



THE SALVATION ARMY LOVE BEYOND

FY2024 ANNUAL REPORT | SINGAPORE

LOVE BEYOND
88 YEARS



LOVE BEYOND

The Salvation Army, an international movement, is dedicated to meeting the needs of the poor and marginalised in the community without discrimination. Since 1935, we have been touching hearts, inspiring minds and nurturing souls, making a lifelong impact in countless lives all over Singapore.

Our theme for the year, “Love Beyond” highlights the profound essence of our mission. It serves as a poignant reminder of the transformative journey we’ve embarked on over the past 89 years. We strive to continue igniting passion for philanthropy and leave a lasting impact on those we serve.

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MESSAGE FROM THE TERRITORIAL COMMANDER

This 88th year has been one of profound transformation, marked by challenges that tested our resolve and triumphs that affirmed our faith. In the face of adversity, the resilience of our community and the boundless compassion of God have renewed our mission at The Salvation Army. With hearts full of gratitude, we celebrate the impact we have made together, driven by a shared commitment to serve the vulnerable in Singapore.

The Salvation Army is staying relevant to evolving needs such as mental health and resilience in the community. In the last year, the army rendered care and support for vulnerable beneficiaries including migrant workers in Singapore.

Our journey has been guided by an unwavering belief that our vulnerable underserved including our children thrive best within the loving embrace of families. This conviction has shaped our approach, leading us to prioritize family-based care over traditional models. I am pleased to share that this shift has yielded significant results: today, more than twice as many children and youths are in foster care, awaiting reunification with their families, compared to those in residential care.

Over the past 88 years, the Army helped minors under protection orders, juvenile cases or poverty-related cases, and provided residential care. Presently, the Army focuses on the provision of professional help such as counselling and mentoring to reconcile the children and youth with their loved ones. We use an approach that involves prevention, care and reunification.

In the coming year, may we continue to draw strength from each other, guided by the grace of God and the enduring belief that every act of kindness can change a life. With your support, we will keep loving beyond and lift up the vulnerable.



Colonel Hary Haran
Territorial Commander
The Salvation Army
Singapore, Malaysia, Myanmar & Thailand Territory



MESSAGE FROM OUR CHAIRMAN

In the heart of Singapore's charitable landscape, the mission of The Salvation Army goes beyond mere service; it's a testament to the power of love, unity, and partnership. For decades, we have been a beacon of hope for those in need, but our impact extends far beyond the reach of our individual efforts. At the core of our work lies a belief that true transformation happens when we join hands with others—our partners, donors, and supporters—who share our vision of a better world.

The strength of The Salvation Army is not found solely in our programs but in the relationships we cultivate. Collaborations with like-minded organizations, community partners, and passionate individuals allow us to expand our reach, enhance our services, and raise critical awareness for the causes we champion. Through these partnerships, we not only secure essential funding but also amplify our voice in advocating for social change, ensuring that no one is left behind.

Our commitment to serving vulnerable communities, such as seniors and those living with dementia, is made possible through these crucial alliances. With over 300 residents in our nursing home and hundreds more seniors supported within the community, our work stands as a testament to what can be achieved when we pool our resources, expertise, and compassion. Every partnership helps us honour the dignity of each individual, providing them with the care, support, and empowerment they deserve.

Looking ahead, our focus remains on deepening these connections, to inspire both individuals and corporates to Love Beyond. By fostering meaningful collaborations, we can continue to amplify our impact, uplift those in need, and shine a light on the path forward. Together, we are stronger, and together, we will build a brighter future for all.



Dr Bill Foo
Chairman
The Salvation Army
National Advisory Board



NATIONAL ADVISORY BOARD



Left to right: Captain Lee Wai Chun, Mr Daniel Chan, Ms Fiona Soh, Major David Erickson, Ms Lilian Tan, Dr Bill Foo, Mr Jonas Lim, Mr Wen Khai Meng, Mr Aje Saigal, Captain Anthony Yong, Colonel Hary Haran, Ms Bianca Cheo, Lieutenant Colonel Nigel Cross, Ms Cheng Pai Ling, Mr Richard Yong.

We are blessed to have Mr S. Dhanabalan as our Patron and Dr Bill Foo as the Chairman of the National Advisory Board. As at 31 March 2024, members of our National Advisory Board include Captain Lee Wai Chun, Mr Daniel Chan, Ms Fiona Soh, Major David Erickson, Ms Lilian Tan, Dr Bill Foo, Mr Jonas Lim, Mr Wen Khai Meng, Mr Aje Saigal, Captain Anthony Yong, Colonel Hary Haran, Ms Bianca Cheo, Lieutenant Colonel Nigel Cross, Ms Cheng Pai Ling, Mr Richard Yong.

New Board Members

- Mr Daniel Chan, Partner, Wong Partnership
- Ms Bianca Cheo, Chief Operating Officer, Mewah Group
- Mr Jonas Lim, Vice President of Solutions Consulting, Asia Pacific and Japan (APJ), Pegasystems
- Ms Lilian Tan, Chief Human Resources Officer, Mediacorp
- Major David Erickson, Territorial Secretary for Business Administration, The Salvation Army

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 capital campaigns, fundraising, and leading philanthropically through personal support and referrals.

TERRITORIAL GOVERNANCE BOARD



As at 31 March 2024, members of our Territorial Governance Board include Colonel Hary Haran, Lieut. Colonel Nigel Cross, Lieut. Colonel Stacy Cross, Major David Erickson, Major Susie Erickson, Major Brenda Tan, Mr William Phua, Ms Koh Guek Eng, Ms Sim Hwee Hoon, Ms Jasinta Lim, Mr Terence Tan and Mr Johnson Wong.

New Board Members

- Lieut. Colonel Nigel Cross, Chief Secretary, The Salvation Army
- Lieut. Colonel Stacy Cross, Territorial Secretary for Women's Ministries, The Salvation Army

Left to right: Major David Erickson, Major Susie Erickson, Major Brenda Tan, Ms Sim Hwee Hoon, Colonel Hary Haran, Lieut. Colonel Nigel Cross, Mr William Phua, Ms Koh Guek Eng, Lieut. Colonel Stacy Cross, Ms Jasinta Lim, Mr Terence Tan, Mr Johnson Wong.

The role of the Territorial Governance Board (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

HIGHLIGHTS OF FINANCIAL YEAR 2024



RED SHIELD APPEAL AND LUNCHEON 2023

The Red Shield Appeal and Luncheon 2023 marked The Salvation Army's 88th Anniversary of meeting the needs of the community. The focus was placed on providing greater support to the reunification work for the children and youth with a collaboration with UBS Optimus Foundation. The \$2.4 million Befrienders for Families initiative was announced to mark the event. The event was also graced by Foreign Affairs Minister Vivian Balakrishnan who paid tribute to the charity for its dedication in caring for the most vulnerable.

RACE FOR GOOD 2023

The inaugural Race for Good, hosted by The Salvation Army, concluded with a good turnout, showcasing a collective commitment to running and walking for a noble cause. Bringing together a diverse community, the event witnessed a remarkable assembly of runners and walkers from all walks of life, rising early to champion the cause of vulnerable children, the elderly, ex-offenders and their families, as well as migrant workers in Singapore. Together, this vibrant community rallied to raise both awareness and an inspiring \$225,000.



STAFF APPRECIATION EVENT

Held at Furama Waterfront Hotel, the staff appreciation event with the theme "Around the World" saw staff from across The Salvation Army family come in outfits of different countries and culture. The atmosphere was heightened with fun games and performances amongst the staff. The heart warming event encapsulated the appreciation for the individuals and team that tirelessly work the ground to help those in need.

BIANNUAL SEMINARS: LOVE BEYOND

2023 is a special year for The Salvation Army as we celebrated over 88 years of impactful work in Singapore. As we charted through our history, from our humble beginnings at Clemenceau Avenue to the four different beneficiaries we serve today, we recognise the work and contribution of all the individuals and corporates that had come through our doors including officers, staff, volunteers, donors, and more. Today, we continue to look ahead and adapt to the growing needs of the different sector with a strong focus to digitalise and modernise our outreach to enhance relevancy in the charity sector.



LIFE TRANSFORMED: THE JOURNEY OF HONG LI

Hong Li, a survivor of a gruesome slashing incident along Beach Road, through the psychosocial interventions of the Salvation Army, received the help she needed. The team from the Sojourn Programme had journeyed with her through her ordeal and referred her to partners to ease her financial burdens and provide temporary accommodation. Hong Li now actively volunteers with the Sojourn team to help other migrant workers with the same passion and verve as those who had helped her then.

CHRISTMAS KETTLING 2023

Our annual Christmas Kettling event had achieved a new milestone by raising a total of \$345,000 over the Christmas period. This achievement stands as a testament to the collective spirit of The Salvation Army and its officers, staff, volunteers, performers, and donors. By creating a meaningful impact for the vulnerable, we embody the true spirit of Christmas.



REWRITING OUR STORIES (ROSE) AND OUR DEFINING MOMENTS (ODM) EVENTS



The Salvation Army (TSA) Singapore Headquarters, in collaboration with Prison Support Services (PSS), came together on 27 January 2024 to organise the Rewriting Our Stories (ROSE) event to have an honest conversation about the stigma faced by ex-offenders. The event had strong support with the presence of our guest speakers, Mr Darren Tan, Mr Jason Wong, Ms Audrie Siew, Mr Jabez Koh, and Mr Tan Boon Keng.

We also held Our Defining Moments (ODM) appreciation event in recognising the contribution of our strong volunteer community. The event was organised to recognise the commemorate the passion and work of our volunteers have been pouring into our causes and initiatives over the years.

FINANCIAL YEAR 2024 FUNDRAISING & EDUCATIONAL INITIATIVES

The Salvation Army has continually embraced a bold and diverse approach to fundraising, expanding our methods to reach the hearts and minds of existing and new donors through creative and engaging content on both traditional and digital channels. In FY 2024, we had enhanced our existing and new approaches by aligning with industry best practices to communicate more effectively on our impact about the lives of our beneficiaries.

Our flagship fundraisers include the Red Shield Appeal Event and the beloved Christmas Kettling. Additionally, we launched our new sport fundraising event, our Race For Good to appeal to the increasingly health conscious public with the desire to combine movement and charity.

Beyond traditional fundraising, we focused on creating immersive experiences that deepen connections with our mission. Our Love Beyond seminars, interactive tours, and hands-on volunteer activities provided individuals and corporate partners with the chance to engage our beneficiaries and foster empathy.

Recognising the power of inclusivity and the need to diversify our outreach, we leveraged digital marketing to nurture a wider audience, including the younger generation, inspiring them to rally behind our social causes. Our diversified fundraising calendar served as vital channels that enable the public to better understand our beneficiaries and the work we do.

Each initiative not only raised funds but also built bridges between our community and the vulnerable individuals we serve, making a meaningful difference in their lives and reinforcing our mission across Singapore.

PLANNED FUNDRAISING EXPENDITURE

For all planned campaigns and appeals, these 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.

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

PLANNED FUNDRAISING INITIATIVES

- Annual Red Shield Appeal Luncheon
- Charity Golf Tournament / Race For Good
- Christmas Kettling
- Islandwide Appeals / Red Shield Club
- Digital Marketing Campaigns
- Donor Stewardship Campaigns
- Private Dining Experiences
- Film Fest
- Other Fundraisers and Friendraiser events



STRENGTHENING OUR ENVIRONMENTAL SUSTAINABILITY

The Salvation Army SMMT is proud to embark on The Green Master Plan, a bold and ambitious journey to achieve net zero emissions by 2030. This initiative aligns with the International Headquarters' Integrated Performance Strategy (IPS) and echoes the green commitments of the Singapore, Malaysia, Myanmar, and Thailand governments. By integrating these eco-focused principles, we aim to become a leader in sustainability across the region, setting a powerful example for others to follow.

Achieving net zero emissions by 2030 is no small feat; it demands significant investment in sustainable practices, renewable energy projects, and eco-friendly innovations. From transitioning to clean energy sources and reducing our carbon footprint to implementing energy-efficient technologies and waste reduction measures, every aspect of our operations will be transformed. This Green Master Plan is more than just a commitment—it's a comprehensive strategy to reimagine how we operate and positively impact the planet.

However, this transformation cannot happen without crucial support. We call on our donors and partners to stand with us in this mission by contributing generously. Your donations will directly fund vital initiatives such as the installation of solar panels, energy-efficient lighting systems, sustainable building materials, and advanced recycling programmes that support our beneficiaries. These investments will not only reduce our environmental impact but also set new benchmarks for environmental stewardship within the non-profit sector.



OUR WORK

At the heart of The Salvation Army's work lies the belief in growing stronger together. When we bring people together, inspiring shared goals, and encouraging one another, we create a powerful force for positive change that enables our society to grow stronger and thrive. The collective strength and cooperation are key to overcoming challenges. We are dedicated to serving those in need without discrimination.



SCAN QR CODE
to learn more about our work



CHILDREN AND YOUTHS

Serving children and youths who need protection and care, ageing between 5 - 18 years old



EX-OFFENDERS

Providing aftercare support to ex-offenders to help them reintegrate into society



MIGRANT WORKERS

Supporting migrant workers who are caught in distressed circumstances



ELDERLY & FAMILY SUPPORT

According dignity and empowering seniors, including those with dementia, to live independently. Serving elderlies living alone and families struggling to make ends meet



CHILDREN & YOUTH GROUP

Children grow best in families

The Salvation Army Children and Youth Group comprises a continuum of services for at-risk children and youths. Our mission is to care for the children and enable them to overcome their difficulties and thrive. We also work with natural families so that children who can reunify safely can do so.

FY 2024 IN A SNAPSHOT

1300 beneficiaries served by CYG, including parents and other caregivers of vulnerable children

70% of residents discharged from our homes who were able to reunify with their families did so within 2 years

160 children and youth were positively impacted through the Centre of Psychological and Counselling Services (CPC)

478 meaningful interactions with families through befriending

RESIDENTIAL CARE

Gracehaven

COMMUNITY-BASED

Gracehaven Fostering

Kids In Play

Youth Development Centre

CHILDREN & YOUTH GROUP

GRACEHAVEN



Gracehaven is a residential home for children and youth who need care, protection, and rehabilitation due to child protection risks or other conditions which lead to safety concerns or risks for children and youth. Gracehaven provides trauma-informed and structured care plans for each child to meet their individual needs through individualised plans and programmes that enable healing, develop life skills, positive values and resilience. In addition to supporting the residents, the Gracehaven team also actively works with the natural families towards reconciling them with their families where it is safe and appropriate. Many beneficiaries come with a history of abuse and trauma, and Gracehaven is a place of safety and healing for them. During their stay, the Centre for Psychological and Counselling Services (CPC) provides evidence-based interventions, which include psychological assessments and interventions as well as expressive therapies such as play and sand therapies for the residents. This has played a key part in reducing anxiety, depression and trauma symptoms and reduced challenging behaviours amongst the residents, leading to better outcomes for these children and youth.

HOW WE HELP



SUPPORT FROM CARE STAFF

Offering casework and counselling to support and nurture each resident



ACADEMIC SUPPORT

Building solid educational foundation through dedicated volunteers



CENTRE OF PSYCHOLOGICAL AND COUNSELLING SERVICES (CPC)

Supporting traumatic cases of child with behavioural and relationship management



ACTIVITIES AND PROGRAMMES

Designing activities and programmes to allow residents to pursue their interests and cultivate new skills



INTERIM PLACEMENT ASSESSMENT CENTRE

Temporarily caring for children under child protection until more permanent appropriate care is available

FUTURE PLANS

Gracehaven is committed to providing a conducive environment for vulnerable children and youth to heal during their stay with us. At the same time, for those who are able to reunify, we work closely with the natural families and partners to enable the children and youth to return back to their families safely. Gracehaven aims to create a brighter future for the young residents through academic support and essential life skills and developing their interests, transcending the traditional bounds of education. By nurturing these talents, we envision a generation of confident individuals ready to face the world.

KEY HIGHLIGHTS & EVENTS

PARENTS CONNECT

- Children and Youth Group (CYG) believes that children grow best in healthy families.
- In Nov 2023, we organised a Parents Connect event for all residents in our children's homes to forge stronger bonds between our residents and their families.
- Residents performed and showcased their talents and were able to enjoy a night of prata with their parents and siblings. It was a night of warmth and smiles and we could see many parents proud of their children!
- Over 100 residents and their family members participated in the activities, including a parent-child balloon sculpting activity.

COLLABORATIONS AND CORPORATE SOCIAL RESPONSIBILITIES (CSR) PROGRAMMES

- Participating organisations include Drew & Napier, Emerson Singapore, Singlife, PSA Singapore, Aureus Academy, SportCares etc.



Emerson Asia Pacific supported our children with a CSR outing and feast at Gracehaven. They also supported upgrades on sports and facilities.

CHILDREN & YOUTH GROUP

YOUTH DEVELOPMENT CENTRE



The Salvation Army Youth Development Centre (YDC) serves as a guiding light for youth who are troubled with issues at home or in school.

YOUTH MENTAL HEALTH RESILIENCE PROGRAMME

This year, we partnered with our Centre for Psychological and Counselling Services (CPC) to develop an evidence-informed youth mental health resilience programme, Re:Ignite. The programme has helped youths in the community and residential care to strengthen their sense of identity, build healthy coping skills and be empowered to make a positive change in their lives and to the world.

HEALTHY FUN AND LIFESKILLS DEVELOPMENT

The year was packed with activities for the YDC

youths, from workshops to help them hone new skills to friendly sports competitions to grow their resilience and teamwork. The YDC staff and volunteers also reached out to the youths in the community to grow awareness of its initiatives through public talks and hosting learning journeys for the public.

HOW WE HELP



YOUTH MENTORING

Empowering youth by inculcating life-transforming purposes through our mentorship programmes



ACTIVITIES AND PROGRAMMES

Engaging the youth through a diverse range of sports, outdoor, and social activities. Music and Art programmes provide opportunities to explore interests and develop new skills

FUTURE PLANS

YDC will be focussing on building up on our outreach to support youth mental health. The team will be working to reach out to more youths, as well as caregivers promote resilience and mental well-being. In honour of YDC's 21st anniversary, the team is excitedly preparing engaging activities to engage youths and families in the neighbourhood. Through these endeavours, the YDC team aims to continue its impactful mission of empowering young individuals and their caregivers, fostering a healthier and more resilient community for years to come.

KEY HIGHLIGHTS & EVENTS

- Outing to SuperPark (sponsored by Baringa)
- Equal Canine Programme
- YDC's in-house programme - Soccer clinic (Partnership with Kolam Ayer CC)
- Sponsored movie @ Jewel by SCOOT
- YDC's in house programme – Brickbear Painting
- Outing to USS (sponsored)
- YDC Christmas Appreciation Dinner 2023
- YDC's house programme – Mario Kart Competition
- Invitation – Christmas at the Stables
- YDC CNY Steamboat Dinner 2024



LANTERNS PAINTING
by Gardens by the Bay

NIGHT CYCLING



ACHIEVEMENTS FOR YDC TCHOUKBALL TEAM

- Tamang Jurong 2024 Mixed Competition - Champion
- Inter CC Cup – Champion for both Woman and Men team
- Genesis Cup – 2nd for both Woman and Men Team

CHILDREN & YOUTH GROUP

KIDS IN PLAY



At The Salvation Army Kids In Play (KIP), our mission is to foster an inclusive society where families of incarcerated persons are embraced and empowered to become vital contributors to the community. We recognise the prolonged impact of parental incarceration on children and caregivers, and our dedicated team provides professional support to address their unique needs.

The process of reintegration can be challenging, therefore, we are committed to facilitating a smooth transition for incarcerated individuals back into their families.

Through our comprehensive approach, we aim to break the cycle of incarceration and foster a nurturing environment for children to thrive. The team works tirelessly to strengthen familial bonds through child-centric lens and build communities of support for the families, ensuring that every child and caregiver receives the care and guidance they deserve.

HOW WE HELP

-  **SUPPORT FROM CARE STAFF**
Comprehensive counselling and case work services to children, their incarcerated parents, and caregivers, ensuring holistic support during challenging times
-  **GROUPWORK SESSIONS**
Through EMPOWER sessions, children build resilience, while Caregivers' Connect sessions equip caregivers with essential skills to provide optimal care
-  **FAMILY BONDING PROGRAMME**
Fosters meaningful interactions between children and their incarcerated parents, facilitating emotional connections with caregivers
-  **FAMILY ACTIVITIES**
Strengthening the bond between the children and their caregivers through fun family activities

FUTURE PLANS

- KIP remains committed to its mission to help strengthen bonds within families with incarcerated parent/s through:
- Holding joint counselling sessions in prison for couples and families
 - Increasing scope of individual, couple, and family interventions
 - Providing opportunities for families to give and receive community support from one another
 - Collaborating with community partners and corporate sponsors

KEY HIGHLIGHTS & EVENTS



MANDAI WILDLIFE RESERVE
Our partnership with Mandai Wildlife Reserve creates family bonding experiences. On 9 September 2023, over 100 clients visited the newly opened Bird Paradise and enjoyed special activities including a letter-writing segment for the children to share their adventures at Bird Paradise with their incarcerated parents. These postcards were then mailed by Kids In Play to their incarcerated parents.

THANKSGIVING APPRECIATION DINNER

122 Guests, Corporate and Community Partners, Volunteers, Beneficiaries, and Staff came together for an evening of sharing, food, and fun together. The event was graced by Mr Speaker Seah Kian Peng and showcased the talents and life experiences of Kids In Play's children, youth volunteers, and families. Kids In Play took the opportunity to present handmade appreciation cards by the beneficiaries to partners such as Singapore Prison Service, ING Bank, Tan Chin Tuan Foundation, National Council of Social Service, and many others.



BREAK FAST DINNER AT LAGUN SARI
80 children and 51 family members made badges and bookmarks for beneficiaries of Epworth Community Services as their way of giving back to the vulnerable in society. The event was a collaboration between Barker Road Methodist Church (Prison Ministry) and Kids In Play. It saw a total of 29 volunteers from BRMC interact, host and enjoy the Break Fast dinner with beneficiaries.

CHILDREN & YOUTH GROUP

GRACEHAVEN FOSTERING



Gracehaven Fostering, appointed by the Ministry of Social and Family Development, is The Salvation Army's fostering agency. We seek to partner foster families to provide a safe and caring home for foster children and young persons who are in need of care and protection. These children often come with a history of abuse or neglect and come to us for temporary support, as circumstances prevent their families from providing adequate care. Through our compassionate and professional approach, we work tirelessly to ensure these young hearts find a nurturing and loving environment, where they can thrive and grow. Together with our foster families, we aim to make a lasting positive impact on the lives of these children, providing them with the love, support, and stability they deserve as we build a brighter future together.

BEFRIENDERS FOR FAMILIES

Our Befrienders For Families (BFF) programme, aims to uplift families through befriending support when children and youth return home from residential or foster care. Started in 2023, the team has reached out and raised awareness of these needs to over 1,000 people and has helped over 43 children.

HOW WE HELP

-  **SUPPORT FROM CARE STAFF**
Supporting our foster parents through home visits, phone calls, and a 24/7 emergency hotline to ensure help is always at hand
-  **SPECIALISED TRAINING**
Tailored programmes are provided to equip foster parents with necessary skills and knowledge to meet the unique needs of the children in their care
-  **SUPPORT GROUPS**
Foster parents benefit from our support groups, where they can share experiences, exchange insights and build a strong community that provide mutual support
-  **FINANCES**
Monthly fostering allowances are provided to cover the cost of care rendered to the foster child

FUTURE PLANS

Over the past years, we have witnessed the proportion of vulnerable children cared for by foster families growing from 29% in 2013 to 51% in 2021. To enable more vulnerable children to have access to foster care, we will be doing more outreach to find loving families who are able to foster. We will also be extending our outreach to find befrienders who can make a difference to the lives of families who have their children reunifying to them from children's homes or foster care.

BEFRIENDERS FOR FAMILIES (BFF)

34	number of trained volunteers
43	children helped from 18 families
478	interaction with families for FY2024
1000	over people introduced to BFF
50	volunteering applicants to date

KEY HIGHLIGHTS & EVENTS



5TH ANNIVERSARY CELEBRATION



SUPPORT GROUP (EAST) - BBQ

CARNIVAL + AWARD CEREMONY + ART EXHIBITION + FOSTER PARENT APPRECIATION

Family Carnival was held at One Punggol on 9 December 2023 to celebrate the 5th anniversary of Gracehaven Fostering and honour the agency's foster parents and partners. There were game stalls, balloons, and art booths throughout the day and the awards ceremony was graced by Senior Parliamentary Secretary, Mr Eric Chua.





ELDERLY CARE

Empowering the elderly, according dignity

The Salvation Army’s work in the elderly sector is deeply rooted in empowering the elderly and promoting dignity in their lives. With a strong commitment to providing compassionate care and support, we strive to enhance the well-being and independence of senior citizens. Through a wide range of services and programmes tailored to their unique needs, we seek to create a nurturing environment where the elderly can thrive, age with dignity, and enjoy a sense of purpose and belonging.

FY 2024 IN A SNAPSHOT

85%	residents/clients with severe dementia showed improvement in assisted daily living
43%	of Peacehaven residents have managed to maintain their mobility or even improved their mobility in spite of their age over the past 2 years
74%	Elderly residents have improved/ maintained their well-being scores within the first 3-6 months of admission

RESIDENTIAL CARE
Peacehaven Nursing Home
Peacehaven Jade Circle Arena
COMMUNITY-BASED CARE
Peacehaven Bedok Arena
Peacehaven Day Centres
Jade Circle Acaresdemey
Family Support Services

ELDERLY CARE

PEACEHAVEN NURSING HOME

Peacehaven Nursing Home provides professional care and a comprehensive range of services for individuals with physical or mental disabilities, and minimal or no appropriate caregiver support at home. From personalised nursing care plans to therapy and dietetics services, including physiotherapy, occupational therapy, speech therapy, and dietetic consultations, we strive to improve the health and well-being of our residents.

As pioneers in Singapore, we are proud to be the first nursing home to achieve international accreditation by the Australian Council on Healthcare Standard’s EQulP Residential Care Standards. Our team of dedicated staff has received numerous awards, recognising their outstanding efforts and unwavering commitment to service excellence.

Our nursing home is more than just a place to stay; it is a community where residents are treated with respect, kindness, and compassion. We strive to create a warm and welcoming environment where residents feel at home and can enjoy meaningful connections with our caring staff and fellow residents.



HOW WE HELP

	NURSING CARE Our experienced team develops individual care plans, providing top-quality nursing care tailored to meet the need of each resident
	THERAPY & DIETETIC CARE Physiotherapy, occupational therapy, speech therapy, and dietetic services, dedicated to enhancing residents’ health and well-being
	MEDICAL SERVICES On-site access to professional medical services guarantees timely and effective healthcare support

	SOCIAL WORK & CASE MANAGEMENT Our compassionate team provides casework, counselling, and psychosocial support, addressing the emotional and mental needs of residents
	SPIRITUAL CARE We extend pastoral support and end-of-life care, providing comfort and compassion during challenging times
	ACTIVITIES OF DAILY LIVING Our dedicated staff offers support for daily activities, including showering, feeding, and continence care, promoting independence and preserving dignity

ELDERLY CARE

PEACEHAVEN DAY CENTRES



The Salvation Army Peacehaven Day Centres are dedicated to enhancing the quality of life for seniors and empowering them to age gracefully within the community. Our focus is on providing early intervention and support, enabling seniors to maintain their independence for as long as possible. We offer a seamless blend of centre-based and home-care services, catering to the unique needs of seniors and those living with dementia.

HOW WE HELP



NURSING CARE

Our experienced team develops individual care plans, providing top-quality nursing care tailored to meet the unique needs of each resident



THERAPY & DIETETIC CARE

Physiotherapy, occupational therapy, speech therapy, and dietetic services, dedicated to enhancing residents' health and well-being



SOCIAL WORK & CASE MANAGEMENT

Our compassionate team provides casework, counselling, and psychosocial support, addressing the emotional and mental needs of residents



ACTIVITIES OF DAILY LIVING

Our dedicated staff offers support for daily activities, including showering, feeding, and continence care, promoting independence and preserving dignity

ELDERLY CARE

PEACEHAVEN BEDOK ARENA

The Salvation Army Peacehaven Bedok Arena is an innovative active ageing hub dedicated to enhancing the well-being of seniors within our community. Our eldercare centre aims to nurture and enhance the health of the elderly in the neighbourhood. Equipped with an advanced alarm alert system, we're vigilant in providing immediate assistance to distressed seniors in the vicinity. Peacehaven Bedok Arena doubles as a dementia day centre, providing specialised programmes and interventions that empower seniors and their families in their journey. Our active ageing initiatives foster vitality, while befriending programmes create meaningful connections.

HOW WE HELP



ACTIVE AGEING

Engaging activities and befriending initiatives aimed at promoting the overall health and vitality of the elderly



DEMENTIA CARE

Specialised day programmes and interventions designed to provide comprehensive assistance for seniors with dementia and their families



HEALTHY LIFESTYLE

Interactive workshops and events focused on encouraging seniors to adopt and maintain a healthy lifestyle, encompassing physical, mental, and emotional well-being



CREST & CBP

Dedicated support teams that provide valuable resources and engage with seniors through our Community Resources and Engagement Support Teams (CREST) and the Community Befriending Programme (CBP)



THE KAMPUNG SPIRIT

At Bedok Arena, our mission is to foster a heartfelt kampung spirit within our elderly active ageing centre. It fills our hearts with joy to witness the incredible compassion of active seniors as they selflessly serve and support their less-abled peers, including those living with dementia. Every day, over 40 seniors gather to share fellowship, bond, and engage in enriching activities. This heartwarming sense of community has led to spontaneous acts of kindness, with seniors cooking and sharing meals, nurturing strong bonds. We are dedicated to reaching out to more seniors, encouraging them to partake in our vibrant activities, forging meaningful friendships, and reducing isolation and loneliness at home. Together, let's build an inclusive and caring kampung spirit that makes Bedok Arena a cherished second home.

ELDERLY CARE

PEACEHAVEN JADE CIRCLE

The Salvation Army Peacehaven Jade Circle is a residential care model for elderly living with dementia. It sets to redefine the nursing home experience, transcending conventional care models.

Departing from traditional practices, the nursing home embraces a restraint-free, anti-diaper policy, emphasising autonomy, choice, and overall well-being. Our devoted caregivers strive to rekindle residents' independence whenever possible, ensuring they remain active and engaged in meaningful activities throughout their stay.

Jade Circle is dedicated to elevating dementia care standards, boasting an on-site training centre Acaredey to enhance caregiver capabilities in supporting individuals with memory challenges. Embracing technology, the nursing home encourages innovations in eldercare, employing cutting-edge IT solutions to enhance the care experience.

At Jade Circle, we cherish and honour the journey of every resident, fostering a warm and compassionate environment that promotes dignity, independence, and fulfillment in their golden years.

HOW WE HELP



INTER-GENERATIONAL PLAY ACTIVITIES

Inter-generational play where seniors and kids interact, promoting physical, mental, and psychosocial well-being. Jade Circle also offers maintenance and dementia day care services



JADE CIRCLE ACAREDEMY

Empowering learners with knowledge, our training arm offers comprehensive programmes on dementia, nursing care, and eldercare. For more information, visit www.acaredey.sg



JADE CIRCLE APARTMENTS

Single or twin rooms in a nurturing environment prioritising comfort and well-being

FUTURE PLANS

We will continue to evolve and update our care models to embrace broader changes at the national level in line with Healthier SG and other service innovations by MOH and AIC. This includes adopting new assessment tools to better understand our client's care needs and measure their progress, and the forthcoming transition of our Day Centres from the Integrated Home & Day Care Programme towards Maintenance Day Care, Dementia Day Care, Community Rehabilitation and Community-Based Nursing services.

KEY EVENTS IN PEACEHAVEN



PEACEHAVEN NURSING HOME: NURSES' DAY CELEBRATION

The Nurses' Day Celebration saw an award presentation for staff receiving the "Core Values Award", and a graduation ceremony for participants of Jade Circle Acaredey's dementia care courses. We believe such events are held to celebrate the professionalism and contributions of our Peacehaven staff.



PEACEHAVEN TRAVEL FAIR EXPERIENCE (MALAYSIA & SOUTH KOREA)

Aimed at improving our client's affective, cognitive, conative (behavioural), and sensorial well-being, the Jade Circle Arena organised a fun-filled week of country-themed food, cultural performances, and engaging activities for elderly clients to indulge in at Peacehaven. The elderly residents received prizes and certificates for their participation, and their families were heartened by this initiative.

PEACEHAVEN: 11TH ASIA-PACIFIC ELDERCARE INNOVATION AWARDS 2023

- Facility of the Year- Rehab Health & Wellness**
Best health and wellness facility at Jade Circle Arena that encourages older adults to participate in rehab health and wellness activities
- Operator of the Year - Active Ageing**
Peacehaven Bedok Arena was awarded the best social engagement operator that encourages older persons to live well and age with purpose
- Care Suite of the Year**
Jade Circle Apartment was awarded as having the best interior design for a residential aged care room and en suite bathroom, exuded thoughtfulness, style, comfort of home and enabled independence of the end-user
- Best Active Ageing Programme - Residential**
Active ageing through participation in Peacehaven Nursing Home
- Innovation of the Year- Technology**
Best technological implementation through the adoption of a humanoid-enabled Therapy and Activity Programme in Peacehaven in partnership with Goshen Consultancy Services Pte Ltd. The innovation demonstrated improvement in quality of life for older adults



FAMILY SUPPORT SERVICES



At our Family Support Services (FSS), we extend a compassionate hand to underprivileged seniors and families. Our mission is to meet their diverse needs and offer support that fosters resilience and well-being. As a dedicated resource, we provide essential referral services, connecting individuals to relevant agencies for further assistance. Together, we build stronger, more vibrant communities where everyone thrives.

FY 2024 IN A SNAPSHOT

202	low-income families cared for
1877	individuals supported with information and referral services
120	seniors digitally supported

HOW WE HELP

- 
CASE MANAGEMENT
 Casework and counselling are provided to clients facing difficulties
- 
ASSISTANCE
 Financial assistance and monthly food parcels are provided to those in need
- 
HEALTH CHECKS
 Blood pressure and blood glucose checks are provided during the food parcel distributions
- 
GUARDIAN ANGEL PROJECT
 Assistance is provided to frail clients in areas such as medical appointments and home refurbishment
- 
SOCIAL ACTIVITIES
 Befriending services and outings to support our seniors' well-being
- 
SUPPORT GROUPS
 Regular drop-in programmes provide care and encouragement to seniors

FUTURE PLANS

FSS's future plan includes expanding holistic case management to beneficiaries, extending internal referrals from the headquarters and other centres. The focus remains on serving the underprivileged with enriching programmes, such as the Seniors Digital Support Group, to combat social isolation and elderly depression. Efforts are underway to secure continued funding from Infocomm Media Development Authority to sustain SDSG's impact in the community.

KEY HIGHLIGHTS & EVENTS

BOY'S BRIGADE SHARE A GIFT (BBSG) PROJECT

Boy's Brigade Share a Gift Specific Wishes allows eligible beneficiaries to request an essential item that they might have difficulty obtaining. The gifts are delivered around year-end and the seniors look forward to it as it is a Christmas Present to them. Together with our volunteers, the FSS team goes door to door to deliver the gift items sent by BBSG.



SENIOR DIGITAL SUPPORT GROUP

FSS has been running the Senior Digital Support Group (SDSG) for the past 2 years. The seniors have shown keen interest in picking up basic digital skills under our guidance. Moving forward, FSS will continue this initiative and assist seniors in the community who come in with tech-related problems.



JB DAYTRIP

FSS brought our senior members on a day trip to Johor Bahru for a relaxing day of activities, including breakfast, shopping, the night market and a massage.

PRISON SUPPORT SERVICES



Empowering Former Inmates for Successful Reintegration

Our Prison Support Services (PSS) programme is dedicated to walking alongside former inmates on their journey towards a brighter future. Through the development of prosocial life values and choices, we aim to enhance their resilience and reduce the likelihood of re-offending. Our programme empowers them to tap into available community resources, providing the necessary support for a successful reintegration journey. Together, we build stronger, more hopeful futures.

FY 2024 IN A SNAPSHOT

300 ex-offenders supported in 6 months with EZ-Link card, employment skills and opportunities, shelter, and communication support.

HOW WE HELP



SUPPORT GROUP TO REDUCE RECIDIVISM

Providing access to stable and secure housing in shelters or temporary residences



PRACTICAL NEEDS

Meeting essential requirements like clothing, toiletries, phone, and EZ-Link card



EMPLOYMENT SUPPORT

Guiding and assisting clients in securing and maintaining stable employment



RELATIONSHIP BUILDING

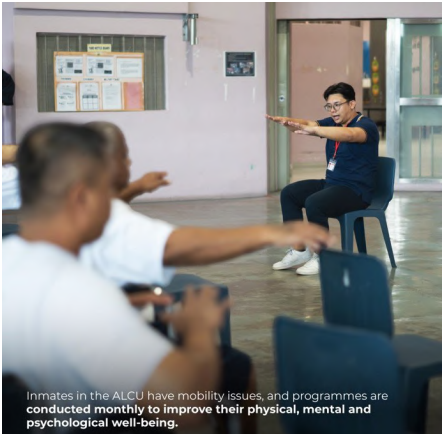
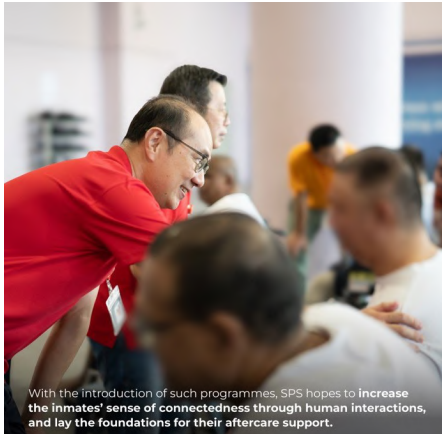
Creating opportunities to enhance familial and significant relationships

FUTURE PLANS

PSS is steadfast in its commitment to supporting the Singapore Prison Service through innovative family-based holiday programmes including treasure hunts for the children of the incarcerated. The Fathers' Support Group, launching in April 2023, aims to nurture responsible fatherhood.

Project Hope seeks to provide aftercare support to elderly and disabled prisoners upon release, ensuring a smoother reintegration into society. We are also strengthening our support for pre-releasees from Selarang Complex with lifeskills and community support programme. This would involve psychological and faith based interventions

KEY HIGHLIGHTS & EVENTS



Photos source: Singapore Prison Services (SPS)

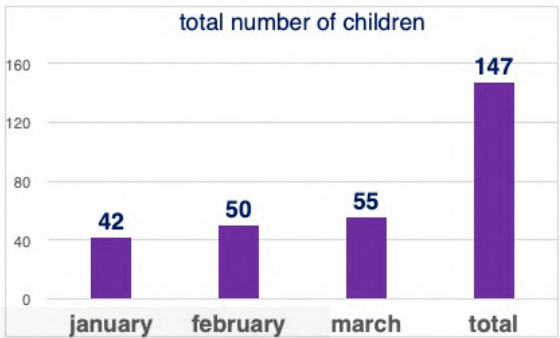
PLAYROOM PROGRAMMES

147

visits have been made by children whose parents are incarcerated with number of visit increase from month to month.

66%

children visiting the playroom aged between 4 to 6 years old.



DATA FROM 1ST JAN 2024



AREA OF INTEREST

84% toys
11% art and craft
5% books.

FEMALE MIGRANT WORKERS

CAREHAVEN

Our centre offers a residential care programme, providing shelter and support for foreign domestic workers facing challenging circumstances. Serving as advocates for safe migration practices, we aid workers in returning safely to their home country, fostering empowerment and protection for vulnerable individuals. We provide shelter to an average of 80 women every day, with over 747 women in FY 2024

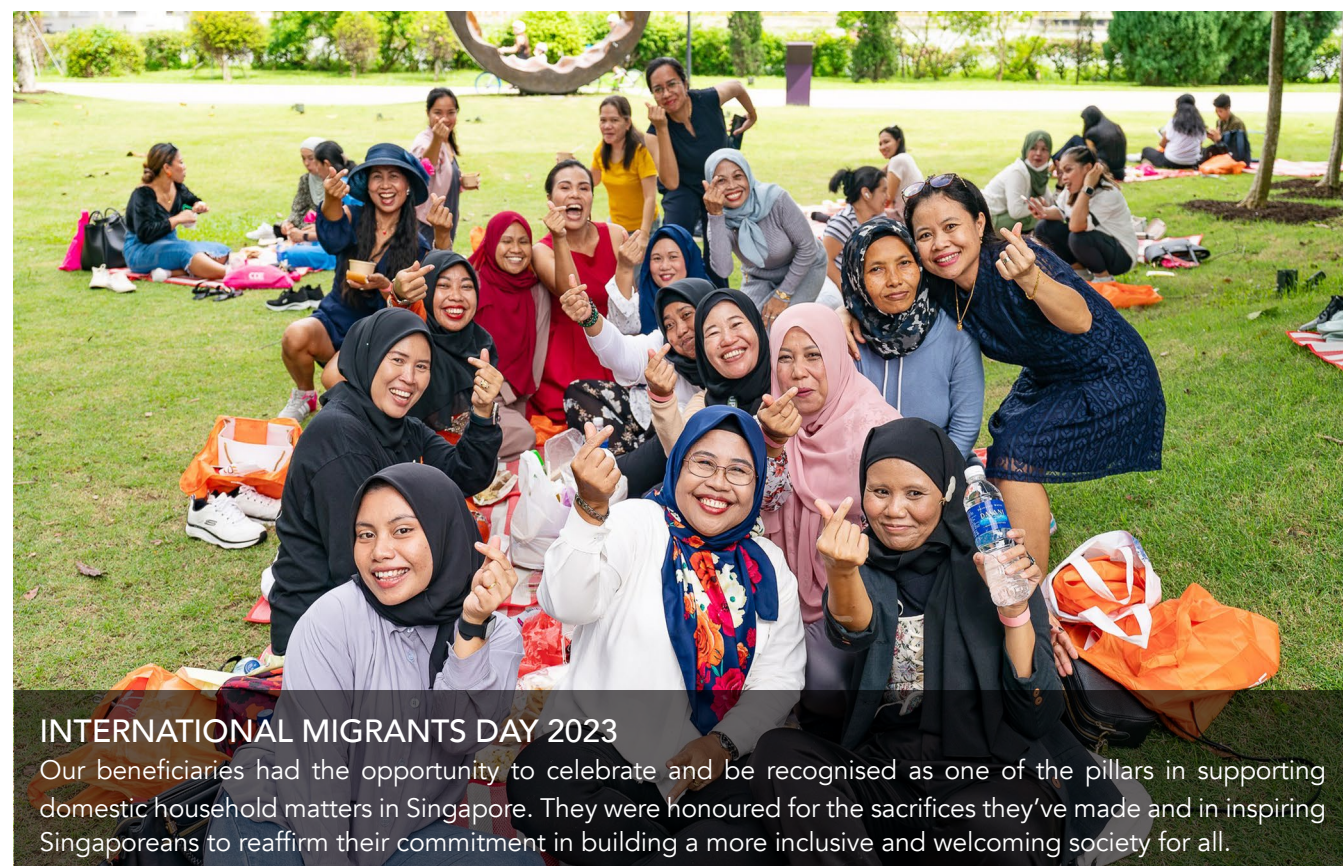
FUTURE PLANS

Carehaven will increasingly operate in synergy with the larger migrant workers ministry of The Salvation Army – that includes The Sojourn Programme. Specific to the work of providing protection and residential care to migrant workers in distress, Carehaven will partner with the Centre for Domestic Employees in serving and caring for more women. The direction forward is to increase the capacity of the residential care programme by at least 50% before the end of 2027.

HOW WE HELP

- 
COUNSELLING
 Guidance and counselling help foreign domestic workers cope with their challenges
- 
ENRICHMENT PROGRAMMES
 Engage them with meaningful activities such as singing, games and handicraft sessions
- 
ENGLISH CLASSES AND UPSKILLING WORKSHOPS
 Equip them with basic English language skills for better communication and other employable skills
- 
SPIRITUAL CARE
 Pastoral support and activities help uplift the lives of the domestic workers

KEY HIGHLIGHTS & EVENTS



INTERNATIONAL MIGRANTS DAY 2023

Our beneficiaries had the opportunity to celebrate and be recognised as one of the pillars in supporting domestic household matters in Singapore. They were honoured for the sacrifices they've made and in inspiring Singaporeans to reaffirm their commitment in building a more inclusive and welcoming society for all.

They were honoured for their invaluable contributions, hard work, and sacrifice.

MALE MIGRANT WORKERS

SOJOURN



We befriend and engage the male migrant worker community in Singapore to enhance their quality of life and improve the social integration between the local and migrant communities. We also advocate safe migration practices to reduce the risks of human trafficking and exploitation.

FY 2024 IN A SNAPSHOT

- 2100** migrant workers interactions each month through various outreach and educational activities
- 12,000** migrant workers benefited from socio-emotional well-being through visits to landmarks in Singapore
- 600** migrant workers upskilled through language, IT, and other skill development courses.

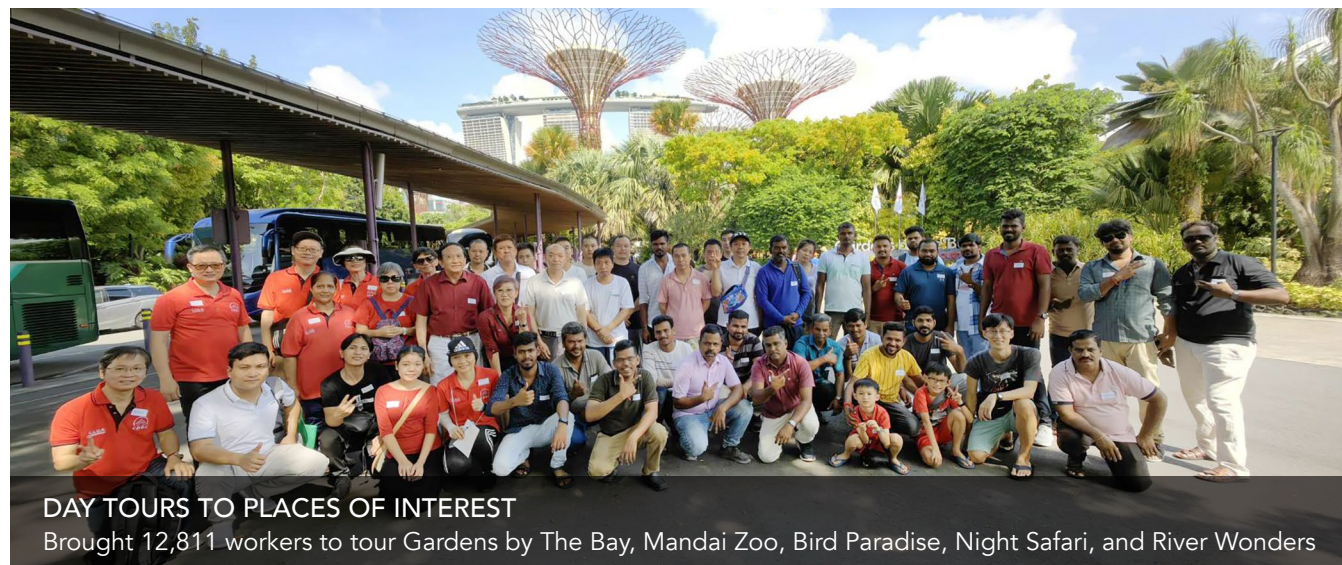
FUTURE PLANS

The Sojourn Programme's future plans involve strengthening partnerships with churches and corporates, developing lifeskills and digital/financial literacy skills to benefit not just the foreign workers but their next generation. Recognising the vulnerability of injured migrant workers, the programme aims to seek donor support and explore additional income opportunities to advance rehabilitation efforts for this marginalised segment, empowering them towards a more secure and hopeful future.

HOW WE HELP

- 
COUNSELLING
 Emotional support and counselling help migrant workers overcome isolation and depression
- 
SKILLS DEVELOPMENT
 Basic English and computer skills are taught to boost their future employability
- 
FOOD DISTRIBUTION
 Meals are provided to migrant workers who are in need
- 
RECREATIONAL ACTIVITIES
 Various events and activities are organised to bring the migrant and local communities closer
- 
ACCESS TO SUPPORT
 Together with our partners, we provide access to support in areas such as provision of food, accommodation, medical, physiotherapy and advocacy services
- 
SPIRITUAL CARE
 Pastoral support and activities help uplift the lives of the migrant workers

KEY HIGHLIGHTS & EVENTS (Sojourn)



DAY TOURS TO PLACES OF INTEREST

Brought 12,811 workers to tour Gardens by The Bay, Mandai Zoo, Bird Paradise, Night Safari, and River Wonders

- Helpdesk Operation: Started Sept @ Westlite Jln Papan with an average engagement of 100 workers per session (estimated 3,000 workers as of April 2023).
- MP Walk: Spent 3 months visiting nearly 8,000 workers by room and by floor @ Westlite Jln Papan Dormitory with Eratchippu Corps and partner Churches.
- Partnership with the Singapore Red Cross to train volunteers and migrant workers in the First Aid Course.
- Movie Screenings at Sembawang Recreation Centre and St Lodge.

CORPS & COMMUNITY SERVICES



Serving the community is a vital component of The Salvation Army's faith in action. We are called to meet needs without discrimination and are poised to extend a helping hand to those requiring aid

As an extension of faith, TSA's corps reached out in love to the community with expressions of kindness and practical care in the local community. Serving the community is a vital component of The Salvation Army's faith in action. We express our Christian love through our spiritual ministry and our love for people who need practical help or might be struggling through personal crises. This includes our migrant workers ministries, women's ministries, foreign nurses, foreign domestic workers ministries as well as children ministries. Our six corps are Balestier Corps, Bishan Chinese Corps, Changi Corps, Eratchippu Corps, Singapore Central Corps, William Booth Corps. There is also a Kallang Bahru Outpost (Fellowship group).

RED SHIELD INDUSTRIES



Red Shield Industries (RSI) is a social enterprise arm that supports The Salvation Army's mission to care for the community through the collection and sale of donated items. By re-using, recycling, restoring and selling donations in-kind, we generate income and provide holistic care to the community. We also work closely with various organisations and provide meaningful opportunities for their corporate and social responsibility initiatives.

RSI has 4 family stores and 15 donation-in-kind booths that make it convenient for the public to purchase goods or drop off their pre-loved items.

FUTURE PLANS

The lease at Tanglin comes to an end in December 2024. We therefore are searching for a new central location for an advanced Central Processing Centre at the beginning of 2025. We currently have 4 retail stores across the island with the intention to open a new centrally located high-end store in 2025, focusing on branded donations.

We are refreshing our brand and looking to associate RSI with the circular economy and sustainability as well as advancing the cause of thrifting in Singapore. Along with the brand refresh, we plan to launch a new e-commerce platform.

We continue to grow our collection points across the island to include more shopping malls as well as a larger collection point in the East area.

HOW WE HELP



COMMUNITY SUPPORT

Provides financially vulnerable members of our community with sponsorships, reasonably priced clothing, furniture and household products



CARE FOR THE ENVIRONMENT

Through public donations, we help to reduce waste, recycle usable parts and reuse items



WORK THERAPY PROGRAMME

We create jobs and provide work therapy opportunities to promote self-dignity, self-reliance and enhance employability skills



HUMANITARIAN AID

We provide emergency and humanitarian aid on an ad-hoc basis

KEY HIGHLIGHTS

- RSI collaborated with Centre for Domestic Employees (CDE) on 18 June 2023 at Devan Nair Institute for Employment and Employability for NTUC May Day. Ms Gan Siow Huang, Minister of State for Manpower as Guest of Honor.



- FTS-Hope collaboration with Prison Support Services on 6 August 2023.

PRAISEHAVEN RETREAT CENTRE



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



For more information about the retreat centre, please email retreat.centre@smm.salvationarmy.org or call **6349 5302**.



VOLUNTEERING AT THE SALVATION ARMY

Volunteers play an active role in The Salvation Army's work, caring and enriching the lives of the children, youth, elderly, migrant workers, ex-offenders and families we serve. Currently there are more than 1500 volunteers. From all walks of life, these volunteers - both individuals and corporates such as Microsoft, UBS, ING Bank, Ministry of Defence, contribute their skills, time and resources, lend support for outings and fund raising events, and befriend our beneficiaries, bringing hope and happiness to these beneficiaries.

In addition to individuals and corporates, schools such as National University of Singapore (NUS), Singapore University of Social Sciences (SUSS), have also stepped up to volunteer with The Salvation Army, beyond their curriculum during the school holidays.

The volunteers not only transform the lives of others but also experienced personal growth and fulfilment by discovering a sense of purpose within the community.

For more information about volunteering with us, please email volunteer@smm.salvationarmy.org, call **6555 0237** or go online to www.givilly.com/tsa/volunteer_register

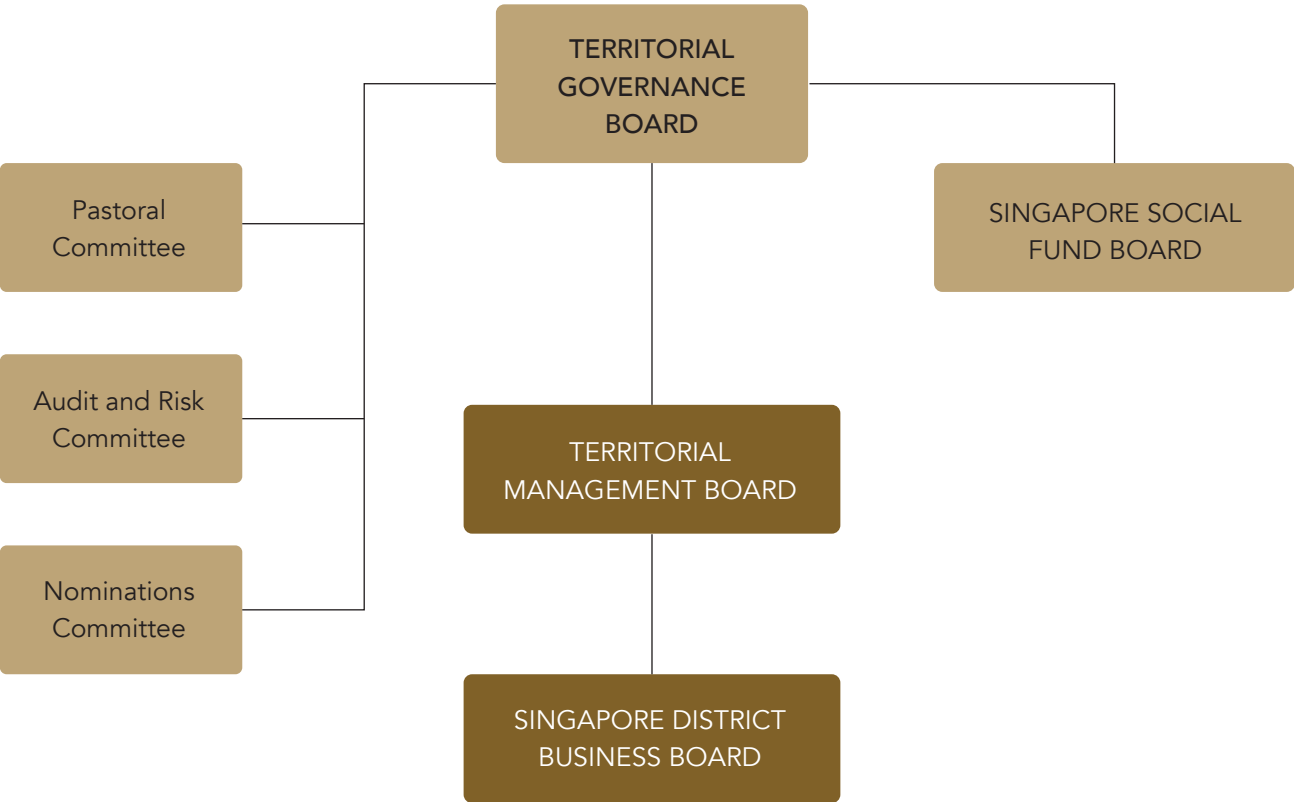


The Salvation Army was established under the Statutes of Singapore, Ordinance 23 of 1939 as Salvation Army Ordinance (Chapter 377).

IPC REGISTRATION NUMBER	IPC000549
UNIQUE ENTITY NUMBER	T07CC3012G
REGISTERED ADDRESS	20 Bishan Street 22, Singapore 579768
LAWYERS	Donaldson & Burkinshaw
BANKERS	DBS Bank Ltd
AUDITORS	Foo Kon Tan LLP

CORPORATE GOVERNANCE

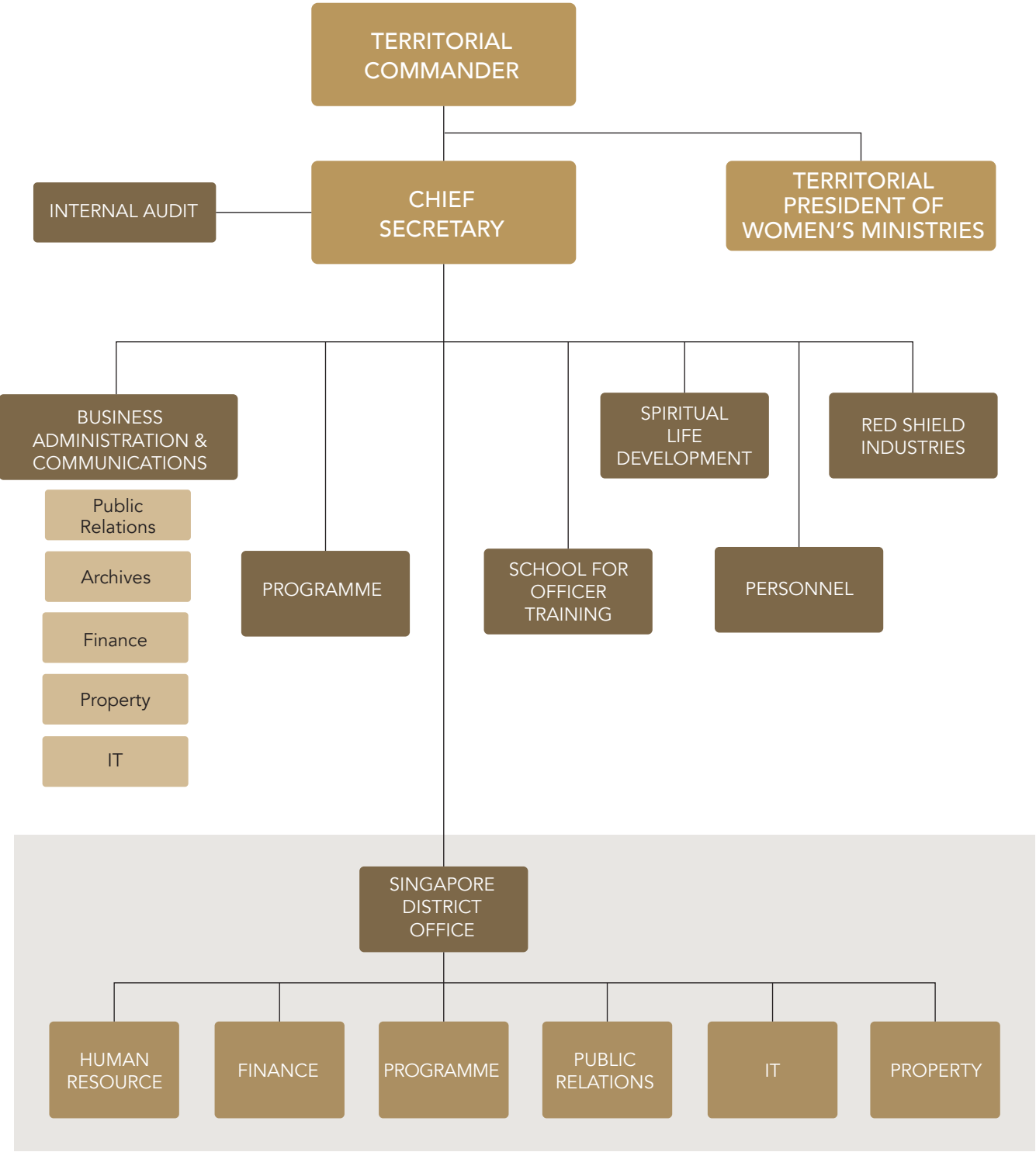
TERRITORIAL GOVERNANCE ORGANISATION STRUCTURE



*The Salvation Army International Headquarters has officially approved the renaming of the Singapore District Business Board to the Singapore Regional Business Board, effective 1 October 2024.

CORPORATE GOVERNANCE

MANAGEMENT STRUCTURE



TERRITORIAL GOVERNANCE BOARD

The role of the Territorial Governance Board (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 FY 2024	DESIGNATION
Colonel Hary Haran	Chairman	1 Nov 2022	6/6	Territorial Commander, The Salvation Army
^Lieut. Colonel Nigel Cross	Member	1 Jan 2024	2/6	Chief Secretary, The Salvation Army
^Lieut. Colonel Stacy Cross	Member	1 Jan 2024	2/6	Territorial Secretary for Women’s Ministries, The Salvation Army
Major David Erickson	Member	19 Jul 2023	5/6	Secretary for Business Administration, The Salvation Army
Major Susie Erickson	Member	19 Jul 2023	5/6	Secretary for Programme & Territorial War Cry Editor, The Salvation Army
Major Brenda Tan	Member	3 Jan 2022	5/6	Secretary for Personnel, The Salvation Army
Mr William Phua	Member	3 Jan 2022	6/6	Territorial Director of Audit & Risk Management, The Salvation Army
Ms Koh Guek Eng	Member	3 Jan 2022	4/6	Territorial Director of Business Operations, The Salvation Army
Ms Sim Hwee Hoon	Member	3 Jan 2022	4/6	Director, INCOME and Independent Non-Executive Director, StashAway
Ms Jasinta Lim	Member	3 Jan 2022	6/6	Human Resource Business Partner Intel Corporation (Penang, Malaysia)
Mr Terence Tan	Member	3 Jan 2022	5/6	Research Management, National University of Singapore
Mr Johnson Wong	Member	25 Jan 2023	5/6	Chartered Accountant (Singapore), FCCA

Lieut. Colonel Kyle Smith and Lieut. Colonel Lisa Smith concluded their tenure as Member of the Board on 23 August 2023.

Captain Andrew Lo concluded his tenure as a Member of the Board on 1 August 2023.

^New appointments in TSA THQ SMMT and TGB

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.

NAME	APPOINTMENT ON TMB	APPOINTMENT DATE	DESIGNATION
Lieut-Colonel Nigel Cross	Chairman	1 Jan 2024	Chief Secretary, The Salvation Army
Major David Erickson	Alt. Chairperson	12 Jul 2023	Secretary for Business Administration, The Salvation Army
Major Susie Erickson	Member	12 Jul 2023	Secretary for Programme & Territorial War Cry Editor, The Salvation Army
Major Brenda Tan	Member	8 Jul 2020	Secretary for Personnel, The Salvation Army
Major Francis Ng	Member	8 Aug 2023	Secretary for Spiritual Life Development, The Salvation Army
Captain Matthew Shein	Member	26 Jul 2023	Youth and Children Secretary, The Salvation Army
Major Lalroengi	Member	9 Mar 2022	Assistant Secretary for Programme, The Salvation Army
Koh Guek Eng	Member	11 Sep 2019	Territorial Director of Business Operations, The Salvation Army
Pearly Kwok Kwai Choo	Member	12 Jan 2022	Territorial Director of Finance, The Salvation Army
Peter Leow	Member	11 Sep 2019	Territorial Director of Human Resources, The Salvation Army
Low Kar Leong	Member	25 Jan 2023	Territorial Programme Manager, The Salvation Army
Marcus Moo	Member	9 Sep 2020	District Director of Social and Community Services, The Salvation Army
Thomas So	Member	11 Jan 2023	Territorial Director of Information Technology, The Salvation Army
Fiona Soh	Member	8 Aug 2023	District Director of Public Relations, The Salvation Army
Tang Khee Chim	Member	13 Oct 2021	Territorial Director of Property, The Salvation Army

Lieut-Colonel Kyle Smith ended his tenure as of 23 August 2023.

Captain Andrew Lo concluded his tenure as a Member of the Board on 1 August 2023.

AUDIT & 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 on compliance, performance improvement, risk management, fraud control, and audit support services.

AUDIT & RISK COMMITTEE MEMBERS:

NAME	APPOINTMENT	APPOINTMENT DATE	DESIGNATION
Mr Johnson Wong	Non-Executive Chairman	3 Jan 2022	Chartered Account (Singapore), FCCA
Lieut-Colonel Nigel Cross	Executive Member	1 Jan 2024	Chief Secretary, The Salvation Army
Mr Chan Wah Tiong	Non-Executive Member	3 Jan 2022	Chief Executive Officer, St. Andrew's Nursing Home Cluster and Executive Director, St. Andrew's Nursing Home
Mr Philip Ting	Non-Executive Member	15 Feb 2022	Former Executive Director and CEO, Hong Leong Asia Ltd.
Mr Roger Loo	Non-Executive Member	3 Jan 2022	Partner, BDO LLP Singapore
Mr William Phua	Minute Secretary	3 Jan 2022	Territorial Director of Audit & Risk 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.

NOMINATIONS COMMITTEE MEMBERS:

NAME	APPOINTMENT	APPOINTMENT DATE	DESIGNATION
Colonel Hary Haran	Chairman	3 Jan 2022	Territorial Commander, The Salvation Army
Lieut-Colonel Nigel Cross	Member	1 Jan 2024	Chief Secretary, The Salvation Army
Major David Erickson	Member	1 Aug 2023	Secretary for Business Administration, The Salvation Army
Major Brenda Tan	Member	2 Jan 2023	Secretary for Personnel, The Salvation Army
Mr Terence Tan	Non-Executive Member	3 Jan 2022	Research Management, National University of Singapore
Ms Sim Hwee Hoon	Member	3 Jan 2022	Director, INCOME and Independent Non-Executive Director, StashAway
Ms Jasinta Lim	Non-Executive Member	2 Jan 2023	Human Resource Business Partner, Intel Corporation (Penang, Malaysia)

Lieut-Colonel Kyle and Lisa Smith ended their tenure as of 23 August 2023.

PASTORAL COMMITTEE

The role of the pastoral committee is for succession planning to sustain the foundations of our faith and work.

PASTORAL COMMITTEE MEMBERS:

NAME	APPOINTMENT DATE	APPOINTMENT
Colonel Hary Haran	1 May 2022	Territorial Commander
Major Brenda Tan	1 Jul 2020	Secretary for Personnel
Major Mary Ng	1 Aug 2023	Assistant Secretary for Personnel /Candidates Secretary
Major Susie Erickson	1 Jul 2023	Secretary for Programme
Major Lalroengi	1 April 2022	Assistant Programme Secretary
Major Francis Ng	1 Aug 2023	Secretary for Spiritual Development
Major David Erickson	1 Jul 2023	Secretary for Business Administration
Major Tan Guan Hai	1 Jul 2020	Territorial Training Principal
Captain Cherry Ip	1 Apr 2022	Assistant Training Principal
Captain Matthew Shein	1 Aug 2023	Youth and Children’s Secretary
Lieut-Colonel Nigel Cross	1 Jan 2024	Chief Secretary
Lieut-Colonel Stacy Cross	1 Jan 2024	Territorial Secretary for Women’s Ministries

Lieut-Colonel Kyle and Lisa Smith ended their tenure as of 23 August 2023.
Captain Cherry Ip ended her tenure as of 31 May 2024

DISTRICT BUSINESS BOARD

The District Business Board (DBB) is the Board that considers Singapore programme proposals, budget and expenditures in accordance with operating processes and policies.

DISTRICT BUSINESS BOARD MEMBERS:

		APPOINTMENT	
NAME	APPOINTMENT	DATE	DESIGNATION
Captain Lee Wai Chun	Chairman	3 August 2022	District Director of Women’s Ministries & Personnel Officer
Fiona Soh	Member	3 August 2022	District Director of Public Relations
Marcus Moo	Member	3 August 2022	District Director of Social and Community Services
Lo Suan Jong	Member	5 April 2023	Human Resources Manager
Lieut. Sin Soon Ho	Member	3 August 2023	Regional Business Administration Officer & Corps Officer
Lieut. Elizabeth Zachariah	Member	3 August 2023	Corps Officer
Teresa Ng	Secretary	3 August 2023	Finance Manager
Steven Tan	Member	3 August 2023	IT manager
Koh Guek Eng	Member	19 April 2023	Territorial Director of Business Operations
Ang Su En	Member	26 March 2024	Asst Property Manager
Maj Lim Chee Kwee	Member	3 August 2022	Corps Officer
Mr Yap Teck Hwee	Member	3 August 2023	Facility Manager

Major Lim Chee Kwee completed his tenure on 21 June 2023
Yap Teck Hwee completed his tenure on 27 February 2024

CORPORATE GOVERNANCE

KEY POLICIES

At The Salvation Army, we believe in transparency and accountability to our valued stakeholders. This section outlines the fundamental policies that govern our operations and guide our commitment to making a positive impact on the communities we serve. Each policy is carefully crafted to uphold our principles of integrity, inclusivity, and compassion. By adhering to these policies, we aim to assure our stakeholders that their trust in us is well-placed, and we remain steadfast in our mission to bring hope, relief, and lasting change to those in need.

RESERVE POLICY

The policy defines reserves as the part of the income funds that is freely available for the operating purposes of The Salvation Army, not subject to commitments 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 set at 3 to 24 months of Fund’s annual operating expenditure. The level of the reserve target is being reviewed annually.

THE SALVATION ARMY’S RESERVE POSITION:

	Current Year (as at 31 March 2024)	Previous Year (as at 31 March 2023)
	\$’000	\$’000
Unrestricted and Designated Funds	113,629	109,882
Restricted Funds	4,097	4,006
Total Funds	117,726	113,888
Annual Operating Expenditure	44,539	49,239
No. of Years Reserves Coverage of Annual Operating Expenditure	2.6	2.2

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. He/she shall inform and refrain from participation in any decision on such matters, 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 The 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

Fair employment practices and non-discriminatory policies were enforced including the use of psychometric tool and tests for TSA to gain access to a wider talent pool and better evaluate and assess applicants whom are aligned to the vision and missions of TSA.

HR management and merit-based practices were reviewed and refined to improve attraction, retention and motivation of staff through innovative and inclusive collaborations and integration, enhancement of reward, performance, learning and development management practices. Policies on flexi work was enhanced in response to the pandemic were rolled out to balance individual needs and operational demands. Flexible work arrangements is also part of the business continuity plan that helped TSA to build resilience and adaptability in case of crisis events or emergencies.

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 recurrence.

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 The 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.

WHISTLEBLOWING 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 Whistleblowing 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 whistleblowing in good faith.

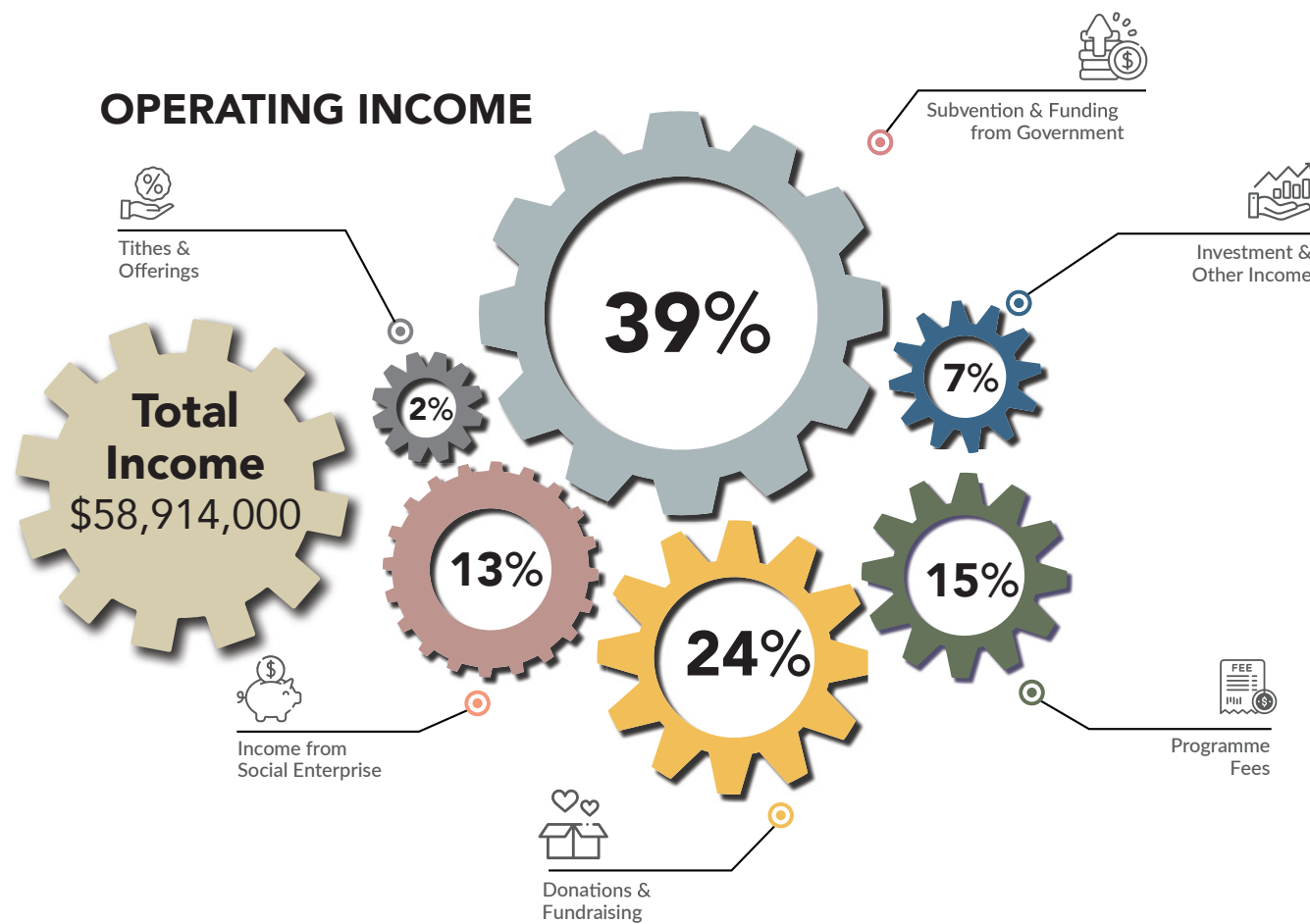
VOLUNTEER MANAGEMENT POLICY

The Volunteer Management Policy aims to cover The Salvation Army’s overall approach in the management of volunteers engaged in the Singapore. 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. Volunteer roles in general should be aligned with the centres/corps/departments’ objectives which form a part of The Salvation Army’s mission, i.e. address needs of the organization. The policy also covers guidelines about volunteer security screening, volunteers’ code of conduct orientation, training, feedback and appreciation of volunteers. In addition, as part of child protection policies, individual volunteers working with children will also receive and sign the ‘Code of Conduct for Working with Children’.

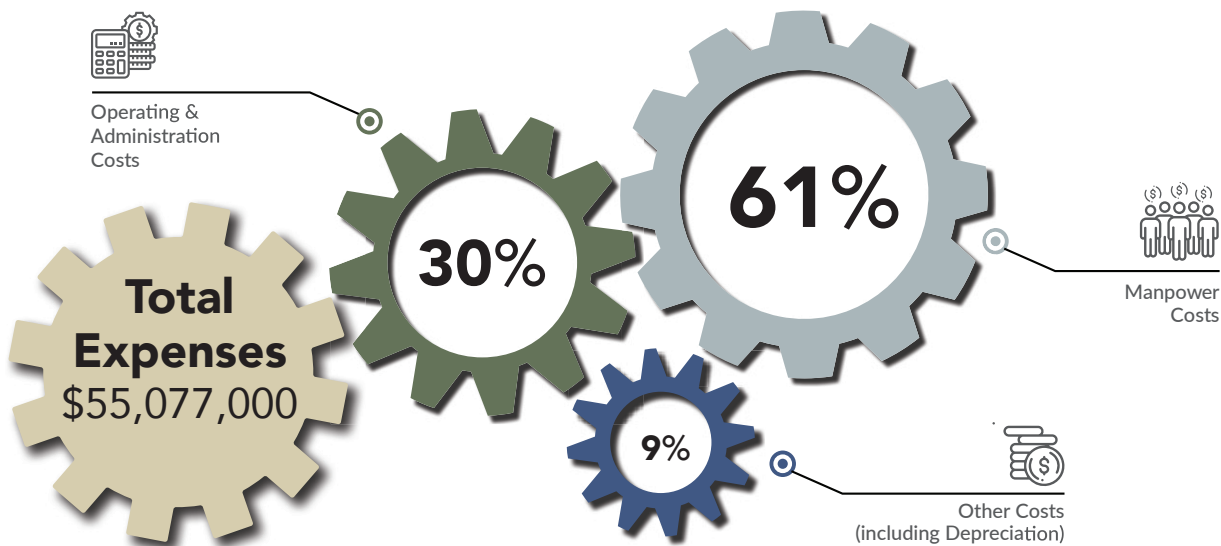
SUMMARY

FINANCIAL STATEMENTS

INCOME AND EXPENSES FOR THE YEAR ENDED 31 MARCH 2024



OPERATING EXPENSES



SUMMARY

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

STATEMENT OF FINANCIAL POSITION		2024 (S\$'000)	2023 (S\$'000)
Non Current Assets		90,205	90,200
Current Assets		34,430	29,963
Total Assets		124,635	120,163
Current Liabilities		6,910	6,275
Total Liabilities		6,910	6,275
NET TOTAL ASSETS		117,725	113,888
ACCUMULATED FUNDS		117,725	113,888

STATEMENT OF FINANCIAL ACTIVITIES		2024 (S\$'000)	2023 (S\$'000)
Income			
Donations and Fund Raising		13,938	7,449
Tithes and Offerings		1,082	1,022
Subvention and Funding from Government		23,756	22,072
Programme Fees		8,625	7,609
Income from Social Enterprise		7,387	6,669
Investment and other Income		4,126	2,013
		58,914	46,834
Expenses			
Manpower Costs		33,700	30,162
Operating and Administration Costs		16,207	16,948
Other Costs (including Depreciation)		5,170	10,605
		55,077	57,715
Surplus / (Deficit)		3,837	(10,881)

STATEMENT OF CHANGES IN ACCUMULATED FUND		2024 (S\$'000)	2023 (S\$'000)
Balance as at 1 April		113,888	124,769
Surplus / (Deficit)		3,837	(10,881)
Balance as at 31 March		117,725	113,888

STATEMENT OF CASH FLOWS		2024 (S\$'000)	2023 (S\$'000)
Net cash effect of operating activities		6,027	(3,470)
Net cash effect of investing activities		(656)	1,372
Net change in cash and cash equivalents		5,371	(2,098)
Cash and cash equivalents as at 1 April		22,770	24,868
Cash and cash equivalents as at 31 March		28,141	22,770

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

EVALUATION CHECKLIST

FOR THE PERIOD APRIL 2023 - MARCH 2024

S/N	CODE GUIDELINE	CODE ID	RESPONSE
Board Governance			
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied
Are there governing board members holding staff ¹ appointments? (skip items 2 and 3 if "No")			Yes
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	Complied
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")			No
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13	N.A
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
Conflict of Interest			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
Strategic Planning			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied

S/N	CODE GUIDELINE	CODE ID	RESPONSE
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied
Human Resource and Volunteer ² Management			
13	The Board approves documented human resource policies for staff.	5.1	Complied
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
Are there volunteers serving in the charity? (skip item 16 if "No")			Yes
16	There are volunteer management policies in place for volunteers.	5.7	Complied
Financial Management and Internal Controls			
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied
Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")			Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
Fundraising Practices			
Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")			Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
Did the charity receive donations in kind during the financial year? (skip item 24 if "No")			Yes
24	All donations in kind received are properly recorded and accounted for by the charity.		Complied
Disclosure and Transparency			
25	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied

S/N	CODE GUIDELINE	CODE ID	RESPONSE
	Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if “No”)		No
26	No governing board member is involved in setting his own remuneration.	2.2	N.A
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. <u>OR</u> The charity discloses that no governing board member is remunerated.	8.3	N.A
	Does the charity employ paid staff? (skip items 28, 29 and 30 if “No”)		Yes
28	No staff is involved in setting his own remuneration.	2.2	Complied
29	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied
30	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. <u>OR</u> The charity discloses that there is no paid staff, being a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
Public Image			
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

Notes:

P.S. This governance evaluation checklist applies to The Salvation Army Social Fund

1 Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.

2 Volunteer: A person who willingly serves the charity without expectation of any remuneration.

3 Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —
(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:
(a) the child or spouse of the Executive Head or governing board member;
(b) the stepchild of the Executive Head or governing board member;
(c) the dependant of the Executive Head or governing board member.
(d) the dependant of the Executive Head's or governing board member's spouse.

4 Executive Head: The most senior staff member in charge of the charity's staff.



LEAVING A LEGACY

FOR THE PERIOD APRIL 2024 - MARCH 2025

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.

TRANSFORMING LIVES:

YOU CAN MAKE A Difference

WAYS TO DONATE:

DONATE VIA PAYNOW

1. Scan the QR code with your mobile banking app
2. Key in the donation amount
3. Enter your NRIC/FIN/UEN in the reference box for tax deductible benefits
For tax deductible receipts, kindly email donations@smm.salvationarmy.org



DONATE VIA CHEQUE OR CREDIT/DEBIT CARD

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

Yes, I would like to give a one-time contribution of: ☐ \$200 ☐ \$100 ☐ \$ _____

PERSONAL PARTICULARS

Dr / Mr / Ms / Mdm / Mrs _____

Address _____ Postal Code (_____)

Email _____ Tel/HP _____

☐ 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 (e.g. NRIC/FIN/UEN).

DONATION DETAILS

DONATE WITH CHEQUE

☐ I enclose my cheque made payable to The Salvation Army

Cheque No. _____ Bank _____

OR DONATE WITH CREDIT/DEBIT CARD

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

Name as on card _____

Card No. - -

Card Expiry /

Signature _____

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

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

I would like to find out more about:

- ☐ Monthly Donation ☐ Volunteering
☐ Wills & Legacies

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'.

