

PASSION

FOR
THE



SOCIAL FUND
ANNUAL REPORT

2019

**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.



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**And now these three remain:
faith, hope and love. But the
greatest of these is love.
1 Corinthians 13:13**

In a divided world, it is now more important than ever for us to stay united on the frontline of change. Shoulder to shoulder, we run with one mission, one mind, one army. We seek to increase our impact in our communities, as we journey together, bringing faith and hope that is built on a solid rock of love.

WITH A

GREAT LOVE



LOVE

PAVES
A WAY

**This is my commandment:
Love each other in the
same way I have loved you.
John 15:12**

The work at The Salvation Army is a calling to be the hands and feet of God, extended into the community. A calling fuelled with a great love, to reach the broken, to encourage each other and to touch generations.

"Push forward, never heed the number or position of your foes, or the impossibility of overcoming them. We have been made to accomplish the impossible and conquer that which to human calculations cannot be overcome. FORWARD!"

- General William Booth, in a speech about the founding of The Salvation Army

Our fight is one against cynicism, resignation and apathy. Though overwhelming, this is our fight and we will stand unafraid. We tear down the walls of fear with great determination, courage and love. We fall, but we always get up, ready to push forward and conquer the impossible.



OVERWHELMED
BUT UNAFRAID



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In a divided world, it is now more important than ever for us to stay united on the frontline of change. Shoulder to shoulder, we run with one mission, one mind, one army. We seek to increase our impact in our communities, as we journey together, bringing faith and hope that is built on a solid rock of love.

CHAIRMAN'S MESSAGE

The Salvation Army in Singapore remains committed in its mission to transform lives and provide care for the weak, vulnerable and marginalised. We have driven ourselves with a passion for the impossible; to provide the best possible care and to constantly look for ways to fill new social gaps.



One of the gaps that we have identified was the insufficient support for male migrant workers here in Singapore. Many migrant workers in Singapore feel financially burdened, isolated, depressed and worried about their families back home. Though these workers toil to build our homes and offices, their welfare is often overlooked and it is no surprise that they are one of the most marginalised groups in our community.

In a bid to address this gap, we launched Sojourn in FY2019 to engage the male migrant workers community in Singapore to enhance their quality of life and improve the social integration between the migrant and local communities. We are currently reaching out to seven dormitories and three recreation centres, which cater to a pool of 80,000 workers.

At Sojourn, we provide a wide range of services such as skills development classes, befriending, counselling, health screening, physiotherapy and other activities for male migrant workers to interact amongst themselves and with the locals. In addition, when these workers leave Singapore, we help link them back to their homes through our international network.

In FY2019, we also inked an agreement with the Centre for Domestic Employees, a non-governmental organisational arm of the National Trade Union Congress, to help provide caregiving to foreign domestic workers who are caught in challenging circumstances and require shelter. Our new

programme, Carehaven, aims to develop purposeful programmes to engage and equip the foreign domestic workers so that they may overcome the challenges that they face.

With the addition of these new programmes, there is a greater need for us to raise sufficient monetary support to upkeep our caring work. It is only with your support that The Salvation Army can be a stronger movement in transforming the lives of people in need. Your continued support is appreciated by all of us at The Salvation Army, and especially by those we serve.

Mr Bill Foo
CHAIRMAN
The Salvation Army Advisory Board
Singapore

TERRITORIAL COMMANDER'S MESSAGE

"God loves with a great love the man whose heart is bursting with a passion for the impossible."



The words of General William Booth, Founder of The Salvation Army, still speak volumes of The Salvation Army's ardent passion to help those in need regardless of the challenges that lie ahead. This same desire to meet needs and provide hope has kept The Salvation Army's work in Singapore going since 1935.

In the course of staying true to our passion, we have continually expanded our programmes and services in order to meet the ever-changing social needs. Today, we run a wide range of programmes and services for the marginalised without discrimination. I hope that this annual report will give you a good insight of our caring work. I am also pleased to share with you about the progress which we have made for Gracehaven Fostering and Peacehaven Jade Circle.

Gracehaven Fostering was started in 2018 to help meet the demands for foster care. Foster families play an essential role in providing safe and loving homes for foster children in need of care and protection. In a span of over a year, we have seen positive outcomes in many cases and have helped many children successfully reintegrate back home. As of March 2019, we placed 45 foster children in foster families and will continue to work at increasing the number of foster families so that more children can benefit from the stability of nurturing families.

Over at Peacehaven, the construction of Jade Circle has advanced as planned and we are on

schedule to open by end 2019. Jade Circle was conceived to pioneer eldercare and dementia care of the future by combining compassionate care, technology and social interaction. It is not just a place for people living with dementia to be cared for. It is an inter-generational environment that brings communities into one common space. Over the years, eldercare needs have progressed and we believe that Jade Circle's innovative approach in caring for the elderly will help pave the way for the future of eldercare and dementia care.

The Salvation Army's passion for the impossible has continued to this day and I wish to express my deepest gratitude to our valued partners for making this possible. We are ready to step in whenever there is a need, but we cannot achieve this on our own. We need the continued support of like-minded donors and partners to work hand-in-hand with us to make an enduring impact in the community, so that our passion sees the impossible, made possible.

Colonel Rodney S. Walters
TERRITORIAL COMMANDER
The Salvation Army
Singapore, Malaysia and Myanmar Territory

ADVISORY BOARD

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

For every dollar spent from Social Fund in FY2019, 95 cents was spent on our social programmes to help our beneficiaries.



The Salvation Army 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 Advisory Board. As of 31 March 2019, members of our Advisory Board include Mr Aje Saigal, Ms Catherine Ong, Ms Cheng Pai Ling, Mr Eugene Lim, Mr Luke Lim, Mr Richard Yong, Datuk Robert Chua, Mr Wen Khai Meng, Colonel Rodney S. Walters, Lieutenant Colonel Garth Niemand, Major Michael Zielinski and Ms Angeline Tan.

FROM LEFT:

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



KEY HIGHLIGHTS

OUTREACH TO MIGRANT WORKERS

On 27 May 2018, The Salvation Army was at the NTUC May Day Migrant Workers Celebration to share with migrant workers about the support that we provide and to give them essential items that they might need. Our support helped to assure them that they were not alone in their struggles.



RED SHIELD APPEAL LUNCHEON

During our Red Shield Appeal Luncheon, we highlighted the importance of the family unit and the impact of our Prison Support Services - Kids In Play programme in helping to strengthen family ties.

Our guest-of-honour, President Halimah Yacob, thanked us for reaching out to children who need care and protection, families with material need, and other groups of people in society who need help. She noted that through our wide range of programmes, we have played an important role in supporting many disadvantaged groups within the community.

NURSES' DAY

Peacehaven celebrated Nurses' Day to honour the contributions of our nurses who dedicate their time and effort to take care of the clients in our nursing home and day centres. As part of the celebrations, we also launched an online learning portal, "aCaredemy", which is part of the Jade Circle project. With this initiative, our care professionals will be better equipped for self-learning and further education. Caregivers and members of the public can also gain more knowledge about people living with dementia.

CHARITY BIKE 'N' BLADE

The Salvation Army Peacehaven Nursing Home was one of the two beneficiaries selected by the organiser of Charity Bike 'n' Blade 2018. Through the support of the cyclists, donors, volunteers and partners, the event raised around S\$232,100.

ELDERCARE INNOVATION AWARDS

During the Eldercare Innovation Awards 2018, Peacehaven Nursing Home won the Best Active Ageing Programme (Residential) Award. Mdm Low Mui Lang, Executive Director of Peacehaven, also clinched the Global Ageing Influencer Award for her outstanding achievements and leadership in driving innovation and changing the future of ageing. In addition, we were a finalist in the Innovation of the Year (Programme) and Innovation of the Year (Product) categories.



ANZA FOOD RUN

On 27 November 2018, ANZA Action volunteers including charity patron, Antonia Kidman, carried out a food run together with our Family Support Services to give out rations to beneficiaries. This is part of our food ration assistance programme where food parcels containing items that meet the basic needs of the clients are distributed to them.

CHRISTMAS KETTLING

Our annual Christmas Kettling raised over \$186,000 from donations collected in our kettle pots located in various shopping malls and Starbucks outlets. We are also grateful to Starbucks Singapore for supporting our caring mission with their donation of \$69,552 from the sales of their Christmas beverages through their annual event, Starbucks Christmas Open House.



PARTNERSHIP FOR CAREHAVEN

On 28 January 2019, we signed a Memorandum of Understanding with the Centre for Domestic Employees, a non-governmental organisational arm of the National Trade Union Congress. This partnership will ensure that help is provided to foreign domestic workers who are caught in challenging circumstances and require shelter through our new programme called Carehaven, which was opened in April 2019.

BUILDING YOUTH MENTORSHIP

Youth Development Centre joined ten other youth organisations to form Mentoring Alliance Singapore which promotes a local mentoring movement and encourages organisations and partners to foster youth development in the community. This alliance allows all parties to pool their resources and share knowledge with each other. This ties in with our aim to help youth develop leadership qualities and hone their life skills so that they can live their dreams and be valuable contributors to society.

SINGAPORE HEALTH QUALITY SERVICE AWARDS 2019

At the Singapore Health Quality Service Awards 2019, Peacehaven Nursing Home and Day Centres clinched 40 Silver Awards. The event, which was graced by President Halimah Yacob, recognised the exemplary efforts and dedication of healthcare professionals.

GRACEHAVEN FOSTERING OUTREACH

On 2 February 2019, our Gracehaven Fostering team was at the iconic Indian Heritage Centre located in Little India to spread public awareness on fostering amongst the Indian community. It was the first outdoor fostering roadshow by The Salvation Army and there was significant interest from the public, with many stepping forward to enquire about our fostering programme.



LAUNCH OF SOJOURN

On 1 November 2018, we launched Sojourn, a new outreach and engagement programme that seeks to improve the well-being of the male migrant workers community. It aims to improve the social integration between the local and migrant communities and enhance the quality of life of migrant workers during their stay in Singapore.

PEACEHAVEN DAY CENTRES



"I am thankful to Peacehaven Changi Day Centre for helping us apply for financial assistance for my husband to receive care. Without their support, I will not be able to continue caring for my husband at home and have the time to take care of my own medical needs."

MDM GAN
Client's wife

Peacehaven Day Centres in Bedok and Changi offer quality care services that aim to improve the lives of ailing senior citizens who are mostly on government subsidy. Through the Integrated Home and Day Care programme, we hope to keep our clients in the community as long as possible by combining centre-based and home care.

Our multidisciplinary approach allows us to assess our clients' needs and develop a tailored care plan with medication, nursing, rehabilitation, psychosocial support, home assessment or personal care. Our dedicated team also conducts regular care reviews with our clients to ensure that seamless care is provided even as their needs change over time.

Peacehaven Bedok Day Centre also runs the Community Resources Engagement and Support Team (CREST) programme, which helps to improve the quality of life for seniors and caregivers through mental health talks, dementia screenings, exercise programmes, emotional support and referrals to other services.

Moving forward, we plan to upgrade our Bedok Day Centre and expand our programmes at Changi Day Centre to include more clients. Through these new improvements, we hope to continue providing the best care available for our clients.

PEACEHAVEN NURSING HOME

At Peacehaven Nursing Home, we care for the frail and elderly who have physical or mental disabilities by providing a safe environment where they can focus on their recovery. With the residents' comfort in mind, our resident living areas are specially designed to create a cozy environment so that our residents feel like they are in their own homes.

To cater to the healthcare needs of each resident, our dedicated team of professionals works closely with the residents and their families to tailor holistic and individualised care plans. At Peacehaven, we provide nursing care facilities, general practitioners' services, occupational therapy, physiotherapy, speech therapy, dental services and pastoral care.

In collaboration with Changi General Hospital, we also provide focused and lower-intensity rehabilitation services to clients with short-term disability conditions at Grace Corner; a transitional convalescent facility.

As part of Peacehaven's efforts to empower our residents to make their own decisions and continue in self-care, we encourage residents to engage in activities beneficial to their health.

Residents receive rewards for their participation and may use these rewards for activities that they enjoy doing, like going for a massage or getting a new hairstyle, all within the Home.

With the support from Lien Foundation and Khoo Chwee Neo Foundation, Peacehaven's new extension - Jade Circle, is on track to be opened by end 2019. Focusing on residents living with dementia, we aim to raise the quality of care and create a multigenerational environment for the community to interact with the residents in a safe space. A training centre will also be set up to equip healthcare professionals and caregivers in dementia and eldercare.

Mr Lim* was first admitted into Peacehaven Nursing Home's transitional convalescent facility when he fractured his hip after a fall at home. After three months of rehabilitation, Mr Lim was ready to be discharged but would require care back home. However, his wife was unable to care for him due to her own health issues. Thus, Mr Lim was referred to our day centre where care staff provided nursing support in the day, while Mrs Lim* looked after him at night. This care arrangement worked well until Mrs Lim suffered a stroke.

Without Mrs Lim to care for him at their home, it was no longer safe for Mr Lim to stay alone and he was admitted to Peacehaven Nursing Home. Subsequently, Mrs Lim was also admitted to Peacehaven after it was determined that she would require a caregiver in the long-run. This arrangement alleviated Mr Lim's concern for his wife and allowed the couple to see each other.

*Names have been changed.



THE HAVEN

helps

VULNERABLE



children and youth, from the ages of 6 to 20, who have been

TRAUMATISED, ABUSED OR NEGLECTED.

We seek to be a refuge for these children and youth where they will feel secure and loved. Our residential care setting aims to replicate a family-like environment with individualised care-plans drawn up for each child.



Mark* was seven when his mum passed on and he was left with a father who was unable to fend for him. He was then admitted to a children's home managed by another welfare organisation. Growing up in this residential setting, Mark struggled with issues of trust and became very withdrawn over time.

When Mark started his tertiary education in 2018, he was referred to Transitions@Haven by The Salvation Army. This environment was less constrictive and provided him with greater autonomy over his daily living. Mark gradually let go of his past resentments and started trusting our case workers. Today, Mark is more cheerful, trusting and responsible. He continues to attend mentoring and life skills programmes at the hostel, and is now more able to build meaningful relationships with others.

*Name has been changed.

With a small care ratio of staff to children, more attention can be given to the children who suffer from traumatic experiences and have complex needs. Specialised care from our team of professional staff helps our young people overcome their emotional and psychological issues, paving the way for their

transformation. Our social and case workers also provide them with counselling and work with their families towards reintegration and reunification.

As part of our holistic care, we identify and work with our young people on their strengths to help improve their self-esteem and confidence. To enhance their personal development, we also adopt a multidisciplinary approach and engage various partners and volunteers to provide programmes in arts, sports, life skills and entrepreneurship.

For older male residents who have transitioned from our residential care, Transitions@Haven provides safe accommodation, independent living and support through coaching and mentoring, while they pursue their post-secondary education.

GRACEHAVEN

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

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

Our Interim Placement and Assessment Centre serves children and youth by providing care and therapeutic programmes, while assessing their needs to facilitate their placement in the most appropriate care environment.

For those who are placed in residential care, our team of social workers tailor individualised care plans for each resident with a focus on emotional, psychological, social and educational needs. In FY2019, we embarked on a Relational Care programme to foster a safe and positive environment where residents and staff are empowered to help each other.

Over the past year, our home-based intervention team also focused on ensuring that our residents return to a safe and nurturing environment when they are

reunited with their families. We worked closely with the parents to provide necessary guidance and helped to improve their parenting skills. We also continued to support our residents and their families during the transitional periods even after they have been discharged.

The support for Gracehaven Fostering has also grown over the year with more foster children being entrusted under our care. Once a child is placed in a loving home, we continue to support foster parents through regular visits, casework management, programmes and training, as well as crisis intervention support when needed. To raise awareness about fostering, we have also been holding recruitment drives for potential foster parents at various community spaces.

MDM LAKSHMI ALAGAPPAN
Deputy Head, Gracehaven

"EVERY RESIDENT WHO COMES THROUGH OUR GATES WILL EXPERIENCE CARE AND LOVE AS WE SUPPORT THEM IN ALL AREAS. WE TRUST AND HOPE THAT THE IMPARTED VALUES AND OUR GENUINE CONCERN WILL KEEP THEM ON THE RIGHT PATH EVEN AFTER THEY LEAVE US."



YOUTH DEVELOPMENT CENTRE

aims to empower youth and help them
achieve their



FULL POTENTIAL

Reaching out to latchkey youth-at-risk between the ages of 10 and 21, our youth workers guide and mentor troubled youth who have issues at home or in school. We hope to be a positive influence in their lives, so that they will spend their adolescent years responsibly and purposefully.



We offer various opportunities for youth to participate in practical workshops and interest groups such as tchoukball, dance and music. Through these activities, we are able to identify potential youth leaders and will help to nurture them through our mentoring programme so that they can be good role models to the younger members.

Our centre also functions as a study venue for youth who may not have a conducive environment at home. Volunteer tutors drop by weekly to coach the youth and inspire them to achieve their goals. In addition, we serve as a youth hub to coordinate activities with partners who want to help underprivileged youth across all our social services.

In support of The Salvation Army's continuum of care for children and youth, we provide aftercare services for children and youth who are either discharged from our residential homes or for those who are in non-residential care but require further mentoring.

16-year-old Adam* comes from a broken family. His parents are divorced and his father is incarcerated. Adam's mother works at a fast food chain to raise Adam, two of his siblings and her three-year-old granddaughter. They all live in a one-room rental flat in Kallang Bahru.

Adam started coming to our Youth Development Centre (YDC) since he was 13 and has since benefited from various programmes. With just enough money to get by, Adam's family did not have the means to support him in activities like tuition or recreational activities. YDC's academic support, sports and recreational programmes have helped to fill this missing gap in Adam's life.

*Name has been changed.

SOJOURN

"In 2018, I suffered a hand injury and was left helpless and depressed. Through the help rendered by Sojourn and its partners, my hand was treated. I also got to make many good friends."

WANG LIGANG
Migrant Worker

The Salvation Army is an advocate of safe migration practices that are specific to migrant workers, as it is our belief that these practices will help reduce the risks of human trafficking and exploitation. With this in mind, we started Sojourn; an outreach programme that seeks to improve the well-being of male migrant workers in Singapore and also enhance the social integration between the migrant and local communities.

Our dedicated team of staff and volunteers visits various dormitories and recreational centres to foster relationships with the male migrant workers. Social and emotional support is extended through these visits. Counselling sessions are offered to those who have deeper issues and if further assistance is required, we also help to provide aid or referrals to our partners.

Sojourn works closely with partners to impart new skills and knowledge to the male migrant workers. These skills will help them while they are in Singapore and also when they return to their respective home countries. Besides developing their skill sets, we also organise a variety of sports, music and social activities to bring the migrant and local communities closer to each other.

Moving forward, we plan to expand our outreach and programmes progressively to more dormitories and recreation centres. We also hope to secure long-term strategic partnerships with various organisations to help sustain our programmes.



PRISON SUPPORT SERVICES



19-year-old Fiona* brings joy to others wherever she goes. Despite her cheerful disposition today, she used to be extremely timid and reserved after her father was incarcerated in 2012. It was a nightmare for her to live without him for a long period of time and she retreated into her shell. Fiona struggled to express herself, even to those closest to her.

To help Fiona cope with her father's incarceration, her mother persuaded her to join our Prison Support Services - Kids In Play programme. We provided her with necessary social and emotional support and helped her overcome her difficulties by building up her confidence and resilience. Through the programme, Fiona has developed into a responsible young leader who regularly volunteers with us.

Besides mentoring the younger children during our group work sessions, Fiona also had multiple opportunities to travel overseas to help build houses and befriend other beneficiaries. Fiona is touched by the joy of serving others and truly appreciates the opportunities to give back to society.

Through our programme, Fiona has been inspired to be a pillar of support to children with similar experiences. She hopes to continue reaching out to children from different walks of life and to be an advocate for those who are unable to speak up for themselves.

*Name has been changed.

-KIDS IN PLAY

At Prison Support Services - Kids In Play (KIP), we understand the effects of parental incarceration on children and their caregivers. Working closely with our partners, we are committed to doing our part in supporting these families through their challenges and we hope to create a more inclusive society for families of incarcerated parents.

To support these families, we provide a range of services to cater to their needs such as casework management, counselling, practical help and referrals for financial and emotional assistance. With the aim to strengthen family ties, we also conduct group work sessions and programmes for children, caregivers and incarcerated parents.

During our pre-sessions with the inmates, we help them understand what their children are going through and impart good parenting skills to them. These skills are useful during our Family Bonding programme, where the children get to interact with their incarcerated parents without having a physical barrier between them. These activities help to strengthen the parent-child relationship, prevent the breakdown of the family unit and prepare the family for a more successful reintegration in the future.

As we believe that every child has the potential and ability to be a valuable member of society, our group work sessions for the children focus on character development. This enables them to be resilient individuals who will in turn give back to the community. Besides helping the children, we also provide opportunities to help these former inmates reintegrate back into the community and become active contributors. Through collaborations with corporate partners, we provide our clients with learning and bonding opportunities through events and workshops.

Going forward, we hope to work with more community partners to empower and embrace families of incarcerated persons and provide them with more opportunities to pick up valuable skills.

FAMILY SUPPORT SERVICES

Family Support Services (FSS) is a convenient, one-stop community based centre, offering an extensive range of services to meet the needs of the community. Many elderly and low-income families living in the Bukit Ho Swee area turn to us for help to cope with their difficulties or emotional issues. We also refer them to relevant agencies who can offer them further assistance for their specific needs.

At FSS, we provide casework management, counselling, food ration assistance, elderly befriending services, and support groups for the elderly and youth. We also offer basic health checks such as blood pressure and blood glucose examinations. Our outreach service called Guardian Angel, helps provide care and assistance to frail elderly in areas such as medical appointments, grocery shopping and home refurbishment.

With the support from our dedicated volunteers, we regularly organise festive celebrations and outings to provide opportunities for the elderly to interact and remain connected to the wider community.

SUPPORT



Mdm Chua*, 78, has been joining our Elderly Drop-In programme for the past 20 years. Over the years, she has made many friends and enjoys the company at Family Support Services (FSS).

One time, Mdm Chua had a serious accident at home and injured her hand. Bleeding badly, she was in a daze and all she could think of was to seek help from FSS. Using a towel to wrap her injured hand, she walked to our centre which was near her house. Upon seeing her condition, our staff immediately escorted her to the hospital and stayed with her until her children arrived at the hospital after work. Mdm Chua was extremely grateful that we responded so quickly.

Mdm Chua also shared that she always feels at home at FSS. Being an avid singer, Mdm Chua loves spending her time at the centre singing karaoke. She has also volunteered at many of our events to showcase her love for singing and to give back to the community.

*Name has been changed.

CORPS COMMUNITY SERVICES



"I feel very happy every time I attend the monthly programme for the elderly. I am also very touched by the care and support shown by the Corps volunteers."

MDM CHAN
Beneficiary
Bishan Chinese Corps Community Services

At The Salvation Army, we believe that serving the community is an integral part of demonstrating our faith. We are ready to extend a helping hand to people in distress or in need of assistance. Our Corps Community Services provide various kinds of support, such as befriending, counselling and practical assistance.

One regular programme over at Bishan Chinese Corps is the monthly lunch for destitute elderly. This programme uplifts the spirits of the elderly, many of whom live alone or do not have families. In addition to the opportunity to socialise, free haircuts and food vouchers are also given to the elderly.



VOLUNTEERISM

Volunteers are heroes in the eyes of the beneficiaries at The Salvation Army. Our volunteers bring joy and laughter to our children, youth, elderly and families across all our social services. In FY2019, we engaged over 1,500 individuals, corporations, schools and groups who joined us as volunteers.

We welcome passionate volunteers to come on board to make a difference in the lives of our beneficiaries. We offer a wide range of volunteering opportunities from academic mentoring, befriending, social outings to sharing skills in the areas of arts, sports and music. We aim to match the skills and experiences of our volunteers to meet the real needs of our beneficiaries at our centres.

Learn more about our available opportunities at sg.salvationarmy.org/volunteer.

"I love kids and while I was searching for volunteering opportunities, I came across the Prison Support Services - Kids in Play programme. It has been a wonderful journey, getting to know the children and interacting with them. I am glad to have made an impact in their lives."

ANGELIQUE POH
Volunteer
Prison Support Services - Kids In Play

CORPORATE INFORMATION

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

IPC REGISTRATION NUMBER 000549
LAWYERS Donaldson & Burkinshaw

UNIQUE ENTITY NUMBER T07CC3012G
BANKERS DBS Bank Ltd

REGISTERED ADDRESS 20 Bishan Street 22 Singapore 579768
AUDITORS Ardent Associates LLP

INTERNAL AUDITOR Mr Paul Boon
INVESTMENT ADVISORS Nikko Asset Management Asia Ltd Lion Global Investors Ltd

FINANCE COUNCIL

The Finance Council is the Territory's primary decision-making body for the control and management of Territorial financial and property resources. It is responsible for the economical, efficient and successful conduct of all the business under its supervision.

FINANCE COUNCIL MEMBERS

Name	Designation	Date of Appointment
Colonel Rodney S. Walters	Territorial Commander	1 Jan 2019
Colonel Wendy Walters	Territorial President of Women's Ministries	1 Jan 2019
Lieut-Colonel Garth Niemand	Chief Secretary	1 Jan 2019
Lieut-Colonel Patricia Niemand	Territorial Secretary for Women's Ministries	1 Jan 2019
Major Michael Zielinski	Territorial Secretary for Business Administration	1 Mar 2019
Major Hary Haran	Territorial Secretary for Personnel	1 Jan 2019
Major Irene Chang	Territorial Candidates Secretary and Child Protection Officer	1 Jan 2019
Major Lim Chee Kwee	Territorial Editor and Literary Secretary	1 Jan 2019
Major Francis Ng	Team Leader, Kuching and Territorial Emergency Services Officer	1 Jan 2019
Mdm Koh Guek Eng	Director, Finance	1 Jan 2019
Mr John Ng	Director, Property	1 Jan 2019

CENTRAL COUNCIL

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

CENTRAL COUNCIL MEMBERS

Name	Designation	Date of Appointment
Colonel Rodney S. Walters	Territorial Commander	1 Jan 2019
Colonel Wendy Walters	Territorial President of Women's Ministries	1 Jan 2019
Lieut-Colonel Garth Niemand	Chief Secretary	1 Jan 2019
Lieut-Colonel Patricia Niemand	Territorial Secretary for Women's Ministries	1 Jan 2019
Major Michael Zielinski	Territorial Secretary for Business Administration	1 Mar 2019
Major Hary Haran	Territorial Secretary for Personnel	1 Jan 2019
Major Janene Zielinski	Territorial Assistant Secretary for Personnel	1 Mar 2019
Major Florence Shein	Territorial Assistant Secretary for Programme	15 Mar 2019
Major Lim Chee Kwee	Territorial Editor and Literary Secretary	1 Jan 2019
Major Lee Kong Yee	Senior Training and Education Officer	1 Jan 2019
Mdm Koh Guek Eng	Director, Finance	1 Jan 2019

SOCIAL FUND EXPENDITURE BOARD

The Social Fund Expenditure Board is concerned with the economical and efficient conduct of all business pertaining to the Social Fund. The Board monitors that all expenditures are within the approved budget and can give approval for expenditure not in the budget after due care and consideration. The Board also establishes policies and safeguards for the smooth running of all social programmes. The Social Fund Expenditure Board will seek the approval of the Finance Council for expenditures beyond the Board's limit.

There were 18 board meetings in FY2019.

SOCIAL FUND EXPENDITURE BOARD MEMBERS

Name	Designation	Date of Appointment	Meetings Attended in FY2019
Colonel Rodney S. Walters	Territorial Commander	1 Jan 2019	10
Lieut-Colonel Garth Niemand	Chief Secretary	1 Jan 2019	15
Major Michael Zielinski	Territorial Secretary for Business Administration	1 Mar 2019	2
Major Hary Haran	Territorial Secretary for Personnel	1 Jan 2019	16
Major Lim Chee Kwee	Territorial Editor and Literary Secretary	1 Jan 2019	15
Major Irene Chang	Territorial Candidates Secretary and Child Protection Officer	1 Jan 2019	13
Major Francis Ng	Team Leader, Kuching and Territorial Emergency Services Officer	1 Jan 2019	10
Mdm Koh Guek Eng	Director, Finance	1 Jan 2019	17
Ms Angeline Tan	Director, Public Relations	1 Jan 2019	16
Mr John Ng	Director, Property	1 Jan 2019	17
Mr Marcus Moo	Director, Social and Community Services (Singapore)	1 Jan 2019	15
Ms Judy Chun	Director, Social and Community Services (Malaysia)	1 Jan 2019	15
Mr Peter Khoo	Superintendent	1 Jan 2019	15

INTERNAL AUDIT BOARD

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

INTERNAL AUDIT BOARD MEMBERS

Name	Designation	Date of Appointment
Lieut-Colonel Garth Niemand	Chief Secretary	1 Jan 2019
Major Michael Zielinski	Territorial Secretary for Business Administration	1 Mar 2019
Major Hary Haran	Territorial Secretary for Personnel	1 Jan 2019
Major Florence Shein	Territorial Assistant Secretary for Programme	15 Mar 2019
Captain Wong Peck Ee	Corps Officer	1 Jan 2019
Mdm Koh Guek Eng	Director, Finance	1 Jan 2019
Mr Paul Boon	Internal Auditor	1 Jan 2019

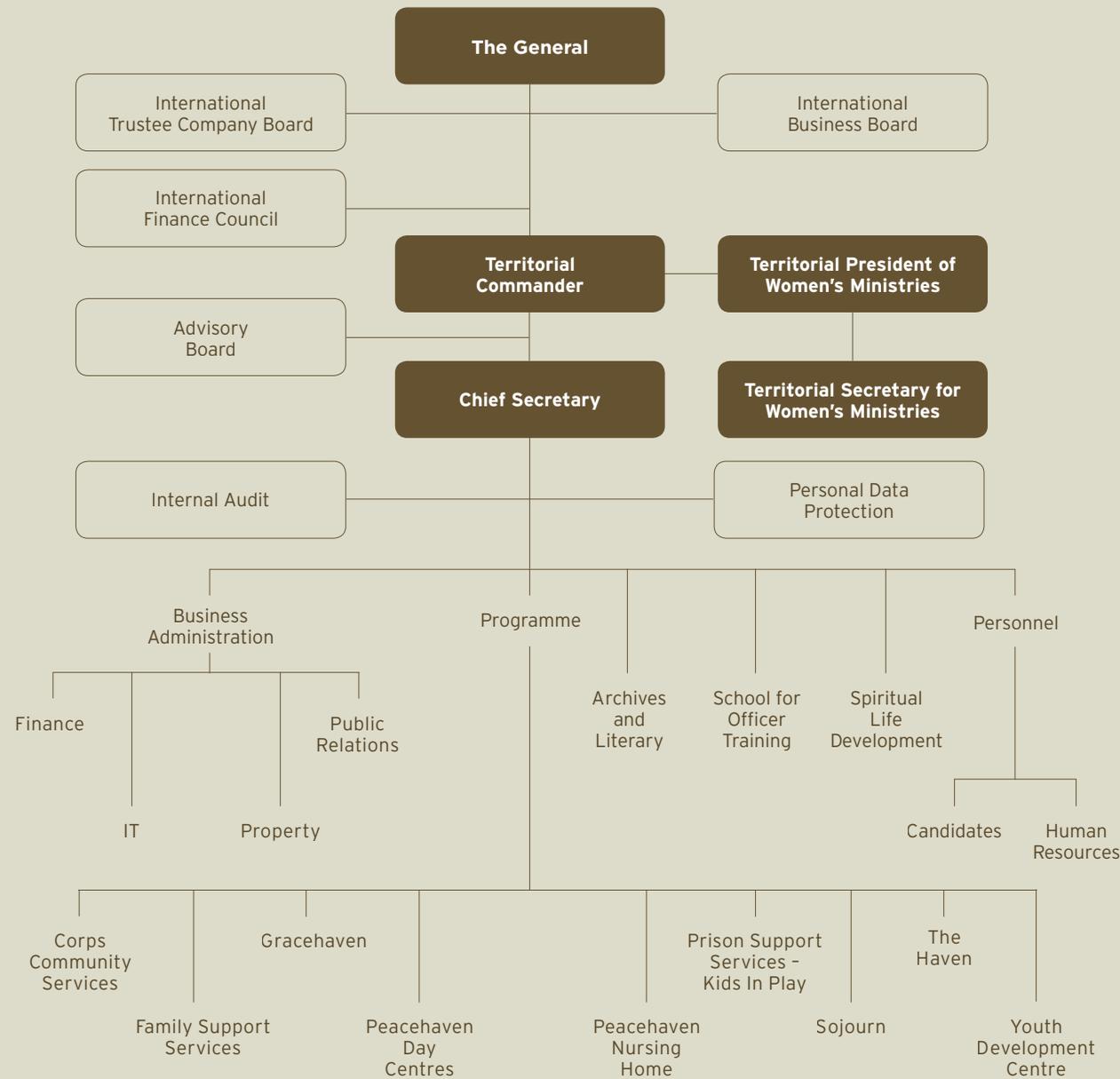
HUMAN RESOURCES BOARD

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

HUMAN RESOURCES BOARD MEMBERS

Name	Designation	Date of Appointment
Colonel Wendy Walters	Territorial President of Women's Ministries	1 Jan 2019
Lieut-Colonel Patricia Niemand	Territorial Secretary for Women's Ministries	1 Jan 2019
Major Hary Haran	Territorial Secretary for Personnel	1 Jan 2019
Major Janene Zielinski	Territorial Assistant Secretary for Personnel	1 Mar 2019
Major Irene Chang	Territorial Candidates Secretary and Child Protection Officer	1 Jan 2019
Mdm Koh Guek Eng	Director, Finance	1 Jan 2019
Mr Peter Leow	Director, Human Resources	1 Jan 2019

ORGANISATION STRUCTURE



As at 31 March 2019.

TOP 3 HIGHEST PAID EMPLOYEES for the year ended 31 March 2019

ANNUAL SALARY BAND (\$'000)
100 - 200

NO. OF STAFF
3*

*One staff serves as a member of the governing board - Social Fund Expenditure Board.

There is no paid staff who is a close member of the family of the Executive Head or a governing board member, who received annual remuneration exceeding \$50,000 in FY2019.

CORPORATE GOVERNANCE

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

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 Finance Council of any personal interest which he or she may have in any matter pending before the organisation and shall refrain 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 Finance Council 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.

RESERVE POLICY

The policy defines reserve as that part of the income funds that is freely available for its operating purposes not subject to commitments, planned expenditure and spending limits. It does not include endowment funds, restricted funds and designated funds. In the audited financial statements, this reserve is termed "unrestricted reserve". The reserve provides financial stability and the means for the development of our principal activity.

The reserve target in each fund is established at a level equivalent to two times the amount of annual operating expenditure. The level of the reserve is being reviewed annually.

CORPORATE GOVERNANCE

HUMAN RESOURCES MANAGEMENT

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

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

FRAUD CONTROL STRATEGY

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

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

DATA PROTECTION POLICY

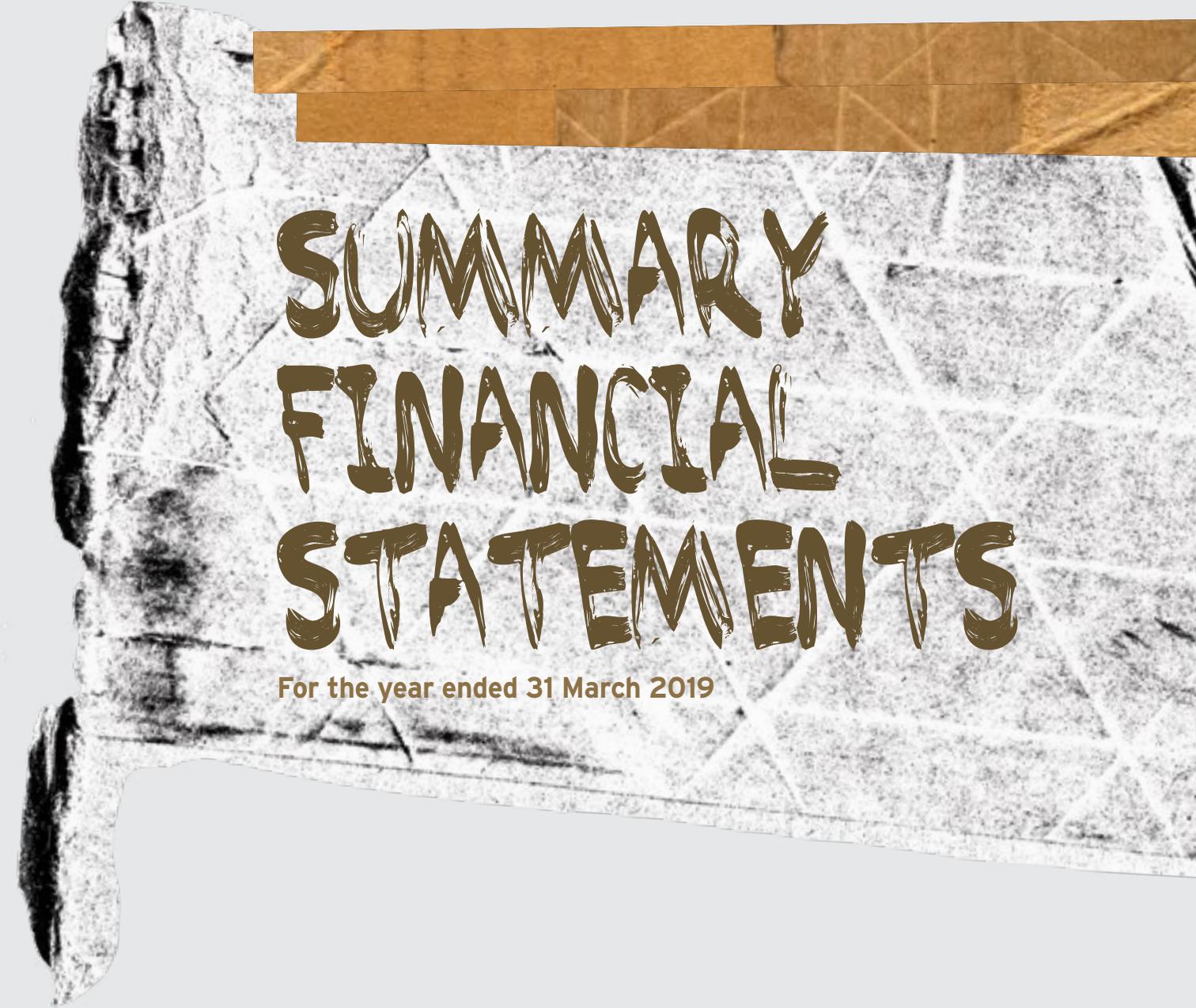
The Salvation Army data protection policy provides information about how The Salvation Army collects, uses and discloses personal data about individuals while recognising both individuals' right to protect personal data and our need to collect, use or disclose it for purposes that we believe are reasonable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

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

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

WHISTLE BLOWING POLICY

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



SUMMARY FINANCIAL STATEMENTS

For the year ended 31 March 2019

STATEMENT BY THE SINGAPORE SOCIAL FUND BOARD

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

The Summary Financial Statements as set out on pages 33 to 36 contain only a summary of the information in the full financial statements. The Summary Financial Statements do not contain sufficient information to allow for a full understanding of the results and the state of affairs of the Organisation.

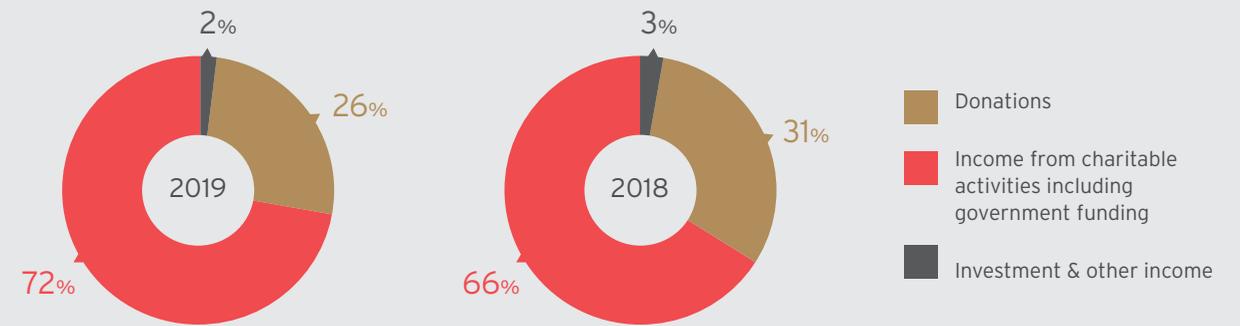
For further information, the full financial statements and the Auditors' Report on those statements should be consulted. The full financial report can be viewed at the Organisation's website: sg.salvationarmy.org

Summary Statement of

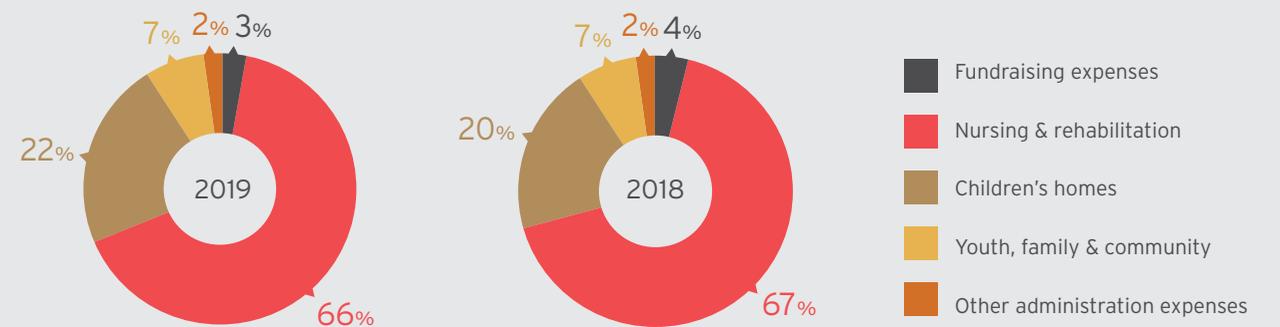
FINANCIAL PERFORMANCE

For the year ended 31 March 2019

Operating Income



Operating Expenses



	2019 (\$'000)	2018 (\$'000)
Income	29,222	34,433
Expenditures	29,409	27,545
Surplus	(187)	6,888
Appropriations from/(to) Funds	2019 (\$'000)	2018 (\$'000)
Of current years income to		
Restricted funds	(3,972)	(3,364)
Designated funds	(46)	(4,682)
Unrestricted funds	(25,204)	(26,387)

	2019 (\$'000)	2018 (\$'000)
Appropriations from/(to) Funds	2019 (\$'000)	2018 (\$'000)
To finance current costs from		
Capital contribution funds	368	363
Restricted funds	2,107	259
Designated funds	1,059	452
Unrestricted funds	25,875	26,471
Transfers between Funds		
Capital contribution funds	279	750
Restricted funds	65	2
Designated funds	(42)	(668)
Unrestricted funds	(302)	(84)

SUMMARY STATEMENTS

Of Changes in Funds and Reserves for the year ended 31 March 2019

	Total Funds
As at 1 April 2017 ('\$000)	23,107
Total surplus for the year	6,888
Transfer from/(to) Property Fund	(7,200)
As at 31 March 2018 ('\$000)	22,795
As at 1 April 2018 ('\$000)	22,795
Total surplus for the year	(187)
Transfer from/(to) General Fund	(2,500)
As at 31 March 2019 ('\$000)	20,108

of Financial Position as at 31 March 2019

Funds and Reserves	2019 (\$'000)	2018 (\$'000)
Capital contribution funds	1,107	1,196
Restricted funds	487	557
Designated funds	6,449	7,504
Unrestricted funds	12,065	13,538
Total Funds and Reserves	20,108	22,795
Non current assets	1,092	1,196
Current assets	21,674	24,243
Total Assets	22,766	25,439
Current liabilities	2,658	2,644
Total Liabilities	2,658	2,644
Net Assets	20,108	22,795

Notes to the Summary

FINANCIAL STATEMENTS

General information

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

The Social Fund deals with the social operations of the Organisation, which has been conferred the Institute of Public Character status. Accordingly, qualifying donors are granted tax deduction for donations made by them to the Social Fund.

The Social Fund (the "Fund") provides:

- nursing home;
- residential homes for the children and young people at risk;
- ministries to troubled young people;
- day care centres for the elderly;
- food for families;
- counselling services; and
- prison support services

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

The financial statements of the Fund for the current financial year were approved and authorised for issue by the Singapore Social Fund Board on the date of the Statement by the Singapore Social Fund Board.

Basis of preparation

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

Funds**- Capital contribution funds**

These represent funds set up to meet costs relating to property, plant and equipment.

- Designated funds

These are funds specifically set aside by the Fund to meet operational plans or anticipated needs.

- Restricted funds

These are donations held for restricted purposes as specified by the donors.

- Unrestricted funds

This is the working capital of the Fund.

Tax-deductible Receipts

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

	2019 (\$'000)	2018 (\$'000)
Total value of tax-deductible receipts issued	7,322	9,366

Related Party Transactions

Transactions with other units of the Organisation

Significant transactions between the Fund and other units of the Organisation took place at terms agreed between the parties during the financial year:

	2019 (\$'000)	2018 (\$'000)
Transactions with General Fund Singapore	(3,401)	(3,733)

Compensation for key management personnel

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

Taxation

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

LEAVING A LEGACY



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

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, visit sg.salvationarmy.org

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 ()

Tel: _____ Mobile: _____

Email: _____

Personal donation

NRIC/ FIN: _____

Corporate donation

Company Name: _____

UEN: _____

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

DONATION DETAILS

I enclose my cheque made payable to The Salvation Army

Cheque No: _____

Bank: _____

Please charge my donation to:

MasterCard VISA Amex Diners

Card No. - -

Card Expiry /

Name as on card _____ Signature _____

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

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

I would like to find out more about:

Wills & Legacies Monthly Donations Volunteering

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'.

**THANK YOU FOR
YOUR DONATION!**

**PLEASE MAIL YOUR DONATION WITH THIS SLIP TO:
THE SALVATION ARMY, ANG MO KIO CENTRAL PO BOX 640 SINGAPORE 915605**

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CONTACT US

TERRITORIAL HEADQUARTERS

20 Bishan Street 22 Singapore 579768
Tel: 6555 0188

CORPS

Balestier Corps
126 Balestier Road Singapore 329681
Tel: 6513 2460

Bishan Chinese Corps
20 Bishan Street 22 Singapore 579768
Tel: 6643 8876

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 Singapore 678106
Tel: 6349 5346

William Booth Corps
500 Upper Bukit Timah Road Singapore 678106
Tel: 6349 5327

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

CAREHAVEN

(C/O Territorial Headquarters)
20 Bishan Street 22
Singapore 579768
Tel: 6555 0236

FAMILY SUPPORT SERVICES

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

GRACEHAVEN

3 Lorong Napiri Singapore 547528
Tel: 6580 2250

PEACEHAVEN BEDOK DAY CENTRE

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

PEACEHAVEN CHANGI DAY CENTRE

7 Upper Changi Road North Singapore 507705
Tel: 6546 5492

DONATE CASH ONLINE:

sg.salvationarmy.org

DONATE IN-KIND:

www.redshieldindustries.com

PEACEHAVEN NURSING HOME

7 Upper Changi Road North Singapore 507705
Tel: 6546 5492

PRAISEHAVEN RETREAT CENTRE

500 Upper Bukit Timah Road Singapore 678106
Tel: 6349 5302

PRISON SUPPORT SERVICES - KIDS IN PLAY

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

RED SHIELD INDUSTRIES

Hotline for Pick-Up of Bulky Items
Tel: 6288 5438

WhatsApp for Donation In-Kind Enquiries

Tel: 8520 5343

Bukit Merah Family Store
Blk 133 Jalan Bukit Merah #01-1530
Singapore 160133
Tel: 6718 2513 (ext 120)

Hope Centre Family Store
7 Upper Changi Road North Singapore 507705
Tel: 6546 0309

IMH Pick N Choose Store
10 Buangkok View Singapore 539747
Tel: 6718 2513 (ext 122)

Praisehaven Family Store
500 Upper Bukit Timah Road Singapore 678106
Tel: 6349 5312

Tanglin Family Store
356 Tanglin Road Singapore 247674
Tel: 6718 2513

SCHOOL FOR OFFICER TRAINING

500 Upper Bukit Timah Road Singapore 678106
Tel: 6349 5332

SOJOURN

(C/O Territorial Headquarters)
20 Bishan Street 22
Singapore 579768
Tel: 6555 0236

THE HAVEN

350 Pasir Panjang Road Singapore 118692
Tel: 6775 0366

YOUTH DEVELOPMENT CENTRE

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

SHOP ONLINE:

www.reddshop.com

BE OUR VOLUNTEER:

sg.salvationarmy.org/volunteer
Tel: 6555 0232

For other enquiries: public.relations@smm.salvationarmy.org

"God loves with a great love the man whose heart is bursting with a passion for the impossible."

General William Booth

Founder of The Salvation Army

Skimming over the surface of societal issues is not an option. We, The Salvation Army, tackle them head-on.

Our desire is to meet needs and fly the flag of hope.

Our **passion, is for the impossible.**



THE SALVATION ARMY SINGAPORE
Ang Mo Kio Central P.O. Box 640
Singapore 915605

 sg.salvationarmy.org

 [SalvationArmySingapore](https://www.facebook.com/SalvationArmySingapore)

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