

ANNUAL REPORT 2022



A SHIELD FOR ALL

THE SALVATION ARMY



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OUR MISSION

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.

The Salvation Army's iconic Red Shield bears hope for many vulnerable people from all walks of life.

For over 80 years in Singapore, we have answered God's call to protect and comfort those who need care and compassion. God is our strength and we mirror Him by extending His shield of hope to the weak and defenceless. Our strong determination to help those in need will spur us on to break new grounds in providing a better future for generations to come.

CHAIRMAN'S MESSAGE



“ WE HAVE BEEN ACTIVELY SERVING THE UNDERPRIVILEGED SINCE 1935 AND HAVE AIDED GENERATIONS DURING THE ECONOMIC RECESSIONS AND THE COVID-19 OUTBREAK. ”

The Salvation Army is known around the world for our work with people who have fallen on hard times. Here in Singapore, we have been actively serving the underprivileged since 1935 and have aided generations during the economic recessions and the Covid-19 outbreak. We have helped many vulnerable persons and families become more resilient in overcoming their challenges.

Today, The Salvation Army continues to be at the forefront of meeting needs. We have been actively augmenting our services for the elder sector with Peacehaven's group comprising a Nursing Home, Day Centres at Bedok and Changi, Bedok Arena and Peacehaven Jade Circle. Our services include residential, integrated home and day programmes, dementia and maintenance day programmes and inter-generational programmes. We have also moved in tandem with the Agency for Integrated Care to run Active Ageing Hubs at Peacehaven Bedok Arena in 2020 and Peacehaven Jade Circle in 2022. These hubs will provide essential support to seniors living in the community, and our staff and volunteers will also be conducting assessments to identify their needs. As many have varying needs and limited social networks, we will promote active ageing, befriending and buddying programmes to support them. This latest step will boost Peacehaven's comprehensive suite of integrated, holistic services, which would benefit around 3,000 seniors and their families.

Due to the growing needs from the ground, we started Prison Support Services in April 2022 to focus on supporting former inmates in aftercare. Our current Kids in Play programme will continue to serve the children and their caregivers whose parents or spouses are incarcerated. As for Prison Support Services, we will be adopting a personalised approach to empowering and supporting former inmates through one-to-one mentoring and family and peer support. By tapping onto resources in the community, we will also help them meet their essential needs, such as accommodation and employment, which are critical for their re-integration into the community. Our prison work over the years has contributed to reducing recidivism in Singapore, and we look forward to making more impact on the re-integration journey of former inmates.

While we seek to better serve the various disadvantaged communities, we hope that you will join us as a donor, volunteer or partner in uplifting those around us who are in desperate need of a helping hand.

Mr Bill Foo
Chairman
The Salvation Army
National Advisory Board

TERRITORIAL COMMANDER'S MESSAGE



The Salvation Army Red Shield is often characterised as an iconic symbol of empathy, love, and hope for those struggling. We have been using this logo since our early days in England. During World War II, we ministered to soldiers from 'Red Shield huts' that displayed the Red Shield on the tents. Ever since, our logo gained prominence and has now become a symbol of The Salvation Army's dedicated service in over 130 countries.

Today, The Salvation Army is one of a few charities in Singapore who serve an extensive range of social services. We seek to shield vulnerable persons from hopelessness, provide all-encompassing care and restore them to independence wherever possible.

In recent years, the work of The Salvation Army has expanded with the addition of new services and the enhancement of existing services. In April 2022, we formed the Children and Youth Group with the aim of becoming more integrated and efficient in the management of resources. This new arm bands together with the work of the following centres and programmes: Gracehaven, Gracehaven Fostering, The Haven, Youth Development Centre and Kids in Play. The Salvation Army has always strongly believed in the importance of reunifying and reconciling broken families. The goal of building stronger and resilient families continues to be a shared goal of the Children and Youth group, which serves around 400 families.

I would also like to share that the new Territorial Governance Board (TGB) Charter for the Singapore, Malaysia and Myanmar Territory, which came into effect on 1 January 2022, was approved by the General of The Salvation Army. This board is accountable to The General for its responsibilities. There are currently five non-executive members in TGB who do not participate in the organisation's day-to-day management. Non-executive members bring independence, stakeholder representation and expertise to the TGB. We have also established an Audit and Risk Committee, which has four non-executive members who are not officers nor employees of the Territory. The Audit and Risk Committee will review the reports and findings of both external and internal auditors.

As we continue to give our utmost to serve all without discrimination, we urge you to join our community of supporters who share the same compassionate heartbeat for people in need. We are deeply grateful for your support and will continue to be prudent with what you give to provide meaningful programmes to uplift the underprivileged.

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

“ WE SEEK TO SHIELD VULNERABLE PERSONS FROM HOPELESSNESS, PROVIDE ALL-ENCOMPASSING CARE AND RESTORE THEM TO INDEPENDENCE WHEREVER POSSIBLE. ”

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 2022, 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 Hary Haran, Major Asit George, Major Sunetra George, Ms Judy Chun and Ms Angeline Tan.



LEFT TO RIGHT:
 • Mr Eugene Lim • Major Sunetra George • Mr Luke Lim • Ms Catherine Ong • Mr Aje Saigal • Lieutenant Colonel Hary Haran
 • Datuk Robert Chua • Mr S. Dhanabalan



LEFT TO RIGHT:
 • Colonel Rodney S. Walters • Mr Bill Foo • Ms Judy Chun • Ms Angeline Tan • Mr Wen Khai Meng • Ms Cheng Pai Ling • Mr Richard Yong
 • Major Asit George

KEY HIGHLIGHTS



Visit to Territorial Headquarters

We hosted Ms Gan Siow Huang, Minister of State for Ministry of Education and Ministry of Manpower, and Member of Parliament for Marymount SMC, during her visit to our Territorial Headquarters on 23 June 2021. It was a fruitful time to share about our work in the community. The evening ended with both parties affirming the importance of working together to help those in need.



Upskilling Foreign Domestic Workers

With the Centre for Domestic Employees, Carehaven collaborated with Mercer Singapore to run a digital literacy course for our foreign domestic workers. With computers donated by Engineering Good, volunteers from Mercer taught the women how to use various Microsoft applications. Participants found the course very beneficial and appreciated the opportunity to learn skills that will be useful when they return to their country to work or start their own business.



Red Shield Event 2021

We held our annual corporate fundraiser online for the second year, and we were honoured to have Dr Vivian Balakrishnan, Minister for Foreign Affairs, as our guest-of-honour. The programme allowed viewers to learn how The Salvation Army helped the vulnerable and marginalised, including the migrant workers amid the pandemic. We raised around \$205,000 with the generous support of many donors.



#MAYWECARE

#MAYWECARE was a joint effort by The Salvation Army and our strategic partners to encourage families to thank our foreign domestic helpers by taking them out to eat on May Day. The campaign underlined the need to treat our domestic workers with kindness. As part of the campaign efforts to appreciate the domestic workers for their dedication, our partners extended discounts and promotions to bless them.

One Family, One Community, and We Care

Kids in Play held our first virtual breakfast event in 2021 to support our Muslim clients during Ramadan by breaking fast with them to foster a culture of mutual support and respect across all races and beliefs. Volunteers helped deliver meals to our clients' homes before everyone gathered online to share a common bond over parental or marital incarceration themes.



Accreditation by ACHS International

In 2021, Peacehaven was the first nursing home in Singapore to achieve international accreditation by the Australian Council on Healthcare Standards (ACHS) International Accreditation Program based on the Evaluation and Quality Improvement Program (EQuIP) Residential Care Standards. EQuIP is a quality assessment and improvement program designed to assist and support healthcare organisations in ensuring safe and high-quality patient care and services and to achieve continuous quality improvement.

Go Green Workshops

Young residents from the Children and Youth Group - The Haven participated in Go Green Workshops organised by PSA Singapore and conducted by Zero Waste SG. During the workshops, our residents learnt to protect our environment and adopt environmentally friendly habits. They also participated in DIY upcycling activities, made tote bags and used old t-shirts and unwanted CDs for ornamental cards.



9th Asia Pacific Eldercare Innovation Awards 2021

At the 9th Asia Pacific Eldercare Innovation Awards Ceremony, Peacehaven Jade Circle Arena was presented the 'Best Day Centre' award for providing the best centre-based health care and social services to facilitate ageing-in-place. The Awards honour organisations that have demonstrated eldercare innovation in their business, operational and service models to change the way seniors age.



#Feet2Foster

In celebration of 65 years of fostering in Singapore, Children and Youth Group - Gracehaven Fostering organised our first virtual race, #Feet2Foster, which was held over three months. From September to November 2021, participants walked, ran and cycled at their own pace and accumulated their completed distances. We were very heartened to have 631 enthusiastic participants who sacrificed their time and energy to cover a collective distance of over 147,000 km and helped raise a grand sum of \$66,516. Special thanks goes to Association of Independent Wealth Managers Singapore as a core sponsor and partner of the event.



Amazing Race

Children and Youth Group - Youth Development Centre organised an Amazing Race in March 2022 to foster teamwork and camaraderie among our youths. Race participants were divided into groups and had to work together to complete different tasks at various checkpoints. Our youths took away many learning points, as they had to co-operate with others and find ways to achieve their goals as a team.

Territorial Governance Board

The Salvation Army Singapore, Malaysia and Myanmar Territory set up a new Territorial Governance Board Charter, which came into effect on 1 January 2022. The Board is accountable to the General of The Salvation Army, and the Charter defines the roles, responsibilities and authorities of the Board (both individually and collectively) in the effective and efficient functioning of the Territory.

Christmas Fundraisers

We were thankful to have raised around \$100,000 for all our Christmas fundraisers in 2021 through the support of many steadfast partners and donors. For our Christmas Kettling campaign, we raised funds at the malls via physical donation stands and online platforms, including our microsite, christmaskettling.sg. We were also grateful to Starbucks Singapore for holding its annual Christmas Open House in support of The Salvation Army.



Peacehaven Bedok Arena Opening

On 26 March 2022, Ms Cheryl Chan, Member of Parliament for East Coast GRC, officially opened our Peacehaven Bedok Arena. Bedok Arena provides the Dementia Day Programme to support our clients and their families. We help our clients live in a community for as long as possible with early intervention. The centre also serves as an inter-generational lifestyle club for all ages to interact and embrace a healthy lifestyle.





Gracehaven has many enriching and enjoyable programmes. Even during the pandemic, the staff held virtual activities with volunteers for us. We are grateful to the volunteers and donors who organised fun programmes like making a lava lamp or sending treats that brightened our days.

16-year-old resident
Gracehaven

Each child deserves to be happy, to be loved and cared for. Although I am not their biological mother, I love them the same way I love my children. My heart breaks when it is time for my foster children to leave but it is all right as long as their hearts will not be hurt again.

Mdm Anitha, foster mother
Children and Youth -
Gracehaven Fostering



CHILDREN & YOUTH GROUP GRACEHAVEN



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

Our comprehensive range of services includes interim placement and assessment, residential care, fostering and home-based interventions to reunite our residents with their natural families in a safe and timely manner. Children and youth under our residential care receive support through customised care plans and therapeutic programmes. We also work closely with various community partners to provide holistic support for an all-rounded development.

During the year, Gracehaven focused on helping the children academically and building their self-esteem. We kept our children and youth socially, physically and

mentally engaged through online and on-site activities. Gracehaven Fostering also supported foster families and raised awareness for fostering through a mix of in-person and virtual events, such as our first virtual race, #Feet2Foster, which was a great success.

Moving forward, we plan to collaborate with more partners to enhance our programmes and help residents develop social skills, which are essential for their transition into young adults. For Gracehaven Fostering, we hope to better support foster parents of children with special needs and explore more creative ways to recruit new foster parents.

CHILDREN & YOUTH GROUP THE HAVEN



The Haven adopts a small group home concept and is a refuge for neglected children and youth whose families are unable to care for them.

With a family-like environment, we rebuild the lives of the young residents by providing them with love and stability. Our care team maps out the individual care plans to meet our residents' holistic needs, where trained staff will help them overcome their emotional and psychological challenges through counselling. We also work with their families to facilitate the healing process and move towards reconciliation and reunification.

During the year, we extended various programmes to raise our residents' self-esteem and help them understand themselves better by identifying their strengths and weaknesses. We also ran a Digital Intelligence Quotient programme to equip residents with digital skills and guide them on navigating safely in the digital world. For recreational activities, we brought the residents on outings and worked with partners to provide mentoring and enriching programmes.

In the coming year, we hope to collaborate with more corporate sponsors to support and journey with our children and youth. We also plan to build on our capabilities by equipping staff on trauma informed positive behaviour intervention to provide better care for residents who have a traumatic past.



A Broken Life Restored

In 2013, Jeremiah's* father passed away due to a terminal illness. After his father's death, Jeremiah was severely neglected by his mother. Despite attempts to find an alternative care arrangement amongst his relatives, none of them was able to help. Jeremiah felt deeply hurt and abandoned by his own family as no one wanted to care for him. Eventually, the Ministry of Social and Family Development referred Jeremiah to the Children and Youth Group - The Haven.

At the beginning of his stay in The Haven, Jeremiah took each day as it came, as he no longer felt certain about his future. He was unmotivated to perform well academically and often disappointed with his grades. To support Jeremiah, we took a systemic approach to mentoring and guided him to tap on his strengths. We also equipped him with life skills to help him gain a new perspective of himself and help improve his focus on life. His youth workers also worked closely with him to chart a direction for his future and the steps needed to attain his goals. Jeremiah has since made remarkable progress and is currently pursuing his tertiary education.

**Name has been changed.*





“ I have been visiting Youth Development Centre very regularly since 2019. I like it there, as the staff are amicable and encouraging. The centre is also equipped with many amenities and games. During the school holidays, I get to participate in fun activities and interact with other youth.
Sulaiman, 15-year-old youth
 Youth Development Centre ”

CHILDREN & YOUTH GROUP YOUTH DEVELOPMENT CENTRE

With a team comprising social and youth workers, Youth Development Centre reaches out to youths who are troubled with issues at home or in school.



Through an array of interesting activities and programmes, we befriend and guide youths in overcoming their challenges. We also aim to inculcate values and impart life skills to help them become responsible adolescents.

During the year, we ran interest groups such as tchoukball, dance and music. We also provided workshops to equip our youths with new skills. Opportunities are extended to those who demonstrate leadership to join our mentoring programme so that they can become good role members to younger members. The centre also served as a conducive venue for youths to study where volunteer tutors dropped by to coach and befriend them. In addition, our Next Chapter team provided aftercare services for children and youths who have been discharged from our residential homes or for those who are in non-residential care but require further monitoring.



“ The Salvation Army played a big part in helping me and supporting my family. Kids In Play staff engaged my children to help them make sense of my incarceration and how to cope with their struggles. They also counselled us on managing our expectations in my reintegration journey.
Mr Graceson Ang ”

CHILDREN & YOUTH GROUP KIDS IN PLAY

At Kids in Play, we provide professional support and journey with families impacted by parental incarceration to reduce its impact on their lives.



We advocate building a more inclusive society where families of incarcerated persons are embraced and empowered to be contributing members of the community. As part of our efforts to support these families, we provide casework management, counselling, and practical help and referrals for financial assistance during family crisis. We also seek to strengthen their family ties through organising various programmes for the children, their caregivers and incarcerated parents. These include online group work sessions, video conferences, and open visits with incarcerated parents and gifts/meals distribution during celebrative events.

During the year, we collaborated with Singapore Prison Service to create more opportunities for families to connect by holding additional video conferences at our premises. For the virtual Family

Bonding Programme, we held workshops for the incarcerated parents beforehand to prepare them for the actual event. We got them to create a comic strip of their favourite family memory as a gift to their children. We also held various family-centred activities and collaborated with partners to sponsor gift packs, 'Back to School' items, and meals to support clients who were breaking fast during Ramadan. A special Thanksgiving event was held where staff, corporate sponsors, volunteers, community partners and families all came together for the first time to appreciate one another's contribution and journey.

In the near future, we hope to reach more children and families by collaborating with other agencies. We also hope to provide more opportunities to empower these families through internal and external synergies.

CAREHAVEN

Carehaven manages a residential programme that meets the needs of female migrant domestic workers who are caught in distressed circumstances and are unable to continue earning an income until their situation is resolved.

Besides caring for the women's socio-emotional, physical and mental health, we also advocate safe migration practices to help foreign domestic workers return safely to their home country.

During the fiscal year, we worked with internal and external partners to provide a spectrum of enrichment programmes that included financial literacy, digital literacy, sewing and baking. By equipping the women, we hope to empower them to be resilient and gain work skills that they can use when they return to their home country. We also organised excursions, which were welcomed after the shelter's pandemic safety measures were reduced.



“ I am so thankful to the Carehaven team for caring and helping me stay strong. Even though I have been through many bad experiences, I will stand up and face my problems. **Mary, foreign domestic worker** Carehaven ”

SOJOURN

Sojourn aims to befriend and support the male migrant workers, who often find it challenging working in a new environment in a foreign country, far away from their loved ones.

With this in mind, we provide meaningful programmes that seek to improve the well-being of male migrant workers and enhance the social integration between the migrant and local communities.

During the year, we worked closely with our strategic partners to offer health screenings, physiotherapy and traditional Chinese medicine treatments. We cared for migrant workers by connecting and holding enrichment activities on virtual platforms. Together with the kind support from like-minded partners and donors, we brought the migrant workers for a Singapore River cruise and a tour at Gardens by the Bay. To reach out to migrant workers living in the factory-converted dormitories, Sojourn Cafe was opened in Little India, which doubles up as a site for a soup kitchen programme for malnourished migrant workers and help desk services for those who require assistance.



“ Family Support Services provided me with emotional support whenever I was unable to cope with my difficulties. They also gave me food rations and sent referrals to relevant agencies for financial assistance. Because of their help, I became more positive and learned how to overcome my challenges. **Mdm Sheila, client** Family Support Services ”

FAMILY SUPPORT SERVICES

Family Support Services is a community-based centre in Tiong Bahru that provides a suite of care programmes for the elderly living alone and families struggling to make ends meet.

We offer casework management, counselling, financial and food ration assistance, elderly befriending services, and support groups for the elderly. We also have an outreach service called Guardian Angel, which assists frail elderly in areas such as medical appointments, grocery shopping and home refurbishment.

We started a Senior Digital for Life programme in FY2022 to help seniors become confident in using digital apps in their daily lives. Through one-to-one sessions and Digital Support Groups, we have guided seniors to use essential apps such as SingPass and Healthhub and social media apps to connect with family and friends. Moving forward, we seek to encompass more holistic care in our casework management through more programmes to prevent social isolation and depression in their lives.



PEACEHAVEN NURSING HOME

Peacehaven Nursing Home offers a gamut of services to care to our residents who have disabilities and require support.

The Home has 15 separate Resident Living Areas (RLAs), each designed as a unique home-like environment. Residents in each RLA are provided with clinical, therapy, and pastoral care, as well as on-site access to services from a general practitioner, dietician, geriatrician, speech therapist and pharmacist.

Awarded with bizSAFE level 4 status, we are also the first nursing home in Singapore to achieve international accreditation by the Australian Council on Healthcare Standards (ACHS) International EQulP Residential Care Standards. Going forward, Peacehaven as a whole plans to introduce more interactive activities to engage our residents and clients to improve their overall well-being.



“ I am grateful for the care provided by the care staff. I feel like I belong to one big family in Peacehaven, and I consider the staff my family members. ”
Mr Ang, resident
 Peacehaven Nursing Home

PEACEHAVEN JADE CIRCLE

Peacehaven Jade Circle is a purpose-built facility that re-invents residential and community care, focusing on autonomy, choices and dignity.

Jointly developed with Lien Foundation and Khoo Chwee Neo Foundation, it comprises an intergenerational lifestyle club (Jade Circle Arena), a residential facility (Jade Circle Apartments) and a dementia care-training centre (Jade Circle Acaademy). Jade Circle Arena is also an Active Ageing Care Hub that provides support to seniors living in the neighbourhood. Our wide range of recreation and fitness stations in Jade Circle Arena allows our residents and clients to live an active life, and we support their physical, mental, and psychosocial well-being through purposeful play.



“ I look forward to coming to the centre everyday. I enjoy the activities, and the food is delicious. The staff are kind and friendly to the elderly. ”
Mdm Chan, client (Dementia Day Programme)
 Peacehaven Jade Circle

We offer the Integrated Home and Day Care programme at Bedok and Changi Day Centres for our clients living in the community.

We provide medical, nursing, rehabilitation, psychosocial support, home assessment and assistance with activities of daily living at the centres and at the clients' homes. With the support from clinical professionals and social workers, we adopt a multidisciplinary approach and hold regular reviews to assess our client's outcomes or when there are significant changes in a client's status.



PEACEHAVEN DAY CENTRES

PEACEHAVEN BEDOK ARENA

Peacehaven Bedok Arena aims to improve the quality of life for our clients by helping them to stay physically, mentally and socially active.

Our amenities include Gym Tonic and various recreation and fitness stations. Bedok Arena also provides the Dementia Day Programme to support our clients and their families. With early intervention, we help our clients live in the community for as long as possible. We are an Active Ageing Care Hub that supports seniors through the Community Befriending Programme and the Community Resources and Engagement Support Teams.



CORPS & CORPS COMMUNITY SERVICES



The love for God motivates all that we do at The Salvation Army, and we express this love through our spiritual ministry and our love for people.

We seek to grow as Disciples of Christ and welcome people of all backgrounds to join any of our seven corps - Balestier Corps, Bishan Chinese Corps, Changi Corps, Eratchippu Corps, Singapore Central Corps, William Booth Corps and Kallang Bahru Outpost. Our contemporary Sunday Worship Services are held in English, Mandarin and Tamil. We also have Myanmar, Filipino and Indonesian fellowship groups and various programmes such as care or youth groups, which cater to different age groups.

Besides focusing on spiritual growth, our Corps also provide services for the community. Bishan Chinese Corps, Balestier Corps and Kallang Bahru Outpost befriend seniors and provide meals/food vouchers or food rations to those in need. William Booth Corps provides student care services to support working parents, while Kallang Bahru Outpost offers tuition to primary school children. Singapore Central Corps and William Booth Corps extend care to the migrant worker communities by organising meaningful activities and providing them with emotional support.



Red Shield Industries is our social enterprise arm that supports The Salvation Army's mission to care for the community through the collection and sales of donated items.



We have five family stores and nine donation-in-kind booths that make it convenient for the public to purchase goods or drop off their pre-loved items.

We also have a long-time partnership with the Institute of Mental Health on its work therapy programme where retail training is provided to strengthen their clients' employability skills and ease their transition into the mainstream workforce.

During the year, Red Shield Industries supported the male migrant worker community by holding doorstep mobile sales at their recreation centres.

We also collaborated with the Centre for Domestic Employees to set up sales booths for foreign domestic workers on their rest days.

To boost our collection of items throughout the year, we collaborated with various companies, schools and condominiums to hold collection drives. Due to the ongoing endemic, we placed more attention on our e-commerce platforms, which has increased online sales. With new retail and F&B partners at our Tanglin Family Hub, we have seen a higher footfall, which has helped increase our visibility.

In the near future, Red Shield Industries plans to increase productivity by introducing automation and/or adopting more efficient ways to process the donated items.

RED SHIELD INDUSTRIES

PRAISEHAVEN RETREAT CENTRE



Conveniently located next to Hillview MRT Station, Praisehaven Retreat Centre is an affordable venue for functions, retreats and camps.

We have a range of function rooms, apartments and bedrooms with complimentary Wi-Fi. There are also nearby amenities such as eateries, malls and nature parks for those who appreciate the outdoors.



“My love for children drove me to search The Salvation Army website for volunteering opportunities to work with children. I came across the Kids in Play programme. It has been a fulfilling journey, befriending the children, working and interacting with them. I am so glad to be one of the many that have contributed to making a positive impact in their lives.”

Angelique, Volunteer

VOLUNTEERISM



Developing meaningful partnerships with our valued volunteers is paramount to the work of The Salvation Army. Individual and corporate volunteers have had opportunities to work directly with our beneficiaries; choose indirect support services such as processing of donation-in-kind items and supporting events; or initiate projects that would help further our work with those we serve.

We like to extend our gratitude and appreciation to over 1,000 individuals, corporations, schools and groups who have volunteered their time, skills, talents and resources as children and youth mentors, befrienders, logistic and retail helpers in FY2022.

To enhance our volunteer management processes and allow our volunteers to have a more impactful experience, our new Volunteer Management System was launched on 4 February 2022 that was made possible by NCSS Start Digital Grant. Training was conducted for all our volunteer coordinators prior to the launch.



IMPACTING LIVES



AVERAGE MONTHLY MUSTER OF BENEFICIARIES FOR FY2022

1	Protecting Young Persons, Reconnecting, Reuniting and Reconciling Families under the Children and Youth Group	578
2	Caring for Elders and People living with Dementia under Peacehaven Group	496
3	Befriending & Supporting Vulnerable Migrant Workers through Carehaven and Sojourn	2,286
4	Serving the Community through Family Support Services	170
TOTAL		3,530

Peacehaven Jade Circle model of care

85%

of residents/clients with severe dementia showed improvement in assisted daily living.

84%

of residents/clients are able to be purposefully engaged after interventions.

61%

showed improvement in overall well-being.

Children and Youth Group

38%

of children have reconciled and reunited with their families.

6X

increase in access to family-based care over the last 4 years.

38% - 52%

of children and youth under our residential care have reduced risk factors of self-harm and trauma after interventions.

MOVING FORWARD



Peacehaven Group intends to further strengthen its capabilities and competencies in the area of dementia care in FY2022/2023. Our Jade Circle Acaedemy is working to establish a strategic partnership with Dementia Australia to promote a greater understanding of dementia in Singapore, through adoption of virtual reality technology in existing dementia care training programmes and to support efforts in educating the community about dementia.

Children and Youth Group is projected to commence renovation of a dedicated wing at its premise at Gracehaven - leading to the centralization of all of its Interim Placement Assessment Centre residential services within one premise. In addition, the group's current drop-in centre facility at Kallang Bahru will undergo renovations in the coming year with the intent to upgrade the quality of the facility to better serve the children and youths in the community.

Sojourn will be embarking on a new approach of outreach by working with supportive migrant workers employer companies directly. This manner of outreach will add to the existing methods of outreach which are done either through dormitory operators or in partnership with other agencies. Within this financial year, Sojourn's soup kitchen programme will be implemented fully from our Flanders Square premise.

Prison Support Services will be expanding its working relationship with the Singapore Prison Service in this financial year, extending beyond its iconic Kids In Play family bonding programme. Starting

FY2022/2023, a dedicated Prison Support Services centre will be established at our premise in Changi to work with other strategic partners to support released inmates in the provision of aftercare support services. The range of services will include the provision of practical needs, accommodation, employment opportunities, family reunification and regaining of faith and confidence.

Family Support Services will be rolling out its full implementation of its digital programmes for socially isolated seniors, targeting at least 100 seniors over the course of the Senior Digital Support Group programme. This will help vulnerable seniors to remain in touch with loved ones and have access to relevant services should there be a similar Covid-19 lockdown occurrence in the future.

Strategic Organisational Restructuring
For much of our history, our Territorial Headquarters has directly managed all social services in Singapore. With the newly implemented Governance Structure, internal organisational restructuring would have to take place to establish the inaugural Singapore District Headquarters in FY2023, led by District Leaders who would be chairing the equivalent of an autonomous Business Board that is administratively distinct from that of the Territory.

FY2023 Fundraising Initiatives
To sustain our fundraising efforts amid the COVID-19 restrictions and measures for the past two years, our fundraising strategy pivoted to using virtual fundraising platforms to run events, more online donation opportunities, digital marketing, and our islandwide appeals throughout the year.



We welcomed the announcement of further easing of community measures in early 2022 that allowed in-person events. We plan to resume our signature fundraisers like the Red Shield Appeal Event, the Charity Golf Tournament and Christmas Kettling. Public education talks, tours and meaningful volunteer activities will be offered to enable individuals and corporate partners to engage with our beneficiaries and advocate for them. We intend to reach out to more audience segments, including youths, through digital marketing channels and provide more funding opportunities to help the vulnerable under our care in Singapore.

Planned Fundraising Initiatives

- Annual Red Shield Appeal Luncheon
- Charity Golf Tournament and Dinner
- Charity Musical

- Christmas Kettling
- Islandwide Appeals / Red Shield Club
- Digital Marketing Campaigns
- Donor Stewardship Campaigns
- Other Fundraisers

Planned Fundraising Expenditures for the above campaigns and appeals will include manpower costs, event venue and catering costs, event management expenses, photography and video production, collateral design and printing, postage and advertisements, social media and other operating and administrative costs.

We will ensure that funds received are appropriately documented and accepted, and that donor confidentiality is respected. We currently do not use commercial fundraisers.



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

IPC REGISTRATION NUMBER
IPC000549

UNIQUE ENTITY NUMBER
T07CC3012G

REGISTERED ADDRESS
20 Bishan Street 22
Singapore 579768

INTERNAL AUDITOR
William Phua

LAWYERS
Donaldson & Burkinshaw

BANKERS
DBS Bank Ltd

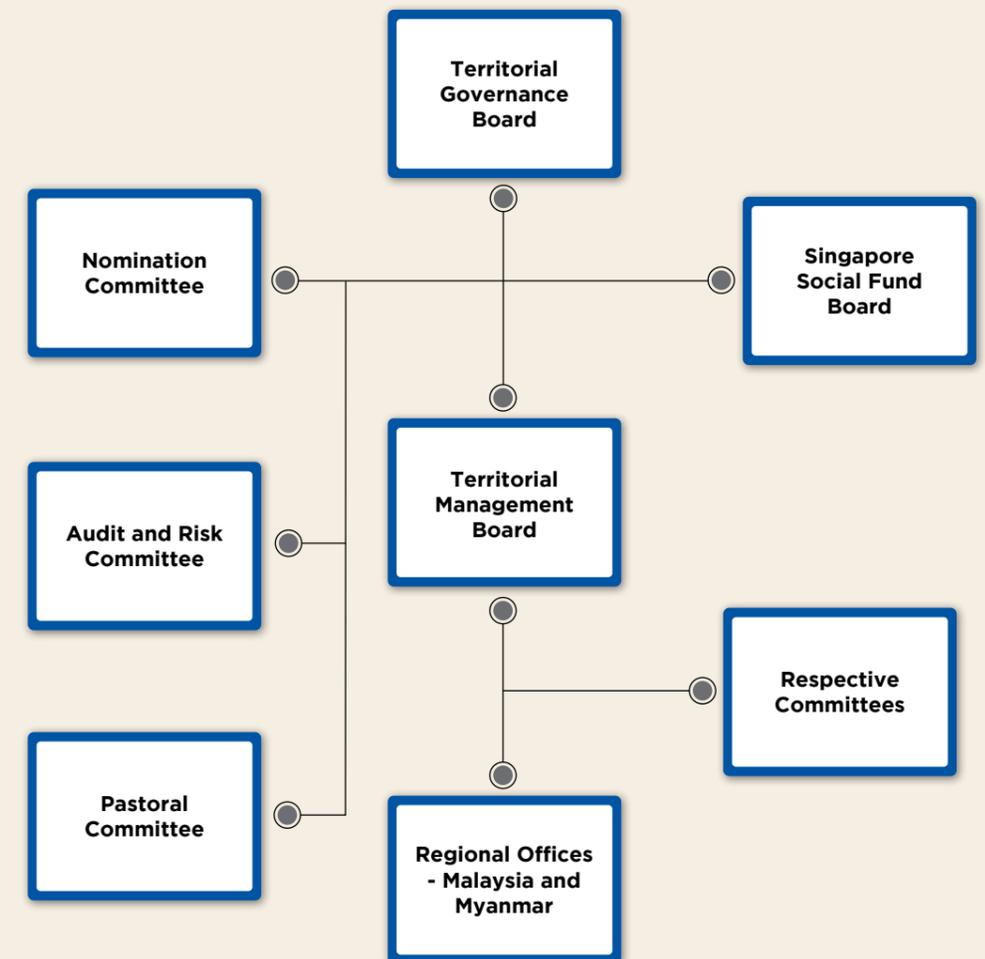
AUDITORS
Kreston ACA PAC

INVESTMENT MANAGER
Nikko Asset Management Asia Ltd
Lion Global Investors Ltd

CORPORATE GOVERNANCE



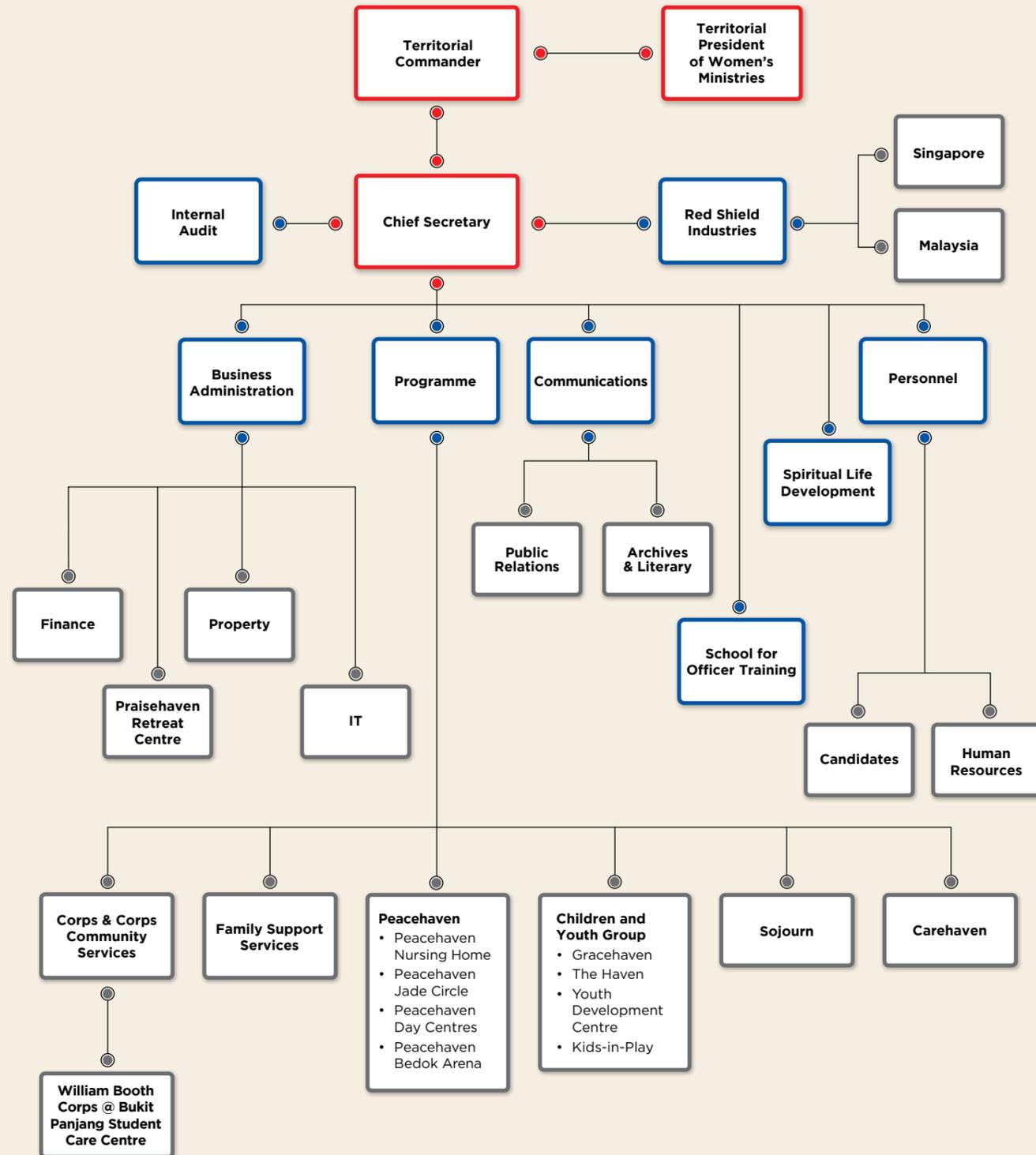
TERRITORIAL GOVERNANCE ORGANISATION STRUCTURE



CORPORATE GOVERNANCE



MANAGEMENT STRUCTURE



CORPORATE GOVERNANCE



TERRITORIAL GOVERNANCE BOARD

The former Central Management Council (CMC) ceased to convene when the Territorial Governance Board (TGB) Charter came into effect on 1 January 2022 that outlines the manner in which the Board will discharge the governance responsibilities stipulated within the Charter.

The role of the TGB is to effectively and efficiently advance The Salvation Army in our Territory. The TGB directs and supervises Territorial Management Board through execution of the following functions of governance:

- Mission, purpose and strategy
- Policy approval and compliance
- Accountability
- Performance measurement
- Risk management

TERRITORIAL GOVERNANCE BOARD MEMBERS

NAME	APPOINTMENT ON TGB	APPOINTMENT DATE	MEETINGS ATTENDED IN FY2022	DESIGNATION
Colonel Rodney S. Walters	Chairman	3 Jan 2022	1/3*	Territorial Commander, The Salvation Army
Lieut-Colonel Hary Haran	Member	3 Jan 2022	3/3	Chief Secretary, The Salvation Army
Colonel Wendy Walters	Member	3 Jan 2022	1/3*	Territorial President of Women's Ministries, The Salvation Army
Major Asit George	Member	3 Jan 2022	3/3	Territorial Secretary for Business Administration, The Salvation Army
Major Brenda Tan	Member	3 Jan 2022	3/3	Territorial Secretary for Personnel, The Salvation Army
Major Sunetra George	Member	3 Jan 2022	3/3	Territorial Secretary for Communications, The Salvation Army
Captain Andrew Lo	Member	3 Jan 2022	2/3	Territorial Secretary for Youth and Candidates, The Salvation Army
Ms Koh Guek Eng	Member	3 Jan 2022	3/3	Director, Finance, The Salvation Army
Mr William Phua	Member	3 Jan 2022	3/3	Director, Audit, Risk and Safety Management, The Salvation Army
Ms Jasintha Lim	Member	3 Jan 2022	3/3	Human Resource Business Partner, Intel Corporation (Penang, Malaysia)
Ms Sim Hwee Hoon	Member	3 Jan 2022	3/3	Director, INCOME Independent Non-Executive Director, StashAway
Mr Terence Tan	Member	3 Jan 2022	3/3	Senior Lecturer, National University of Singapore

*Away on 2 months' furlough

CORPORATE GOVERNANCE



TERRITORIAL MANAGEMENT BOARD

The Territorial Management Board (TMB) is the Board that implements all management decisions, which include the planning, organising and achieving of strategies, on behalf of the Territorial Governance Board.

TERRITORIAL MANAGEMENT BOARD MEMBERS

NAME	APPOINTMENT ON TMB	ANNUAL RE-APPOINTMENT DATE	DESIGNATION
Lieut-Colonel Hary Haran	Chairman	3 Jan 2022	Chief Secretary, The Salvation Army
Major Asit George	Member	3 Jan 2022	Territory Secretary for Business Administration, The Salvation Army
Major Brenda Tan	Member	3 Jan 2022	Territorial Secretary for Personnel, The Salvation Army
Major Sunetra George	Member	3 Jan 2022	Territorial Secretary for Communications, The Salvation Army
Captain Andrew Lo	Member	3 Jan 2022	Territorial Secretary for Youth and Candidates, The Salvation Army
Captain Lee Wai Chun	Member	3 Jan 2022	Corps Officer The Salvation Army
Ms Koh Guek Eng	Member	3 Jan 2022	Director, Finance The Salvation Army
Mr Marcus Moo	Member	3 Jan 2022	Director of Social & Community Services, The Salvation Army
Ms Pearly Kwok	Member	3 Jan 2022	Accountant, The Salvation Army
Mr Peter Leow	Member	3 Jan 2022	Director, Human Resources, The Salvation Army
Mr Raynard Tang	Member	3 Jan 2022	Director, Property, The Salvation Army

CORPORATE GOVERNANCE



AUDIT AND RISK COMMITTEE

The Audit and Risk Committee's roles include reviewing the reports and findings of both the external and internal auditors, which include areas in compliance, performance improvement, risk management, fraud control and audit support services.

AUDIT AND RISK COMMITTEE MEMBERS

NAME	APPOINTMENT	APPOINTMENT DATE	DESIGNATION
Mr Johnson Wong	Chairman	3 Jan 2022	Senior Manager, Finance, YWCA
Mr Chan Wah Tiong	Member	3 Jan 2022	Chief Executive Officer, St. Andrew's Nursing Home Cluster and Executive Director, St. Andrew's Nursing Home
Mr Philip Ting	Member	15 Feb 2022	Retired, former Executive Director and CEO of Hong Leong Asia Ltd
Mr Roger Loo	Member	3 Jan 2022	Partner, BDO LLP Singapore
Major Asit George	Member	3 Jan 2022	Territorial Secretary for Business Administration, The Salvation Army
Mr William Phua	Member	3 Jan 2022	Director for Audit, Risk and Safety Management, The Salvation Army

NOMINATIONS COMMITTEE

The Nominations Committee is a committee of the board whose principal functions are to evaluate the skills and characteristics that are needed in board candidates and to recommend prospective candidate(s) to the board.

NOMINATION COMMITTEE MEMBERS

NAME	APPOINTMENT	APPOINTMENT DATE	DESIGNATION
Colonel Rodney S. Walters	Chairman	3 Jan 2022	Territorial Commander, The Salvation Army
Lieut-Colonel Hary Haran	Member	3 Jan 2022	Chief Secretary, The Salvation Army
Major Sunetra George	Member	3 Jan 2022	Territorial Secretary for Communications, The Salvation Army
Ms Sim Hwee Hoon	Member	3 Jan 2022	Director, INCOME Independent Non-Executive Director, StashAway
Mr Terence Tan	Member	3 Jan 2022	Senior Lecturer, National University of Singapore

KEY POLICIES



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.



RESERVE POLICY

The policy defines reserves as that part of the income funds that is freely available for the operating purposes of The Salvation Army, not subject to commitments, planned expenditure and spending limits. It does not include endowment funds and restricted funds.

Since the reserve provides financial stability and the means for the development of our principal activity, a separate reserve for the General Fund and Social Fund is kept. The reserve target in each Fund is established at a level below 2 years of Fund's annual operating expenditure. The level of the reserve is being reviewed annually.

The Salvation Army's reserve position:

	CURRENT YEAR (AS AT 31 MAR 2022)	PREVIOUS YEAR (AS AT 31 MAR 2021)
	\$'000	\$'000
Unrestricted and Designated Funds	120,234	120,527
Restricted Funds	4,535	5,042
Total Funds	124,769	125,569
Annual Operating Expenditure	45,193	42,697
No. of Years Reserves Coverage of Annual Operating Expenditure	2.7	2.8

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.

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.

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.

VOLUNTEER MANAGEMENT POLICY

Volunteers are valuable partners to The Salvation Army and work closely with our employees to contribute to, extend and enrich the care of the beneficiaries. The Volunteer Management Policy aims to cover The Salvation Army's overall approach in the management of volunteers engaged by The Salvation Army.

Volunteer roles should be aligned with the centre's objectives which form a part of The Salvation Army's mission. The Salvation Army strives to match volunteers to roles that meet our centres' and beneficiaries' needs, while taking into consideration the volunteer's skills, knowledge, experience, interests, motivations, and commitment level. The policy also covers guidelines about volunteers' code of conduct, orientation, training, feedback and appreciation of volunteers.

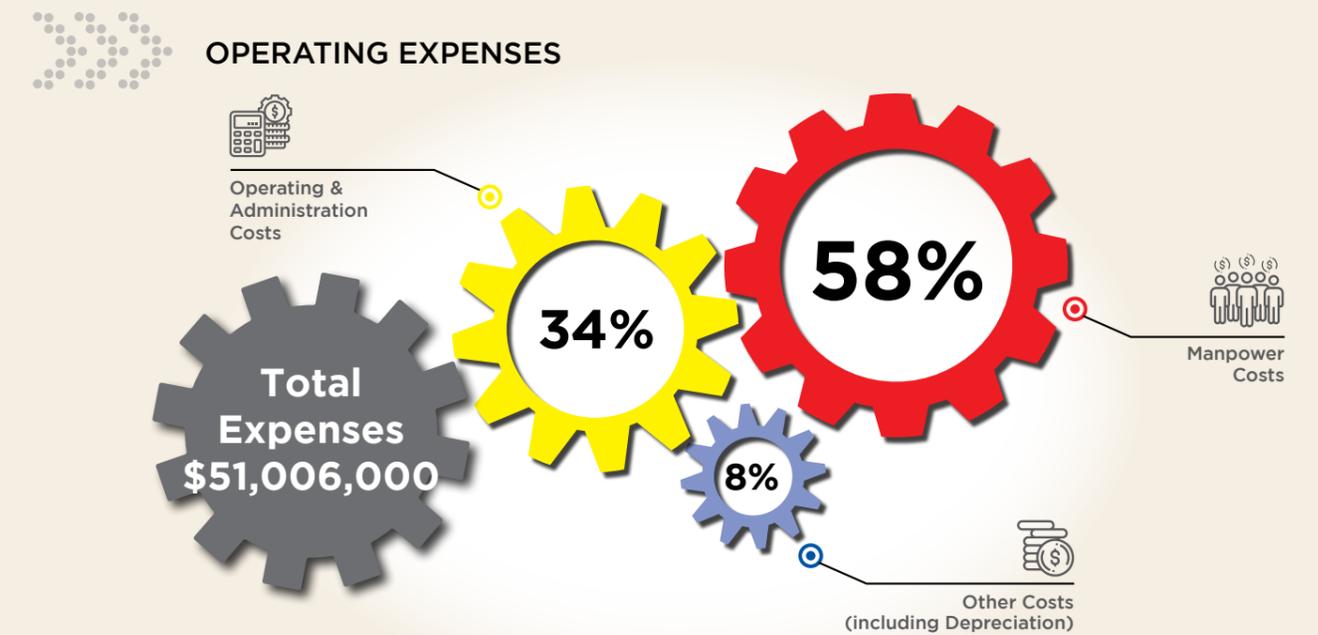
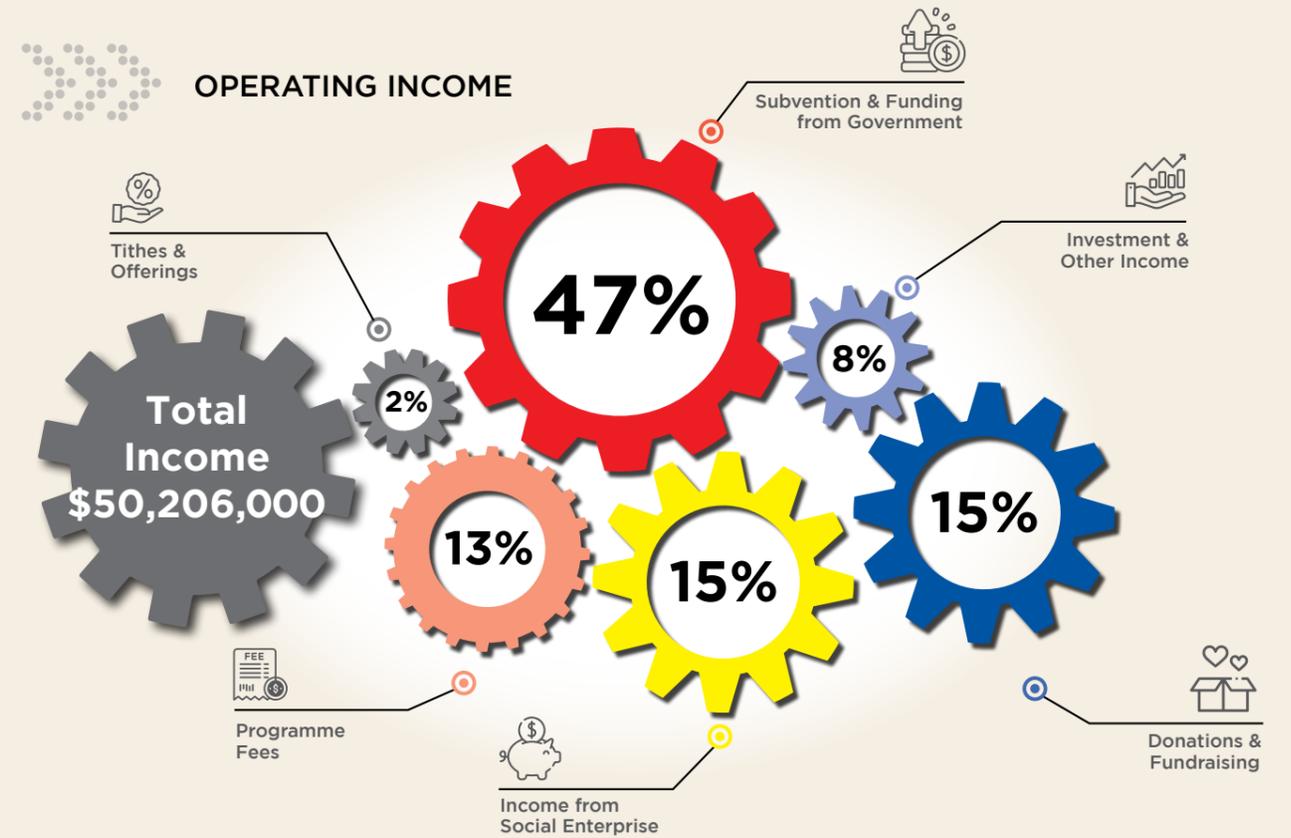
SUMMARY FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022



SUMMARY FINANCIAL STATEMENTS

INCOME AND EXPENSES FOR THE YEAR ENDED 31 MARCH 2022



SUMMARY FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

STATEMENT OF FINANCIAL POSITION	2022 (S\$'000)	2021 (S\$'000)
Non Current Assets	95,967	91,875
Current Assets	35,314	40,430
Total Assets	131,281	132,305
Current Liabilities	6,512	6,736
Total Liabilities	6,512	6,736
NET TOTAL ASSETS	124,769	125,569
ACCUMULATED FUNDS	124,769	125,569
STATEMENT OF FINANCIAL ACTIVITIES	2022 (S\$'000)	2021 (S\$'000)
Income		
Donations and Fundraising	7,702	6,790
Tithes and Offerings	911	931
Subvention and Funding from Government	23,375	28,605
Programme Fees	6,584	5,691
Income from Social Enterprise	7,786	6,153
Investment and other Income	3,848	3,777
	50,206	51,947
Expenses		
Manpower Costs	29,583	27,382
Operating and Administration Costs	17,398	15,537
Other Costs (including Depreciation)	4,025	4,469
	51,006	47,388
(Deficit) / Surplus	(800)	4,559
STATEMENT OF CHANGES IN ACCUMULATED FUND	2022 (S\$'000)	2021 (S\$'000)
Balance as at 1 April	125,569	121,010
(Deficit) / Surplus	(800)	4,559
Balance as at 31 March	124,769	125,569
STATEMENT OF CASH FLOWS	2022 (S\$'000)	2021 (S\$'000)
Net cash effect of operating activities	(206)	7,392
Net cash effect of investing activities	(7,765)	(785)
Net change in cash and cash equivalents	(7,971)	6,607
Cash and cash equivalents as at 1 April	33,109	26,502
Cash and cash equivalents as at 31 March	25,138	33,109

The full set of audited financial statements is available at salvationarmy.org.sg to save on printing costs as well as care for the environment.



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.

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.

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.

For more information, kindly contact: legacies@smm.salvationarmy.org or WhatsApp: **8823 0533**.



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:

Monthly Donations Volunteering Wills & Legacies 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 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

AR22

CONTACT US



TERRITORIAL HEADQUARTERS

20 Bishan Street 22 Singapore 579768
Tel: 6555 0188

CORPS

Balestier Corps

126 Balestier Road Singapore 329681
Tel: 6513 2461

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 5923

CAREHAVEN

(C/O Territorial Headquarters)

20 Bishan Street 22 Singapore 579768
Tel: 6555 0188

FAMILY SUPPORT SERVICES

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

KIDS IN PLAY

Blk 65 Kallang Bahru #01-305 Singapore 330065
Tel: 9248 5334

GRACEHAVEN

3 Lorong Napiri Singapore 547528
Tel: 6580 2250

PEACEHAVEN BEDOK ARENA

Blk 187 Bedok North Street 4 #01-02 Singapore 460187
Tel: 6243 2527

PEACEHAVEN BEDOK DAY CENTRE

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

DONATE ONLINE:

salvationarmy.org.sg

WILLS & LEGACY:

legacies@smm.salvationarmy.org
WhatsApp: 8823 0533

DONATE IN-KIND:

redshieldindustries.com

SHOP ONLINE:

reddshop.com

BE OUR VOLUNTEER:

volunteer@smm.salvationarmy.org
Tel: 6555 0249

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

7 Upper Changi Road North Singapore 507705
Tel: 9248 5336

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 #01-1516 Singapore 160133
Tel: 6718 2513 (press 1)

Hope Centre Family Store

7 Upper Changi Road North Singapore 507705
Tel: 6718 2513 (press 2)

IMH Pick N Choose Store

10 Buangkok View Singapore 539747
Tel: 6349 5312

Praisehaven Mega Family Store

500 Upper Bukit Timah Road Singapore 678106
Tel: 6349 5312

Tanglin Family Store

356 Tanglin Road Singapore 247674
Tel: 6349 5312

SCHOOL FOR OFFICER TRAINING

500 Upper Bukit Timah Road Singapore 678106
Tel: 6349 5332

SOJOURN

14 Flanders Square Singapore 209301
Tel: 6631 8900

THE HAVEN

350 Pasir Panjang Road Singapore 118692
Tel: 6775 0366

YOUTH DEVELOPMENT CENTRE

Blk 65 Kallang Bahru #01-305 Singapore 330065
Tel: 6297 1098



THE SALVATION ARMY SINGAPORE

Ang Mo Kio Central PO Box 640
Singapore 915605

 salvationarmy.org.sg

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 [TheSalvationArmySG](https://www.youtube.com/TheSalvationArmySG)