

932-0109

PD-ANN-067

10-31098

ACTION MEMORANDUM FOR THE ACTING ASSISTANT ADMINISTRATOR, PHA

149

FROM: PHA/PVC, Shirley D. Patterson, Acting

Problem: Your approval is requested for the attached Development Program Grant to The Salvation Army for which the proposed life-of-project funding totals \$935,000.

Background: While The Salvation Army has a worldwide network of dedicated and competent personnel, in its early history in LDCs it tended to concentrate its efforts on the immediate needs in an emergency period of crisis. The Salvation Army is currently attempting to re-direct their efforts toward providing developmental assistance to the very poor in LDCs.

The purpose of this DPG is to strengthen and institutionalize the capability of The Salvation Army to design, plan, manage and evaluate development programs to assist the poorest majority in lesser developed countries.

The instrument for achieving this purpose is the Salvation Army World Service Office (SAWSO), attached to the National Headquarters in New York, and having representation in the International Headquarters in London. Staffing of the SAWSO will include seven program design, planning, evaluation and training professionals, of whom at least three will be career Salvation Army Officers, supported by three administrative aides and/or secretaries. There will also be five field technicians each in the regions of Africa, Latin America and Asia. The staff of ten U.S. and fifteen indigenous technicians will be increased in the third year by an additional Program and Training Officer.

The SAWSO's primary objective will be to assist the American Territories, International Headquarters and Salvation Army Territories in LDCs in screening, planning, implementing and evaluating development projects designed to assist the poorest of the poor in LDCs. Another basic objective of the SAWSO will be the training of indigenous leaders to increase their effectiveness in designing, implementing and evaluating development projects. The SAWSO will also establish a reference center to collect, process and disseminate information concerning development activities and experience.

The proposed grant funding will be allocated, incrementally, as follows: first year \$286,000; second year \$332,000; and third year

\$317,000. The Salvation Army's own projected contribution will total \$431,000 -- first year \$99,000; second year \$112,000; and third year \$220,000. The obligation to continue funding of the SAWSO's development programming capacity has been accepted by the Board of Trustees of The Salvation Army.

As part of its own contribution to the SAWSO, The Salvation Army will undertake to seek additional funding for development projects from among its many donor sources. This should result in a significant acceleration of The Salvation Army's development assistance to LDCs.

At the Agency review meeting of 25 January 1977, a consensus was reached that The Salvation Army proposal for a DPG was acceptable. The project conforms to all relevant Agency and Congressional guidelines and to the project data presented on page 216 of the 1977 CP Data Book for Interregional Programs.

Recommendation: That you approve this project for funding from FY 1977 through FY 1979.

Attachments:

- A. The Salvation Army DPG Project Paper
- B. The Salvation Army DPG Proposal
- C. Project Authorization and Request for Funds

Approved: Elizabeth Keyshar

Disapproved: _____

Date: June 2-77

Clearance:

- PHA/PVC:JAUlinski, Jr. (Draft) _____
- PHA/PVC:CFShook (Draft) _____
- PPC/DPRE:JWelty (Draft) _____
- AFR/DP:DWilson (Draft) _____
- ASIA/PD/PVD:RCraig (Draft) _____
- LA/MRSD:PBell (Draft) _____
- NE/TECH:DSteinberg (Draft) _____
- PHA/PROG:DMcMakin _____
- GC/PHA:ARRichstein [Signature] _____

PHA/PVC/OPNS:HJDatta:ms:5/3/77

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT PAPER FACESHEET	1. TRANSACTION CODE <input type="checkbox"/> A ADD <input type="checkbox"/> C CHANGE <input type="checkbox"/> D DELETE	PP <hr/> 2. DOCUMENT CODE 3
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3. COUNTRY/ENTITY Worldwide/The Salvation Army	4. DOCUMENT REVISION NUMBER <input type="checkbox"/>
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5. PROJECT NUMBER (7 digits) <input type="text" value="932-0109"/>	6. BUREAU/OFFICE A. SYMBOL PHA	B. CODE <input type="text" value="5"/>	7. PROJECT TITLE (Maximum 40 characters) <input type="text" value="DPG/The Salvation Army"/>
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8. ESTIMATED FY OF PROJECT COMPLETION FY <input type="text" value="8"/> <input type="text" value="0"/>	9. ESTIMATED DATE OF OBLIGATION A. INITIAL FY <input type="text" value="77"/> B. QUARTER <input type="text" value="3"/> C. FINAL FY <input type="text" value="79"/> (Enter 1, 2, 3, or 4)
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10. ESTIMATED COSTS (\$000 OR EQUIVALENT \$) -						
A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L C	D. TOTAL	E. FX	F. L C	G. TOTAL
AID APPROPRIATED TOTAL			286			935
(GRANT)						
(LOAN)						
OTHER U.S.						
OTHER (NON-U.S.)			99			431
TOTALS			385			1,366

11. PROPOSED BUDGET APPROPRIATED FUNDS (\$000)									
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. 1ST FY <u>77</u>		H. 2ND FY <u>78</u>		K. 3RD FY <u>79</u>	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	I. GRANT	J. LOAN	L. GRANT	M. LOAN
(1) ST	7611	920	-	286	-	332		317	
(2)									
(3)									
(4)									
TOTALS				286		332		317	

A. APPROPRIATION	N. 4TH FY		O. 5TH FY		LIFE OF PROJECT		12. IN-DEPTH EVALUATION SCHEDULED
	D. GRANT	P. LOAN	R. GRANT	S. LOAN	T. GRANT	U. LOAN	
(1) ST					935		MM YY <input type="text" value="0"/> <input type="text" value="5"/> <input type="text" value="7"/> <input type="text" value="9"/>
(2)							
(3)							
(4)							
TOTALS						935	

13. DATA CHANGE INDICATOR. WERE CHANGES MADE IN THE PID FACESHEET DATA BLOCKS 12, 13, 14, OR 15 OR IN PRP FACESHEET DATA, BLOCK 12? IF YES, ATTACH CHANGED PID FACESHEET.

1 NO
 2 YES

14. ORIGINATING OFFICE CLEARANCE SIGNATURE TITLE <i>Shirley J. Patterson for</i> John A. Uliniski, Director PHA/PVC	15. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION DATE SIGNED MM DD YY <input type="text" value="0"/> <input type="text" value="5"/> <input type="text" value="7"/> <input type="text" value="9"/>
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AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT IDENTIFICATION DOCUMENT FACESHEET
 TO BE COMPLETED BY ORIGINATING OFFICE

1. TRANSACTION CODE
 A = Add
 C = CHANGE
 D = DELETE

PID
 2. DOCUMENT CODE 1

3. COUNTRY/ENTITY
 Worldwide/The Salvation Army

4. DOCUMENT REVISION NUMBER

5. PROJECT NUMBER (7 DIGITS) 932-0109

6. BUREAU/OFFICE
 A. SYMBOL PHA B. CODE 5

7. PROJECT TITLE (MAXIMUM 40 CHARACTERS)
 The Salvation Army (DPG)

8. PROPOSED NEXT DOCUMENT
 A. 3 = PRP B. DATE MM YY 03 77
 3 = PP

10. ESTIMATED COSTS (\$000 OR EQUIVALENT, \$1 = 935,000)

FUNDING SOURCE		AMOUNT
A. AID APPROPRIATED		935
B. OTHER		
C. MOST COUNTRY		
D. OTHER DONOR(S)		431
TOTAL		1,360

9. ESTIMATED FY OF AUTHORIZATION/OBLIGATION
 a. INITIAL FY 77 b. FINAL FY 79

11. PROPOSED BUDGET AID APPROPRIATED FUNDS (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. FIRST FY 77		LIFE OF PROJECT	
		C. GRANT	D. LOAN	F. GRANT	G. LOAN	H. GRANT	I. LOAN
(1) ST	7611	920	-	286	-	935	-
(2)							
(3)							
(4)							
TOTAL				286		935	

12. SECONDARY TECHNICAL CODES (maximum six codes of three positions each)
 290 | 130 | 510 | 740 | 760

13. SPECIAL CONCERNS CODES (MAXIMUM SIX CODES OF FOUR POSITIONS EACH)
 BR | BU | PVOU | PART

14. SECONDARY PURPOSE CODE

15. PROJECT GOAL (MAXIMUM 240 CHARACTERS)
 To improve the level of life of the poorest majority in LDC's.

16. PROJECT PURPOSE (MAXIMUM 400 CHARACTERS)
 To improve and institutionalize The Salvation Army's capability to design, organize, implement and evaluate development projects to assist the poorest majority in LDC's.

17. PLANNING RESOURCE REQUIREMENTS (staff/funds)

18. ORIGINATING OFFICE CLEARANCE
 Signature: John A. Ulinski, Director PHA/PVC
 Date Signed: MM DD YY

19. DATE DOCUMENT RECEIVED BY AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
 MM DD YY

SALVATION ARMY PROJECT PAPER

Summary

The purpose of this DPG is to strengthen and institutionalize the capability of The Salvation Army to design, plan, manage and evaluate development programs to assist the poorest majority in lesser developed countries.

The instrument for achieving this purpose is the Salvation Army World Service Office (SAWSO), attached to the National Headquarters in New York, and having representation in the International Headquarters in London. Staffing of the SAWSO will include seven program design, planning, evaluation and training professionals, of whom at least three will be career Salvation Army Officers, supported by three administrative aids and/or secretaries. There will also be five field technicians each in the regions of Africa, Latin America and Asia. The staff of ten U.S. and fifteen indigenous technicians will be increased in the third year by an additional Program and Training Officer.

The SAWSO primary objective will be to assist the American Territories', International Headquarters and Salvation Army territories in LDC's in screening, planning, implementing and evaluating development projects designed to assist the poorest of the poor in LDC's. Another basic objective of the SAWSO will be the training of indigenous leaders to increase their effectiveness in designing, implementing and evaluating development projects. The SAWSO will also establish a reference center to collect, process and disseminate information concerning development activities and experience.

As part of its own contribution to the SAWSO, the Salvation Army will undertake to seek additional funding for development projects from among its many donor sources. This should result in a significant acceleration of The Salvation Army's development assistance to LDC's.

The Salvation Army's budget for the three-year grant amounts to \$935,000—First year \$286,000; second year, \$332,000; and third year \$317,000. The Salvation Army's own projected contribution will total \$431,000—first year, \$99,000; second year, \$112,000; and third year, \$220,000. The obligation to continue funding of the SAWSO's development programming capacity has been accepted by the Board of Trustees of the Salvation Army.

Introduction

The DPG proposal outlined here for establishing and institutionalizing The Salvation Army's SAWSO reflects A.I.D.'s policy initiative to strengthen the development planning and operational capacities of those PVO's with the potential for improving the lives and conditions of the poorest majority in LDC's.

The Salvation Army has an international reputation for its responsiveness to people during natural disasters and other emergencies. For more than 90 years The Salvation Army has also directed its attention in the LDC's to meeting the health and education challenges of communities. In its early history, the Salvation Army tended to concentrate its efforts on the immediate needs of people; however, its attention is now being directed to the more developmental approach of seeking long-range solutions to basic problems. For example, health programs initially served persons at the time of critical need, but emphasis is now shifting to areas of preventive/developmental health activities in the context of housing, employment, and similar community concerns.

The change of emphasis has created difficulties for The Salvation Army, as it has done for many other PVO's. Significant progress is, however, being made. For example, the Men's Centre in Tamil Nadu, India, won the State Government award in 1975, for the most progressive, successful center for training and employing ex-lepers and other handicapped persons; in Kenya, the Village Polytechnic Concept of providing local crafts training was recently recognized as a successful means of employing school dropouts for whom prospects for other employment were virtually nil; and in the recent disasters in Honduras and Guatemala, The Salvation Army not only reacted to the immediate problems of the affected people through money, materials, food and clothing, but stayed to rebuild homes and communities and restore confidence.

The Salvation Army enjoys worldwide recognition and financial support. Governments in the 84 countries in which The Salvation Army is active, works as full collaborators and often fund Salvation Army projects. For example, school and hospital projects are being supported by the governments of Kenya, Nigeria, India, Papua New Guinea, the Philippines and Jamaica. The Canadian International Development Agency in particular has been making liberal grants in recent years. Substantial support is also received from Sweden, The Netherlands, West Germany and Great Britain. SAWSO will continue and actively seek to expand these relationships.

The Salvation Army is currently working closely with other PVO's in the formation of common councils. In Bangladesh, as an example, The Salvation Army was a founding member of the Association of Development Agencies. It is also a member of the American Council of Voluntary Agencies in Foreign Service and is registered with the Advisory Committee on Voluntary Foreign Aid.

The concept of the SAWSO is regarded by The Salvation Army as providing the opportunity of reinforcing the link between the four territories, National Headquarters in the U.S., and the International Headquarters in London, and to institutionalize the Army's developmental response; thus, better serving the needs of the poorest people in the LDC's.

Achievements to Date

The Salvation Army has traditionally worked with the poorest tenth of any society---William Booth referred to them as a "submerged tenth" in the England of his day. In every country in which The Army works, its efforts have been focused on the poorest people, those most in need; and the poorest majority remains its prime concern.

The Salvation Army is also committed to helping people to help themselves; this has been the central theme of The Army since its inception. Programs undertaken by The Army are, therefore, those which can raise living standards, improve working capability and skills, instill self-confidence and increase productiveness.

The Salvation Army before the turn of the century adopted as a matter of policy the equality of all regardless of race, color nationality or sex (see pages 12b and 12f of the appendix to the proposal). Within the organization, women have been integrated into the administrative structure for more than a hundred years. This has resulted in an emphasis on the training of women and participation of women at every level and in every function.

In recent years, The Salvation Army has recognized a need to provide developmental assistance over relatively long periods of time rather than meeting immediate needs in instances of disaster or misfortune. This has resulted in increased concentration on such programs as vocational training, preventative health, education, improved housing, and leadership training (see proposal: page 3 final paragraph; appendix page 7; and appendix page 13 to 14k).

To accelerate this change of direction, The Salvation Army has already established the SAWSO as a unit directly under the National Headquarters of The Salvation Army of the United States and appointed a Board of Trustees (see proposal, appendix pages 8 to 9h).

Rationale

In response to the Congressional mandate for the expanded participation of PVO's in development work in the LDC's and from a growing realization within A.I.D. of the special qualification and attributes of PVO's in relating to individual level needs and social equity considerations, A.I.D. with the community of voluntary agencies, has developed new mechanisms for the support of PVO activities. One such mechanism is the Development Program Grant (DPG) which is made to strengthen the planning, operational and evaluation capabilities of PVO's to implement development activities more efficaciously.

Within the past year, a group of Salvation Army officers undertook a study, funded by Lilly Endowment, Inc., to determine those elements required if the Army was to become a more effective development agency. These officers identified the needs and proposed solutions which have been accepted by the organization and its leaders in the United States, and at International Headquarters in London. Their most important recommendation was for greater emphasis on development programs and for the organization of the SAWSO. In support of these recommendations, they therefore prepared an extensive workbook for the SAWSO staff which is to be recruited under this DPG, and the attached DPG proposal.

With the increased capability established through the new, fully staffed SAWSO, The Salvation Army will concentrate its development activities in five major areas: health, including family planning, water and sanitation projects, clinics, dispensaries, hospitals and human nutrition programs; education for males and females, including schools for young children, and vocational education for youth and adults in such fields as construction, mechanics, crafts and basic skills development; agriculture, focusing primarily on training farms reaching both farming technology and demonstrating this technology along with marketing methods and procedures; housing, emphasizing use of locally available materials and skills for the design and construction of homes; and community development, including leadership training, organization of cooperatives, improvement of wells, roads and sanitation; self-help and food for work projects; sponsorship of programs for women, minorities and the disadvantaged in both rural and urban setting.

To pursue these goals, the grant funding would be utilized to add staff capability to the SAWSO as follows: seven program design, project management and evaluation, training, and public information professionals, with one additional professional added to the third year; three administrative aides and secretaries; and five Program - Training Officers on each continent—Africa, Asia and Latin America. The Director of SAWSO will rank as a Department Head at National Headquarters, reporting to the National Chief Secretary, who in turn reports to the National Commander. The SAWSO Training and Projects Coordinator will be a senior official assigned to work with the International Secretaries and International Headquarters, London, in close association with the SAWSO Director. The Director of SAWSO will have authority over all project design, evaluation, training and other functions directly related to SAWSO DPG activities passing through International Headquarters.

Thus, the proposed DPG will not only result in increased Salvation Army emphasis on development with concomitant improved design, management and evaluation, but it will also achieve greater worldwide coordination of this effort with increased and widely based funding support.

Implementation and Evaluation Plans and Schedule

The Salvation Army's implementation plan and schedule (see pages 10 to 19 of the proposal) have been reviewed, and they are considered to be pragmatic and within the capability of the Army to achieve.

The Salvation Army will be required to submit semiannual reports of progress under the DPG commencing six months after the signing of the grant agreement. Such reports will be due in A.I.D. within thirty days after the end of the reporting period. In addition to an annual PAR, upon completion of the grant a full evaluation will be made including a field assessment participated in by the A.I.D. Regional Bureaus.

Budget

The DPG budget for three years is as follows (additional details are provided in the appendix to the proposal, 3a, to 3c):

BUDGET

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
A. Personnel	174,501	187,872	229,860
SAWSO match	30,000	32,200	96,370
B. Benefits	17,450	18,787	22,986
SAWSO match	3,000	3,220	9,637
C. Consultants	12,000	12,000	12,000
D. Travel	36,450	46,554	60,315
E. Per Diem	15,675	21,448	30,373
SAWSO match - 50%			15,186
F. Training Sessions	10,500	19,425	28,666
SAWSO match			6,600
G. Office	29,850	31,342	32,909
SAWSO match	1,667	1,750	1,838
H. Publications	11,800	17,500	12,500
Sub-Total, Direct Costs	308,226	354,928	429,609
I. Indirect Costs (25% of Direct Cost)	77,057	88,732	107,402
SAWSO match (21% of Direct Cost)	64,727	74,535	90,218
TOTAL	385,283	443,660	537,011
USAID	285,889	331,955	317,162
	(74.2%)	(84.8%)	(59.1%)
SAWSO match	99,394	111,705	219,849
	(25.8%)	(25.2%)	(40.9%)

Three Year TOTAL

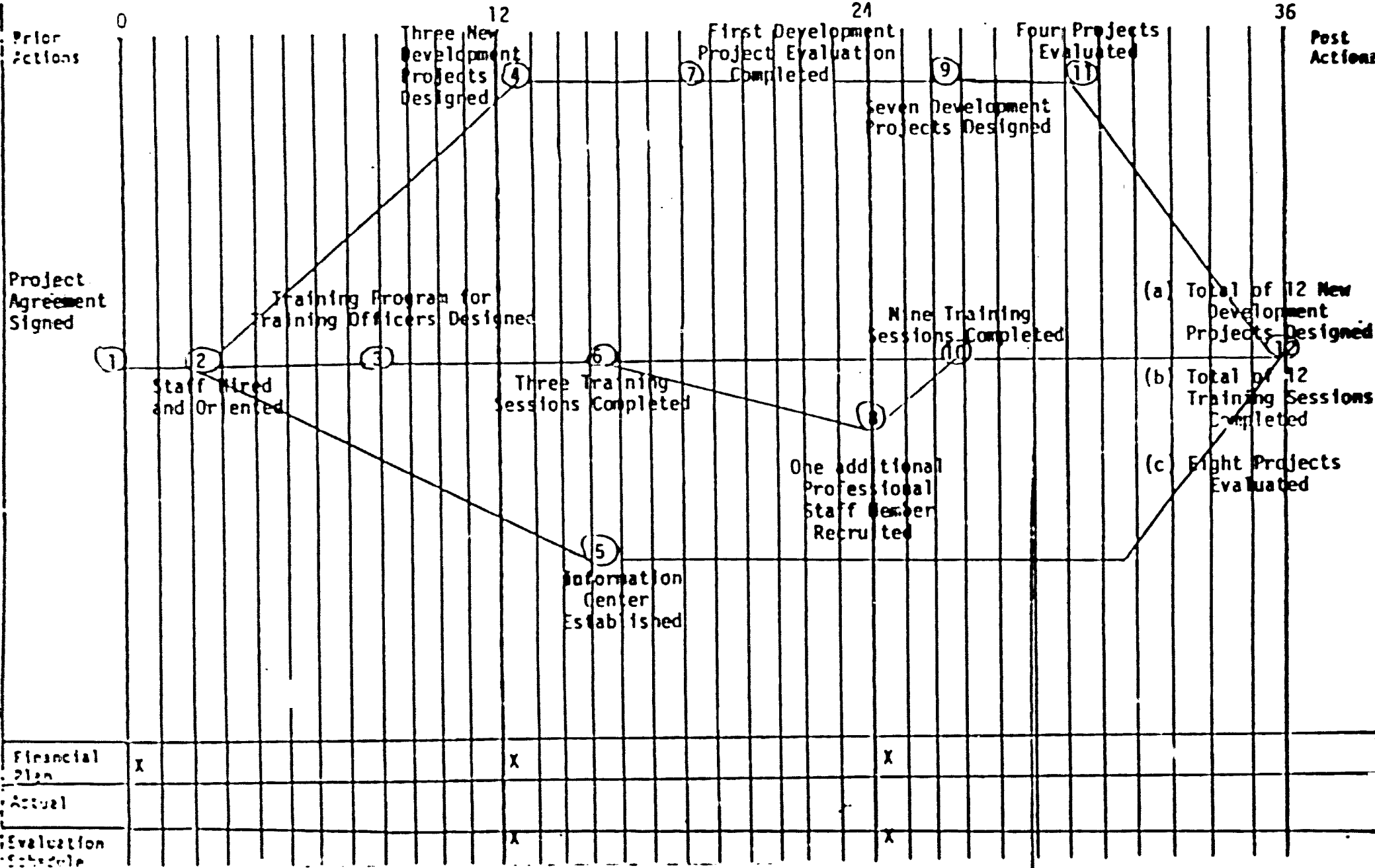
USAID (68.5%)
SAWSO match (31.5%)

935,006
430,948
1,365,954

country:	project no:	project title:	date:	/ / original / / revision #	approved:
WORLDWIDE	932-0109	The Salvation Army (DPG)			
<u>CPI NARRATIVE</u> 1. 7/77 Project Agreement signed. 2. 10/77 SAWSO staff recruited and oriented. 3. 3/78 Training program for Training Officers design completed. 4. 7/78 Three development projects designed. 5. 9/78 SAWSO Information Center established. 6. 10/78 One training session for Salvation Army Training Officers held in Latin America, Africa and Asia. 7. 2/79 First SAWSO evaluation of a development project completed. 8. 7/79 One additional SAWSO professional recruited. 9. 9/79 A total of seven development projects have been designed. 10. 10/79 Three additional training sessions for Salvation Army Training Officers completed in Africa, Asia and Latin America (cumulative total 12) 11. 2/80 Four development projects have been evaluated			12. 7/80 End of Grant: A total of 12 new development projects have been designed, 12 training sessions for Training Officers completed, and eight development projects evaluated.		

Country: Worldwide	Project No: 932-0109	Project Title: The Salvation Army (DPG)	Date: ..	/ X/ Original / / Revision f	PPT Appr.:
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For FY: 77	77	78	79	80																				
Month:	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7



12

ENVIRONMENTAL THRESHOLD DETERMINATION

TO: AA/PHA, Mr. Allan R. Furman (Acting)

FROM: PHA/PROG, C.D. McMakin 

SUBJECT: Environmental Threshold Determination

Project Title: The Salvation Army. (DPG)

Project #: 932-0109

Specific Activity (if applicable)

REFERENCE: Initial Environmental/Examination (IEE) contained in Attached Project dated

I recommend that you make the following determination:

 X 1. The proposed agency action is not a major Federal action which will have a significant effect on the human environment.

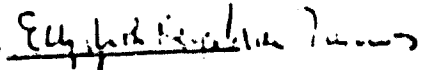
 2. The proposed agency action is a major Federal action which will have a significant effect on the human environment, and:

 a. An Environmental Assessment is required; or

 b. An Environmental Impact Statement is required.

The cost of and schedule for this requirement ly described in the referenced document.

 3. Our environmental examination is not complete. We will submit the analysis no later than with our recommendation for an environmental threshold decision.

Approved: 

Disapproved: _____

Date: Sept 2-77

INITIAL ENVIRONMENTAL EXAMINATION

Project Location: Support to The Salvation Army Headquarters in New York, New York.

Project Title: Development Program Grant to The Salvation Army.

Funding: The Project Paper is to approve funding from FY 1977 to FY 1979, in the amount of \$902,000.

IEE Prepared By: H. J. Datta

Date: 10 February 1977

Environmental Action Recommended: It is recommended that this project receive a negative determination and that no additional environmental examination be carried out at this time on this project. This grant is a form of support to the Headquarters of a private voluntary organization, one of the categories of AID projects specifically cited as "by its general nature ordinarily has little or no effect on the environment and therefore usually does not require the preparation of an Environmental Assessment (or an Environmental Impact Statement)."

Assistant Administrator's Decision:

Date:

Contents of the Initial Environmental Examination

I. Examination of the Nature, Scope and Magnitude of Environmental Impacts

Description of Project

The project purpose is to assist in the establishment of The Salvation Army's World Service Office (SAWSO) responsible for improving the systematic designing, planning, implementation and evaluation of Salvation Army development projects in LDC's. The funding provided by this grant will be used to achieve the purpose by assisting in the hiring of the new permanent professional staff, short term consultants and providing on-site training for local leadership personnel. The DPG funds will be allocated to The Salvation Army's headquarters in New York.

The nature of this project, DPG support to a PVO, categorizes it as one of those AID projects which ordinarily have little or no impact upon the environment.

II. Recommendation for Environmental Action

This project should receive a "Negative Determination" because it is a grant to a PVO Headquarters. It is to improve their organization's capability to plan, develop, and evaluate its projects and to improve its fund-raising capability. The Salvation Army receives the bulk of its support from corporations, foundations, and individual donors. Any likely environmental impact is a number of steps removed from this form of grant support and would be assessed on a case-by-case basis if, and when, any specific projects are proposed for separate AID fundings.

IMPACT IDENTIFICATION AND EVALUATION FORM

Impact
Identification
and
Evaluation 2/

Impact Areas and Sub-areas 1/

A. LAND USE

1. Changing the character of the land through:

a. Increasing the population ----- N

b. Extracting natural resources ----- N

c. Land clearing ----- N

d. Changing soil character ----- N

2. Altering natural defenses ----- N

3. Foreclosing important uses ----- N

4. Jeopardizing man or his works ----- N

5. Other factors

B. WATER QUALITY

1. Physical state of water ----- N

2. Chemical and biological states ----- N

3. Nutritional balance ----- N

4. Other factors

Additional Notes for this form.

- Use the following symbols: N - No environmental impact
L - Little environmental impact
M - Moderate environmental impact
H - High environmental impact
U - Unknown environmental impact

C. ATMOSPHERIC

- 1. Air additives ----- N
- 2. Air pollution ----- N
- 3. Noise pollution ----- N
- 4. Other factors
- _____
- _____

D. NATURAL RESOURCES

- 1. Diversion, altered use of water ----- N
- 2. Irreversible, inefficient commitments ----- N
- 3. Other factors
- _____
- _____

E. CULTURAL

- 1. Altering physical symbols ----- N
- 2. Dilution of cultural traditions ----- N
- 3. Other factors
- _____
- _____

F. ECONOMIC

- 1. Changes in economic/employment patterns ----- N
- 2. Changes in population ----- N
- 3. Changes in cultural patterns ----- N
- 4. Other factors
- _____
- _____

G. HEALTH

- 1. Changing a natural environment ----- N
- 2. Eliminating an ecosystem element ----- N
- 3. Other factors
- _____
- _____

H. GENERAL

- 1. International impacts ----- N
- 2. Controversial impacts ----- N
- 3. Larger program impacts ----- N
- 4. Other factors
- _____
- _____

I. OTHER POSSIBLE IMPACTS (not listed above)

See attached Discussion of Impacts.

CLARENCE D. WISEMAN
General



WILLIAM E. CHAMBERLAIN
National Commander

THE SALVATION ARMY

(Founded in 1865)

WILLIAM BOOTH, FOUNDER

SALVATION ARMY WORLD SERVICE OFFICE
120 West Fourteenth Street
New York, N.Y. 10011
(212) 620-4900

101 Queen Victoria Street
London, EC4P 4EP, England
01-236 5222

ERNEST A. MILLER
National Consultant

1001 - 14th Street, N.W.
Washington, D.C. 20005
(202) 347-0021

December 15, 1976

Mr. John Ulinski
Director: PHA/PVC
Agency for International Development
Department of State
Washington, D.C. 20523

Dear John:

As noted in the letter of intent sent to you by the National Commander in October of this year, The Salvation Army World Service Office has been designing a Development Program Grant request for your consideration.

We are very pleased to submit our request at this time.

We have kept the body of the document focused on the Development Program Grant itself, placing the supporting documents in an appendix volume. This proposal is organized to conform to the "Format for Development Program Grant Proposals" included in the "Report on the Workshop on Grant Procedures," October 22, 1974, appendix page xviii.

We look forward to working with you and to meeting with you and your review committees at your earliest convenience.

Thank you for making Mr. Cleo Shook, Mr. Harold Datta, and other members of your staff available to us during the preparation of this proposal.

Very truly yours,

Ernest A. Miller
Lieut.-Colonel

PROPOSAL TO AGENCY FOR INTERNATIONAL DEVELOPMENT
FOR A
DEVELOPMENT PROGRAM GRANT
FROM THE
SALVATION ARMY WORLD SERVICE OFFICE (SAWSO)

The Salvation Army World Service Office
120 West 14th Street
New York, N.Y. 10011

101 Queen Victoria Street
London, EC4P 4EP, England

Contact Through
NATIONAL PUBLIC AFFAIRS OFFICE
1001 - 14th Street, N.W.
Washington, D.C. 20005
202-347-0021

Submitted:
December, 1976

Lt.-Colonel Ernest A. Miller
National Consultant

THE NATIONAL COMMANDER'S OFFICE

December 9, 1976

John Ulinski
Director: PHA/PVC-AID/DOS
Department of State
Washington, D.C. 20520

Dear Mr. Ulinski:

The Salvation Army is pleased to forward to you the attached proposal for a Development Grant.

We have met in London with our International Headquarters to discuss this proposal. The plan was readily accepted there.

The funding of this grant will enable us to work toward the purpose and objectives stated in the proposal, which are:

Purpose

To improve the capability of The Salvation Army in the United States and elsewhere to assist in development efforts of individuals, communities and nations in the developing areas of the world through the provision of indigenous participant and leadership training in project design and implementation.

Objectives

- A. To train indigenous leaders in project planning, design, funding, implementation and evaluation skills.
- B. To train project staff in project planning, design, funding, implementation and evaluation skills.
- C. To train trainers on each continent within existing Salvation Army training colleges (schools for officers' training).

John Ulinski

-2

B. To provide technical assistance to projects in LDCs.

1. Assist projects in securing funding from governmental and private sources.
2. Join in the conduct of program evaluations and audits.

in LDCs

To institutionalize methods successfully used to achieve objectives a, b, c, + d, above.

1. Establish procedures and capabilities (including personnel and facilities) for providing training, technical assistance, and emergency response to requests for such assistance.
2. Collect, process and disseminate information and materials which improve Salvation Army capabilities in training, project design and funding.

To achieve these objectives The Salvation Army has created a separate corporation called the Salvation Army World Service Office (SAWSO). It is intended to be a permanent part of our administrative structure.

Preparation of this proposal has already assisted The Salvation Army in the coordination and improvement of its world wide development activities by causing us to take a new look at our problems and responses.

A direct result of this opportunity for self examination is the placing, under funding from this grant, of a coordinated staff in both our International Headquarters in London and the National Headquarters in New York to achieve Salvation Army World Service Office (SAWSO) objectives.

We have designated Lt.-Colonel Ernest A. Miller, Director of our National Public Affairs Office in Washington, D.C. (202-347-0021) to be our contact with you.

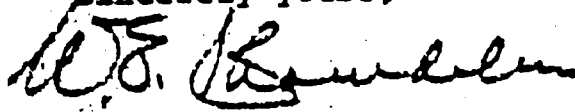
John Ulinski

-3-

Of course, if there are any matters in which I can be helpful, feel free to call me at 212-620-4908.

With every good wish.

Sincerely yours,



William E. Chamberlain
COMMISSIONER
NATIONAL COMMANDER

cc: Commissioner Arthur Carr
Commissioner Bramwell Tripp
Commissioner Paul Kaiser
Commissioner Ernest Holz
Commissioner Richard Holz ✓
Lt.-Colonel Ernest A. Miller

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INTRODUCTION

The Salvation Army World Service Office (SAWSO) joins with The Salvation Army in its development work in the LDCs as a continuing expression of the principles set down by William Booth (founder of The Salvation Army) in 1890. Booth described the minimum standard of living and opportunity The Salvation Army seeks for every person in every country, the standard of the London Cab Horse Charter:

"When he is down he is helped up and while he lives he has food, shelter and work."

SAWSO believes that people everywhere can develop solutions to their problems as they are helped and taught to work through those problems.

This proposal from The Salvation Army World Service Office suggests the achievement of the following objectives over a period of three years, costing \$1,365,954.

- A. To train indigenous leaders in project planning, design, funding, implementation and evaluation skills.
- B. To train project staff in project planning, design, funding, implementation and evaluation skills.
- C. To train trainers on each continent within existing Salvation Army training colleges (schools for officers' training).
- D. To provide technical assistance to development projects in developing countries.
 - 1.) Assist projects in securing funding from governmental and private sources.
 - 2.) Join in the conduct of program evaluation and audits.
- E. Institutionalize methods successfully used to achieve objectives A, B, C, D, above.
 - 1.) Establish procedures and capabilities (including personnel and facilities) for providing training, TA, and emergency response to requests for such assistance.
 - 2.) Collect, process and disseminate information and materials which improve Salvation Army capabilities in training, project design and funding.

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I. ORGANIZATION

A. Description of Organization - SAWSO

This document proposes the funding of The Salvation Army World Service Office (SAWSO) to work with, and to reinforce, Salvation Army development projects in the developing countries of the world.

For more than ninety years The Salvation Army directed its attention in the less developed countries to meeting the health needs of communities and nations; and to the education needs, including the improvement in both the number of persons participating in schools and the quality of education available. (See Section II.A.)

Additionally, The Salvation Army has an international reputation for its responsiveness to people and nations during natural disasters and other emergencies. The prime interests have been survival through emergencies thereafter.

Salvation Army programs are directed to all segments of the population: women, minority groups, urban and rural, etc. The Salvation Army takes an integrated development approach to the problems of the communities in which it serves.

A characteristic designed into all Salvation Army efforts everywhere is the involvement of indigenous persons in the setting of local policy and the carrying out of programs. This has been cited as a key reason for the international success of The Salvation Army.

For example: (1.) our Men's Centre in Tamil Nadu (India) won the State Government award for the most progressive successful center in training and employing ex leprosy patients and other handicapped persons in both its production and instructional programs in 1975. (2.) Our Village Polytechnic Concept of providing local crafts training has been recognized as a means of meeting the immediate needs of a larger number of teen-age school leavers for whom the prospect of employment is nil, in Kenya. (3.) Earthquakes, tropic storms and hurricanes are annual visitors to the Caribbean and Central American countries. In Antigua (earthquake), Haiti (floods), Honduras (hurricane) and Guatemala (earthquake) The Salvation Army has responded to the immediate problems of the people with money, materials, food and clothing for the suffering and homeless, and has stayed to rebuild homes and restore confidence.

In its early history The Salvation Army tended to concentrate its efforts on the immediate needs in an emergency period of a crisis. But like other voluntary agencies we have paid more attention in the last two decades to the fact that work addressed to the causes of problems can be more effective in the long term. For example: Health programs initially served persons at the time of critical need. But emphasis is now shifting to areas of preventive health activities in the context of housing, employment, and similar community concerns.

This change of emphasis has been a difficult one for The Salvation Army, as it has been for other organizations. SAWSO activities include training of indigenous leaders to accelerate and reinforce the change toward a comprehensive and integrated community development approach.

The Salvation Army World Service Office works within Salvation Army projects in more than forty (40) of the less developed countries, and on every continent.

The Salvation Army World Service Office specifically directs all of its attention to the development efforts of The Salvation Army and allied organizations in the developing world.

The Salvation Army World Service Office (SAWSO) is a private, not-for-profit, tax exempt organization established in 1976 and attached to the National Headquarters of The Salvation Army in the United States. As a separately incorporated department of the National Headquarters it utilizes normal Salvation Army procedures and authorities.

Descriptive information about The Salvation Army appears in the Appendix Volume.

The concept of The Salvation Army World Service Office (SAWSO) provides the opportunity of reinforcing the link between the four territories (THQs) and National Headquarters (NHQ) in the United States, and the International Headquarters (IHQ) in London, England, to better serve the needs of the poorest people anywhere in the world.

B. Board of Trustees: The Salvation Army World Service Office (SAWSO)

The Salvation Army World Service Office (SAWSO) is incorporated in the state of New York, and is governed by By-Laws and Procedures at the time of incorporation.*

The Salvation Army World Service Office (SAWSO) Board of Trustees is the Board of Trustees of The Salvation Army, a New York Corporation, which is the parent corporation for all Salvation Army corporations and entities in the United States. The National Commander is ex officio the president of the SAWSO corporation. The nine member Board of Trustees of The Salvation Army World Service Office (SAWSO) is composed of the same members as that of its parent corporation, The Salvation Army, and holds weekly meetings, at the principal office in New York, New York. The By-Laws of the corporation, Article V, prescribe times, circumstances, requirements, and other procedures for the holding of annual meetings, regular meetings, and special meetings, and for determining the order of business.*

The SAWSO Board of Trustees relates through The Salvation Army National Commander in the United States to the International Secretary for America and Australasia, and through him to the other three International Secretaries responsible for Salvation Army activities in all portions of the world.

C. Personnel

Prior to the organization of SAWSO The Salvation Army has had one (1) person in London, and one (1) person in the United States, each serving part time, in an effort to cover some of the functions now assigned to SAWSO.

One of the reasons for the submission of this DPG Proposal is the urgency of the tasks addressed by SAWSO, and the absence of an adequate staff (in both skills and numbers) in place to perform the tasks.

* Copies of current Certificate of Incorporation and By-Laws are included in the attached appendix.

D. Budget

Funds for the support of The Salvation Army World Service Office come from many sources: principally the tithes of Salvation Army members, public donations, grants, legacies, foundations, other voluntary fund raising organizations, and governments of countries in which it serves.

In the initial year of Salvation Army World Service Office (SAWSO) operation the budget will come from two sources: The Salvation Army and the Development Program Grant funds provided by the United States Agency for International Development.

In the second and third years funding sources will expand in accordance with the success in achieving SAWSO objectives.

The Salvation Army World Service Office (SAWSO) is clearly committed to the support of continuing and derived tasks detailed in this proposal in the years following Development Program Grant funding. The Salvation Army is prepared and able to support The Salvation Army World Service Office (SAWSO) goals, purpose and objectives, as they are tried, tested and refined during the period of the grant, in the years following expiration of the grant.

It is expected that new monies from new and continuing funding sources may flow to projects planned and implemented by The Salvation Army World Service Office (SAWSO) function. Indirect costs for the support of SAWSO will be incorporated into the budgets for these projects, as is appropriate, beginning in the fourth year of the Salvation Army World Service Office (SAWSO) operation.

The Development Program Grant thus assists in creating and supporting Salvation Army World Service Office (SAWSO) activities during the development, testing and refining period required prior to and part of full institutionalization of The Salvation Army World Service Office (SAWSO) Department within The Salvation Army.

A comprehensive annual audit of SAWSO will be completed by a certified public accountant at the end of each fiscal year. The books for SAWSO will be prepared in accordance with GAO practice for PVOs receiving DPGs.

E. Collaboration with Agency for International Development,
Other Governments and Other Agencies

At the time of this writing neither The Salvation Army World Service Office nor The Salvation Army has had an extensive financial relationship with Agency for International Development.

The few instances of financial association have been Salvation Army work in Viet Nam prior to 1972, and programs for Viet Nameese Refugees in the United States during 1975 and 1976.

Additionally The Salvation Army has worked closely, and over a number of years, with the office of the Foreign Disaster Relief Coordinator and now the Office of Foreign Disaster Assistance, such as recent disasters in Peru, Honduras, Bangladesh and Guatemala.

Within each nation The Salvation Army and missions of the United States, Canada and other governments are in ongoing communications relative to current projects.

The Canadian International Development Agency has made liberal grants to Salvation Army programs in recent years. SAWSO will continue these relationships.

Of course, each of the governments in the eighty four (84) countries in which The Salvation Army works is a full collaborator in, and often participates in, funding projects of The Salvation Army and The Salvation Army World Service Office. For example: school and hospital projects are being supported by governments of Kenya, Nigeria, Bangladesh, Jamaica, India, Papua - New Guinea, the Philippines, etc.

The Salvation Army works closely with other Private Voluntary Organizations (PVOs) in the formation of common councils. For example, The Salvation Army in Bangladesh is a founding member of the Association of Development Agencies in Bangladesh (ADAB).

Finally, The Salvation Army is a member of the American Council of Voluntary Agencies in Foreign Service (ACVAFS) and is registered with the Advisory Committee on Voluntary Foreign Aid.

II. THE PROPOSAL

A. Rationale

The Salvation Army began work in developing countries in the 1880s when it became involved in famine, flood and epidemic problems in southern India. Work which began in the relief of distress expanded to include education, development of cottage industries, and medical work by the mid 1890s.

The Salvation Army often initiates its work in a country under emergency or disaster circumstances, and stays to help rebuild and develop communities in response to requests from the host country. The India example is typical of Salvation Army program initiation and expansion to this day, with the most recent example being the work in Guatemala beginning in 1976.

Salvation Army development efforts focus on six (6) areas of need:

1. Health: including clinics, dispensaries, hospitals, centers for handicapped, community feeding, water and sanitation projects.
2. Education: for males and females, including day nurseries and creches, schools for children aged 6 to 16, and vocational training for youth and adults in such fields as housing construction, crafts and basic skill development.
3. Agriculture: focusing primarily on training farms which both teach farming skills and demonstrate successful ways to grow and market produce, utilizing so-called intermediate technologies.
4. Housing: emphasizing use of locally available materials and skills for the design and construction of homes.
5. Community Development: including social work, organization of cooperatives, improvement in wells, roads and sanitation, sponsorship of food for work and programs for women, minorities and prisoners in both urban and rural settings.
6. Emergencies and Disaster Assistance: including work in times of natural disasters such as hurricanes, floods, earthquakes, etc. and continuing emergencies such as famine and mal-nutrition of the poorest people in the least developed countries (i.e., Bangladesh and Haiti).

Salvation Army work in these areas of community and national development has met with both success and failure. We have found that projects in some communities seem uniformly more successful than in others; and we have found that projects guided by certain individuals in a succession of assignments in different countries have met with more success than those led by others.

We have learned from these successes and failures that certain skills are essential to the success of Salvation Army development projects. In this same context we have learned the importance of training all participants in a given project to enhance their ability to achieve project goals responsive to community needs.

We have learned the need to synchronize Salvation Army projects in a particular sector with development projects undertaken by others in the same community.

We have learned that it is too costly and ineffective to have development workers who focus on only one problem; communities and people in LDCs have a variety of inter-related problems which require inter-related solutions.

We have known that projects must be responsive to community expressed needs. We have learned that community involvement in design and implementation of projects is an essential and continuing feature of success.

Within the last decade, as these lessons became clear, The Salvation Army began the process, at the International Headquarters level as well as in the field, of reorganizing itself to analyse its development programs, identify solutions to the problems, and obtain support for the implementation of those solutions.

An early response to the problem was to create an "Overseas Projects Council" at the International Headquarters (IHQ) whose tasks were to coordinate the selection of projects to be supported by The Salvation Army. Soon after a coordinator for the work of the Projects Council was assigned part time. Following this a procedure was institutionalized for handling requests from the field.

It became apparent to The Salvation Army that new activities in the development field needed to be addressed. Housing programs were undertaken as a major new sector activity, and activities within Health, Education, Agriculture and Community Development sectors were expanded in the context of an integrated development approach to community problems.

In the past two years a World Service Study Committee was activated to determine whether or not the steps taken above had successfully addressed the problems noted earlier. The committee concluded that the problems remained, and that a major new thrust was required if The Salvation Army was to overcome them. It was determined that a coordinated training and projects design capability was needed on a formal and institutionalized basis within The Salvation Army.

The Salvation Army World Service Office meets that need.

B. Goal, Purpose, Objectives and Expected Outcomes

1. Goal

The goal of SAWSO is to assist The Salvation Army to achieve its goals in the less developed countries of the world: to seek for every person food, shelter and work while he lives, and to help him up when he is down.

2. Purpose

SAWSO is organized to improve the capability of The Salvation Army in the United States and elsewhere to assist in development efforts of individuals, communities and nations in the developing areas of the world through the provision of indigenous participant and leadership training in project design and implementation.

3. Objectives and Expected Outcomes

- a. To train indigenous leaders in project planning, design, funding, implementation and evaluation skills.
- Hold one leadership training session in each of Asia, Africa and Latin America in the 1st year, with fifteen (15) leaders at each session. First session (on one continent) completed by Oct. 30, 1977.
 - Hold a total of five (5) such sessions in the 2nd year.
 - Hold eight (8) sessions in the 3rd year, at least two (2) in each of Asia, Africa and Latin America.
 - Total over 3 years, 16 sessions, 240 participants.
- b. To train project staff in project planning, design, funding, implementation and evaluation skills.
- One (1) session on each continent in the 1st year, two (2) each year thereafter, to train project staff.
 - Total over 3 years, 15 sessions.
- c. To train trainers on each continent within existing Salvation Army training colleges (schools for officers' training).
- One session on each continent each year for five (5) trainers.
 - Total over 3 years, 9 sessions and 15 trainers (same 5 trainers on each continent each year, if possible.)
- d. To provide technical assistance to development projects in developing countries.
- 1) Assist projects in securing funding from governmental and private sources.
- Three (3) new projects in the 1st year, four (4) in 2nd year, and five (5) in the 3rd year.
 - Total, 12 projects, with funding of US \$2 million by the end of the 3rd year.

2) Join in the conduct of program evaluation and audits.

- One (1) program on each continent in the 1st year, and two (2) on each continent each year thereafter.
- Total 9 interventions over 3 years.

e. Institutionalize methods successfully used to achieve objectives a, b, c, d, above.

1) Establish procedures and capabilities (including personnel and facilities) for providing training, technical assistance, and emergency response to requests for such assistance.

- SAWSO Director, and Training and Program Design Coordinator (both in USA) and Training and Projects Coordinator (IHQ in London) on board by July 31, 1977.
- Training curriculum for SAWSO staff and associated materials completed by August 15, 1977.
- All on board staff trained by Sept. 30, 1977.
- Procedures for requesting SAWSO training, project design and technical assistance prepared in written form and distributed to all LDC territories by Jan. 1, 1978.

2) Collect, process and disseminate information and materials which improve Salvation Army capabilities in training, project design and funding.

- First year: draft training manual for indigenous leader training; Draft training manual for project staff training.
- Second year: draft trainer training manual and curriculum; complete and publish training manuals for indigenous leaders and project staff; draft project design manual, including standards, forms, guidelines for preparing evaluation measures and methods for costing.
- Third year: complete and publish trainer training and project design manuals and distribute to schools for officer training in LDC territories.
- Total for 3 years, 4 substantive manuals completed and published.

III. COURSE of ACTION

Objective a: To train indigenous leaders in project planning, design, funding, implementation and evaluation skills.

Requests for training of indigenous leaders in several of the developing countries are already in hand. The SAWSO staff will select one from these requests to be used for the design and testing of a model leadership training curriculum in project planning. Training methodologies and material presently in use in The Salvation Army, and those used by other voluntary agencies (i.e., CARE, YMCA, IPPF, etc.), will be adapted to the specific needs of the requesting parties. A model agenda will be field-drafted with SAWSO staff, in-territory SA staff, the trainees, and other indigenous resources. A curriculum design process modeled on that used with voluntary agencies by Planning Assistance, Inc. will be utilized.

The curriculum so designed will be reviewed in terms of the need for resource materials, supplies, and facilities required for its implementation. All such requirements will be resolved on the spot, so that the training agenda can be successfully scheduled and carried out.

A training evaluation guide will be prepared, noting both the objectives of the training and the measures to be used to determine how well those objectives are being met. The training session and its evaluation will follow immediately.

The results of this first training session will be reviewed by the SAWSO staff, and a training schedule will be set for the conduct of two (2) additional sessions by the end of the first year. A description of how on-site training needs can be addressed, using indigenous skills and materials, will be prepared in draft form for use as a training manual for indigenous leader training (see Objective f.2).

We believe the training of indigenous leaders to be the key element in the success of any development program. In every developing country in which The Salvation Army is working there are staff persons and indigenous leaders who are responsible for project planning, design, funding, implementation and evaluation, including expansion to meet new needs. There is thus in place the structure through which the training of indigenous leaders can be done immediately, and The Salvation Army is committed to this task.

Our strategy is to build on the network of Salvation Army personnel which is already in place throughout the world, so that Salvation Army projects may be more successfully designed and implemented. We see improvements in the skills of indigenous leaders as leading directly to improvements in the development programs of our organization, and thereby to improvements in the lives and circumstances of people in developing countries.

It would not be enough to create a SAWSO to serve The Salvation Army unless it can result in the tangible improvement of skills, capabilities and conditions of people in the poorest nations of the world. Work on Objective a is directed to these ends.

Objective b: *To train project staff in project planning, design, funding, implementation and evaluation skills.*

As with Objective a some requests for the training of project staff are already in hand.

The role of SAWSO in meeting this objective will be to focus on all the staff persons working within a particular project or geographic area. The results of training will include both improved skills in project planning, implementation and evaluation, and the building of a team attitude on the part of all staff persons working together.

Training procedures will be similar to those of Objective a, but directed toward project staff, rather than only indigenous leaders. Trainees under this objective will include Salvation Army officers and cadets along with other employees and volunteers.

Work on Objectives a and b will be closely coordinated to maximize the benefits of training to the developing community.

Objective c: *To train trainers on each continent within existing Salvation Army training colleges (schools for officers' training).*

In every Salvation Army Territory in the world there is a Training College, or School for Officers Training, for the training of Cadets to become Salvation Army Officers. Every Salvation Army officer, male and female, must attend and graduate from the prescribed course of instruction prior to receiving a commission as an officer.

SAWSO's strategy is to prepare, test and prove curricula to be institutionalized in each of these colleges in the developing world. When that strategy becomes successful every new Salvation Army officer in the LDCs will have received training which includes project planning, design, funding, implementation and evaluation skills. We expect this to have a ripple effect into the foreseeable future, thus improving the capabilities and understanding of Salvation Army officers at all levels in matters regarding development work.

Because of the profound implications of this in the traditions and structure of The Salvation Army it will be necessary and appropriate for SAWSO to proceed slowly and with care.

To carry out the strategy SAWSO will prepare the curricula in close association with staff at the training institutions. One (1) staff person from each of five (5) Training Colleges on each of three continents (Africa, Asia, Latin America, total 15 officers) will participate in the curricula preparation and testing process in the first year. During the 2nd and 3rd year these officers will review and improve the curricula and will participate with SAWSO staff in the training of indigenous leaders (Objective a) and the training of project staff (Objective b).

By the end of the third year a staff of fifteen (15) trainers, working with SAWSO full time staff, will have learned the problems of training indigenous leaders, project staff and officer cadets. They will have analysed the needs of each group and prepared curricula responsive to those needs. These curricula, with resource materials, will be made available on a pre-tested basis to all Salvation Army Training Colleges in all developing countries.

The degree to which these curricula are integrated into Training College routine will be the final test of the effectiveness of SAWSO in meeting this objective.

Objective d: *To provide technical assistance to projects in developing countries.*

- 1. Assist projects in securing funding from governmental and private sources.*
- 2. Join in the conduct of program evaluation and audits.*

It is the function of SAWSO to give on-the-spot assistance to local Salvation Army administrators and program people by helping them to evaluate existing programs in terms of results and cost. This kind of assistance is of prime importance because our local people traditionally are short-staffed, overwhelmed by the volume of work, and so heavily involved in carrying forward their programs that little time is left for evaluation. SAWSO staff, in consultation with local staff, will endeavor to find ways of improving existing programs, suggesting changes in emphasis, and/or the adoption of new projects.

Related to the need to design new projects, is the need for surveying to ascertain what are the most pressing needs to which The Salvation Army should address itself. This is to be done in consultation with local staff, governments, and others in order to identify project needs and to determine priorities.

No effort will be made to impose any ready made plans from some remote headquarters. Determination of program emphasis will grow out of local need and local confidence in the ability of the organization to respond.

Major emphasis will be on evaluation, and through the training processes (Objectives a,b, and c), it is expected that there will ultimately be a built in capacity for self-evaluation.

A fifth emphasis will be to encourage cooperation and communication with other private voluntary organizations involved in programs in the same sector or geographical area for a sharing of expertise and experience.

A realizable outcome of the first year of operation will be three new projects, preferably geographically separated, i.e.: one each in Asia, Africa, and Latin America. For the second year the outcomes will be an additional four new projects and, for the third year five new projects. Subsequently SAWSO will be expected to develop and find funding for five new projects annually.

Objective e: Institutionalize methods successfully used to achieve objectives a, b, c, d, _____ above.

1. Establish procedures and capabilities (including personnel and facilities) for providing training, technical assistance and emergency response to requests for such assistance.
2. Collect, process and disseminate information and materials which improve Salvation Army capabilities in training, project design and funding.

As should be clear from this proposal, the successful achievement of Objective a, b, c, d, _____ is not possible within SAWSO at the present time without additional resources; thus this proposal request. SAWSO at this time has too few staff, too little resources and not enough time or clout within The Salvation Army to achieve these objectives without DPG support.

Much has been accomplished by the group of Salvation Army officers who undertook a study of Salvation Army needs under funding by Lilly Endowment, Inc. They successfully proposed within The Salvation Army the creation of SAWSO. They identified Salvation Army needs and proposed solutions acceptable to the organization and its leaders in the United States, and at International Headquarters in London, England. They have prepared this proposal and an extensive workbook for the staff to be hired under this DPG.

The initiatives now under way must be institutionalized if the needs identified by the Study Committee are to be successfully met by The Salvation Army. One of the clear conclusions of the Committee was that a permanent training and technical assistance capability is essential if Salvation Army work in the developing countries of the world is to be successful. Equally clear to The Salvation Army is that a short term non-institution-building technical assistance grant is not enough.

Objective e is intended to pursue the need for a permanent institutional SAWSO capacity within The Salvation Army. To achieve this the staff of SAWSO is being asked to prepare written procedure manuals to guide its own conduct to achieve Objectives a, b, c, d, _____

Additionally SAWSO staff will look to the experiences and lessons to be learned from the work of other PVOs in development projects in developing countries. Where there are transferrable procedures and/or resource materials they will be incorporated or adapted to SAWSO work.

The DPG will enable SAWSO, and The Salvation Army, to devise, test and refine training and technical assistance procedures and materials in project planning, design, funding, implementation and evaluation, and to identify a long-term place for such activities within The Salvation Army.

C. Work Schedule - Major Events

	1977				1978				1979				1980										
	J	A	S	O	N	O	J	F	M	A	M	J	A	S	O	N	O	J	F	M	A	M	J
Rec + Orient Staff																							
Objective a.																							
Identify 1st Trap Site																							
Hold Indigenous Trap																							
Objective b.																							
Project Staff Trap																							
Objective c.																							
Train Trainers																							
Objective d.																							
Project Funding TA																							
Program Eval TA																							
Objective e.																							
SAWSO Procedures																							
SAWSO Publications																							
Indig Ltr Trap Manual (D)																							
Trg Sht Trap Man (D)																							
Trainer Trap Man (D)																							
Project Design Man (D)																							
Evaluate SAWSO																							
Reports to SA + AIO																							
D. Draft																							
F. Final																							

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IV. PERSONNEL and BUDGET SUMMARY

The professional staff of the Salvation Army World Service Office (SAWSO) will include seven training, program design, project and public information professionals (see Organization Chart, following page), at least three (3) of whom will be officers of The Salvation Army. There will be three (3) administrative aides and secretaries. Additionally there will be five (5) training officers on each continent (Africa, Asia, Latin America) working one month each year. There are thus ten (10) full time staff persons, and fifteen (15) indigenous trainers assigned to the project team for one month each year. This staff will be joined, in the third year, by one additional Training and Program Design Officer.

The full time staff persons will be stationed at both National Headquarters (NHQ) in New York, and at International Headquarters (IHQ) in London.

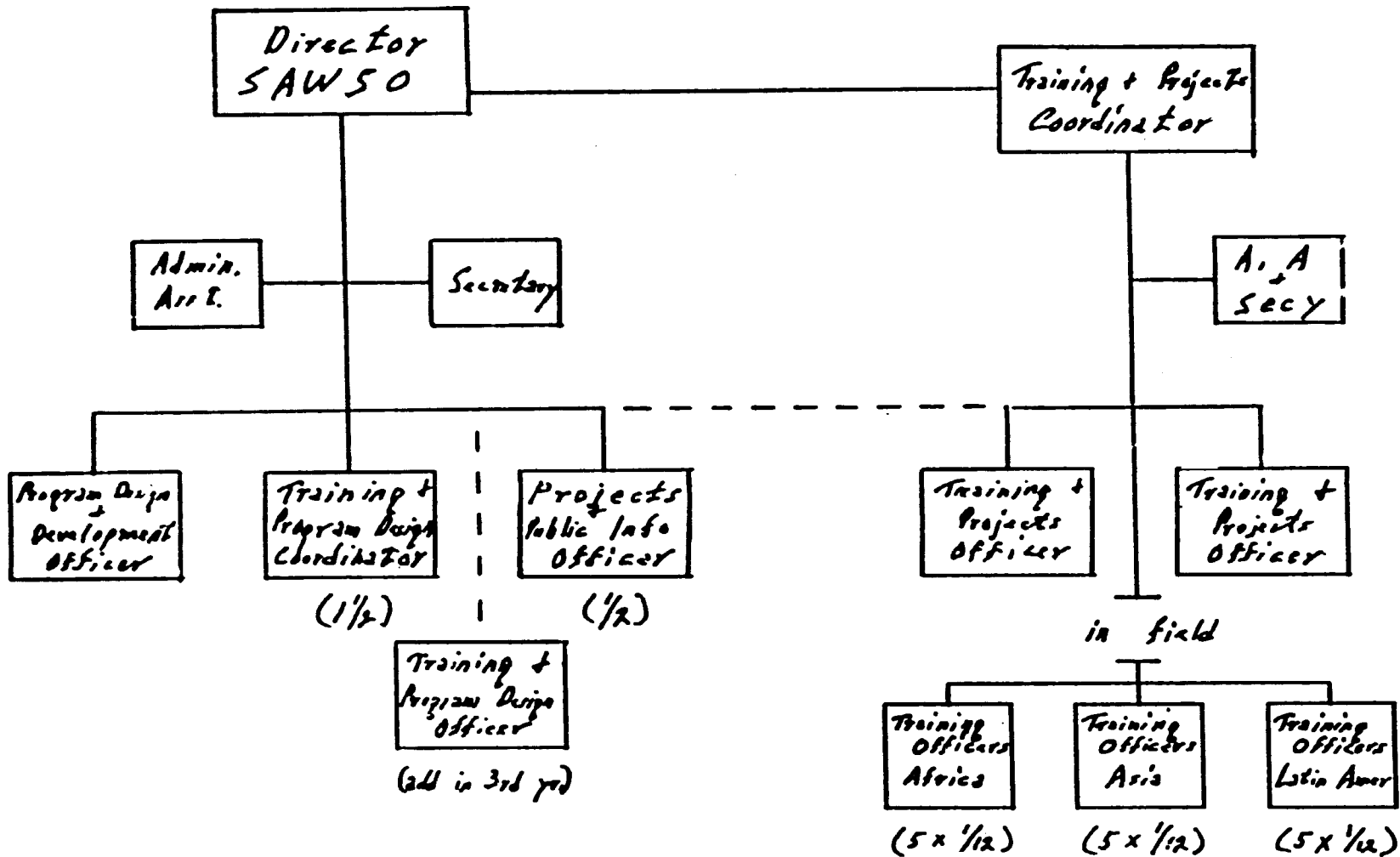
The Director of the Salvation Army World Service Office (SAWSO) is a senior officer of The Salvation Army who holds the position of Department Head at NHQ in the United States and reports directly to the National Chief Secretary (NCS), who, in turn, reports to the National Commander (NC). The Training and Projects Coordinator will be a senior Salvation Army officer assigned to work with International Secretaries at IHQ in London, in close association with the SAWSO Director. The Director of SAWSO, of course, will have authority over all training, project design and other functions directly related to SAWSO DPG activities passing through IHQ.

All Salvation Army World Service Office (SAWSO) professional staff are persons with expertise in international relations, training of both indigenous and ex-patriot personnel, experience in overseas service program design and development, specific knowledge of development needs in less developed countries, and knowledge of Salvation Army administration and program objectives, both within the United States and the territories and commands of The Salvation Army throughout the world.

The Salvation Army has relationships with donor agencies in many of the "developed" countries of the world. These include CIDA in Canada, SIDA in Sweden and their counterparts in the Netherlands, West Germany, Great Britain and many other countries. The Director of SAWSO will establish lines of communications with liaison officers in each of these countries. A pattern for this has been established by SAWSO in its close working relationship with the liaison officer in Canada, Lt.-Colonel Sidney Mundy, who works closely with CIDA.

at NHQ
in
New York

at I HQ
in
London



Organization and Staffing Chart

SALVATION ARMY WORLD SERVICE OFFICE

NPAO, '77

BUDGET SUMMARY (Budget Detail, Appendix)

	<u>Yr. 1</u>	<u>Yr. 2</u>	<u>Yr. 3</u>
A. Personnel	174,501	187,872	229,860
SANSO match	30,000	32,200	96,370
B. Benefits	17,450	18,787	22,986
SANSO match	3,000	3,220	9,637
C. Consultants	12,000	12,000	12,000
D. Travel	36,450	46,554	60,315
E. Per Diem	15,675	21,448	30,373
SANSO match - 50%			15,186
F. Training Sessions	10,500	19,425	28,666
SANSO match			6,600
G. Office	29,850	31,342	32,909
SANSO match	1,667	1,750	1,838
H. Publications	<u>11,800</u>	<u>17,500</u>	<u>12,500</u>
Sub-Total, Direct Costs	308,226	354,928	429,609
I. Indirect Costs (25% of Direct Cost)	77,057	88,732	107,402
SANSO match (21% of Direct Cost)	<u>64,727</u>	<u>74,535</u>	<u>90,218</u>
TOTAL	<u><u>385,283</u></u>	<u><u>443,660</u></u>	<u><u>537,011</u></u>
USAID	285,889	331,955	317,162
	(74.2%)	(84.8%)	(59.1%)
SANSO match	99,394	111,705	219,849
	(25.8%)	(25.2%)	(40.9%)

Three Year TOTAL

USAID	(68.5%)	935,006
SANSO match	(31.5%)	<u>430,948</u>
		<u>1,365,954</u>

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LOGICAL FRAMEWORK

SAMSO, THE SALVATION ARMY WORLD SERVICE OFFICE

<u>INDICATIVE SUPPORT</u>	<u>OBJECTIVELY VERIFIABLE INDICATORS</u>	<u>MEANS OF VERIFICATION</u>	<u>IMPORTANT ASSUMPTIONS</u>
<p>Goal</p> <p>The goal of SAMSO is to assist The Salvation Army to achieve its goals in less developed countries of the world: . . . to seek for every person in every country food, shelter and work while he lives, and help up when he is down.</p>	<p>Measures of Goal Achievement</p> <p>Improved communication and understanding of development projects between and within SA territories</p> <p>Improved cross territory assistance and coordination</p>	<p>Comprehensive evaluation of SAMSO by • IBQ and SA territories</p>	<p>Assumptions for Achieving Goal Targets</p> <p>Circumstances of food, shelter and work in lives of LDC peoples are enhanced by SA projects</p> <p>SA programs lift up those who are down</p>
<p>Project Purpose</p> <p>SAMSO is organized to improve the capability of The Salvation Army in the United States and elsewhere to assist in development efforts of individuals, communities and nations in the developing areas of the world through the provision of indigenous participant and leadership training in project design and implementation</p>	<p>Conditions that will indicate Purpose has been achieved</p> <p>Improved designs of projects</p> <p>Improved project design skills</p> <p>Improved project planning and evaluation</p> <p>Coordination of SA projects design effort</p> <p>Projects approved and funded</p> <p>Higher ratio of projects funded to projects designed</p> <p>Increased numbers of LDC persons served per project dollar</p>	<p>Self evaluation</p> <p>SAMSO evaluation</p>	<p>Assumptions for Achieving Purpose</p> <p>Indigenous leaders see the need for and will accept training</p>
<p>Outputs</p> <p>a. Trained indigenous leaders</p> <p>b. Trained project staff</p> <p>c. Trained trainers</p> <p>d. TA provided for project funding, evaluation and audits</p> <p>e. Coordination plan for disaster assistance</p> <p>f. Institutionalized procedures for provision of training, TA, disaster relief, supporting information and materials</p> <p>- SAMSO office and staff functioning</p>	<p>Magnitude of Outputs</p> <p>a. 16 sessions, 240 participants</p> <p>b. 15 sessions</p> <p>c. 9 sessions, 15 trainers (5 per continent)</p> <p>d. 12 new projects, minimum US \$2 million new funds, and 9 evaluation/audit interventions</p> <p>e. Written contingency plan</p> <p>f. 4 substantive manuals published</p> <p>- Staff of 8 professionals and 3 support persons on board and functioning</p>	<p>Independent determination that numbers of training sessions, numbers of trainees, amounts of funding, numbers of staff are reached or surpassed</p> <p>IBQ review of quality of work and products</p> <p>Evaluation by trainees</p>	<p>Assumptions for Achieving Output</p> <p>Improved project design skills will lead to improved projects and such improvements can be caused by training and supervised OJT experiences</p>
<p>Inputs</p> <p>Coordinated funds, SA expertise & facilities</p> <p>Participation of indigenous leaders and committees</p> <p>Participation of trainers and TA providers</p>	<p>Implementation Target (type and quantity)</p> <p>Donor funds</p> <p>Functioning SAMSO entity</p> <p>Participation with FVO peers in development efforts</p> <p>Integration of SA projects with those of other FVOs and governments</p>	<p>SA planning and training sessions involving participation of government and other FVO staff determined and noted by SAMSO</p>	<p>Assumptions for Providing Inputs</p> <p>Project Goal, Purpose and Outputs are needed, reasonable and cost effective</p> <p>Results are worthy of the effort.</p>

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APPENDIX ONLY

PROPOSAL TO AGENCY FOR INTERNATIONAL DEVELOPMENTS

FOR A

DEVELOPMENT PROGRAM GRANT

FROM THE

SALVATION ARMY WORLD SERVICE OFFICE (SAWSO)

**The Salvation Army World Service Office
120 West 14th Street
New York, N.Y. 10011**

**101 Queen Victoria Street
London, EC4P 4EP, England**

**Contact Through
NATIONAL PUBLIC AFFAIRS OFFICE
1001 - 14th Street, N.W.
Washington, D.C. 20005
202-347-0021**

**Submitted:
December, 1976**

**Lt.-Colonel Ernest A. Miller
National Consultant**

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- Canadian Government/Salvation Army model	14.
- Year Book of The Salvation Army - 1977	(attached)

Founder:
William Booth



International Headquarters,
London EC4P 4EP

Commissioner William E. Chamberlain,
National Commander,
120 West 14th St.,
New York, N.Y. 10011,
U.S.A.

10th November 1976

My dear Commissioner,

The International Headquarters of The Salvation Army is pleased to join with the National Headquarters in the United States of America to seek a Development Program Grant from the United States Agency for International Development for the purpose of improving the capability of The Salvation Army to serve the needs of the poorest people in the less developed countries of the world.

The proposal as prepared is both welcome and acceptable, offering the kind of help The Salvation Army needs. We are particularly encouraged by the possibilities the Salvation Army World Service Office (SAWSO) provides for program design and development, technical assistance, and the training of indigenous personnel in project design and implementation.

International Headquarters understands and accepts the obligation for "matching" funds, services and facilities for those Salvation Army World Service Office (SAWSO) personnel permanently or temporarily assigned to International Headquarters and funded from the grant.

May God give guidance to the work undertaken.

Yours sincerely,

(Arthur E. Carr)
CHIEF OF THE STAFF

THIS IS THE SALVATION ARMY

The Salvation Army is an international, multi-racial Christian community which combines a fervent, joyous religious faith with a practical efficient and worldwide social service.

"If we ourselves, for want of a better way of speaking, refer to our evangelical work and also to our social work, it is not that these are two distinct entities which could operate the one without the other. They are but two activities of the one and the same salvation which is concerned with total redemption of man. Both rely on the same divine grace. Both are inspired by the same motive. Both have the same end in mind. And as the gospel has joined them together we do not propose to put them asunder."

- General Frederick Coutts, C.B.E.
International Congress
London, England, 1965

WHAT SORT OF PEOPLE ARE SALVATIONISTS?

Very little different from most folk! They come from all classes of society and all parts of the world. There are Salvationists dustmen and Salvationist cabinet ministers; illiterate Salvationists and Salvationists with doctorates in most subjects taught in universities. There are Salvationists whose parents, grandparents were attached to the organization; and there are Salvationists who but a few weeks or months ago belonged to many different churches, or to none at all. They come from the five continents; they know neither colour-bar nor barriers of race, education, social position or sex.

- Pamphlet: Salvation Army
services in Bangladesh

BUDGET DETAIL

A. Personnel*

<u>Title</u>	<u>Location</u>	<u>Yr. 1</u>	<u>Yr. 2</u>	<u>Yr. 3</u>
** Director of SAWSO	NHQ	20,000	21,200	22,472
SAWSO match		20,000	21,200	22,472
** Training & Projects Coord.	IHQ	10,000	11,000	12,100
SAWSO match		10,000	11,000	12,100
** Training & Prog. Design Coord.	NHQ	20,000	21,200	22,472
SAWSO match				22,472
Program Design & Dev.	NHQ	20,000	21,200	22,472
Training & Projects Officer	IHQ	20,000	22,000	24,200
SAWSO match				24,200
Training & Projects Officer	IHQ	20,000	22,000	24,200
Training Program Design Coord. (½)	NHQ	11,500	12,190	12,921
Projects & Pub. Info. (½)	NHQ	11,500	12,190	12,921
Administrative Asst.	NHQ	10,000	10,600	11,236
Ad. Ass't. Secretary	IHQ	10,000	11,000	12,100
Secretary	NHQ	9,000	9,540	10,112
Training & Program Design	NHQ			22,472
Secretary (½)	NHQ			5,056
** Training Officers				
Africa (5 @ 1/12)		4,167	4,584	5,042
Asia (5 @ 1/12)		4,167	4,584	5,042
Latin America (5 @ 1/12)		4,167	4,584	5,042
SA match				15,126
TOTAL Personnel		174,501	187,872	229,860
SAWSO match		30,000	32,200	96,370
<hr/>				
NHQ, New York		114,501	121,872	157,260
IHQ, London		60,000	66,000	72,600
		174,501	187,872	229,860
<hr/>				

B. Benefits

10% of Personnel Costs		17,450	18,787	22,986
SAWSO match		3,000	3,220	9,637

C. Consultants

120 days average @ \$100		12,000	12,000	12,000
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* NHQ Personnel Cost-of-living growth, 6%
 IHQ Personnel cost-of-living growth, 10%
 Allowances conform to in-country Salvation Army practice

Budget Detail

D. TRAVEL

Estimates for Travel Expenses are based on calculations of travel required for the expected outcomes of each of the objectives, plus an estimate of travel needed for administration. Cost base is the fare structure in 1976 for travel from New York to sample cities in each of three continents (Africa, Asia, Latin America), plus an increment of about 5% for inflation in the second and third years.

E. PER DIEM

Estimates for per diem costs are calculated for training seminars and required staff and trainee subsistence expense related to the expected outcomes of each of the objectives, plus an estimate for administrative travel. Cost base is \$35 per day per person in the USA and the United Kingdom, and \$25 per day per person in developing countries, plus an increment of 5% for inflation in the second and third years. SAWSO match is computed as 25% of per diem costs of trainees in less developed countries.

Budget Detail

F. Training Sessions

(Costs include typing, reproduction, facilities, supplies, local travel, etc.)

Objective A

3 sessions @ \$2,500	7,500		
5 sessions @ \$2,625		13,125	
8 sessions @ \$2,756			22,048
SAWSO Match, \$600 per session			4,800

Objective B

3 sessions @ \$1,000	3,000		
6 sessions @ \$1,050		6,300	
6 sessions @ \$1,103			6,618
SAWSO match, \$300 per session			1,800

Objective C

Costs included in Objective A and B above

TOTAL Workshops
SAWSO match

10,500	19,425	28,666
		6,600

G. Office

G. 1. Offices and Facilities

New York	6,000	6,300	6,615
Washington ½	1,350	1,417	1,488
London	5,000	5,250	5,512
	12,350	12,967	13,615

G. 2. Equipment, Supplies & Furnishings

NY - Wash.	7,500	7,875	8,269
London	5,000	5,250	5,512
	12,500	13,125	13,781

G. 3. Telex

London - NY	5,000	5,250	5,513
SAWSO match (33.3%)	1,667	1,750	1,838

TOTAL Office
SAWSO match

29,850	31,342	32,909
1,667	1,750	1,838

H. Publications (Objective F-2)

Training Manuals (4)	5,000	10,000	5,000
Public Information	2,000	2,500	2,500
Reproductions	4,800	5,000	5,000

TOTAL Publications

11,800	17,500	12,500
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COOPERS & LYBRAND
CERTIFIED PUBLIC ACCOUNTANTS

IN PRINCIPAL AREAS
OF THE WORLD

REPORT of INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

The Salvation Army
National Headquarters
120 West 14th Street
New York, New York 10011

We have examined the balance sheet of the NATIONAL HEAD-
QUARTERS of THE SALVATION ARMY as of September 30, 1975 and the
related statements of income, assessments and expenses and changes
in fund balances for the year then ended. Our examination was made
in accordance with generally accepted auditing standards and, accord-
ingly, included such tests of the accounting records and such other
auditing procedures as we considered necessary in the circumstances.

The accompanying financial statements follow the National
accounting practices of The Salvation Army; they are in conformity
with generally accepted accounting principles and the Industry Audit
Guide for Audits of Voluntary Health and Welfare Organizations issued
by the American Institute of Certified Public Accountants (A.I.C.P.A.)
except with respect to the manner of reporting legacies and other
gifts, the results of operations, capitalization of certain furniture
and equipment, provisions for replacement reserves, depreciation of
certain items of property, provision for pension costs and accounting
for income from certain investments, all as more fully described in
Note 2.

In our opinion, with the exceptions stated in the previous paragraph, the accompanying financial statements present fairly the financial position of the National Headquarters of The Salvation Army at September 30, 1975 and the results of its operations and changes in fund balances for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Coopers & Lybrand

New York, December 31, 1975.

NATIONAL HEADQUARTERS of
THE SALVATION ARMY
BALANCE SHEET, September 30, 1975

ASSETS:	LIABILITIES CAPITAL and TRUST FUNDS:	
Operating fund: Cash \$ 115,635.89 Accounts receivable: Inter-Salvation Army 93,787.80 Other 64,395.62 Due from trust fund 33,632.78 Deferred charges and advances <u>3,536.64</u> \$ 310,988.73 Trust fund: Cash 67,518.67 Deposits with Eastern Territorial Headquarters (Note 3) 2,083,060.66 Marketable securities, at cost (market value \$663,087.00) <u>639,784.68</u> 2,790,364.01 Plant fund: Real estate, at cost (Note 2c) <u>168,155.06</u> <u>\$3,269,507.80</u>	Operating fund: Accounts payable, principally Inter-Salvation Army \$ 86,807.31 Deferred income <u>105,336.79</u> \$ 192,144.10 Property maintenance reserve (Schedule 3) 13,936.80 Furnishings reserve (Schedule 3) (Note 2) 5,943.72 Automobile replacement reserve (Schedule 3) (Note 2) 11,713.20 Working capital (no change during year) <u>87,250.91</u> <u>118,844.63</u> 310,988.73 Trust fund: Due to operating fund 33,632.78 Property reserve (Schedule 5) 114,346.35 Overseas department (Schedule 6) 6,030.59 General fund reserve (Schedule 7) 108,252.47 Special USO reserve (Schedule 8) 28,064.86 Missionary fund (Schedule 9) 1,911,673.81 Retirement and pension reserves (Note 2) (Schedule 10) 12,821.53 National Holiness Trust (Schedule 11) 860.00 Disaster relief reserves (Schedule 12) 213,809.43 Legacy, endowment and scholar- ship funds (Schedule 13) 32,964.33 National legacy property reserve (Schedule 14) <u>327,907.86</u> 2,790,364.01 Plant fund (Schedule 14): Plant capital <u>168,155.06</u> <u>\$3,269,507.80</u>	

The accompanying notes are an integral part of these financial statements.

STATEMENT of INCOME, ASSESSMENTS and EXPENSES of
the OPERATING FUND

for the year ended September 30, 1975

Income and assessments:		\$ 13,072.39
Donations		
Assessments received from		
Territories:		
Eastern	\$ 97,767.00	
Central	78,213.60	
Southern	78,213.60	
Western	<u>71,695.80</u>	325,890.00
Appropriation from:		
Special USO reserve		5,833.33
(Schedule 8)		
General fund reserve		86,160.84
(Schedule 7)		
Funds functioning as an		
endowment fund		1,857.86
(Schedule 13)		<u>943.75</u>
Rent income		<u>\$433,758.17</u>
Expenses:		
Allowances and salaries of		138,276.01
officers and employees		
Officers' and employees'		7,149.21
benefits		
Sick benefit and retirement		24,301.09
payments		81,737.04
Rents and maintenance		
Postage, telegrams,		16,031.74
telephone and cables		
Printing, stationery and		12,557.12
supplies		
Staff travel (including		25,774.13
automobile maintenance)		3,025.85
Subscriptions		6,982.25
Memberships		33,077.70
Conferences		
Equipment replacement and		17,955.86
rental		3,393.71
Entertainment		16,177.60
Audit and legal		6,962.03
Sundry		<u>820.12</u>
Grants to retired officers		\$394,221.46
Appropriation to general fund		
reserve (Schedule 7)		<u>39,536.71</u>
		<u>\$433,758.17</u>

The accompanying notes are an integral
part of these financial statements.

STATEMENTS of INCOME, ASSESSMENTS and EXPENSES of SPECIAL OPERATING FUNDS
for the year ended September 30, 1975

	<u>Property Maintenance Reserve</u>	<u>Furnishings Reserve</u>	<u>Automobile Replacement Reserve</u>
Balance, October 1, 1974	\$11,318.31	\$13,615.54	\$16,054.46
Add:			
Annual assessments	4,125.00	\$ 8,198.50	\$10,610.00
Sale of property		6,179.73	2,942.83
Appropriation from national legacy property reserve (Schedule 14)		<u>25,455.99</u>	<u> </u>
	<u>15,443.31</u>	<u>39,834.22</u>	<u>13,552.83</u>
Less, Purchases and maintenance expense	<u>1,506.51</u>	<u>47,506.04</u>	<u>17,894.09</u>
Balance, September 30, 1975 (Schedule 1)	<u>\$13,936.80</u>	<u>\$ 5,943.72</u>	<u>\$11,713.20</u>

The accompanying notes are an integral part of these financial statements.

STATEMENTS of INCOME and EXPENSES of TRUST FUNDS
for the year ended September 30, 1975

Schedule 4

PROGRAMAIDS RESERVE

Balance, October 1, 1974	\$ 22,102.54
Interest from deposit at Eastern Territorial Headquarters (Note 3)	<u>1,516.93</u>
	23,619.47
Appropriation to National Publication Department	<u>23,619.47</u>
Balance, September 30, 1975	<u>-</u>

Schedule 5

PROPERTY RESERVE

Balance, October 1, 1974	\$112,650.12
Interest from deposit at Eastern Territorial Headquarters (Note 3)	<u>4,696.23</u>
	117,346.35
Disbursements	<u>3,000.00</u>
Balance, September 30, 1975 (Schedule 1)	<u>\$114,346.35</u>

Schedule 6OVERSEAS DEPARTMENT -
INTERNATIONAL HEADQUARTERS

Balance, October 1, 1974	\$116,630.00	
Donations		
Interest on deposit at Eastern Territorial Headquarters (Note 3)	<u>89.12</u>	\$116,719.12
Remittance to International Headquarters		<u>110,688.53</u>
Balance, September 30, 1975 (Schedule 1)		<u>\$ 6,030.59</u>

The accompanying notes are an integral
part of these financial statements.

Continued

STATEMENTS of INCOME and EXPENSES of TRUST FUNDS, Continued

		<u>Schedule</u>
GENERAL FUND RESERVE		
Balance, October 1, 1974		\$ 60,715.76
Interest from deposit at Eastern Territorial Headquarters (Note 3)	\$ 9,119.08	
Income from trust fund investments	90,335.26	
Appropriation from operating fund (Schedule 2)	<u>39,536.71</u>	<u>138,991.05</u>
		207,706.81
Appropriation to:		
Operating fund (Schedule 2)	86,160.84	
National legacy property reserve (Schedule 14)	<u>13,233.50</u>	<u>99,454.34</u>
Balance, September 30, 1975 (Schedule 1)		<u>\$108,252.47</u>
		<u>Schedule 8</u>
SPECIAL USO RESERVE		
Balance, October 1, 1974		\$ 15,380.21
Received from USO for salaries and expenses of Salvation Army officers assigned to USO activities	\$26,652.04	
Received from National Catholic Commission for salaries and expenses	9,161.56	
Interest from deposit at Eastern Territorial Headquarters (Note 3)	<u>1,049.58</u>	<u>36,863.18</u>
		52,243.39
Salaries and expenses of Salvation Army officers assigned to USO activities	18,345.20	
Appropriation to operating fund (Schedule 2)	<u>5,833.33</u>	<u>24,178.53</u>
Balance, September 30, 1975 (Schedule 1)		<u>\$ 28,064.86</u>

The accompanying notes are an integral
part of these financial statements.

Continued

STATEMENTS of INCOME and EXPENSES of TRUST FUNDS, Continued

Schedule 9

MISSIONARY FUND

		\$1,484,954.27
Balance, October 1, 1974		
Self-denial appropriations from the Territories:		
Eastern	\$526,359.31	
Central	385,755.12	
Southern	410,443.95	
Western	<u>450,991.76</u>	1,773,550.14
Interest from deposit at Eastern Territorial Headquarters (Note 3)		67,690.68
Donations and others		<u>1,005.75</u>
		3,327,200.84
		<u>1,415,527.03</u>
Remittances for missionary work		
Balance, September 30, 1975 (Schedule 1)		<u>\$1,911,673.81</u>

Schedule 10

RETIREMENT and PENSION RESERVES

		\$ 24,277.40
Balance, October 1, 1974		<u>4,400.00</u>
Provision for year (Note 2)		28,677.40
		2,810.83
Allowance paid to retired officers		
Appropriation to the National Publication Department		<u>13,045.04</u>
Balance, September 30, 1975 (Schedule 1)		<u>\$ 12,821.53</u>

The accompanying notes are an integral part of these financial statements.

Continued

STATEMENTS of INCOME and EXPENSES of TRUST FUNDS, Continued

Schedule 11

NATIONAL HOLINESS TRUST

Balance, October 1, 1974	\$775.00
Donations	<u>85.00</u>
Balance, September 30, 1975 (Schedule 1)	<u>\$860.00</u>

The accompanying notes are an integral part of these financial statements.

Continued

STATEMENTS of INCOME and EXPENSES of TRUST FUNDS, Continued

	Disaster Relief Reserves											Total	
	Peru	Chile	Haiti	Vietnam	Pakistan Bangladesh	Nicaragua	Mexico	Honduras	India	Kenya	Australia		Devil's Island Pile
Balance, October 1, 1974	\$102.71	\$15.00	\$3,921.25	\$30,009.20	\$12,756.39	\$1,460.05	\$70.00	\$ 245.00				\$4,761.22	\$ 53,340.82
Add: Donations				649.39	7,127.06			187,469.69	\$225.00	\$2,000.00	\$128.00		197,599.14
Less, Expenditures	(102.71)	(15.00)	(3,921.25)	(634.39)	(16,471.66)	(1,460.05)	(70.00)	(12,255.47)	(200.00)	(2,000.00)			(37,130.53)
Balance, September 30, 1975 (Schedule 1)				\$30,024.20	\$ 3,411.79			\$175,459.22	\$ 25.00		\$128.00	\$4,761.22	\$213,809.43

The accompanying notes are an integral part of these financial statements.

STATEMENTS of INCOME and EXPENSES of TRUST FUNDS, Continued

	<u>Legacy, Endowment and Scholarship Funds</u>			<u>Total</u>
	<u>National Legacy</u>	<u>Funds Functioning as an Endowment</u>	<u>Memorial Scholarship Fund for Salvation Army Cadets</u>	
Balance, October 1, 1974	\$2,000.00	\$30,964.33	\$1,409.22	\$34,373.55
Add:				
Donations			25.00	25.00
Interest from deposit at Eastern Territorial Headquarters (Note 3)		1,857.86	78.68	1,936.54
Less, Appropriation to:				
Operating fund (Schedule 2)		(1,857.86)		(1,857.86)
West Indies for training of cadets			(1,512.90)	(1,512.90)
Balance, September 30, 1975 (Schedule 1)	<u>\$2,000.00</u>	<u>\$30,964.33</u>		<u>\$32,964.33</u>

The accompanying notes are an integral part of these financial statements.

STATEMENTS of INCOME and EXPENSES of TRUST FUNDS, Continued

	<u>Schedule 14</u>
NATIONAL LEGACY PROPERTY RESERVE	
Balance, October 1, 1974	\$531,557.67
Legacies and bequests	
Appropriation from general fund reserve (Schedule 7)	<u>13,293.50</u>
	544,851.17
National Publication Department relocation expense	23,332.26
Appropriations to:	
Plant fund (Schedule 1)	\$168,155.06
Furnishings reserve (Schedule 3)	<u>25,455.99</u>
	<u>193,611.05</u>
Balance, September 30, 1975 (Schedule 1)	<u>\$327,907.86</u>

The accompanying notes are an integral
part of these financial statements.

NOTES to FINANCIAL STATEMENTS

1. The accompanying financial statements exclude amounts received by the National Headquarters of The Salvation Army from United Service Organizations, Incorporated and disbursed for that organization. The statements also exclude amounts received for other Salvation Army administrative offices and remitted to such offices. Separate accounting records are maintained for both of these classes of receipts and disbursements.
2. The accompanying financial statements of the National Headquarters are prepared in accordance with generally accepted accounting principles and the A.I.C.P.A. Industry Audit Guide, "Audits of Voluntary Health and Welfare Organizations" with the following exceptions:
 - A. In accordance with the National accounting policies of The Salvation Army, legacies, other gifts and fund balances are classified according to intended use by the Army, and results of operations are presented in a series of fund statements. The Audit Guide provides that legacies, other gifts and fund balances be classified as either unrestricted or donor-restricted items and that results of operations be presented in a statement of support, revenue and expenses and changes in fund balances including all funds, and a statement of functional expenses.
 - B. Costs of additions to furniture and fixtures are charged to the furnishings reserve, and costs of autos and trucks are charged to the automobile replacement reserve. These reserves are provided by charges to expense in discretionary amounts.
 - C. A study is being made at the Territorial Headquarters to establish a valuation basis for computing depreciation on buildings and improvements. Pending completion of this study, depreciation is not provided on these facilities.
 - D. A noncontributory pension plan for officers of the National Headquarters of The Salvation Army is self-funded and annual provisions for the fund, which are discretionary in amount, are not determined by an actuarial cost method.
 - E. The distribution of income from trust fund assets is not based on the market value method as described by the Audit Guide. The accounting for this distribution is described in Note 3. Gains and losses on endowment fund assets are not separately identified.

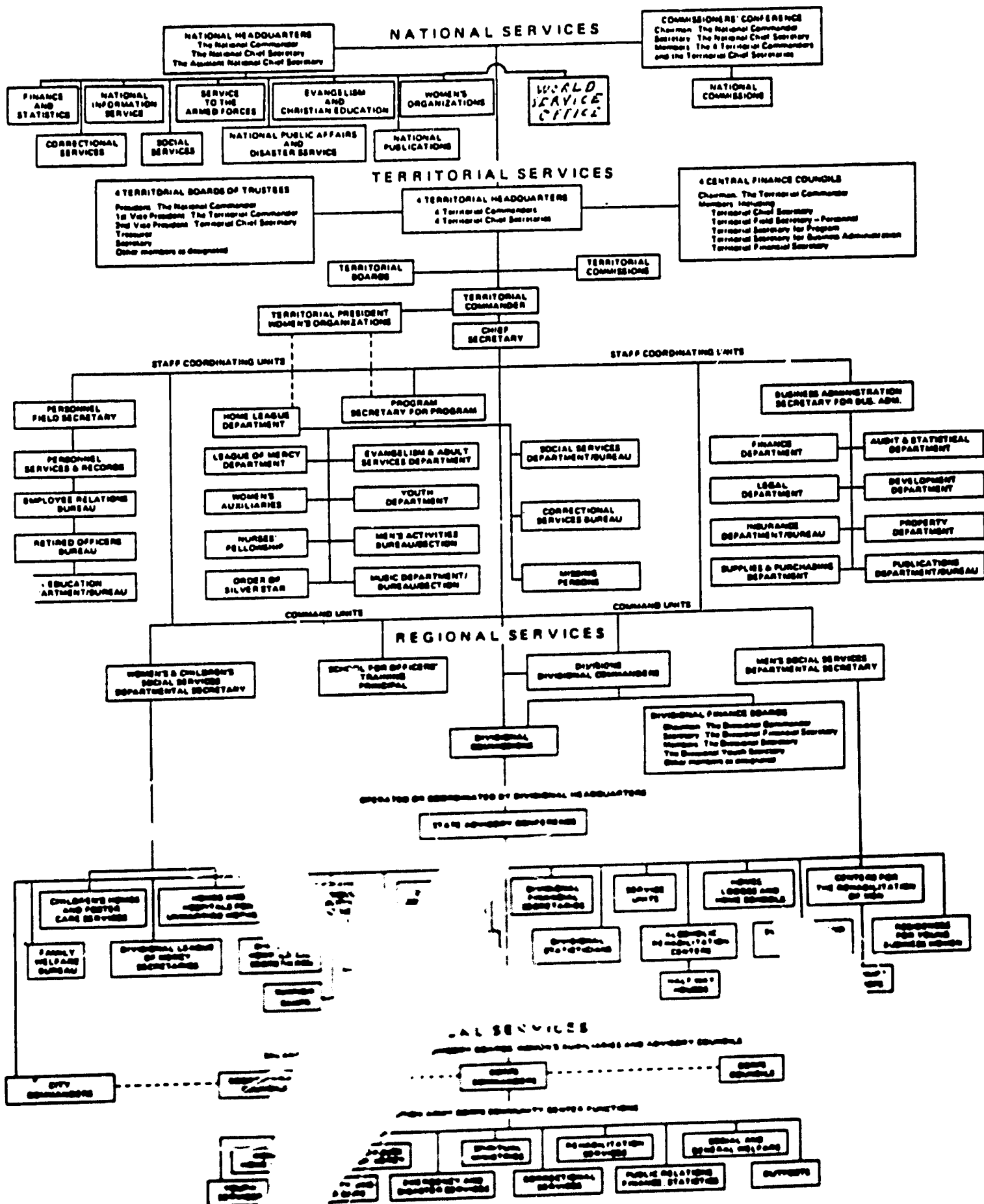
Continued

NOTES to FINANCIAL STATEMENTS, Continued

3. Deposits represent the National Headquarters' portion of trust assets, principally marketable securities, administered by the Eastern Territorial Headquarters of The Salvation Army. The records of the Eastern Territorial Headquarters do not segregate the specific marketable securities and other trust assets held in custody for the National Headquarters. Accordingly, a determination cannot be made as to the market value of the National Headquarters' portion of such assets. The market quotations of the marketable securities at September 30, 1975 were in excess of total deposits with the Eastern Territorial Headquarters.

In accordance with The Salvation Army's policy, income is credited to the trust funds based upon a stated percentage of the average trust fund balances during the year.

ORGANIZATION OF THE SALVATION ARMY IN THE U.S.A.— A FEDERATION OF LOCAL, REGIONAL AND NATIONAL SERVICES



Organization Chart
1977

The GENERAL

INTERNATIONAL HEADQUARTERS -- London

The Salvation Army
WORLD SERVICE OFFICE

AFRICA and the FAR EAST	AMERICA and AUSTRALASIA	(Overseas Departments)	INDIA, PAKISTAN SRI LANKA, & BURMA	EUROPE
<u>TERRITORIES &</u>	<u>COMMANDS</u>	World Service Office	<u>TERRITORIES &</u>	<u>COMMANDS</u>
<p>Congo</p> <p>East Africa Kenya, Tznia, Uganda</p> <p>Ghana</p> <p>Hong Kong</p> <p>Indonesia</p> <p>Japan</p> <p>Korea</p> <p>Nigeria</p> <p>Philippines</p> <p>Rhodesia</p> <p>Singapore and Malaysia</p> <p>South Africa</p> <p>Zaire</p> <p>Zambia</p>	<p>U.S.A. Nat'l Headqtrs.</p> <p>Central</p> <p>East</p> <p>South</p> <p>West</p> <p>Australia - East</p> <p>Australia - South</p> <p>Brazil</p> <p>Canada & Bermuda</p> <p>Caribbean and Central America</p> <p>New Zealand</p> <p>S. Amer. East Arg., Par., Urug.</p> <p>S. Amer. West Bol., Chile, Peru</p>	<p>World Service Office</p>	<p>Bangladesh</p> <p>Burma</p> <p>India</p> <p>Madras & Andhra</p> <p>North-East</p> <p>South-East</p> <p>South-West</p> <p>Western</p> <p>Pakistan</p> <p>Sri Lanka</p>	<p>Britain</p> <p>Scotland</p> <p>Belgium</p> <p>Denmark</p> <p>Finland</p> <p>France</p> <p>Germany</p> <p>Italy</p> <p>The Netherlands</p> <p>Norway & Iceland</p> <p>Portugal</p> <p>Spain</p> <p>Sweden</p> <p>Switzerland & Austria</p>

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6.

International Statistics

for year ending 31 December 1978

Countries in which S.A. working (see p. 32)	82	Senior and Young People's Local Officers	109,891
Languages used in S.A. work (see p. 35)	109	Home Leagues Members	7,725
Corps and Outposts	18,236	Young People's Band Members	325,868
Social Institutions and Services including Schools	3,310	Singing Company Members	12,218
Officers	24,769	Company Meeting Members	48,578
Active	16,622	Youth Group Members	549,162
Retired	8,147	Senior Youth Group Members	172,665
Cadets	1,377	Periodicals (see pp. 36-7):	
Employees without rank, full time	41,006	Number published	114
Corps Cadets	34,701	Copies per issue	1,644,282
Senior Bandsmen	39,653		
Senior Songsters	61,886		

Social Services

Food Distribution Centres	455	Alcoholics' and Inebriates' Homes	68
Persons fed	3,624,219	Accommodation	4,400
Hostels for Homeless People and Transient Workers	504	Persons received	32,871
Total accommodation	29,779	Harbour-Light Centres for Alcoholics	48
Beds supplied during year	11,680,864	Persons helped	595,008
Meals served during year	21,366,381	Rehabilitated	5,193
Men's Industrial Homes	114	Homes for Women	14
Accommodation	8,576	Accommodation	556
Men received	36,752	Women received during year	373
Occupational Centres (Salvage, Carpentry, Laundry)	63	Maternity Homes for Unwed Mothers	64
Men and women provided with work	33,537	Accommodation	1,903
Prisoners visited	255,859	Women and girls received during year	6,413
Helped on discharge	25,822	Remand, Probation and Approved Homes, also Schools	41
Ex-Prisoners received at homes and colonies during the year	359	Accommodation	1,073
Prison-Gate Homes	8	Training Centre for mothers with children	1
Accommodation	163	Accommodation	17
Land Settlements (Villages)	8	Mothers	5
Goodwill Centres and Slum Posts	111	Children	12
Homes visited	71,568	Training Farms	8
		Accommodation	504
		Colonies for the Destitute	5
		Accommodation	450

International Statistics

Eventide Homes	154	Restaurants	12
Accommodation	7,248	Seamen's and Servicemen's facilities:	
Residential Centres for the Elderly	39	Hostels	8
Accommodation	2,883	Canteen and Mobiles	111
Day Nurseries and Crèches	163	Convalescent Homes	17
Daily attendance	17,623	Accommodation	759
Holiday Homes	22	League of Mercy Members	19,669
Accommodation	920	Persons helped by the League	4,379,599
Fresh-air Camps	114	Police-court Cases helped	145,861
Guests received	36,986	Night-patrol, Rescue and Anti-suicide: Persons helped	10,080
Clubs and Play Centres	412	Family Welfare: Families helped	1,777,786
Daily attendance	27,161	Employment Applications during year	171,696
Hotels for Tourists	32	Situations found	121,413
Accommodation	6,007	Missing Person Inquiries	16,798
Residences for Students and Business People	74	Persons traced	7,911
Accommodation	6,759	Emergency, Disaster and General Relief: Persons assisted	1,603,585
Institutes for the Blind	5		
Accommodation	659		
Deaf and Dumb Leagues	18		
Persons helped	10,436		
Homes and Institutes for Cripples	4		
Accommodation	403		

Hospitals and Clinics

Inpatients	151,585	Dispensaries and Clinics (General)	60
Outpatients	1,185,894	General and Specialist Hospitals	37
Maternity Hospitals and Units	28	Accommodation	4,810
Maternity Clinics	25	Leprosaria	3
Maternity Accommodation	1,013	Accommodation	721

Schools and Institutes

Kinderparten and Primary Schools	605	School Hostels	2
Secondary and High Schools	71	Domestic Science and Trade Schools	7
Pupils	122,303	Students	91
Boarding Schools	37	Teacher-Training Schools	2
		Students	205

Officers' Residences and Rest Homes

Officers' Rest Homes	40	Ret. Officers' Residences	24
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CERTIFICATE of INCORPORATION**Salvation Army World Service Office (SAWSO)**

The creation of a new corporate entity to be called The Salvation Army World Service Office (SAWSO) was approved by the Commissioners Conference of The Salvation Army in the United States of America at its meeting in October, 1976.

Procedures for implementing that decision were placed in the hands of attorneys immediately thereafter.

At the time of this writing, and of the submission of this proposal (December, 1976) those procedures are under way.

It is estimated that creation of the corporation will be completed, and tax exemption approved by the Internal Revenue Service by the target date, March 31, 1977. That completion should enable the functions of SAWSO to begin on the proposed target date: July 1, 1977.

The Salvation Army
(A New York Corporation)

**Certificate
of
Incorporation**

1899

AND

**Certificate of Amendment
of
Certificate of Incorporation**

1957



James Ferris, the undersigned, all being members of The Salvation Army, and all being persons of full age and all of them being residents of the State of New York, for the purpose of incorporating The Salvation Army as a religious and charitable organization pursuant to the provisions of said Act, do hereby certify that:

FIRST. The corporate name of said corporation shall be The Salvation Army.

SECOND. The location of the headquarters of the said association in the United States is and shall be at Nos. 120 to 124 West Fourteenth Street in the Borough of Manhattan, City, County and State of New York.

THIRD. The names of the incorporators of The Salvation Army are Frederick de Lautour Booth-Tucker, Commander of The Salvation Army in the United States; Edward John Higgins, Chief Secretary; William Conrad Hicks, Treasurer; Alice Lewis, Lieutenant-Colonel, and Madison James Holmes Ferris, Legal Secretary, of said Salvation Army.

FOURTH. The amount and kind of property owned by the said corporation in the United States is as follows: Value of real estate, \$450,000.00; value of lease-hold, \$22,500.00; value of Farm Colonies in fee, \$49,250.00; value of Farm Colonies Lease-Hold, \$40,000.00; personal property, \$183,500.00.

FIFTH. Said The Salvation Army is designed to operate as a religious and charitable corporation in all the States and Territories of the United States.

SIXTH. The general objects and purposes of The Salvation Army are as follows:

To have the custody and control of all the temporalities and property, real and personal, belonging to The Salvation Army in the United States, and revenues therefrom, and the administration of the same in accordance with the discipline, rules and usages of The Salvation Army. To see that the entire receipts, revenues and emoluments derived therefrom and from all the various branches of its work, are devoted exclusively to the benevolent, religious and philanthropic purposes of The Salvation Army in the United States, with the exception of a moderate and reasonable compensation to those conducting and having the management of its objects and purposes.

For the spiritual, moral and physical reformation of the working classes, for the reclamation of the vicious, criminal, dissolute and degraded; for visitation among the poor and lowly and the sick; for the preaching of the Gospel and the dissemination of Christian truth by means of open-air and indoor meetings.

SEVENTH. The Salvation Army has no stock and none of its officers or members or employees is lawfully entitled to receive or does receive any pecuniary profit or any emolument whatever from the operations thereof except reasonable compensation for services in effecting one or more of its objects and purposes, or as beneficiaries of its strictly religious, charitable and philanthropic purposes.

EIGHTH. All the proceeds of any business conducted or owned or controlled by The Salvation Army are and shall be devoted to the religious, charitable, educational or missionary purposes of The Salvation Army.

NINTH. The Commander, the Chief Secretary, the Treasurer, the Lieutenant-Colonel and the Legal Secretary of The Salvation Army shall be the Trustees of said corporation and shall together constitute the Board of Trustees thereof in accordance with the provisions of Chapter 468 of the Laws of 1899.

IN WITNESS WHEREOF, we have made, signed and executed this instrument in duplicate on this 11th day of May, 1899.

FREDERICK DE LAUTOUR BOOTH-TUCKER,
Commander.

EDWARD JOHN HIGGINS, Chief Secretary.

WILLIAM CONRAD HICKS, Treasurer.

ALICE LEWIS, Lieutenant-Colonel.

MADISON JAMES HOLMES FERRIS,
Legal Secretary.

(Canceled Revenue Stamp)
10 Cents.

STATE OF NEW YORK, }
COUNTY OF NEW YORK, } ss:

On this 11th day of May, 1899, before me personally came Frederick de Lautour Booth-Tucker, Commander of The Salvation Army in the United States; Edward John Higgins, Chief Secretary; William Conrad Hicks, Treasurer; Alice Lewis, Lieutenant-Colonel, and Madison James Holmes Ferris, Legal Secretary of The Salvation Army in the United States, to me severally known to be the persons described in and who executed the foregoing certificate and they severally duly acknowledged to me that they had made, signed and executed the same for the uses and purposes therein set forth.

[Seal]

GROSVENOR H. BACKUS,
Notary Public, Kings Co.
Certificate filed in New York Co.

(Endorsed, Book 46, Pages 171-21)

CERTIFICATE OF INCORPORATION

OF

THE SALVATION ARMY

Pursuant to the provisions of Chapter 468 of the Laws of 1899, entitled "An Act to provide for the incorporation of The Salvation Army."

STATE OF NEW YORK,

Office of SECRETARY OF STATE.

Filed and Recorded May 12, 1899

J. B. H. MONGIN

Deputy Secretary of State.

Office of the Secretary of State }
STATE OF NEW YORK } ss:

I have compared the preceding with the original Certificate of Incorporation of The Salvation Army, filed and recorded in this office on the 12th day of May 1899, and do HEREBY CERTIFY the same to be a correct transcript therefrom and of the whole of said original.

WITNESS my hand and the seal of office of the Secretary of State, at the City of Albany, this twelfth day of May, One Thousand Eight Hundred and Ninety-Nine.

[Seal]

JOHN T. McDONOUGH,
SECRETARY OF STATE.

[8]

CERTIFICATE OF AMENDMENT
of
CERTIFICATE OF INCORPORATION
of
THE SALVATION ARMY

Pursuant to Section 2 of Chapter 247 of the Laws of 1957. We, the undersigned, being all of the Trustees of THE SALVATION ARMY, do hereby certify that:

1. The name of the corporation is THE SALVATION ARMY.

2. The Certificate of Incorporation of the corporation was filed in the office of the Secretary of State of the State of New York on May 12, 1899, pursuant to Chapter 468 of the Laws of 1899.

3. Chapter 468 of the Laws of 1899, the law pursuant to which the corporation was incorporated, was amended by Chapter 247 of the Laws of 1957.

4. Pursuant to Section 2 of Chapter 247 of the Laws of 1957, paragraph NINTH of the Certificate of Incorporation is hereby amended to conform the Certificate of Incorporation to the provisions of Section 1 of Chapter 247 of the Laws of 1957, to read as follows:

"NINTH. The Commander, the Chief Secretary and the Treasurer of The Salvation Army in the United States and not less than two nor more than six officers or laymen members of said Army selected by the three first-mentioned officers, or by a majority of them (the number of such selected Trustees to be fixed from time to time by the by-laws of the corporation), shall be the Trustees of the corporation and the three first-mentioned officers and such selected Trustees shall together constitute the Board of Trustees thereof, in accordance with and subject to the provisions of Chapter 468 of the Laws of 1899, as amended by Chapter 247 of the Laws of 1957."

IN WITNESS WHEREOF, we have made and subscribed this certificate this 16th day of April, 1957.

DONALD McMILLAN
NORMAN S. MARSHALL
L. W. COWAN
PAUL J. CARLSON
HAROLD R. SMITH

STATE OF NEW YORK }
COUNTY OF NEW YORK } ss:

On this 16th day of April, 1957, before me personally came DONALD McMILLAN, NORMAN S. MARSHALL, L. W. COWAN, PAUL J. CARLSON and HAROLD R. SMITH, to me known and known to me to be the persons described in and who executed the foregoing certificate and they duly acknowledge to me that they executed the same.

[Seal]

EUNICE BLACKIE,
Notary Public, State of New York

AFFIDAVIT OF AUTHORIZATION

STATE OF NEW YORK }
COUNTY OF NEW YORK } ss:

DONALD McMILLAN, NORMAN S. MARSHALL, L. W. COWAN, PAUL J. CARLSON and HAROLD R. SMITH, being severally duly sworn, each for himself, deposes and says: That each of them is a Trustee, and that together they are all of the Trustees, of The Salvation Army; that they are authorized to execute and file the foregoing Certificate of Amendment of the Certificate of Incorporation of The Salvation Army by Section 2 of Chapter 247 of the Laws of 1957; that they were authorized to execute and file said Certificate of Amendment by the unanimous vote of all of the Trustees of The Salvation Army at a regular meeting held on April 16, 1957, and that they have subscribed such certificate by virtue of such authority.

DONALD McMILLAN
NORMAN S. MARSHALL
L. W. COWAN
PAUL J. CARLSON
HAROLD R. SMITH

Sworn to before me this
16th day of April, 1957.

EUNICE BLACKIE
Notary Public

[Seal]

AFFIDAVIT OF SECRETARY

STATE OF NEW YORK }
COUNTY OF NEW YORK } ss:

L. M. SEHL, being duly sworn, deposes and says: That she is the Secretary of The Salvation Army and that the persons who have executed the foregoing Certificate of Amendment of the Certificate of Incorporation of The Salvation Army constitute all of the Trustees of The Salvation Army and are all of the persons entitled to act with relation to the proceedings provided in such certificate.

LULU M. SEHL

Sworn to before me this
16th day of April, 1957.

EUNICE BLACKIE
Notary Public

[Seal]

STATE OF NEW YORK }
DEPARTMENT OF STATE } ss: 4541

I CERTIFY THAT I have compared the preceding copy with the original Certificate of Amendment of Certificate of Incorporation of THE SALVATION ARMY, filed in this department on the 26th day of April, 1957, and that such copy is a correct transcript therefrom and of the whole of such original.

WITNESS my hand and the official seal of the Department of State at the City of Albany, this twenty-sixth day of April, one thousand nine hundred fifty-seven.

[Seal]

CARMINE G. DeSAP.,
SECRETARY OF STATE.

By SAMUEL LONDON,
Deputy Secretary of State.

[8]

The
Salvation Army
(A New York Corporation)

By-Laws

1899

(As adopted August 28, 1973)

(Effective September 1, 1973)



10. b.

Article I

ORGANIZATION

Name Section 1-1. The name of the Corporation is THE SALVATION ARMY.

Incorporation Section 1-2. The Corporation was incorporated pursuant to Chapter 468 of the Laws of 1899, as amended by Chapter 247 of the Laws of 1957, of the State of New York by the filing of its Certificate of Incorporation with the Secretary of State on May 12, 1899, and the Certificate of Amendment of Certificate of Incorporation on April 26, 1957.

Offices Section 1-3. The principal office and place of business of the Corporation shall be located at 120 West 14th Street, City, County and State of New York. The Corporation shall have an office at such other places as the Board of Trustees may from time to time designate or its business may require.

Article II

POWERS AND PURPOSES

Powers Section 2-1. The Corporation has such powers as are expressly or impliedly granted by Chapter 468 of the Laws of 1899, as amended by Chapter 247 of the Laws of 1957, of the State of New York and by the general laws of the State of New York.

Purposes Section 2-2. The objects and purposes of the Corporation are as stated in Article Sixth of its Certificate of Incorporation, to wit:

"To have the custody and control of all the temporalities and property, real and personal, belonging to The Salvation Army in the United States, and revenues therefrom, and the administration of the same in accordance with the discipline, rules and usages of The Salvation Army. To see that the entire receipts, revenues and emoluments derived therefrom and from all the various branches of its work, are devoted exclusively to the benevolent, religious and philanthropic purposes of The Salvation Army in the United States, with the exception of a moderate and reasonable compensation to those conducting and having the management of its objects and purposes."

"For the spiritual, moral and physical reformation of the working classes; for the reclama-

tion of the vicious, criminal, dissolute and degraded; for visitation among the poor and lowly and the sick; for the preaching of the Gospel and the dissemination of Christian truth by means of open-air and indoor meetings."

Compensation Section 2-3. No Trustee, officer or employee of the Corporation shall receive, or be lawfully entitled to receive, any pecuniary profit or emolument whatever from the operations of the Corporation, except reasonable compensation for services in effecting one or more of its objects and purposes, or as beneficiaries of its religious or charitable activities.

Article III

ORGANIZATION BOARD OF TRUSTEES

Membership Section 3-1. The management of the Corporation and all of its affairs and property shall be entrusted to a Board of Trustees consisting of nine Trustees.

Ex-Officio Trustees Section 3-2. Three of the Trustees of the Corporation shall be such persons as shall be appointed by the General of the branch of the Christian Church known as The Salvation Army to the offices of Commander, Chief Secretary and Treasurer of The Salvation Army in the United States and each shall serve as a Trustee for so long as he shall hold the office to which he was appointed by the General.

Selected Trustees Section 3-3. The remaining six Trustees of the Corporation shall be such persons as are selected by the Commander, Chief Secretary and Treasurer of The Salvation Army in the United States, or by a majority of them, from the officers and lay members of The Salvation Army, and each of said six Trustees shall serve for a term of one year from the date of selection;

Removal Selected Trustees provided nevertheless that a Trustee selected pursuant to this Section may be removed from office as a Trustee at any time, with or without cause, by the Commander, Chief Secretary and Treasurer of The Salvation Army in the United States, or by a majority of them; provided further that a Trustee selected pursuant to this Section may resign by giving written notice to that effect to any of the Trustees described in Section 3-2.

Successors Section 3-4. The Trustees described in Section 3-2, or a majority of them, shall select a successor to any Trustee described in Section 3-3 whose term of office as Trustee shall terminate by reason of the expiration of one year from the date of selection, resignation, removal, death, or inability to act. Trustees selected pursuant to Section 3-3 shall be eligible to succeed themselves.

Evidence of Selection Section 3-5. The selection of Trustees pursuant to Section 3-3 shall be evidenced by a writing signed by the Commander, Chief Secretary and Treasurer of The Salvation Army in the United States, or by a majority of them; and said writing shall be preserved with the records of the Corporation.

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10. d.

Article IV

POWERS BOARD OF TRUSTEES

- General** Section 4-1. The Board of Trustees shall have such powers as are conferred by Chapter 468 of the Laws of 1899, as amended by Chapter 247 of the Laws of 1957, of the State of New York, by the Certificate of Incorporation, and the Certificate of Amendment of the Certificate of Incorporation, and by general statutes, and such additional powers as may be necessary to enable the Board of Trustees to carry out the objects and purposes of the Corporation.
- Limitations** Section 4-2. Anything in this Article IV to the contrary notwithstanding, the Board of Trustees shall have no control over the polity or control of the religious or ecclesiastical membership of The Salvation Army, or power to dismiss any of its officers or members, or power over any of the spiritual officers of The Salvation Army who shall be subject to the rules and disciplines of The Salvation Army as laid down by the General of the branch of the Christian Church known as The Salvation Army.
- Specific Powers** Section 4-3. Without limiting in any way the generality of Section 4-1, the Board of Trustees shall have the custody and control of all the temporalities and property, real and personal, and the revenues therefrom, belonging to the Corporation, and shall administer the same in accordance with the discipline, rules, regulations and usages of The Salvation Army or the governing body thereof, including but not limited to the powers:
- (a) to purchase or otherwise acquire, for the Corporation, any property, rights, .. privileges which the Corporation is authorized to acquire, at such price or consideration, and generally on such terms and conditions, as the Board of Trustees may deem fit;
 - (b) at its discretion to pay for any property or rights acquired by the Corporation, either wholly or partly in money, notes, bonds, debentures or other securities of the Corporation;
 - (c) to create, make and issue mortgages, bonds, deeds of trust, trust and annuity agreements and negotiable or transferable instruments or securities secured by mortgages or otherwise, and to do any other act or thing necessary to effectuate the same;
 - (d) by resolution, to designate depositories, to designate the signatures, not less than two (2), required for the drawing against deposits of the Corporation, and to authorize an officer or agent of the Corporation on its behalf to designate such depositories for special funds of the Corporation and to designate the signature or signatures required for the drawing against special deposits of the Corporation;
 - (e) to determine who in addition to the officers authorized by Section 6-8 shall be authorized on

the Corporation's behalf to sign bills, notes, receipts, acceptances, endorsements, checks, releases, contracts, and documents.

Article V

MEETINGS

- Annual Meeting** Section 5-1. The annual meeting of the Board of Trustees shall be held on the last Tuesday of the month of January in each year, at the same time and place provided for Regular Meetings of the Board of Trustees.
- Regular Meetings** Section 5-2. Regular Meetings of the Board of Trustees of the Corporation shall be held without notice each Tuesday morning at the principal office of the Corporation, or at such location or on such other day and hour as the Board of Trustees may from time to time direct.
- Quorum Required** Section 5-3. At all meetings of the Board of Trustees, a majority of the Trustees shall be necessary and sufficient to constitute a quorum for the transaction of business; and the act of a majority of the Trustees present at any meeting at which there is a quorum shall be the act of the Board of Trustees, except to the extent that a greater number may be specifically required by statute, by Chapter 468 of the Laws of 1899, as amended by Chapter 247 of the Laws of 1957, of the State of New York, by the Certificate of Incorporation, as amended, or by these By-Laws.
- Special Meetings** Section 5-4. Special meetings of the Board of Trustees may be called by the President, the First Vice-President or the Secretary on two (2) days' notice to each Trustee, either personally, by mail, by telephone or by telegram. Special meetings shall be called by the Secretary in like manner on the written request of three (3) Trustees. Special meetings of the Board of Trustees may be held at any time or place, without notice provided the Trustees waive notice.
- Order of Business** Section 5-5. The order of business at each Regular Meeting of the Board of Trustees shall be as follows:
- Devotions
 - Roll Call
 - Approval of Minutes
 - New Business
 - Unfinished Business
 - Adjournment
- Presiding Officers** Section 5-6. Meetings of the Board of Trustees shall be presided over by the President, or in his absence, by the First Vice-President, or in the absence of the President and First Vice-President, by the Second Vice-President.

10. f.

Article VI

OFFICERS

- Officers** Section 6-1. The officers of the Corporation shall be a President, First Vice-President, Second Vice-President, Secretary and Treasurer.
- Ex-Officio Officers** Section 6-2. Whoever shall be Commander of The Salvation Army in the United States, Commander for the Eastern Territory of The Salvation Army in the United States, Chief Secretary for the Eastern Territory of The Salvation Army in the United States and Treasurer of The Salvation Army in the United States shall be ex-officio, President, First Vice-President, Second Vice President and Treasurer, respectively, of the Corporation.
- Secretary** Section 6-3. The Board of Trustees by resolution will designate the Secretary of the Corporation, who need not be a Trustee of the Corporation, for such term, including an indefinite term, as the Board of Trustees may deem fit.
- Other Officers** Section 6-4. The Board of Trustees by resolution will designate such other officers, including an Assistant Secretary or Assistant Secretaries and an Assistant Treasurer or Assistant Treasurers of the Corporation, as it shall deem necessary. Such other officers, none of whom need be Trustees of the Corporation, shall serve for such term, including an indefinite term, and shall have such authority and perform such duties as the Board of Trustees shall determine.
- Removal** Section 6-5. The Secretary and other officers or agents appointed pursuant to Section 6-4 may be removed, with or without cause, by the Board of Trustees.
- Duties of President** Section 6-6. The President shall have the general and active management of the business of the Corporation. The President may delegate any or all of his duties and powers to the First Vice-President for such term and under such conditions as he shall consider advisable.
- Vice-Presidents** Section 6-7. The Vice-Presidents, in their respective order, in the absence of the President or in the event of the inability of the President to act, shall perform all the duties and exercise all of the powers of the President.
- Execution of Instruments** Section 6-8. The President, the First Vice-President, the Second Vice-President or any one of them is authorized to execute mortgages, deeds, conveyances, bonds, notes and other instruments requiring a seal under the seal of the Corporation, and any and all other documents and papers of every kind to be executed on behalf of the Corporation, when approved and authorized by the Board of Trustees if such approval or authorization be required.
- Secretary** Section 6-9. The Secretary of the Corporation shall attend all meetings of the Board of Trustees and res-

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ord all votes, resolutions and the minutes of the proceedings in a book to be kept for that purpose. He shall give or cause to be given all notices of meetings of the Board of Trustees and perform such other duties as may be prescribed by the Board of Trustees or by the President. He shall have custody of the corporate seal, and shall, when required to do so, affix the same to any instrument requiring it, and attest the same by his signature as Secretary. In the absence or disability of the Secretary, the Assistant Secretary designated by the Board of Trustees shall perform all of the duties of the Secretary.

Treasurer

Section 6-10. The Treasurer shall have custody of the corporate funds and securities, and shall keep full and accurate accounts of all receipts and disbursements in books belonging to the Corporation, and shall deposit all moneys and valuable effects in the name and to the credit of the Corporation, in such depositories as may be designated. He shall disburse the funds of the Corporation as may be ordered by the Board of Trustees, taking proper vouchers for such disbursements, and shall render to the Trustees, at the regular meetings of the Board of Trustees, or whenever they may require it, an account of all his transactions as Treasurer, and of the financial condition of the Corporation. He shall give to the Corporation, a bond, if required by the Board of Trustees, in a sum, and with one or more sureties satisfactory to the Board of Trustees, for the faithful performance of the duties of his office and for the restoration to the Corporation, in the case of his death, resignation, retirement or removal from office, of all books, papers, vouchers, money and other property of whatever kind, in his possession or under his control, belonging to the Corporation. The Board of Trustees may by resolution assign any or all of the duties and powers of the Treasurer to an Assistant Treasurer for such term and under such conditions as shall be considered advisable by the Board of Trustees.

Section 6-11. Any provision in Section 6-10 to the contrary notwithstanding, the Board of Trustees may by resolution direct that special funds shall be in the custody of officers or agents of the Corporation other than the Treasurer, and, in such event, the Board of Trustees will provide by resolution for the deposit, disbursement, signatures required and reporting with regard to such special funds.

Article VII**NATIONAL HEADQUARTERS COMMITTEE**

- Designation** Section 7-1. The Board of Trustees shall by resolution designate, as a standing committee of the Board of Trustees, the National Headquarters Committee, the members of which shall be the persons who shall at the time be the Commander, the Chief Secretary and the Treasurer of The Salvation Army in the United States.
- Authority** Section 7-2. The Board of Trustees shall by resolution delegate to the National Headquarters Committee

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all of the authority of the Board of Trustees relating to the management of the affairs of the Corporation insofar as said management relates to the affairs of the National Headquarters of The Salvation Army in the United States (but not to those of the Eastern Territory or to those of the Corporation which involve both the National Headquarters and the Eastern Territory).

Limitations Section 7-3. Notwithstanding the provisions of Section 7-2, the National Headquarters Committee shall have no authority which by law cannot be delegated by the Board of Trustees to a standing or special committee of the Board of Trustees.

Officers Section 7-4. The Commander of The Salvation Army in the United States shall be the Chairman of the National Headquarters Committee. The Secretary of the National Headquarters Committee shall be such person, who need not be a member of the National Headquarters Committee, who shall be designated by the National Headquarters Committee. The Chairman of the National Headquarters Committee will submit to the Board of Trustees a true and correct copy of the minutes of each meeting of the National Headquarters Committee for incorporation in the minute book of the Corporation.

Meetings Section 7-5. Meetings of the National Headquarters Committee may be called by the Chairman or by any other member of the National Headquarters Committee by giving at least two days' notice of the date, time and place of the meeting to all members of the National Headquarters Committee. Notice of any meeting may be waived by a member either before or after the meeting. A majority of all the members of the National Headquarters Committee shall constitute a quorum for the transaction of business. The act of a majority, but not less than two, of the members present at a meeting at which there is a quorum shall be the act of the National Headquarters Committee.

Article VIII

COUNCILS

Regular Councils Section 8-1. The Board of Trustees shall by resolution appoint the following Councils, designate the membership thereof and assign to them appropriate duties and responsibilities, in accordance with the rules and usages of The Salvation Army:

Central Finance Council
Property Council
General Maintenance Council
Social Council
Trade and Publication Council
Pension and Retirement Council
Legacy Council

Special Councils Section 8-2. The Board of Trustees may by resolution appoint such other Councils, having such membership duties and responsibilities, as the Board of Trustees may consider advisable.

Ex-Officio
Members

Section 8-3. The President and the Vice-Presidents of the Corporation shall be ex-officio members of every Council appointed by the Board of Trustees.

Article IX

MISCELLANEOUS



Seal

Section 9-1. The Corporation shall have a corporate seal of which the impression set opposite this Section shall be an identification.

Inspection
of Books

Section 9-2. The Board of Trustees shall determine from time to time when and under what conditions and regulations the accounts and books of this Corporation shall be open to inspection.

Fiscal
Year

Section 9-3. The fiscal year of the Corporation shall begin on the first day of October in each year.

Article X

AMENDMENT

Section 10-1. These By-Laws may be altered, amended or repealed:

(a) by affirmative vote of all of the Trustees present at any regular or special meeting at which written consent of any absent Trustee to the alteration, amendment or repeal is presented; or

(b) by affirmative vote of five of the Trustees at any regular or special meeting held at least one month subsequent to a meeting at which the proposed alteration, amendment or repeal was rejected by the Board of Trustees; provided, however, that the requirement for a one-month waiting period may be omitted if waived in writing by all of the Trustees.

(By-Laws adopted Aug. 28, 1973, effective Sept. 1, 1973)

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CERTIFICATE OF SECRETARY

I, **DO HEREBY CERTIFY**

that I am the Secretary of The Salvation Army, a corporation organized and existing under and by virtue of the laws of the State of New York; that I am the keeper of the records and of the corporate seal of said corporation, and that the foregoing is a full, complete, true and accurate copy of the By-Laws of said corporation, together with all changes and amendments at any time made thereto, and that said By-Laws are in full force and effect.

WITNESS my hand and the official seal of said corporation, this day of A. D., 19
Secretary.

*Subscribed and sworn to before
me this day of
A. D. 19*

CLARENCE D. WISEMAN
General



THE SALVATION ARMY

(Founded in 1865)
WILLIAM BOOTH, FOUNDER

ERNEST A. MILLER
National Consultant

SALVATION ARMY WORLD SERVICE OFFICE
120 West Fourteenth Street
New York, N.Y. 10011
(212) 620-4900

101 Queen Victoria Street
London, EC4P 4EP, England
01-236 5222

1001 - 14th Street, N.W.
Washington, D.C. 20005
(202) 347-0021

- Board of Trustees The Salvation Army, and
The Salvation Army World Service Office

- President Commissioner William E. Chamberlain

- 1st Vice-President Commissioner Bramwell Tripp
- 2nd Vice-President Colonel Norman Marshall

- Treasurer Lt.-Colonel Wesley Schppard

- Assistant Treasurer Lt.-Colonel Nathanael Simington

- Members Colonel George Nelting
 Lt.-Colonel Albert Scott
 Lt.-Colonel Charles Southwood
 Lt.-Colonel Edith MacLachlan

The address of all is:

120 West 14th Street
New York, N.Y. 10011
212-620-4900

All are citizens of the United States of America.

TAX EXEMPTION STATEMENT

The following letter explains the tax exemption status of THE SALVATION ARMY.

Also enclosed is page 125, showing "THE SALVATION ARMY & ITS COMPONENTS, New York, N.Y." from the Supplement to PUBLICATION 78 (1-76), Cumulative List of Organizations described in Section 170(c) of the Internal Revenue Code of 1954, Revised to July 31, 1976.

Tax Exemption for the new corporation, SAWSO, is being undertaken by the attorneys who re in the process of creating the entity at the time of this writing.



U. S. TREASURY DEPARTMENT
WASHINGTON 25

DEPT. OF
COMMISSIONER OF INTERNAL REVENUE

IDENTITY BELONGS TO
COMMISSIONER OF INTERNAL REVENUE
AND REFERS TO

T:R:I
RFM-3

The Salvation Army
c/o Cadwalader, Wickersham and Taft
40 Wall Street
New York 5, New York

OCT 10 1955.

6.3195
INTERNAL SECURITY

Attention: Mr. H. Gilmer Wells

Gentlemen:

This is in reply to a letter dated August 15, 1955, from Cadwalader, Wickersham and Taft, in which they request reconsideration of our ruling issued on May 27, 1955, to The Salvation Army, Detroit, Michigan, holding that The Salvation Army is not a church or a convention or association of churches referred to in section 170(b)(1)(A)(i) of the Internal Revenue Code of 1954, and that such ruling be revoked. It is also requested that a ruling be issued to the effect that the National Headquarters of The Salvation Army and its various components throughout the United States constitute a church or a convention of churches as that term is used in section 170(b)(1)(A) of the 1954 Code.

It is stated that The Salvation Army is an international unincorporated Christian Church with International Headquarters in London, England; that its churches within the United States are organized into Four Territories under the general supervision of the National Headquarters in New York City; and that the Territories are further subdivided into 18 Divisions, each of which supervises The Salvation Army churches within a state or a part of a state.

The evidence submitted discloses that The Salvation Army has a distinct legal existence, a recognized creed and form of worship, a definite and distinct ecclesiastical government, a formal code of doctrine and discipline, a distinct religious history, a membership not associated with any church or denomination, a complete organization of ordained ministers ministering to their congregations, ordained ministers selected after completing prescribed courses of study, a literature of its

Best Available Document

P. L. O.

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2 - The Salvation Army

own, established places of worship, regular congregations, regular religious services, Sunday Schools for the religious instruction of the young, and schools for the preparation of its ministers.

It is further stated that in addition to the fundamental ecclesiastical activities as a Christian Church, The Salvation Army also conducts recreational and social programs of the same type as other churches or denominations, and that in working with the spiritually disassociated members of society The Salvation Army found it necessary to administer to the physical needs of those whom it brings spiritual Salvation. For this purpose it maintains shelters for transients, rehabilitation centers for alcoholics, homes and hospitals for unmarried mothers, visiting services for those in prison, nurseries and camps for children of abandoned mothers, and medical and dental clinics. Such activities are under the supervision of Salvation Army officers who are Ministers of the Gospel, and form an integral part of the religious program within the ecclesiastical organization of The Salvation Army.

It is further stated that The Salvation Army is recognized as a church or denomination by other Christian Churches, and has operated effectively in close conjunction with representatives of all faiths throughout local, national and international councils of churches and ministerial associations. At the first Assembly of the World Council of Churches in 1948 five Salvation Army Commanders were international representatives, and one was a member of the Central Committee. The Salvation Army is listed in the 1955 Yearbook of American Churches, published by the National Council of the Churches of Christ in the U. S. A.

Under section 170(b)(1)(A) of the 1954 Code, individuals are allowed an additional deduction of not exceeding 10 percent of their adjusted gross income for contributions made to a church or a convention or association of churches, to educational organizations referred to in section 503(b)(2), and to hospitals referred to in section 503(b)(5).

We have held The Salvation Army and its State and Regional organizations and local posts exempt from Federal income tax under the provisions of section 101(6) of the Internal Revenue Code of 1939, and that contributions made thereto are deductible by the donors in arriving at their taxable net income in the manner and to the extent provided by section 23(o) and (q) of the 1939 Code.

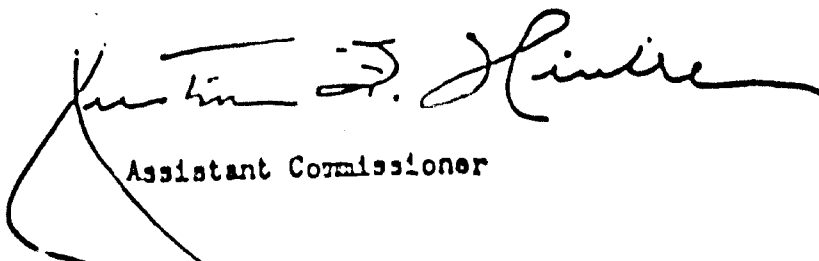
3 - The Salvation Army

Section 101(6) and section 23(o) and (q) of the 1939 Code correspond to section 501(c)(3) and section 170 of the Code of 1954.

Based upon the evidence submitted it is the opinion of this office that the National Headquarters of The Salvation Army and its various components throughout the United States constitute a church or a convention or association of churches as that term is used in section 170(b)(1)(A)(i) of the 1954 Code, and contributions made thereto are deductible by individual donors to the extent of the special rule provided in section 170(b)(1)(A) of the 1954 Code.

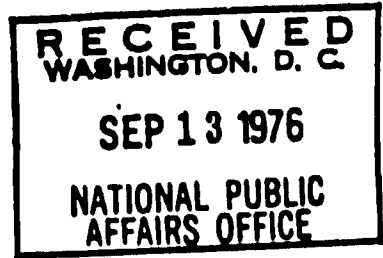
The ruling dated May 27, 1955, addressed to The Salvation Army, Detroit, Michigan will be revoked.

Very truly yours,



Austin D. Lindner

Assistant Commissioner



11. d.

Supplement to

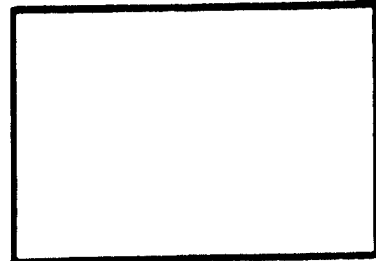
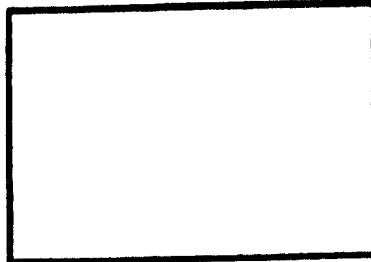
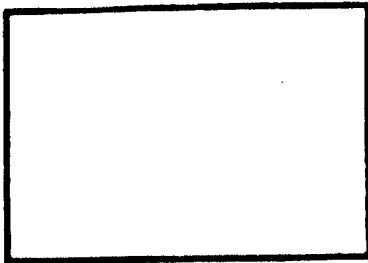
Publication 78 (1-76)

Cumulative List of Organizations

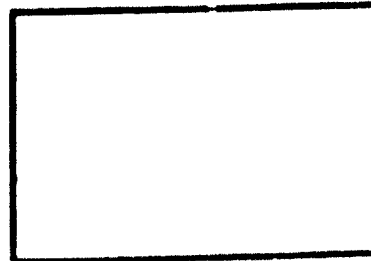
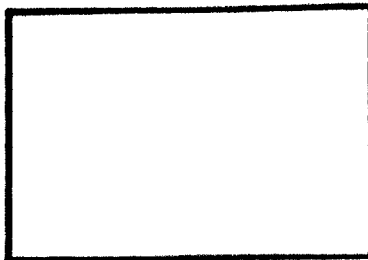
described in Section 170(c) of the
Internal Revenue Code of 1954

Supplement 1976-3

Revised to
July 31, 1976



IMPORTANT NOTICE: Organizations which have been notified by a special letter dated April 19, 1976 that they may have been deleted from the annual Publication 78, revised to October 31, 1975, are included in this Supplement. If you are unable to locate an organization listed, check the addendum listing following the last page of this Publication.



Publication 78 is updated and reissued annually. Three cumulative quarterly supplements are published each year containing additions only. Other changes, i.e., name and address, etc. are reflected in the complete annual issuance in January. The supplements do not list deletions and changes of exempt status, however, when the Internal Revenue Service withdraws recognition of status or when an organization's status changes an announcement is made in the Internal Revenue Bulletin. This Supplement is an alphabetical list of new organizations established on the Exempt Organization Master File for 1975 beginning November 1, 1975, and ending July 31, 1976.

Department
of the
Treasury
Internal
Revenue
Service

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Saint John College of Cleveland, Cleveland, Oh.
 Saint John Hospital Corporation, Detroit, MI.
 Saint John Hospital Association Inc.,
 Santa Monica, Ca.
 Saint John United Methodist Church,
 State College, Pa.
 Saint John Universal Non-Denominational
 Church, Detroit, MI.
 Saint Joseph College, Collegeville, Ia.
 Saint Joseph Scout Committee Limited, 7712,
 Food Du Lac, WI.
 Saint Justine Theological Seminary, Davis, Ca.
 The Saint Louis Unit of Services, 7709,
 Clayton, Mo.
 Saint Lukes Congregational Church,
 Los Angeles, Ca.
 Saint Mark Coptic Orthodox Church of Colorado,
 Denver, Ca.
 Saint Mark Coptic Orthodox Church of Houston,
 Belknap, Tx.
 Saint Mark Coptic Orthodox Church of Los
 Angeles, Los Angeles, Ca.
 Saint Mary College, Xavier, Ks.
 Saint Mary Pro-Kindergarten, Manover, MI.
 Saint Mary Russian Orthodox Church of the City
 of Detroit in the State of Michigan, Detroit, MI.
 Saint Marys Church of God in Christ Inc.,
 Moorovic, Ca.
 Saint Marys Episcopal Church, Bellville, Tx.
 Saint Marys Hall Inc., San Antonio, Tx.
 Saint Marys Hospital Medical Services Fund,
 Waterbury, Ct.
 Saint Marys Roman Catholic Cemetery Inc.,
 Beaver Falls, Pa.
 Saint Michael School, Dallas, Tx.
 Saint Nicholas School, Seattle, Wa.
 The Saint Paul Baptist Church, Los Angeles, Ca.
 Saint Paul Lutheran Church of Esccondido
 California, Esccondido, Ca.
 Saint Paul Presbyterian Church US Harris County
 Texas, Houston, Tx.
 The Saint Paul Singers Inc., 7712, Jenson, Ah.
 Saint Paul United Methodist Church,
 Woodbridge, Va.
 Saint Pauls Institute of Biblical Studies Inc., 7612,
 Sarasota, Fl.
 Saint Peters African Methodist Episcopal Zion
 Church, Hamtramck, MI.
 Saint Phillips Episcopal Church Jackson
 Mississippi, Jackson, Ms.
 Saint Petrus Ukrainian Catholic Parish,
 Parma, Oh.
 Saint Sebastian Priory Sovereign Order of St John
 of Jerusalem Inc., Rock Island, Il.
 Saint Sophia Foundation, Los Angeles, Ca.
 Saint Stephens Independent Episcopal Church San
 Diego California Inc., San Diego, Ca.
 Saint Timothy Community Church,
 San Bernardino, Ca.
 Saint Vincent Health Center Nurses Alumnae
 Association, Erie, Pa.
 Saint Vincent Hospital Sisters of Charity,
 Montclair, N. J.
 The Saints Peter & Paul Catholic School
 Charitable Trust, 7712, New Braucels, Tx.
 Salt Creek Independent Presbyterian Church,
 Salt Creek, Tx.
 Salem Baptist Church, Colorado Springs, Ca.
 Salem Bible Church, Salem, Mi.
 Salem Church, Brimley, Mi.
 Salem Community Middle School Building
 Corporation, Salem, Ia. (617)
 Salem Evangelical Free Church of Chicago,
 Chicago, Il.
 Salem Gospel Tabernacle, Brooklyn, N. Y.
 Salem Heights Baptist Church of Salem Oregon,
 Salem, Or.
 Salem Independent Church, Salem, Or.
 Salem Montessori School, Salem, Or.
 Salem Park Church, Indianapolis, Ia.
 Salem Temple Church, Rock City, Il.
 Salem United Building Fund,
 New Orleans, La.
 Sanford Montessori Church, Hartsville, Pa.
 Santee Bible Church Inc., Santee, Ka.
 Santee Heights Christian Church, Santee, Ka.

Santee Area RIF Program, 7606, Santee, Ca.
 Santee Area Senior Council Inc., 7704, Santee, MI.
 Santee County Boys Club of America,
 Benton, Ar.
 Santee County Historical Society Inc.,
 Dorchester, Mo.
 The Salsbury Jaynes Foundation Inc., 8010,
 Salsbury, Md.
 Salsburgh Community Action Council Inc.,
 Albemarle, S. C.
 Salt Creek Baseball League, Villa Park, Il.
 Salt Lake Rape Crisis Center Inc.,
 Salt Lake City, Ca.
 Salt of the Earth, 7712, Hardy, Va.
 Salt Springville Community Restoration Inc., 8012,
 Cherry Valley, N. Y.
 Salskirk Township Volunteer Fire Department,
 Indian Head Fayette, Pa. (617)
 Santee City Christian Church, Sierra Madre, Ca.
 Salsburg-Coomsough-Loyalhanna Recreation &
 Park Board, Salsburg, Pa.
 Salute to Burgen Women in the Arts Inc., 7612,
 Ridgewood, N. J.
 Salvage Bureau of St Vincent De Paul Society of
 St Maries Conference, Manchester, N. M.
 Salvation and Deliverance Church, Bronx, N. Y.
 The Salvation Army, Kansas City, Mo.
 Salvation Army & Its Compeonets,
 New York, N. Y.
 Salvation Army Door of Hope and Booth
 Memorial Hospital, San Diego, Ca.
 The Salvation Army of Detroit Mich. Ass.
 Detroit, MI.
 Salvation Army of England Po Box 7301/Prince D.
ARMY CARES (1)
 The Salvation Deliverance Tabernacle,
 Philadelphia, Pa.
 Salvation Deliverance Temple of God Inc.,
 Fort Myers, Fl.
 Salvation Inn Church for All Nations Inc.,
 Spokane, Wa.
 Salvatori Foundation, Henry and Grace,
 Los Angeles, Ca. (4)
 Samaritan Mission of Mount Vernon Incorporated,
 7612, Alexandria, Va.
 Samaritan Order of Many Affections,
 Cambridge, Ma.
 Sam Dakon Lay Evangelistic Assoc,
 Eaglewood, Ca.
 The Sammons Foundation, Dallas, Tx.
 The Sammons Community Congregational Christian
 Church of Long Beach, Long Beach, Ca.
 Samson Congregational Christian Church,
 San Diego, Ca.
 Samson Congregational Christian Church in
 Honolulu, Honolulu, HI.
 Samson Congregational Church of Jesus Christ in
 San Francisco, Daly City, Ca.
 Samson Youth Council Astabrovo of Seattle
 Spynn, 7706, Seattle, Wa.
 Sampson High School Alumni Association Inc.,
 Clinton, N. C. (1)
 Sampson Youth Recreational Center Inc., Richard
 W., Shreveport, La.
 Sam R. Marks Trust U/W., Jacksonville, Fl. (4)
 Sams Valley Union Sunday School, Gold Hill, Or.
 Samuel A., Jacksonville, Pa. (4)
 The Samuel Leigh Foundation Inc.,
 N. Y., N. Y. (4)
 Samuel M. & Laura H. Brown Charitable Trust,
 Wichita, Ka. (4)
 Samsels Baptist Church, Fort Worth, Tx.
 San Andres Community Covenant Church,
 San Andres, Ca.
 San Antonio Alumnae Chapter of Zeta Tau Alpha
 Scholarship Fund, San Antonio, Tx.
 The San Antonio Area Distributive Education
 Advisory Committee Inc., 8007,
 San Antonio, Tx.
 San Antonio Biocentennial Committee Inc., 7712,
 San Antonio, Tx.
 San Antonio Friends Chapel Inc.,
 San Antonio, Tx.
 San Antonio Gospel Chapel, San Antonio, Tx.
 San Antonio Legacy Inc., San Antonio, Tx. (3)

San Antonio Parks Council, 7712,
 San Antonio, Tx.
 Sanatorium Sanchino Club, Sanatorium, Ma.
 San Benito Day Care Center, San Benito, Tx.
 San Bernardino and Riverside TEs Sotters Joint
 Apprenticeship Trust, Redlands, Ca.
 San Bernardino County Medical Center Auxiliary,
 7612, San Bernardino, Ca.
 Sa. Bernardino Indian Center Inc., 7606,
 San Bernardino, Ca.
 San Bernardino Senior High School Associated
 Student Body, San Bernardino, Ca.
 Sanctuary of Mary Our Lady of the Holy Spirit,
 Brownsville, N. J.
 Sand Dollar Inc., Houston, Tx.
 Sand Hill Cemetery Association, Pender, Tx. (8)
 Sandbridge Fire Brigade Inc.,
 Virginia Beach, Va. (617)
 Sandhills Melrose Association, Tryon, Na.
 Sando Brothers in Christ Church,
 Albuquerque, N. M.
 San Diego Astronomy Association,
 San Diego, Ca.
 San Diego Christian Science Servicemen Center
 Inc., San Diego, Ca.
 San Diego Community Child Abuse Coordinating
 Council, 7712, San Diego, Ca.
 San Diego Community Foundation, 8012,
 San Diego, Ca.
 San Diego Eye Foundation, 7712, San Diego, Ca.
 San Diego Grace and Truth Chapel,
 San Diego, Ca.
 San Diego Hillcrest Congregation of Jehovahs
 Witnesses, San Diego, Ca.
 San Diego Institute of Theatre and Media Arts,
 San Diego, Ca.
 San Diego School Gymnastics, San Diego, Ca.
 San Diego Scientific Research Institute, 7704,
 San Diego, Ca.
 San Diego Sigma Xi Club, San Diego, Ca.
 San Diego Society of the New Jerusalem,
 San Diego, Ca.
 San Diego Symphonic Chorus Inc.,
 San Diego, Ca.
 San Diego Womens Health Council Inc., 7612,
 Chino Vista, Ca.
 San Diego Word Ministry, San Diego, Ca.
 San Diego Youth Symphony, San Diego, Ca.
 San Diego Bible Church Inc., Rancho, Ca.
 Sandra Stewart Dance Theatre Inc., 7709,
 New York, N. Y.
 Sandwith Town Club, Center Sandwith, N. M.
 Sandy Baptist Chapel, Sandy, Or.
 Sandy Kinder School, Sandy, Or.
 Sandy Run Missionary Baptist Church
 Incorporated, Jacksonville, N. C.
 Sandy Spring Friends School, Sandy Spring, Md.
 Sandy Springs Christian Church Inc., Atlanta, Ga.
 Sandysouth Township Volunteer Fire Department
 and Relief Association, Franklin, Pa. (617)
 San Fernando Community Hospital,
 Van Nuys, Ca.
 San Fernando Monthly Meeting of the Religious
 Order of Friends, Sylmar, Ca.
 San Fernando Valley Home Health Agency,
 Bantec, Ca.
 San Fernando Valley Learning Skills Laboratory
 Inc., 7712, Van Nuys, Ca.
 San Fernando Valley Scenicity Playhouse, 7712,
 No Hollywood, Ca.
 San Fernando Valley Transactional Analysis
 Training Institute, 7612, Van Nuys, Ca.
 Sanford-Escott Free Methodist Church Inc.,
 Sanford, Fl.
 San Francisco Academy of Hypnosis Clinic,
 San Francisco, Ca.
 San Francisco Bible Church, San Francisco, Ca.
 The San Francisco Campus Christian Center,
 San Francisco, Ca.
 San Francisco Center for Public Education, 7703,
 San Francisco, Ca.
 San Francisco Center for Public Education, 7703,
 San Francisco, Ca.
 San Francisco Church of the Holy Trinity,
 Daly City, Ca.



AFFIRMATIVE ACTION PROGRAM
FOR
EQUAL EMPLOYMENT OPPORTUNITY

Approved by
COMMISSIONERS' CONFERENCE
May, 1973

ERIK WICKBERG
GENERAL

PAUL J. CARLSON
COMMISSIONER



THE SALVATION ARMY

WILLIAM BOOTH, FOUNDER

NATIONAL HEADQUARTERS
120-130 WEST FOURTEENTH STREET
NEW YORK, N. Y. 10011

OFFICE OF
THE NATIONAL COMMANDER

(212) 243-0700

October 1, 1973

All Officers and Personnel
The Salvation Army
United States of America

The motivation of The Salvation Army is love for God and a practical concern for the needs of humanity. This is expressed by a spiritual ministry, the purposes of which are to preach the Gospel, disseminate Christian truths, provide personal counseling, and undertake the spiritual, moral and physical rehabilitation of all persons in need who come within its sphere of influence regardless of race or creed. These purposes are embodied in the certificates of incorporation of The Salvation Army.

To reaffirm this belief The Salvation Army has adopted an "Affirmative Action Program."

This program actively affirms our commitment to the policy of equal employment opportunity for applicants and for employees on all levels without regard to race, creed, sex, age or national origin except where age or sex is a bona fide occupational qualification.

The following concept and philosophy are included in Salvation Army personnel practices and policies manuals:

'The merit principle guides in the selection, retention, promotion, and dismissal of employees. The person best qualified to do a specific job is sought without regard to race, color, sex, creed, age, marital status or national origin. Your ability to carry out the duties assigned you, with satisfaction both to us and yourself, is the important consideration, together, of course, with the qualities of honesty, integrity and a reasonable ability to get along with other people.

'While, as in all organizations, advancement cannot always be as rapid as you or we might desire, we want to give you increasing responsibility and the improved considerations that go with it. Your performance and initiative are important factors in gaining such recognition.'

The institution of the Affirmative Action Program on the local level is the responsibility of the officer in charge and he should seek the assistance of his immediate superior if there are any situations which he feels need prompt attention.

Sincerely,

Commissioner Paul J. Carlson
NATIONAL COMMANDER

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The Salvation Army

AFFIRMATIVE ACTION PROGRAM for EQUAL EMPLOYMENT OPPORTUNITY

Revised August, 1975

Policy

The official Salvation Army Policy is stated in the Employees' Manual.

The Policy of The Salvation Army is to provide equal opportunity employment to all people without regard to race, color, creed, sex, age or national origin and to promote the full realization of that Policy through a positive, continuing program that will be known as the "Affirmative Action Program of The Salvation Army."

The Salvation Army reaffirms its position as being committed to assuring equal opportunity and equal consideration to applicants and employees in personnel matters including recruitment and hiring, training, promotion, salaries and other compensations, transfers and lay-offs or termination.

In addition to the many co-educational programs of The Salvation Army, certain activities are designed for persons of particular sex, i.e., Boy Scouts, Girl Guards, Home League (for women), Men's Fellowship clubs. However, where a program is restricted to persons of particular sex, a similar or corresponding program is available for groups of persons of the opposite sex.

The Salvation Army has been established to provide humanitarian services consistent with the values and goals of Christian faith. This factor will be considered in the hiring of those members of the staff who the organization determines have the responsibility for the transmission of these values.

To assure these goals are upheld such staff must be willing to support the spiritual objectives of The Salvation Army.

Dissemination of Policy

The Policy will be implemented by The Salvation Army in the United States through normal channels; National Headquarters, Territorial Headquarters, Divisional Headquarters, corps-community centers, institutions, etc. This is the responsibility of all officers and personnel, supervisory or non-supervisory. Each of the four Territorial Headquarters has the responsibility for monitoring compliance with the Affirmative Action Program of The Salvation Army.

The equal employment opportunity policy is and will continue to be communicated to all relevant audiences.

1. The Policy specifically included in the Personnel Manual will be continued and become an essential component of the Affirmative Action Program of Personnel Policies and Procedures.
2. The Policy will be stated in the organization's official publication as well as other advertising media.
3. A copy of this document will be given to every employee and be issued to all persons engaged in the recruitment, hiring, placing, training and education of employees.
4. The Policy will be thoroughly discussed in employee orientation and all training programs and in Officers' Councils, appropriate management and supervisory meetings, etc., so that the existing policy of The Salvation Army is made clear.
5. Non-discriminatory clauses will be included in all contracts. Existing contracts will be reviewed to insure that they are non-discriminatory.
6. Notices required by the Equal Employment Opportunity Commission, the Office of Federal Contract Compliance, the Department of Labor and any State or Human Rights will be displayed in working areas and in employment office.
7. Sources of recruitment will be informed orally and in writing of equal employment policy stipulating that they are to actively recruit in every segment of society, including women and minority candidates for all positions listed.
8. Equal opportunity clauses will be incorporated in all of our future purchase orders, leases, contracts, etc., with any firm or organization which has fifty (50) or more employees and \$50,000 or more sales or business.
9. Written notification of our policy will be sent to all subcontractors, vendors and suppliers with the request for a submission of their equal employment policy statement and Affirmative Action Program.

Responsibility for Implementation

The Territorial Commander is responsible for implementation of the Affirmative Action Program. In performing this responsibility he will:

1. Develop additional or amended Policy Statements, additional Affirmative Action Programs and modifications as deemed desirable.
2. Identify the problems in administering this program and helping to resolve them.
3. Assure adequate record keeping and audit systems:
 - a. to measure the effectiveness of the program
 - b. indicate the need of remedial action
 - c. determine the degree to which the goals and objectives have been attained
4. Share relevant materials with the Territory.
5. Refer to National Headquarters for further consideration by the Commissioners' Conference any information as related to progress in attaining the objectives of the Policy and Affirmative Action Program.

Each Divisional Commander and officer will:

1. Assist in the identification of problem areas in their respective commands and the implementation of the Affirmative Action Program.
2. Evaluate periodically the hiring and promotion patterns, evaluate progress and remove impediments to the attainment of program objectives.
3. Discuss regularly The Salvation Army Affirmative Action Program with officers and personnel directors to insure that the Policy is fully understood and being implemented.
4. Review qualifications of employees and establish procedures to insure that minority group employees and women are given equal opportunities, as are all other individuals, for transfer and/or promotions.
5. Provide equal opportunity for all, including minority group employees and women, and encourage all to participate in all organization sponsored educational training, recreation and social activities.
6. Evaluate staff effort toward equal employment opportunity results.

Analysis of Present Status

The Salvation Army in the U.S.A. will initiate a comprehensive inventory of current non-officer employee status to ascertain the number and percentage of employees that are minorities and women.

Program

A. Recruitment

The Recruitment Program will be conducted in a manner to insure that we are actively reaching minority group members and women. This means taking direct initiative to make certain that minority group members and women candidates are identified, made familiar with available positions and encouraged to apply. Those responsible for employment and/or placement of personnel will:

1. Review qualifications for professional and clerical/secretarial positions to remove artificial barriers that may restrict the pool of candidates. This will also include a review of The Salvation Army's application blank.
2. Identify, contact and make interview arrangements with placement offices that have special programs for minorities.
3. Limit utilization of public and private personnel agencies to those who submit acceptable statements of their own equal employment opportunity policy and where there is no evidence of failure to implement such a policy.
4. Review present staff who may be qualified for promotion. Job opportunities should be posted in a conspicuous place for not less than ten work days in order that the staff might apply directly. Every consideration should be given to internal promotions first before seeking candidates outside the organization. Each unsuccessful applicant will be assured an explanation of the standards he or she failed to meet and recommendations of ways in which to qualify at a subsequent time.

B. Training

Self-improvement opportunities leading into more responsible positions will be available to all staff on a planned basis. Among these are:

1. Upon request, equipment made available at mutually agreed time where the individual utilizes same to up-grade their skills by actual practice.
2. Provision for staff attendance at Regional Conferences and/or Seminars as well as relevant training and formal educational courses.

SAMPLE DEVELOPMENT PROJECT

In the grant proposal (pp. 3) we said:

"In its early history The Salvation Army tended to concentrate its efforts on the immediate needs in an emergency period of a crisis. But like other voluntary agencies we have paid more attention in the last two decades to the fact that work addressed to the causes of problems can be more effective in the long term. For example: Health programs initially served persons at the time of critical need. But emphasis is now shifting to areas of preventive health activities in the context of housing, employment, and similar community concerns.

This change of emphasis has been a difficult one for The Salvation Army, as it has been for other organizations. SAWSO activities include training of indigenous leaders to accelerate and reinforce the change toward a comprehensive and integrated community development approach.

The Salvation Army World Service Office specifically directs all of its attention to the development efforts of The Salvation Army and allied organizations in the developing world."

Examples on the following pages have been selected because they point to the kind of changes The Salvation Army is now making. Again, these examples have tended, at the very least, to integrate relief and development efforts. However, the work of SAWSO will focus exclusively on the implementation of "development" projects, and to provide by example an effective means of assisting in re-focusing Salvation Army efforts from pure relief to long range community development. That change is what SAWSO is about.

ACTION PROGRAM:

Tecpan, Guatemala
Master Plan

An example of the kind of development work into which The Salvation Army is moving is the "Action Program" for the rebuilding of Tecpan, Guatemala following the earthquake in February, 1976 ...

. . .

Approach to Assignment

. . .

- B. Interview with Tecpan officials and citizens.
- C. Work session, meeting and conclusions therefrom with Salvation Army personnel and volunteers in Tecpan.

. . .

Goal: Develop a master plan for the village of Tecpan which will, in the most practical manner, restore the community to the way it was prior to the earthquake.

- A. Identify needs and priorities for Tecpan, so that a master plan can be developed.
- B. Develop the master plan recognizing that Tecpan ~~citizens must ultimately play the major part in~~ its implementation.
- C. . . .

2. Can train Tecpan citizens ...

. . .

4. ... maximizes the use of Tecpan resources.

General: With these pilot activities under way the Salvation Army effort will then demonstrate to others that there is a practical and reasonable solution to aiding Tecpan citizens. Thus the pilot program can serve as a model ...

A major thrust of the pilot program is to develop within the Tecpan community an organization which can help itself, both by providing the bulk of the manpower and work effort required, and also by training citizens of Tecpan in the job of managing and controlling their own reconstruction. Therefore the Pilot Program places great emphasis and responsibility for the success or failure of the project on local Tecpan participation.

. . .

Labor: ... in addition, for previous renters, an appropriate amortized loan agreement is being contemplated to permit these citizens to own their own land, and pay for it over a ten-fifteen year period.

. . .

Pilot program demonstrates:

. . .

- B. The scheme can be implemented primarily with local Tecpan efforts, requiring only outside technical and advisory help and outside funding, if available, — to speed up the program.

It is believed that the success of the Pilot Program will show to the Tecpan people, other interested outside agencies, the Guatemalan government, and possibly foreign aid sources, that Tecpan has the ability to rebuild itself, and only asks for help to do the job rather than to have the job done for it. With this kind of pilot effort we believe other sustaining sources of financial aid will become available.

Appendix II

A. Basic concepts

Tecpan citizens will provide line administrative, managerial and tradesman personnel. This Tecpan citizen organization will be responsible for the success of the project.

Training & Scheduling

A. Training

1. It is anticipated that training will be done on a "cadre" basis, where the first group of Tecpan citizen personnel will be selected for their leadership and management skills as well as their technical proficiency. This first group shall number approximately eight to ten Tecpan citizens, from which the four Supervisors under the Construction Manager, and possibly the four managers immediately below the Housing Director shall be selected. Therefore, these first candidates should receive on-the-job training in all phases of construction from the Advisors.

3. As the first cadre of Tecpan citizens is trained and their leadership, management skills, and technical proficiency are identified, it is expected that these citizens will be assigned managerial positions and, in turn, will commence the training of new Tecpan citizens selected basically for their high technical skills to work on crews or as other assistants.

5. The objective of this training system is that once Technical Advisory have initially trained the first "cadre," the members of that cadre, in turn, will commence training of crews and workers, and the organizational structure will develop. Thus the Tecpan Citizen organization will be self-perpetuating and self-contained.

Results to Date (one year later)

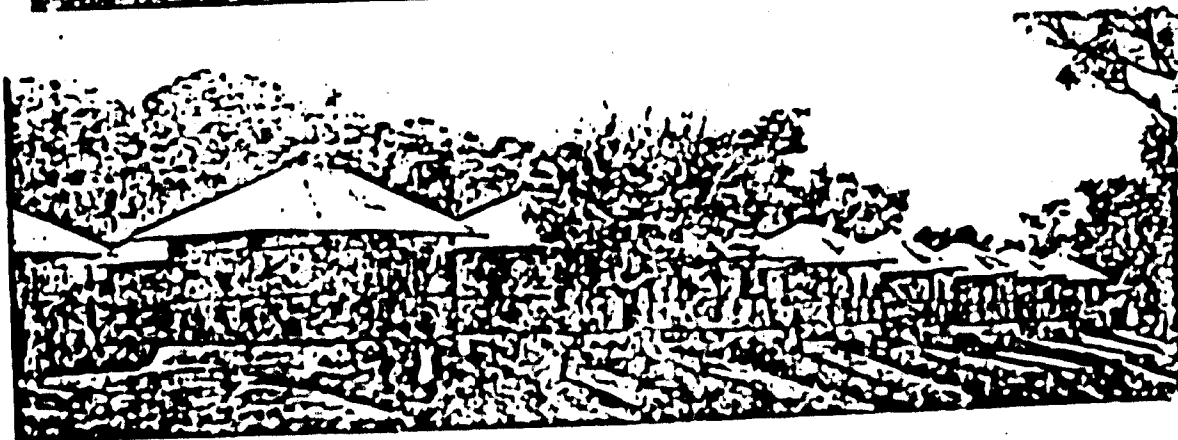
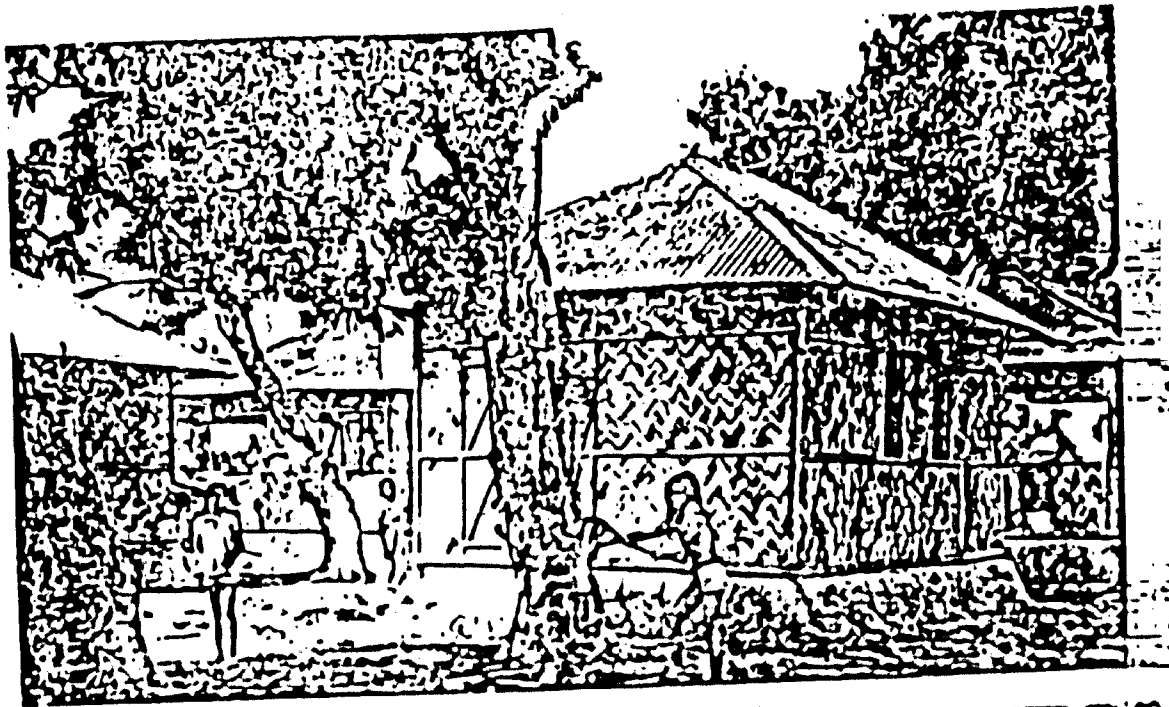
1. Guatemalan citizens committee has been set up and is functioning to provide overall guidance and decision making to the project, including hard decisions like who gets houses when.
2. Community building is being constructed which will be controlled by the city on completion.
3. The basic training program, as described in the plan, is being successfully followed--
4. Cooperation with community groups, government agencies, other voluntary agencies and USAID has been achieved.
5. Over 300 housing units have already been completed.
6. It is reasonable to expect that these project activities will continue with Guatemalans serving exclusively at all levels in the future.



LABOURERS RECEIVED WHEAT AND A FINANCIAL ALLOWANCE.



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In Zinzira, Dacca district, 50 houses have been completed, and a number of families from the Mirpur slum-dwellers' camp are now moving into these houses. They now have to become independent self-respecting citizens again, which is no easy matter when people have to a greater or lesser degree been living on 'relief' for some time. However, these people have been carefully selected, and the reactions we have had from them so far are very encouraging. Also, we have found a young Bengali couple who will help them with any adaptation problems as and when required. Two other plots of land will hopefully be available for our building programme soon, but much patience and perseverance is required before final permission from the authorities is received.

MEDICAL AID IN WIOMOASE

WORKING in primitive conditions in a medical clinic just outside the village of Wiomoase, 200 miles north of Accra in Ghana, two Salvation Army nurses, Captain Johanna Freese and Sister Ali Ruijsink, serve the community 24 hours a day. The work began six years ago after four old buildings were given to the Army and subsequently renovated for use as a medical clinic.

Once a month the ambulance tours the villages picking up folk who cannot walk and badly need medical attention at the clinic. In addition to their medical responsibilities, the two nurses operate a thriving corps of 350 soldiers!

ALL THE WORLD

A quarterly review of Salvation Army activities

Wakem Booth, Founder
Clarence Wiseman, General

International Headquarters, Queen Victoria Street, London EC4P 4EP
Editorial Office, 101 Queen Victoria Street, London EC4P 4EP

Price in United Kingdom 9p, in Australia 27c, in New Zealand 23c, in USA and Canada 25c, or by annual subscription from Salvation Army Publishing and Supplies Limited, 117-121 Judd Street, London WC1H 9NN (United Kingdom 72p, overseas 88p)

Published by Clarence Wiseman, General of The Salvation Army, and printed by Salvation Army Publishing and Supplies Limited, in Great Britain at The Campfield Press, St Albans.

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Zambian Air Force Officers Work Hard At Army's Hospital

IT was Flight-Lieutenant Mwanza who first read the report in the *Zambian 'Sunday Times'* and showed the article to his squadron leader, Joe Chisla. The men, based at Lusaka International Airport, were looking for a worth-while project for a week of celebrations held in Zambia to mark Independence Day.

'Mission brings hope to the disabled', was the heading on the feature page.

Austen Fulilwa, the journalist who wrote the article, had been a school friend of Mwanza, so when Mwanza read the article with its frank and honest appraisal of the situation at the Salvation Army Hospital at Chikankata, he believed it. 'It's about time we got off our political soap boxes and gave some help ourselves—don't leave it to the missionaries', the article concluded, with emphasis.

The squadron leader read the report and before long a group of officers boarded a ZAF helicopter to investigate the possibilities of putting in a week's hard work at the hospital.

The roar overhead as the 'chopper' zoomed low over Chikankata secondary school drove students from their classrooms to the football pitch to see their unusual visitors land. A look round the complex, a few pointed questions asked and 'Operation Chikankata' was launched. The squadron had its project.

Some of the points of the philosophy developed by President Kaunda are the need for self-reliance, the need to help others—especially those in need—and the spirit of hard work.

Squadron Leader Chisala and his 40 men practised all of these and many more as they worked hard together with military precision and discipline on a variety of projects during the week. These included constructing a road to open up a new area for staff housing, re-roofing some of the thatched homes for leprosy patients, installing a piped water supply to part of the leprosiarium, and erecting an outdoor kitchen for a retired and widowed woman residing at Chikankata.

Another project was clearing ground of tree stumps and shrubs preparatory to the planting of an orchard at the hospital.

During the week the District Governor for Mazabuka, Miss Kaputo, visited Chikankata and paid tribute to the originality and hard work of the air force members. 'Thank you for what you have done for our people', she concluded. The Salvation Army's General Secretary for Zambia (Major Ben Musambila) thanked the squadron on behalf of the General and encouraged the air force to continue its good work.

Perhaps the happiest visitor of all was Austen Fulilwa, who returned to see that his publicity and challenge was bearing much fruit. He is proud, too, that the people of Zambia know how to respond to such a challenge.

←relief

←development

←development

FROM CAPE TO PANAMA

*Commissioner Harry Williams
reports on Salvation Army
Social Services in South America*



A BRONZE Pizarro looks sternly across the square of Lima towards the cathedral built but a few years after the arrival of the Spanish Conquistadores, before the middle of the 16th century. His brother in arms, Mendoza, is higher in the world on his pinnac in La Paz in the Bolivian Andes. On the opposite side of the South American continent is Rio de Janeiro; it was the Portuguese navigators with their admirals and priests who laid the foundations of Brazil.

Throughout the continent today, the heroes of the independence movements which started with San Martin in Argentina, during the period when Europe was fully occupied by Napoleon, have left their mark on the political structure and ideals of the countries, but more profound is the influence in language and culture of those original colonisers.

It is contemporary to deride the forceful missionary efforts of the pioneers who claimed the continent for the Catholic Church. Yet there is still an almost universal respect for religion which makes Salvation Army operations in South America different from any other part of the world. On three successive Sundays I took part in religious street meetings in São Paulo, Buenos Aires and La Paz, and at each the crowds were large, the atmosphere quiet and reverent, and the rapt attention given to personal testimony and Bible exposition was in marked contrast to the indifference or frank disapproval experienced in most parts of the world today.

For such a vast area and so large a population the Army forces are tiny but, as in most

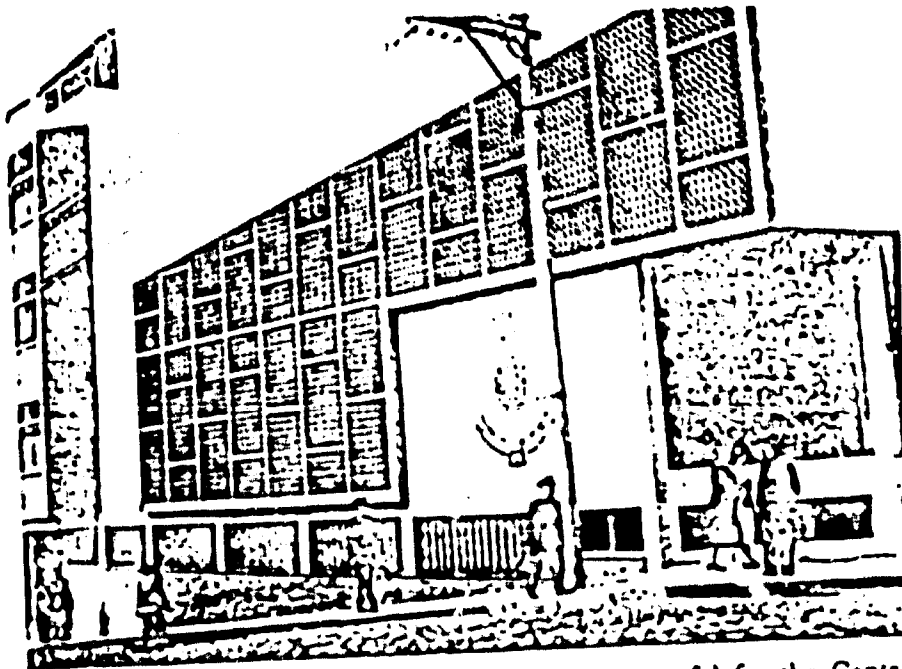
parts of the world, this small Army packs a surprisingly large punch in terms of social service. Brazil, for example, has a population of 100 million but is committed to increasing this to 200 million by the turn of the century. With great natural resources she has a thriving economy and thrusting *entrepreneurs*, but she has her social problems which are vast too. Racial prejudice does not appear to be one of them. It is truly a mixed society where many races have integrated to a greater extent than elsewhere.

From a social service programme of wide scope let me select a few examples; the first, Rancho do Senhor in São Paulo. It is a mansion, its main lounge colourful with allegorical stained glass windows and its entrance a porch in the best baronial style. It caters for women (some little more than children) who conceive out of wedlock. Figuratively it is bursting at the seams and the problem of the solo parent, in a society which still frowns on sexual lapses and has hitherto made little provision for adoptions, is unanswered. The Australian Captains, husband and nurse wife, are devoted to their charges and full of plans if money can be found.

Lar das Flores is an hour's drive from the Capital. It is a countryside of rolling hills and red fertile soil, and Captain Oswaldo Campos, the Brazilian manager of this home for 170 boys, is a Friar Tuck in figure and personality. He is enterprising too. The farm provides work and food, but he has added an extensive vocational training centre where the older boys are taught carpentry and joinery. Stacks of door and window frames are ready in stock sizes, as well as the shutters that keep

← roller

← development



Partial view of
the Central Corps
and social centre
in Sao Paulo,
Brazil

out the sun and the thieves, yet allow the breeze to blow through and are so much part of the Iberian heritage.

Slowly old buildings are giving place to simple functional ones built without middleman's profits. Down through the plantations is a simple holiday camp, where groups of children or weary mothers relax, recuperate and share simple, sincere worship.

In Niteroi, Colonel Eliseo Steven (the Territorial Commander, who was born in Brazil of missionary pioneers) and I enjoyed a cup of coffee with Captain and Mrs. Gordon Cocking, the corps officers. He is an Australian, she is from the Faroe Islands. The Colonel handed over a small packet from Brasilia, the capital hewn out of jungle which had been the Captain's command. I watched the opening of the packet—a desk pen finished in yellow, red and blue silk, sent by the prisoners of the central jail,

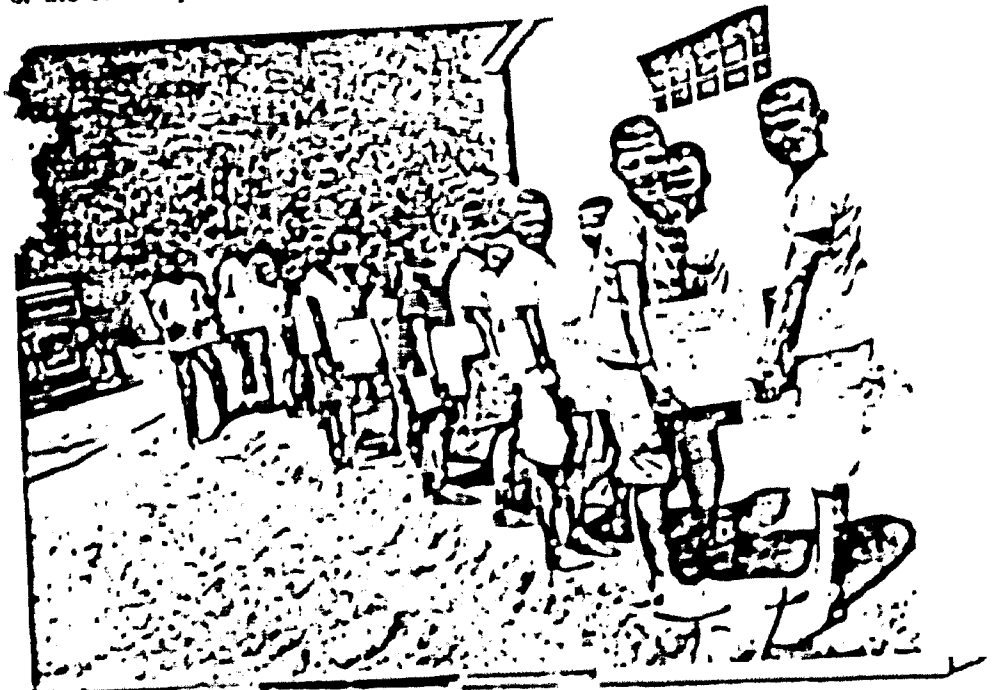
grateful for the Captain's regular ministry.

Buenos Aires is different again, a tired city, its elegance fading in the strong glare of economic problems and unrest. This is where the Army began its work in South America, and a full programme of service for all age groups, from children to the aged has been in operation for many years. It includes care for women students and those with addiction problems between the very young and the old at either end of the spectrum.

Uruguay and Paraguay come under the jurisdiction of the Territorial Commander in Buenos Aires. Montevideo is just across the wide estuary of the River Plate. Here again the city has grand public buildings. In the more peripheral districts of wide, cobbled, tree-lined streets, whose stucco-fronted houses and quiet decayed inner courtyards were once redolent of a stylish Spanish inheritance, there is now poverty.

← relief

Hard at work are
boys at the Army's
home in Suzano,
Brazil





Working on a farm
in Chile, run by the
Army for boys

In one such street is the Army's night shelter for women. Envoy Dominguez, a Salvationist nurse who is in charge, has a peaceful face that will long live in my memory together with that impression of patient, gentle endurance that keeps her darning quilts and washing threadbare sheets so that the extra homeless women can be given a makeshift bed even though the place is full each night. I wanted to see the place pulled down (a good push would do it!) and a custom-built home erected in its stead, but that means £120,000 approximately and this is only one of a hundred such stories.

At the Catalina Higgins Eventide Home in Buenos Aires, Major Sheila Martin has been hard at work for 10 years, turning a 19th-century grand house into a 20th-century eventide home. It still lacks modern dining and kitchen facilities, but it already has an intensive care section and a wing with modern accommodation.

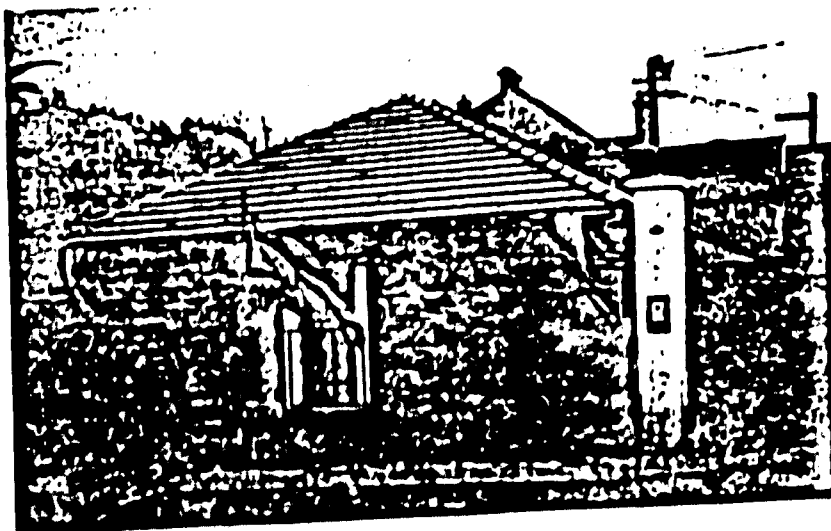
Montevideo has its first such home, a mansion on a boulevard where the diplomatic corps has spacious offices. In its beautiful grounds a modern block is rising through the interest and generosity of American Salvationists. Judging by the crowd at its opening

last year, the city is proud of this Army 'first' in Uruguay.

Santiago, as with most of Chile's towns and cities, is not very far from the sea, yet is crowned by the snowcapped mountains, sometimes hazy but commonly gleaming in brilliant sunshine. The Salvation Army headquarters and main hall is not in the most salubrious area but fronts a wide pleasure on which an open market is held each week. A modern three-story block is rising next door and will include a number of community programmes, chief amongst them a new 'Aurora'. This name is famous as a girls' home. The social science philosophies of the Western World as yet make little impact on the South American countries, with their deeply religious and paternalistic attitude to human problems. One still meets large families of happy children in congregative care.

I visited the old 'Aurora' (which is now being redesigned for senior citizens), at bedtime. After a choral welcome the girls scurried off to their dormitories with the hope that the visitor would visit each to say good-night. There was a row of neat beds, a child at each, brushed bedtime hair, dark eyes,

The Catalina
Higgins Even-
tide Home in
Buenos Aires,
Argentina,
which caters
for senior
citizens



Girls find care and joy in 'Aurora,' a home operated for them in Santiago, Chile



shining faces, and a Spanish prayer before quiet settled.

One would hardly expect the same atmosphere in a boy's home; but I was at 'El Redil' ('The Fold') for the opening of a group of simple modern dormitories financed by 'Bread for the Brethren' of Switzerland. The whole community was there, including the band of the local military unit, smart, interested and disciplined men in grey and gold who have taken a keen interest in the home since the first cheap wooden units were provided. The boys hardly sang like angels but the husband and wife Auxiliary-Captains manage the whole enterprise with happy informality and competence.

Passing over many other tales of Salvation Army social service from Patagonia to Peru (and even Venezuela), I close with one of independence. Bolivia has a proud tradition. Basically it has a rural economy and a simple

life style. In recent years there has been a warm-hearted response to the gospel which has issued in a burning desire to help the needy neighbour. Each day vegetables and fruit pour into the street markets of La Paz on the backs of village women. Many sleep on doorsteps, in the cold of 12,000 feet, inadequately protected by their 'bowler hats' and ponchos.

A woman doctor has come to the Army's aid and donated a piece of land for a night shelter. The first new building has been approved, but anyone who knows Lieut.-Colonel Jorge Nery, the local Bolivian commander and his energetic Argentinian wife, will expect the programme to start before the building is erected! Cheerful dedication, adaptability and a 'do it yourself' philosophy are vital requirements for all Salvationists who man these services. Thank God there are such; how we wish there were more!



A Bolivian Salvationist gives a sweater to a needy lad in La Paz

Major Eva den Hartog reports on ...

ALLEVIATING DISTRESS IN BANGLADESH

relief →

B LANKETS and warm clothing are on route to Bangladesh from 'Help the Aged' in London. This will be a tremendous help when the cold season starts; during winter the nights are very cold here and hard on those who sleep by the roadside or in camps.

Through the efforts of the Dutch women's magazine *Margriet* we received a sum of Dfl. 500.000. We plan to spend this money on a house-building and resettlement programme, together with 'Terre des Hommes',² Netherlands. A plot of land has been allotted to us not far from Tongi industrial area.

development →

With the funds provided by *Margriet* we shall also be able to help financially in the building of a small clinic in a distant village in Barisal district where up till now no

development →

medical care has been provided.....The inhabitants of the village can pay 50 per cent of the money required and, thanks to *Margriet*, The Salvation Army can now be responsible for the balance. For the villagers, this means that if someone is ill, medical care will be available at once and they will not have to walk for hours before reaching a doctor.

We have decided to phase out our adoption programme. The problems are too numerous, and we cannot continue a programme which is so time-consuming while we have so many other projects on hand demanding our time and attention. In general we have been getting happy news of the children who have so far been sent to Holland. By the time the programme closes we shall probably have sent over 100 children for adoption.

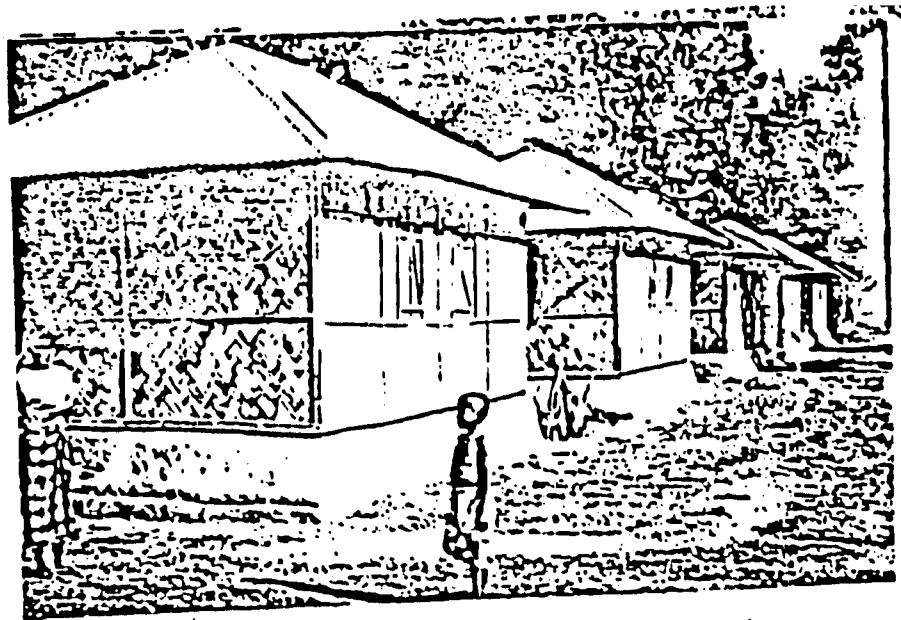
The Government recently rented a building

Hungry families line up for medical care and food from The Salvation Army at a camp in Bangladesh



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New houses are being built for the homeless in Zinzera, near the centre of old Dacca



in Mirpur where it brought some 500-600 vagrants and beggars. At the request of the authorities we have been working in this camp, and our mobile clinic is proving invaluable. This also applies to our mobile canteen which goes out every morning to provide these unfortunate people with a good breakfast.

relief →

Most of the people in this camp are very under-nourished, and the majority of the children are suffering from grave vitamin deficiency which may easily lead to blindness. Often one can see the typical greyish-white spots which damage the cornea and in the end cause loss of vision, which can be remedied only by corneal transplantation. We are grateful to the Dutch 'Wild Geese' organization for its wonderful gift of our two vehicles. They are both proving of tremendous value to us, and enable us to work far more efficiently and thus to serve more people.

One of the worst camps at this moment is in Mirpur just behind the airport, where last year thousands of slum-dwellers were 'dumped' following the slum clearance in the city areas. Up till now it has been almost impossible to reach this camp because there was no proper road and a large part of the area is low-lying ground. A new road is

under construction and should soon be completed. We plan to undertake medical work in this camp also.

Our boat, the Hope, is a great blessing to the people in the villages, along the river in the area which we cover. These villages can be reached only by boat, and the team working in this area now care for over 3,000 malnourished children.

House-building in this district is in full swing, and approximately 60 simple houses development have already been completed and are now occupied by families who were homeless and in most cases had found temporary shelter with relatives. In this area great chunks of land are lost every year by erosion, and many people lose their homes. The houses we are building here are, therefore, constructed in such a way that they can be moved quite easily.

Working amongst these beggars, destitutes and vagrants at Mirpur, we are sure this is work God wants us to do. After a morning of providing food and medical care to hundreds of people, we often feel tired and depressed by the conditions in which these people are living. Then we remember what we have ourselves, the gifts and talents God has given us, and we feel it is our duty to do what our hands find to do.



Food is distributed in Tongi Camp, under the supervision of Salvation Army workers

HEALING HANDS IN DHARIWAL

WORK is worship at the Salvation Army MacRobert Hospital at Dhariwal, in India. The Army has long realized that it is not buildings of bricks and mortar that bring healing but rather the spirit and skills of the staff members who, according to their ability and training, quietly minister to those in need.

What has made this hospital different is the spirit of service in the name of Jesus shown by members of the staff. It is a hospital of praying hands: surgeons' hands, physicians' hands, nurses' hands, workers' hands; hands lifted up to pray, hands held out to help.

The past months have seen consolidation and continuation of the plans made by the late Captain (Dr) Walter Lucas, the former chief medical officer.

The hospital has male and female surgical and medical wards, clinical laboratory, X-ray department, paediatric ward, obstetric and gynaecological wards, dental service and eye services which includes a mobile eye hospital and a team to conduct free eye treatment and operations in various centres throughout Punjab, Himachal Pradesh and Haryana. There is a community health project which includes a public health department and a mobile service that takes medical care and a vaccination programme to nearby towns and villages.

Because of the vision of Dr Lucas these services are being extended, and a new eye and public health outpatients' department is now almost complete. A new nurses' hostel and school is under construction which, when completed, will greatly improve both the nursing education and nursing services of the hospital.

Four new residences for hospital doctors were completed and are now occupied. Six staff quarters are under construction. It is hoped that a block of six moderately priced private wards can also be provided soon. At present patients' fees cover less than 50 per cent of the hospital income, and unless this is improved the future of the hospital is in jeopardy.

The past year saw an improvement in family planning achievements, and the hospital continues to co-operate with the government in this important service to the nation.

The building programme goes forward

steadily in spite of shortage of cement and materials, and increased prices. The cost of this project is being met by the Netherlands Government, and application is now being made for extra funds to meet increased costs.

As the hospital continues to face serious financial difficulties, the staff shortage continues, and the hospital management is thankful to God for the consecration of the present staff, who accept the situation and work harder for Him. For the first time this year new graduate nurses are being asked to pay a small proportion of the cost of their training.

The hospital has not neglected the ministry of the soul in its desire to bring healing to bodies, and there are two meetings each Sunday and, in addition, a Sunday-school for children. Each ward is visited every Sunday morning and a meeting is held in a different ward one afternoon each week. Every morning there are staff prayers and a short meeting with outpatients. Bible studies and prayer meetings are held for staff. Officers are always available to assist and give spiritual advice and guidance.

MacRobert Hospital is a hospital dedicated to God—a hospital where the hands that heal are the hands that pray.

(From the annual report of the MacRobert Hospital.)

MISSIONARY BOOK LIST

Here is a list of missionary books available at SP & S Ltd, 117 Judd Street, King's Cross, London WC1 9NN. In many cases readers can obtain these books at the Salvation Army Trade Headquarters in their territory or command.

Congo Encounter	Ann Woodall
Harvest of the Years	Collated, R. Woods
It Began With Andrews	Miriam Richards
I'll go to China	James E. Northey
Translator Extraordinary	Gladya Taylor
Under a Mango Tree	Cyril J. Barnes
White Gujerati, The	J. C. Waite
A Man Set Apart	Herbert Lord
Prophet from Peru	Raquel Martin
Servant of India	Jean Gould
Boy from the Kraal	J. T. Usher
Brother of the Red Hand	Reginald Woods
Congo Crusade	Albert Kenyon
In an Indian Garden	Solveig Smith
Indian Pilgrim	Rosalie M. Wheaton
Kawi Khuma	Rosalie M. Wheaton
Little Mother Major	Irene Carr
Viking Warrior	Flore Larsson
Hasagawa of Japan	Solveig Smith

CIDA requires, and The Salvation Army concurs, that all projects using Canadian government monies should include specific development activities which assist local persons and communities toward becoming self-sufficient.

CANADIAN INTERNATIONAL DEVELOPMENT AGENCY

and

THE SALVATION ARMY

"PARTICIPATION IN PROSPECT"

Meeting -

U.S.A. and Canadian Territories
Toronto, Ontario. Dec. 7, 1976.

CONFERENCE

Tuesday, December 7th, 1976

"PARTICIPATION IN PROSPECT"

The Sheraton Centre
123 Queen Street West
Toronto, Ontario.

PARTICIPANTS

Commissioner Wm. Chamberlain
(National Commander, U.S.A.)

Commissioner Arnold Brown
(Territorial Commander,
Canada and Bermuda)

Colonel G. Nelting
(National Chief Secretary, U.S.A.)

Colonel J.D. Waldron
Chief Secretary, Canada and Bermuda)

Lieut. Colonel E. Miller
(National Public Affairs, U.S.A.)

Lieut. Colonel N. Sampson
(Territorial Financial Secretary,
Canada and Bermuda)

Lieut. Colonel S. Mundy
(Territorial Public Relations Secretary,
Canada and Bermuda)

PARTICIPATION IN PROSPECT

As long ago as 1970, in Foreign Policy for Canadians, in a statement that reads like a modern version of Donne's "No Man is an Island, entire of itself" the Canadian Government declared: "A society able to ignore poverty abroad will find it easier to ignore it at home; a society concerned with poverty and development abroad will be concerned with poverty and development at home. We could not create a truly just society within Canada if we were not prepared to play our part in the creation of a more just world society".

The above statement was made by a Canadian Representative at the United Nations and reflects the Government's willingness to expedite its Foreign Aid policy. This has been particularly noticeable through the aegis of the departments specifically created for this purpose, such as the International Development Agency.

The Strategy for International Co-operation adopted by the Government of Canada is a response to the moral and political demands of a new world order. Five major themes are involved in this new strategy. These are listed to emphasize the broad terms of available assistance and to specifically stress the financial assistance available to the International Missionary Development program of The Salvation Army.

The five major themes contained in this new strategy are as follows:

The Sharing of Wealth - a concept which permits a distribution of human wealth to the poorest members of the human family.

Self-Reliance - conceived as the satisfaction of fundamental needs through a development which draws its support from a developing society's own strengths.

Creativity and Innovation - as absolute necessities for finding new solutions to the pressing problems of our time.

New Types of Relationships among Nations - characterized by accord between equal partners engaged in the search for a better world order, in essence a global, organic and multidimensional approach to the problems of world development.

Collective Participation of Social Groups in world development.

2.

The Salvation Army has, with other Non-Government Organizations (N.G.O's), established its eligibility. It is through the N.G.O. Division that an approach has been made by C.I.D.A. officials to The Salvation Army offering a more expanded program of financial assistance.

A request to present a five year project development budget (1978 - 1982) could involve funds for Missionary development totalling a possible 15 Million Dollars over this period.

It is to develop a workable financial formula to tap the maximum assistance for Missionary development in the Third World that this conference has been convened.

The following outline "Participation in Prospect" is presented as a guide to our discussions.

PARTICIPATION IN REVIEW

Since early 1968, there has been an ever increasing flow of acceptable fundable projects presented to C.I.D.A. officials from Salvation Army Territories throughout the Third World.

A cursory review by geographical areas, of acceptable projects and those under review from 1968 through 1976 will give some indication of the increasing financial support made available to The Salvation Army.

Asia and Middle East (approved and under review)

Bangladesh	-	\$550,000.00
India	-	150,000.00
Pakistan	-	767,000.00

East Asia and Pacific (approved and under review)

Indonesia	-	\$125,000.00
Korea	-	45,000.00
Philippines	-	45,000.00

Caribbean and Central America (approved and under review)

Haiti	-	\$ 50,000.00
Jamaica	-	40,000.00
St. Kitts	-	21,500.00

South America (approved and under review)

Argentina	-	\$ 50,000.00
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Africa (approved and under review)

Kenya	-	\$383,500.00
Rhodesia	-	69,000.00

The above represents in round figures \$2,300,000.00. This is the projected C.I.D.A. contribution towards projects totalling approximately 5 Million Dollars.

Illustration of Project Development

A Six-Fold Project Development in Pakistan. This has been completed with C.I.D.A. contributing \$100,000.00 towards a \$137,887.00 project. The following work was completed:

(a) Joyland Children's Home

The Joyland Children's Home has now been in full operation for 10 months and caters for 30 deprived children. The children are housed in a fine building with beautiful surroundings and are under the supervision of Major Rosemary Haines, assisted by an excellent staff. We are very proud of this institution and have reserved certain monies for the purpose of future extensions and the building of a protective wall.

Rs.265,632 (\$26,563) has been spent thus far on the property, and Rs.30,432 (\$3,043) allocated for the first year's maintenance.

(b) Lyallpur and Jhang Mobile Dispensaries

A Ford Transit deisel vehicle has been purchased for Lyallpur and is now in operation, serving the purpose well. Rs.45,000 (\$4,500) has been spent in this connection. A new vehicle has been ordered for a similar purpose at Jhang, though we are expecting that this second vehicle will cost us rather more (probably Rs.60,000) due to rising prices.

(c) Lahore Dispensary

Plans have been carefully prepared for this building which will be within the T.H.Q. compound, and the Architect's drawing has been made available. We are now calling for estimates so that this building can be erected within the next 5 or 6 months. This will meet an urgent need as our nurse in charge is having to manage in two tiny and inadequate rooms which are really part of the servants' quarters.

Rs.800 (\$80) has been thus far spent in connection with preparations.

4.

(d) Jhang and Khanewal Hostels

The Girls' Hostel at Jhang is now at the roof stage, and should soon be completed. The bungalow for hostel and dispensary staff is also at the roof stage, and is expected to be completed within a month.

At Khanewal a protective wall has just been completed around the proposed site for the hostel.

Rs.185,000 (\$18,500) has been spent thus far on this project.

(e) Lyallpur Dispensary and Hostel

A plot of land has been purchased in connection with the proposed nurses' residence, hostel, and new dispensary. Negotiations are still proceeding and Rs.20,000 (\$2,000) has been expended as earnest money on this land. It is a most suitable site and the price is reasonable. We are hoping that negotiations will bring ultimate success.

(f) Village Hand Pumps

In order to carry out this program we have transferred an amount of Rs.28,231 (\$2,823) to a special account. To date Rs.2,193 has been expended on village pumps at seven locations. This program is destined to meet a real need.

Overall Supervision in connection with the foregoing has thus far amounted to Rs.6,536.89 (\$653).

Financial Summary

<u>Income</u>		<u>Expenditure</u>	
C.I.D.A.	\$100,000	Joyland Children's Home	\$26,563
		Maintenance - 1 year	3,043
Canadian Home Leagues (Salvation Army)	37,887	Lyallpur Mobile Dispensary	4,500
		Lahore Dispensary	80
		Jhang and Khanewal Hostels	18,500
		Lyallpur Dispensary and Hostel	2,000
		Village hand pumps	2,823
		Overall supervision	653
		Balance in hand	<u>79,725</u>
	<u>\$137,887</u>		<u>\$137,887</u>

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5.

School Project - Fond-des-Negres, Haiti

Replacement of School building		
Total cost		\$88,500
C.I.D.A.	\$50,000	
Local Income	6,000	
Canadian Salvation Army	<u>32,500</u>	
		<u>\$88,500</u>

This project completed and officially opened by Commissioner Arnold Brown, November 24th, 1976.

The dollar return to Missionary Countries over this period could have been much greater if a proper mechanism to document and prepare project submission forms had been available.

Prospects for 1977

A number of recent project submissions to C.I.D.A. has resulted in an estimated \$300,000.00 C.I.D.A. money being earmarked for 1977 expenditure. This could be increased if the need arises. In total this represents projects totalling \$600,000.00 to \$700,000.00.

Illustrative Project - 1977Metroville and Community Housing and Health Program - Karachi, Pakistan

This is an approved C.I.D.A. project for the development of Community and Health services to be included in the Metroville Housing Project accommodating 20,000 displaced persons in Karachi.

The project was used as the model design presented to the Habitat Conference early 1976 in Vancouver.

Project Financing

Salvation Army - Canada	\$114,850.00
Three year income Dispensary - V.T. and Maternity	27,300.00
Local participants input	30,000.00
Salvation Army I.H.Q., other Agencies	57,550.00
C.I.D.A. & S.A. Administration (5%)	28,800.00
C.I.D.A. input	<u>229,700.00</u>
Total	<u>\$488,200.00</u>

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6.

2. FORECAST OF PROJECT EXPECTATION - 1978 - 1982

A recent meeting with C.I.D.A. officials (Monday, Nov. 8) at Territorial Headquarters, gave strong indication that a broader plan of international financial planning should be set in motion with a view to forecasting Salvation Army project expectations over the period 1978 to 1972.

This financial forecasting by C.I.D.A. would require that budget estimates for Salvation Army involvement over this five year period be submitted by January 1977.

(1) Projected International Involvement

A. Geographical Areas.

It is proposed the budget forecast be divided to relate to the development estimates within five distinct N.G.O. Divisions under which C.I.D.A. operates. These are listed along with the number of Salvation Army Territories within each geographical area.

1. Asia and Middle East - 9 Salvation Army Territories

Bangladesh
 India - Madras and Andhra
 North Eastern
 South Eastern
 South Western
 Western
 Pakistan
 Sri Lanka
 Malta (British Territory)

2. East Asia and the Pacific - 9 Salvation Army Territories

New Zealand
 Hong Kong
 Indonesia
 Korea
 Singapore and Malaysia
 Papua/New Guinea (Australia Eastern)
 Philippines
 Taiwan
 Burma

3. Caribbean and Central America - 2 Salvation Army Territories

Caribbean
 Mexico and Central America

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7.

4. Anglophone and Francophone Africa - 8 Salvation Army Territories

Ghana
East Africa
South Africa
Rhodesia
Nigeria
Zambia
Congo
Zaire

5. South America - 5 Salvation Army Territories

South America East
Brazil
South America West
Caribbean
Mexico and Central America

An alternative would be to forecast an estimated total expenditure for the Third World.

B. Scope of Service (Area Budgeting)

The main criteria used by the N.G.O. Division to consider projects has been set out very clearly. Project guidelines have been supplied to each Territorial Commander.

Priority Projects are also clearly outlined. (A copy of Guide for Project-Submissions is attached, Page 4 - 5).

The proposal is that a projected budget forecast for Salvation Army developments be submitted for each geographical area. This requires receiving a total from each Salvation Army Territory within the area. No defined project submissions are required at this date. As long as the projected development falls within the general terms of reference covered in the guidelines, it should be included.

(2) Proposed Funding

Funding Formula

C.I.B.A. normally contributes up to 50% of the total project cost. The total project cost may include items such as value of volunteer labour, donated land, goods and services, etc.

8.

Administrative costs by the sponsoring agency should not exceed 10% of the projected cost.

The remaining 50% of the project cost can be funded from any source, providing this includes a 25% input of Canadian Salvation Army funds.

<u>Financial Illustration</u>	Project Cost	\$100,000.00
C.I.D.A. contribution	50,000.00	
Other Sources	37,500.00	
Salvation Army, Canada	<u>12,500.00</u>	
		\$100,000.00

3. PROJECTED FUNDING FORECAST

It is proposed that we should submit a development budget forecast to C.I.D.A. which would require an annual input of C.I.D.A. funds totalling approximately \$1,500,000.00. This could require on the matching financial formula, total projected budget submissions from the developing Third World as follows:

Total projected annual budgets		\$3,000,000.00
Projected funding:		
C.I.D.A. input	\$1,500,000.00	
Other Sources	1,125,000.00	
Canadian S.A. funds	<u>375,000.00</u>	
		\$3,000,000.00

The five year budget forecast, 1978 - 1982, would then be as follows:

Total project possibilities		\$15,000,000.00
Projected funding:		
C.I.D.A. input	\$7,500,000.00	
Other Sources	5,625,000.00	
Canadian S.A. funds	<u>1,875,000.00</u>	
		\$15,000,000.00

Note: It is acknowledged that some projects would not require the matching formula as outlined. Some would require less C.I.D.A. input and consequently less Canadian Salvation Army input. It is also recognized that certain priority projects may have the potential of a 75% C.I.D.A. support. Adjustments are therefore expected.

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4. SUMMATION - "THE POTENTIAL"

If the Canadian International Development Agency is willing to earmark such extensive sums for Salvation Army development in so many needy areas of the Third World, we must make every endeavour to match their generosity by developing a scheme to not only promote project submissions, but to find sources of finances that will enable the programs to become active.

Two areas of possible financing must be reviewed:

A. A scheme to produce the required input of Canadian Salvation Army funds.

A request to use Salvation Army funds regardless of origin as the input requirement towards C.I.D.A. projects was placed before C.I.D.A. officials and was not given approval. The funds must be Canadian Salvation Army funds.

This requirement places a severe limitation on the ability of the Canadian Territory to utilize the full potential of C.I.D.A. funding. A vivid example is the Metroville, Karachi, project outlined above, where the Canadian Salvation Army is required to find \$114,800.00 towards this one acceptable development.

With numerous other projects before C.I.D.A. requiring matching funds, we find it extremely difficult to meet the financial obligation projected for 1977.

To obtain the greatly needed C.I.D.A. grants for these projects the following proposal has been made.

To assist with the C.I.D.A. requirement for Canadian Salvation Army input, a proposal of "funding by substitution" has been placed before International Headquarters with some measure of acceptance.

The "substitution process" is one whereby stipulated Self-Denial funds earmarked for transfer to I.H.Q. could be retained in Canada for allocation towards C.I.D.A. projects; the amount retained to be substituted by Missionary funds direct to I.H.Q. from other sources. It is hoped the U.S.A. Territories might aid us in this proposal.

The initial sum proposed on a trial basis was \$200,000.00, with the understanding this could be increased as the new C.I.D.A. program developed.

The "process of substitution" would then become for the American Territories a program of practical involvement in specific Missionary developments, for which they would get full credit.

10.

Project proposals reaching the Canadian Headquarters could be reviewed with the New York Headquarters as to their priority acceptance. This would stimulate the process by selective involvement.

B. The securing of development funds from other sources.

There are twelve (12) countries, not including Canada, that have Technical Consultants on Government/Non-Governmental Organizations, operating Development Assistance Programs. These should be tapped to produce the "funds from other sources".

IN CONCLUSION

The President of C.I.D.A. in reviewing the prospects of 1976 requirements and beyond says:

"The shift that is taking place emphasizes that international development co-operation can no longer be regarded as good deeds in response to a 'plea from the poor'. It is a challenge to the collective conscience of mankind to establish a new social order in which people of all nations, rich and poor alike, can together shape their common destiny. It is, in fact, a moral imperative and a practical necessity

"A moral imperative and practical necessity" - these have been the motivating influences guiding us in our relationships with the Canadian International Development Agency.

An agreed co-operative funding program can provide for those serving under The Salvation Army banner throughout the Third World a development stimulus unmatched by any other program.

Facts have been clearly identified. Some 900 million human beings, roughly half the population of the Third World, live in utter poverty, with incomes of less than 75 dollars a year, in an environment of squalor, hunger and hopelessness.

We do pray the on-going efforts in all project developments will have our Father's Divine blessing.

The Salvation Army,
Public Relations Department,
Toronto, Canada.

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AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT AUTHORIZATION AND REQUEST FOR ALLOTMENT OF FUNDS PART I	1. TRANSACTION CODE <input type="checkbox"/> A ADD <input type="checkbox"/> C CHANGE <input type="checkbox"/> D DELETE	PAF 2. DOCUMENT CODE 5
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3. COUNTRY/ENTITY Worldwide/ The Salvation Army	4. DOCUMENT REVISION NUMBER <input type="checkbox"/>
--	---

5. PROJECT NUMBER (7 digits) <input type="text" value="932-0109"/>	6. BUREAU/OFFICE A SYMBOL B CODE PHA <input type="text" value="5"/>	7. PROJECT TITLE (Maximum 40 characters) <input type="text" value="DRG/The Salvation Army"/>
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8. PROJECT APPROVAL DECISION ACTION TAKEN <input type="checkbox"/> A APPROVED <input type="checkbox"/> D DISAPPROVED <input type="checkbox"/> DE DCAUTHORIZED	9. EST. PERIOD OF IMPLEMENTATION YRS. <input type="text" value="03"/> QTRS <input type="text" value="0"/>
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10. APPROVED BUDGET AID APPROPRIATED FUNDS (\$000)									
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. 1ST FY <u>77</u>		H. 2ND FY <u>78</u>		K. 3RD FY <u>79</u>	
		C GRANT	D LOAN	F GRANT	G LOAN	I GRANT	J. LOAN	L GRANT	M. LOAN
(1) ST	761I	920		286		332		317	
(2)									
(3)									
(4)									
TOTALS				286		332		317	

A. APPROPRIATION	N. 4TH FY		O. 5TH FY		LIFE OF PROJECT		11. PROJECT FUNDING AUTHORIZED		A. GRANT	B. LOAN
	Q. GRANT	P. LOAN	R. GRANT	S. LOAN	T. GRANT	U. LOAN	(ENTER APPROPRIATE CODE(S)) 1 - LIFE OF PROJECT 2 - INCREMENTAL LIFE OF PROJECT		2	
(1)					935					
(2)										
(3)										
(4)										
TOTALS					935		C. PROJECT FUNDING AUTHORIZED THRU PY <input type="text" value="79"/>			

12. INITIAL PROJECT FUNDING ALLOTMENT REQUESTED (\$000)				13. FUNDS RESERVED FOR ALLOTMENT			
A. APPROPRIATION	B. ALLOTMENT REQUEST NO. <u>1</u>			TYPED NAME (Char. SER: FM/FSD) SIGNATURE DATE			
	C. GRANT	D. LOAN					
(1) ST	286						
(2)							
(3)							
TOTALS				286			

14. SOURCE/ORIGIN OF GOODS AND SERVICES
 000 941 LOCAL OTHER _____

15. FOR AMENDMENTS, NATURE OF CHANGE PROPOSED

FOR PPC/PIAS USE ONLY	16. AUTHORIZING OFFICE SYMBOL	17. ACTION DATE	18. ACTION REFERENCE (Optional)	ACTION REFERENCE DATE
		MM DD YY		MM DD YY

PROJECT AUTHORIZATION AND REQUEST FOR ALLOTMENT OF FUNDS

PART II

Name of Country/Entity: WORLDWIDE-
The Salvation Army

Name of Project: The
Salvation Army

Number of Project: 932-0109

Pursuant to Part I, Chapter I, Section 104 of the Foreign Assistance Act of 1961, as amended, I hereby authorize a total level of A.I.D. appropriated funding planned for this centrally funded project of not to exceed Nine Hundred Thirty Five Thousand U.S. dollars (\$935,000), of which the entire amount will be grant funded incrementally during the period FY 77 through FY 79 in accordance with the attached Project Paper.

Elizabeth K. ...
Allan R. Furman

June 2-77
Date

Clearances:

DAA/PHA:ARFurman KW - low Date 6/2-77
for GC:RRichstein AMS Date 1/13/77
PPC/DPRE:ELijewski (Draft) Date 5/4/77
PHA/PVC:SDPatterson (Draft) Date 5/2/77