



CHANGING LIVES



ANNUAL REPORT

THE SALVATION ARMY INTERNATIONAL TRUST

27TH REPORT AND ACCOUNTS
FOR YEAR ENDED 31 MARCH 2017

HEART **TO GOD**
HAND **TO MAN**

MISSION STATEMENT

International Headquarters exists to support the General as he/she leads The Salvation Army to accomplish its God-given worldwide mission to **PREACH THE GOSPEL** of Jesus Christ and **MEET HUMAN NEEDS** in his name **WITHOUT DISCRIMINATION**

THE SALVATION ARMY INTERNATIONAL HEADQUARTERS

101 QUEEN VICTORIA STREET
LONDON EC4V 4EH

WEB SITE: WWW.SALVATIONARMY.ORG
TELEPHONE: +44 (0)20 7332 0101



THE SALVATION ARMY INTERNATIONAL TRUST TRUSTEE'S REPORT

The Trustee is pleased to present the annual report for The Salvation Army International Trust for the year ended 31 March 2017.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The General, acting under powers contained in The Salvation Army Act 1980, established The Salvation Army International Trust to further the worldwide work of The Salvation Army. The Salvation Army International Trustee Company (SAITCo), a company limited by guarantee, was formed and appointed as the ordinary Trustee of the Trust. The directors of the Trustee Company are thus effectively the charity's trustees.

THE SALVATION ARMY INTERNATIONAL TRUST
Registered Charity No 1000566
Trust Settlement Deed dated 21 September 1990

**THE SALVATION ARMY INTERNATIONAL TRUSTEE
COMPANY – ORDINARY TRUSTEE**
Company Registration No 2538134

The General of The Salvation Army, as founder of the Trust, specifies the qualifying offices and the experts for SAITCo. Both the qualifying offices' holders and the experts make application for membership of SAITCo with consent to become directors and are accepted by the Board of Directors of the Trustee Company.

All new directors follow teaching modules prepared specifically for The Salvation Army on its constitution and the duties and responsibilities of directors. In addition individual directors follow external courses.

DIRECTORS

Commissioner Birgitte Brekke-Clifton SRN	from 1 March 2013
Commissioner William Cochrane	from 1 June 2009 to 31 July 2016
Commissioner Robert Donaldson BSc, LTh, PDip	from 10 March 2017
Commissioner Gillian Downer	from 1 June 2013
Commissioner Merle Heatwole BSc	from 2 November 2015
Commissioner Lalzamlova BA	from 1 April 2013
Commissioner Joash Malabi	from 1 January 2013 to 31 July 2016
Commissioner Benjamin Mnyampi	from 1 August 2016
Commissioner Brian Peddle	from 1 September 2014
Commissioner Charles Swansbury BA, MBA	from 1 June 2014
Commissioner John Wainwright	from 1 May 2013
Dr Matthew Carpenter BA, MBA, DBA, MCMI	from 1 July 2014
Ms Elizabeth Edwards BSc (Hons), FRICS	from 1 May 2013
Mr Peter King <i>Solicitor</i> , MA	from 1 May 2013
Mr Robert Lister	from 1 January 2016
Mr David A. Mayes	from 1 May 2013

PRINCIPAL OFFICERS

Commissioner John Wainwright	Managing Director
Dr Matthew Carpenter BA, MBA, DBA, MCMI	Company Secretary
Miss Karen Dare	Chief Accountant

BANKERS

HSBC Bank plc 60 Queen Victoria Street London EC4N 4TR	Reliance Bank Limited Faith House, 23-24 Lovat Lane London EC3R 8EB	National Westminster Bank 38 Strand London WC2H 5JB
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SOLICITORS

Slaughter and May
1 Bunhill Row
London EC1Y 8YY

AUDITORS

BDO LLP
2 City Place, Beehive Ring Road
Gatwick, West Sussex RH6 0PA

INVESTMENT MANAGER

Sarasin & Partners LLP
Juxon House
100 St Paul's Churchyard
London EC4M 8BU

THE SALVATION ARMY INTERNATIONAL TRUST exists to further the work of The Salvation Army, which is to advance the Christian religion and meet human need as and where it occurs throughout the world, and support the work of International Headquarters (IHQ). IHQ is responsible for coordinating the international work and overseeing strategy.

The Salvation Army is, for administrative purposes, divided into autonomous territories (generally by region or country). Each territory is governed, through local registration(s), in accordance with the applicable local laws and The Salvation Army International Trust works with and through these separate legal entities. However, The Salvation Army remains under the oversight, direction and control of the General of The Salvation Army, as set out in greater detail in The Salvation Army Act 1980.

RELATED PARTY ENTITIES

The Salvation Army Retired Officers Allowance Scheme
Registered Charity 1153681
Declaration of Trust dated 13 December 2012

The Salvation Army Retired Officers Allowance Scheme is a separately registered charity that is administered by SAITCo as the trustee.

The objects of The Salvation Army Retired Officers Allowance Scheme are to relieve the poverty of retired officers and the financial hardship amongst elderly retired officers of The Salvation Army anywhere in the world.

The Salvation Army in the United Kingdom and the Republic of Ireland

The work of The Salvation Army in the United Kingdom and the Republic of Ireland is directed by the United Kingdom Territory with the Republic of Ireland, with resources provided through Trusts administered by The Salvation Army Trustee Company. The two principal Trusts of this territory are The Salvation Army Trust and The Salvation Army Social Work Trust.

Reliance Bank Limited

The banking company, Reliance Bank Limited, in which The Salvation Army International Trust holds a 51% interest, is shown as a Joint Venture with The Salvation Army Trust (UK Territory), holding a 49% interest:



The Salvation Army International Trust 51%
The Salvation Army Trust 49%

Reliance Bank Limited provides banking facilities to The Salvation Army and the general public.

The Salvation Army International Trust does not control the company, a Nominations Committee comprising Non-Executive Directors of the Bank recommends the appointment of Bank Directors to the board. The investment in the Joint Venture by The Salvation Army International Trust is shown at cost, with donations received included under Income in the Statement of Financial Activities.

Reliance Bank, in common with all banks, faces a number of risks such as credit risk, interest rate risk, risk arising from holding foreign currencies, market risk and operational risk. Policies are in place to ensure that Reliance Bank's exposure to these risks is monitored and controlled.

GOVERNANCE

The Salvation Army International Trust utilises a corporate committee structure to supervise its operations. The Trustee Company Board of Directors, including four Non-Executive Directors, delegates day-to-day financial management decisions to the International Finance Council and the International Business Board within clearly defined parameters. The terms of reference for subsidiary boards and the minutes of all meetings of these boards are reviewed by the Directors on a regular basis. During 2016/17, a specific

review of the efficiency and effectiveness of subsidiary board structures was undertaken with amendments made seeking to expose middle management to a greater role in decision making, further distribute authority and increase external scrutiny.

A well-established Internal Audit Department also carries out a cycle of reviews of the systems in operation within IHQ and in all countries where The Salvation Army is working and a sound framework of internal controls and strong financial management systems are in place, supported by a manual of International Financial and Accounting Standards for The Salvation Army issued from IHQ.

An Audit Committee meets on a quarterly basis, is chaired by a Non-Executive Director of SAITCo, and comprises a minimum of three members none of whom hold executive responsibility for management of the Trust. The Committee holds delegated responsibility on behalf of SAITCo for continual review of the financial management and internal controls of the Trust and holds a direct line of communication to the external auditor.

REMUNERATION

The Trustee is committed to ensuring a proper balance between paying staff to attract and retain the best people for the job and careful management of charitable funds.

Management remuneration policies and practices within the Trust are reviewed periodically by SAITCo with day-to-day decisions delegated to the Employee Review Board and Job Grading Panel within clearly defined parameters.

Posts are graded between evenly distributed salary points with the highest point in a salary band approximately 10% higher than the lowest point, though this can vary depending on the nature of the post. The median of the band is the 'market average' salary for this type of post as identified through benchmarking to comparable roles in other organisations. New staff members are usually appointed at the lower to median end of the band, depending on experience. Postholders can progress up to the next salary point within their band, subject to satisfactory completion of a performance appraisal.

Cost of living increases are also awarded periodically to all staff by SAITCo with an assessment made within the annual budget setting process to determine any proposed inflationary adjustment with reference to the Consumer Price Index and the financial position of the Trust.

Further remuneration disclosures for the Trust for this reporting period are shown within Note 13 to the Accounts.

MODERN SLAVERY ACT

The Salvation Army is very active in bringing practical assistance to those whose lives have been affected by the evil of modern slavery and as such is sensitive to the danger of inadvertently finding itself falling short of its own beliefs and standards in this regard as well as the standards set out in the UK Government's Modern Slavery Act 2015. The Modern Slavery Act 2015 compliance statement for SAITCo can be accessed at <http://www.salvationarmy.org/ihq/modernslaveryact2015> and provides details of the variety of measures undertaken by the Trustee to avoid and reduce the risk of inadvertently supporting modern slavery in any way.

FUNDRAISING

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although the Trust does not undertake widespread fundraising from the general public, the legislation defines fundraising as 'soliciting or otherwise procuring money or other property for charitable purposes'. Such amounts receivable are presented in the Accounts as 'Other Donations and Legacies'.

In relation to the above the Trustee confirms that no fundraising approach has been taken by the Trust, or by anyone acting on its behalf, that no fundraising standards or scheme for fundraising regulation have been subscribed to by the Trust, or by anyone acting on its behalf, that no complaints in relation to fundraising activities have been received and that any solicitations are managed internally, without involvement of commercial participators or professional fundraisers.



OBJECTIVES AND ACTIVITIES

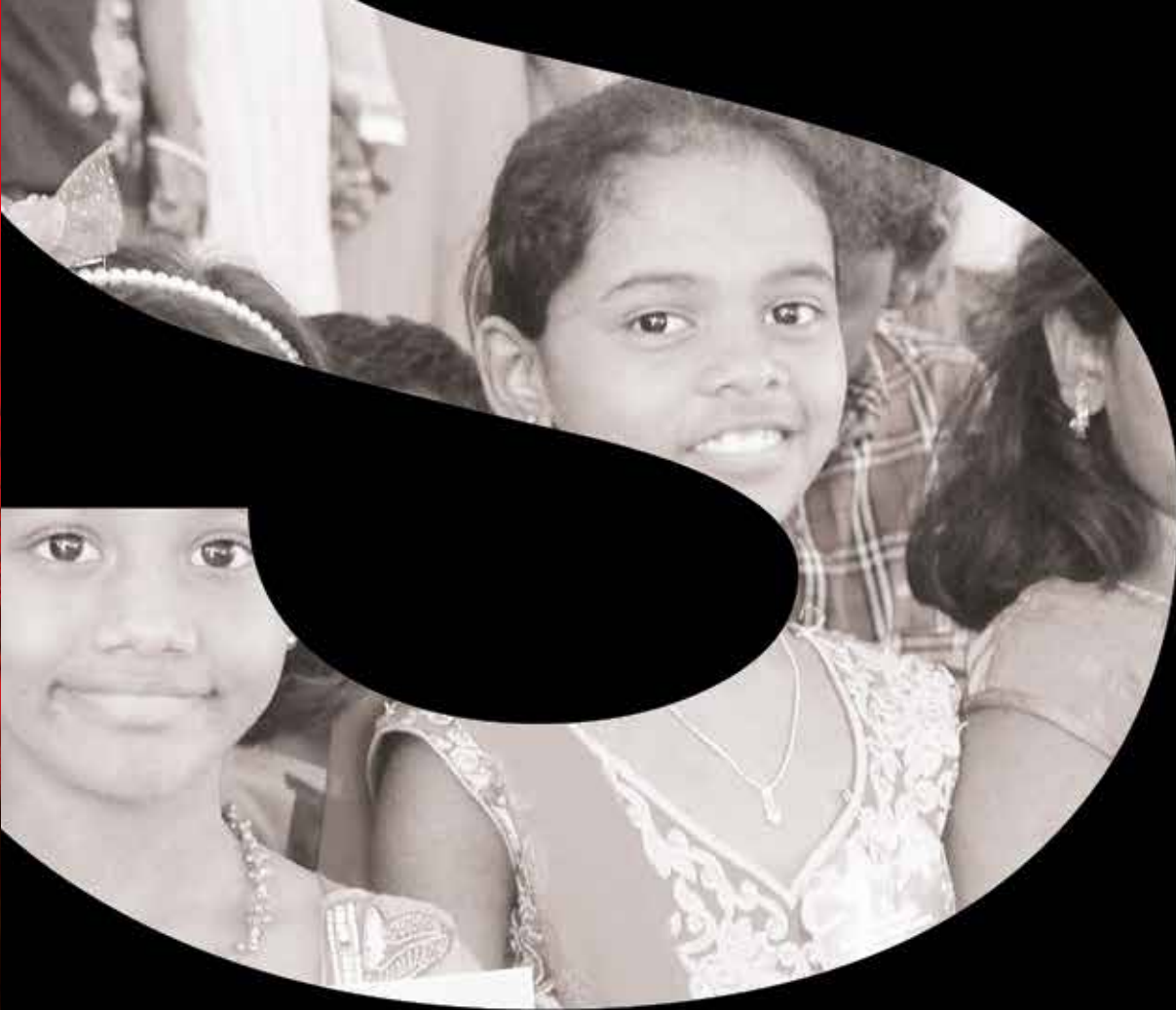
Public Benefit

The charity is operating for the public benefit and in keeping with the organisation's mission statement. In setting and reviewing the Trust's aims and objectives and planning future activities, the Trustee pays due regard to the guidance issued by the Charity Commission on public benefit. The main activities of the charity are:

- To continue the advancement of the Christian religion through evangelistic outreach
- To continue to provide financial assistance to The Salvation Army where needed
- To provide effective leadership and share knowledge and expertise through the strategic deployment of personnel
- To respond to and help meet the needs arising from major crises
- To strengthen The Salvation Army's capacity to support poor and marginalised people who need access to quality primary health care services as close to the family as possible
- To take action to combat the massive and growing evil of sexual trafficking and to create awareness of social injustice in the world.

Specific aims for each of the main activities of the Trust during the reporting period are outlined in the sections below. The activities of the charity are rendered without discrimination and for the benefit of all people in need.

THE ACTIVITIES OF THE CHARITY
ARE RENDERED
WITHOUT DISCRIMINATION
AND FOR THE BENEFIT OF
ALL PEOPLE IN NEED



ACHIEVEMENTS AND PERFORMANCE

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1 WORLD MISSION

OVERALL OBJECTIVE

To continue the advancement of the Christian religion through evangelistic outreach.

Specific Aims

World Mission objectives are to encourage and enable people linked to The Salvation Army to reach out into their communities with spiritual and practical support, to expand the ministry of The Salvation Army into new areas and countries and for The General and other international leaders to visit Salvationists around the world, providing opportunities for increased publicity and offering encouragement and challenge.

Achievements

Salvationists around the world have been particularly encouraged during the year under review to forge ever-stronger community links and take Christ to the people. In the words of General André Cox, 'an Army confined to barracks does not make sense. We were born to be mobilised, to bring change and transformation.'

THE WHOLE WORLD MOBILISING: Following in the steps of the international prayer and Bible reading programmes that were linked to The Salvation Army's 150th anniversary international congress in 2015, *The Whole World Mobilising* is a well-resourced initiative seeking to encourage and enable

people linked with The Salvation Army to move out of their halls and into their communities.

At the launch event in January 2017, General André Cox told a congregation at IHQ and a worldwide audience following the event online through a live stream: 'We need to get out and rediscover our mission.' He emphasised the importance of The Salvation Army's two-fold mission to proclaim the gospel of Jesus Christ and meet human needs in his name without discrimination. 'Where the Army is growing,' he said, talking about what he witnesses during his international travels, 'is in the places where we remember the two-fold mission.'

The General spoke about The Salvation Army's potential that is yet to be fulfilled. 'The Army is in 128 countries,' he said, but – importantly – 'in so many grass-roots communities. Jesus turned the world upside down with 12 people. We have 1.2 million soldiers! It's incredible to think what we can achieve, powered by the Holy Spirit.'

Describing his vision of a Salvation Army that is a force for 'good, change and positive transformation', he laid down the challenge to Salvation Army centres around the world: 'God has placed us in a community ...we can't wait for people to come to us, we need to get out and reach them.'

The emphasis on being mobilised is supported by a website (mobilising.salvationarmy.org) and mobile app provided through IHQ, containing resources, prayer materials, a *Mobilising* blog and daily Bible readings, to enable people around the world to encourage and share with each other.

'MOBILISE: GO CHILDREN AND YOUTH!' A major focus of *The Whole World Mobilising* initiative was a 'Mobilise: Go Children and Youth!' weekend, held during March 2017. Thousands of young Salvationists and friends around the world united in prayer, showing the love of God to their communities and taking the lead at their corps (churches) during three days that also coincided with The Salvation Army's annual International Day of Prayer for Children.

The weekend's activities were preceded with a virtual worldwide prayer meeting which included a prayer from General André Cox that, 'over this landmark weekend for children and young people ...The Salvation Army will sit up,



Online streaming: General Cox speaks at the *Whole World Mobilising* launch



Flying the flag: march of witness by Japanese Salvationists

take notice and listen to what they have to say; and, most importantly, that the world will see Christ in their actions.'

A live, interactive blog (sar.my/gomocylive) was updated throughout the weekend. Featuring input from members of the *Whole World Mobilising* team, the blog was a hub of activity, running 24 hours a day throughout the weekend. It provided real-time commentary, live feeds and news of mission and outreach activities as young people linked with The Salvation Army shared the gospel and served their communities.

Viewers participated in live feeds from Kenya, Canada and the Republic of Georgia, and Iceland where international leaders General André Cox and Commissioner Silvia Cox (World President of Women's Ministries) were visiting. Using the hashtag #GoMoCY, Salvationists added hundreds of photos and videos to social media, many of which have been gathered together – along with other direct input – on

an innovative social wall that was updated throughout the entire *Mobilising* initiative at sar.my/wwmsocial.

Activities included: distributing food to people in need; sharing the gospel with people on the street; cleaning up neighbourhoods; open-air ministry; youth-led worship; prayer walks and hosting community events. Whether having painting parties or making new friends at a football tournament, young people reached out in many new and creative ways. A video showing a selection of highlights is available to watch and share at sar.my/gomocyvid.

THE GENERAL VISITS JAPAN: Visits to lead, challenge and encourage Salvationists and friends around the world are an important part of the role of The Salvation Army's international leaders General André Cox and Commissioner Silvia Cox, who visited 27 countries between April 2016 and March 2017.

GOD HAS PLACED US IN A COMMUNITY ...

WE CAN'T WAIT FOR PEOPLE TO COME TO US,

WE NEED TO GET OUT AND REACH THEM



Pioneering work: opening of Salvation Army ministry in Madagascar

The event was witnessed and supported by local government officials represented by the Mayor of Alakamisy, councillors, leaders of other Christian denominations as well as Madagascan Salvationists and new recruits.

During Sunday worship, a colourful presentation of the new Salvation Army Madagascar flag was made to pioneer

officers Majors Jean and Flore Kiala as the congregation expressed its joy with ululation and celebration. The mayor thanked The Salvation Army and affirmed his support to the new church in his community.

After the ceremony, Andriamanatomy Rasahoby – the Salvationist who brought the Army from Russia to Madagascar – gave a touching testimony in which he offered thanks to God. He could not hide his joy as his dream of The Salvation Army ministering in his homeland was realised.

A good example of the potential for such visits was seen in the trip to Japan in October 2016 when the international leaders were granted the honour of an audience with Their Majesties the Emperor and Empress of Japan at the Imperial Palace.

The General and Commissioner Cox also took the opportunity to visit Salvation Army-funded projects in the towns of Minamisanriku and Onagawa. These communities were badly affected by the 2011 earthquake and tsunami. The Salvation Army has helped to rebuild the two town centres, assisting families, businesses and livelihoods. Community-based projects such as after-school programmes and elderly care initiatives have also been developed. The international leaders discussed the ongoing ministry with local mayors and were met with smiles and expressions of hope from residents.

Congress meetings were also held commencing with a charity concert at the Tokyo Opera City Concert Hall, supported by the Tokyo Philharmonic Orchestra. Attendees included Salvation Army donors, church leaders and representatives of tsunami-hit communities. The General addressed supporters at a special reception, thanking them for their partnership and re-emphasising the mission and ministry of The Salvation Army.

A holiness meeting on Sunday morning was attended by Salvationists from across Japan. After enrolling seven new senior soldiers, the General challenged the congregation to 'be prepared to go into the world, with renewed passion as in the early days'.

WORK BEGINS IN MADAGASCAR: On 23 October 2016, Madagascar became the 128th country to benefit from Salvation Army ministry. Commissioner Joash Malabi, Territorial Commander of The Salvation Army's Zimbabwe Territory – which is overseeing the new work – conducted the opening ceremony in the town of Alakamisy.

Key Statistics

- The live launch of the *Whole World Mobilising* initiative attracted more than 5,000 'viewers' in 90 countries. Each viewer could be more than one person, as people gathered to watch together at a number of Salvation Army centres.
- The General visited 27 countries between April 2016 and March 2017 – bringing encouragement and challenge to many thousands of Salvationists and friends.
- The Salvation Army is now officially at work in 24 African nations following the opening of ministry in Madagascar.

Future Plans

The *Whole World Mobilising* initiative will continue into 2017/18, growing in emphasis and importance, including at a gathering together of success stories in London on 8 October 2017. The use of social media and online content will allow the General's messages to reach a wider audience than has ever been possible before.

2 ASSISTANCE TO SALVATION ARMY TERRITORIES

OVERALL OBJECTIVE

To continue to provide financial assistance to The Salvation Army where needed.

Specific Aims

International Project and Development Services (IPDS), based at IHQ, aims to provide both financial and technical support to community projects and programmes across the world. Throughout the year, a key focus was improvement of the global projects database used by The Salvation Army, with the dual aim of streamlining work at IHQ and enhancing project governance through improved access to data.

Achievements

More than 600 project proposals were approved at IHQ during 2016/17 for implementation worldwide to support communities. The IPDS team continued to work with territories to encourage sustainable, long-term positive change in communities. Sponsorship guidelines were

completed and distributed which encouraged a move away from individual child sponsorship and institutional care towards a more holistic community/family care of children. IPDS also continued to work towards an improved global projects database and strengthening of internal and external partnerships. The following examples illustrate the significant, transformative work undertaken by the IPDS team:

AFRICA: A number of 'best practice' community development programmes emerged during the year under review. They have grown from small initiatives, ensuring the close involvement of community members, to become leading examples of what can be achieved through The Salvation Army's mission. The Schools 'WASH' programme in Kenya works with over 20,000 children and their families, while Malawi's 'Foundations for Farming' helps individuals in several communities return higher crop yields through simple, organic techniques. With water programmes across South Africa, Zambia, Zimbabwe and Malawi; savings programmes in Kenya, and adult learning centres in the

Malawi: increased crop harvests in the Foundations for Farming programme





India: Children express feelings about the new community borewell installed by The Salvation Army

and Bangladesh, The Salvation Army has been seeking new ways to further integrate its community-based programmes with the corps. This has led to some innovative approaches to community development and much has been learnt from the benefits and challenges of using integrated mission principles. In Nepal, the Army has been expanding its community work on the back of the relief provided to victims of the 2015 earthquake, leading to a wide spectrum of community-driven initiatives and strong networking within the country.

SOUTH PACIFIC AND EAST ASIA: The Salvation Army in Indonesia has completed an extensive review of both education and children-in-care programmes with collaboration and support from partners, providing a clear way ahead in terms of priorities for education services and support to young and vulnerable people. In The Philippines, the anti-human trafficking programme developed by The Salvation Army has been recognised by the government as an excellent model for reducing trafficking levels and earmarked for wider roll out. Partnerships between Salvation Army territories around the world also proved useful in combating human trafficking, with The Salvation Army able to offer safe passage to trafficked survivors from the Middle East Region as they were repatriated.

MOLDOVA: Around 40% of Moldova's working age population work abroad, resulting in an estimated 41,000 children being left at home with at least one parent working abroad. There are many instances of these children lacking adequate supervision and care and gravitating towards the streets, becoming vulnerable to drug abuse and human trafficking. The Salvation Army in Moldova has been working to reduce this vulnerability via the 'See Me' after school programme. In seven corps across Moldova, children – many of whom are referred by local schools – are provided with a safe space to learn, play and develop their creative skills.

Republic of Congo, the list of impactful projects is growing. Another exciting development emerged following rollout of a community-based disaster preparedness programme. Several Web-based resources were created with creative and enthusiastic engagement from Salvation Army territories. In Malawi, 10 communities annually plagued by either drought or flood are now working to consider how to measure resilience against these disasters and have put in place local actions to prepare for, mitigate or prevent their effects.

SOUTH ASIA: The community empowerment programme that runs across The Salvation Army's six territories in India has grown to involve nearly 28,000 women and 2,200 self-help groups – this continues to provide strong livelihood opportunities for families. The programme supports the wider mission of the Army in India as it seeks to address needs of families holistically. Within Pakistan



Salvationist teacher Yenifer Diaz is greeted by former students at the Leon XIII School, Latin America North Territory

IN SEVEN CORPS ACROSS MOLDOVA, CHILDREN –
MANY OF WHOM ARE REFERRED BY LOCAL SCHOOLS –
ARE PROVIDED WITH A **SAFE SPACE TO LEARN, PLAY AND DEVELOP** THEIR CREATIVE SKILLS



Left and above: Community workshop led by Tekokatu Clinic Social Worker Ana María Cabrera, Paraguay

PARAGUAY: The Salvation Army's Tekokatu Clinic has been at work in Paraguay for almost two decades. As well as providing accessible and affordable primary health care for people in the communities of the San Lorenzo area, clinic staff are now going out into the communities in order to educate and raise awareness on a number of health and social issues. They facilitate a month-long cycle of workshops which are hosted at the home of a member of each community. Each week, people from the community will bring a chair to the host's home and take part in workshops on topics such as nutrition, the prevention of parasitic infections and domestic violence. In doing this, communities have been enabled to contribute their own resources towards the implementation of the work of the clinic.

Key Statistics

- The trust paid grants and donations to Salvation Army territories totalling £25.13 million during the year (see Note 10 in the Accounts).
- 620 project proposals were approved at IHQ during 2016/17 for implementation worldwide to support communities.

Future Plans

In an effort to increase global accountability in projects, IPDS will shortly complete work on the new global projects database – 'The Hive' – which will take advantage of the International Aid Transparency Initiative as well as improve the general management of projects. Alongside this, the IPDS team will focus upon improving internal and external partnerships as well as continuing to support territories as they work towards financial independence.

3 INTERNATIONAL PERSONNEL TRAINING AND DEVELOPMENT

OVERALL OBJECTIVE

To provide effective leadership and share knowledge and expertise through the strategic deployment of personnel

Specific Aims

International personnel training and development objectives for 2016/17 included supporting training colleges around the world as they train officer cadets for culturally relevant ministry, conducting orientation training at IHQ for those new to leadership of territories and operation of the International College for Officers as a means to nurture personal holiness and spiritual leadership and encourage a renewed sense of mission and purpose among Salvation Army officers.

International leaders welcome delegates to leadership orientation training at IHQ



Achievements

It has been recognised that training for leadership within The Salvation Army (especially initial training into officer leadership) lacks consistency around the world. To this end, a renewed emphasis has been given to aspects of training with the appointment of an Assistant Chief Secretary (Personnel) at IHQ from January 2017 who holds responsibility for supporting and resourcing colleges, and monitoring curricula (including, where necessary, making proposals for rebalancing).

Reports on officer training are received at IHQ from each training college across the world within a few months after the completion of a training session. These reports detail various statistics including numbers of personnel trained and allocation of classes to various subject areas. More than 50% of all training colleges undertake some form of accredited training, in association with an external training body (usually a theological college or consortium). Flexible training options are used in more than 15% of all training colleges, for cadets that are concurrently in appointments. The Assistant Chief Secretary (Personnel) at IHQ has begun work to enhance existing training provision by coordinating needs-analysis for capacity-gaps (and building capacity), and implementing succession development. Progress has also been made in two further areas:

SENIOR LEADERS' ORIENTATION: When personnel are appointed to senior leadership roles in territories (most notably chief secretaries and territorial secretaries for women's ministries), they undergo a week-long orientation course at IHQ. The purpose of the orientation is to develop working relationships with leaders at IHQ and give opportunity for participants to reflect on experiences during the early months in their new role. The Assistant Chief Secretary (Personnel) at IHQ arranges, co-ordinates and facilitates the programme in co-operation with the relevant International Secretaries. During the year under review, five leaders' orientation courses were held attended by 32 chief secretaries, general secretaries and territorial secretaries for



Leader development in action: delegates at the International College for Officers



women's ministries. A key outcome for this course is to provide effective leadership in territories across the world.

INTERNATIONAL COLLEGE FOR OFFICERS:

Significant redevelopment of conference facilities at Sunbury Court, London, has occurred in recent years, and the site is a now a key location for leader-development within The Salvation Army as the home of the International College for Officers (ICO). During the year under review, 129 delegates attended the ICO representing 43 territories and commands. Two of the groups were 'translation sessions' giving opportunity for non-English speaking officers to attend and gain value.

These officers were involved in a variety of ministries including corps, social services, divisional headquarters, territorial headquarters and IHQ. The objectives for the each six-week period of the ICO were: to nurture personal holiness and spiritual leadership, to provide an opportunity to experience the internationalism of the Army and to encourage a renewed sense of mission and purpose as an officer.

All officers attending the ICO have completed 10 years' service and (with a couple of specifically identified exceptions) have at least a further 10 years in which to serve prior to retirement. Within the six-week programme is opportunity for personal reflection upon the years served so far and for visionary consideration of future service. Officers return to their appointment renewed in body and soul and with a fresh sense of vision for their future work and ministry within The Salvation Army. Subjects covered within the ICO syllabus include personal and spiritual development, servant leadership, holiness, child protection, Salvation Army international finance, coaching as a leader, women in leadership, the legal framework of the Army, ecumenical relations, theological reflections on officership and social justice and ethics from a Salvationist perspective. Delegates are given opportunity to visit significant sites of Salvation Army history and share with international leaders including the General and the Chief of the Staff. Many officers who attend will later become key leaders who are strategically deployed.

OFFICERS RETURN TO THEIR
APPOINTMENT **RENEWED** IN
BODY AND SOUL AND
WITH A **FRESH SENSE OF VISION**
FOR THEIR **FUTURE** WORK AND
MINISTRY WITHIN
THE SALVATION ARMY

Key Statistics

- In the period April 2016 to March 2017, 129 delegates attended the International College for Officers, representing 43 Salvation Army territories and commands.
- 32 chief secretaries, general secretaries and territorial secretaries for women's ministries received orientation training at IHQ during the year.

Future Plans

In the short term, a comprehensive review and analysis of training college reports will be undertaken seeking to identify issues of balance, clarify theological emphases within training programmes and explore any other issues/problems in officer training. The leaders' orientation programme will also be reviewed as will leader development policies for each territory/command through zonal departments and the curriculum design at the ICO. Long-term objectives are to review current training policies and systems, clarify territorial capability frameworks (including the mapping of these to training programmes), and review the succession planning process including analysis of gaps/surpluses identified and encourage resource sharing (including identifying training institutions available to give culturally suitable leader development training, also embracing local implementation).

4 CRISIS RELIEF

OVERALL OBJECTIVE

To respond to and help meet the needs arising from major crises.

Specific Aims

The International Emergency Services (IES) team based at IHQ aims to support responses to disaster situations around the world and to help strengthen capacity of territories in their response to emergencies and disaster preparedness by providing monitoring support and training workshops.

Achievements

During the year under review, various countries have been affected by natural and man-made disasters, including severe weather events, drought, earthquakes and conflict. IES has provided practical assistance with deployed teams,

technical guidance and project funding for a range of relief and recovery responses.

HAITI: In October 2016, Hurricane Matthew tore across the Caribbean affecting several countries and bringing strong winds and torrential rainfall. Houses, livestock, livelihoods, crops and trees were destroyed and people faced the reality of food insecurity, disease and homelessness. In Haiti, The Salvation Army responded with immediate relief of food and water to those in desperate need, despite the difficulties of reaching some of the affected communities. Where possible, people received shelter in Salvation Army centres as respite from the effects of the storm. An assessment team was deployed to assist in the identification of need and to plan for an effective response. In addition to the ongoing requirement for food, water and clothing, other needs were identified and plans made to support communities with appropriate resources. A small team was also deployed to assist in the implementation of several projects. These

Distribution of relief supplies in the wake of Hurricane Matthew, Haiti





Food distribution to Internally Displaced People, Democratic Republic of Congo

included a programme where vulnerable people were provided with education on cholera prevention measures and kits containing hygiene materials. Decontamination of affected homes was also implemented and, if necessary, transportation for patients to The Salvation Army's Bethel Clinic.

For people who were used to growing food crops for their own families, and farmers in the wider community, an Agricultural Recovery Project was also undertaken in 10 communities. Seed kits, tools and fertilisers according to the size of land were provided to enable food security to be re-established for some of the most vulnerable members.

One of the first areas addressed for successful recovery from the disaster was the re-establishment of children's education programmes. A Schools Support project provided tarpaulins as temporary roofing for premises which had lost or damaged roofs. Educational materials and books, general supplies and school uniforms were also provided. To assist parents with their own recovery activities, some school fees were paid to relieve the burden on those less able to afford these additional costs. This improved school attendance and meant that children could begin to realise some sense of normality after the traumatic events of the hurricane.

THE SALVATION ARMY HAS RESPONDED TO THE BASIC NEEDS OF VULNERABLE PEOPLE WHO HAVE BEEN FORCED FROM THEIR HOMES AND ANCESTRAL LANDS BY VIOLENCE AND CONFLICT



Salvation Army teams provided food and medical care in the immediate aftermath of the earthquake in Ecuador

RELIEF FOR INTERNALLY DISPLACED PEOPLE (IDPs):

Due to areas of conflict in their own countries, people face the prospect of staying in their own homes in an increasingly volatile environment or trying to relocate to safer places. This can lead to the establishment of new communities of displaced people who need additional support in order to survive.

Programmes for such communities have been implemented in several places including north-eastern Nigeria, the Republic of Congo and the Democratic Republic of the Congo. Once again, The Salvation Army has responded to the basic needs of vulnerable people who have been forced from their homes and ancestral lands by violence and conflict. Some have sought refuge in Salvation Army facilities, others in newly established camps or in the host communities. The priority needs have been for food and water, hygiene materials and non-food items such as bedding. Special concerns for the needs of malnourished children and pregnant or breastfeeding women are also being addressed.

TRAINING: Territories have been supported in their disaster management plans through emergency response and preparedness workshops which have been delivered by IES. Courses were held in Bangladesh and the Caribbean where delegates were invited to learn something of the international humanitarian principles and codes of conduct for emergency response and relate these, along with practical skills, to their local crisis responses.

A Team Leader's workshop was held in Nepal to enhance the skills and knowledge of 34 experienced international responders who are deployed to lead teams, when required. As part of the learning experience, there was also an opportunity to monitor and evaluate previous emergency relief and recovery projects implemented following the earthquakes of 2015. A PREPARE course for 20 people was also delivered in the UK in order to add suitably trained personnel to the list of those able to be deployed for emergency responses internationally in the future.

In recent years Kenya has succumbed to violent outbreaks during national elections. A course delivered four years previously proved beneficial in equipping Salvation Army personnel working in their local communities to respond to and support people affected by violence during times of tension, and this was repeated in preparation for the elections of August 2017. This built on the experience of the previous event, helping communities to build positive relationships, be better prepared and mitigate the effects of any violent outbursts. Some delegates from other African countries were also invited in order to share the learning across a wider group who might benefit in the future.

Key Statistics

- During the year, 56 rapid response projects were approved for initial, urgent life-saving activities spanning 25 countries, with more than 88,500 beneficiaries.
- 28 IES projects were approved for larger/long-term reconstruction activities spanning 17 countries, with more than 55,500 beneficiaries.

Future Plans

IES will deliver further training in several locations to enhance capacity of countries which suffer disasters on a regular basis. This will promote preparedness before and mitigation in the event of a disaster. A key element to this will be Linking Relief and Recovery through to Development (LRRD) in one cycle, helping communities become more resilient in times of emergency.

The development of a new global projects database will also enable IES projects to be held and accessed in one place, giving more flexibility for involvement of various departments and improved collation and sharing of information..



HEALTH SERVICES FOR THE POOREST PEOPLE

OVERALL OBJECTIVE

To strengthen The Salvation Army's capacity to support poor and marginalised people who need to access quality primary health care services as close to the family as possible.

Specific Aims

Specific objectives for International Health Services (IHS) during 2016/17 included; providing support and supervision to health institutions and nurse training schools to improve the quality of services; supporting hospitals to move forward with plans to construct new buildings, and developing training materials.

Achievements

The Salvation Army continues to be a significant provider of faith-based, integrated, high-quality primary health care with services offered as close to the family as possible and giving priority to poor and marginalised members of society. The following examples illustrate this significant service provision:

INDONESIA: Bokor Hospital with 85 beds was built in 1922 and cares daily for an average of 1,800 outpatients and 35 in-patients. The institution is presently working towards achieving full accreditation with the government, which should improve both the quality of services and the number of people able to access them. To help meet the accreditation criteria the operating theatres, where around 100 operations are undertaken monthly, have been rebuilt



Laboratory assistant at Maiani Health Centre Clinic, Kenya East



Gym facilities at Duakwa Rehabilitation Centre, Ghana

with the new theatre block meeting the necessary infection prevention and control guidelines.

KENYA EAST: The newly built Maiani Health Centre Clinic is located in a rural area with a catchment population of 12,930, with the nearest clinic some 13 miles away. The clinic was built in response to locally-identified needs and opened in May 2016 with 956 clients cared for by the end of the calendar year. The clinic opens daily and caters for all types of general ailments as well as providing maternal and child health care services. The clinic has facilities to allow midwives to carry out deliveries in an emergency situation

and it is hoped that its activities will help to reduce maternal and infant morbidity and mortality in the area. Following each delivery, women are also offered ongoing support from one of the 45 community health workers attached to the clinic. The clinic also has a well-equipped laboratory which is able to carry out basic tests.

GHANA: The Duakwa Rehabilitation Centre commenced service provision in 1986 and caters for marginalised children and adults who are physically challenged. During 2016, the clinic served 1,115 new outpatients and provided daily therapy to an average of 119 inpatients. Since opening, service provision has gradually increased, resulting in the buildings and facilities becoming inadequate. In order to meet the growing demand, the centre was supported to construct a purpose-built rehabilitation centre with a gym, the only one of its kind in West Africa.

IHS SUPPORTS **56 HOSPITALS** AND 155 CLINICS AROUND THE WORLD.
THESE FACILITIES CARED FOR **204,154 INPATIENTS**
AND **1,155,007 OUTPATIENTS** DURING 2016



'Helping Baby Breathe' training course at Wiemoase Health Centre, Ghana

Also in Ghana, Wiemoase Health Centre – situated in a rural area some four miles from the nearest town and serving a population of 10,909 – has five qualified midwives and a number of students, and in 2016 registered 559 antenatal mothers. During a visit by International Health Services Coordinator Major Joan Gibson, the midwives and students received a short training course entitled 'Helping Baby Breathe', designed to provide the skills needed to respond immediately to babies not breathing at birth, so reducing neonatal mortality and morbidity.

Key Statistics

- IHS supports 56 hospitals and 155 clinics around the world. These facilities cared for 204,154 inpatients and 1,155,007 outpatients during 2016.
- During 2016/17, IHS provided direct support and supervision to 27 clinics and nine hospitals, including conducting lectures on postpartum haemorrhage, infection prevention and control, and shoulder dystocia.

Future Plans

The ongoing objectives for IHS are to: provide support and supervision to clinics, hospitals and nursing schools around the Salvation Army world, to assist institutions wanting to renovate their buildings in order to more effectively meet community needs, and to provide in-service training for staff.



FIGHTING AGAINST SEXUAL TRAFFICKING AND FOR SOCIAL JUSTICE

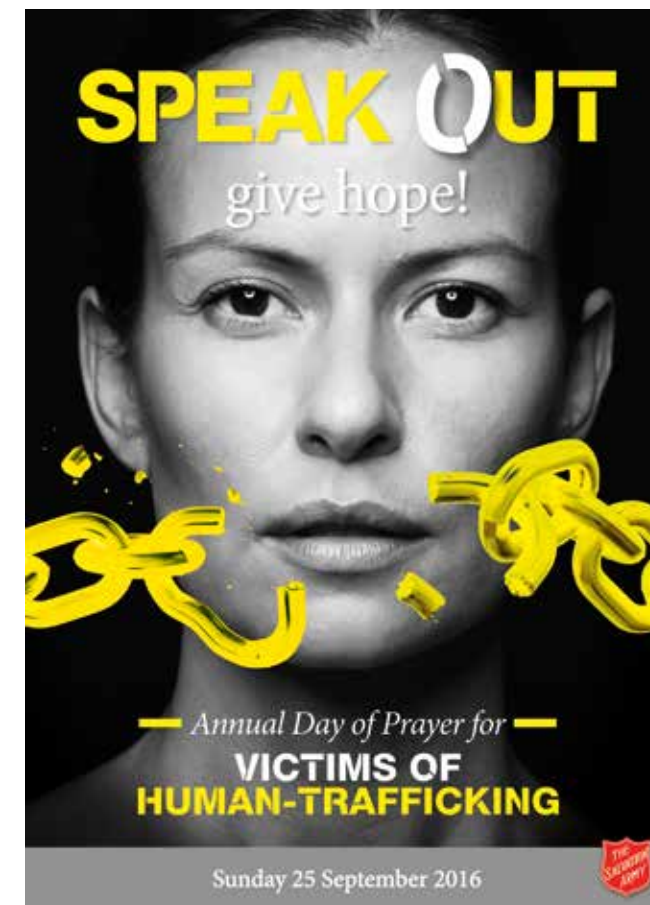
OVERALL OBJECTIVE

To take action to combat the massive and growing evil of sexual trafficking and to create awareness of social injustice in the world.

Specific Aims

To support victims of human trafficking, work to prevent people being trafficked and raise awareness of social injustice by building capacity in people, developing effective partnerships, sharing quality resources and promoting best practice.

Multi-language posters publicising The Salvation Army's Annual Day of Prayer for victims of human-trafficking



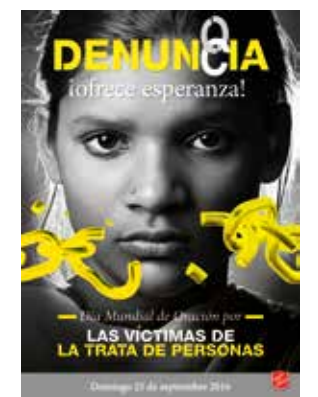
Achievements

The International Social Justice Commission (ISJC) with its secretariat in New York advises the General and other senior leaders on matters of social justice. The Director of the ISJC – supported by a team of experts – is The Salvation Army's principal international advocate and adviser on social, economic and political issues giving rise to the perpetuation of social injustice in the world. During 2016/17, the following were notable achievements.

HUMAN TRAFFICKING AND MODERN SLAVERY:

The Deputy Director of the ISJC chairs an international task force that has developed a draft international strategy to encourage, support and co-ordinate anti-human trafficking responses around the world. The task force includes experienced international leaders as well as field practitioners. This emerging strategy will encourage all Salvation Army territories to participate in the fight against anti-human trafficking and modern slavery.

In most countries where it is operating, The Salvation Army is already involved in the fight against human trafficking and modern slavery. Much of The Salvation Army's work focuses on prevention, protection, partnerships and prayer to support victims, survivors and potential victims of human trafficking and modern slavery. Networks are being strengthened within The Salvation Army and with partners. For example, a partnership was developed with the STOP THE TRAFFIK NGO. A workshop with practitioners from the Anglican Alliance and The Salvation Army from South and East Asia met in Nepal. A report documenting the lessons learnt in this process is published online (www.salvationarmy.org/isjc). ISJC personnel also visited Vienna, Austria for a meeting with the United Nations (UN) Office on Drugs and Crime (UNDOC) – the UN office that deals with anti-human trafficking.



SUSTAINABLE DEVELOPMENT GOALS



MUCH OF THE SALVATION ARMY'S WORK FOCUSES ON
PREVENTION, PROTECTION, PARTNERSHIPS AND PRAYER
TO **SUPPORT VICTIMS, SURVIVORS AND POTENTIAL VICTIMS**
OF HUMAN TRAFFICKING AND MODERN SLAVERY

was represented at the World Humanitarian Summit in Istanbul, Turkey in May 2016; at the 15th session of the UN Permanent Forum on Indigenous Issues in May 2016 in New York; and at the 71st Session of the UN General Assembly in September 2016 in New York.

In January 2017, The Salvation Army became a member of the International Partnership on Religion and Sustainable Development (PaRD) (<http://www.partner-religion-development.org/>) which brings together governments (Germany, USA, UK, etc) with UN agencies and faith-based

and religious organisations. The Salvation Army is also an active member of the Joint Learning Initiative on Faith & Local Communities (<http://jliflc.com/>). In all of these partnerships The Salvation Army seeks to learn from the experience of others and share its experience with the intention of improving the lives of people.

Salvation Army representatives to the 2017 United Nations Commission on the Status of Women

The United Nations Sustainable Development Goals

RESEARCH ON ISSUES OF SOCIAL INJUSTICE: The ISJC produced two significant reports during the year under review. First, *Building A Just World*, reviews The Salvation Army's contribution to the UN Millennium Development Goals (MDGs) between 2000 and 2015. This report set out not only what The Salvation Army did but also explained the Army's approach to addressing the MDGs (www.salvationarmy.org/isjc/mdg).

A second resource called *Go And Do Something* helps people understand the UN Agenda 2030 and the 17 Sustainable Development Goals. These goals have been agreed by all 193 UN member states and offer an integrated plan for human development between 2016 and 2030. *Go And Do Something* presents all 17 goals with sections explaining what the Bible says about this issue, what people can pray for and what people can do (www.salvationarmy.org/isjc/sdgs). A Spanish translation is now in production. The ISJC is also coordinating the development of resources and research with The Salvation Army's International Theological Council and International Moral and Social Issues Council to enable Salvation Army personnel to better understand and respond in a Christlike manner to issues related to human sexuality.

PARTNERSHIPS: The ISJC represents The Salvation Army at the UN and participates in a number of bodies seeking to build strong alliances to end extreme poverty and promote sustainable development. The Salvation Army



Key Statistics

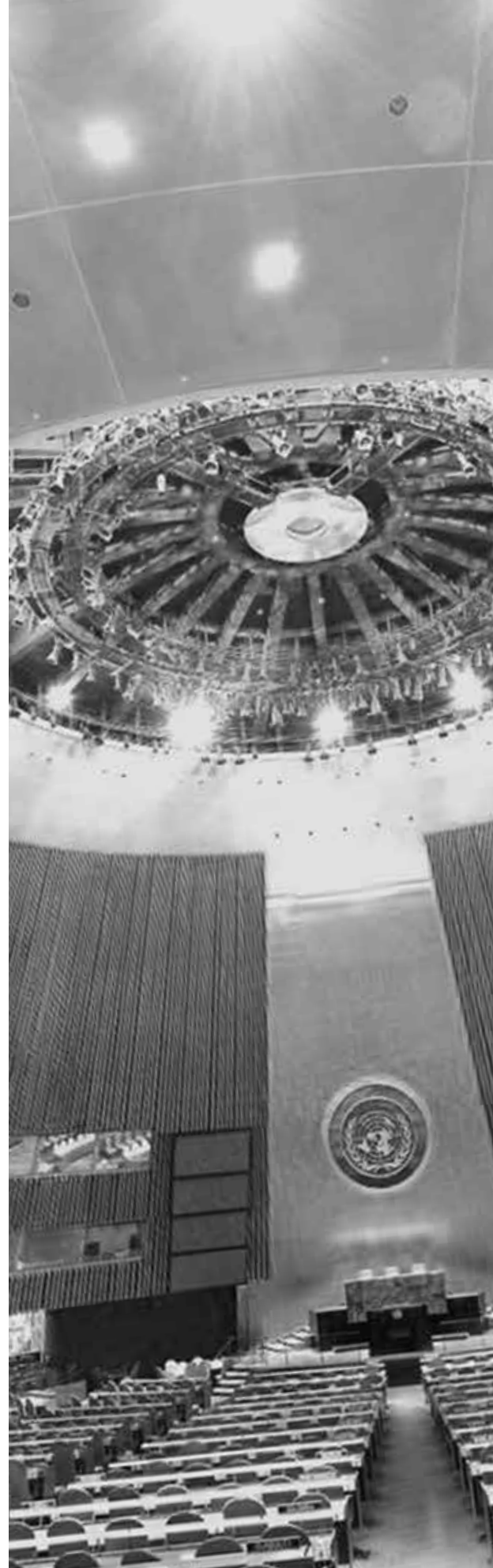
- In the year under review, significant time and energy has been invested in strengthening the ISJC social media presence. Content was seen by 88,693 unique users, compared to 39,796 last year (+ 122%) with video increased from 13,919 views compared to 711 last year.
- The Salvation Army has engaged at the UN in Geneva, Nairobi and New York, with personnel attending 484 meetings and briefings at the UN and associated committees. A brief report was posted online after 42 of the most significant meetings so that the learning was shared widely.
- Five interns worked at the ISJC during 2016/17. Mentored by experienced Salvation Army officers, these young graduates (all in their 20s) contributed to the research for the *Building A Just World* report. ISJC research and reports of UN meetings can be downloaded from www.salvationarmy.org/isjc

Future Plans

The Salvation Army, supported by the ISJC, will campaign for a holistic understanding of people and an integrated global plan for fair, sustainable and equitable development for all nations. To this end, The Salvation Army will continue to partner with other religious groups, other non-governmental organisations, the UN, The World Bank Group and others, towards the vision of a world where all people can experience life in all its fullness.

The ISJC will work with territories to develop locally relevant anti-human trafficking strategies, particularly in areas where existing capacity is low and poorly resourced. This will include rolling out international guidelines and protocols so that best practice is shared across The Salvation Army.

The ISJC will continue to promote justice in the world and justice in all parts of The Salvation Army by encouraging coordination between Salvation Army operational units. A quarterly video conference call is already building a 'community of practice' among social justice practitioners and such collaborative approaches will be expanded.



FINANCIAL REVIEW

FINANCIAL REVIEW

The net movement in funds for the year ended 31 March 2017 increased by £21.92 million, moving from £14.48 million (2016) to £36.40 million (2017).

Most notably, net gains on investment assets increased from £0.94 million (2016) to £21.17 million (2017) reflecting market conditions and representing both the realised and unrealised gains arising on sales and the increase in market value of investments held at year end. Other notable variances contributing to the total net movement in funds are outlined below.

INCOME

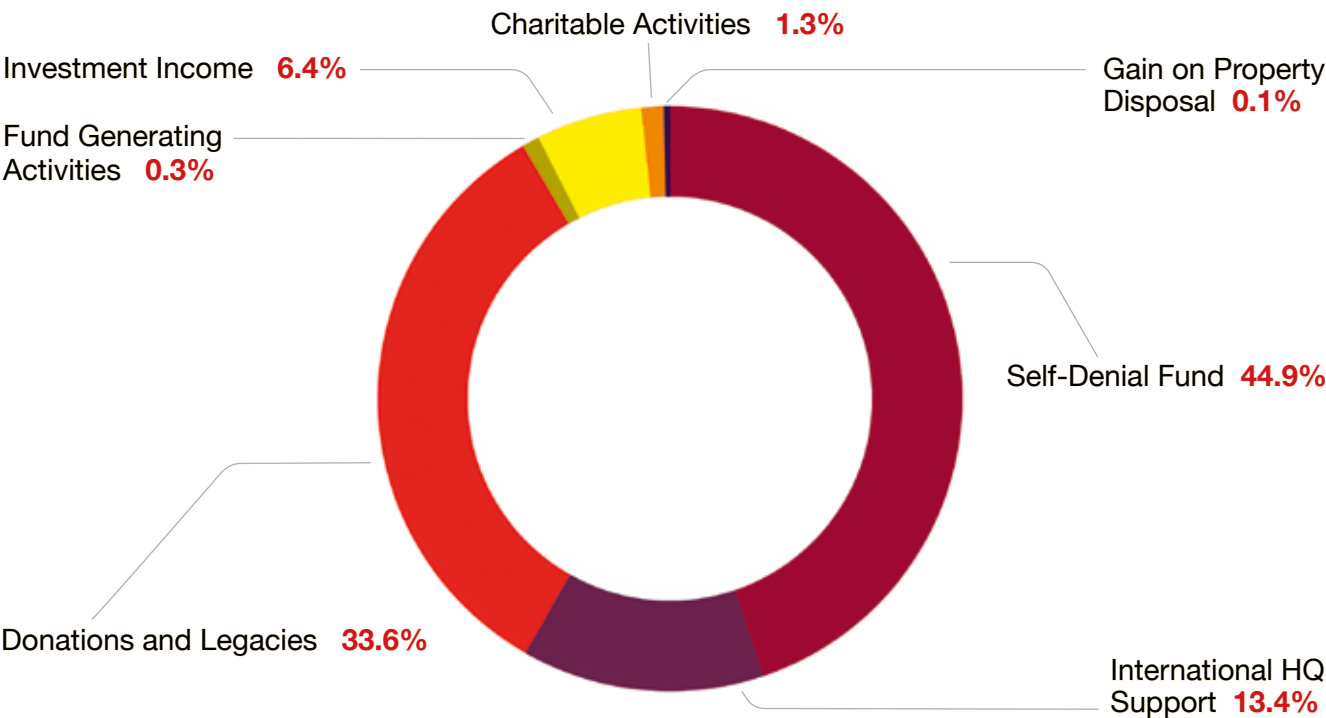
Total income decreased from £59.13 million (2016) to £56.44 million (2017) reflecting a decrease in gains on disposal of properties from £2.59 million (2016) to £17,000 (2017) as no properties were sold during the financial year, whilst last year the Trust sold five properties. The Trust also experienced a decrease in income from charitable activities of £1.61 million due primarily to one-off ticket sales for the *Boundless* International Congress event being received in 2016.

Contributions from Salvation Army territories to the International Self-Denial Fund increased by £3.58 million,

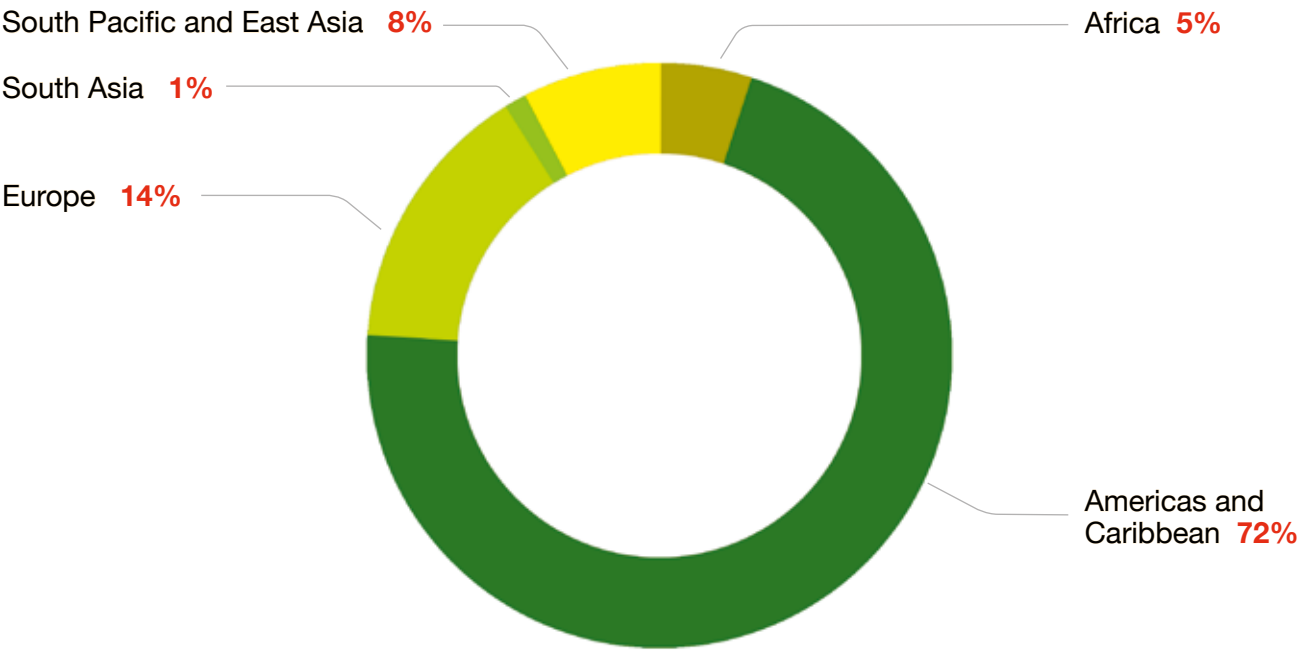
while income for IHQ Support remained flat in line with expectations with a small increase of £248,000.

External donations and legacies decreased from £17.90 million (2016) to £16.19 million (2017), with little movement in donations from Salvation Army territories from £2.96 million (2016) to £2.79 million (2017). Investment income was also relatively flat with a small decrease from £3.85 million (2016) to £3.60 million (2017), while income from other trading activities decreased by £30,000. The following pie charts illustrate the sources of income for 2016/17 and also contributions to the International Self Denial Fund:

INCOME 2016/2017



SELF-DENIAL FUND CONTRIBUTIONS 2016/2017



CONTRIBUTIONS FROM SALVATION ARMY TERRITORIES TO THE INTERNATIONAL SELF-DENIAL FUND INCREASED BY £3.58 MILLION

EXPENDITURE

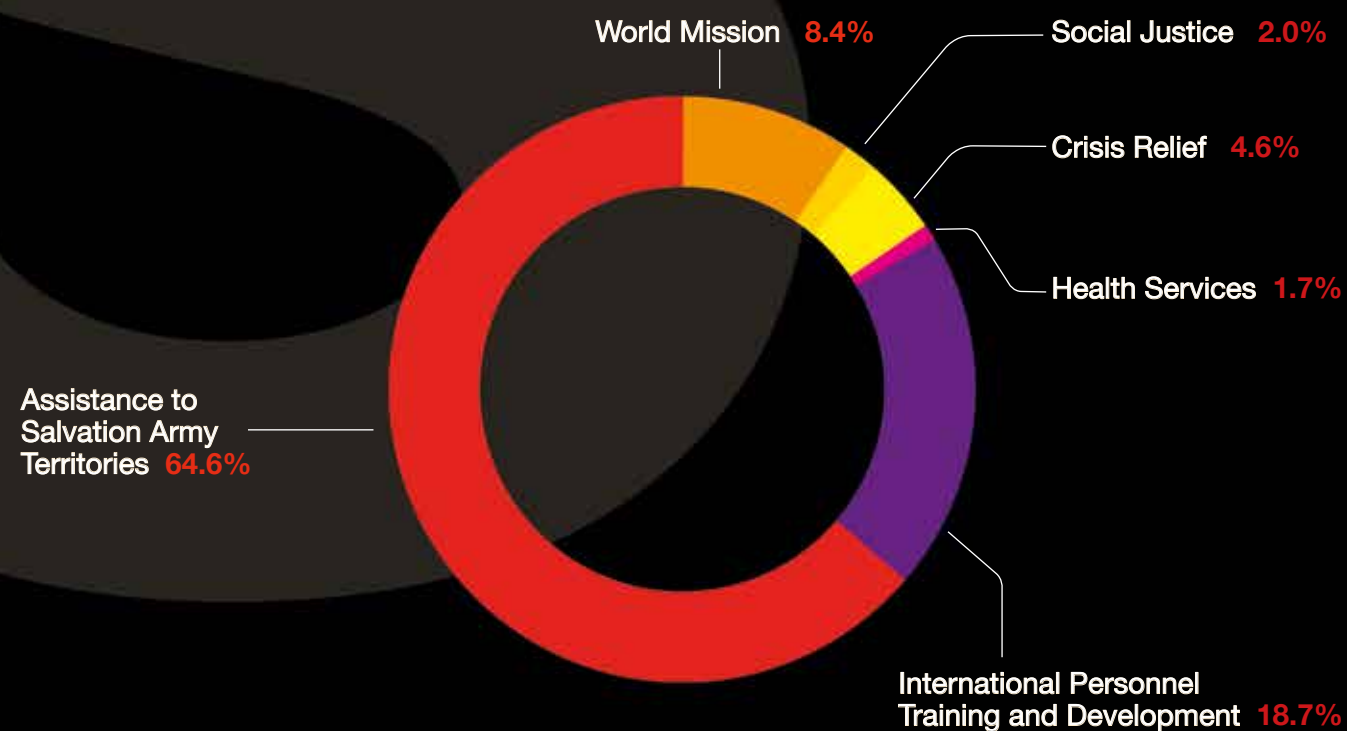
Expenditure across the six charitable activities in which The Salvation Army International Trust is engaged is detailed in Note 9 in the Accounts. Spending on charitable activities totalled £42.90 million (2017) representing a decrease of £1.10 million on the previous year due to one-off expenditure items incurred for the *Boundless* International Congress in 2016.

Financial assistance to Salvation Army territories increased from £24.18 million (2016) to £27.70 million (2017) reflecting additional 'seed' funding made available to territories to develop local income streams and so reduce long term reliance upon IHQ grants.

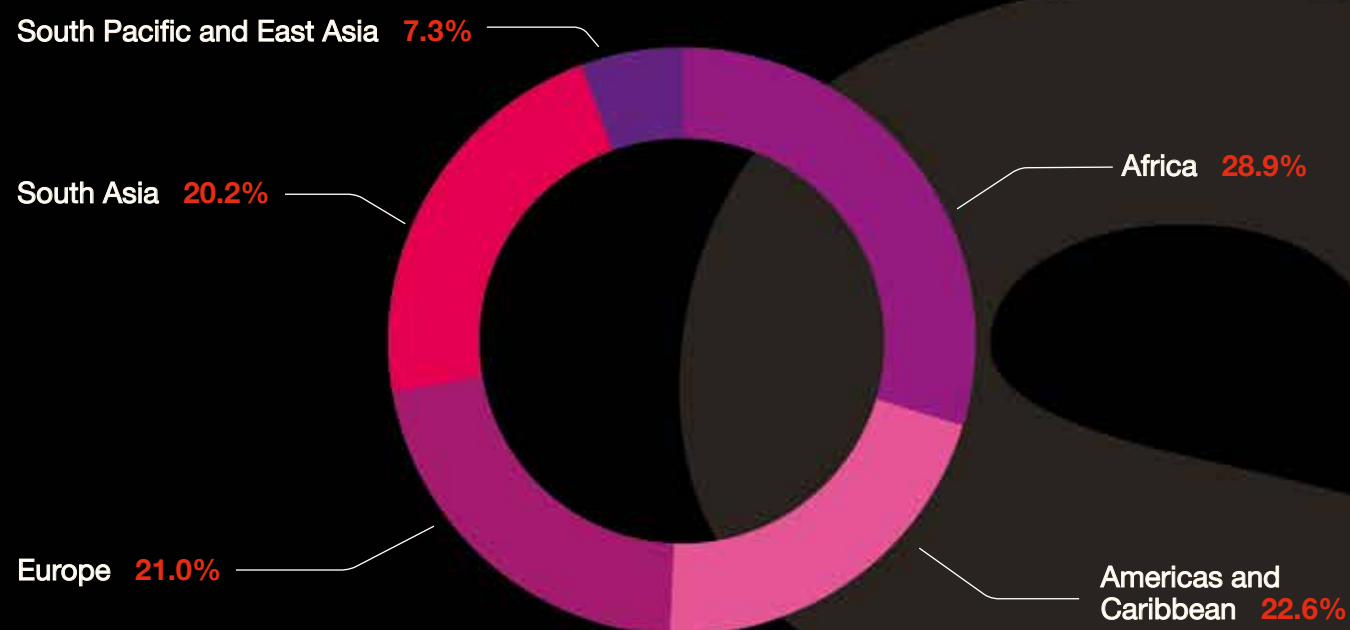
Expenditure of £8.01 million (2017) was also incurred on International Personnel and Development, £3.61 million (2017) on World Mission and £1.99 million (2017) on Crisis Relief, reflecting the cost of some of the strategies in which the Trust is engaging, as referenced earlier in this report. The following pie charts illustrate 2016/17 expenditure on charitable activities and also the geographic spread of support of overseas work:



EXPENDITURE 2016/2017



SUPPORT OF OVERSEAS WORK 2016/2017



The net movement in funds for the year ended 31 March 2017 was £36.40 million with surpluses on unrestricted funds of £37.26 million and deficits on restricted funds of £860,000. Total funds of £222.17 million were held at year end.

FUTURE PLANS

The Trustee seeks to maintain the strong financial position of the Trust and will continue to explore means to increase the scale and scope of charitable activities while continuing to encourage Salvation Army territories to move towards financial self-reliance through provision of targeted financial support and other resources. The Trustee recognises the material pension liability arising from participation of the Trust in The Salvation Army Employees' Pension Fund (see Note 16

in the Accounts) and is well placed to meet its obligations in this regard.

The Trustee continues to monitor developments closely in relation to the UK exit from the EU and other external events and remains confident that the level of reserves held is adequate in the changing economic climate and does not impact adversely on the Trust's going concern status.



INVESTMENTS

Listed investments (see Note 22 (c) in the Accounts) are managed under the terms of an investment management agreement with Sarasin & Partners LLP. The investment manager is required to make investments on behalf of the Trust in line with benchmarks that have been set and against which performance is measured.

The Investment Committee which sits to review investment performance receives periodic reports on matters pertinent to its investment policy and this facilitates discussion which, in turn, enhances the committee's understanding of the relationship between its Christian conviction and ethos and investment return; and even more importantly, the positive effect that its policy can have on companies which themselves may (or may not) be seeking to improve conditions in many parts of the world. The reports are tabled at full board meetings so that those directors who do not sit on the Investment Committee have an opportunity to add to the debate and have greater understanding of the issues that the Trust can tackle through its investment policy.

The Trust operates an investment policy to reflect the Salvation Army's ethical and moral stance: it does not wish to invest in tobacco, brewing, gambling, pornography, arms or companies that disregard the pollution of the environment. Investment is therefore excluded in companies which derive more than 10% in aggregate of their revenues from the following activities:

- a. the production of alcohol
- b. the sale (together with any production) of alcohol
- c. the production of tobacco
- d. the sale (together with any production) of tobacco
- e. the manufacture of whole weapons, weapon platforms and weapon systems
- f. the manufacture or sale of strategic parts for weapon systems
- g. the promotion of gambling
- h. the provision of adult entertainment services (other than mobile communications)
- i. the publication or wholesale of pornographic magazines or newspapers
- j. the extraction of thermal coal or the production of oil from tar sands.

For the avoidance of doubt the relation to sub-paragraphs (e) and (f) above, 'weapons' refers to both nuclear and conventional weapons. Beyond the ethical statement, the investment manager is directed to take into account The Salvation Army Act 1980 and to monitor the portfolio to ensure companies held within it adhere to best practice in corporate governance, employment conditions and environmental sustainability.

The following table gives the long-term ranges and current weightings expressed in percentages of the Trust's investment funds:

KEY RISK	MITIGATING STRATEGY
A serious safeguarding incident resulting in harm to a child or vulnerable adult and subsequent reputational damage to the local/international Salvation Army.	Recent establishment of an international safeguarding office at IHQ. Ongoing development of safeguarding policies and procedures for all Salvation Army territories
National economic and/or political crises adversely impacting Salvation Army operations in a territory prompting additional emergency support from IHQ.	Continuous IHQ monitoring of economic and political contexts on a country-by-country basis. Development of crisis management protocols for IHQ interventions.
Local issues in a territory resulting in demands for additional IHQ financial support and/or reputational damage to the local/international Salvation Army.	Continuous IHQ monitoring of global operations on a territory-by-territory basis. A suite of policies and procedures in place to manage operational risks. Internal audits undertaken periodically depending on the extent of perceived risk.
Changes in national legislation (including tax codes) adversely impacting Salvation Army operations in territories and engagement of territories with IHQ.	Continuous monitoring of legislative contexts on a country-by-country basis overseen by IHQ legal counsel liaising with locally appointed lawyers.
Local issues resulting in use of donor restricted funds within a territory for non-specified purposes.	Continuous IHQ monitoring of application of project funds via bespoke databases. Policies and procedures in place to regulate use of project funds. Internal and external audits undertaken for project-related activity depending on the extent of perceived risk.
Loss of funds due to foreign exchange fluctuations	Regular assessment of foreign exchange risks by Investment Committee. Maintenance of Exchange Equalisation Reserve by the Trust to fund exchange losses.



Statement of Trustee’s Responsibilities

The Trustee is responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Charity law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under The Charity Law the Trustee must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustee is responsible for keeping adequate accounting records that are sufficient to show and explain the charity’s transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustee has approved this 2016/17 Annual Report and Accounts on this basis.

For and on behalf of the directors of The Salvation Army International Trustee Company.

Dr Matthew Carpenter BA, MBA, DBA, MCMl
Company Secretary

29 September 2017



THE SALVATION ARMY

INTERNATIONAL TRUST

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2017

Independent Auditor's Report to the Trustee of The Salvation Army International Trust

We have audited the financial statements of The Salvation Army International Trust for the year ended 31 March 2017 which comprise the statement of financial activities, the balance sheet, the cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees, as a body, in accordance with the Charities Act 2011 and The Salvation Army Act 1980. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the statement of trustee's responsibilities, the trustee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with regulations made under that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the FRC's website at: www.frc.org.uk/auditscopeukprivate

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2017 and of the charity's incoming resources and application of resources, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and The Salvation Army Act 1980.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Don Bawtree (senior statutory auditor)
For and on behalf of BDO LLP, statutory auditor
Gatwick
United Kingdom

Date: 29 September 2017

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Notes	Unrestricted funds	Restricted funds	2017 Total funds	2016 Total funds
	£000	£000	£000	£000
INCOME AND ENDOWMENTS FROM				
Donations and legacies:				
Received from Salvation Army territories				
- Self-Denial Fund	2	25,341	-	25,341
- IHQ Support	2	7,542	-	7,542
- Donations	2	-	2,787	2,958
Joint Venture - Donation	3	-	-	172
Other donations and legacies	4	16,128	60	17,898
		49,011	2,847	51,858
Charitable activities	5	755	11	766
Other trading activities	6	201	-	201
Investments	7	3,130	469	3,599
Gain on Disposal of Properties		17	-	17
Total Income		53,114	3,327	56,441
EXPENDITURE ON				
Raising funds	8	1,071	14	1,085
Charitable activities	9	38,916	3,984	42,900
Total Expenditure		39,987	3,998	43,985
Net gains/(losses) on investments	22(d)	20,441	725	21,166
Net income/(expenditure)		33,568	54	33,622
Transfers between funds		666	(666)	-
Other recognised gains/(losses):				
Actuarial gains/(losses) on defined benefit pension schemes		-	-	(517)
Other gains/(losses)		3,024	(247)	2,777
Net Movement in Funds	18	37,258	(859)	36,399
Reconciliation of funds:				
Total funds brought forward 1 April 2016		148,980	36,786	185,766
Total funds carried forward 31 March 2017		186,238	35,927	222,165

All activities reported above, in both the current and preceding year, relate to continuing activities.

THE SALVATION ARMY INTERNATIONAL TRUST

BALANCE SHEET AS AT 31 MARCH 2017

	Notes	2017 £000	2016 £000
Fixed Assets			
Properties	20	28,943	29,557
Other Tangible Fixed Assets	21	1,457	1,774
Investments	22	161,626	141,099
Long Term Loans	23	-	1,047
		<u>192,026</u>	<u>173,477</u>
Current Assets			
Stocks		161	101
Debtors and Prepayments	24	34,466	14,070
Cash at bank and in hand	25	368	613
		<u>34,995</u>	<u>14,784</u>
Less Current Liabilities	26	<u>(4,856)</u>	<u>(1,965)</u>
Net Current Assets		<u>30,139</u>	<u>12,819</u>
Total Assets less current liabilities		<u>222,165</u>	<u>186,296</u>
Creditors: Amounts falling due after more than one year	27	-	(530)
Net Assets	19	<u>222,165</u>	<u>185,766</u>
Funds			
Restricted Funds			
Property Fund		15,025	15,271
Other Fixed Assets Fund		766	1,078
Other Restricted Funds		20,136	20,437
		<u>35,927</u>	<u>36,786</u>
Unrestricted Funds			
Property Fund		19,718	20,086
Other Fixed Assets Fund		691	696
Designated Funds		161,451	124,281
General Reserve		4,378	3,917
		<u>186,238</u>	<u>148,980</u>
Total Funds		<u>222,165</u>	<u>185,766</u>

Approved on behalf of The Salvation Army International Trustee Company on 29 September 2017 by:

Brian Peddle – Chairman

John Wainwright – Managing Director

THE SALVATION ARMY INTERNATIONAL TRUST

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2017

	2017 £000	2016 £000
Net cash (used in)/provided by operating activities (see note A)	(5,131)	(3,141)
Cash flows from investing activities:		
Dividends, interest and rents from investments	3,599	3,853
Donation from Joint Venture	-	172
Gain/(Loss) on US held investments	967	(238)
(Increase)/Decrease in Long Term Bank Deposits	2,274	2,909
(Increase)/Decrease in Long Term Loans receivable	1,047	718
Proceeds from the sale of property, plant and equipment	-	2,818
Purchases of property, plant and equipment	(1,840)	(2,190)
Proceeds from the sale of investments	66,840	26,379
Purchase of Investments	(73,105)	(47,131)
Net cash used in investing activities	<u>(218)</u>	<u>(12,710)</u>
Change in cash and cash equivalents in the reporting period	(5,349)	(15,851)
Cash and cash equivalents at the beginning of the reporting period	15,759	31,610
Cash and cash equivalents at the end of the reporting period (see note B)	<u>10,410</u>	<u>15,759</u>
Note A		
Reconciliation of net income/(expenditure) to net cash flow from operating activities		
Net income for the reporting period (as per the statement of financial activities)	36,399	14,483
Adjustments for:		
Depreciation charges	1,323	1,370
(Gain) on investments	(21,166)	(939)
Loss on revaluation of US Dollar Deposits	7	58
Donation on Joint Venture	-	(172)
Dividends, interest and rents from investments	(3,599)	(3,853)
(Profit) on sale of fixed assets	-	(2,585)
(Increase) in Stocks	(60)	(76)
(Increase) in Debtors	(20,396)	(9,035)
(Decrease)/Increase in Creditors	2,361	(2,392)
Net cash (used in)/provided by operating activities	<u>(5,131)</u>	<u>(3,141)</u>

	Balance 2016 £000	Movement in year £000	Balance 2017 £000
Note B			
Analysis of Cash and Cash Equivalents			
Cash at bank	613	(245)	368
Cash held by Investment Managers	4,790	(4,033)	757
Notice deposits (less than 3 months)	10,356	(1,071)	9,285
Total cash and cash equivalents	<u>15,759</u>	<u>(5,349)</u>	<u>10,410</u>

THE SALVATION ARMY INTERNATIONAL TRUST

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017

1. ACCOUNTING POLICIES

The principal accounting policies adopted by the Trustee in the preparation of the financial statements, have been applied consistently and are set out below:

- (a) **Basis of Accounting** - The financial statements have been prepared under the historical cost convention, subject to the inclusion of investments at fair value, and are in compliance with the Accounting and Reporting by Charities: Statement of Recommended Practice (FRS 102) (effective 1 January 2015), the Charities Act 2011, The Salvation Army Act 1980 and FRS 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland.
- (b) **Income**
- (i) Contributions to the International Self-Denial Fund are received annually from the headquarters of Salvation Army territories around the world (see Note 2). A territory is an administrative unit and may comprise several countries, a single country or part of a country. These contributions are used to fund grants and other support payments to non self-supporting territories, as set out in Note 10.
 - (ii) Contributions to International Headquarters support are receivable quarterly from self-supporting territories and annually from non self-supporting territories.
 - (iii) Legacies are accounted for on receipt or on earlier notification, provided that the value can be reasonably measured and receipt is probable.
 - (iv) Donations and all other income is recognised in the Statement of Financial Activities when received or receivable, whichever is earlier, unless it relates to a specific future period in which case it is deferred.
- (c) **Expenditure**
Expenditure is charged in the Statement of Financial Activities on the accruals basis.
- (i) Irrecoverable Value Added Tax is charged to the related heads of expenditure.
 - (ii) Expenditure on Charitable Activities consists of all expenditure relating directly to the objects of the Trust including support costs. Support costs have been allocated over activities on a per capita basis. Governance costs include those associated with constitutional and statutory requirements and those incurred in the governance of the Trust's assets.
 - (iii) Maintenance grants are paid quarterly to overseas Salvation Army territories to support their operating costs. They are payable at the beginning of each quarter and are accounted for in the year to which they relate (see Note (b) (i) above).
 - (iv) Property schemes not completed at the year end are carried forward in the Balance Sheet as a Fixed Asset under the heading of Property Schemes in progress.
 - (v) Pension costs are accounted for in accordance with FRS 102 and are charged to the Statement of Financial Activities when payable. Details are provided in Note 16.
 - (vi) Grants payable to Salvation Army Territories are recognised as expenditure when payment is made, in accordance with the annual budget.
- (d) **Foreign Currencies**
Transactions in foreign currencies are recorded at the rate of exchange prevailing at the date of the transaction. Monetary assets and liabilities are translated into sterling at the exchange rate ruling on the balance sheet date. All profits and losses on exchange are included in the Statement of Financial Activities.

1. ACCOUNTING POLICIES - continued

- (e) **Going Concern**
The Trustee has reviewed the Trust's financial position, taking account of satisfactory levels of reserves and cash, the annual plan, and its system of financial and risk management. As a result of this review the Trustee has a reasonable expectation that the Trust has adequate resources to continue in operational existence in the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.
- (f) **Fixed Assets**
Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided to write off the cost of tangible fixed assets over their estimated useful economic lives, as follows:
- Freehold and Long Leasehold Properties are depreciated over 50 years
 - Internal Fit-Out Costs of the Headquarters building are depreciated over 15 years
 - Office Equipment is depreciated over seven years
 - Vehicles are depreciated at 17% per annum
 - IT Equipment is depreciated at 25% per annum
- The freehold property at Sunbury Court has been depreciated so as to write down the cost of the project by components, on a straight line basis over their estimated useful economic lives at the following annual rates:
- Building and Infrastructure - 50 years
 - Roof (flat), Windows and Doors - 25 years
 - Major Installations (including heating, electrical, drainage) - 25 years
 - Bathroom and Kitchen Installations, Lifts - 15 years
 - Furniture, Fixtures and Fittings - 15 years
- (g) **Basic Financial Instruments**
Financial assets and financial liabilities are recognised when the Trust becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price and subsequently measured at their settlement value. Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discount offered. Creditors and provisions are recognised where the Trust has an obligation resulting from a past event that is likely to result in the transfer of funds to a third party and the amount due can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.
- (h) **Investments** - To comply with the Statement of Recommended Practice, investments are included at fair value. Listed investments are valued at the year end bid-market price. The freehold reversionary interest is externally valued every five years, subject to any significant change in value in the intervening years. Investment properties are revalued on a rolling three-year basis at fair value and no depreciation is provided. The aggregate surplus or deficit arising on revaluation is transferred to a revaluation reserve.
- (i) **Stocks** are valued at the lower of cost or net realisable value.
- (j) **Funds**
- (i) The Property Fund represents monies already expended on the acquisition of freehold and leasehold properties.
 - (ii) The Restricted Funds are held for restricted purposes, as specified by the donors.
 - (iii) The Unrestricted Funds include Designated Funds held for particular purposes designated by The Salvation Army in the exercise of its discretionary powers, and a General Reserve representing funds not designated for specific purposes.
- (k) **Joint Venture**
The banking company, Reliance Bank Limited, in which the Trust holds a 51% interest, is shown as a Joint Venture with The Salvation Army Trust (United Kingdom Territory with the Republic of Ireland) holding a 49% interest. The Salvation Army International Trust does not control the company and responsibility for the appointment of Bank Directors is held by a Nominations Committee comprising Non-Executive Directors from the Bank. Accordingly the investment in the Joint Venture is shown at cost, and donations received are included under Income in the Statement of Financial Activities. Full details of the company's Profit and Loss Account and Balance Sheet are set out in Note 3.
- (l) All recognised gains and losses are included in the Statement of Financial Activities, and all the reported activities, in both the current and preceding years, reflect ongoing activities.

2. CONTRIBUTIONS RECEIVED FROM SALVATION ARMY TERRITORIES

Territory	Self-Denial Fund		International Headquarters Support		Donations Received	
	Unrestricted		Unrestricted		Restricted	
	2017 £000	2016 £000	2017 £000	2016 £000	2017 £000	2016 £000
Angola	23	44	1	1	-	-
Australia Eastern	563	411	335	326	24	266
Australia Southern	414	317	297	289	81	362
Bangladesh	2	-	1	1	-	-
Brazil	47	-	2	2	-	-
Canada and Bermuda	1,332	1,109	496	482	93	152
Caribbean	64	56	4	4	-	4
Congo (Brazzaville)	104	89	4	4	-	1
Democratic Republic of Congo	65	61	5	5	-	-
Denmark	26	26	14	14	22	30
Eastern Europe	4	3	2	2	-	-
Finland and Estonia	45	45	25	25	26	47
France and Belgium	15	13	45	43	2	-
Germany, Lithuania and Poland	30	53	31	30	77	112
Ghana	18	16	2	2	-	-
Hong Kong and Macau	81	71	23	22	(8)	46
India Central	54	41	7	6	-	1
India Eastern	87	65	3	3	-	-
India Northern	23	22	5	5	-	3
India South Eastern	79	62	6	6	-	2
India South Western	32	29	6	6	-	1
India Western	35	26	6	6	-	1
Indonesia	50	35	10	10	-	4
Italy and Greece	5	4	1	1	4	-
Japan	62	49	61	59	3	24
Kenya East	220	161	6	6	-	2
Kenya West	141	108	7	6	-	-
Korea	100	99	11	10	83	34
Latin America North	25	19	2	2	-	3
Liberia	7	6	1	1	-	-
Malawi	6	5	1	1	-	1
Mali	1	1	1	1	-	-
Mexico	21	17	2	2	-	2
Middle East	14	11	1	1	-	2
Mozambique	2	2	1	1	-	1
The Netherlands, Czech Republic and Slovakia	146	188	98	95	214	217
New Zealand, Fiji and Tonga	603	467	231	224	69	66
Nigeria	25	51	4	4	-	1
Norway, Iceland and The Faroes	400	400	86	84	59	88
Pakistan	5	5	5	5	-	-
Papua New Guinea	24	-	3	3	1	-
The Philippines	9	7	3	3	-	1
Russia	3	2	-	-	-	-
Rwanda and Burundi	5	4	1	1	-	1
Singapore, Malaysia and Myanmar	90	75	16	15	-	25
South America East	22	21	2	2	-	3
South America West	38	17	3	3	-	3
Southern Africa	64	42	3	3	3	5
Spain and Portugal	11	8	1	1	3	9
Sri Lanka	1	1	2	2	-	-
Sweden and Latvia	186	98	70	68	84	88
Switzerland, Austria and Hungary	793	647	137	133	196	52
Taiwan	7	6	1	1	1	11
Tanzania	11	7	2	2	-	-
Uganda	2	3	1	1	-	-
United Kingdom with the Republic of Ireland	1,936	1,906	753	731	151	394
USA Central	4,133	3,542	1,166	1,034	63	5
USA Eastern	4,476	3,838	1,128	1,171	844	96
USA Southern	4,949	3,990	1,166	1,132	149	79
USA Western	3,104	2,901	1,166	1,132	291	5
USA National HQ	-	-	60	50	252	707
Zambia	88	47	3	3	-	-
Zimbabwe	413	413	6	6	-	1
	25,341	21,762	7,542	7,294	2,787	2,958

3. DONATION FROM JOINT VENTURE

Reliance Bank Limited

The International Trust has a 51% interest in Reliance Bank Limited, the other 49% being held by The Salvation Army Trust (United Kingdom Territory with the Republic of Ireland). The company is engaged in banking and related financial services. During the present reported financial year, the company retained all net taxable profits in order to accommodate known increases in regulatory capital requirements over the next 2 years.

As set out in accounting policy Note 1(k), the investment in the Joint Venture is shown at cost, with donations received included under Income in the Statement of Financial Activities.

Summary Profit and Loss Account

Interest Receivable and other operating income	3,167	3,271
Interest Payable and other operating expenditure	(798)	(836)
Administration Expenditure	(1,957)	(1,969)
Operating Profit	412	466
Taxation	(92)	(31)
Profit after Tax	320	435
Less donation	-	(349)
Retained Surplus for year	320	86
Retained Reserves brought forward	3,530	3,444
Retained Reserves carried forward	3,850	3,530

Donation received in year

Share Capital owned

Summary Balance Sheet

Fixed Assets	2,842	2,807
Current Assets		
Less than one year	191,395	217,872
Loans over one year	32,425	33,019
	226,662	253,698
Liabilities		
Over one year	(2,100)	(4,250)
Current	(213,212)	(238,418)
Net Assets	11,350	11,030
Share Capital	7,500	7,500
Reserves	3,850	3,530
Shareholders' Funds	11,350	11,030

Unrestricted income for the year was £nil (2016: £172k)

4. OTHER DONATIONS AND LEGACIES

	Unrestricted £000	Restricted £000	2017 £000	Unrestricted £000	Restricted £000	2016 £000
Other Donations	16,087	60	16,147	17,362	282	17,644
Legacies	41	-	41	224	30	254
	16,128	60	16,188	17,586	312	17,898

				2017	2016
				£000	£000
5. INCOME FROM CHARITABLE ACTIVITIES					
Rents from charitable activities				139	146
Income from publications				376	646
Income from Café 101				240	240
International Personnel Training and Development				11	1,346
				766	2,378
Restricted income for the year was £11k (2016: £1.35m)					
6. OTHER TRADING ACTIVITIES					
Conference Centre income				143	208
Rents from letting of property				58	23
				201	231
Unrestricted income for the year was £201k (2016: £231k)					
7. INVESTMENT INCOME					
Income from fixed interest securities				368	335
Dividends from equities				1,451	1,424
Interest on bank deposits				88	78
Income from funds held in USA				282	685
Rental on Freehold Reversionary Interest				218	218
Rents from letting of investment properties				1,192	1,113
				3,599	3,853
Restricted income for the year was £469k (2016: £459k)					
				2017	2016
				£000	£000
8. RAISING FUNDS					
Cost of letting of property				656	590
Investment management costs				429	327
				1,085	917
Restricted expenditure for the year was £14k (2016: £13k)					
9. CHARITABLE ACTIVITIES					
	Grant and Donation funding of activities	Activities undertaken directly	Support costs	2017	2016
Activity			(Note 11)	Total	Total
	£000	£000	£000	£000	£000
World Mission	-	2,223	1,390	3,613	4,159
Assistance to Salvation Army territories (Note 10)	25,129	1,831	741	27,701	24,178
International Personnel Training and Development	-	5,400	2,614	8,014	12,583
Crisis Relief	-	1,755	232	1,987	1,893
Health Services for the Poorest People	-	570	139	709	411
Fighting Against Sexual Trafficking and for Social Justice	-	598	278	876	773
	25,129	12,377	5,394	42,900	43,997

Grant and donation funding includes operational grants paid quarterly to Salvation Army territories around the World and the onward transmission of project funding. Costs of activities undertaken directly include the direct costs associated with emergency services and other projects which are managed by International Headquarters. Support costs have been allocated over activities on a per capita basis (see Note 11).

Restricted expenditure for the year was £4.0m (2016: £9.3m)

10. GRANTS AND DONATIONS PAID TO SALVATION ARMY TERRITORIES IN SUPPORT OF OVERSEAS WORK

	2017					2016
Territory	Allowable deductions from Self-Denial funds (see note 1(b)(i))	Grant funding of activities	Additional grant for specific costs	Activities funded by donations	Total	Total
	£000	£000	£000	£000	£000	£000
Africa, General	-	-	199	3	202	317
Americas, General	-	-	23	1	24	6
Angola	3	56	-	-	59	57
Australia Eastern	84	-	-	-	84	-
Australia Southern	42	-	-	-	42	34
Bangladesh	9	196	-	169	374	304
Brazil	73	666	-	573	1,312	671
Caribbean	18	725	3	520	1,266	980
Congo (Brazzaville)	19	550	5	284	858	613
Czech Republic and Slovakia (Netherlands)	59	511	-	4	574	499
Democratic Republic of Congo	5	644	31	270	950	730
Denmark	-	-	-	20	20	3
Eastern Europe	21	1129	3	357	1,510	3,950
Estonia (Finland)	1	128	-	8	137	132
Europe, General	-	-	30	-	30	1
Fiji and Tonga	-	-	-	110	110	7
France and Belgium	3	-	-	2	5	4
Germany, Lithuania and Poland	-	203	-	31	234	210
Ghana and Togo	28	168	8	19	223	668
Hong Kong and Macau	-	-	-	1	1	1
India National Secretariat	-	71	-	-	71	19
India Central	2	389	1	62	454	404
India Eastern	11	146	-	127	284	455
India Northern	-	380	1	118	499	366
India South Eastern	4	420	1	470	895	403
India South Western	-	422	2	337	761	414
India Western	6	321	1	39	367	543
Indonesia	12	-	14	187	213	176
Italy and Greece	-	251	-	324	575	286
Kenya East	39	387	1	261	688	422
Kenya West	30	594	1	51	676	605
Korea	-	-	-	1	1	1
Latin America North	13	721	-	122	856	677
Latvia (Sweden)	16	135	-	15	166	172
Liberia and Sierra Leone	6	175	3	24	208	183
Malawi	26	124	3	51	204	171
Mali and Burkina Faso	9	57	-	11	77	38
Mexico	12	415	1	547	975	400
Middle East	-	263	-	52	315	233
Mozambique	21	241	-	210	472	152
Nigeria	3	234	3	138	378	332
Norway	26	-	-	-	26	17
Pakistan	19	595	5	173	792	614
Papua New Guinea	24	365	17	53	459	407
The Philippines	5	419	-	75	499	388
Russia	7	731	-	6	744	1
Rwanda and Burundi	18	174	-	59	251	146
Singapore, Malaysia and Myanmar	-	195	1	128	324	183
South America East	36	566	7	36	645	566
South America West	40	468	2	95	605	520
South Asia, General	-	-	(4)	2	(2)	68
Southern Africa	34	181	2	8	225	207
Spain and Portugal	31	730	2	275	1,038	950
SPEA, General	-	-	6	1	7	(21)
Sri Lanka	17	56	-	183	256	396
Switzerland, Austria and Hungary	84	-	-	6	90	57
Taiwan	-	100	-	-	100	118
Tanzania	19	153	1	378	551	352
Uganda	10	129	-	137	276	214
United Kingdom with the Republic of Ireland	128	-	-	1	129	182
Zambia	55	420	1	164	640	463
Zimbabwe and Madagascar	37	586	3	(302)	324	1,000
2017 - Total	1,165	16,590	377	6,997	25,129	22,467
2016 - Total	944	14,807	1,019	5,697	22,467	

11. ANALYSIS OF SUPPORT COSTS BY ACTIVITY

Charitable Activities	Management £000	Finance & IT £000	Human Resources £000	Property £000	Depreciation £000	Governance (see note 12) £000	2017 Total £000
World Mission	354	269	80	164	309	214	1,390
Assistance to Salvation Army territories	189	144	42	87	165	114	741
International Personnel Training and Development	665	507	150	308	581	402	2,613
Crisis Relief	59	45	14	27	52	36	233
Health Services for the Poorest People	35	27	8	17	31	21	139
Fighting Against Sexual Trafficking and for Social Justice	71	54	16	33	62	42	278
	1,373	1,046	310	636	1,200	829	5,394

Depreciation on Vehicles and IT Equipment of £124,000 (2016: £104,000) forms part of rechargeable expenditure allocated on a usage basis and is included in the functional headings above.
All support costs have been allocated against Charitable Activities (see note 9).

12. GOVERNANCE COSTS

Internal Audit	314	374
External Audit	61	43
Legal and Administration (includes Trustees' Indemnity Insurance)	310	125
International Child Protection Governance	90	-
Finance and Property	54	46
	829	588

13. PERSONNEL COSTS

Salaries and Allowances	4,095	3,895
Employer's Social Security Costs	390	360
Employer's Pension Costs	205	311
	4,690	4,566

The number of employees earning greater than £60,000 per annum was as follows:

	No.	No.
£60,001 - £70,000	2	2
£70,001 - £80,000	1	1
£80,001 - £90,000	1	-
£110,001 - £120,000	1	1

Included in the above, the highest paid employee had employer pension contributions of £18,803.

Average number of officers and employees

150 149

The key management personnel of The Salvation Army International Trustee Company, comprise the General, the Chief of the Staff and eight International Secretaries. The total taxable allowances and benefits plus employers NIC of key management personnel were £222k (2016: £217k).

14. TRUSTEES**(i) Remuneration**

The directors of The Salvation Army International Trustee Company, the fourteen trustees (see trustee's report for details), comprise nine senior Salvation Army officers, an employee who acts as Director/Company Secretary and four non-executive directors with specialist expertise. All Salvation Army officers receive an allowance based on length of service and other personal circumstances and, as ministers of religion, are provided with furnished accommodation and transport facilities. The taxable allowances and benefits received during the year by the officers serving as directors ranged from £4,075 to £36,087 and they did not receive any additional remuneration for their duties as directors. The employee serving as Director/Company Secretary received remuneration of £75,467 in the executive role of Head of Finance of the charity and did not receive any additional remuneration for his duties as director. The non-executive directors did not receive any remuneration for their services.

(ii) Expenses

One trustee received a total of £187 (2016: £198) for travel expenses in their capacity as a director of The Salvation Army International Trustee Company. There were no expenses paid to third parties on behalf of the Trustees during the year.

15. AUDIT COSTS

The amount payable to the auditors for the audit of these financial statements amounts to £38,500 excluding VAT (2016: £37,100). Their remuneration for services in connection with audits of African territories amounted to £42,800 excluding VAT (2016: £47,600) and payments to BDO International offices amounted to £354,300 (2016: £147,300).

16. PENSION COSTS

The Salvation Army International Trust participates in two separate employee pension schemes, both of which are administered by The Salvation Army United Kingdom Territory with the Republic of Ireland.

It contributes to The Salvation Army Employees' Pension Fund, a funded defined benefit scheme, in respect of those members of staff that were eligible and had joined the scheme prior to its closure to new members on 31 December 2011.

The scheme is subject to triennial actuarial valuations. The most recent valuation was performed on 31 March 2015, which reported a shortfall of £5.753 million relative to the technical provisions which corresponded to an on-going funding ratio of 96.0%. It was agreed that the Employers would fund the shortfall by paying additional contributions over varying periods of up to 3 years. The Salvation Army International Trust took the decision to make three annual payments of £530,189, with the first payment made in March 2016.

The scheme is a multi-employer scheme incorporating five employers and the actuary has confirmed that it is not practical to allocate the assets and liabilities of the scheme between participating employers in accordance with FRS17. As at 31 March 2017, the Trust had 49 employees in the scheme out of a total active membership of 556.

A Defined Contributions Scheme was introduced from 1 October 2011 and 31 members of staff of The Salvation Army International Trust have joined the scheme. Auto enrolment was adopted from 1 April 2014, with employees required to opt out if they did not want to be part of the scheme.

The Trust accounts for Pension Costs on the date payments to the Schemes fall due. The costs charged in the current year are disclosed in Note 13.

17. TAXATION

As a registered charity, the Trust is entitled to exemptions from tax in accordance with the provisions of Section 505 of the Income and Corporation Taxes Act 1988.

18. MOVEMENT IN FUNDS

	Balance 31/03/2016 £000	Transfers £000	Incoming Resources £000	Outgoing Resources £000	Balance 31/03/2017 £000
RESTRICTED					
Property Fund	15,271	-	-	(246)	15,025
Other Fixed Assets Fund	1,078	-	-	(312)	766
Polignac Trust	2,104	-	422	-	2,526
Officers' Support Endowment Fund	3,934	-	460	-	4,394
Int'l Social Justice Commission Fund	2,515	-	-	-	2,515
Other Restricted	11,884	(666)	3,170	(3,687)	10,701
	<u>36,786</u>	<u>(666)</u>	<u>4,052</u>	<u>(4,245)</u>	<u>35,927</u>

The Property Fund represents restricted funds used for specific property acquisitions.

The Other Fixed Assets Fund represents funds which have been used to finance the acquisition of Other Tangible Fixed Assets (per Note 21).

The Polignac Trust funds are held in investments, with income earned on these funds being utilised for projects in line with the donors wishes.

The Officers' Support Endowment Fund is generated from donations received from Territories and Officers around the World to support Officers within countries where additional grants are required to assist with basic support costs.

The International Social Justice Commission Fund was set up from funds originally received from the USA Eastern Territory, income generated from these funds is used to support the work of the International Social Justice Commission based in New York.

All other restricted reserves are funds held for specific overseas areas of work.

	Balance 31/03/2016 £000	Transfers £000	Incoming Resources £000	Outgoing Resources £000	Balance 31/03/2017 £000
UNRESTRICTED					
Property Fund	20,086	1,467	-	(1,835)	19,718
Other Fixed Assets Fund	696	170	-	(175)	691
Designated Funds					
Property Commitments Fund	27,218	(874)	3,029	(3,586)	25,787
Self-Denial Fund	20,950	(2,374)	25,472	(21,602)	22,446
Investment Appreciation Fund	14,609	-	14,717	(682)	28,644
Investment Property Revaluation Fund	29,385	-	5,375	(159)	34,601
Exchange Equalisation Fund	3,484	-	1,634	(3)	5,115
Other Designated Funds	28,635	3,295	18,329	(5,401)	44,858
	<u>124,281</u>	<u>47</u>	<u>68,556</u>	<u>(31,433)</u>	<u>161,451</u>
General Reserve	<u>3,917</u>	<u>(1,018)</u>	<u>9,945</u>	<u>(8,466)</u>	<u>4,378</u>
	<u>148,980</u>	<u>666</u>	<u>78,501</u>	<u>(41,909)</u>	<u>186,238</u>

The Property Fund represents funds which have been utilised to finance the acquisition of freehold and leasehold properties.

The Other Fixed Assets Fund represents funds which have been used to finance the acquisition of Other Tangible Fixed Assets (per Note 21).

The Property Commitments Fund represents funds earmarked for future property acquisitions and schemes. This includes a reserve held to fund the future replacement of the IHQ building (£13.59m), and an International Property Project reserve (£5.53m) held to provide additional property project funding to territories over the next 2-4 years.

The Self-Denial Fund represents amounts held to ensure sufficient funds are available to meet the commitment to make maintenance grants to supported territories payable quarterly in advance. The balance is equivalent to 12 months of the budgeted grants and support costs payable to overseas territories for the following year.

The Investment Appreciation Fund represents unrealised gains on investments which are still subject to market risk.

The Investment Property Revaluation Fund represents the surplus on revaluation of tenanted properties held for investment purposes.

The Exchange Equalisation Fund represents exchange gains made and held to offset future exchange losses.

Other Designated Funds are held for particular purposes designated by the directors in the exercise of their discretionary powers. This includes a Mission Support Reserve (£3.23m) held to provide additional project funding to territories over the next 2-4 years and an International Schools Development reserve (£4.53m) held to provide additional school project funding to territories over the next 2-4 years. In addition, an International Financial and Accounting Standards Implementation Reserve (£5.63m) is held to fund provision of cloud-based accounting software to territories over the next 3-5 years.

As part of the ongoing reserves review project (seeking to reduce the number of different funds held), an amount of £666k was transferred from restricted reserves where the original donor restriction allowed to partly fund grants to territories initially expended from designated reserves.

The General Reserve represents the working capital required to fund the day-to-day needs of The Salvation Army International Trust, and is equivalent to 6 months expenditure on headquarters administration costs.

18. MOVEMENT IN FUNDS (CONTINUED)

	Balance 31/03/2015 £000	Transfers £000	Incoming Resources £000	Outgoing Resources £000	Balance 31/03/2016 £000
RESTRICTED					
Property Fund	15,216	-	300	(245)	15,271
Other Fixed Assets Fund	1,391	-	-	(313)	1,078
Other Restricted	24,300	-	5,074	(8,937)	20,437
	<u>40,907</u>	<u>-</u>	<u>5,374</u>	<u>(9,495)</u>	<u>36,786</u>

The Property Fund represents restricted funds used for specific property acquisitions.

The Other Fixed Assets Fund represents funds which have been used to finance the acquisition of Other Tangible Fixed Assets (per Note 21).

All other restricted reserves are funds held for specific overseas areas of work.

UNRESTRICTED

Property Fund	19,531	1,678	-	(1,123)	20,086
Other Fixed Assets Fund	765	85	-	(154)	696
Designated Funds					
Property Commitments Fund	23,265	(148)	8,260	(4,159)	27,218
Self-Denial Fund	19,454	(1,695)	21,974	(18,783)	20,950
Investment Appreciation Fund	19,150	-	256	(4,797)	14,609
Investment Property Revaluation Fund	24,056	-	6,188	(859)	29,385
Exchange Equalisation Fund	3,449	-	36	(1)	3,484
Other Designated Funds	16,434	1,714	15,099	(4,612)	28,635
	<u>105,808</u>	<u>(129)</u>	<u>51,813</u>	<u>(33,211)</u>	<u>124,281</u>
General Reserve	<u>4,272</u>	<u>(1,634)</u>	<u>10,244</u>	<u>(8,965)</u>	<u>3,917</u>
	<u>130,376</u>	<u>-</u>	<u>62,057</u>	<u>(43,453)</u>	<u>148,980</u>

The Property Fund represents funds which have been utilised to finance the acquisition of freehold and leasehold properties.

The Other Fixed Assets Fund represents funds which have been used to finance the acquisition of Other Tangible Fixed Assets (per Note 21).

The Property Commitments Fund represents funds earmarked for future property acquisitions and schemes. This includes a reserve held to fund the future replacement of the IHQ building (£12.44m), and an International Property Project reserve (£7.79m) held to provide additional property project funding to territories over the next 2-4 years.

The Self-Denial Fund represents amounts held to ensure sufficient funds are available to meet the commitment to make maintenance grants to supported territories payable quarterly in advance. The balance is equivalent to 12.4 months of the budgeted grants and support costs payable to overseas territories for the following year.

The Investment Appreciation Fund represents unrealised gains on investments which are still subject to market risk.

The Investment Property Revaluation Fund represents the surplus on revaluation of tenanted properties held for investment purposes.

The Exchange Equalisation Fund represents exchange gains made and held to offset future exchange losses.

Other Designated Funds are held for particular purposes designated by the directors in the exercise of their discretionary powers.

This includes a Mission Support Reserve (£10.12m) held to provide additional project funding to territories over the next 2-4 years and an International Schools Development reserve (£6.08m) held to provide additional school project funding to territories over the next 2-4 years. In addition to this there are endowment funds held totalling £10.24 million from which income is allocated to support active Salvation Army officers.

The General Reserve represents the working capital required to fund the day-to-day needs of The Salvation Army International Trust, and is equivalent to 6.1 months expenditure on headquarters administration costs.

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds	Restricted Funds	Total 2017	Unrestricted Funds	Restricted Funds	Total 2016
	£000	£000	£000	£000	£000	£000
Property Assets	13,918	15,025	28,943	14,286	15,271	29,557
Other Tangible Fixed Assets	691	766	1,457	696	1,078	1,774
Investments	141,412	20,214	161,626	120,726	20,373	141,099
Long Term Loans	-	-	0	1,047	-	1,047
Current Assets	34,746	-	34,746	14,463	64.00	14,527
Current Liabilities	(4,778)	(78)	(4,856)	(1,965)	-	(1,965)
Debtors over one year	249	-	249	257	-	257
Creditors over one year	-	-	-	(530)	-	(530)
	186,238	35,927	222,165	148,980	36,786	185,766

20. PROPERTY ASSETS

	Freehold £000	Long Leasehold £000	Overseas £000	Total £000
Cost				
Balance at 1 April 2016	29,723	7,732	208	37,663
Additions during the year	881	403	183	1,467
Transfers	11	(11)	-	-
	30,615	8,124	391	39,130
Less: Disposals	-	-	-	-
Transfer to Investment Property	(785)	(726)	-	(1,511)
Balance at 31 March 2017	29,830	7,398	391	37,619
Depreciation				
Balance at 1 April 2016	6,418	1,607	81	8,106
Reinstated on Transfer from Investment Property	4	(4)	-	-
Charge for the year	681	148	8	837
	7,103	1,751	89	8,943
Eliminated: on Disposals	-	-	-	-
on Transfer to Investment Property	(208)	(59)	-	(267)
Balance at 31 March 2017	6,895	1,692	89	8,676
Net Book Value at 31 March 2017	22,935	5,706	302	28,943
Net Book Value at 31 March 2016	23,305	6,125	127	29,557

The Transfer to Investments relates to tenanted properties that are held for investment purposes.

21. OTHER TANGIBLE FIXED ASSETS

	Fit-Outs £000	Office Equipment £000	IT Equipment £000	Vehicles £000	Total £000
Cost					
Balance at 1 April 2016	5,253	1,055	443	59	6,810
Additions during the year	-	-	169	-	169
	5,253	1,055	612	59	6,979
Less Disposals	-	-	(111)	-	(111)
Balance at 31 March 2017	5,253	1,055	501	59	6,868
Depreciation					
Balance at 1 April 2016	3,718	1,055	209	54	5,036
Charge for the year	350	-	131	5	486
	4,068	1,055	340	59	5,522
Eliminated on disposals	-	-	(111)	-	(111)
Balance at 31 March 2017	4,068	1,055	229	59	5,411
Net Book Value at 31 March 2017	1,185	-	272	-	1,457
Net Book Value at 31 March 2016	1,535	-	234	5	1,774

22. INVESTMENTS

(a) Trust

	2017 Cost £000	Market Value £000	2016 Cost £000	Market Value £000
Listed Investments				
Fixed Interest				
UK Government	14,231	15,539	11,470	12,271
Overseas	517	518	-	-
Equities				
UK Directly Held Equities	5,855	5,671	31,617	31,187
UK Managed Funds	-	-	246	602
Overseas Directly Held Equities	62,185	73,136	26,085	29,786
	82,788	94,864	69,418	73,846
Investment in Joint Venture (Note 3)				
Reliance Bank Ltd. - Shares	3,825	3,825	3,825	3,825
Investment Property (see Note (e) below)	7,980	42,538	6,266	35,651
Property - Freehold Reversionary Interest (see Note (f) below)	2,990	5,800	2,990	5,800
Bank Deposits	14,599	14,599	21,977	21,977
	112,182	161,626	104,476	141,099

(b) Bank Deposits

	2017 £000	2016 £000
Sterling - Notice Deposits (less than 3 months)	4,500	4,130
Sterling - Notice Deposits (greater than 3 months)	1,350	4,000
US Dollars & Euros	4,785	6,226
US Dollars & Euros - Notice Deposits (greater than 3 months)	3,207	2,831
Cash held by Investment Managers	757	4,790
	14,599	21,977

(c) Movement in Listed Investments

	2017 £000	2016 £000
Market Value at 1 April 2016	73,846	57,776
Purchases in year	73,105	47,131
Sales proceeds	(66,840)	(26,379)
Net Gains/(Losses) - Listed Investments	14,753	(4,682)
Market Value at 31 March 2017	94,864	73,846

(d) Gains/(Losses) on Investment Assets

	2017 £000	2016 £000
Listed Investments (see Note (c) above)	14,753	(4,682)
Net Surplus on revaluation of Investment Property	5,439	6,167
Release of revaluation surplus on transfer of Investment Property to Fixed Assets	-	(666)
Gain on revaluation of Freehold Reversionary Interest (see Note (f) below)	-	300
Gain on revaluation of US Dollar Deposits	7	58
Gain/(Loss) on US held investments	967	(238)
	21,166	939

(e) Investment Property

The investment property represents tenanted properties that are held for investment purposes. During the year there were additions to investment property at a depreciated cost of £1,447,408 and fair value as at 31 March 2017 of £3,500,000 giving rise to a revaluation gain of £2,052,592. As part of the three-year revaluation rolling plan, thirty-nine investment properties have been valued at fair value as at 31 March 2017 resulting in an additional revaluation gain of £3,386,550. During the year no properties were sold or transferred back to Fixed Assets. Valuations are provided using the comparison method, with the majority of valuations being completed by an External Chartered Surveyor and the rest conducted in-house by the Property Manager who holds a Bachelor of Science degree which included a valuation module.

(f) Property - Freehold Reversionary Interest

The freehold reversionary interest represents the value of the freehold interest in 99 Queen Victoria Street (adjacent to the headquarters building) on which a long lease has been granted and rental income of £217,756 per annum is receivable. The freehold reversionary interest has been valued at the year end by the Trustee, based on advice from an external consulting surveyor, at £5.80 million (£5.80 million: 2016).

(g) Material Investments

The Trust did not hold any listed investment which exceeded 5% of the value of the investment portfolio.

23. LONG TERM LOANS

In accordance with strategic priorities, the Trust has cleared long term loans to territories during the year and had no outstanding long term loans as at 31 March 2017.

	2017 £000	2016 £000
24. DEBTORS AND PREPAYMENTS		
Due from Salvation Army territories	4,968	2,864
Funds held in USA	28,210	10,177
Prepayments	348	145
Other Debtors	691	627
Amounts falling due after more than one year:		
Loans due from Salvation Army territories.	249	257
	<u>34,466</u>	<u>14,070</u>
25. BANK BALANCES		
Sterling - Interest-bearing current accounts	229	449
- Ordinary current accounts	136	161
US Dollars and Euros	3	3
	<u>368</u>	<u>613</u>
26. CURRENT LIABILITIES		
Due to Salvation Army territories	3,034	467
Salvation Army Employees' Pension Fund (payable March 2017)	530	530
Accruals	1,292	968
	<u>4,856</u>	<u>1,965</u>
27. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR		
Salvation Army Employees' Pension Fund - additional payment due in 2018 (see Note 16).	-	530
	<u>-</u>	<u>530</u>
28. OPERATING LEASE COMMITMENTS		
At the 31 March 2017 The Salvation Army International Trust were committed to making the following payments in respect of operating leases:		
	2017 £000	2016 £000
Within one year	104	67
Between one to five years	260	105
After five years	-	-
	<u>364</u>	<u>172</u>
29. CAPITAL COMMITMENTS		
There were no capital commitments at the year end.		
30. RELATED PARTY TRANSACTIONS		
The Salvation Army International Trust receives contributions for the International Self-Denial Fund and towards International Programme Support and Administration from Salvation Army territories (see Note 2).		
As part of the programme of work overseas, financial support is provided to The Salvation Army in developing overseas territories in the form of maintenance grants (see Note 10).		
The International Trust has a 51% interest in Reliance Bank Limited. Related party transactions between the two entities during the financial year include £60k (£47k: 2016) bank interest received, £nil (£172k: 2016) donation received, services invoiced £12k (£13k: 2016), rent and services paid of £26k (£25k: 2016) and bank charges paid of £10k (£9k: 2016)		
31. ULTIMATE CONTROLLING PARTY		
The charity is controlled by The Salvation Army International Trustee Company (SAITCo), a company limited by guarantee (company registration no. 2538134). SAITCo is appointed as the ordinary Trustee of The Salvation Army International Trust.		



WORLDWIDE FACTS AND FIGURES

THE SALVATION ARMY WORLDWIDE FACTS AND FIGURES AT A GLANCE

Countries and territories where SA serves **128**
Corps, outposts, societies, new plants and recovery churches **14,389**
Goodwill centres **195**
Officers **24,888**
Active **16,068**
Retired **8,869**
Auxiliary-captains **514**
Envoys/sergeants/non officer personnel, full-time **1,363**
Cadets **1,059**
Employees **104,796**
Senior soldiers **1,130,400**
Adherents **154,519**
Junior soldiers **396,130**
Corps cadets **126,046**
Senior band musicians **28,889**
Senior songsters **99,789**
Other senior musical group members **106,549**
Senior and young people's local officers **141,790**
Women's Ministries (all groups) members **855,200**
League of Mercy – members **181,063**
SAMF – members **4,952**
Over-60 clubs – members **90,677**
Men's fellowships – members **91,841**
Young people's bands – members **13,528**
Young people's singing companies – members **92,113**
Other young people's music groups – members **130,858**
Sunday schools – members **7,719,541**
Junior youth groups (scouts, guides, etc, and clubs) – members **158,263**
Senior youth groups – members **138,786**
Corps-based community development programmes **2,762**
Beneficiaries/clients **1,124,178**
Thrift stores/charity shops (corps/territorial) **1,533**
Recycling centres **19**



SOCIAL PROGRAMME

Residential
Hostels for the homeless **313**
Capacity **20,198**
Emergency lodges **391**
Capacity **18,950**
Children's homes **200**
Capacity **7,707**
Homes for elderly persons **151**
Capacity **8,452**
Homes for disabled persons **35**
Capacity **1,194**
Homes for blind persons **2**
Capacity **29**
Remand and probation homes **71**
Capacity **1,128**
Homes for street children **12**
Capacity **736**
Mother and baby homes **38**
Capacity **1,057**
Training centres for families **3**
Capacity **79**
Care homes for vulnerable people **85**
Capacity **3,133**
Women's and men's refuge centres **72**
Capacity **2,148**
Other residential care homes/hostels **70**
Capacity **1,851**

EDUCATION PROGRAMME

Kindergarten/sub primary **823**
Primary schools **1,636**
Upper primary and middle schools **1,091**
Secondary and high schools **365**
Colleges and universities **1,155**
Vocational training schools/centres **76**
Pupils **210,023**
Teachers **7,750**
Schools for blind students (included in above totals) **7**
Schools for disabled students (included in above totals) **18**
Boarding schools (included in above totals) **22**
Staff training and development centres **21**
Learning centres **4**



ADDICTION DEPENDENCY



Non-residential programmes **63**
Capacity **10,044**
Residential programmes **196**
Capacity **14,249**
Harbour Light programmes **24**
Capacity **86,631**
Other services for those with addictions **50**
Capacity **1,640**

SERVICES TO THE ARMED FORCES

Mobile units for service personnel **26**
Chaplains **11**



* Source of statistics: The Salvation Army Year Book 2017 (pages 32-33)



SERVICES TO THE COMMUNITY

Prisoners visited **207,832**
Prisoners helped on discharge **74,483**
Police courts – people helped **186,820**
Missing persons – applications **10,485**
Number traced **2,955**
Night patrol/anti-suicide – number helped **355,840**
Community youth programmes **50**
Beneficiaries **9,569**
Employment bureaux – applications **54,854**
Initial referrals **53,207**
Counselling – people helped **328,666**
General relief – people helped **13,815,407**
Emergency relief (fire, flood, etc) – people helped **427,517**
Emergency mobile units **3,334**
Feeding centres **1,329**
Restaurants and cafés **74**
Thrift stores/charity shops (social) **1,870**
Apartments for elderly **825**
Capacity **1,404**
Hostels for students, workers, etc **58**
Capacity **2,125**
Land settlements (SA villages, farms etc) **8**
Capacity **22**
Social Services summer camps **247**
Participants **25,859**
Other services to the community (unspecified) **290**
Beneficiaries **179,941**

EMERGENCY DISASTER RESPONSE



Disaster rehabilitation schemes **51**
Participants **25,973**
Refugee programmes – host country **81**
Participants **29,436**
Refugee rehabilitation programmes **82**
Participants **24,886**
Other response programmes **39**
Participants **123,669**

DAY CARE

Community centres **302**
Capacity **24,773**
Early childhood education centres **599**
Capacity **35,356**
Day centres for the elderly **90**
Capacity **2,880**
Play groups **122**
Capacity **1,005**
Day centres for street children **21**
Capacity **930**
Day nurseries **127**
Capacity **8,942**
Drop-in centres for youth **318**
Capacity **33,683**
Other day care centres **79**
Capacity **6,847**



HEALTH PROGRAMME



General hospitals **32**
Capacity **1,964**
Hospice long term care **9**
Capacity **211**
Maternity hospitals **16**
Capacity **3,882**
Other specialist hospitals **14**
Capacity **14,597**
Specialist clinics **27**
Capacity **3,056**
General clinics/health centres **128**
Capacity **19,345**
Mobile clinics/community health posts **125**
Inpatients **204,154**
Outpatients **1,155,007**
Doctors/medics **3,130**
Non medical staff **1,867**
Invalid/convalescent homes **4**
Capacity **528**
Health education programmes (HIV/Aids, etc) **54**
Beneficiaries **432,377**
Day care programmes **31**

**DIRECT CONTRIBUTIONS FROM TERRITORIES TOWARDS SPECIAL PROJECTS
FOR THE YEAR ENDED 31 MARCH 2017**

In addition to the contributions made by the International Trust for work overseas, contributions were made directly by territories towards special projects.

CONTRIBUTIONS FROM TERRITORIES	£	RECIPIENT TERRITORIES	£
Australia Eastern	2,051,984	Angola	85,972
Australia Southern	958,198	Australia Eastern	32,468
Canada and Bermuda	703,626	Australia Southern	3,759
Hong Kong and Macau	14,480	Bangladesh	293,910
Japan	30,822	Brazil	568,564
The Netherlands, Czech Republic and Slovakia	389,389	Canada	8,845
New Zealand, Fiji and Tonga	18,010	Caribbean	2,346,905
Norway, Iceland and The Faeroes	881,399	Congo (Brazzaville)	351,179
Sweden and Latvia	411,512	Democratic Republic of Congo	227,159
Switzerland, Austria and Hungary	2,260,982	Denmark and Greenland	56,383
United Kingdom with the Republic of Ireland	3,458,127	Eastern Europe	677,557
USA Central	1,162,754	Finland and Estonia	126,258
USA Eastern	2,194,460	Germany, Lithuania and Poland	86,168
USA Southern	2,829,343	Ghana	3,258,382
USA Western	1,587,899	Hong Kong and Macau	62,861
USA SAWSO	4,010,005	India National Secretariat	45,057
		India Central	369,523
	<u>£22,962,990</u>	India Eastern	306,019
		India Northern	267,132
		India South Eastern	111,696
		India South Western	107,087
		India Western	50,220
		Indonesia	324,106
		Italy and Greece	248,490
		Japan	4,800
		Kenya East	1,055,300
		Kenya West	345,005
		Latin America North	350,620
		Liberia (incl. Sierra Leone)	101,523
		Malawi	552,252
		Mali	189,149
		Mexico	1,529,406
		Middle East Region	75,552
		Mozambique	60,555
		The Netherlands, Czech Republic and Slovakia	46,056
		New Zealand, Fiji and Tonga	22,453
		Nigeria	209,844
		Norway, Iceland and The Faeroes	98,642
		Pakistan	462,987
		Papua New Guinea	899,741
		The Philippines	947,208
		Russia	118,381
		Rwanda and Burundi	89,600
		Singapore, Malaysia and Myanmar	521,920
		South America East	607,614
		South America West	707,390
		Southern Africa	423,132
		Spain and Portugal	304,167
		Sri Lanka	718,331
		Sweden and Latvia	76,023
		Switzerland, Austria and Hungary	27,064
		Taiwan	147,471
		Tanzania	921,610
		Uganda	291,573
		USA Southern	3,667
		Zambia	279,836
		Zimbabwe	758,418
			<u>£22,962,990</u>



THE SALVATION ARMY **INTERNATIONAL HEADQUARTERS**

101 Queen Victoria Street
London EC4V 4EH
United Kingdom

Web site: www.salvationarmy.org
Telephone: +44 (0)20 7332 0101