



# LOVE

COMPELS US



ANNUAL REPORT  
2020





**THE SALVATION ARMY,  
AN INTERNATIONAL MOVEMENT,  
IS AN EVANGELICAL PART OF THE  
UNIVERSAL CHRISTIAN CHURCH.**

Its message is based on the Bible.  
Its ministry is motivated by the love of God.  
Its mission is to preach the gospel of Jesus Christ and  
meet human needs in His name without discrimination.

# OUR MISSION

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*Some of the photographs in this publication feature volunteer models to protect the identity of our beneficiaries.*



# OUR LOVE CHANGES LIVES

For Christ's love compels us  
2 Corinthians 5:14a



God's unconditional love never fails to amaze us. His love for all is steadfast and unceasing. Touched by this profound love, The Salvation Army is compelled to extend His love and compassion to those around us.

We have never paused to help the needy. Our love for God and man has enabled us to serve those who need us the most, in over 130 countries today. Unfazed by what the future holds, we stand committed in transforming lives and impacting future generations.

# CHAIRMAN'S MESSAGE

Over the years, The Salvation Army's purpose is to touch and transform the lives of the underprivileged. To us, every life matters and we remain dedicated in our mission to help change and improve lives.

2019 saw many breakthroughs and advancements in the eldercare sector. To increase efficiency, we introduced Automated Guided Vehicles at Peacehaven Nursing Home to automate the distribution of meals to our elderly. This allows our staff to have more time to provide personalised care to our residents. The use of technology and automation are part of our efforts to enhance productivity and we are honoured to be the first nursing home in Singapore to successfully implement this initiative.

In July 2019, Peacehaven also signed a tripartite memorandum of understanding with RHA Academy and the City of Glasgow College to provide industrial attachment and training opportunities in improving dementia care. And in November 2019, we expanded our nursing home and officially opened the Peacehaven Jade Circle Arena, a new inter-generational lifestyle club and health centre, where the young and old can interact

and mingle in a safe environment.

Moving ahead, we will be expanding community engagements across all our centres to involve more stakeholders to help transform the lives of those we serve. We value all our donors and volunteers, and are very grateful to have worked alongside many caring partners in providing quality programmes for our beneficiaries. During the pandemic, I was also thankful that my friends joined me in donating meals and surgical masks to The Salvation Army.

As we forge ahead in these challenging times, we need to embrace the new normal as we live each day purposefully. We will strive forth in our mission to meet needs and provide hope to the vulnerable, especially those who have been badly affected by the pandemic. Please join us on this journey of rebuilding lives. Your kind support is all it takes to make a difference in someone's life.



**Mr Bill Foo**  
Chairman  
The Salvation Army  
National Advisory Board  
Singapore

"Every life matters and we remain dedicated in our mission to help change and improve lives."



# TERRITORIAL COMMANDER'S MESSAGE

"God's love never changes and He will help us see our community through the eyes of His love."



The Salvation Army is known throughout the world for our humanitarian work and for meeting human needs without discrimination. It is God's love, which has inspired us to touch one life after another, one nation after another, to where we are now, in over 130 countries.

Here in Singapore, we have put our faith into action to provide a wide range of social services for the community. As our work grew over the years, we noticed the growing social needs of the migrant workers. We took the bold step to start Sojourn in 2018 and Carehaven in 2019, to improve the well-being of the migrant workers community.

In the last year, Carehaven, which is a residential programme for foreign domestic workers in distress, has since grown to care for more domestic workers in Singapore's biggest shelter. We have also gained the confidence of several embassies on how we have played an important role in caring for their citizens. Sojourn, which addresses the needs of the male migrant workers, has also expanded its reach to over 10 dormitories and recreation centres, directly impacting over 30,000 workers.

Early this year, when the Government raised its DORSCON level to orange, The Salvation Army promptly responded by putting in place all the necessary precautionary measures. Our residential homes, Peacehaven Nursing Home, Gracehaven, The Haven, and Carehaven, our residential programme, worked tirelessly to keep our residents safe. Carehaven rallied the domestic workers to sew thousands of masks for the Centre for Domestic Employees. Centres who were required to close, found alternative ways to continue supporting our clients such as converting sessions to online modules. Sojourn collaborated with our partners to distribute food and care packs to 20,000 male migrant workers. Every centre rose to the challenge to help our beneficiaries overcome the hardships caused by the pandemic.

The world is constantly evolving and we will never know what tomorrow may bring. But we know for sure that God's love never changes and He will help us see our community through the eyes of His love. We are deeply grateful to our valued partners for sharing the same commitment in transforming the lives of the underprivileged. With your continued support, we will press on towards building a better tomorrow for our beneficiaries and the future generations.



**Colonel Rodney S. Walters**  
Territorial Commander  
The Salvation Army  
Singapore, Malaysia and  
Myanmar Territory



# NATIONAL ADVISORY BOARD

A commitment to excellence and serving others has united these like-minded professionals from diverse backgrounds to form a National Advisory Board that is a vital partner in The Salvation Army ministry.

The Salvation Army National Advisory Board consists of business and community leaders who voluntarily provide their professional skills and knowledge of the community to:

- Assist The Salvation Army in interpreting community needs;
- Facilitate the development of resources to make a practical difference in the community, strengthening The Salvation Army's ability to serve;
- Increase public awareness of The Salvation Army's purpose and work, including the recruitment of volunteers and giving of hands-on assistance;
- Provide advice and guidance to The Salvation Army in areas such as budgeting, capital campaigns, public relations, fundraising, and building improvements and maintenance.

*We are blessed to have Mr S. Dhanabalan as our Patron and Mr Bill Foo as the Chairman of the National Advisory Board. As at 31 March 2020, members of our National Advisory Board include Mr Aje Saigal, Ms Catherine Ong, Ms Cheng Pai Ling, Mr Eugene Lim, Mr Luke Lim, Mr Richard Yong, Datuk Robert Chua, Mr Wen Khai Meng, Colonel Rodney S. Walters, Lieutenant Colonel Garth Niemand, Major Michael Zielinski and Ms Angeline Tan.*



**FROM LEFT TO RIGHT:**  
Major Michael Zielinski, Ms Catherine Ong, Mr Luke Lim, Mr Bill Foo, Mr Aje Saigal, Lieutenant Colonel Garth Niemand, Datuk Robert Chua, Ms Cheng Pai Ling, Mr Wen Khai Meng, Colonel Rodney S. Walters, Mr S. Dhanabalan, Ms Angeline Tan, Mr Eugene Lim and Mr Richard Yong





# KEY HIGHLIGHTS

## CARING FOR FOREIGN DOMESTIC WORKERS

The Salvation Army partnered the Centre for Domestic Employees, a non-governmental organisational arm of the National Trade Union Congress to provide care and support to foreign domestic workers caught in challenging circumstances. At Carehaven, we develop meaningful programmes to engage the foreign domestic workers and help them overcome their fears or challenges.



## NATIONAL DAY CELEBRATIONS

### @ TUAS VIEW DORMITORY

As part of the National Day celebrations, Sojourn held our first full day, 12-hour mega event for around 700 migrant workers. It was also the official launch of Sojourn Sonshine Hub and Sojourn Medical Centre at Tuas View Dormitory. The event was co-organised with key community partners and the guest-of-honour was Mr Yeo Guat Kwang, Assistant Director-General of NTUC.

## INNOVATIVE HELPING HANDS

To increase efficiency, Peacehaven Nursing Home launched a pair of automated guided vehicles to handle the delivery of food and medical supplies. With the time saved from making deliveries, our staff can provide more personalised care for our residents. This initiative is part of Peacehaven's efforts to use technology and automation to improve productivity and minimise workplace accidents. We are the first nursing home in Singapore to successfully implement this initiative.



## CHARITY BIKE 'N' BLADE

Charity Bike 'n' Blade 2019 raised over \$216,000 for Peacehaven Nursing Home. Organised and fully supported by volunteers, the 12th edition attracted 48 cyclists and 21 support crew and upheld its trademark of passion and grit to raise funds for those in need.

## EAGLES LEADERSHIP CONFERENCE

The Eagles Leadership Conference 2019 brought together distinguished speakers to discuss effective models and solutions to equip leaders in shaping a better tomorrow. Mdm Low Mui Lang, Executive Director of Peacehaven, spoke at one of the plenary dialogues, "Crossing the Divide," with a focus on future leadership. We also shared our programmes through networking sessions with like-minded participants during the event.



## RED SHIELD APPEAL LUNCHEON

We shared our new initiatives in dementia care, fostering and helping male migrant workers at our Red Shield Appeal Luncheon 2019 with guest-of-honour, Minister for Social and Family Development, Mr Desmond Lee. During the programme, guests gained insights into our work for the underprivileged from the respective heads of Peacehaven, Gracehaven Fostering and Sojourn.

## ADVANCEMENTS IN ELDERCARE TRAINING

As part of our ongoing efforts to expand the variety of courses in eldercare, Peacehaven signed a tripartite memorandum of understanding with RHA Academy and the City of Glasgow College. This collaboration between industry leaders in the eldercare field will provide gold-standard training opportunities in improving dementia care.



## VISIT TO THE HAVEN

In March 2020, Mr Desmond Lee, Minister for Social and Family Development, visited The Haven. During the visit, we shared how we have made quick adjustments on our guidelines to keep our children safe in view of the pandemic. Minister Desmond Lee thanked the team for their vigilance and efforts in ensuring that the residents and staff are protected.

## CHRISTMAS KETTLING

Over \$181,000 was raised from Christmas Kettling 2019 through the generous support from participating malls, volunteers and donors. With the support from Starbucks Singapore, we also received a donation of \$66,793 from the sales of its Christmas beverages at the annual Starbucks Christmas Open House.



## JADE CIRCLE ARENA

In late 2019, we launched Jade Circle Arena, which is part of Peacehaven Jade Circle, a joint development between The Salvation Army, Lien Foundation and Khoo Chwee Neo Foundation. Jade Circle Arena is an intergenerational lifestyle club and health centre for the young and old to play and interact in a safe environment. Families and people of all ages can mingle and bond over activities that promote healthy living and active ageing. These activities are specially designed to support the physical, mental and psychosocial well-being of the elderly.



## SINGAPORE HEALTH QUALITY SERVICE AWARDS

At the Singapore Health Quality Service Awards 2020, 74 staff from Peacehaven were recognised for their commendable service. They received the silver award from guest-of-honour, Deputy Prime Minister and Minister for Finance, Mr Heng Swee Keat.

## NEW BEGINNINGS

In early 2020, The Haven opened two newly renovated family and therapy rooms to facilitate better family sessions as the Home moves towards a solution-focused approach. Interactive activities such as sand and play therapy for residents, will benefit those who need emotional support. Our team will guide the families as they journey through specially designed activities and work towards family reconciliation.





# GRACEHAVEN

Gracehaven provides a full continuum of care for children and youth who require out-of-home care and protection, or rehabilitation due to a lack of parental supervision, risk behaviours and family breakdowns.

Our services include interim placement and assessment, residential care, fostering and home-based intervention to reunify the residents with their natural families in a safe and timely manner.

For children and youth staying in our residential Home, we tailor their care plan according to their individual needs. Through an array of programmes, we aim to instil good values and encourage them to give back to the community. Last year, our residents embarked on a weekly volunteering programme with a hospital where they learned to transport

patients on wheelchairs and joined the patients in social activities. Our residents also attended various workshops on life skills and personal development. One of the workshops focused on discovering the love language between our residents and their parents, which they found to be meaningful.

Over the past year, Gracehaven Fostering has grown to support more foster families and care for more foster children. As the need for foster families remains high, we will continue to raise awareness and recruit more foster parents.

# THE HAVEN

The Haven is a safe and loving Home for vulnerable children and youth whose families are unable to care for them.

We adopt a multidisciplinary approach in engaging our partners to reach out to our young residents. Through various programmes, our residents get to interact with mentors who can guide and motivate them in their academics or areas of interest. Other programmes such as adventure and outdoor activities, coaching and mentoring sessions, are specially designed to help our

Specialised care is provided to help the young residents overcome their emotional and psychological needs. Our social and caseworkers also equip them with life skills and work closely with them and their families towards reintegration and reunification.

young people to boost their self-confidence and gain skills that will prepare them for their future.

Our small group home concept allows us to pay closer attention to the needs of the residents so we can deliver quality care and age-appropriate programmes for them.

For older male residents who have transitioned from our residential care and are still pursuing their post-secondary education, Transitions@Haven provides them with safe accommodation and support towards independent living.





# YOUTH DEVELOPMENT CENTRE

Youth Development Centre aims to empower youth and help them achieve their full potential.

Reaching out to latchkey youth-at-risk between the ages of 10 and 21, we organise programmes to keep the youth within the community engaged and provide them with opportunities beyond what is usually accessible to them.

As a drop-in centre, we provide the youth with a safe and conducive place to play and study.

In addition, we offer developmental and case management intervention support. Volunteer mentors are recruited, trained and paired with the youth. By being a positive influence in their lives, we hope that the youth will be motivated to spend their adolescent years responsibly and purposefully.

Backed by social work and case management capabilities, we also offer aftercare services to youth who are discharged from our residential homes or for those who are in non-residential care. We provide post-discharge support to enable them to reintegrate into the community with ease, and rehabilitative and preventive support to reduce risk behaviours and recidivism.



Prison Support Services - Kids In Play provides professional support to families of incarcerated persons and journeys with them through their challenges. We hope to reduce the impact of incarceration on the families and create a more inclusive society where they are embraced and become contributing members of the community.

To support these families, we provide a comprehensive range of services such as casework management, individual counselling, group work and family bonding activities. Group work sessions and programmes are organised for children, caregivers and the incarcerated parents to help strengthen family ties.

Pre-sessions for incarcerated parents help them to learn about the impact of their incarceration on their loved ones and how to be a supportive parent. Following the pre-sessions, we would organise a Family Bonding programme for the children to spend valuable time with their incarcerated parents without any physical barriers inside the prison. This programme is a key highlight for the children and their parents, and serves to strengthen their relationship further.

In addition, we work with corporate partners and the community to provide our clients with learning and bonding opportunities through ad-hoc events and workshops. These partnerships will help build an inclusive society where families of incarcerated parents are embraced.

## PRISON SUPPORT SERVICES – KIDS IN PLAY





# CAREHAVEN

A partnership between The Salvation Army and the Centre for Domestic Employees, Carehaven runs a residential care programme for foreign domestic workers caught in challenging circumstances. We also serve as an advocate for safe migration practices to help foreign domestic workers return safely to their home country.

At Carehaven, we organise meaningful programmes to improve the well-being of the foreign domestic workers by empowering them to be more resilient and equipping them with coping mechanisms to overcome their circumstances. We also organise useful activities such as English lessons, handicraft sessions and exercises. These activities help enhance their livelihood skills, personal development and overall health.



Family Support Services has been making a difference in the lives of the less privileged by serving as a one-stop centre.

Our community-based service offers casework management, counselling, financial and food ration assistance, elderly befriending services, and support groups for the elderly and youth. Besides extending

a practical lifeline and friendship to the marginalised, we also provide referral services to link people to relevant agencies if they require further assistance.

During the food ration distribution, we offer basic health checks such as blood pressure and blood glucose examinations for our beneficiaries. We also have an outreach service called Guardian Angel, which assists frail elderly in areas such as medical appointments, grocery shopping and home refurbishment.



## FAMILY SUPPORT SERVICES

# SOJOURN

Sojourn is a programme that seeks to improve the well-being of the male migrant workers during their stay in Singapore.

This migrant community is one of the most marginalised groups, with many of them in debt, feeling isolated, depressed and worried about their families back home. Sojourn helps to address these needs by working closely with partners to provide practical support across various dormitories.

Our range of services include befriending, counselling, English and enrichment lessons, health screenings, physiotherapy and traditional Chinese medicine treatments.

To help them adjust to their life in Singapore, we also extend our care by creating social opportunities for them to interact and integrate with local communities.



# PEACEHAVEN JADE CIRCLE

Launched in November 2019, Peacehaven Jade Circle Arena is an intergenerational lifestyle club and health centre for the young and old to play and interact in a safe environment. Families and people of all ages from the community can mingle and bond over activities that promote healthy living and active ageing. These activities are specially designed to support the physical, mental and psychosocial well-being of the elderly.

Jade Circle Arena is part of Peacehaven Jade Circle, a joint development between The Salvation Army, Lien Foundation and Khoo Chwee Neo Foundation.



Peacehaven Nursing Home meets the needs of sick and frail elderly with physical or mental disabilities by providing professional clinical care in a caring and homely environment. Our holistic model of compassionate care is centred on the residents' individual needs and well-being. Residents are also empowered to continue in self-care and to make their own decisions.

In Peacehaven, our residents are grouped in 14 Resident Living Areas that are designed to replicate a comfortable, home-like environment. Our comprehensive services include nursing care, general practitioners' services, occupational therapy, physiotherapy, speech therapy, dental services and pastoral care.

The in-house 'Life We Know' programme rewards residents for participating in beneficial exercises or activities with lifestyle choices such as going to a mini-mart or getting a haircut within the safety of the Home.

Building on our years of experience, we will continue to refine our resident-centred model of care, which will focus on the resident's dignity and autonomy. We will also expand our community engagements to involve more volunteers and partners to provide quality programmes for our residents.

## PEACEHAVEN NURSING HOME



Peacehaven Day Centres at Bedok and Changi offer a comprehensive suite of eldercare services for frail elderly, especially those who do not have suitable caregivers.

Through the Integrated Home and Day Care programme, we meet the multiple-care needs of each client at the centre, and also in the client's own home, with medication, nursing, rehabilitation, psychosocial support, home assessment or personal care.

By adopting a multidisciplinary approach, our team supported by a case manager, occupational therapist, physiotherapist and medical social worker, conducts regular care reviews to assess the client's outcomes and tailor the care plan when there are changes in a client's well-being. The social activities conducted at the centre also help the elderly to age gracefully and continue leading fulfilling lives in the community.

Moving ahead, we will be undergoing renovations at both centres to upgrade our facilities and create a safer and more dementia-friendly environment for our clients.

## PEACEHAVEN DAY CENTRES



# CORPS & CORPS COMMUNITY SERVICES

The Salvation Army Corps is where the heart of the Army's mission is found. We are motivated by the love for God and we demonstrate this love through our actions driven by compassion for those in need.

We have seven corps namely Balestier Corps, Bishan Chinese Corps, Changi Corps, Eratchippu Corps, Singapore Central Corps, William Booth Corps and Kallang Bahru Outpost. Our worship services are held in English, Mandarin and Tamil. We also have Myanmar, Filipino and Indonesian fellowship groups and various activities for different age groups and ministries.

In addition, we extend holistic support to the community through our Corps Community Services. William Booth Corps provides student care services to support working parents, while Bishan Chinese Corps organises a monthly lunch programme for destitute seniors. Kallang Bahru Outpost holds a regular fellowship for seniors and offers academic support to primary school students living nearby.



## RED SHIELD INDUSTRIES

Red Shield Industries (RSI) is the social enterprise arm of The Salvation Army. We have five family stores and eight donation-in-kind booths located across Singapore. With the income generated from the family stores by reusing, recycling and restoring donations-in-kind, RSI helps support The Salvation Army's mission to provide holistic care to the community.

By partnering the Institute of Mental Health on its retail therapy programme, we help to strengthen its clients' employability skills and prepare them

to re-enter the mainstream workforce. RSI has also been deploying our mobile sales trucks to dormitories so that migrant workers can purchase affordable goods at their convenience.

Moving forward, RSI will look for ways to increase productivity and provide quality service to our donors and customers. With constant changes in consumer buying patterns, RSI aims to stay ahead by utilising an automated retail system that will help us respond better to our customers' needs. RSI is also planning to set up a nursery with a café at our Tanglin Family Hub. This development will provide employment for clients with special needs and former incarcerated persons.





# PRAISEHAVEN RETREAT CENTRE

Praisehaven Retreat Centre is an affordable venue for functions, retreats and camps. We offer complimentary Wi-Fi and a wide range of function rooms, apartments and bedrooms for various group sizes.

Our centre is conveniently located next to Hillview MRT Station with many nearby amenities such as nature reserves, parks and eating places.

# VOLUNTEERISM

Being a volunteer is more than just helping others. In the eyes of our beneficiaries, volunteers help to inspire and motivate them through their passion for serving.

On behalf of our beneficiaries, we would like to thank over 1,800 individuals, corporations, schools and groups who joined us as volunteers in FY2020. With your support, we have managed to do so much more in impacting the lives of those under our care.

The Salvation Army welcomes passionate volunteers to come on board to make a difference in the lives of our beneficiaries. Our volunteering opportunities range from academic and youth mentoring, befriending, facilitating activities to event and logistic support. We also welcome corporate and individual volunteers who wish to initiate fundraising projects to help our beneficiaries.

Learn more about our available opportunities and sign up at [sg.salvationarmy.org/volunteer](https://sg.salvationarmy.org/volunteer).

I love helping The Salvation Army through Christmas Ketting! My wish is for more people to donate and be compassionate to the needy in our society. Thank you for giving me the opportunity to make a difference.

**Akshay**  
Volunteer





# TOUCHING LIVES

I am a resident in Gracehaven, and as part of Gracehaven's care programmes, residents are encouraged to participate in activities that will expose us to various learning experiences and help us discover our hidden talents.

On one occasion, I was selected to participate in a competition that provided us with the opportunity to pitch our business ideas to a panel of esteemed judges from various industries. It was then that I realised my innate talent and found out that I was good at conceptualising entrepreneurial ideas. I gave my best at the final presentation and achieved excellent results.

Not only was this personal achievement monumental to me, but it was also an inspiration to many of my friends at the Home, and a testament that if they put their heart and effort in what they do, they too will be able to achieve their dreams regardless of their background and circumstances that they are in.

I am thankful to everyone who supported me all the way!

17-year-old Girl  
Gracehaven



Family Support Services has always been a place I look forward to go to every week. I feel my spirits lifted when I attend the activities and interact with the staff and fellow clients.

Madam Lim, Client  
Family Support Services

The Haven has given me ample space to grow, and I am thankful as it has shaped me to be more patient and less impulsive.

17-year-old Boy  
The Haven

The Youth Development Centre helps to guide the youth to be better persons. Thank you for being their second home!

Sheila, Mother of our Client  
Youth Development Centre

I am happy staying in Peacehaven because the staff are caring and dedicated. I enjoy the Gym Tonic exercises as well as the karaoke sessions because I can reminisce the good old days.

Mr Ngoei, Resident  
Peacehaven Nursing Home

I was in Peacehaven Nursing Home to undergo active rehabilitation. I returned home after my condition improved and joined Peacehaven's Integrated Home and Day Care programme. The regular exercises help build my physical strength, and I also like the social activities at the centre.

Mdm Soh, Client  
Peacehaven Day Centre

I am grateful for the supermarket vouchers that have helped offset my marketing expenses.

Mdm Chang, Beneficiary  
Bishan Chinese Corps Community Services

# CORPORATE INFORMATION



IPC Registration Number  
000549

Unique Entity Number  
T07CC3012G

Registered Address  
20 Bishan Street 22  
Singapore 579768

Internal Auditor  
Mr Paul Boon

Lawyers  
Donaldson & Burkinshaw

Bankers  
DBS Bank Ltd

Auditors  
Ardent Associates LLP

Investment Advisors  
Nikko Asset Management Asia Ltd  
Lion Global Investors Ltd

The Salvation Army was established under the Statutes of Singapore, Ordinance 23 of 1939 as Salvation Army Ordinance (Chapter 377).

### Territorial Management Board

The Territorial Management Board is responsible for the wise and economical expenditure of all Salvation Army funds in the Territory, and for ensuring that no money is spent except in harmony with both the letter and spirit of orders and regulations.

### Territorial Management Board Members

Name	Designation	Date of Appointment
Colonel Rodney S. Walters	Territorial Commander	1 Jan 2020
Lieut-Colonel Garth Niemand	Chief Secretary	1 Jan 2020
Colonel Wendy Walters	Territorial President of Women's Ministries	1 Jan 2020
Lieut-Colonel Patricia Niemand	Territorial Secretary for Women's Ministries	1 Jan 2020
Major Hary Haran	Territorial Secretary for Personnel	1 Jan 2020
Major Michael Zielinski	Territorial Secretary for Business Administration	1 Jan 2020
Major Winsome Mason	Territorial Secretary for Programme	1 Jan 2020
Major Lim Chee Kwee	Territorial Editor and Literary Secretary	1 Jan 2020
Captain Andrew Lo	Territorial Youth and Candidates Secretary	1 Jan 2020
Mr John Ng	Director, Property	1 Jan 2020
Ms Koh Guek Eng	Director, Finance	1 Jan 2020
Mr Peter Leow	Director, Human Resources	1 Jan 2020



# CORPORATE INFORMATION

## Central Council

A Central Council is established at Territorial Headquarters to assist the Territorial Commander in policy matters relating to the operations of The Salvation Army in the territory, other than those which are the responsibility of the Territorial Management Board.

### Central Council Members

Name	Designation	Date of Appointment
Colonel Rodney S. Walters	Territorial Commander	1 Jan 2020
Colonel Wendy Walters	Territorial President of Women's Ministries	1 Jan 2020
Lieut-Colonel Garth Niemand	Chief Secretary	1 Jan 2020
Lieut-Colonel Patricia Niemand	Territorial Secretary for Women's Ministries	1 Jan 2020
Major Hary Haran	Territorial Secretary for Personnel	1 Jan 2020
Major Michael Zielinski	Territorial Secretary for Business Administration	1 Jan 2020
Major Winsome Mason	Territorial Secretary for Programme	1 Jan 2020
Major Lim Chee Kwee	Territorial Editor and Literary Secretary	1 Jan 2020
Major Janene Zielinski	Assistant Secretary for Personnel	1 Jan 2020
Major Florence Shein	Assistant Secretary for Programme	1 Jan 2020
Ms Koh Guek Eng	Director, Finance	1 Jan 2020

## General Expenditure Board

The General Expenditure Board is concerned with the prudent, economical and efficient conduct of all the business. The Board monitors that all expenditures are within the approved budget and can give approval for expenditure not in the budget after due care and consideration. The General Expenditure Board will seek the approval of the Territorial Management Board for expenditures beyond the Board's limit.

### General Expenditure Board Members

Name	Designation	Date of Appointment
Major Michael Zielinski	Territorial Secretary for Business Administration	1 Jan 2020
Major Hary Haran	Territorial Secretary for Personnel	1 Jan 2020
Major Winsome Mason	Territorial Secretary for Programme	1 Jan 2020
Captain Andrew Lo	Territorial Youth and Candidates Secretary	1 Jan 2020
Ms Angeline Tan	Director, Public Relations	1 Jan 2020
Ms Koh Guek Eng	Director, Finance	1 Jan 2020
Ms Joyce Ong	Accountant	1 Jan 2020

## Internal Audit Board

The Board serves to evaluate, assess and monitor governance, risk and compliance factors and can challenge any current practice, champion best practices and be a catalyst for improvement with the objective of ensuring that the organisation as a whole can achieve its strategic objectives. To this end, the Board is prepared to make any necessary recommendations for developmental effectiveness.

### Internal Audit Board Members

Name	Designation	Date of Appointment
Lieut-Colonel Garth Niemand	Chief Secretary	1 Jan 2020
Major Michael Zielinski	Territorial Secretary for Business Administration	1 Jan 2020
Major Hary Haran	Territorial Secretary for Personnel	1 Jan 2020
Major Winsome Mason	Territorial Secretary for Programme	1 Jan 2020
Major Florence Shein	Assistant Secretary for Programme	1 Jan 2020
Captain Wong Peck Ee	Corps Officer	1 Jan 2020
Ms Koh Guek Eng	Director, Finance	1 Jan 2020
Mr Paul Boon	Internal Auditor	1 Jan 2020

## Human Resources Board

The Board reviews human resource policies and procedures and ensures that they are effectively implemented. It considers strategic matters related to salaries and allowances, and evaluates annual wage adjustments and variable bonus factors. It also assesses and approves applications for hiring and promotion (senior positions) and reviews training, grievances, discipline, redundancies, resignations and dismissals. Recommendations made by the Board will be submitted to the Finance Council for approval.

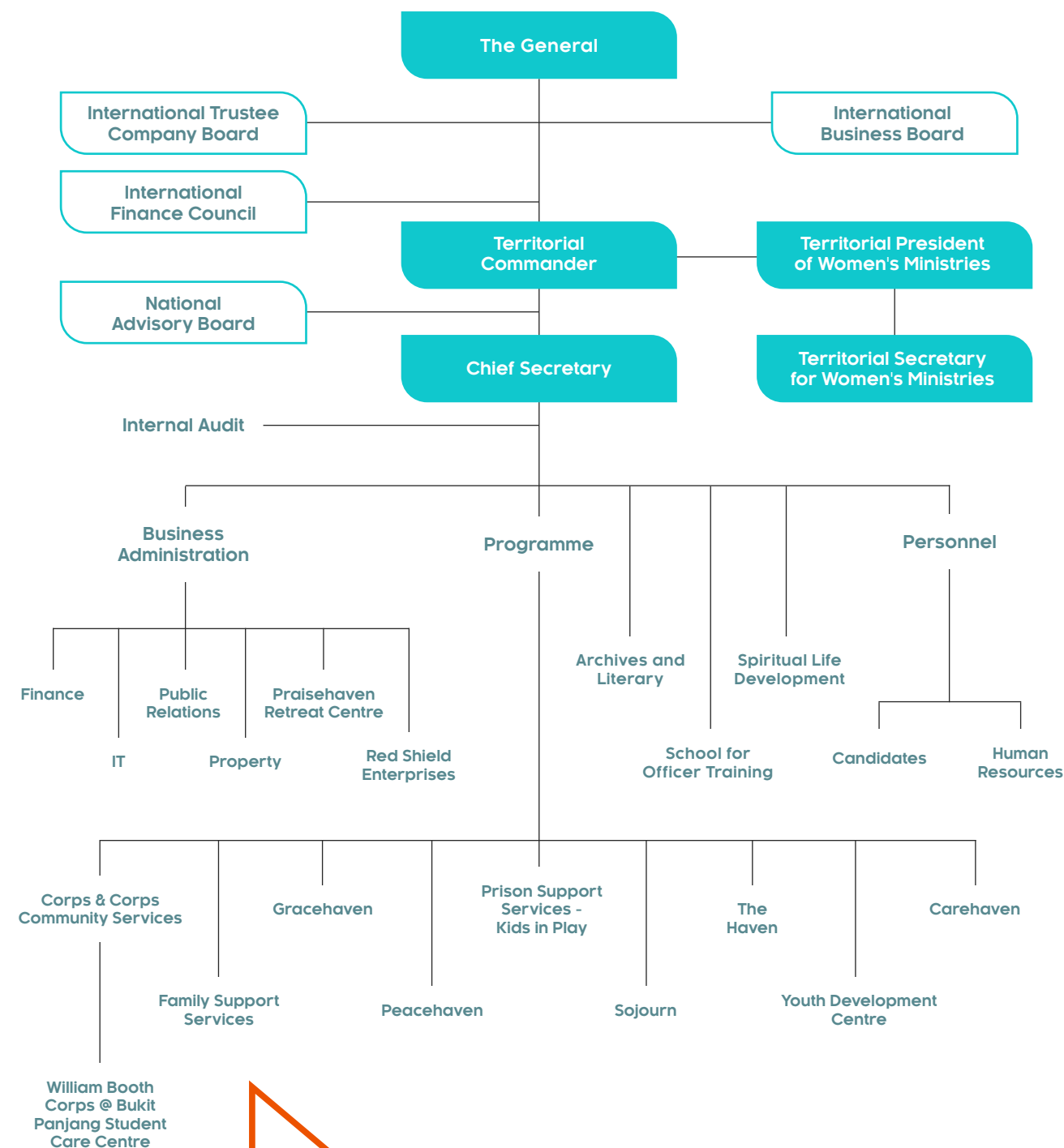
### Human Resources Board Members

Name	Designation	Date of Appointment
Colonel Wendy Walters	Territorial President of Women's Ministries	1 Jan 2020
Lieut-Colonel Patricia Niemand	Territorial Secretary for Women's Ministries	1 Jan 2020
Major Hary Haran	Territorial Secretary for Personnel	1 Jan 2020
Major Winsome Mason	Territorial Secretary for Programme	1 Jan 2020
Major Janene Zielinski	Assistant Secretary for Personnel	1 Jan 2020
Captain Andrew Lo	Territorial Youth and Candidates Secretary	1 Jan 2020
Ms Koh Guek Eng	Director, Finance	1 Jan 2020
Mr Peter Leow	Director, Human Resources	1 Jan 2020



# ORGANISATION STRUCTURE

As at 31 March 2020



# CORPORATE GOVERNANCE

The Salvation Army continually works at putting good organisational policies and processes in place, towards good governance standards and in compliance with the code of governance for charities and institutions of public character.

not subject to commitments, planned expenditure and spending limits. It does not include endowment funds, restricted funds and designated funds. In the audited financial statements, this reserve is termed "unrestricted reserve".

## CONFLICT OF INTEREST POLICY

The Salvation Army's Conflict of Interest Policy aims to protect the organisation's welfare and best interests over and above all priorities and objectives. The policy mandates that no key personnel of The Salvation Army shall be involved in activities that violate the principles of the organisation and derive any personal profit or gain, directly or indirectly, by reason of his or her work with The Salvation Army.

Each key personnel shall disclose to the Territorial Management Board of any personal interest which he or she may have in any matter pending before the organisation and shall refrain from participation in any decision on such matter, upon his/her taking up of the employment/appointment in the organisation. Annual declaration of interests by key personnel is required. He / She shall fully disclose to the Territorial Management Board in the event a conflict of interest situation may arise.

## RESERVE POLICY

The policy defines reserve as that part of the income funds that is freely available for its operating purposes

The reserve provides financial stability and the means for the development of our principal activity. The reserve target in each fund is established at a level equivalent to two times the amount of annual operating expenditure. The level of the reserve is being reviewed annually.

## ANTI - MONEY LAUNDERING POLICY

The policy seeks to protect The Salvation Army, its officers, employees and all personnel related to The Salvation Army against money laundering practices to which all charities are at risk of being exposed to through exploitation by criminals and terrorists. All Salvation Army personnel are required to be vigilant; be committed to strong governance and financial transparency; know our key donors and beneficiaries; conduct transactions via regulated financial channels; ensure that funds are applied in a consistent way to our mission and objectives; and report suspicious transactions to the authorities.



# CORPORATE GOVERNANCE

## HUMAN RESOURCES MANAGEMENT

The Salvation Army management accepts the responsibility for good employee relations within relevant legislation and labour framework. The Human Resources Department is responsible for administering the personnel policies and procedures concerning employment matters.

All employees are given an Employee Manual. Guidelines are also established for effective management of our volunteer resources. A risk register is maintained to monitor areas of staffing, competency deficiency, and workplace safety and health. We recognise that attracting, retaining and motivating people requires innovative integration and enhancement of our reward, performance, learning and development management practices.

## FRAUD CONTROL STRATEGY

Fraud is a criminal act that will not be tolerated by The Salvation Army. Fraud (includes finances, material and property) perpetrated by anyone in the organisation will be referred for investigation and the matter be reported to the Territorial Management Board. Any allegation of fraud will be treated with confidentiality.

This policy statement outlines detailed steps on the identification of suspected or actual fraud. It includes investigation, recommendations of actions to be taken such as reporting to the Police and informing The Salvation Army International Headquarters, disciplinary action and recovery of debt. Appropriate counselling will be made available to all affected parties. Prevention is imperative and all heads, managers and supervisors must meet their responsibilities in preventing fraud and, wherever possible, adopt the necessary procedures and policies to minimise the risk of it happening.

## DATA PROTECTION POLICY

The Salvation Army data protection policy provides information about how The Salvation Army collects, uses and discloses personal data about individuals while recognising both individuals' right to protect personal data and our need to collect, use or disclose it for purposes that we believe are reasonable and appropriate in the circumstances of the Army's Corps, charitable work and other work in the community.

It applies to the personal data of all individuals who attend services or other meetings of Salvation Army Corps and/or are the beneficiaries/clients or potential beneficiaries/clients of the Army's work as well as donors, employees, volunteers and online users of our websites and online platforms.

If individuals are not in any of these categories but we collect, use or disclose personal data about individuals in the course of the Army's work in the community, this data protection policy will apply to that personal data consistently with the way in which it applies to the above individuals.

## WHISTLE BLOWING POLICY

The Salvation Army is committed to maintaining a high standard of moral and ethical conduct; and complies with accounting, financial reporting, internal controls, corporate governance, auditing requirements and any relevant legislation. In line with this commitment and our belief in open communication and transparency, the Whistle Blowing Policy aims to provide an avenue for employees, volunteers and external parties to raise concerns and offer reassurance that they will be protected from reprisals or victimisation for whistle blowing in good faith.

# SUMMARY FINANCIAL STATEMENTS

FOR THE YEAR ENDED  
31 MARCH 2020



# STATEMENT BY THE TERRITORIAL MANAGEMENT BOARD

The accounts for the year were audited by Ardent Associates LLP.

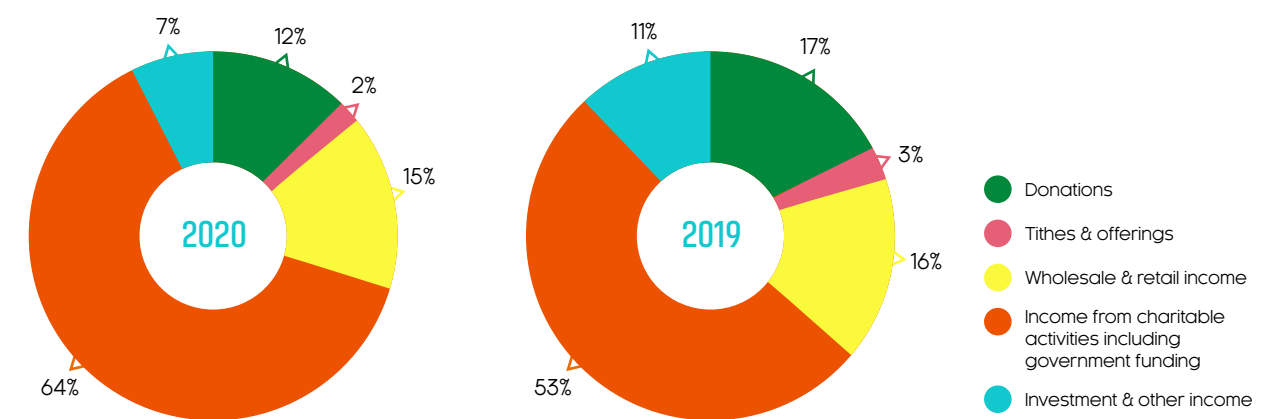
The Summary Financial Statements as set out on pages 29 to 32 contain only a summary of the information in the full financial statements. The Summary Financial Statements do not contain sufficient information to allow for a full understanding of the results and the state of affairs of the Organisation.

For further information, the full financial statements and the Auditors' Report on those statements should be consulted. The full financial report can be viewed at the Organisation's website: [sg.salvationarmy.org](https://sg.salvationarmy.org)

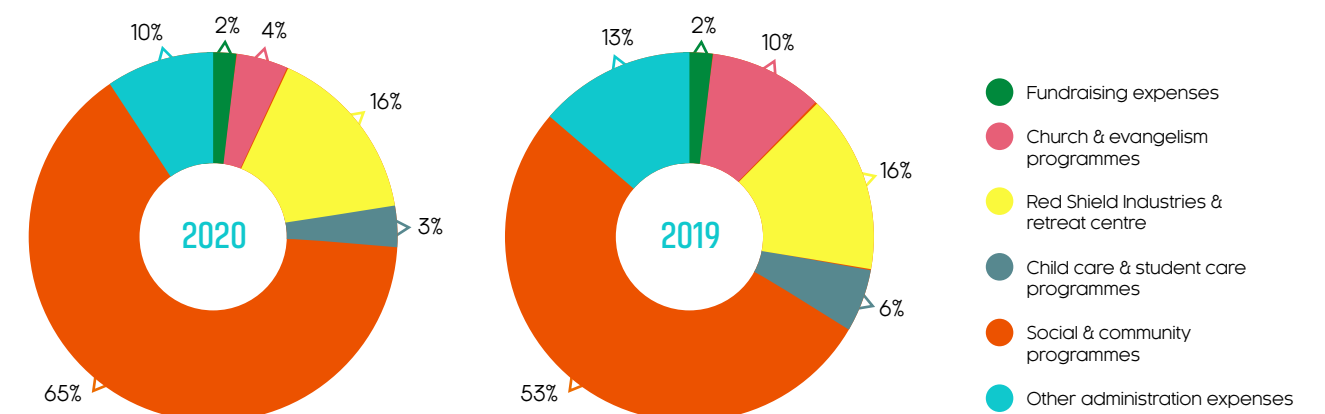
## SUMMARY STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEAR ENDED 31 MARCH 2020

Operating Income



Operating Expenses



	2020 (\$'000)	2019 (\$'000)	Appropriations from /(to) Funds	2020 (\$'000)	2019 (\$'000)
Incoming resources	49,525	44,718	To finance current costs from		
Expenditures	53,633	52,571	Capital contribution funds	4,521	4,244
Surplus	(4,108)	(7,853)	Restricted funds	2,325	2,092
			Designated funds	7,148	7,691
			Unrestricted funds	39,639	38,544
Appropriations from /(to) Funds	2020 (\$'000)	2019 (\$'000)	Transfers between Funds		
Of current years income to			Capital contribution funds	8,536	7,833
Restricted funds	(4,441)	(3,982)	Restricted funds	(4,809)	(2,938)
Designated funds	(6,865)	(1,861)	Designated funds	92	(704)
Unrestricted funds	(38,219)	(38,875)	Unrestricted funds	(3,819)	(4,191)



# SUMMARY STATEMENTS

## of Changes in Funds and Reserves for the year ended 31 March 2020

	Total Funds
As at 1 April 2018 ('\$000)	132,971
Total surplus for the year	(7,853)
As at 31 March 2019 ('\$000)	125,118
As at 1 April 2019 ('\$000)	125,118
Total surplus for the year	(4,108)
<b>As at 31 March 2020 ('\$000)</b>	<b>121,010</b>

## of Financial Position as at 31 March 2020

	2020 (\$'000)	2019 (\$'000)
<b>Funds and Reserves</b>		
Capital contribution funds	53,971	49,022
Restricted funds	3,000	6,627
Designated funds	51,627	51,817
Unrestricted funds	12,412	17,652
<b>Total Funds and Reserves</b>	<b>121,010</b>	125,118
Non current assets	92,225	88,716
Current assets	36,573	43,191
<b>Total Assets</b>	<b>128,798</b>	131,907
Current liabilities	7,788	6,789
<b>Total Liabilities</b>	<b>7,788</b>	6,789
<b>Net Assets</b>	<b>121,010</b>	125,118

# NOTES TO THE SUMMARY FINANCIAL STATEMENTS

## General information

The Salvation Army, Singapore (the "Organisation") was constituted as a corporation in Singapore under the Statutes of the Republic of Singapore, Salvation Army Ordinance (Chapter 377). The Organisation is registered as an exempt charity under the Charities Act (Chapter 37) and domiciled in Singapore. The registered address of the Organisation is at 20 Bishan Street 22, Singapore 579768.

The Salvation Army, Singapore is organised for administrative purposes into two units, as described below:

- **General Fund, Singapore**  
The General Fund deals mainly with the activities for generating funds, Christian education and activities, and all headquarters matters not specifically included the Social Fund, which includes undertaking the functions of an owner of property and deals with all transactions relating to the properties owned by the Organisation.
- **Social Fund, Singapore**  
The Social Fund deals with the social operations of the Organisation which has been conferred with Institute of Public Character status. Accordingly, qualifying donors are granted tax deduction for donations made by them to the Social Fund.

The Organisation provides Christian education and activities through its Corps.

The Organisation also provides:

- nursing home;
- residential homes for the children and young people at risk;
- ministries to troubled young people;
- day care centres for children and the elderly;
- food for families;
- counselling services;
- prison support services;
- fostering agency services;
- outreach programme for male migrant workers; and
- residential care programme for sheltered foreign domestic workers in distress.

The Organisation operates the Red Shield Industries which sells mainly donated goods at an affordable price.

There have been no significant changes in the nature of the Organisation's activities during the year.

The financial statements of the Organisation for the current financial year were approved and authorised for issue by the Territorial Management Board on the date of the Statement by the Territorial Management Board.

## Basis of preparation

The financial statements of the Organisation have been prepared in accordance with the Charities Accounting Standard ("CAS"). The financial statements have been prepared on the historical cost basis. The financial statements are presented in Singapore dollars ("S\$"), which is the Organisation's functional currency.

## Funds

- **Capital contribution funds**  
These represent funds set up to meet costs relating to property, plant and equipment.
- **Designated funds**  
These are funds specifically set aside by the Organisation to meet operational plans or anticipated needs.
- **Restricted funds**  
These are donations held for restricted purposes as specified by the donors or grantors.
- **Unrestricted funds**  
This is the working capital of the Organisation.



### Tax-deductible receipts

The Organisation enjoys concessionary tax treatment whereby qualifying donors are granted tax deductions for the donations made to the Organisation. This status is effective for the period from 1 July 2016 to 30 June 2019 under the Institutions of a Public Character Scheme. This status has been renewed for an additional 3 years to 30 June 2022.

	2020 (\$'000)	2019 (\$'000)
Total value of tax-deductible receipts issued	<b>4,965</b>	7,322

### Related party transactions

- Transactions with related parties  
Significant transactions between the Organisation and related parties took place at terms agreed between the parties during the financial year:

	2020 (\$'000)	2019 (\$'000)
Transactions with The Salvation Army Malaysia	<b>23</b>	1,271
Transactions with The Salvation Army, Myanmar	<b>(20)</b>	43
Transactions with International Headquarters	<b>(26)</b>	(25)

- Compensation for key management personnel

	2020 (\$'000)	2019 (\$'000)
Salaries and other short term benefits	<b>1,148</b>	918

Number of key management in remuneration bands:

< S\$100,000	<b>11</b>	12
S\$100,000 - S\$150,000	<b>2</b>	1
> S\$150,000	<b>1</b>	1

Key management personnel comprises members of the Territorial Management Board and the Central Council. Except for the above, there were no claims by the key management personnel for services provided to the Organisation, either by reimbursements or by providing the key management with an allowance or by direct payment to a third party during the financial year. The key management personnel received remuneration or other benefits and such amounts are recorded in The Salvation Army, General Fund, Singapore.

### Commitments

- Capital commitments  
Capital expenditure contracted for as at the financial year end date but not recognised in the financial statements are as follows:

	2020 (\$'000)	2019 (\$'000)
Capital commitments in respect of property, plant and equipment	-	10,623

- Operating lease commitments – as lessor  
Future minimum lease receivable under non-cancellable operating leases in respect of rental of premises as at the financial year end date are as follows:

	2020 (\$'000)	2019 (\$'000)
Not later than one year	<b>491</b>	364
Later than one year but not later than five years	<b>42</b>	42
	<b>533</b>	406

The following amounts are recognised in the statement of financial activities:

Rental income	<b>595</b>	670
---------------	------------	-----

- Operating lease commitments – as lessee  
Future minimum rental payable under non-cancellable operating leases in respect of rental of land and equipment as at the financial year end date are as follows:

	2020 (\$'000)	2019 (\$'000)
Not later than one year	<b>364</b>	364
Later than one year but not later than five years	<b>260</b>	606
	<b>624</b>	970

The following amounts are recognised in the statement of financial activities:

Rental expenses	<b>398</b>	337
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### Taxation

The Organisation is registered as an exempt charity under the Charities Act (Chapter 37). By virtue of Section 13(1)(zm) of the Income Tax Act (Chapter 134), the Organisation's income is exempted from income tax.

# LEAVING A LEGACY



The Salvation Army is most grateful to donors like yourself who give generously to support our work over the years. It would mean a lot to those in need if such giving could be extended to the future through your estate.

You may choose from varied giving options through your Will, insurance policies, annuities and Central Provident Fund. Your gift, no matter how big or small, will help to transform lives.

There will always be people in need of assistance beyond your lifetime. By choosing to make a lasting contribution to The Salvation Army, your generosity and kindness will help sustain our mission that began in Singapore in 1935, to give the most comprehensive care possible to people in need.

For more information, visit [sg.salvationarmy.org](https://sg.salvationarmy.org) or call us at **6555 0238**.





# JOIN US!

3



# ONE-TIME CONTRIBUTION FORM

Yes, I will help by giving a one-time contribution

☐ \$500 ☐ \$200 ☐ \$100 ☐ \$ \_\_\_\_\_

## Personal Particulars

Name: Dr / Mr / Ms / Mdm / Mrs \_\_\_\_\_

Address: \_\_\_\_\_ Postal Code ( ) \_\_\_\_\_

Email: \_\_\_\_\_ Tel: \_\_\_\_\_ Mobile: \_\_\_\_\_

☐ Personal donation NRIC/ FIN: \_\_\_\_\_

☐ Corporate donation Company Name: \_\_\_\_\_ UEN: \_\_\_\_\_

This donation is tax deductible and the deduction will be automatically included in your tax assessment if you have provided your Tax Reference number (eg. NRIC/ FIN/ UEN).

## Donation Details

☐ I enclose my cheque made payable to The Salvation Army

Cheque No: \_\_\_\_\_ Bank: \_\_\_\_\_

☐ Please charge my donation to: ☐ MasterCard ☐ VISA ☐ Amex ☐ Diners

Card No.     -     -     Card Expiry   /

Name as on card \_\_\_\_\_ Signature: \_\_\_\_\_

Upon successful clearance of my donation, I would like to receive:

☐ An SMS acknowledgment only. OR ☐ A tax deductible receipt for donations of \$50 and above.

I would like to find out more about::

☐ Wills & Legacies ☐ Monthly Donations ☐ Volunteering ☐ Donating Items

The Salvation Army respects donors' confidentiality. By submitting our donation forms, we have added you into our donor mailing lists for processing donations, donor relationship management, fund raising and communications. To opt out of receiving communication materials for our donors, kindly email [donations@smm.salvationarmy.org](mailto:donations@smm.salvationarmy.org) with the subject heading 'Unsubscribe'.

Please mail your donation with this slip to: **The Salvation Army, Ang Mo Kio Central PO Box 640 Singapore 915605**

## SCAN TO DONATE



### Give to Show You Care



Scan the QR code with your mobile banking app.



Key in the donation amount.



Enter your NRIC / FIN / UEN in the reference box for tax deductible benefits.

For tax deductible receipts, kindly email [donations@smm.salvationarmy.org](mailto:donations@smm.salvationarmy.org)

# CONTACT US

## TERRITORIAL HEADQUARTERS

20 Bishan Street 22 Singapore 579768  
Tel: 6555 0188

## CORPS

### Balestier Corps

126 Balestier Road Singapore 329681  
Tel: 6513 2460

### Bishan Chinese Corps

20 Bishan Street 22 Singapore 579768  
Tel: 6643 8874

### Changi Corps

7 Upper Changi Road North Singapore 507705  
Tel: 6546 5828

### Kallang Bahru Outpost

Blk 66 Kallang Bahru #01-507 Singapore 330066  
Tel: 6291 2142

### Singapore Central Corps

20 Bishan Street 22 Singapore 579768  
Tel: 6555 0252

### Singapore Eratchippu Corps

500 Upper Bukit Timah Road Singapore 678106  
Tel: 6349 5346

### William Booth Corps

500 Upper Bukit Timah Road Singapore 678106  
Tel: 6349 5327

### William Booth Corps

@ Bukit Panjang Student Care Centre  
Blk 404 Fajar Road #01-267 Singapore 670404  
Tel: 6763 0837

## CAREHAVEN

### (C/O Territorial Headquarters)

20 Bishan Street 22 Singapore 579768  
Tel: 6555 0236

## FAMILY SUPPORT SERVICES

Blk 42 Beo Crescent #01-95 Singapore 160042  
Tel: 6273 7207

## GRACEHAVEN

3 Lorong Napiri Singapore 547528  
Tel: 6580 2250

## PEACEHAVEN BEDOK ARENA

Blk 187 Bedok North Street 4 #01-02 Singapore 460187  
Tel: 6581 9225

## PEACEHAVEN BEDOK DAY CENTRE

Blk 121 Bedok North Road #01-161/163 Singapore 460121  
Tel: 6445 1630

## PEACEHAVEN CHANGI DAY CENTRE

7 Upper Changi Road North Singapore 507705  
Tel: 6546 5492

## PEACEHAVEN NURSING HOME

### PEACEHAVEN JADE CIRCLE

9 Upper Changi Road North Singapore 507706  
Tel: 6546 5678

## PRAISEHAVEN RETREAT CENTRE

500 Upper Bukit Timah Road Singapore 678106  
Tel: 6349 5302

## PRISON SUPPORT SERVICES – KIDS IN PLAY

356 Tanglin Rd Singapore 247674  
Belvedere Block B, BB 3-4  
Tel: 6355 1456

## RED SHIELD INDUSTRIES

### Hotline for Pick-Up of Bulky Items

Tel: 6288 5438

## WhatsApp for Donation In-Kind Enquiries

Tel: 8520 5343

## Bukit Merah Family Store

Blk 133 Jalan Bukit Merah #01-1530 Singapore 160133  
Tel: 6275 5877

## Hope Centre Family Store

7 Upper Changi Road North Singapore 507705  
Tel: 6546 0309

## IMH Pick N Choose Store

10 Buangkok View Singapore 539747  
Tel: 6385 3874

## Praisehaven Mega Family Store

500 Upper Bukit Timah Road Singapore 678106  
Tel: 6349 5312

## Tanglin Family Store

356 Tanglin Road Singapore 247674  
Tel: 6718 2513

## SCHOOL FOR OFFICER TRAINING

500 Upper Bukit Timah Road Singapore 678106  
Tel: 6349 5332

## SOJOURN

### (C/O Territorial Headquarters)

20 Bishan Street 22 Singapore 579768  
Tel: 6555 0236

## THE HAVEN

350 Pasir Panjang Road Singapore 118692  
Tel: 6775 0366

## YOUTH DEVELOPMENT CENTRE

Blk 65 Kallang Bahru #01-305 Singapore 330065  
Tel: 6291 6303

**DONATE ONLINE:**  
[sg.salvationarmy.org](http://sg.salvationarmy.org)

**WILLS & LEGACY:**  
6555 0238

**DONATE IN-KIND:**  
[www.redshieldindustries.com](http://www.redshieldindustries.com)

**SHOP ONLINE:**  
[www.reddshop.com](http://www.reddshop.com)

**BE OUR VOLUNTEER:**  
[sg.salvationarmy.org/volunteer](http://sg.salvationarmy.org/volunteer)  
Tel: 6555 0232

For other enquiries: [public.relations@smm.salvationarmy.org](mailto:public.relations@smm.salvationarmy.org)





## **THE SALVATION ARMY SINGAPORE**

Ang Mo Kio Central P.O. Box 640  
Singapore 915605

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