

THE SALVATION ARMY  
INTERNATIONAL  
DEVELOPMENT (SAID)

# ANNUAL REPORT 2021





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

# EXECUTIVE MESSAGES

## MESSAGE FROM THE TERRITORIAL LEADERS

The past year has been one of trial and hardship for most people around the world.

It has brought many challenges, yet, as always, it has been an opportunity to grow our faith in God and our commitment to those we serve.

Sadly, the impact of COVID-19 has increased the need for support for many of the vulnerable individuals and communities we serve around the world. We thank you for continuing to assist us both financially and in prayer as we work in the name of Jesus to change lives.

With the recent announcement of SAID's three-year action plan, we're now in a strong position to make an even greater global impact. This new approach for improved international development and accountability builds on our domestic strengths to implement effective projects worldwide through trusted partner organisations.

With an emphasis on economic empowerment, health, and child rights, we can transform individual lives, families, communities, and countries until we see a world restored by the love of Christ, living in dignity, and filled with hope.

We thank you for sharing this vision and for your passion for social justice here and internationally. We are part of a global community, and, with your continued support, together we can give hope where it's needed most.



**Commissioners Janine and Robert Donaldson**  
Territorial Leaders  
Australia Territory

## MESSAGE FROM THE CHIEF SECRETARY

As an international Christian movement, united by faith and unbound by borders, The Salvation Army (TSA) provides hope where it's needed most. In my role, I am privileged to witness transformation in people's lives and communities as a result of our work in international development.

Guided by the vision and values of The Salvation Army Australia, SAID supports those experiencing hardship or injustice to rise above their circumstances and build brighter futures. Leveraging our unique network of services and the skills of our international partners, we're actively developing others through innovative, community-centred projects.

Whether it's providing access to clean water, economically empowering women and their communities or improving child nutrition, these practical expressions of hope are what The Salvation Army is known for, and it's changing the lives of marginalised people worldwide.

In cities, country towns and rural communities around the world, our work touches every demographic and age group, with a purpose to preach the gospel of Jesus Christ and meet human needs in his name, without discrimination. We are a ministry motivated by the love of God. SAID is an extension of our national mission for the benefit of our international community. The Bible says, "... let us not love in word or talk but in deed and truth" (1 John 3:17-19 ESV).

Thank you for continuing to value the international work of The Salvation Army. Your support literally transcends borders.



**Colonel Winsome Merrett**  
Chief Secretary  
Australia Territory

## MESSAGE FROM THE HEAD OF SAID

I would like to thank Lieut-Colonel Simone Robertson for her leadership of the SAID team over the past five years.

Towards the end of 2020, I was looking forward to a new year without all the difficulties that had plagued the previous 12 months. However, I was mistaken. COVID-19 continued to have an incredible impact upon our friends and family, work, society, and planet. What has moved me more than anything else has been how our SAID partners around the world have adapted their activities to respond to the needs around them.

The flexibility of our partners around the world has meant that they have continued to be relevant in their local context. This has been a great encouragement, ensuring that The Salvation Army will continue to serve its local communities to transform lives.

Like our partners, SAID's new strategy and departmental objectives reflect the changing contexts in which we work and our need to refine our focus to have an even greater impact. Thank you for your ongoing care and support for SAID and our brothers and sisters around the world.



**Major Judith Soeters**  
Head of Salvation Army International Development  
Australia Territory



# THE SALVATION ARMY AUSTRALIA MISSION, VISION, 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.

The Salvation Army International Development (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 people of all cultures, languages, capacities, sexual orientations, gender identities and/or expressions. We are committed to providing programs that are fully inclusive. We are committed to the safety and wellbeing of people of all ages, particularly children.



## SAID's Approach to International Development

SAID works globally in target countries, empowering vulnerable communities to achieve their basic human rights and address poverty. SAID works in partnership with other Salvation Army Territories/ Commands in Community Development Projects as well as Mission Support Projects.

### COMMUNITY DEVELOPMENT – HUMAN RIGHTS-BASED APPROACH

SAID works with local partners to deliver a human rights-based approach in community development projects. The United Nations' Human Rights-Based Approach (HRBA) model uses human rights as a framework to establish standards and principles when implementing development activities. This approach ensures human rights do not remain as a legal statement but are instead transformed into effective practices, procedures, and policies, and support the international conventions that underpin those rights. Our projects assist in the empowerment of local communities in addressing their needs and access to human rights.

SAID integrates the HRBA model and its principles at all stages of project planning and implementation. Participation is a key principle that is integrated into all SAID's projects. SAID promotes the right of all individuals to actively participate in decisions that impact their human rights and to understand the development of policies and practices occurring within their local community. It is integral to us that participation is free and active. Our partners ensure that participation is accessible and understood by all community members in different local contexts. SAID is committed to the inclusion and representation of those who are vulnerable and those who are affected by the intersecting drivers of marginalisation and exclusion. As such, partnerships are at the

core of SAID's work. We believe that when local communities participate in all stages of project cycles, positive and sustainable steps to prevent poverty can occur.

Non-discrimination is also an essential principle to ensure our projects comply with human rights standards whilst being accountable to all stakeholders and project participants. SAID takes a zero-tolerance stance against any form of discrimination.

### MISSION SUPPORT – FAITH-BASED FACILITATION

SAID aims to show the love of Jesus through caring for people, creating faith pathways, building healthy communities, and working for justice. A significant way this is achieved is through Mission Support and Faith-based Facilitation.

Faith-based Facilitation (FBF) is a way of encouraging communities to reflect, speak, explore, and respond to their issues from a Christian perspective. FBF allows communities to connect their faith to their behaviours. For many individuals within The Salvation Army, God plays a significant role, and they wish to include God in all aspects of their lives. The consideration of development from the Christian perspective can encourage communities to acknowledge the power and strength they possess through the presence of God.

The FBF way of working is incorporated into SAID's Mission Support projects and programs. FBF works by empowering our partner communities to utilise strengths and assets that are already possessed instead of first acknowledging any deficits that may be present. As a result, individuals become active agents of their own community development.

## COVID-19 RESPONSE

The COVID-19 pandemic is an ongoing crisis that continues to cause disruption on a global scale. Unfortunately, some of the most vulnerable communities in the world have been hit hardest. In some of these communities, the pandemic has affected people's ability to access basic resources, including food, clean water, sanitation, and health care. The added cost of purchasing personal protective equipment (PPE), face masks, hand sanitiser and many other necessities is creating a further divide between the rich and the poor. The World Bank estimates the pandemic will force a further 150 million people into extreme poverty by the end of 2021.

At the start of the pandemic, The Salvation Army International Headquarters in London created a COVID-19 task force to establish an effective response to the ever-evolving crisis. A significant focus was placed on community prevention and hygiene promotion programs. These programs aided communities by increasing COVID-19 education and awareness, and the provision of handwashing and hygiene supplies to those in need. SAID has adapted these educational programs and continues to share these with local partners.

### SAID'S RESPONSE TO COVID-19

SAID's priority through the pandemic remains the safety and security of our local partners and the community members involved with our projects. As a result, SAID decided to promote the health of partner communities by placing projects into standby modes, providing additional funding for staff and PPE, and continuing to monitor and assess projects on an ongoing basis.

Throughout the 2020-21 financial year, SAID developed and undertook COVID-19 assessments, which captured the rapid spread of the pandemic against our project portfolio and mapped the COVID-19 restrictions in our partner territories. A COVID-19 navigation plan was developed for each project, and a longer-term plan to reinstate projects while maintaining partner and community well-being through thorough risk assessments. Our partners have been instrumental in this process and are dedicated to promoting good health and hygiene in local communities.

As we begin to rebuild, we do not want to forget the great sacrifices of our in-country partners. We are deeply saddened by the death of some of our partner staff that

we have had the pleasure to work alongside for many years. The dedication each of these individuals has shown represents their love for people and their love for Christ. We extend our condolences to their families and friends.

SAID is now exploring new projects, ensuring that all appropriate hygiene measures are in place and promoting flexibility and adaptation as needed. It is an ever-evolving situation that SAID monitors through official communications and insights from our partners.

SAID will continue to adapt to ensure it can continue caring for people, creating faith pathways, building healthy communities, and working for justice. We hope the new year provides greater opportunities for the delivery of projects and programs; to support vulnerable communities as they begin to rebuild from one of the greatest health crises in history. We are continually grateful for the support of our generous donors, who entrust SAID to continue to work for communities globally. It is because of your generous donations that SAID can support the continuity of life-changing projects.

### COVID-19 LEARNINGS

COVID-19 has changed the international context, with the pandemic having significant impacts on traditional ways of working for many organisations, businesses and governments. For SAID, COVID-19 has had its challenges, but this has led to learnings that have reshaped some of our processes throughout FY2020-2021. In particular, travel restrictions stemming from COVID-19 have affected SAID's ability to undertake in-person project monitoring. Some examples of how SAID has adapted its processes include remote monitoring, technological innovation and transformed partnerships to better support localisation efforts. SAID continues to support our partners to ensure the safe implementation of projects, so they can continue to have positive impacts in communities in the current operating context. Below are three ways safety has been prioritised.

#### Remote monitoring

Working with local consultants and evaluators to conduct remote monitoring and evaluations of projects has enabled SAID to provide continued support and oversight to partners and projects. Remote monitoring and

evaluation during COVID-19 has enabled implementation plans to be adapted to ensure alignment and realisation of project outputs and outcomes.

#### Technological innovation

From innovative software, online meetings and virtual monitoring and audits, technology has shaped SAID and our partners' work. Innovation in technology has bridged the face-to-face gap in communication, addressing project implementation delays due to COVID-19 and resulting in better software and systems being utilised in project implementation which were not considered pre-COVID. SAID looks forward to working with partners in person when it is safe for all staff and until this

recommences, we have embraced technology to prevent further delays.

#### Transformed partnerships

While some might think remote working would negatively affect partnerships, SAID has found relationships with partners have evolved and strengthened during COVID-19, forging greater solidarity, collaboration and problem solving. Implementing partners and local communities have also developed strong connections with local expertise and organisations, which have enriched projects.



# A GLOBAL PICTURE



**Ukraine**  
Addressing Vulnerabilities

**EUROPE**

- Africa (multiple locations)**  
Capacity Building
- Ghana**  
Livelihoods
- Kenya East**  
Addressing Vulnerabilities  
Health  
Livelihoods
- Kenya West**  
Addressing Vulnerabilities  
Livelihoods
- Malawi**  
Addressing Vulnerabilities: Child Rights  
Health
- South Africa**  
Health
- Tanzania**  
Addressing Vulnerabilities  
Health
- Uganda**  
Addressing Vulnerabilities: Child Rights

**AFRICA**



**ACTIVE COMMUNITY DEVELOPMENT PROJECTS**

As part of our vision to see a world restored, SAID worked on 26 projects across 20 countries in the 2020–21 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.

- Philippines**  
Addressing Vulnerabilities: Child Rights  
Livelihoods
- Indonesia**  
Addressing Vulnerabilities: Child Rights
- Papua New Guinea**  
Other
- Myanmar**  
Livelihoods
- India**  
Health  
Livelihoods
- Bangladesh**  
Capacity building

**SOUTH PACIFIC & EAST ASIA**

**SOUTH ASIA**

# TANZANIA



## HOW THE KWETU PROJECT ALIGNS WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

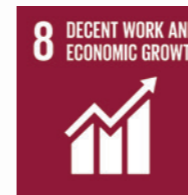
1. Supporting girls at risk of human trafficking to access quality education.



2. Empowering girls at risk of trafficking to build economically secure and meaningful futures.



3. Providing vocational training opportunities to improve the employability of girls at risk of human trafficking.



4. Empowering communities with the knowledge to prevent human trafficking.



# KWETU ANTI-HUMAN TRAFFICKING AND COMMUNITY SUPPORT PROGRAM

Through education and training, The Salvation Army Tanzania is helping to reduce the likelihood of human trafficking and is supporting survivors to build fulfilling futures.

### PROJECT GOAL

This project aims to contribute to ending human trafficking of girls in Tanzania. Through economic empowerment and community education, girls are equipped to live independently and build meaningful livelihoods with fulfilling futures.

### TARGETED BENEFICIARIES

Girls aged seven to 18 who have been trafficked or are at risk of human trafficking, their families, and communities.

### NEEDS ADDRESSED BY PROJECT

1. **Education:** Girls who have been trafficked or are at risk of human trafficking are supported to gain an education or vocational training to reduce their susceptibility to trafficking, improve their access to the job market and build a secure financial future.
2. **Psychological support:** Individual counselling and health care are provided for girls who have been trafficked or are at risk of human trafficking, either in residential accommodation or in their communities. Families, community leaders, and teachers are educated on recovery plans and preventative measures.
3. **Reunification with family:** Communities and families are educated on the threat of human trafficking and how to prevent it. Girls who have been trafficked are supported to reunite with their families.

### MAIN PROJECT ACTIVITIES

1. Eight local communities, social welfare officers, local and regional police officers, and local government leaders across Tanzania have received training on how to identify and prevent human trafficking. More than 30 girls who had been or were at risk of being human trafficked were supported to gain an education and equipped with uniforms, books, and shoes. A further nine girls are undertaking vocational training, such as tailoring and hotel management, to improve their practical skills, employability, and access to the job market.
2. Communities at risk of human trafficking and the families of survivors now have the knowledge and ability to identify and mitigate the risk of human

**COUNTRY:  
TANZANIA**



trafficking. They are supporting trafficked girls to reunite with their families, gain an education or vocation and build fulfilling futures. The success of this project has achieved government recognition and raised national awareness of human trafficking.

3. Strategic partnerships have been established with key government stakeholders, local non-government anti-human trafficking organisations, and schoolteachers to tackle human trafficking holistically.

**LESSONS LEARNED**

1. Through partnerships across Tanzania, the Kwetu Project has increased the number of clients referred to the project. Support from partner organisations has also assisted the Kwetu project to reunify clients with their families. These partnerships provide valuable opportunities to fight human trafficking locally and at a national level.
2. Through the community-to-community stream of the Kwetu project, clients are supported in their communities following a short one week stay at the centre. The Kwetu Project learned that it could assist a greater number of clients at risk of trafficking through this approach; however, the centre remains important for clients who require longer term accommodation (up to six months) while their families are located. A mid-term evaluation of the project will explore the effectiveness of the community approach in more detail.



**REUNITED FOR A BRIGHTER FUTURE**

Neema\* lived with her aunt until she was five before moving to Iringa in Central Tanzania with her father. Her life was peaceful, but she never attended school.

A few years later, a woman recruited Neema to work in the coastal city of Dar es Salaam as a housemaid. Neema was young and alone. Forced to work, she was verbally and physically abused until one day she escaped.

Taken to The Salvation Army Mbagala Girls Home, Neema was cared for until her family was located. After several months, she was finally reunited with her aunt and mother, who she thought had died.

Now happily living with her aunt again, Neema is preparing to start her own business.

“Kwetu Project helped me to get my family,” she says. “I happy now because I know how to read and write, [and I] have knowledge about human trafficking. I dream to be a businesswoman.”

**SEARCHING FOR A LOST FAMILY**

The youngest of 13 children, Amina\* lived with her parents and worked on the family farm with her siblings.

Like Neema, Amina was recruited to Dar es Salaam on the promise of paid work and accommodation. But soon, her employer started to beat her.

“I was crying all day and wanted to go back home,” she says.

Chased out of the house one night, Amina found herself alone on the street at night. She met a ‘Good Samaritan’ who took her to the police station, and the next day she went to Mbagala Girls Home.

Here, Amina learned to read, write, and speak Swahili. She is now studying to join tailoring classes.

“I am so happy, [and] I am praying to God so Kwetu staffs can find my family,” she says. “I want to establish a small business where I will be doing tailoring activities when back home.”

*\*names changed*

**ACHIEVEMENTS OF THE PROJECT**

Through the Kwetu Project, girls, their families, and communities are educated on the risks of human trafficking and how to identify victims. Girls who have been trafficked are provided with health care, psychological support, food, clothing, and accommodation. They are empowered to continue their education or vocational training to reduce their risk of re-trafficking and improve their economic future. They are offered free legal advocacy and are supported to find and reunite with their families and reintegrate into their communities.

**FAST FACTS**

**44**

clients who had been trafficked or were at risk of trafficking were supported by the project.

**104**

Anti-Human Trafficking Committee members were trained in anti-human trafficking and victim identification.

**20**

children supported to return to primary school.



# KENYA



## HOW WORTH WOMEN'S EMPOWERMENT ALIGNS WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

1. **Supporting women to improve financial literacy and income-generating opportunities to contribute to household income and build sustainable livelihoods.**



## WORTH WOMEN'S EMPOWERMENT

*With training and support, women are establishing locally run groups to learn new skills and fund small businesses that benefit their families and communities.*

### PROJECT GOAL

WORTH is a women's empowerment project that enables women to become financially self-sufficient and contribute to sustainable household livelihoods. Through business, banking, and literacy training, women can earn a decent wage, engage in self-help initiatives, and participate in democratic life through their exposure to decision-making.

### TARGETED BENEFICIARIES

Women, regardless of their financial standing, their families, and wider communities.

### NEEDS ADDRESSED BY PROJECT

1. **Financial stability** – women are supported to become self-sufficient, gain financial literacy, and contribute to household income.
2. **Access to capital** – women can access locally operated financial services through Village Savings and Loan Associations (VSLAs) and can actively participate in the management of these services.
3. **Economic empowerment** – women can participate in income-generating activities and opportunities.

### MAIN PROJECT ACTIVITIES

1. Women in communities across Kenya are investing in and operating local VSLAs. These associations comprise 15-25 women who save together and take small loans from the savings to start or expand their businesses and support their families. As of 2021, 2,104 women gained access to locally owned and operated financial services.
2. Members of WORTH are trained in various income-generating initiatives, money management, and small business skills. Each member group selects an activity based on their strengths and market opportunity in the community. WORTH then works with each group to roll out the training program and supports members with material and equipment to start their own businesses. In 2021, 960 participants created their own businesses.
3. WORTH educates members in literacy and numeracy to increase their confidence and complement their business training. In 2021, 1,503 women are now better participating in household decisions.

## COUNTRY: KENYA



### LESSONS LEARNED

1. Women participating in WORTH-supported VSLAs have learned that when they successfully run their income generating activities, their income increases, which allows them to take out higher loans to fund more income-generating activities.
2. Through a project evaluation, the project team learnt that new WORTH-supported VSLAs operate best on a nine-month saving cycle. This doesn't work for more established groups who are taking out larger loans.
3. More women are investing their saving in village banks because they trust the management committee.
4. Established VSLAs are now working to motivate newer groups to succeed through hard work and commitment.

### ACHIEVEMENTS OF THE PROJECT

In 2021, 96 VSLAs had received training in income-generating initiatives, and 1,347 women are able to pursue additional opportunities to increase their income. Members' share prices have steadily increased due to the success of new ventures, and WORTH introduced a new loaning policy that allows members to pay 10 per cent on reducing balances.



## WORKING TOWARDS A SECURE FINANCIAL FUTURE

Esther\*, a 55-year-old mother of four, faced daily financial challenges before joining her local WORTH-supported VSLA.

"My life wasn't easy because I depended on my husband to cater for everything, and our piece of land was too small," she says.

An active member of her community women's group, Esther is on her way to securing financial stability for her family.

After saving for four weeks, she borrowed KES2,000 (AUD25) to start selling vegetables.

"My business was very successful in that [I] managed to pay back loan and get another loan of KES5,000 (AUD60)," she says.

Esther used the loan to buy a cow, which she paid off in early 2021.

Now able to take care of her family's daily needs, Esther is saving to buy a bigger piece of land to build a house.

## SUPPORTED TO GROW AND GIVE BACK

Before Faith\* joined her local WORTH-supported VSLA, her opportunities to earn a wage were limited.

"My life was difficult," she says. "I could not provide anything for my family. I depended upon my husband who did casual work, and some time he come back home empty-handed."

Introduced to her community's women's Group by a friend, Faith was initially unable to afford shares.

During her fourth month, Faith was given a loan of KES2,000 (AUD25) to start a small business selling vegetables. She soon paid back the loan, bought shares, and borrowed more money.

"I took my second loan of KES8,000 (AUD100) and bought a cow, and soon I will start milking," she says. "My last loan of KES5,000 (AUD60), I bought a goat."

Faith is happy she can now take care of her family and pay her children's school fees. She is proud of her entrepreneurial success and is pleased she can also give back to her community.

\*names changed

## FAST FACTS

95

women's groups created and received financial training across the Tongaren in Kenya.

2,104

women participating in VSLA training.

960

women with income-generating businesses.

# PHILIPPINES



## HOW SIKAP ALIGNS WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

1. **Quality education:** Individualised care and support to children is provided for their improved education and wellbeing.



2. **Decent work and economic growth:** Supporting families to improve financial literacy and income-generating opportunities to contribute to household incomes and build sustainable livelihoods.



# SIKAP: SPONSORSHIP ISANG KAAGAPAY PROGRAM

Through individual and community capacity building, families are supported to provide long term care for their children. Access to education for children has been continued with remote learning during COVID-19 as well as livelihoods and savings training presented to families virtually.

### PROJECT GOAL

This project helps to transition children and families out of individual child sponsorship and be empowered to support their own livelihoods. 'Sikap' is a Tagalog word which translates to an attitude of resilience and perseverance.

### TARGETED BENEFICIARIES

Children and families transitioning out of individual child sponsorship across project communities.

### NEEDS ADDRESSED BY PROJECT

1. **Economic empowerment:** Target families have sustainable and sufficient sources of income to provide a supportive environment for their children
2. **Child wellbeing:** Target children have individualised care for sustained wellbeing and school performance
3. **Partnerships and advocacy:** Multiple government and civil society agencies are utilised to provide holistic support for target families in the long term
4. **Continuous learning:** Research and monitoring of indicators are used as learnings for target families (including new families) and other programs

### MAIN PROJECT ACTIVITIES

1. Families are trained in various income-generating initiatives, money management and small business skills through local partners to improve incomes and livelihoods
2. Children are provided with individualised education and wellbeing services such as vocational training, tutoring and counselling to support their development
3. Local level partnerships are developed to provide holistic care and support to families and children
4. Robust monitoring, evaluation accountability and learning processes in place for successful operation of project to sustain long-term benefits.

## COUNTRY: PHILIPPINES



### LESSONS LEARNED

1. COVID-19 impacted the project team’s ability to conduct field visitations. In some cases, this delayed project implementation. The project has adopted flexible schedules, contingency plans and regular virtual communication with local staff to mitigate delays.
2. Child Safeguarding training is not only important for ensuring the protection of children but has assisted with responding to the challenges and stress children have faced during COVID-19. The project is mindful of giving voice to children, with staff encouraging children to share their feedback and complaints.
3. Embracing technology that assists with case management and monitoring by utilising specialised programs and database management software for tracking indicators.

### ACHIEVEMENTS OF THE PROJECT

The project is working towards its outcomes and targets of economic empowerment, child wellbeing, partnerships and advocacy and continuous learning.

## STORY OF CHANGE

Prior to the project, the Espinosa\* parents had inconsistent work which impacted the earnings for the family and their daily needs were not steadily met. Henrico Espinosa balances attending school and after he finishes his schoolwork, Henrico can even sometimes help his father with his new work in fishing.

Henrico’s father has recently started working on a fishing boat, which has helped their income and savings. The money management training from the project has been beneficial in learning of the importance of savings and avoid unnecessary financial pressure from impulsive spending, complementing the regular income Henrico’s father is generating.

This livelihood fishing work has been regular for Henrico’s father, and he has shown dedication to his job as a fisherman – working late nights and selling his catch to loyal customers. The choice of fish farming has meant that the Espinosa family income and savings isn’t impacted or dependent on the weather conditions or negative climate impacts such as heavy rains. In fact, there has been regular good catches for their livelihood despite climatic events in the area.

The project has encouraged social engagement with families and children and for Henrico, he has received greater support and assistance from his father due to the regular work and income. Henrico and his father prioritise schoolwork and modules with Henrico’s father teaching and helping Henrico with understanding his schoolwork. In turn, Henrico has been able to have time to help his father too in small ways with the fishing livelihood.

*\*names changed*

## FAST FACTS

8

families have so far received the grant for income generating activities. They used the grant to purchase livelihood materials, such as building materials for a piggery, buying goods for a mini store, and materials needed for a fishing boat and permits.

25%

of target families have opened their own bank accounts for their savings and manage these funds themselves.

Children are reporting an improvement in their education despite remote learning and are socially engaged with their teachers and friends through online communication.



# MALAWI



## HOW KIWASH ALIGNS WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

1. Increasing food security through conservation agriculture practices



2. Providing hygiene education and training for families, schools, and communities



3. Improving access to clean water, toilets, and handwashing facilities



# KARONGA INTEGRATED WATER, SANITATION, AND HYGIENE (KIWASH)

*With access to clean water locally, improved sanitation, and an increased knowledge of sustainable farming practices, individuals, families, and communities in Northern Malawi are thriving.*

### PROJECT GOAL

KIWASH aims to contribute to the improved wellbeing of men, women and youth in the Karonga District in Northern Malawi.

### TARGETED BENEFICIARIES

Men, women and youth in the Karonga District in Northern Malawi.

### NEEDS ADDRESSED BY PROJECT

1. **Access to clean water** – individuals and families can access clean water in their communities through boreholes.
2. **Improved sanitation and hygiene** – communities are benefiting from better health through a reduction in waterborne and transmissible diseases.
3. **Food security** – access to water and education in conservation agriculture practices have improved crop yield and stability, while also building community resilience.
4. **Gender equality** – because they do not need to travel to collect water, girls can continue their education and women can participate in income-generating activities.

### MAIN PROJECT ACTIVITIES

1. The installation and rehabilitation of boreholes mean individuals and families in Northern Malawi have access to clean water in their communities. Community members are also trained in borehole operation and maintenance and have established Village Savings and Loan Associations at water collection points to ensure the ongoing operation of the boreholes.
2. Communities have access to improved sanitation facilities. Like with the boreholes, community members have been trained in using and maintaining the facilities and the importance of good hygiene.
3. Local farmers are being trained in Conservation Agriculture practices for increased agricultural productivity. This has increased yield and food security.

**COUNTRY:  
MALAWI**



The KiWASH project receives support from the Australian Government through the Australian NGO Cooperation Program (ANCP).

**LESSONS LEARNED**

1. COVID-19 preventative measures, including frequent handwashing with soap, have influenced the uptake of good hygiene practices in project areas and helped communities regularly engage with handwashing. To maintain this commitment, project teams have completed household visits to promote hygiene practices and invested in community-wide sanitation and hygiene campaigns.
2. Project teams have promoted locally made, energy-saving stoves to reduce deforestation and prevent erosion in catchment areas. More than 400 households have installed energy-saving stoves in their homes and benefit from the reduced need for firewood. The ongoing impacts of this initiative are still being assessed.
3. Farmers and farming households are trialling the use of sesame residues to protect their crops. An initiative of conservation farming, farmers have found sesame crop residue is not as appealing to grazing cattle and goats as maize or grass residues.

**ACHIEVEMENTS OF THE PROJECT**

In addition to clean water, improved hygiene, and greater food security, communities benefit from sensitisation practices. Project teams promote the rights of people with disabilities to participate in community development activities and ensure that new sanitation facilities are accessible to people living with a disability. This project also empowers people with disabilities to take on leadership roles within project committees to ensure their representation and full participation. Four people with disabilities have been selected into project committees as chairperson, secretary, treasurer, and member.



**FROM HOPELESS TO HOPEFUL**

Grace\*, 59, is a farmer from Northern Malawi. However, despite years of experience, she was unable to harvest enough food to support her two grandchildren.

“I used to grow maize on a large piece of land,” she says. “My harvests were too little [and] not enough for my family to eat for the whole year. I used to beg for food from my relatives or neighbours, which was embarrassing to me.”

Through KiWASH, Grace adopted The Salvation Army’s conservation agriculture practice.

“[...] since the coming of KiWASH Project in my village, things have changed,” she says. “Since then, I am able to farm on a small piece of land, and I harvest more yield.”

Grace also sold surplus maize for a profit, which she invested in school supplies for her granddaughter.

“I am now independent thanks [to] The Salvation Army.”

**CLEAN WATER FOR EVERYONE**

Easier access to water has made a huge difference in the lives of the young and old. Two women – Alesha\*, 25, and Violet\*, 82 – have benefited from the installation of boreholes in their communities.

“Access to water was a big problem for us elderly people,” says Violet. “Most of us were unable to walk longer distances to fetch water for use for domestic purposes. But now our problems have been solved as we have water closer to us. I can now draw water at any time I need it.”

Alesha says access to clean water helped her village through the COVID-19 pandemic.

“Lack of water sources affected my family because we were scared of being affected by COVID-19 virus as it requires regular handwashing. So, with lack of water, it was terrible,” she says.

“Since the construction of the borehole by The Salvation Army, there is peace and unity in my family as I don’t take longer to fetch for water and [...] the borehole is within my reach.

“Thank you, Salvation Army, for providing safe drinking water to my village. It has saved many marriages which were at stake of being broken.”

\*names changed

**FAST FACTS**

**10,989**

people with access to safe drinking water.

**9,728**

people reached through COVID-19 awareness raising activities.

**8,806**

people with increased access to sufficient food.

## COMMITMENT TO SAFEGUARDING

Child Safeguarding is a whole-of-organisation responsibility for The Salvation Army Australia. The requirements of the national Safety and Well-being of Children and Young People Framework are applied to both the onshore and offshore activities, including projects and partnerships conducted by SAID. In addition, the Army's International Headquarters also applies policies, processes, and procedures to its territories to ensure the safety and well-being of children.

The Salvation Army Australia has a zero-tolerance approach to sexual exploitation, abuse and harassment, as outlined in its Preventing Sexual Exploitation Abuse and Harassment (PSEAH) Standard. The PSEAH Standard covers prevention and reporting requirements, including adherence to the HR policy suite, Code of Conduct, mandatory reporting and complaints handling, and a survivor-centred approach. SAID's newly established annual Safeguarding Implementation Plan documents SAID's approach to continually strengthen its policies and practices in this area and build on Department of Foreign Affairs and Trade's (DFAT) child protection and PSEAH minimum standards.

SAID's partners comply with its PSEAH Standard through a signed Statement of Commitment, which outlines its commitment to the Standard while integrating the Standard into its policies and systems.

At the project level, a child safeguarding and PSEAH risk assessment is completed for all active projects. Mitigation strategies are then formulated for each project based on the assessed risk factors. All child safeguarding and PSEAH risk documents are reviewed by The Salvation Army Australia Safeguarding Specialist (child protection and PSEAH focal point) to ensure the mitigation plan is adequate, and inputs are provided for ongoing safeguarding risk management.

SAID personnel and implementing partner personnel have been trained in child safeguarding and PSEAH through Australian Council for International Development's (ACFID) Introduction to Safeguarding Training. Child-friendly complaints posters have been developed, translated, and displayed across project locations.



## SUPPORTER THANK-YOU

SAID would like to thank each of its donors for their continued support and commitment.

As communities around the world continue to grapple with the devastating impacts of the COVID-19 crisis, the needs of some of the most impoverished communities continue to grow. Thanks to your generosity, SAID has continued its work with vulnerable communities through the difficulties of the pandemic. Your efforts are genuinely appreciated and will enable much-needed international development projects and services to continue.

We anticipate the need for our programs will increase as communities begin to recover emotionally, socially, and financially from this unprecedented and devastating global health crisis. These communities face a new set of vulnerabilities and risks. SAID will continue to support and assist its partner communities in whatever way possible to ensure the communities can prosper in their economic, social, and spiritual lives.

Our mission is made possible through the generous donations of people like you. Your giving can change the life of a person and community. You can be part of our mission to end poverty, discrimination, and injustice through your support of The Salvation Army's international development work.

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 Gifts catalogue or wills and bequests. Throughout the year, supporters can also be updated on SAID's work through our regular newsletter.

**If you are not already on the list, please contact us to be added: [aus.internationaldevelopment@salvationarmy.org.au](mailto: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/](http://www.salvationarmy.org.au/international-development/give/)**

# YEAR IN REVIEW

## STRATEGIC ACTION PLAN REVIEW

SAID's continuous improvement coupled with external challenges of COVID-19 and the formation of The Salvation Army Australia Territory influenced the decision to review and refine the SAID Strategic Action Plan 2017-2022.

In July 2020, an analysis of the SAID project portfolio identified areas where SAID could improve the use of existing resources and knowledge to create greater significant impact and focus on delivering better outcomes. SAID refined its thematic areas down from six, to three core themes and streamlined our geographic focus. Our analysis was conducted considering the needs and priorities of the partners we currently engage with and found that overlapping themes for holistic projects results in greater impact at the community level. The refined thematic areas chosen:

1. Health
2. Livelihoods
3. Addressing Vulnerabilities

### HEALTH - THIS THEMATIC AREA RELATES TO SUSTAINABLE DEVELOPMENT GOALS 1, 2, 3 AND 6.



SAID seeks to engage in the areas of Water, Sanitation and Hygiene (WASH), health education, vaccinations and disease prevention and nutrition and food security.

Over the past five years, SAID has been involved in large scale health projects, and has observed significant positive impact from these projects, particularly in the area of WASH in the Africa zone. During this time, the capacity of partners is being strengthened in this thematic area cross Africa, through the development of the Communities of Practice internationally.

### LIVELIHOODS - THIS THEMATIC AREA RELATES TO SUSTAINABLE DEVELOPMENT GOALS 4, 8 AND 10.



SAID seeks to engage in the areas of income generating activities, access to community-based savings and loans mechanisms, education and the building of financial capacity.

SAID understands that security around sustainable livelihoods is core to helping communities exit poverty and build resilience. Since 2017, SAID has diverse experience in financial capacity building with programs that focus on self-help groups, Village, Savings and Loans (VLSA) and micro-credit. In fact, income generating activities or VLSA are built into a large range of SAID projects, and the learning from this has been significant where we have seen positive change and impact observed from projects with Livelihood focus.

### ADDRESSING VULNERABILITIES - THIS THEMATIC AREA RELATES TO SUSTAINABLE DEVELOPMENT GOALS 4, 5 AND 16



SAID seeks to engage in the areas of anti-human trafficking, sexual exploitation, gender-based violence and child rights.

In the international TSA scope, our Australian SAID office is currently involved in the majority of anti-trafficking projects in the Africa zone, and subsequently had the ability to use the lessons learnt across this portfolio for the strengthening of projects throughout The Salvation Army. Throughout our work in anti-trafficking, SAID is also gaining deeper knowledge of the causes of exploitation and gender-based violence.

SAID has been proactive in the Individual Child Sponsorship (ICS) Transition of TSA globally, which has led to the development in knowledge of family reunification and family strengthening activities. While this is still an area of growth, SAID is quite engaged in this area.

## EVALUATION AND LEARNINGS SPOTLIGHT

SAID undertook nine evaluations across our project portfolio in FY2020-2021, including seven evaluations of projects in South Africa, Kenya, The Philippines, and Malawi as well as an evaluation of capacity building in Africa and an evaluation of individual child sponsorship (ICS) transition projects in Indonesia, Uganda, the Philippines and Kenya. These evaluations allowed SAID to analyse project achievements and good practice, identify implementation gaps to improve our practice and consider the recommendations provided by consultants for best practice and continuous learning in our project design and implementation.

### Project Achievements and Good Practice

An example of an evaluation highlighting project achievements and good practice is the mid-term evaluation of the Oyana project in Kenya. The project aims to decrease human trafficking incidences and reduce the vulnerabilities of at-risk community members through awareness raising and access to preventative and restorative services. The evaluation found that the project demonstrated great efficiency and effectiveness, for example the project exceeded its targets for the number of at-risk families it reached. Recognising that the project cannot address human trafficking on its own, the Project Manager has effectively built partnerships with different organisations. Such relationships have benefitted the project, particularly where partner organisations' expertise and resources complemented those of The Salvation Army in Kenya.

### Reflective Practice

Following an end term evaluation of a water and sanitation project in South Africa, the SAID projects team together reflected on the findings. The team discussed how to support other implementing partners to replicate the strengths of the project, including high relevance to community needs and strong community ownership. The team also discussed the evaluation's findings related to project delivery and management, including the importance of well-trained staff, clear stakeholder roles and responsibilities and maintaining government support for projects. Through reflecting on the evaluation findings, SAID identified strategies to support partners to manage and implement community development projects effectively.



### Continuous Learning

A consultant conducted a desk review of SAID's approach to supporting the transition of five key projects in four partners as a part of the shift away from child sponsorship towards sustainable, community-based programs. The report highlighted the importance of establishing local ownership and developing local partnerships that can come alongside our partners to support the reintegration process and provide individualised care for children and families. The report also found that the design of our community-based programs is strong and reflects a rights-based approach, which will result in effective and efficient programs and translate into sustainable impacts for children. The report provides a framework for SAID to further refine its strategy and approach to child rights programming in the future.



# SAID PRACTICE ADVISORY GROUP

## 2020–2021 Governance

With the transition of the SAID Governance structure to the SAID Practice Advisory Group, the core focus to oversee the programmatic, business, risk and financial operations for SAID has been strengthened. The SAID Practice Advisory Group sharpened our commitments in governance, accountability and compliance, which has reinforced our partnerships and implementation of projects. Through this, SAID's vision to see people living with hope and dignity melds with our human rights-based approach to development, assisting with communities having their voices heard as the inequalities leading to poverty are addressed.

SAID is confident that the SAID Practice Advisory Group will continue to provide oversight of our policies, strategic action plan, programmatic, risk mitigation and compliance with ACFID Code of Conduct to support SAID base level accreditation with the Australian government.

### 2020 SAID COUNCIL MEMBERS

#### Commissioner Janine Donaldson (2020 Council Chair)

Janine is the joint Territorial Leader for The Salvation Army in Australia. Janine has served at the International Headquarters of The Salvation Army in London. Janine and her husband, Commissioner Robert Donaldson, have focused on improving program development processes for Salvation Army officer training colleges in Zambia, New Zealand, Fiji and South Africa. The couple's focus was on serving others, developing a clear mission strategy and developing governance structures.

#### Major Darren Elkington (2020 Council Secretary)

Darren is the Assistant to the Chief Secretary—Governance Portfolio. Darren has served as an officer for over 20 years. He has served predominantly in Australia but has also completed a six-year term in New Zealand. In his current role as Assistant to the Chief Secretary, Darren is responsible for the Governance Portfolio for TSA.

#### Roger Burton (Projects and Performance Committee Chair)

Roger came to our council in 2018 with 25 years' experience in corporate senior management and a decade spent helping aid agencies gain and maintain Australian government accreditation.

#### John Gordon (2020 Finance and Risk Committee Chair)

John is a former Senior Audit Partner at PwC with over 35 years' involvement in not-for-profit organisations. He has provided us with corporate governance advice since joining our council in 2017.

#### Arbin Kumar

Arbin comes to our council with 14 years' experience as Financial Accountant for The Salvation Army, managing financial accounting and taxation reporting. He also brings high-level networking capabilities and 16 years' team-building expertise.

#### Amanda Walsh

A member of the Australian Institute of Company Directors, Amanda is an expert at making complex systems

simple and workable, developing strategies and partnerships to reduce bureaucracy and improve processes and governance. Amanda joined our council in 2016.

#### Janine Kewming

With many years of executive and senior leadership experience, Janine brings over 10 years of fundraising expertise to her role as Head of Fundraising, including three years working with a leading International Aid organisation.

#### Paul O'Callaghan

Paul is the former CEO of Caritas and executive leadership team in ACFID. Paul has great International Development and government experience, particularly risk assessment and solutions, advocacy strategy, regulatory compliance improvement. Paul joined the Council in 2019, providing governance advice during this time.

#### Bernadette Roberts

Bernadette has extensive leadership experience across Community Services including quality, safeguarding, innovative service design

and strategy. As part of Bernadette's current role, she represents TSA at the ACT Alliance Quality and Accountability Reference Group and is a member of the National Office for Child Safety Sector Leadership Group.

#### Domenic Friguglietti

Domenic is a media and development professional with 30 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 SE Asia, PNG, Pacific and Australia; UN Agencies, as well as international donors and other key development stakeholders.

### 2021 SAID PRACTICE ADVISORY GROUP

#### Major Darren Elkington (2021 SAID PAG Chair)

Darren is the Assistant to the Chief Secretary—Governance Portfolio. Darren has served as an officer for over 20 years. He has served predominantly in Australia but has also completed a six-year term in New Zealand. In his current role as Assistant to the Chief Secretary, Darren is responsible for the Governance Portfolio for TSA. Darren ceased this role in May 2021.

#### Roger Burton

Roger came to our SAID PAG in 2018 with 25 years' experience in corporate senior management and a decade spent helping aid agencies gain and maintain Australian government accreditation.

#### Arbin Kumar

Arbin comes to our SAID PAG with 14 years' experience as Financial Accountant for The Salvation Army, managing financial accounting and taxation reporting. He also brings high-level networking capabilities and 16 years' team-building expertise.

#### Domenic Friguglietti

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#### Major Mark Kop

Mark represents four generations of service to The Salvation Army. This year is his thirtieth year as an Officer. Mark has wide experience in both corps pastoral ministry, and over fifteen years in the Public Relations

and Fundraising space. His passion is creative leadership and finding simple solutions to complex problems.

#### Uma Komalan

Uma Komalan is Manager-Safeguarding Policy and Practice (Inclusion & Participation) at The Salvation Army. She has over 16 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.

#### 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 40 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.

## ABOUT THIS REPORT

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 The Salvation Army (NSW) Property Trust is a member, SAID is compliant with and adheres to the ACFID Code of Conduct to ensure compliance with the development sector's best practice, such as undertaking our work with transparency, accountability and integrity. At SAID we share the belief that 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](http://www.acfid.asn.au/code-of-conduct).

### AUSTRALIAN GOVERNMENT ACCREDITED

#### BASE ACCREDITATION

The Australian Government accreditation, 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.

#### OUR AUSTRALIAN GOVERNMENT PARTNERSHIPS

##### Australian NGO Cooperation Program (ANCP)

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

the Australian NGO Cooperation Program (ANCP) in CP18-09/MAL5859 Karonga Integrated WASH and Food Security Project in Malawi here: <https://www.salvationarmy.org.au/international-development/learn/news-and-stories/improving-health-outcomes-in-malawi/> and <https://www.salvationarmy.org.au/international-development/learn/news-and-stories/destigmatising-disability-in-malawi/>

##### Church Partnership Program (CPP)

The Church Partnership Program is a DFAT Funded consortium of 7 mainline churches in PNG 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 have been key focal areas for TSA. CPP has been operating since 2004 and consultation workshops are currently underway for the Stage 4 Project Design which will be implemented from July 2022. Over the past year SAID and TSA PNGSI have been working together with other external stakeholders to improve program governance and operations. We are very pleased with the outcomes of that process and commend our TSA PNGSI partner for the way they have worked diligently to implement stronger policies and procedures.

#### ACCOUNTABILITY AND TRANSPARENCY

This annual report is 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. 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 (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 are charitable institutions endorsed by the Australian Taxation Office (ATO) as an Income Tax Exempt Charity and the entities receive certain tax concessions and exemptions consistent with their charitable institution status, which relate to income and goods and services taxes. The entities have been endorsed by the ATO as Deductible Gift Recipients.

#### 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](mailto:aus.internationaldevelopment@salvationarmy.org.au) to get in touch. In addition, you can also lodge a complaint, please email [aus.internationaldevelopment@salvationarmy.org.au](mailto:aus.internationaldevelopment@salvationarmy.org.au)

Further information regarding our complaints handling policy can be found on our website: [www.salvos.org.au/said](http://www.salvos.org.au/said). 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](mailto:code@acfid.asn.au). Information about how to make a complaint can be found at [www.acfid.asn.au](http://www.acfid.asn.au)



Australian Government

Department of Foreign Affairs and Trade



ACFID  
MEMBER

# FINANCIAL REPORT

## Financial Summary

For the year ended 30 June 2021

Public funds raised totalled \$4.06m and comprised 75% of operating revenue for 2021, compared with 64% in 2020.

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 \$0.15m, contributed to 3% of operating revenue. Investment income received was \$0.07m, other income (which included bequests and legacies) was \$0.94m, and income for religious adherence programs was \$0.20m.

Programs expenditure was 60% of operating expenditure for 2021, an increase compared to 53% in 2020.

Fundraising costs accounted for 3% of total expenditure, a decrease compared to 5% in 2020. Accountability and administration costs were 11% of expenditure, an increase compared to 10% in 2020. Expenditure for religious adherence programs was 26% in 2021, a decrease compared to 32% in 2020.

As at 30 June 2021, 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 have strong

overall net asset positions with a reserve balance of \$12,449,301. 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 2021 are available on The Salvation Army website at [www.salvationarmy.org.au/international-development/about/annual-reports-and-publications](http://www.salvationarmy.org.au/international-development/about/annual-reports-and-publications).

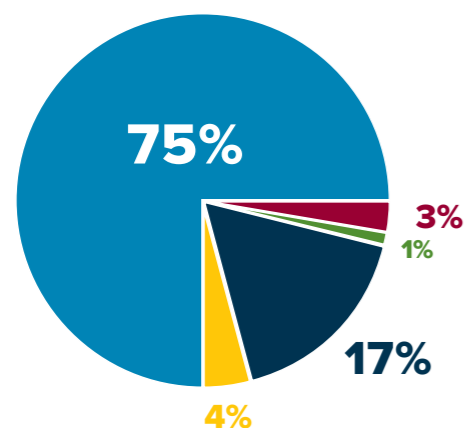
The Financial Report has been prepared in accordance with the requirements set out in the Australian Council for International Development (ACFID) Code of Conduct.

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](http://www.acfid.asn.au/code-of-conduct).

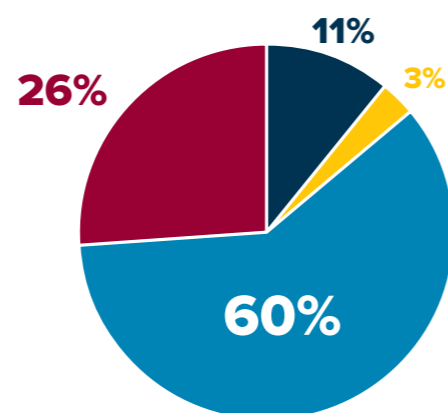
### % of total income in 2021

	\$m	
Donations & Gifts - Monetary	4.06	75%
DFAT Grants	0.15	3%
Investment Income	0.07	1%
Other Income	0.94	17%
Religious Adherence Programs	0.20	4%
<b>Total Income</b>	<b>5.42</b>	<b>100%</b>



### % of total expenditure in 2021

	\$m	
Accountability & Administration	0.54	11%
Fundraising Costs	0.15	3%
Program Expenditure	2.92	60%
Religious Adherence Programs	1.24	26%
<b>Total Expenditure</b>	<b>4.85</b>	<b>100%</b>



## Aggregated Statement of Comprehensive Income

For the year ended 30 June 2021

	2021 \$	2020 \$
<b>Revenue</b>		
Donations and gifts		
Monetary	4,060,114	3,987,890
Non-monetary	5,155	12,320
Bequests and legacies	62,317	72,845
Grants		
Department of Foreign Affairs and Trade	150,120	651,500
Other Australian	-	-
Other overseas	-	-
Investment income	70,240	130,437
Commercial activities income	-	-
Other income *	874,605	1,071,083
Revenue for international religious adherence programs	200,000	300,000
<b>Total revenue</b>	<b>5,422,551</b>	<b>6,226,075</b>
<b>Expenditure</b>		
<b>International aid and development programs expenditure</b>		
International programs:		
Funds to international programs	2,280,213	2,139,957
Program support costs	645,370	725,936
Community education	-	-
Fundraising costs:		
Public	147,372	270,099
Government, multilateral and private	-	-
Accountability and administration	537,391	547,066
Commercial activities expenditure	-	-
Non-monetary expenditure	5,155	12,320
Other expenditure	-	-
<b>Total international aid and development programs expenditure</b>	<b>3,615,501</b>	<b>3,695,378</b>
Expenditure for international religious adherence programs	1,239,431	1,755,646
Domestic programs expenditure	-	-
<b>Total expenditure</b>	<b>4,854,932</b>	<b>5,451,024</b>
<b>Excess of revenue over expenditure</b>	<b>567,619</b>	<b>775,051</b>
<b>Other comprehensive income</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year</b>	<b>567,619</b>	<b>775,051</b>

**Note:**

\* 2021 includes \$737,006 (2020: \$1,036,418) 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

For the year ended 30 June 2021

	2021 \$	2020 \$
<b>Current assets</b>		
Cash and cash equivalents	10,498,368	10,137,384
Trade and other receivables	80,709	169,029
Other financial assets	2,091,405	2,075,578
<b>Total current assets</b>	<b>12,670,482</b>	<b>12,381,991</b>
<b>Non-current assets</b>		
Right of use assets	1,936	-
<b>Total Non-current assets</b>	<b>1,936</b>	<b>-</b>
<b>Total assets</b>	<b>12,672,418</b>	<b>12,381,991</b>
<b>Current liabilities</b>		
Trade and other payables	147,996	395,238
Provisions	51,535	93,957
Lease liabilities	1,590	-
<b>Total current liabilities</b>	<b>201,121</b>	<b>489,195</b>
<b>Non-current liabilities</b>		
Provisions	19,906	11,114
Lease liabilities	2,090	-
<b>Total Non-current liabilities</b>	<b>21,996</b>	<b>11,114</b>
<b>Total liabilities</b>	<b>223,117</b>	<b>500,309</b>
<b>Net assets</b>	<b>12,449,301</b>	<b>11,881,682</b>
<b>Equity</b>		
Reserves	12,449,301	11,881,682
<b>Total equity</b>	<b>12,449,301</b>	<b>11,881,682</b>

## Aggregated Statement of Changes in Equity

For the year ended 30 June 2021

	Retained Earnings \$
<b>Balance as at 1 July 2019</b>	<b>11,106,631</b>
Amount transferred to Reserves	775,051
<b>Balance as at 30 June 2020</b>	<b>11,881,682</b>
<b>Balance as at 1 July 2020</b>	<b>11,881,682</b>
Amount transferred to Reserves	567,619
<b>Balance as at 30 June 2021</b>	<b>12,449,301</b>

## Aggregated Statement of Cash Flows

For the year ended 30 June 2021

	2021 \$	2020 \$
<b>Cash flows from operating activities</b>		
Donations received	4,148,435	3,909,760
Other income received	1,074,605	1,371,083
Bequests and legacies received	62,317	72,845
Government grants received	150,120	651,500
Interest received	54,412	130,166
Lease interest payment	164	-
Payment to suppliers and employees	(1,609,421)	(1,215,075)
Distribution to overseas partners	(3,519,647)	(3,895,603)
<b>Net cash provided by operating activities</b>	<b>360,985</b>	<b>1,024,676</b>
<b>Net increase in cash and cash equivalents</b>	<b>360,985</b>	<b>1,024,676</b>
<b>Cash and cash equivalents at the beginning of year</b>	<b>10,137,383</b>	<b>9,112,707</b>
<b>Cash and cash equivalents at the end of year</b>	<b>10,498,368</b>	<b>10,137,383</b>

*These summary financial reports have been prepared in accordance with the requirements set out in the ACFID Code of Conduct. For further information on the Code, please refer to the ACFID Code of Conduct available at [www.acfid.asn.au](http://www.acfid.asn.au)*

*This financial report is a summarised version of our full financial report. Copies of our 2020-21 audited financial report can be obtained by visiting [salvationarmy.org.au/international-development/about/annual-reports-and-publications](http://salvationarmy.org.au/international-development/about/annual-reports-and-publications)*

## International Aid Project Expenditure by Country

For the year ended 30 June 2021

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 2020 to June 2021	B Science, Diploma Licentiate Theology, Post Grad Diploma Business Administration, Members Institute of Directors
Colonel Geanette Seymour	July 2020 to June 2021	B Social Work, BSW
Colonel Winsome Merrett	July 2020 to June 2021	B Speech Therapy, MA Theological Studies
Colonel Kelvin Merrett	July 2020 to June 2021	Associate Theology, Grad Diploma Theology
Lieut-Colonel Lynette Edge	July 2020 to June 2021	D Ministry (Missiology), M Theology, M Management (Community), BA (Welfare Studies)
Lieut-Colonel Winsome Mason	July 2020 to June 2021	B Education
Captain Colin Reynolds	July 2020 to June 2021	B Theology, Grad Diploma in Bible, M Theology Studies

The countries that received overseas aid during 2020/21 financial year are summarised as follows:

DFAT Projects	\$
Malawi	105,118
	105,118

Sponsorship Projects	\$
India Northern	78,687
Kenya East	251,688
Kenya West	209,386
Malawi	242,254
Pakistan	5,858
Tanzania	112,420
The Philippines	45,459
Southern Africa	7,367
Sri Lanka	8,324
	961,443

Overseas projects funded by Self Denial Appeal and other donations	\$
IHQ International Projects	1,122,823
India Northern	126,714
Indonesia	158,958
Kenya East	80,202
Kenya West	195,883
Malawi	345,474
Papua New Guinea	32,417
Rwanda	12,553
The Philippines	70,470
Singapore, Malaysia & Myanmar	47,169
Southern Africa	54,838
Tanzania	54,292
Uganda	151,290
	2,453,083

Malawi - KIWASH Karonga Integrated WASH and Food Security Program

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*This financial report is a summarised version of our full financial report. Copies of our 2020-21 audited financial report can be obtained by visiting [salvationarmy.org.au/international-development/about/annual-reports-and-publications](http://salvationarmy.org.au/international-development/about/annual-reports-and-publications)*

## Trustees' Declaration

For the year ended 30 June 2021

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 2021 ("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.

The Statements have been prepared applying the recognition and measurement rules in Australian Accounting Standards. The Trustees of The Salvation Army have determined that the accounting policies adopted are appropriate to meet the needs of the Trustees of The Salvation Army and ACFID and have determined that it is not necessary to include all the detailed disclosures, required by Accounting Standards and other mandatory professional reporting requirements in Australia.

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

- there are reasonable grounds to believe that The Salvation Army (Australia) Self Denial Fund (For Overseas Aid) is able to pay all of its debts, as and when they become due and payable; and
- the financial statements as set out on pages 36 to 40 satisfy the requirements of the *Australian Charities and Not-for-Profits Commission Act 2012*, including:
  - Complying with Australian Accounting Standards - Reduced Disclosure Requirements (including the Australian Accounting Interpretations); and the Australian Charities and Not-for-Profits Commission Regulation 2013.
  - Giving a true and fair view of the financial position as at 30 June 2021 and of the performance for the financial year ended on that date.

Signed in accordance with a resolution of the Trustees.

**Colonel Winsome J Merrett**  
(B Speech Therapy, MA Theological Studies)  
Chief Secretary  
Trustee  
Melbourne  
29 November 2021

**Lieut-Colonel Winsome Mason**  
(B Education)  
Secretary for Business Support  
Trustee  
Melbourne  
29 November 2021



## 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 2021 (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 2021
- 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 27 August 2021.

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#### 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

Daniel Robinson

Partner  
Chartered Accountant  
Auditor Registration Number: 471131  
Email: dsrobinson@kpmg.com.au

Sydney  
27 August 2021



**International  
Development**  
AUSTRALIA

International Development Annual Report 2021

Post: PO Box A435 Sydney South 1235

Phone: 02 9466 3105

Email: [aus.internationaldevelopment@salvationarmy.org.au](mailto:aus.internationaldevelopment@salvationarmy.org.au)

This Annual Report is also available online, along with the fully audited financial statements for 2020/2021, at [salvationarmy.org.au/international-development](http://salvationarmy.org.au/international-development)