



The Salvation Army  
World Service Office



# 2010 Annual Report

Reporting on Fiscal Year Ending December 31, 2009



# Letter From The Director

Dear Friends,

## *ACEH INDONESIA*

2009 was a remarkable year for SAWSO. We have been working in Aceh, Indonesia since 2006 re-building over 500 houses in a completely brand new community. I wish you could have seen the faces of the families when they were given the keys to their new homes, along with two new trees to plant and 10 pounds of rice. They had been living in old wooden barracks with communal bathrooms and now have their own homes (with their own bathrooms). Why, because you cared to support The Salvation Army World Service Office.

## *SRI LANKA*

We have worked very hard in Sri Lanka to complete over 495 separate new homes throughout the country. We have also built 7 Community Centers and a football (soccer) field. We have provided three mobile Clinics that continue to operate that specialize in primary community health. We expanded our service to include eye exams and have found many incidents of glaucoma which we have been able to treat along with another local NGO. We had a nationwide closing celebration for over 3000 people to rejoice that in spite of many challenges in the last 2 1/2 years we were finally able to complete their homes.

## *AFRICA*

There are so many stories that I would like to tell you about and if possible would love for you to see. I would like you to see the faces of women who are learning how to read; the look on mother's faces as the see the babies gain weight each month due to better nutrition; women who have a safe place to go when they are victims of trafficking or other gender abuse; 65,000 HIV/AIDS patients and their families improve daily because of consistent use of ART drugs in Uganda and continued AIDS education programs

Our women's empowerment and microfinance programs have reached over 45,000 women and caregivers in Tanzania and Uganda with new skills in generating income and literacy. An additional benefit from this program has been an improvement in the health care of children and more girls going to school.

## *AROUND THE WORLD*

We have so many partners that I would like to express my appreciation a gratitude for their support of SAWSO - United States Agency for International Development; our faithful donors, foundations and businesses that monthly provide their continuing support.

## *OUR PLEDGE*

SAWSO will continue to explore new ideas, methods, and partnerships as we continue what has worked well in the past in reaching out to men, women and children. Please review the section entitled OUR YEAR for more detailed ways you have helped us to reach out.

Thank you,

Daniel L. Starrett, Lt. Colonel

SAWSO Executive Director



# Our Year

Throughout the year we focus our time, money and energy in 7 major program areas: Combating Human Trafficking, Disaster Relief, Education, Food/Water/Sanitation, HIV/AIDS, Maternal and Child Health and Women's Literacy/Microfinance. In the following pages we will walk you through the successes of these programs in 2009.

## COUNTRIES SERVED BY SAWSO



- |                        |                 |              |                      |                         |                         |
|------------------------|-----------------|--------------|----------------------|-------------------------|-------------------------|
| 1. Argentina           | 11. Ecuador     | 21. Italy    | 31. Mozambique       | 41. Portugal            | 51. Trinidad and Tobago |
| 2. Bangladesh          | 12. El Salvador | 22. Jamaica  | 32. Myanmar          | 42. Republic of Georgia | 52. Uganda              |
| 3. Bolivia             | 13. Estonia     | 23. Kenya    | 33. Netherlands      | 43. Russia              | 53. Ukraine             |
| 4. Brazil              | 14. Germany     | 24. Korea    | 34. New Zealand      | 44. Rwanda              | 54. Uruguay             |
| 5. Chile               | 15. Ghana       | 25. Latvia   | 35. Nigeria          | 45. Singapore           | 55. Venezuela           |
| 6. China               | 16. Grenada     | 26. Liberia  | 36. Pakistan         | 46. South Africa        | 56. Zambia              |
| 7. Congo-Kinshasa      | 17. Guatemala   | 27. Malawi   | 37. Panama           | 47. Spain               | 57. Zimbabwe            |
| 8. Costa Rica          | 18. Haiti       | 28. Malaysia | 38. Papua New Guinea | 48. Sri Lanka           |                         |
| 9. Czech Republic      | 19. India       | 29. Mexico   | 39. Paraguay         | 49. Taiwan              |                         |
| 10. Dominican Republic | 20. Indonesia   | 30. Moldova  | 40. Philippines      | 50. Tanzania            |                         |

# Combating Human Trafficking

Trafficking in persons (TIP) is the term used to describe the various forms in which one person obtains, using force, fraud, coercion and deception, total control over another human being for the purpose of exploitation. Some of the various forms of TIP include forced labor, sex trafficking, bonded labor, and involuntary servitude; these affect children, women and men all over the world.

Human trafficking affects every country in the world; whether they are a source, transit or destination country, all directly harmed by this evil practice, primarily driven by greed and the abuse of power. Vulnerabilities to trafficking include; poverty, hunger, lack of education, poor self-esteem, addictions, corruption and many more. SAWSO seeks to shed light on both the causes and effects of human trafficking through training Salvation Army personnel and volunteers as well as other community NGO's, leaders and members around the world on prevention methods as well as by protecting vulnerable women and children.

During 2009, the anti-trafficking focus area trained over 60 community members and leaders in India and Nigeria on human trafficking basics, TIP community assessments as well best practices in after care for survivors of human trafficking.

In Mexico, we provided much needed care and education for highly vulnerable children and their families, as well as mobilized the community to protect its most vulnerable members from traffickers.

In Liberia, we educated "Village Parent Groups" about the risks and dangers of trafficking and the best ways to prevent TIP and protect themselves and their families.

In Sri Lanka, SAWSO provided care for at risk women who had been victims of violence and exploitation, as they recovered and sought to reintegrate their families, communities and society in general, being sure to provide skills training in order to provide hope for a new future, free of oppression.

Thank you for collaborating with us in bringing the message of freedom, hope and new life to thousands of hurting children, women and men around the world.

## ***Impact Story***

Coojany\* has lived at the Salvation Army women's shelter in Colombo, Sri Lanka for nearly two years. When she came to the home she was suffering from post-traumatic stress disorder as well as many physical illnesses after being trafficked into the commercial sex industry. Coojany's parents separated when she was just a young girl. At that time she went to live with her grandmother who raised her and was able to get her through Grade 11 in school. As her grandmother aged and was unable to work, it became Coojany's responsibility to find a job to support herself as well as her grandmother.

A man she knew promised to help her find work, unfortunately this man was a trafficker who sold Coojany to a brothel with a restaurant as a front. Coojany found herself trapped, forced into drug addiction and made to have sex with complete strangers who bought sex from the brothel owner.

After six months, she was let go and arrived at our shelter where she received counseling and extensive therapy as well as the appropriate medical attention. Her self-esteem began to rebuild, she began to react less aggressively and learned how to interact with her peers.

Coojany still resides at the woman's shelter and with the help of the staff, has developed future goals for her life and willingly participates in all programs offered as she continues to rehabilitate from her trauma.

\*name has been changed to protect the victim's identity



# Disaster Services

Five years after the devastating tsunami of December, 2004, some areas of Indonesia and Sri Lanka in Southeast Asia are still struggling to heal and to rebuild. The destruction was widespread, covering vast areas of land and affecting entire communities. Soon after the tsunami, many non-governmental relief and development organizations began long-term projects knowing that assistance would be needed for quite some time. For SAWSO, the work is still going strong as we continue to partner with the Salvation Army territories in tsunami affected areas.

In Sri Lanka, the end of 2009 was also the completion of Phase 1 & 2 of the Mobile Medical Clinic (MMC) Project, which successfully operated in 16 communities in the Southern Section and 14 Internally Displaced Persons (IDP) camps in Batticaloa since 2006. In addition to the tsunami, a decade's long war between the Sri Lankan government and opposition rebels displaced thousands from their homes, with about 120,000 still living in IDP camps. Whether still in an IDP camp or recently returned to rebuild their homes and communities, the MMC project serves the population by addressing medical and health needs through treatment, referrals and health education, encompassing emotional psychological and spiritual components, and supplying basic nutritional needs. Phase 3, which began in January 2010, extends the efforts of the project for an additional two years targeting different communities, and will benefit an estimated population of 28,000.

In Indonesia, over 17,000 families lost their homes in Aceh, North Sumatra due to the tsunami, and much of the government infrastructure was destroyed, including health posts and clinics. In addition, many health workers were killed or were unable to return to work. The Aceh Mobile Clinic (AMC) Project, a three-year operation, serves up to 1,500 people per month with holistic and comprehensive medical services including medical diagnosis and treatment, psychological assessment and management, personal care, and public health education. The Leuhan Post-Tsunami Development Project, also a three year operation in Aceh, has built an entirely new community complex in the village of Leuhan. The construction work included 500 housing units, roads, fences and gates, a preschool, a clinic, a community center, drainage and water sanitation systems, and a 20 ton bridge to connect the newly built community with other local communities across a river.



# Education

The Salvation Army has an extensive system of education all around the world. From pre-schools to College level education the Army is working with their respective governments in providing education. SAWSO is exploring ways to improve the vast system of facilities, supplies and personnel.

For example, there are over 600,000 students in schools in Africa ranging from pre-school to schools for the blind to vocational schools to College. These schools provide a significant support for the education of these students. Among our challenges are: funds for the remodeling/building of facilities; funds for uniforms and supplies so that all children can go to school; gender based equality so that girls are given the same educational opportunities as boys and many other significant issues.

In Haiti, we are working with the government to get all levels of schools re-opened so that children can get back to to their studies and not wandering around during the day. The challenge is that with many schools damaged or destroyed the challenge getting them rebuilt and find alternative locations until that can happen. The Salvation Army is working in Haiti along with other NGO's to identify the schools that can be opened now and those that must be rebuilt and try to find solutions. This is a massive job that could possibly take years to complete.

We are very proud of the Literacy Program for Women in Africa that is teaching literacy and business concepts at the same time. We have had the added benefit that when women learn how to read, they will teach their daughters (who often due to daily work can't go to school) and also their husbands. As these women have learned how to read their daily income has risen and allowed them to send their daughters to school as they now have the funds for uniforms and supplies and provide food for families.

We are exploring ways to use mobile libraries in Indonesia that will provide the opportunity for children in rural areas to have access to books. We are also installing a mobile radio transmitter into the mobile library so that we can broadcast educational concepts throughout the area. We have also provided a mobile library in the Leuhan area and on the island of Nias. There are over 90 schools in Indonesia that need your help.

We are exploring ways to link Army schools around the world by Internet Link to schools here in the United States. We are exploring with Public Television how to develop these links. This will provide a tremendous opportunity for schools in both areas. The potential of information technology in the education process is exciting, challenging and an area we are seeking to expand and implement.



# Food/Water/Sanitation

## Drinking Water Supply Project in Tianwan Village in Xichou County, China

Xichou County is located in the southeast of Yunnan province, with an area of 1,506 square meters, and an average elevation of 1,480 meters. The total population is 250200, and 92.4% of them is villagers. The productivity is low due to the poor and limited arable land, as well as the less advanced planting skills of local villagers. Xichou is listed by Chinese Government as one of the poverty-stricken counties in Yunnan.

Tianwan Village has 45 households, with a total population of 278 people who are all Yao ethnic minorities. The raining season is from June to October. During the dry season from November to May, village women will usually walk about one and a half kilometer away to fetch water. It takes them 1.5 hours everyday to fetch water for family use.

There's stable spring water from the upper land of the hill where the village is located. The water source is about one and a half kilometer away from the village.

The project agreement was started in 2009. Villagers contributed labor to digging ditches for burying the pipes and a local construction company carried out construction work of water tanks and installation of pipes.

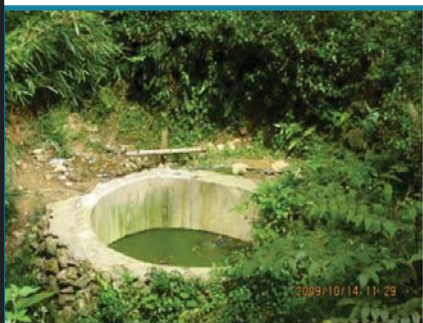
The water supply systems include three water tanks (30 cubic meters each), 2500 meter long main pipe, and 3500 meter long distribution pipe to households was installed. Each of the households now have a tap and a sink installed in front of their houses.

SAWSO covered the costs of pipes and pipe installation, and three water tanks were shared by the local government and The Salvation Army World Services Office. Villagers contributed labor to digging ditches and transporting the construction materials to the village.

The village took ownership by developing their own rules for the water system management and maintenance. Two villagers with experiences and skills were selected to maintain the pipe. Each of the villagers would pay RMB 1.00 a month for using the water. The money will be used as the water system maintenance fee and the service fee for the two pipe maintenance people.

This new Water Supply System plays an important role during the drought season. The actual number of beneficiaries is 45 households with a population of 278 people.

- 45 Households will have clean water for daily use.
- Each of the 45 Household wives will save 1.5 hours in fetching water everyday.



# HIV/AIDS

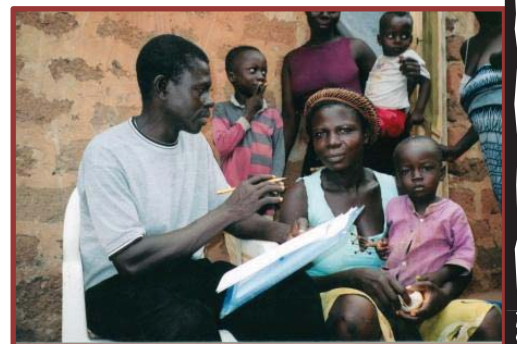
In Uganda and Tanzania, The Salvation Army World Service Office (SAWSO) just completed a five year PEPFAR-funded program for care and support of Orphans and Vulnerable Children (OVC). The program improved the physical, psychosocial, and economic well-being of more than 65,000 orphans and most vulnerable children and their households in Tanzania and Uganda by strengthening the capacity of communities to provide vital safety nets of support to children affected by AIDS.

Through the process of community counseling, communities developed their own strategies to modify and reduce recognized risk behaviors to HIV/AIDS while they identified ways to provide care and support to orphans, other vulnerable children, and their families.

Children received community-based psychosocial support through participation in Kids Clubs and through home visits conducted by over 1,000 trained community caregivers. The Kids Clubs provide a safe environment for children and youth to relax through play activities, receive emotional support from caring adults, learn about children's rights, HIV/AIDS and life skills, and learn how to identify and mobilize their own resources to enhance their ability to cope. Through the Kids Clubs, trained volunteer counselors identified children who needed extra care, support, and advocacy.

A final component of the program included empowering caretakers of OVC through economic strengthening and literacy activities. With support from Pact International, TSA adapted the WORTH model, which strengthens the ability of women to increase their family income through savings and loans to start and grow microenterprises. Through this program women also engage in self-instructional literacy, learn how to set up and manage transparent village banks, and learn good business practices. In addition to caring for the OVC in their own households, the WORTH groups establish group funds to provide care and support to the most needy in the communities including orphans and vulnerable children. In these two countries WORTH has empowered more than 22,093 women and provided support to more than 24,445 OVC.

The Salvation Army in Haiti is a partner in the Community Health and AIDS Mitigation Project (**CHAMP**), led by FHI with funding from USAID. The goal of this project is to improve the health and quality of life for vulnerable families, people living with HIV/AIDS (PLHA), and orphans and vulnerable children (OVC) in Haiti's 10 departments. The Salvation Army works to expand the availability, accessibility and use of integrated care and support services among PLHA, OVC and vulnerable families in the target areas.





# Maternal/Child Health

SAWSO is working to prevent maternal and child deaths by empowering local communities to do simple, effective household behaviors such as hand-washing, sleeping under insecticide treated nets and breastfeeding. Working particularly with women, SAWSO teaches groups of women to then teach their neighbors about the importance of such behaviors. In addition to community work, SAWSO seeks to strengthen health systems by training nurses, doctors, and midwives to improve their skills in providing effective, life-saving care.

SAWSO has access to the health expertise of TSA staff worldwide and other consultants with knowledge on all aspects of health programming. From 1994-2004, SAWSO carried out a USAID Matching Grant program in Bangladesh, Ghana, Indonesia, Pakistan, and Zambia. The program increased the capacity of Salvation Army territories to implement sustainable community-based health and development activities. SAWSO also implemented successful child survival projects in Pakistan, Bangladesh, Haiti, Kenya, Guatemala, Zambia and South Africa.

## **Zambia Child Survival Project**

SAWSO is implementing the Chikankata Child Survival Project (CCSP) in the Southern Province of Zambia in partnership with the Salvation Army Chikankata Health Services. The CCPS is funded by the United States Agency for International Development's Child Survival and Health Grants Program. It was launched on October 1, 2005 and ends September 30, 2010. CCSP's goal is to reduce maternal and under-five mortality among 53,521 direct beneficiaries. In a place where 182 out of every 1000 children die of preventable causes and 729 out of 100,000 mothers die in childbirth, the CCSP is making a noticeable difference in the lives of women and children.

## **Angola Core Group Polio Project**

Being part of the Core Group Polio Project (CGPP) is a truly historic opportunity for SAWSO and the Salvation Army. Polio is on the verge of extinction, with the exception of a few countries, and is close to being the second disease ever eradicated globally following smallpox. In an exciting collaborative with ten private voluntary organizations and a host of local non-governmental organizations working in three countries (Ethiopia, Angola, and India), CGPP is decreasing the incidence of polio in Angola by increasing population immunity and enhancing the sensitivity of surveillance for acute flaccid paralysis through community mobilization. The CGPP collaborative will directly benefit nearly 30 million children worldwide through the following activities: 1.) training of Ministry of Health workers in case definition, reporting and response; 2.) community mobilization to increase demand for the polio vaccine through street drama and campaigns; and 3.) Enumeration of reported cases and mapping of these cases in the communities.



# Women's Literacy/ Microfinance

## **WORTH: Improving the lives of women and vulnerable children through microfinance**

WORTH is an innovative microfinance and women's empowerment program through which women generate savings, teach themselves to read and write, and gain access to training and loans for growing small businesses—simply by building on their own resources and self-worth. Through WORTH women, primarily in rural areas where there are no financial services, form “savings and loan groups” of 15-25 members. The women meet on a weekly basis to deposit savings, to practice literacy and numeracy skills, and to participate in workshops on issues from business to health to human trafficking. As the collective savings grows women in the group can begin to take out small loans to support income-generating activities. The rest of the group also gains by earning interest on these loans. WORTH first started in Kenya, where it has helped more than 7,276 women start savings groups, and thousands more have since started groups on their own. In Tanzania and Uganda SAWSO initiated WORTH programs designed to support Orphans and Vulnerable Children (OVC) by generating income for female-headed households who care for these children. To date, this program has reached 38,673 OVC and trained more than 17,000 caregivers. More than 297 have also started OVC Funds that they use to provide children in the community with support such as food, medicine, clothing, and school supplies. A recent study of WORTH in Uganda revealed that women's participation in WORTH significantly improved in children's welfare, from better nutrition to support for education to improved health and medical care. SAWSO is now promoting it as a best practice model to be adopted by other organizations working with OVC. WORTH shows that empowering women does more than just increase incomes; it helps the women develop a new sense of “worth” that changes the way they see themselves and what they can do for their families.

## **SPOTLIGHT ON WOMEN OF WORTH: Alexanderena's Story**

A strong and very proud woman, Alexanderena is eager to share her positive experiences and successes with the WORTH program. With 60 years of life experience, she has a lot to reflect upon. Her eyes light up when she talks, and it is obvious that this program has made a huge difference in her life. At the beginning of the interview she proudly writes her long name on a piece of paper without hesitation - quite a feat for a woman with little education and only four months of literacy training. When asked about her favorite things in WORTH, Alexanderena says that she appreciates having regular meetings. Her son died from HIV/AIDS, and his wife fled town, leaving Alexanderena with custody of all eight of their children. As a grandmother caring for orphans, she values the support of other “women of WORTH” during literacy and banking days. Meetings are something she looks forward to and remind her that she isn't alone with her significant family and financial responsibilities. She runs a basic canteen in her village to offset her household expenses and she frequently gets business advice from other women in her group.

Her time with other WORTH women also reminds her of her own strength, and her capability to change her life. After joining WORTH, Alexanderena immediately realized the power of the program. She was encouraged enough to contact her absentee daughter-in-law and convinced her to return to their village and join WORTH too. The children's mother and Alexanderena work together on their literacy skills and encourage one another to keep saving. They have found a way between each other to provide for the children's basic needs, school fees, and school supplies. The school-aged children are now all able to go back to school and the women feel confident that when the time comes, they will be able to help all eight attend both primary and secondary school. The experience has also strengthened Alexanderena's relationship with her husband, who boasts about how they are able to care for so many grandchildren, keep savings in the bank, and even expand their canteen business with loans from the group.



# Our Vision

## Mission

Support and strengthen the Salvation Army's efforts to work hand-in-hand with communities to improve the health, economic, and spiritual conditions of the poor throughout the world.

## Vision

Create a world where people live in safe and sustainable communities in which differences are respected, basic needs are met, and all enjoy opportunities to learn, work, and worship in freedom.

## Purpose

Promote the mission of The Salvation Army

# Our Values

The Salvation Army World Service Office is committed to demonstrating Christ in action.

To accomplish this:

**We are committed to the whole person – body, mind and spirit.**

We affirm the worth of every individual and our commitment to holistic service.

**We are committed to the poorest of the poor.**

We seek to empower the disadvantaged enabling them to achieve their God given potential.

**We are committed to community capacity building.**

We are determined to walk alongside, not ahead of those we serve; supporting their active participation in improving quality of life.

**We are committed to genuine partnerships.**

We embrace relationships that affirm and build on strengths; foster reciprocity and promote mutual ownership.

**We are committed to sensitivity, efficiency and excellence in all facets of our operation.**

We support approaches to serve that demonstrate compassion fiscal responsibility, creativity and innovation.

# SAWSO History

The USA National Headquarters launched its Salvation Army World Service Office (SAWSO) in 1977, with Major (later Colonel) Ernest A. Miller as the first director (1977-1981), in order to find long-term solutions to poverty in the less developed countries where the Army is active. Since then, SAWSO's successive directors Mr. John Wiggins (1981-1984), Admiral Dean Seiler (United States Navy, Retired) (1984-1994), and Major Harden White (1994-2005), Lt. Colonel Daniel Starrett (2006-) have maintained the original aim of SAWSO to help people help themselves through programs that improve living conditions, raise skill levels, increase productivity, and instill self-confidence. This mandate has been carried out and enhanced by close cooperation with the International Planning and Development Department, which was established at International Headquarters in 1978.

With more than 30 years' experience working around the globe, SAWSO has learned that community participation is critical if solutions are to be effective and enduring. In carrying out its programs, SAWSO's small staff located at USA National Headquarters in Alexandria, Virginia works through The Salvation Army's international network of personnel and facilities. At present there are 50,000 indigenous Army officers, employees, and professional staff working in developing countries. SAWSO assists these persons and local leaders to identify the root causes of their problems, formulate solutions, and develop the skills necessary to plan and sustain programs in their communities. In addition to specific program area training, SAWSO provides training in project planning and management, leadership, and community development.

SAWSO also helps to provide material assistance, such as food and clothing, in the immediate aftermath of a disaster. In an effort to move these communities from relief to development, SAWSO promotes and supports longer-term assistance, such as health services and income generation projects for those affected by disasters.

Since its inception, SAWSO has channeled more than \$100 million in goods and services obtained through donations, contributions, and government grants to developing countries around the world. These operations are directed by a board of trustees composed of senior leaders of The Salvation Army in the United States.

**SERVING THE MANY ONE BY ONE  
WITH HEART TO GOD AND HAND TO MAN.**



# 2009 SAWSO Personnel

## SAWSO Leadership

Lt. Colonel Daniel Starrett  
*Executive Director*

Major George Polarek  
*Assistant Director*

Lt. Colonel Helen Starrett  
*Director of Special Projects*

Bram Bailey  
*Program Director*

Grace Herring  
*Office Administrator*

## Program Staff

Anna Summer  
*Health*

Sara Davis  
*HIV/AIDS*

Lindsey Bailey  
*Anti-Human Trafficking*

MacDonald Chaava  
*Disaster Relief*

Brian Swartz  
*Microfinance*

Rachel Klick  
*Administrative Specialist*

## Finance Staff

Tony Tolosa  
*Accounting Manager*

Jun Villanueva  
*Senior Accountant, Projects*

Sung Kim  
*Senior Accountant, General*

Justin Boswell  
*Accountant*

Mary Bryant  
*Senior Accounting Clerk*

Edgar Sia  
*Accounting Clerk*

## Board of Trustees

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Commissioner Israel L. Gaither  
National Headquarters  
Alexandria, VA

### *Vice President*

Colonel David Jeffrey  
National Headquarters  
Alexandria, VA

### *Treasurer/Secretary*

Lt. Colonel Gary Haupt  
National Headquarters  
Alexandria, VA

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Commissioner Paul Seiler  
Central Territory  
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### *Trustee*

Commissioner Lawrence R. Moretz  
Eastern Territory  
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### *Trustee*

Commissioner Maxwell Feener  
Southern Territory  
Atlanta, GA

### *Trustee*

Commissioner Philip Swyers  
Western Territory  
Long Beach, CA

# Financial Summary



The Salvation Army World Service Office  
Year ended December 31, 2009

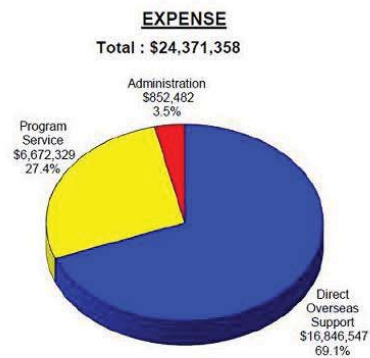
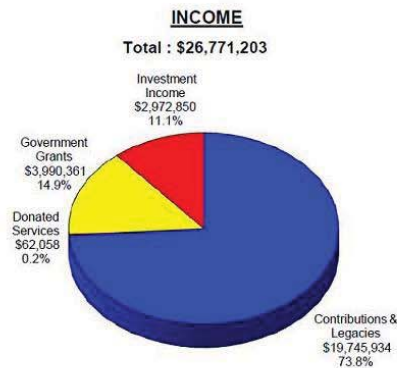
## Financial Summary

### Statement of Financial Position

<b>ASSETS</b>	
Cash & Cash Equivalents	\$ 1,388,435
Other Assets	24,038,356
<b>TOTAL ASSETS</b>	<b>\$ 25,426,791</b>
<b>LIABILITIES &amp; NET ASSETS</b>	
Total Liabilities	\$ 3,187,432
Net Assets	22,239,359
(Includes Tsunami Restricted Funds)	
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 25,426,791</b>

### Statement of Financial Activities

<b>REVENUE</b>	
Public Support Contributions	\$ 19,745,934
Other Income	7,025,269
<b>TOTAL REVENUE</b>	<b>\$ 26,771,203</b>
<b>EXPENSES</b>	
Program Services	\$ 23,518,876
Support Service - Management and General	852,482
<b>TOTAL EXPENSES</b>	<b>\$ 24,371,358</b>
Increase (decrease) in net assets	\$ 2,399,845
Net assets, beginning of year	19,839,514
<b>NET ASSETS, END OF YEAR</b>	<b>\$ 22,239,359</b>



SAWSO meets all standards set by the American Council for Voluntary International Action (Inter Action).  
Audited financial statements have been prepared in accordance with generally accepted accounting principles and are on file.