA 22314
Sept. 1, 2017–Jan. 31, 2020

Trustee

Bradford Bailey
Commissioner
The Salvation Army
Central Territory
5550 Prairie Stone Parkway
Hoffman Estates, IL 60192
July 1, 2017–Ongoing

Trustee

William Bamford
Commissioner
The Salvation Army
Eastern Territory
440 West Nyack Road
West Nyack, NY 10994
July 1, 2016–Ongoing

Trustee

Willis Howell
Commissioner
The Salvation Army
Southern Territory
1424 Northeast Expressway
Atlanta, GA 30329
Nov. 1, 2017–Ongoing

Trustee

Kenneth G. Hodder
Commissioner
The Salvation Army
Western Territory
180 East Ocean Boulevard
Long Beach, CA 90802
Jan. 1, 2017–Ongoing

Treasurer/Secretary

Cynthia Foley
Lt. Colonel
The Salvation Army
National Headquarters
615 Slaters Lane
Alexandria, VA 22314
July 1, 2018–Ongoing

Executive Director

Non-Voting Member
Thomas Bowers
Lt. Colonel
The Salvation Army
National Headquarters
615 Slaters Lane
Alexandria, VA 22314
Aug. 1, 2015–Ongoing

Assistant

Executive Director
Non-Voting Member
Jacalyn Bowers
Lt. Colonel
The Salvation Army
National Headquarters
615 Slaters Lane
Alexandria, VA 22314
Aug. 1, 2015–Nov. 31, 2019

SAWSO STAFF

ADMINISTRATION



Lt. Col. Thomas Bowers
Executive Director



Lt. Col. Jacalyn Bowers
Assistant Executive Director

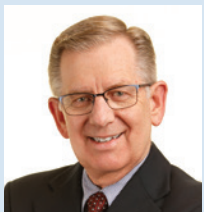


Justin Boswell
Director of Operations



Tina Chong
Executive Secretary

DEVELOPMENT & COMMUNICATIONS



Charles Nutt
*Director of International
Resource Development*



John Funk
Communications Manager

FINANCE



Ellen Farnham
Controller



Mary Bryant
Staff Accountant



Arnel Cervantes
Project Accountant



Ronald Daoang
Senior Accountant



Guisela Rojas-Rolon
Accountant

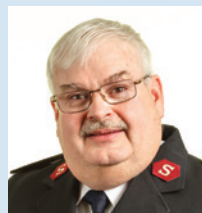


Jun Villanueva
Project Accountant

PROGRAM



Bramwell Bailey
*Director of Programs
and Partnerships*



Major Mike McKee
*Assistant to the Executive
Director for SAWSO for
International Emergencies*



Douglas Bell
*Senior Technical Advisor
for Education*



Cecelia Bishop
*Program
Administration Manager*



Patience Fielding
*Senior Technical Advisor
for Education*



Lisa Firth
*Technical Advisor
for Health*



Jessica Horwood
*Technical Advisor
for Livelihoods*



Jason Pope
*Technical Advisor for
Anti-Human Trafficking*



Damon Winters
*Technical Advisor for
International Business and
Economic Development*



Drew Nelson
Project Manager

SAWSO 2019 FINANCIAL SUMMARY

Twelve Months Ended September 30, 2019

STATEMENT OF FINANCIAL POSITION

Assets

Cash and Cash Equivalents	\$ 3,352,070
Other Assets	60,287,928
Total Assets	\$63,639,998

Liabilities and Net Assets

Total Liabilities	\$ 3,408,140
Net Assets	60,231,858
Total Liabilities and Net Assets	\$63,639,998

STATEMENT OF FINANCIAL ACTIVITIES

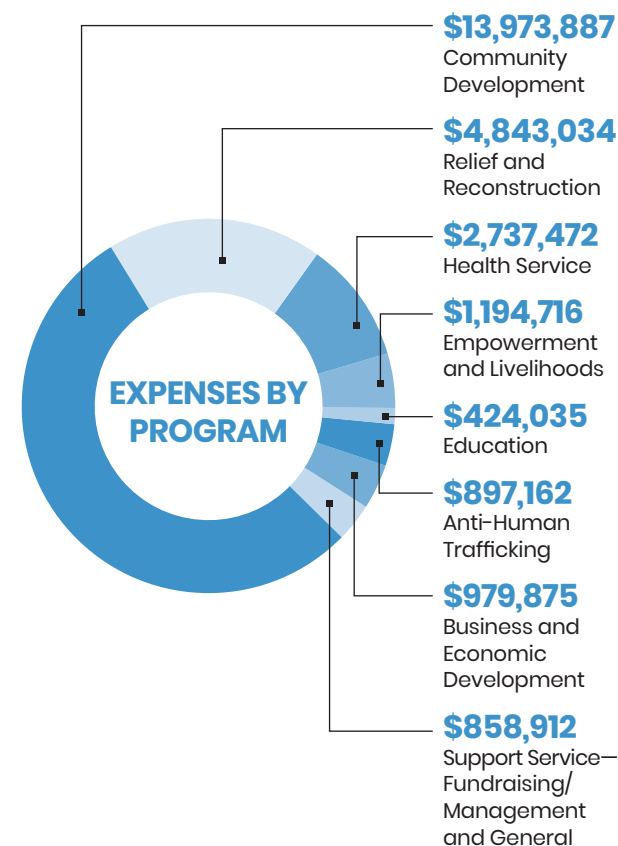
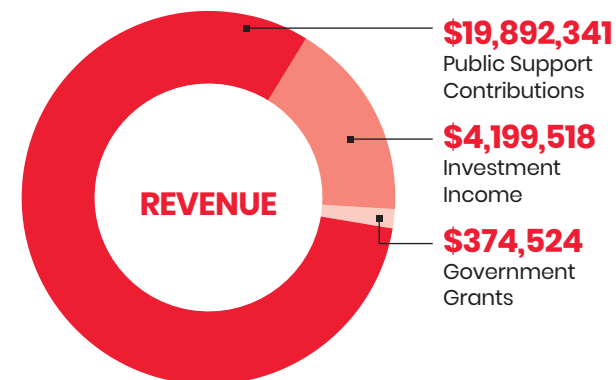
Revenue

Public Support Contributions	\$ 19,892,341
Other Income (loss)	\$ 4,199,518
Government Grants	374,524
Total Revenue	\$24,466,383

Expenses

Program Services	\$ 25,050,181
Fundraising	287,888
Support Service— Management and General	571,024
Total Expenses	\$25,909,093

Increase (decrease) in Net Assets	\$ (1,442,710)
Net Assets, Beginning of Period	61,674,568
Net Assets, End of Period	\$60,231,858



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.

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.



WORLD
SERVICE
OFFICE

615 Slaters Lane
Alexandria, VA 22314
www.sawso.org