

## SAWSO releases annual report

### [sawso1](#) Review summarizes 2013 activity and achievements

By Sam Elders –

The Salvation Army World Service Office (SAWSO) recently released its latest [annual report](#), providing an overview of its efforts and accomplishments in 2013 alongside stories that highlight its global operation. The report's overarching theme, "Love Works," begins with introductory letters from National Commander [David Jeffrey](#) and Executive Director [William Mockabee](#).

"As we work, the love of God cuts through obstacles of geography, fear, ignorance, violence, hopelessness, and poverty," Jeffrey wrote. "Aspiring to love God as He loves us requires a commitment to removing the limitations that hold us back from fully serving our brothers and sisters in need around the world."

[sawso2](#)

As detailed in the report, SAWSO was active in 62 countries in 2013. It joined forces with local Salvation Army units in communities worldwide to combat poverty and disease, and assist with disaster response in affected regions. SAWSO prides itself on taking a proactive approach in its efforts, locating the root cause of the issues at hand and working to provide lasting solutions. Mockabee, who recently visited Haiti to aid with its ongoing recovery after the devastating earthquake in 2010, said he is pleased with the 2013 operation.

"I'm proud of the fact that money is put to use to leverage resources and to help people with an incredible need," he said. "Not just to throw money at the problem, but to create capacity and sustainability. That's really encouraging."

This hands-on philosophy is evident in some of the success stories included in the report. From providing alternate employment opportunities and vocational training for sexually exploited people in India, to supplying polio vaccines for children in Angola, SAWSO worked in tandem with local leaders and other organizations to provide a better foundation for communities in need.

"When you come from the outside like we did, you can see how these people are really changing the world, and it's long-term change," Mockabee said. "I wish every donor, every Salvationist, every

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# LOVE WORKS

The Salvation Army World Service Office  
2013 ANNUAL REPORT

American could see the significant impact.”

sawso3

The annual report emphasized SAWSO’s global impact, the launch of a new development team that interacts with corporations and other potential partners, and compliance. “You can see all through the report how we are highlighting compliance, and how we are very trustworthy with the money that is being given to us,” he said. “We are being very transparent, very candid, in how we operate.”

The organization’s financial policy for donations is a testament to his statement as SAWSO ensures that 96 cents of every donated dollar is sent to its intended recipient.

Just as it tries to build a new and better foundation for poverty-stricken communities and regions recovering from disaster, SAWSO hopes to build upon the foundation of its work from year to year. The organization looks to draw from its experience in 2013 so it can better serve.

“One of the things we tried to do this year at SAWSO is to have an arch of knowledge where we learn by things we did right, and replicate that, take into consideration things we may not have done as well, and learn from those mistakes,” Mockabee said. “What happened in 2013 is a great springboard for this year.”



## Accountability: PUTTING THE “MOST” IN DOING THE MOST GOOD

Doing good works starts with love. Doing the most good, almost by definition, requires promoting a positive culture of accountability.

Each member of The Salvation Army World Service Office (SAWSO) is led by a personal commitment to producing lasting change in the lives of others. The team's efforts are also guided by a strong emphasis on compliance with organizational policies and procedures, federal agency rules and nonprofit regulations, and agreements tailored to partnerships in the U.S. and overseas.

“Compliance is not just a concern for those projects and programs being implemented in distant countries,” said Justin Boswell, SAWSO's Compliance Manager. “Compliance is something we work hard to achieve throughout SAWSO, with an internal focus on operational standards, resource stewardship, and accountability to our stakeholders.”

Boswell conducts a robust oversight program that includes maintaining up-to-date policies and procedures; training staff on relevant internal and external regulations; developing partner agreements for all SAWSO projects; staying current on compliance issues and trends within the non-governmental organization community; conducting project reviews and providing guidance to project staff; and reporting non-compliance and breaches in policy to leadership.

“We have these controls in place to safeguard donor funding – to ensure those funds are used for the intended purpose and are sent to the intended recipient as quickly as possible,” he said. “These measures also safeguard all those directly involved with project implementation.”

Three key organizational measures help ensure the work required by these goals is accomplished.

A policy and procedure work team of SAWSO staff from different departments reviews all current internal directives – deleting out-of-date instructions and proposing new written guidance when they find a gap or a change in external regulations.

A multi-discipline SAWSO committee reviews all projects for financial and technical feasibility to ensure that each dollar is put to its best use.

Finally, each project is assigned a staff accountant, who works closely with the program staff and conducts project site visits as necessary to ensure accountability at the highest level of integrity.

“Doing the most good at SAWSO means attentive stewardship over the financial blessings from donors until there is full and life-transforming impact for those in need,” Boswell said. “This is what we believe and this is how we work.”