



The Salvation Army
International
Development (SAID)

ANNUAL REPORT 2022



Thank you for partnering with us as we work together towards an equitable, secure and sustainable future for all.

Contents

Executive Messages	4
Supporter Thank You	5
The Salvation Army Australia Vision, Mission, Values	6
SAID's Strategic Action Plan (2021-2024)	8
Sustainable Development Goals (SDGs)	10
SAID's Theory of Change	11
SAID's Presence	14
Community Development Projects in:	
Malawi	16
Papua New Guinea	20
Kenya	24
Uganda	28
SAID's Reach and Impact	32
Commitment to Safeguarding.....	34
SAID Practice Advisory Group – Governance	36
About this report.....	38
Financial Summary	40

Acknowledgement of Country

The Salvation Army acknowledges the Traditional Owners of the lands and waters throughout Australia.

We pay our respect to Elders and acknowledge their continuing relationship to this land and the ongoing living cultures of Aboriginal and Torres Strait Islander peoples across Australia. We also acknowledge future aspirations of all First Nations peoples.



**International
Development**
AUSTRALIA

Executive Messages

MESSAGE FROM THE TERRITORIAL LEADERS

The Salvation Army International Scope + COVID-19

As we reflect on the work of The Salvation Army International Development (SAID) in 2021-2022, it is obvious we continued to be disrupted by the COVID-19 pandemic. In locations where life's essentials such as food, clean water and health care were already a challenge, COVID exacerbated the difficulties.

Yet, our partners, participants and teams were resilient in the midst of the trials. They adapted to these conditions and found new ways of working to be able to continue delivering on their mission of restoring the world by the love of Christ.

What stands out to us from this is the importance of consistent collaboration. As Proverbs 27:17 reminds us – we are stronger and more impactful when we are in partnership.

"As iron sharpens iron, so people can improve each other" (Proverbs 27:17, NCV) and another translation says, "People learn from one another" (GNT).

Collaborating with our Salvation Army counterparts in International Headquarters, the Africa Region, South Asia Region, and South Pacific and East Asia Region, leads to a greater impact on the lives of people in poverty. These partnerships – along with domestic ones and all our donors – enable us to learn from others and improve what we do for disadvantaged communities around the world.

Because of all of you, people are receiving clean water and sustainable food, experiencing improved livelihoods and living in safer communities.

Thank you for being part of the mission to care for people, build healthy communities, work for justice and create faith pathways so that vulnerable people can prosper in their economic, social and spiritual lives.



Commissioners Janine and Robert Donaldson
Territorial Leaders
Australia Territory

MESSAGE FROM THE CHIEF SECRETARY

Australia Focus – link to importance of SAID as part of Army in Australia

In one of his many teaching times while on Earth, Jesus was asked, "Who is my neighbour?" (Luke 10:25-37). He replied with a story that illustrated our neighbour is anyone in need, and we are to show love and mercy to anyone in that situation – that means people from all backgrounds and walks of life.

This story is one of many that inspires The Salvation Army's vision to transform Australia, one life at a time with the love of Jesus. Our programs and services work with people who are vulnerable, in crisis and disadvantaged.

Similarly, The Salvation Army International Development (SAID) work is an extension of our vision for Australia. It enables us to envision a world transformed with the love of Jesus. SAID comes alongside vulnerable individuals, families and communities in nine countries to show compassion, promote justice and offer hope. Last year, we directly reached more than 57,000 people – with thousands more indirectly benefited.

I am grateful to the local SAID team who, like many of us, persevered through the long COVID-19 lockdowns of 2021. They found creative solutions to collaborating with our partners across the globe – who had their own COVID-related challenges. The teams prioritised safety and people's wellbeing, which meant placing some projects on standby, closing some projects and adapting others so they could continue effectively and safely.

It's been a challenging year, but still, people in vulnerable situations have been given dignity and a future filled with hope. Thank you for being a valuable part of our Salvation Army ministry to love our neighbours – at home and overseas.



Colonel Winsome Merrett
Chief Secretary
Australia Territory

MESSAGE FROM THE HEAD OF SAID

SAID Focus – overview of the year + department objectives

We live in a world where there are millions of people living in poverty and disadvantage every day. Sometimes, it can feel overwhelming – especially when circumstances such as a global pandemic threaten to undo progress.

However, I am pleased to report on the perseverance of SAID and our partners, who continued supporting vulnerable communities this past year. Thank you for your resilience and commitment to achieving long-term change for people in need around the world. Day by day, person by person, community by community – together we are improving the lives of vulnerable people and giving them hope for the future.

Because of your support, we are seeing communities becoming healthy and safe. Individuals are discovering sustainable livelihoods and children are becoming less vulnerable to exploitation. Our mission support projects are also nurturing communities spiritually. People have improved access to food, clean water and hygiene facilities, and received education around safety and rights.

In January this year, SAID revised its Theory of Change to better align with our Strategic Action Plan, which commenced in 2021. You can read more about this on page 8-9. We have refined our process to be more intentional and responsive to community needs so we can maximise our impact.

I am grateful to all of our partners for your ongoing commitment to working with SAID. We look forward to continuing this partnership into the future so we can keep making a positive difference in people's lives.



Major Judith Soeters
Head of Salvation Army
International Development
Australia Territory

Supporter Thank You

Thank you to our supporters for your ongoing commitment and generosity to The Salvation Army's international development work. Together, we share a passion to actively contribute to a future of no poverty or inequalities, and to see a reduction in the barriers that prevent individuals and communities from living with dignity and hope.

Supporters play a valuable and essential part in assisting us to achieve this future of sustainable change. The sacrifices that our supporters have made through financial giving during these past 12 months are deeply appreciated and a valuable part of seeing SAID's goals achieved.

As you read through this year's report, you will see the impact of your support. You can continue to help through sacrificial giving, workplace giving, donating, purchasing through the Salvos Gift catalogue or wills and bequests. Throughout the year, supporters can also be updated on SAID's work through our newsletter.

Thank you to our partners for working alongside us as we work together towards an equitable, secure and sustainable future for all. Thank you to our partners, local leaders and community members for your dedication and commitment to improving the lives of vulnerable children, men and women.

Whether you are donating, on the ground working with community members, participating in projects, guiding and shaping our management and strategy or developing projects – we are thankful for you. All the work we do, and will continue to do, is shaped by and made possible because of you.

If you are not already on the list, please contact us to be added: aus.internationaldevelopment@salvationarmy.org.au. A once-off or monthly donation provides necessary funds for those that need it most.

To donate, please visit www.salvationarmy.org.au/international-development/give/



The Salvation Army Australia Vision, Mission, Values

VISION

Wherever there is hardship or injustice, Salvos will live, love and fight, alongside others, to transform Australia one life at a time with the love of Jesus.

SAID oversees the spread of The Salvation Army Australia's vision in the international community. With our partners, Salvos live, love, and fight alongside others to transform the world.

As the international development arm of The Salvation Army Australia, SAID's goal is to work towards a world restored by the love of Christ, with people living in dignity and filled with hope.

MISSION

The Salvation Army is a Christian movement dedicated to sharing the love of Jesus. We share the love of Jesus by:

- Caring for people
- Creating faith pathways
- Building healthy communities
- Working for justice

SAID embodies The Salvation Army mission through facilitating projects that empower vulnerable communities to prosper in their economic, social, and spiritual lives.

VALUES

Recognising that God is already at work in the world, we value:

- **Integrity** – being honest and accountable in all we do
- **Compassion** – hearing and responding to pain with love
- **Respect** – affirming the worth and capacity of all people
- **Diversity** – embracing difference as a gift
- **Collaboration** – creating partnerships in mission



INCLUSION STATEMENT

The Salvation Army Australia acknowledges the Traditional Owners of the land on which we meet and work and pay our respect to Elders, past, present, and future. We value and include people of all cultures, languages, abilities, sexual orientations, gender identities, gender expressions, and intersex status.

We are committed to providing programs that are fully inclusive. We are committed to the safety and well-being of people of all ages, particularly children.



The Salvation Army Foundations - Our Vision and Mission



Scan the QR code to view this short-animation video aimed to explain who we are and what we are about as The Salvation Army Australia.



The Salvation Army Foundations - Our Values and Commitment to Inclusion

Scan the QR code to view this short-animation video aimed to explain who we are and what we are about as The Salvation Army Australia.



SAID's Strategic Action Plan (2021-2024)

SAID has developed a new Strategic Action Plan to guide our work over the next four years. The Strategic Action Plan articulates our commitment to working in partnership to achieve long-term and lasting change for the communities we serve.

In addition, a Theory of Change has also been developed to outline how we anticipate our plan will continue to impact in communities around the world. Together, the Strategic Action Plan and our Theory of Change guide SAID's directions and goals.

Strategic Action Plan

The Strategic Action Plan is comprised of five Strategic Action Areas.



1. Delivering high-quality programs in three key thematic areas

SAID projects will focus on three key thematic areas correlating with applicable Sustainable Development Goals (SDGs):

1. Livelihoods (SDGs 4, 8 and 10)
2. Health (SDGs 1, 2, 3 and 6)
3. Addressing Vulnerabilities (SDGs 4, 5 and 16)

To ensure we are supporting effective programs, we will measure our impact and promote continuous learning and improvement.



2. Focusing on key geographic areas for community development

SAID will focus on selected geographic zones which will provide the opportunity to develop strong partnerships and ensure a deeper level of impact in the areas in which we work. A component of this action area will be for SAID to explore the potential of and opportunities for new partnerships in the Pacific region.



3. Strengthening governance and programmatic systems

SAID will invest in support for partners we work with, to strengthen their governance and programmatic systems, as well as our own. It is through strong governance and programmatic systems that project outcomes for communities can be maximised.



4. Increasing financial support for overseas mission and community development of The Salvation Army

SAID will focus on increasing its investment in community projects by strengthening relationships with current and future donors supporting community development and mission support programs. This will be enabled by better communicating the change that occurs through the projects we support.



5. Engaging in The Salvation Army Mission globally

SAID will develop stronger partnerships domestically and internationally through engagement and good governance of Mission Support projects, ensuring the evangelical mission of The Salvation Army is at its heart.



Sustainable Development Goals (SDGs)

Sustainable development meets the needs of the present without compromising future generations to meet their own needs.

The Sustainable Development Goals (SDGs) are a set of 17 goals to end poverty, protect the planet and ensure prosperity for all. Adopted by the UN Summit in 2015, the SDGs set the international development agenda, with each goal having a set of specific targets to be achieved by 2030.

SAID works towards the implementation of the SDGs through their partnerships with a wide variety of stakeholders. The SDGs present a pathway to the world as we would like to see it: just, sustainable societies, where people live in dignity, filled with hope.

The Sustainable Development Goals icons



SAID's Theory of Change

In January 2022, SAID updated our Theory of Change to align with the SAID Strategic Action Plan 2021-2024. The Theory of Change captures the long-term change SAID is trying to achieve. SAID will use the Theory of Change to support organisational planning, effectiveness measurement and learning, strategic decision-making, risk management and communication.

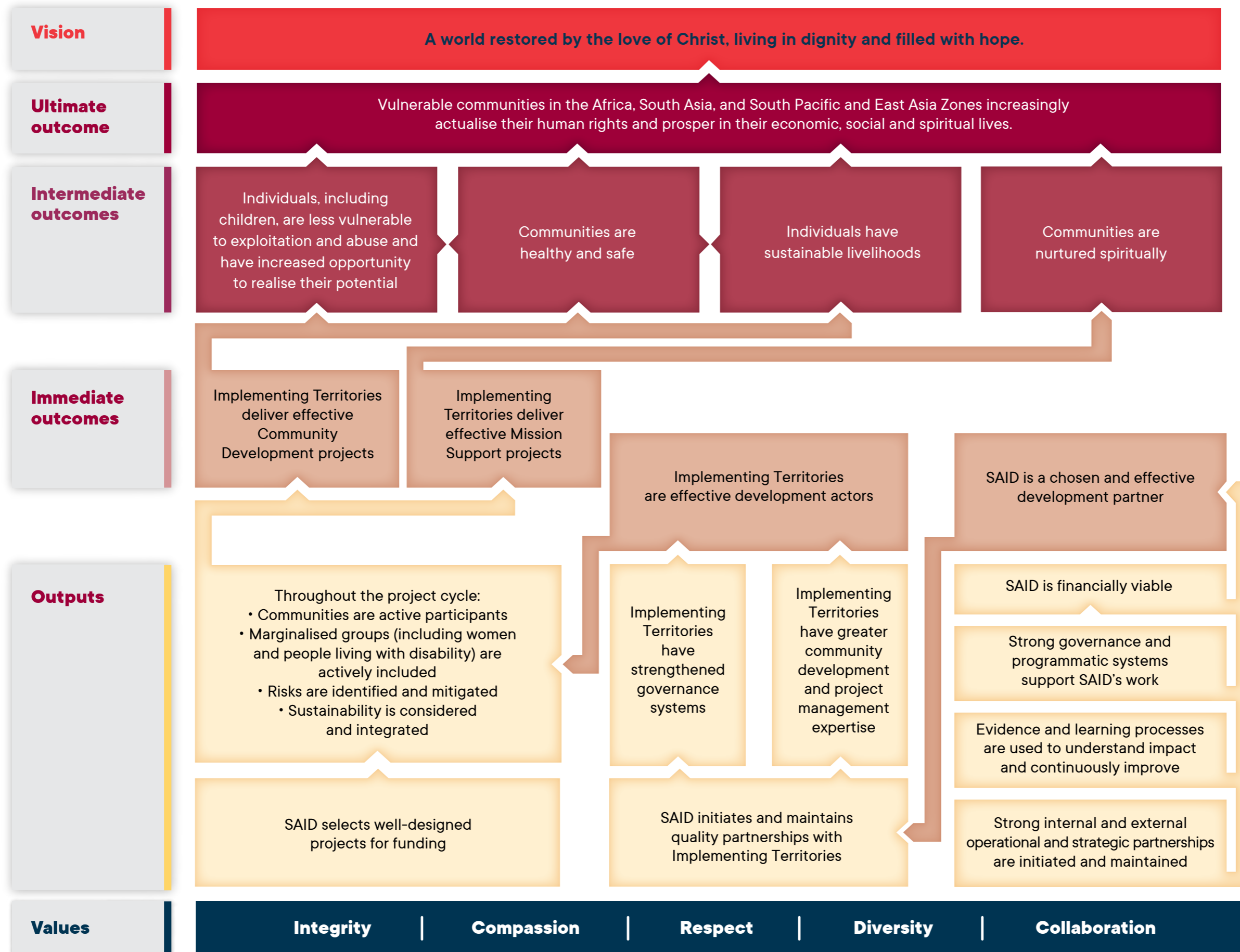
It also demonstrates SAID's goals and our approach to our work with partners to achieve long-term, sustainable change in the communities we serve.

A key element of the Theory of Change that SAID will support is for our implementing partners to be increasingly effective development actors, delivering effective community development and evangelical projects. Through effective projects, SAID expects to achieve the following intermediate outcomes:

1. Communities are healthy and safe (SDGs 1, 2, 3 and 6)
2. Individuals have sustainable livelihoods (SDGs 4, 8 and 10)
3. Individuals, including children, are less vulnerable to exploitation and abuse and have increased opportunity to realise their potential (SDGs 4, 5 and 16)
4. Communities are nurtured spiritually

See the diagram on page 12.

SAID's Theory of Change Diagram



APPROACHES

Human Rights Based Approach

Localisation

Partnerships

CORE ASSUMPTIONS

SAID has the human and financial resources necessary to undertake its work.

The social, economic, environmental and political environment in SAID's operating areas support the change process.

Implementing Territories choose to partner with SAID.

Implementing Territories see the value in and are committed to organisational development.

Community needs are identified in a participatory way and projects are responsive to community needs.

Implementing Territories share and support SAID's approaches to development.

Projects are a catalyst for broader social change.

SAID's Presence



ACTIVE COMMUNITY DEVELOPMENT PROJECTS

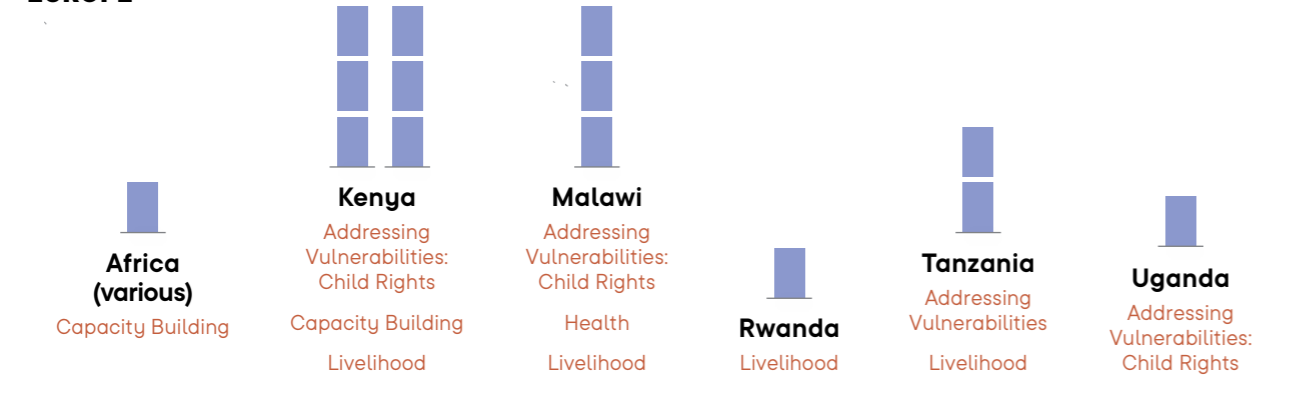
As part of our vision to see a world restored, SAID worked on 20 projects across 12 countries in the 2021–22 financial year.

With the valuable support of our global partners, we are empowering men, women and children to realise their potential and become agents of change in their communities.

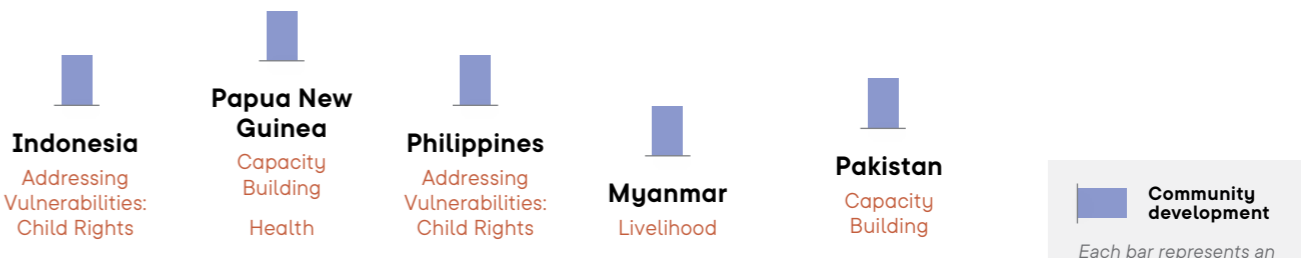
Together, we have equipped communities with access to clean water, enabled adults to develop income-generating skills, provided children with educational opportunities and advocated for a fairer world.

Ukraine
Addressing Vulnerabilities

EUROPE



AFRICA



SOUTH PACIFIC & EAST ASIA

SOUTH ASIA

Community development

Each bar represents an individual project

COMMUNITY DEVELOPMENT PROJECT IN MALAWI



SDGs addressed

SDG 1 – No Poverty

1 NO POVERTY End poverty in all forms everywhere. The LIFE project connects men and women with access to financial services, enabling increased agricultural productivity and small scale food production.

SDG 2 – Zero Hunger

2 ZERO HUNGER End hunger, achieve food security and improved nutrition and promote sustainable agriculture. In the LIFE project, this SDG is targeted through ensuring sustainable food production systems and implementing resilient agricultural practices for improved food security for smallholder farmers, their families and the broader community.

SDG 5 - Gender Equality

5 GENDER EQUALITY LIFE project ensures women's full and effective involvement and providing equitable opportunities for leadership at all levels of decision-making, which is supported by inclusive practices, long-term economic empowerment, and productive employment.

SDG 6 – Clean Water and Sanitation

6 CLEAN WATER AND SANITATION Ensure available and sustainable management of water and sanitation for all. The achievement of LIFE's project goal to increase access to clean water for 2,400 homes in the targeted areas had a significant contribution which ensured a properly managed drinking water supply free from contamination.

SDG 8 – Decent Work and Economic Growth

8 DECENT WORK AND ECONOMIC GROWTH Promote inclusive, and sustainable economic growth, full and productive employment, and decent work for all. The LIFE project targets this SDG through ensuring financial services are included in development-oriented activities and policies that promote productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalisation and growth of micro, small, and medium-sized enterprises.

Livelihood Improvement and Farmers Empowerment (LIFE)

PROJECT GOAL

The LIFE project aims to contribute to the improved wellbeing of 2,400 smallholder farmers across Malawi. The project achieves this goal through improving access to agricultural production, food security and financial services for 2,400 smallholder farmers across Malawi. Through the delivery of the project, farmers will experience improved living conditions, food security and economic empowerment.

TARGETED PARTICIPANTS

The main targeted participants are men and women smallholder farmers in selected villages of rural Malawi, approximately 2,400 direct participants, with an additional 1,200 community members indirectly benefiting from the project. The project aims to reach 60 per cent women, which is important as gendered norms influence a person's ability to access, use, own goods and resources, and overall, affect one's ability to exert agency over their livelihood.

NEEDS ADDRESSED BY PROJECT

- 1. Food Insecurity:** Is exacerbated by poor soil and water management and low diversification of livelihoods. The effects of food insecurity include food scarcity, high mortality rates for children, malnutrition, disease, prostitution, no food diversification and higher rates of theft. Through project activities, the primary objective is to improve food security and nutrition in the Kasungu District through minimum soil disturbance and crop rotations. Through improved conservation of the land, crop yields can increase ensuring the food and production needs of communities can be met.
- 2. Gender Equality and Women's Empowerment:** The assignment of most tasks is traditionally based on gender, with women not acknowledged as equal partners in development, especially as the majority of the poor in these communities are women who also compose the highest number of the small-scale farmers. In the case of agriculture activities, women predominantly work on the farms, but earnings are determined by men. This will be addressed through the project by ensuring that women benefit from access to training and support; and womens participation is promoted in the community.

**COUNTRY:
MALAWI**



3. Income Generation Levels: The majority of the rural population are affected by low income at household level, food insecurity and poverty. In Malawi, the small-scale farmers have continued to experience reduction in yields because of climate change impacts and growing farm inputs prices. Through project activities targeting food security, income generation opportunities are improved.

MAIN PROJECT ACTIVITIES

- 1. Training in Conservation Agriculture:** The project introduces climate-smart practices to smallholder farmers that increases productivity and production, helps to maintain ecosystems and enables adaptation to the impacts of extreme weather events. This strengthens the resilience of households to extreme weather events and improves food security.
- 2. Gender Equality and Women’s Empowerment:** The project empowers women to take leading and decision-making roles in both fieldwork and contribution to household financial planning. This is achieved by changing perceptions about gender roles, and encouraging equal participation between men and women in agriculture business and household activities.
- 3. Establishing Village Savings and Loan Association (VSLA) groups:** Food security and income are the main community connectors. The project promotes VSLAs to boost both food security and income at household level.

LESSONS LEARNED

Challenges encountered through the project include:

- 1.** Extreme climate events threatening the sustainability of project gains despite the Conservation Agriculture methodology improving soil health, which improved maize yields. Extreme weather conditions including cyclones, droughts and floods pose a serious danger to the sustainability of the project’s benefits. The consequences of Cyclone Ana, which caused agricultural destruction and flooding in the south of Malawi, were felt in Phalombe at the beginning of 2022. Flooding and crop loss affected people who lived in low-lying areas. Further interventions that address climate change to build resilience will be considered in future projects.
- 2.** Communities were noticed to be suffering as a result of the high expense of living brought on by the increase in basic demands. Due to the local currency devaluation and the fact that smallholder farmers sell their agricultural products at prices unrelated to the global economy, people are significantly affected in supporting themselves through agriculture in 2022. For instance, the government of Malawi sets the price of corn independent of the state of the economy. It this means that a farmer makes less money but must pay a high price for other goods and services. SAID will consider unexpected events and consider alternative supportive mechanisms in future projects.
- 3.** Future phases of the project, and other agriculture projects that SAID is involved with, will consider underutilised Indigenous foods as crops, which prove to be more resilient against the extreme climate events such as drought.

Individual story: Adding green to lives

Daniel is a husband with five children. He is in overwhelming joy after taking part in the LIFE project in his village in Nansolola, as he is now able to feed his family throughout the year.

Conservation Agriculture aims for sustainable and profitable farming based on three principles of minimal disturbance, permanent soil cover and crop rotation which is also a key strategy to help reduce poverty and climate resilience in addition to increase agricultural productivity. Daniel said, “I never knew it is possible to cut costs, increase yield and at the same time mitigate climate change. Indeed, if you take care of the land, the land will take care of you.”

When he was identified as a LIFE beneficiary, his family was heavily impacted by food insecurity and despite the hard agriculture work and all his efforts, he was unable to realise enough harvests to feed a family of seven.

“I used to produce eight bags of maize from 0.4 ha, but after taking part in the LIFE project, I am in total happiness that I have produced 16.5 bags of maize,” he said. “I am urging my fellow farmers to quickly adopt Conservation Agriculture, because not only will it improve production, but also save energy, time and money. It is a win for both people and the planet.”

Daniel was Nansolola’s top farmer in the 2020-2021 growing season, saying it is a profession of hope, not only because he finds this a better way to farm, but his success is also an inspiration to the fellow farmers.

ACHIEVEMENTS OF THE PROJECT

- **Improved access to safe water:** The project drilled eight boreholes, increasing the percentage of households using improved water sources from 57 per cent in the baseline to 89 per cent in the end line.
- **Improved food security:** The project increased adoption of conservation agriculture from 6.6 per cent in the baseline to 67.5 per cent in the end line. The Conservation Agriculture approach increased maize yields, which has improved household food security.
- **Greater access to savings:** Overall participation in Village Savings and Loan Association increased from 12.4 per cent at baseline to 62 per cent at end line.

Fast Facts

8 boreholes drilled

800 goats distributed

49% increase
in clean water supply

677 smallholder farmers trained

in Conservation Agriculture in FY21/22

COMMUNITY DEVELOPMENT PROJECT IN

PAPUA NEW GUINEA



SDGs addressed

SDG 3 – Good Health and Wellbeing

3 GOOD HEALTH AND WELL-BEING Ensure healthy lives and promote wellbeing for all at all ages. The

Church Partnership Program targets this SDG through an annual Health Services Review, provision of PPE to TSA Health Clinics and in-service training for TSA health workers.

SDG 4 – Quality Education

4 QUALITY EDUCATION Ensure inclusive and equitable quality education and promote

lifelong learning opportunities for all. The CPP targets this SDG through the provision of literacy programs, the Lae Street School, and in-service training for teachers.

SDG 5 – Gender Equality

5 GENDER EQUALITY Achieve gender equality and empower all women and girls.

The CPP targets this SDG through rollout of Gender Equality Theology, skills training for women leaving domestic violence, and raising awareness across TSA about Human Trafficking.

SDG 16 – Peace Justice and Strong Institutions

16 PEACE, JUSTICE AND STRONG INSTITUTIONS Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. The CPP targets this SDG through youth justice initiatives and facilitation of conflict resolution activities between tribal groups.

Church Partnership Program – Papua New Guinea

PROJECT GOAL

The Church Partnership Program Phase 3 (CPP3), is a partnership of seven mainline churches in PNG and their Australian church agency counterparts, supported by the Australian Government. CPP3 activities delivered by The Salvation Army aim to increase the resilience of communities in Papua New Guinea, through the provision of education programs, health initiatives, promotion of gender equality and restorative justice.

TARGETED PARTICIPANTS

The targeted participants are children supported through improved access to education and women leaving domestic violence and human trafficking. Additional participants include Salvation Army officers and other personnel who receive capacity building training, to equip them for their ongoing service, and remote communities engaged in peace-building activities to reduce tribal conflict.

NEEDS ADDRESSED BY PROJECT

- 1. Education:** Marginalised groups and people who live in remote and rural areas can access education through the provision of community-based literacy services, informal education and primary school education. Teachers are also upskilled with new training and development opportunities.
- 2. Health:** Community health workers are trained to strengthen diagnosis and provision of treatment for communities to reduce referrals and strain on larger hospitals and ensure TSA health services align with national health plans and standards.
- 3. Gender Equality:** Women and children survivors of gender-based violence are supported through the provision of skills training through the House of Hope centres. Awareness-raising about human trafficking and the support services that exist in the communities is also provided.
- 4. Restorative Justice:** Tribal conflict remains a challenging reality in PNG. Recognised as leaders in the restorative justice area for CPP, TSA facilitates restorative justice awareness activities and conflict resolution training among communities in Madang, Chimbu, Eastern Highlands and Central Province, to facilitate peace-building initiatives. Restorative Justice program staff also support young people who find themselves in the Justice system, attending juvenile cases in national courts and providing referrals to counselling and rehabilitation services. Training is also being provided to another CPP partner as they develop a Juvenile Justice program in East New Britain Province.

**COUNTRY:
PAPUA NEW
GUINEA**



MAIN PROJECT ACTIVITIES

1. With a goal of increasing literacy-related skills in rural communities and building the capacity of community literacy teachers, three new volunteer literacy teachers were trained, and 66 existing volunteer literacy teachers received refresher training, equipping them to better meet the needs of the 1,000 adults and children attending literacy classes in rural and remote communities across PNG. Twenty school teachers also attended in-service training, increasing their skills and capacity for the formal classroom. Teaching resources and student supplies were provided at Lae Street School, supporting informal education with the goal of transitioning students into formal education as their capacity to engage in education increases.
2. Through House of Hope centres in three locations in PNG, women leaving domestic violence have access to a range of supports, including CPP-funded skills training, which prepares them for employment and enables them to support themselves and their children into the future. The House of Hope at Ela Beach in Port Moresby has also begun working with victims of human trafficking, and human trafficking awareness activities have been carried out in a number of locations across PNG.
3. Through Restorative Justice program activities, 600 people in rural and remote communities have been trained in conflict resolution and mediation. Young people who come into contact with the Juvenile Justice system are supported during court appearances and assisted with referrals to other supports and rehabilitation services. As the lead CPP Partner for Restorative Justice, TSA has also provided training for other partners in restorative justice principles.
4. With a new Operations Manual and Finance Manual, and a revised and updated Territorial Child Protection Policy, CPP has been actively pursuing Organisational Capacity Building both within the program and across the Territory. Supporting the roll-out of CPP-developed Gender Equality Theology through the Officers Training College has also been a key aspect of this work.
5. PPE supplies were provided to 19 TSA Health Clinics across PNG, along with COVID-19 awareness sessions, and training for health workers in safe testing and diagnosis of people presenting with flu-like symptoms.

LESSONS LEARNED

1. Challenges encountered through Phase 3 of CPP highlighted the need for better policies, Governance and Systems to ensure that programs are managed transparently and with clear directions. Through FY21-22, development and roll-out of new systems and policies, including Operations and Finance Manuals, and ensuring understanding across CPP, from Boards to implementers, added strength to CPP's operations. Planned improvements for the next phase of CPP include a monitoring and evaluation framework and focal role to capture the data and success stories for analysis and ongoing improvements.
2. Through the course of delivering their program activities, staff at the House of Hope in Kainantu realised that there were people in their community living with disabilities, who could benefit from access to their programs. They responded by identifying ways to make activities accessible to people with disabilities. Disability Inclusion is an emerging area of understanding for our CPP partners and this experience is helping to inform stronger disability inclusion across CPP activities as planning for Phase 4 progresses.

Community story: Lae Street School

The Lae Street School was founded in 2010 with the goal of providing access to education for children who have dropped out of, or have not yet entered, the formal education system. Today, the team of dedicated teachers works with 150+ children each year at the informal school in Lae, helping children to catch up on classes they have missed and pass exams so that they can transition into local schools within the formal education system. The school also provides parents with financial literacy support to facilitate a smooth transition into mainstream schooling for their children by equipping parents to budget for the cost of school fees.

Having successfully transitioned back into mainstream schooling, many former students have gone on to successful careers, for example, in nursing, or gained entry to tertiary colleges and universities to further their education. CPP funds provide teaching materials and student supplies for Lae Street School.

Individual story

Nada (pictured on the cover) is one of the newer students at Lae Street School and this is his first time engaging with school. Like many others in his situation, Nada found himself spending time with friends on the streets of Lae during the day.

With a goal of one day joining the military, Nada made the decision to begin attending school. Enjoying his studies, with English a particular favourite, teachers say Nada is learning a lot and has great potential. With classmates who are a good influence, and recent participation in youth activities at the local Corps, the trajectory of Nada's life has changed significantly since he began attending Lae Street School.

ACHIEVEMENTS OF THE PROJECT

As part of their ongoing response to COVID-19, CPP facilitated distribution of PPE materials to all Divisions and 19 health facilities throughout the Territory. These supplies made a significant difference to staff and patients at often under-resourced clinics and, along with additional training made available by CPP funding, increased health workers' capacity in testing and diagnosing those with flu-like symptoms.

Following completion of a review and update of the Territorial Child Protection Policy, CPP resourced training and socialisation of this policy to TSA Officers Training College students and staff, as well as 200 youths from the four Divisions. Child Protection is a vitally important aspect of development work, and supporting increased awareness, understanding and ongoing development of better practices to ensure the wellbeing of young people involved with TSA activities is something we are proud of.

CPP outcomes were made possible through the support of the Australian Government.



Building Community Engagement in Papua New Guinea Program



Fast Facts

600+
people
trained

in conflict resolution, mediation, and restorative justice principles

250+
women

experiencing domestic violence or human trafficking accessed skills training and support

17
children

transitioned from Lae Street School into formal education

COMMUNITY DEVELOPMENT PROJECT IN KENYA



Agriculture for Community Empowerment (ACE)

PROJECT GOAL

The ACE project aims to improve food and nutrition security in target communities within Lugari, Mautuma and Shigomere in Kenya. Many in these communities live below the poverty line without a regular income to meet their basic needs of food, shelter, clothing, health and education for their children. Communities face challenges to meet their needs, due to limited job opportunities in rural areas. Through the project, participants can increase their financial literacy, food security, income and nutrition.

TARGETED PARTICIPANTS

The targeted participants are 860 small-scale farmers residing in the identified communities, including men and women, as well as 1,439 community members such as family and children indirectly benefiting from the project. The farmers are organised in groups of between 20-25 members for easy management and formation of Village Savings and Loan Associations (VSLA).

NEEDS ADDRESSED BY PROJECT

- 1. Food Security:** This project provides training on best practice conservation agricultural activities, including planting short-season crops and rearing animals that provides food for households and enables farmers to sell the surplus for funds to buy other basic commodities for their families. Additionally, increased food supply can also partially address malnutrition. The project collaborates with the government health sector for the provision of nutrition training and emphasising a balanced diet.
- 2. Increase income generation:** The formation of VSLAs are established to enable members to increase savings, access loans and, expand their agri-business activities. There will be training on marketing strategies of farm produce for profit-making and self-sustainability to improve food security and regular income.

MAIN PROJECT ACTIVITIES

- 1. Conservation Agriculture:** Diversifying the training of 1,053 community participants through the following:
 - Poultry and pigs for animal husbandry and disease control.
 - Vegetable and maize crops during seed selection, along with preparation of soil, sowing and rotation of crops, use of manure and fertilisers, protection from weeds, pest control harvest and best storage methods for crops. Included in these vegetable seeds are African local vegetables such as kale, spinach, carrot, cabbage, pumpkin, manage, mrenda, miroo and amaranthas, among others.
 - Beekeeping: Trialling this activity to investigate its profitability and sustainability for farmers in terms of income generation and food security.

SDGs addressed

SDG 2 – Zero hunger



End hunger, achieve food security and improved nutrition and promote sustainable agriculture. The ACE project targets this SDG through training farmers on agriculture and livestock management.

SDG 5 – Gender equality



Achieve gender equality and empower all women and girls. The ACE project targets this SDG through engaging directly with women and providing them with leadership opportunities.

SDG 8 - Decent work and economic growth



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. The ACE project targets this SDG by teaching financial literacy and promoting savings in communities through the Villages Savings and Loans Association (VSLA) groups.

SDG 10 – Reduce inequalities



Reduce inequality within and among countries. The ACE project targets this SDG through engaging with marginalised communities to support their human rights.

SDG 11 – Sustainable cities and communities:



Make cities and human settlements inclusive, safe, resilient and sustainable. The ACE project targets this SDG through the training of sustainable agriculture methods including conservation agriculture.

COUNTRY: KENYA



- 45 VSLA groups have been established to enable greater economic empowerment by encouraging saving and providing small scale loans. Fifteen groups have acquired bank accounts to ensure security of their funds that cater to their basic needs, payment of fees, starting businesses, and buying animals for rearing. Through VSLAs, living standards of the participants have greatly improved.

LESSONS LEARNED

The challenges encountered during the project include:

- The impact of high levels of poverty creates difficulties for VSLA group members to improve their savings, despite their willingness to do so.
- The communal method of pooling savings to share out after nine months of the project has continued, however there is a need to empower participants to improve their savings for long-term benefits when sharing the funds later on.

ACHIEVEMENTS OF THE PROJECT

Community members involved in the project have been empowered to meet their needs. As a result of this success, additional groups have been added to the project.

Individual story

Protus (pictured left) has participated in the ACE project for a year now, learning to save, and has received a loan from the group to start a small business to support his wife and three-year-old child.

In addition to learning business skills, Protus has learned conservation agriculture farming and now grows maize, vegetables, owns a cow and other animals, and is “happy now to grow my own vegetables and not have to buy, and we sell what we don’t use.” This was made possible through the loan from the VSLA group to increase maize farming.

Protus’s motorbike helps him to participate in the project, especially to be able to attend meetings and training sessions. Protus says, “The ACE group has improved my future and invites others to join.”

Fast Facts

1,527
participants
in FY21-22

3 extra
groups

due to high level of interest from community members in Malava and Lugari

Increase
in overall
harvest
amounts

as a result from the shift to use drought resistant crops as opposed to traditional crops

COMMUNITY
DEVELOPMENT
PROJECT IN

UGANDA



SDGs addressed

SDG 1 – No Poverty



End poverty in all its forms everywhere. The CORC project targets this SDG through by addressing the causes of poverty that lead to the institutionalisation of children and supporting families through skills training and income generating activities to care for their children in the community.

SDG 8 – Decent Work and Economic Growth



Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. The CORC project targets this SDG through the establishment of VSLA groups for families to generate income and provision of skills training and employment pathways for children.

SDG 10 – Reduce Inequality



Reduce inequality within and among countries. The CORC project responds to the unique needs of children living with a disability, ensuring they are supported to access education and skills training and stigma relating to disabilities in the community are addressed.

SDG 16 – Peace, Justice and Strong Institutions



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels. The CORC projects targets this SDG by establishing Child Rights Clubs and Protection Committees to promote and support child rights.

Comprehensive Response for Children (CORC)

PROJECT GOAL

The CORC project's main goal aims to empower households and communities to provide a safe environment for the welfare and development of children. The project achieves this goal through family reunification and activities for children currently residing in children's homes, as well as, developing inclusive community attitudes and practical support for children living with disabilities.

TARGETED PARTICIPANTS

A total of 558 children residing in Children's homes and other vulnerable children and their families, who are located in select communities within the districts of Kampala, Namisidwa and Ibanda in Uganda.

NEEDS ADDRESSED BY PROJECT

The project addresses the dependency of vulnerable children and families on sponsorship and institutional care, due to poverty, illness or disability. UNICEF estimates that the number of children living in orphanages globally is about 2.7 million¹.

The impacts of prolonged institutional care on children include a greater risk of malnutrition, illness, stress, abuse, school dropout, discrimination, and social exclusion, depriving them of many basic human rights. The project promotes a family and community-centred approach to caring for children, by identifying and responding to the barriers to families caring for children and building build their self reliance to care for children in the community.

MARGINALISATION OF CHILDREN LIVING WITH A DISABILITY

Orphaned and vulnerable children who live with disabilities are at an even greater risk of these deprivations due to the social and attitudinal barriers they face in society. Their risk of discrimination and violence is compounded, perpetuating the cycles of poverty. The project responds to this issue by providing support and training to families and communities to meet the special needs of children living with disabilities.

In 2018, the government of Uganda revised its policy on orphanages with a view to closing them in favour of alternative/family-based care. In response, SAID and our partner TSA Uganda designed a deinstitutionalisation project to reintegrate 41 children from two Salvation Army children's homes back to their primary caregivers and communities.

MAIN PROJECT ACTIVITIES

- 1. Preparing for reintegration:** Project activities prepare children and caregivers for reintegration, through psychosocial support and participation in parental care and safeguarding trainings. Families are also supported to establish Village, Savings and Loans Associations (VSLAs) to access income to financially support their children during and after the reintegration period.

¹ <https://data.unicef.org/topic/child-protection/children-alternative-care/>

**COUNTRY:
UGANDA**



2. Disability Focus: The project also provides additional support for the 18 children who live with disabilities, with parental and community sensitisation trainings, skills training opportunities, and medical and educational resources.

4. Community dialogue and meetings to share information on child rights, child protection and disability inclusion are necessary to increase participation and engagement of children living with disabilities and their households.

LESSONS LEARNED

Through a mid-project evaluation, the following lessons have been learned:

- 1.** Strong consultation with children, community members and support organisations during the design phase has contributed to on-track implementation despite some delays due to COVID-19 outbreaks
- 2.** VSLA groups are supporting the education of vulnerable children. The project should further support caregivers to start operating small businesses or engaging in agri-business to generate more income and enhance livelihoods to further support education of vulnerable children and increase the stability of households.
- 3.** Residential institutions (orphanages) should be transformed into community-based rehabilitation and resource centres that impart relevant vocational skills and psychosocial support to vulnerable children and youth. These centres can strengthen employment opportunities for vulnerable youth, especially young people living with disabilities.

ACHIEVEMENTS OF THE PROJECT

- 1. More children receiving family-based care:** The project has reintegrated 85 per cent of children who were residing in Salvation Army Uganda institutions back into the community. Through family dialogue, follow-up and counselling, caregivers have been empowered to safeguard and protect children, creating a supportive environment for children in the community.
- 2. Greater access to savings:** The target of forming 30 VSLA groups was successfully achieved, with an additional four groups being formed due to the success of the activity.
- 3. Improved child protection structures:** Four child protection committees and four child rights clubs were established, comprising of local government officials, religious leaders, teachers, police officers, health workers and political leaders. This composition was decided because each of these stakeholders plays a key role in influencing their communities in supporting and protecting children.

Individual story

Lilian (pictured) became sick when she was two years old. Sick for almost six months, Lilian was unable to walk on her own, with her grandmother carrying Lilian on her back or being left to sit in one place for long hours, until Lilian got specialised shoes when she was aged four that helped her to walk.

In 2013, Lilian boarded at Home of Joy where her needs could be best met. Here she was introduced to other children by the social worker, with some living with more severe disabilities. Through support and encouragement from her social worker, Lilian is working towards attaining a primary leaving certificate and is undertaking skills training in hairdressing.

Through contact tracing and home visits, Lilian's social worker visited her grandmother, assessing the reintegration process and support for Lilian. Since being reintegrated with her grandmother, Lillian helps with domestic work and will commence training with a local community hairdressing artisan.

Lilian says she and her family are "too grateful for the continued love, empowerment for children with disabilities, so I can freely associate with my peers now that am back in the community after I was reintegrated with my grandmother, am helping her with domestic work and we are living a happy life."

***Community story:
Training success in the CORC project***

The CORC project in Uganda had a successful activity of training women, girls, men and boys to make reusable pads and providing other information regarding menstruation, importance of pads and cutting clothes, design, joining, storage and usage. The participants can continue making sanitary pads for future income generation through the skills developed through the training. In total, there were 400 community members who participated in the training – 116 male and 284 female.

The training was so successful that other communities have since requested the same training. The initial training was provided in response to many female community members, from children to caregivers, expressing concern that due to a lack of sanitary pads, many girls are absent from school – up to four days at a time – due to menstruation, leading to poorer performance at school. In addition, lack of sanitary pads was linked to male caregivers overseeing finances not prioritising sanitary pads for girls. The training normalises menstruation and the needs of girls, to enable them to continue going to school and promoting gender equality through engagement with husbands, fathers and brothers in supporting wives, daughters and sisters in the community.

Fast Facts

35 children
reunited with families

5 children
living with disabilities
enrolled in
vocational training

900 caregivers
reached with
VLSA activities

116 caregivers
trained in starting
small businesses

SAID's Reach and Impact

In FY 2021-2022

57,367 people reached

 40% men and boys  60% women and girls

Adults



Children



Who Benefited From SAID's Projects in FY2021-2022?



In FY2021-2022, SAID's community development projects directly reached 57,367 people. These girls, boys, women and men were all personally involved in project activities and benefited from the project through their own participation.

SAID expects many more than this number benefited from its projects indirectly. For example, children benefit from greater household food production when their parents participate in Conservation Agriculture training.

The majority of people who benefited directly from SAID's projects were adults, who made up 65 per cent of direct participants. In comparison, children made up 35 per cent of direct participants.

Slightly more females than males benefited directly from SAID's projects. Sixty per cent of direct project participants were women and girls, while 40 per cent of direct project participants were men and boys.

585 people living with a disability reached

 30% male  70% female

People living with a disability (PLWD)

Of the people directly reached through SAID's projects, approximately 585 identified as having a disability. Over two-thirds of PLWD reached were female. SAID is committed to working with our partners on increasing direct participation of PLWD in our projects.

Location

52% people reached

live in SPEA Zone (Indonesia, Papua New Guinea, the Philippines and Myanmar)



48% people reached

live in Africa Zone (Kenya, Malawi, Rwanda, Tanzania and Uganda)



SAID's Impact

SAID is committed to understanding the impact of our projects to maximise benefits for the people and communities we serve. External evaluations are one key method used by SAID to understand project impact.

In FY2021-2022, SAID undertook 11 internal and external baselines / evaluation studies across the project portfolio, including 4 baseline studies, 2 mid-term evaluations and 5 end-term evaluations of projects in Malawi, Tanzania, Uganda, Kenya, India, and Haiti.

These evaluations allow SAID and our partners to analyse project achievements and good practice, as well as identify areas for strengthening to improve project effectiveness. Evaluations are scheduled in the project cycle, either mid-term with the learnings informing project management over the remainder of the project or end-term which strengthens project design for future projects.

Some key project achievements and learnings from these evaluations are summarised by thematic area below.

COMMUNITIES ARE HEALTHY AND SAFE (SDGS 1, 2, 3 AND 6)



External mid-term evaluations of SAID's water, sanitation and hygiene projects in Malawi and Kenya East Territories found that both projects were demonstrating early signs of impact. Both the Malawi Territory's KiWASH project and the Kenya East Territory's Mseto Resilience project have improved access to safe water sources and sanitation, effectively reducing water-borne diseases. In addition, both projects have contributed to improved food and nutrition security. The KiWASH project has achieved this through promoting Conservation Agriculture, while the Mseto Resilience project has promoted kitchen garden technologies and poultry keeping. The Mseto Resilience project evaluation found that, importantly, PLWD have experienced increased inclusion as a result of the project's intentionally involving PLWD in project activities.

INDIVIDUALS HAVE SUSTAINABLE LIVELIHOODS (SDGS 4, 8 AND 10)



The end-term evaluation of the Livelihood Improvement and Farmers Empowerment (LIFE) project in Malawi Territory found that it increased the adoption of the

Conservation Agriculture approach from 6.6 per cent at the start of the project to 67.5 per cent at the end of the project. The Conservation Agriculture approach promoted by the project improved soil health and increased maize yields, which improved household food security to the point that some households now have maize throughout the year. The evaluation found that participants are likely to continue using Conservation Agriculture because of the benefits they have experienced; however, extreme climate events and the economic depression are a major threat to the sustainability of the project gains.

INDIVIDUALS, INCLUDING CHILDREN, ARE LESS VULNERABLE TO EXPLOITATION AND ABUSE AND HAVE INCREASED OPPORTUNITY TO REALISE THEIR POTENTIAL (SDGS 4, 5 AND 16)



End-term evaluations of two anti-human trafficking projects in Tanzania and India Eastern Territories were positive about the project impacts. Both the Kwetu Anti-Human Trafficking project in Tanzania and the Anti-Human Trafficking Programme project in India Eastern Territory were found to have created strong partnerships with government and non-government stakeholders to effectively raise awareness about modern slavery and human trafficking in communities and reduce the prevalence of the issue. However, both projects were affected by COVID-19 restrictions, which made implementing project activities difficult.

Strengthening Our Approach to Project Evaluations

In FY22, the SAID Projects team began developing guidelines to describe how the team approaches project evaluations and the evaluation process. Project staff participated in an in-depth discussion and review of SAID's evaluation processes. This reflection discussion highlighted the importance of using project evaluations to further localisation and learning. The discussion will inform the SAID Evaluation Guidelines, which will be finalised in FY23.

Commitment to Safeguarding

The Salvation Army Australia is deeply committed to safeguarding children and adults experiencing vulnerability in all our work. Safeguarding is the umbrella term SAID uses to refer to our work on Child Safeguarding and Preventing Sexual Exploitation, Abuse and Harassment (PSEAH). TSA adopts a zero-tolerance approach to all forms of abuse, neglect, harm or risk of harm to children and sexual exploitation, abuse and harassment of vulnerable adults. Zero tolerance also applies to inaction in reporting and preventing child abuse and PSEAH.

SAID's safeguarding practices are guided by TSA's suite of Safeguarding Policies and Procedures including our Safety and Wellbeing of Children and Young People Policy and Framework and Preventing Sexual Exploitation, Abuse and Harassment Standard. SAID has in place strong integrity checking practices and a range of safe recruitment and screening measures for our personnel. All SAID personnel are signatories to a Code of Conduct that clearly outlines safe behaviour standards when in contact with children, young people and people experiencing vulnerabilities. Regular safeguarding training is provided to enable them to clearly understand their roles and responsibilities in preventing and responding to safeguarding concerns and embedding and strengthening safeguarding practices across their work.

TSA Australia's safeguarding practice is on a continuous improvement pathway that prompts regular updates to our internal safeguarding policies and systems. For example, in 2021-2022, TSA Australia developed and socialised a suite of resources to streamline and strengthen TSA's response to safeguarding reports. TSA's Responding to Safeguarding Concerns Procedure provides direction to TSA personnel who have a reasonable suspicion that a child or an adult participant has been or is at risk of abuse or harm on steps to follow to report this concern and ensure the safety of all involved.

SAID recognises the critical role played by our international partners in creating safe environments for all in the delivery of our work. We acknowledge the responsibility, accountability and duty of care we share with our partners in effectively accomplishing this. Throughout 2021-2022, SAID continued to work with our partners to develop and strengthen localised safeguarding policies and practices and to strengthen safeguarding across partner organisations' work and SAID supported projects. All our partners have committed to SAID's safeguarding requirements through MoUs and a signed Statement of Commitment to TSA PSEAH Standard. Since 2020-2021, all SAID partners are supported to complete Australian Council for International Development's "Introduction to Safeguarding" e-learning modules. SAID continued to facilitate relevant safeguarding capacity building for all implementing partners on a regular basis.

In August 2021, SAID also organised a two-part peer learning training to staff and partners on child friendly reporting mechanisms through the Church Agencies Network, Australia. Information about external trainings and safeguarding practice guidance resources were shared with partners through quarterly Partner Newsletters. Budget and technical support was provided to undertake in-country safeguarding trainings and to improve safeguarding policies and systems. Safeguarding risk assessment tools were strengthened further and completed collaboratively with partners to identify child safeguarding and PSEAH risks in the context of project activities and to implement mitigation measures to minimise the risk of harm to project participants.



SAID encourages everyone to report abuse. If you experience, witness or suspect abuse, **email: saidsafeguarding@salvationarmy.org.au** or **talk to your Safeguarding Focal Point**. All reports are confidential and protected from retaliation. Please keep in mind it is mandatory for all Implementing Territories to immediately report any suspected or alleged incidents of child abuse, exploitation or harm as well as any alleged incidents of sexual exploitation, abuse or harassment to SAID.

SAID Practice Advisory Group – Operational and Strategic Performance Oversight

FY2021–2022

Overseeing the programmatic, business, risk and financial operations of SAID and its projects is the SAID Practice Advisory Group. The SAID Practice Advisory Group sharpens our commitments to accountability, and compliance, which regularly strengthens and improves our partnerships and implementation of projects. This includes oversight of SAID's policies, strategic action plan, programmatic, risk mitigation and compliance with ACFID Code of Conduct to support SAID's maintenance of base-level accreditation with the Australian government.

SAID's vision to see people living with hope and dignity is shaped by our human rights-based and do no harm approaches to development. The inputs and guidance from the SAID Practice Advisory Group assists with empowering communities' voice to be heard as SAID works with partners to address inequalities leading to poverty.

2021-2022 MANAGEMENT AND STAFF

Major Leanne Ruthven (SAID PAG Chair)

Major Leanne Ruthven has served in church leadership, management, editorial, administration and cross-cultural ministry roles, and has worked in Australia, Papua New Guinea, the United Kingdom and Romania. She is passionate about gender justice for women and girls and has also led teams working towards inclusion for LGBTIQ+ and culturally and linguistically diverse communities.

Major Judith Soeters

Major Judith Soeters has held a variety of appointments throughout her 31 years of service as a Salvation Army Officer. These have included seven Corps appointments in city, country and the outback. Other appointments have been at Divisional and Territorial Headquarters, as well as being on staff at the Officer Training College. Judith has also served in the Eastern Europe Territory as the Training Principal for the Institute for Officer Training,

the Territorial Education Secretary as well as being a member of the Eastern Europe Territory Cabinet. Judith took up leadership at the State Social Command in Victoria, followed by the position of Area Officer for the Melbourne Metro West Area before being transferred to her current position as Head of The Salvation Army International Development department.

Stephanie Lalor

Steph has over 16 years' experience in aid and development in a range of contexts in Australia, Africa and the Pacific. During this time, she has worked primarily with faith-based organisations to support the delivery of development and humanitarian programs. She has a Master of International Social Development from the University of NSW and was awarded Honours for her thesis on "The integration of ni-Vanuatu Indigenous philosophies into the practice of sustainable community development in

Vanuatu" from the University of Western Sydney in 2007. Steph is passionate about locally led development that leads to meaningful, long term change in the lives of the communities we seek to serve. Steph joined SAID as the Program Manager in January 2022.

Arbin Kumar

Arbin comes to our Practice Advisory Group with 15 years' experience as Financial Accountant for The Salvation Army, managing financial accounting and taxation reporting. He also brings high-level networking capabilities and 17 years' team-building expertise.service design and strategy.

Roger Burton

Roger came to the previous governance system, serving on SAID Council in 2018 with 26 years' experience in corporate senior management and a decade spent helping aid agencies gain and maintain Australian government accreditation.

Uma Komalan

Uma Komalan is Manager-Safeguarding Policy and Practice (Inclusion & Participation) at The Salvation Army. She has over 17 years of development sector experience in program quality and safeguarding technical specialist roles in many leading international development and humanitarian organisations in Australia and overseas. Uma brings deep expertise in developing and embedding program management and safeguarding systems across diverse and complex settings and has extensive experience in policy and standards development and practice leadership in these areas.

Lieutenant-Colonel Bruce Carpenter

Bruce was commissioned as a Salvation Army officer in 1993 and has held appointments as a Corps Officer, Aged Care Manager and various Headquarters positions, both in Australia and Internationally.

Internationally, Bruce served for over six years as the Territorial Projects Officer and the Secretary for Business Administration in the Caribbean Territory and currently is appointed to the International Headquarters of The Salvation Army as an International Auditor. Bruce is a Fellow Certified Practising Accountant and also has qualifications in Commerce, Business Administration, Theology and Education.

Major Bruce Harmer

Major Bruce Harmer commenced his officership with The Salvation Army involved with Corps, leading congregations in both city and

country. During this time, Bruce trained in Critical Incident Stress and Conflict Resolution. After Corps appointments, Bruce was involved in Drug and Alcohol Recovery Services. While appointed as the manager of the Canberra Recovery Services Centre, Bruce served as the chairman of CADAAC (Coalition of Alcohol and other Drugs Agencies, Australian Capital Territory).

Bruce's responsibilities expanded to managing the Townsville Recovery Services Centre, as well as holding the role of Regional Public Relations Director. After which, Bruce served in Sydney as the Territorial Communications and Public Relations Secretary for The Salvation Army Australia Eastern Territory (Qld, NSW and ACT). Bruce then took up the appointment of Public Relations Secretary Australia.

Domenic Friguglietti

Domenic is a media and development professional with 31 years of experience in the sector. He has worked in project management, content production, commissioning, co-production and international development assistance. Until April 2018, Domenic was Head of Australian Broadcasting Corporation's International Development Unit, overseeing initiatives across South East Asia, Papua New Guinea and the Pacific. He has operated across governments, to ministerial level in South East Asia, PNG, Pacific and Australia; UN Agencies, as well as international donors and other key development stakeholders.

Jackie Perkins

Jackie Perkins has been involved with Quaker Service Australia firstly as a volunteer, and in a paid capacity since 2004. Her role has included management of projects in Bangladesh, Cambodia, India (Tamil Nadu), Uganda and with First Nations Peoples communities in Australia. In recent years, her role has been more one of administration and compliance, and has successfully secured and maintained DFAT accreditation for Quaker Service Australia as a full level agency.

Colonel Geanette Seymour

Geanette is appointed to the role of Alternate Chair of The Salvation Army Board, was previously Chair of the Quality and Safety Committee and is a member of the Audit and Risk Committee. During her 41 years of service as a Salvation Army officer, Geanette has held numerous appointments, including Director of The Salvation Army's International Social Justice Commission and Chair of The Salvation Army's International Moral and Social Issues Council. Geanette served as Chief Secretary of the former Australia Eastern Territory and holds qualifications in social work and law. Geanette ceased her role with the SAID PAG in December 2021.

Major Mark Kop

Mark represents four generations of service to The Salvation Army. This year is his 31st year as an Officer. Mark has wide experience in both corps pastoral ministry, and over 15 years in the Public Relations and Fundraising space. His passion is creative leadership and finding simple solutions to complex problems.

About this report

ACFID

The Salvation Army (NSW) Property Trust is a member of the Australian Council for International Development (ACFID) and a signatory to the ACFID Code of Conduct, which defines minimum standards of governance, management and accountability for non-government development organisations. As a member, SAID is compliant with and adheres to the ACFID Code of Conduct to ensure compliance with the development sector's best practice, including undertaking our work with transparency, accountability and integrity. At SAID we share the belief that the ACFID Code of Conduct is essential to ensure collective work to equitable and sustainable development. More information about the Code of Conduct can be found at www.acfid.asn.au/code-of-conduct.

Australian Government Accredited BASE ACCREDITATION

The Australian Government accreditation status, through the Department of Foreign Affairs and Trade (DFAT), provides assurance that our organisation is well-managed and highlights that SAID is capable as a non-government organisation of delivering quality development outcomes. The Australian Government provides grants to SAID to implement its own aid and development programs through two channels: the Australian NGO Cooperation Program and Church Partnership Program. SAID currently has Base level Accreditation.

OUR AUSTRALIAN GOVERNMENT PARTNERSHIPS AUSTRALIAN NGO COOPERATION PROGRAM (ANCP)

During this financial year, ANCP's contribution was used to fund the Karonga Integrated WASH and Food Security Program (KiWASH) in Malawi. Read further about how The Salvation Army International Development support received from the Australian Government through the

Australian NGO Cooperation Program (ANCP) is used in CP18-09/MAL5859 Karonga Integrated WASH and Food Security Project in Malawi here: www.salvationarmy.org.au/international-development/learn/news-and-stories/improving-access-to-income-and-stability-through-conservation-agriculture/

CHURCH PARTNERSHIP PROGRAM (CPP)

The Church Partnership Program is a DFAT Funded consortium of seven churches in Papua New Guinea and their Australian Development Agency counterparts. Each denomination oversees its own projects under an umbrella, 'Project Design', which identifies key priorities and focus points. Capacity building for TSA PNGSI leaders, Health, Education, and Restorative Justice were key focal areas for TSA in FY21/22. Operating since 2004, Phase 3 of CPP concluded in June 2022, with partners entering a six-month 'Inception Phase' during which the umbrella CPP 4 project design, developed in partnership with DFAT and other stakeholders through FY21/22, is informing development of a three-year Strategic Plan, GEDSI (Gender Equality, Disability & Social Inclusion) Implementation Plan and Monitoring and Evaluation Framework for each partner, to shape Phase 4 programs and activities from January 2023 onwards.

Accountability and Transparency

This Annual Report is for The Salvation Army (Australia) Self Denial Fund (For Overseas Aid) ABN 52 609 689 893 and ABN 15 562 601 404. The provision of information on our activities, our performance and our operations in this Annual Report is one of the ways in which we seek to satisfy our accountability and transparency with stakeholders. The financial figures in this report have been audited by KPMG. Permission has been granted to use all images and stories in this report. Names of children quoted within have been changed for safety and protection.

Charitable Status and Tax Concessions

The Salvation Army a charitable institution that is endorsed by the Australian Taxation Office (ATO) as an Income Tax Exempt Charity and receives certain tax concessions and exemptions consistent with its status, which relate to income, goods and services, and fringe benefits taxes. The Salvation Army has been endorsed by the ATO as a Deductible Gift Recipient (DGR) and operates a Self-Denial Fund for Overseas Aid, which is also endorsed as DGR.

Feedback and Complaints

We would love to hear from you! You can help to inform our practice in a positive way to ensure transparency and accountability. Please do not hesitate to contact us with questions or feedback – you can email aus.internationaldevelopment@salvationarmy.org.au to get in touch.

In addition, you can also lodge a complaint at the above email address. Further information regarding our complaints handling policy can be found on our website www.salvationarmy.org.au/international-development. If you are not satisfied with the response and believe our organisation has breached the ACFID Code of Conduct, you can lodge a complaint with the ACFID Code of Conduct Committee at code@acfid.asn.au. Information about how to make a complaint can be found at www.acfid.asn.au.



Building Community Engagement
in Papua New Guinea Program



Financial Summary

For the year ended 30 June 2022

Public funds raised totalled \$4.00m and comprised 73% of operating revenue for 2022, compared with 75% in 2021.

Public funds included donations and gifts received from Australian individuals and organisations, as well as non-monetary income such as volunteer service.

DFAT Grant income valued at \$0.65m, contributed to 12% of operating revenue. Investment income received was \$0.04m, other income was \$0.57m, and income for religious adherence programs was \$0.20m.

Programs expenditure was 55% of operating expenditure for 2022, a decrease compared to 60% in 2021.

Fundraising costs accounted for 3% of total expenditure, same as in 2021. Accountability and administration costs were 11% of expenditure, same as in 2021.

Expenditure for religious adherence programs was 31% in 2022, an increase to 26% in 2021.

As at 30 June 2022, The Salvation Army (Australia) Self

Denial Fund (For Overseas Aid) has a strong overall net asset position with a reserve balance of \$12,823,884.

We are a signatory to the Australian Council for International Development's Code of Conduct.

The full annual and financial reports for the year ended 30 June 2022 are available on The Salvation Army website at www.salvationarmy.org.au/international-development/about/annual-reports-and-publications.

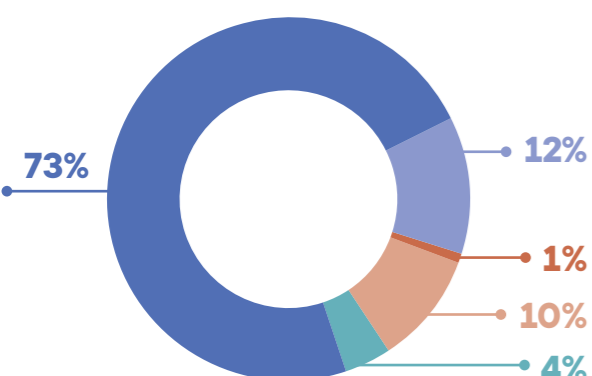
The Financial Report has been prepared in accordance with the requirements set out in the Australian Council for International Development (ACFID) Code of Conduct.

The Salvation Army Australia Territory is committed to full adherence to this code.

For further information on the Code, please refer to the ACFID Code of Conduct website at www.acfid.asn.au/code-of-conduct.

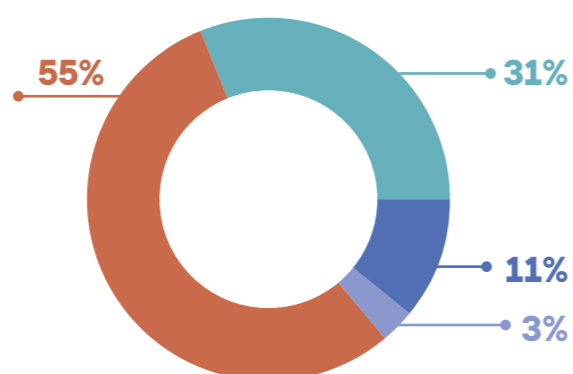
% of total income in 2022

	\$m	
Donations & Gifts - Monetary	4.00	73%
DFAT Grants	0.65	12%
Investment Income	0.04	1%
Other Income	0.57	10%
Religious Adherence Programs	0.20	4%
Total Income	5.46	100%



% of total expenditure in 2022

	\$m	
Accountability & Administration	0.55	11%
Fundraising Costs	0.12	3%
Program Expenditure	2.55	55%
Religious Adherence Programs	1.42	31%
Total Expenditure	4.64	100%



Aggregated Statement of Comprehensive Income

For the year ended 30 June 2022

	2022 \$	2021 \$
Revenue		
Donations and gifts		
Monetary	3,998,928	4,060,114
Non-monetary	5,610	5,155
Bequests and legacies	-	62,317
Grants		
Department of Foreign Affairs and Trade	647,734	150,120
Other Australian	-	-
Other overseas	-	-
Investment income	38,990	70,240
Commercial activities income	-	-
Other income*	564,816	874,605
Revenue for international religious adherence programs	200,000	200,000
Total revenue	5,456,078	5,422,551
Expenditure		
International aid and development programs expenditure		
International programs:		
Funds to international programs	1,913,787	2,280,213
Program support costs	639,087	645,370
Community education	-	-
Fundraising costs:		
Public	120,650	147,372
Government, multilateral and private	-	-
Accountability and administration	502,154	537,391
Commercial activities expenditure	-	-
Non-monetary expenditure	5,610	5,155
Other expenditure	41,493	-
Total international aid and development programs expenditure	3,222,781	3,615,501
Expenditure for international religious adherence programs	1,416,225	1,239,431
Domestic programs expenditure	-	-
Total expenditure	4,639,006	4,854,932
Excess of revenue over expenditure	817,072	567,619
Other comprehensive income		
Other items	(442,489)	-
Total comprehensive income for the year	374,583	567,619

Note:

* 2022 includes \$510,361 (2021: \$737,006) contribution from The Salvation Army Australia to cover the shortfall of The Salvation Army International Development Office (SAID) and International Fundraising Department.

Aggregated Statement of Financial Position

As at 30 June 2022

	2022 \$	2021 \$
Current assets		
Cash and cash equivalents	11,074,525	10,498,368
Trade and other receivables	56,551	80,709
Other financial assets	2,052,003	2,091,405
Total current assets	13,183,079	12,670,482
Non-current assets		
Right of use assets	-	1,936
Total Non-current assets	-	1,936
Total assets	13,183,079	12,672,418
Current liabilities		
Trade and other payables	285,205	147,996
Provisions	73,990	51,535
Lease liabilities	-	1,590
Total current liabilities	359,195	201,121
Non-current liabilities		
Provisions	-	19,906
Lease liabilities	-	2,090
Total Non-current liabilities	-	21,996
Total liabilities	359,195	223,117
Net assets	12,823,884	12,449,301
Equity		
Reserves	12,823,884	12,449,301
Total equity	12,823,884	12,449,301

Aggregated Statement of Changes in Equity

For the year ended 30 June 2022

	Retained Earnings \$
Balance as at 1 July 2020	11,881,682
Amount transferred to Reserves	567,619
Balance as at 30 June 2021	12,449,301
Balance as at 1 July 2021	12,449,301
Amount transferred to Reserves	374,583
Balance as at 30 June 2022	12,823,884

Aggregated Statement of Cash Flows

For the year ended 30 June 2022

	2022 \$	2021 \$
Cash flows from operating activities		
Donations received	4,023,087	4,148,435
Other income received	764,816	1,074,605
Bequests and legacies received	-	62,317
Government grants received	647,734	150,120
Lease interest payment	-	164
Payment to suppliers and employees	(1,125,969)	(1,609,421)
Distribution to overseas partners	(3,330,012)	(3,519,647)
Net cash provided by operating activities	537,167	306,573
Cash flows from financing activities		
Interest and dividend received	38,990	54,412
Net cash provided by financing activities	38,990	54,412
Net increase in cash and cash equivalents	576,157	360,985
Cash and cash equivalents at the beginning of year	10,498,368	10,137,383
Cash and cash equivalents at the end of year	11,074,525	10,498,368

International Aid Project Expenditure by Country

For the year ended 30 June 2022

The Salvation Army (Australia) Self Denial Fund (For Overseas Aid) ABN 52 609 689 893 and The Salvation Army Aust Self Denial Fund (For Overseas Aid) ABN 15 562 601 404 exists for the purpose of providing aid to developing countries and support funding for Salvation Army Grant Aided Territories. The Trustees of The Salvation Army Australia are the members of the Governing Body for The Salvation Army (Australia) Self Denial Fund (For Overseas Aid).

The following persons were Trustees of The Salvation Army (Australia) Self Denial Fund (For Overseas Aid) during the financial year:

Trustee	Period	Qualifications
Commissioner Robert Donaldson	July 2021 to June 2022	B Science, Diploma Licentiate Theology, Post Grad Diploma Business Administration, Members Institute of Directors
Colonel Winsome Merrett	July 2021 to June 2022	B Speech Therapy, MA Theological Studies
Colonel Mark Watts	January 2022 to June 2022	Advanced Diploma of Salvation Army Ministry
Lieut-Colonel Winsome Mason	July 2021 to June 2022	B Education
Lieut-Colonel Neil Venables	March 2022 to June 2022	Certificate of Salvation Army Ministry
Captain Colin Reynolds	July 2021 to June 2022	B Theology, Grad Diploma in Bible, M Theology Studies
Captain Stuart Glover	September 2021 to June 2022	B Engineering Hons, B Theology Honours, M Public Administration, M Divinity
Colonel Geanette Seymour	July 2021 to June 2022	B Social Work, BSW
Colonel Kelvin Merrett	July 2021 to June 2022	Associate Theology, Grad Diploma Theology
Lieut-Colonel Lynette Edge	July 2021 to June 2022	D Ministry (Missiology), M Theology, M Management (Community), BA (Welfare Studies)

The countries that received overseas aid during 2021/22 financial year are summarised as follows:

DFAT Projects	\$	Overseas projects funded by Self Denial Appeal and other donations	\$
Malawi ¹	120,028	Eastern Europe	70,639
Papua New Guinea ²	447,936	IHQ International Projects	863,152
	567,964	India Northern	307,069
		Kenya East	73,775
		Kenya West	24,034
		Malawi	510,372
		New Zealand, Fiji, Tonga & Samoa	72,091
		Rwanda	25,771
		Singapore, Malaysia & Myanmar	46,094
		Tanzania	122,552
		Uganda	133,202
			2,248,751
			489,546

¹ KiWASH Karonga Integrated WASH and Food Security Program

² The Church Partnership Program - This funding is for 20 projects throughout PNG - under the headings of: Governance of Churches, Management, Human Resource, Physical Resource, Program Planning, Monitoring & Evaluation, Education, Health, Gender & Restorative Justice, and Community Development

Trustees' Declaration

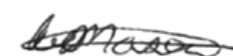
For the year ended 30 June 2022

The Statements presented for The Salvation Army (Australia) Self Denial Fund (For Overseas Aid) ABN 52 609 689 893 and The Salvation Army Aust Self Denial Fund (For Overseas Aid) ABN 15 562 601 404, which comprises of aggregated statement of comprehensive income, aggregated statement of financial position, aggregated statement of changes in equity, and aggregated statement of cash flows for the year ended 30 June 2022 ("The Statements") have been prepared by the Trustees based on the Australian Council for International Development (ACFID) Code of Conduct, for the purpose of fulfilling The Salvation Army's reporting requirements to ACFID, and must not be used for any other purpose.

In the opinion of the Trustees of The Salvation Army (Australia) Self Denial Fund (For Overseas Aid) ("the Aggregated Fund"):

- (a) the Aggregated Fund is not publicly accountable nor a reporting entity;
- (b) the aggregated financial report set out on pages 40 to 44 are in accordance with the Accounting Policies, including:
- (i) presenting fairly, in all material respects, the financial position of the Aggregated Fund as at 30 June 2022 and of its performance, for the financial year ended on that date;
 - (ii) complying with Australian Accounting Standards - Simplified Disclosures with the exception of section 60-95 (Subdivision 60-G-Collective and joint reporting) of ACNC Act as the Aggregated Fund does not meet the definition of a group in accordance with AASB 10 Consolidated Financial Statements; and
- (c) there are reasonable grounds to believe that the Aggregated Fund will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Trustees.



Colonel Winsome Mason
(B Education)
Assistant Chief Secretary
Trustee

Melbourne
14 October 2022



Lieut-Colonel Neil Venables
(Certificate of Salvation Army Ministry)
Secretary for Business Support
Trustee

Melbourne
14 October 2022



Independent Auditor's Report

To the Trustees of The Salvation Army (Australia) Self Denial Fund (For Overseas Aid)

Report on the audit of the Summary Financial Report

Opinion

The **Aggregated Summary Financial Report** of The Salvation Army (Australia) Self Denial Fund (For Overseas Aid) (the Aggregated Fund) is derived from the Audited Financial Report of the Aggregated Fund as at and for the year ended 30 June 2022 (Audited Financial Report).

In our opinion, the accompanying Aggregated Summary Financial Report is consistent, in all material respects, with the Audited Financial Report of The Salvation Army (Australia) Self Denial Fund (For Overseas Aid), and has been prepared in accordance with the requirements set out in the *Australian Council for International Development (ACFID) Code of Conduct*.

The **Aggregated Summary Financial Report** comprises:

- i. Aggregated statement of financial position as at 30 June 2022
- ii. Aggregated statement of comprehensive income; Aggregated statement of changes in equity and Aggregated statement of cash flows for the year then ended.

The **Aggregated Fund** consists of The Salvation Army (Australia) Self Denial Fund (For Overseas Aid) Eastern Territory and The Salvation Army (Australia) Self Denial Fund (For Overseas Aid) Southern Territory.

Aggregated Summary Financial Report

The Aggregated Summary Financial Report does not contain all the disclosures required by *Australian Accounting Standards – Reduced Disclosure Requirements* applied in the preparation of the Audited Financial Report. Reading the Aggregated Summary Financial Report and the auditor's report thereon, therefore, is not a substitute for reading the Audited Financial Report and the auditor's report thereon.

The Aggregated Summary Financial Report and the Audited Financial Report do not reflect the effects of events that occurred subsequent to the date of our report on the Audited Financial Report.

The Audited Financial Report and Our Report Thereon

We expressed an unmodified audit opinion on the Audited Financial Report in our report dated 17 October 2022.

KPMG, an Australian partnership and a member firm of the KPMG global organisation of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organisation. Liability limited by a scheme approved under Professional Standards Legislation.



Emphasis of matter – basis of preparation and restriction on use and distribution

The Aggregated Summary Financial Report has been prepared in accordance with the requirements of the ACFID Code of Conduct to assist the Trustees of The Salvation Army (Australia) Self Denial Fund (For Overseas Aid) meet its reporting requirements with ACFID.

As a result, the Aggregated Summary Financial Report and this Auditor's Report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Our report is intended solely for the Trustees of The Salvation Army (Australia) Self Denial Fund (For Overseas Aid) and should not be used by or distributed to parties other than the Trustees of The Salvation Army (Australia) Self Denial Fund (For Overseas Aid). We disclaim any assumption of responsibility for any reliance on this report, or on the Summary Financial Statements to which it relates, to any person other than the Trustees of The Salvation Army (Australia) Self Denial Fund (For Overseas Aid) or for any other purpose than that for which it was prepared.

Responsibility of Management for the Aggregated Summary Financial Report

Management are responsible for the preparation of the Aggregated Summary Financial Report in accordance with the ACFID Code of Conduct.

Those charged with governance are responsible for overseeing the Agency's financial reporting process.

Auditor's responsibility for the audit of the Aggregated Summary Financial Report

Our responsibility is to express an opinion on whether the Aggregated Summary Financial Report is consistent, in all material respects, with the Audited Financial Report based on our procedures, which were conducted in accordance with *Australian Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements*.

KPMG

Nicola Buddee
Partner
Chartered Accountant
Auditor Registration Number : 495356
Email: nbuddee1@kpmg.com.au

Sydney
17 October 2022



**International
Development**
AUSTRALIA

[salvationarmy.org.au/
international-development/](https://salvationarmy.org.au/international-development/)

International Development Annual Report 2022

PO Box A435 Sydney South 1235
02 9466 3105

aus.internationaldevelopment@salvationarmy.org.au

This Annual Report is also available on our website, along with the fully audited financial statements for 2021/2022, at salvationarmy.org.au/international-development/about/annual-reports-and-publications/