

Progress



A NEWS UPDATE FROM THE PROGRAMME RESOURCES DEPARTMENT AT IHQ

● Programme Resources



Major Dean Pallant

UNDER SECRETARY FOR PROGRAMME
RESOURCES AND INTERNATIONAL
HEALTH SERVICES COORDINATOR

The Power of *One Army* Transforming Our World

The Chief of the Staff has announced that the 2014 USA Salvation Army Social Services and Disaster Management Conference to be held in

Orlando, Florida from 25 to 28 March, will have a significant number of international participants. The General has agreed to a 'Global Track' at the conference, bringing

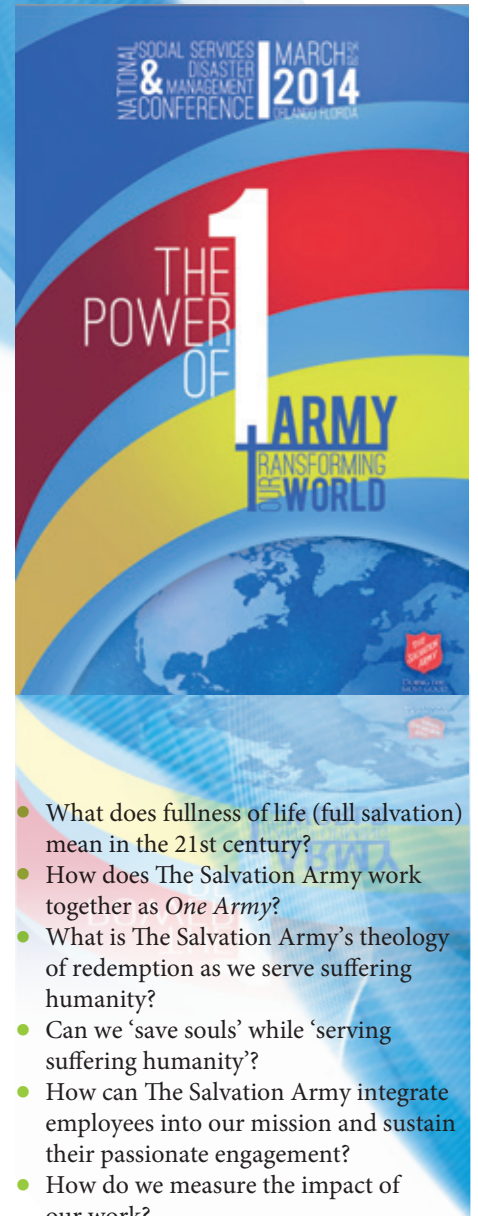
together Salvation Army social work leaders and practitioners (in the broadest sense of the term) under the theme of 'The power of *One Army* ... Transforming Our World'.

The global track will focus on the *One Army* vision and discuss the following questions:

- **One Army** – How and when has The Salvation Army best worked as *One Army*? What lessons can be learnt to promote integrated expressions of Army mission? This will be answered by sharing examples of integrated mission.
- **One Mission** – How do we know when we are achieving *One Mission*? What is the evidence? How can we measure it?
- **One Message** – How can we be faithful to *One Message* when the social work field is influenced by many other powerful messages?

In three plenary sessions and three workshop sessions global track delegates will join the other delegates attending the USA Salvation Army Social Services and Disaster Management Conference. In four global track sessions, delegates will participate in 12, 90-minute sessions (three running concurrently) for delegates to consider issues affecting the international Army serving suffering humanity. The speakers and topics are being finalised but they will address the following questions:

- What does fullness of life (full salvation) mean in the 21st century?
- How does The Salvation Army work together as *One Army*?
- What is The Salvation Army's theology of redemption as we serve suffering humanity?
- Can we 'save souls' while 'serving suffering humanity'?
- How can The Salvation Army integrate employees into our mission and sustain their passionate engagement?
- How do we measure the impact of our work?
- How does serving suffering humanity transform people as disciples?
- How can The Salvation Army faithfully engage with the state, the market, non-governmental organisations and faith-based organisations?
- How can we develop and sustain a Christian character in Salvation Army institutions?
- How can we work together as *One Army* to provide comprehensive approaches to international problems?
- How can we make our voice heard and speak prophetically from our experience?



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- How can we serve suffering humanity with few resources?

The intention for each session is to have two 2,000 word papers presented in each of the 12 sessions (20 minutes each), followed by a 500 word response to each paper at a table of 12 delegates. There will then be a brief small group discussion on the topic presented, concluding with some plenary feedback.

Delegates will be required to have a track record of service in 'serving suffering humanity' and a post-school education qualification to cope with the level of debate. Each delegate will be required to submit a 500 word reflection on their experience of the conference following the event.

There is no intention to permanently introduce an international stream at future USA Salvation Army Social Services and

Disaster Management Conferences. The 2014 conference is a one-off opportunity to gather leaders and practitioners from various disciplines and all parts of The Salvation Army world together to engage with some of the most pressing issues as we all seek to serve suffering humanity as *One Army*.

The global track aims to achieve the following outcomes:

1. Address the 'big questions' facing The Salvation Army as it serves suffering humanity and formulate ideas that can shape policy and practice around the world for many years to come.
2. Produce a set of key papers – perhaps a book – setting out examples of where The Salvation Army is working best as *One Army* serving suffering humanity.

'How can we work together as One Army to provide comprehensive approaches to international problems?'

3. Use the Internet to enable an ongoing dialogue to share experience and resources after the 2014 conference.

Every territory and command has been invited to send delegates. While there are limits on the number who can be funded through IHQ, everyone is welcome to attend if they have their own sources of funding. Please email IHQ-ProgRes@salvationarmy.org for more information.



Commissioner Gerrit Marseille

INTERNATIONAL SECRETARY
FOR PROGRAMME RESOURCES

An exciting invitation

We all know the reaction of people who willingly support our good works but do not want to be associated with our soul-saving activities. You will be confronted with this in various ways from the round of *War Cry* selling to the negotiations with governments about support to our social programme.

Asking for contributions to our work is not begging. As Henri Nouwen writes 'fundraising is proclaiming what we believe in such a way that we offer other people an opportunity to participate with us in our vision and mission. Fundraising is precisely the opposite of begging. When we seek to raise funds we are not saying, please, could you help us out because lately it's been hard. Rather, we are declaring we have a vision that is amazing and exciting. We are inviting you to invest yourself through the resources that God has given you – your

energy, your prayers, and your money – in this work to which God has called us.'

What then is our mission in the world? How do we express this in the 21st century? We want to maintain that our mission



is a holistic mission. We do not want to leave out the spiritual in our dealing with temporal needs and we do not want to reduce the preaching of God's love to empty words without consequence.

'Saving souls, growing saints and serving suffering humanity' are not just different elements of our activities but they belong together, carved out of the same piece of wood, much as the African tables. It is *One mission* born out of *One message* and for that reason we are *One Army*, though we are different in style and expression.

But how do we account for our vision and what is the difference this will make in people's lives? What is the impact of our work when we are working in a holistic manner? Where are the stories that highlight the achievements, the impact of our *One Army*?

Our donors are asking these questions, they want to know what they can get for their money. But that is not the only reason we should look seriously at this subject. It is important for our own survival that we do not get divided, that we understand ourselves and our mission and can explain what we are about. These questions are at the top of the agenda of the Programme Resources department this year and we hope to garner enough support to give some serious thought to this subject and find appropriate tools for what we technically call 'impact assessment' to supplement our faith-based facilitation approach.

'Where are the stories that highlight the achievements, the impact of our One Army?'

● International Projects and Development Services (IPDS)



Jonathan Hibbert-Hingston
COMMUNITY DEVELOPMENT COORDINATOR

Time to reflect

Taking time to think about our mission

In the story of Balaam's Donkey, God had to take extreme measures to get Balaam's attention. Balaam was so intent on what was going on around him that even when his donkey turned round and spoke to him all he could see was his immediate surroundings on the narrow road he walked.

We can all get so busy with the work we are doing that we do not have time to reflect on how we are working with others and what God might be saying about how we do that. We hear terms such as 'integrated mission', *One Army, One Mission, One Message*, and 'The Three-Legged Stool' but so often we do not have a chance to take a step back and think about what these terms might mean to us.

At the Experience Sharing and Review Meeting of the All India Community Empowerment Programme in Chennai we had a chance to do just that. The meeting was attended by territorial coordinators of the programme, the national secretary, the national coordinator of the HIV/Aids facilitation programme, the project secretary of India Central Territory and me.

We used the faith-based facilitation cycle to tackle the issue of how this programme relates to the other activities in the territories, including women's ministry, corps ministry, divisional leadership and other community development work like the HIV/Aids facilitation programme.

We started by examining our own impression of what integrated mission meant to us using a brainstorm and sorting tool. Some of the participants felt it was about working with other programmes and ministries in the Army. Others felt that it was about making sure the same mission permeated all our work, whether mostly concerned with social and development activities or activities centred on our congregations.

Using a similar tool we then analysed what the implications of the General's vision statement of *One Army, One Mission, One Message* are on us as individuals and the ways we work. The participants discussed all sorts of things

from personal growth to our responsibility to let our faith shine through all our programme activities.

During the reflection and evaluation stage we assessed the current relationships between other ministries in the various territories of the Army by first considering the factors that enable us to achieve the goals of the programme and those that hold us back. These were also sorted and considered in detail.

'It was encouraging to see how the Holy Spirit had shaped our discussions'

Throughout the process we referred back to a similar discussion some of us had facilitated with a group of field organisers (the programme implementers) and considered how our reactions compared to theirs.

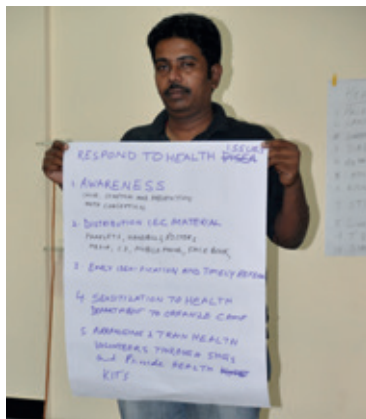
As we looked back on the exercises and the two days of meetings that had already

passed, it was encouraging to see how the Holy Spirit had shaped our discussions and how portions of Scripture had opened our eyes to the way God might be looking at our ministry. For example we studied Acts chapter six and the choosing of the seven men to take over the caring work of the Early Church, considering the relevance of this story to our roles.

At this point we had a chance to reflect on the experience of others as some of the team in Pakistan Territory joined us, in a videoconference, to talk about their experiences of integrated mission.

With the wealth of reflection behind us it was time to take decisions and make plans. The way forward looked a little different in each territory, but was clear to all. Some of the inhibiting factors were beyond our control, so we agreed to pray about these and trust in the Lord.

This time out of the 'busyness' of running a programme allowed the Holy Spirit to show us how dependent we are on our brothers and sisters throughout The Salvation Army, both to achieve the immediate goals of our programme and the wider goals of our *One Mission* proclaiming our *One Message*.



Workshop delegates at the Experience Sharing and Review Meeting of the All India Community Empowerment Programme

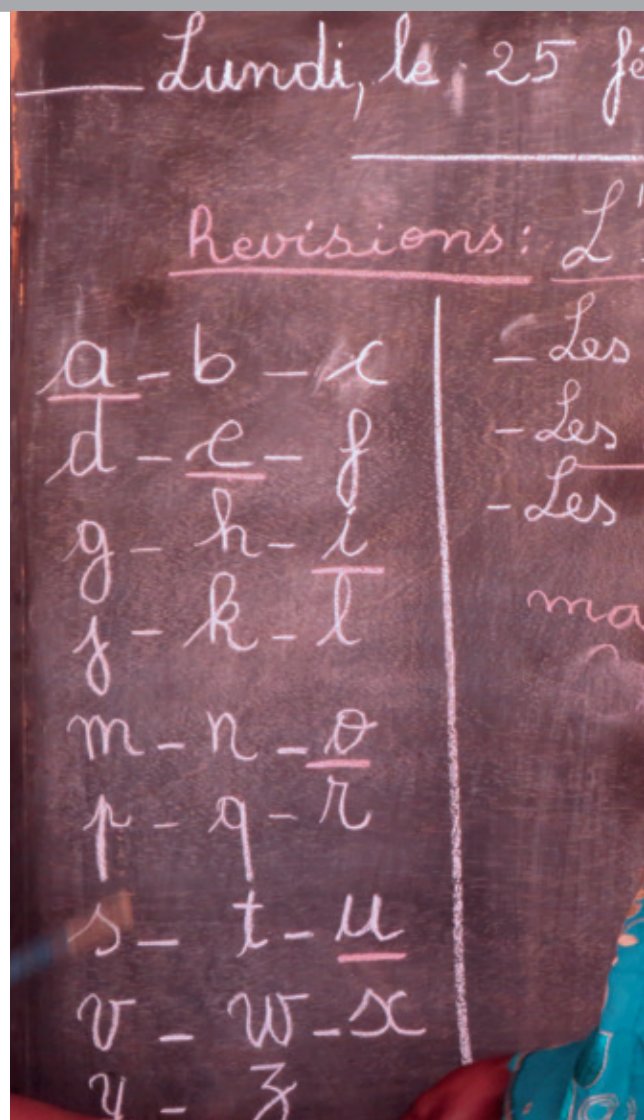




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THE PHILIPPINES: Major Ray Brown (IES coordinator) with a beneficiary during the response to Typhoon Bopha



INDIA CENTRAL: Member of a women's self-help group



● Programme Resources



Emily Pilborough

PROGRAMME RESOURCES
RESEARCHER

Rich and fruitful

FAITH-BASED FACILITATION

The term Faith-Based Facilitation (FBF) is one which has become extremely familiar to us in the Programme Resources Department and to many people throughout the Salvation Army world. It is described as 'a way of helping people think, talk, explore and respond to their issues in the light of faith. It results in the development of healthier people and communities who enjoy deeper relationships.'

For a number of years the Norwegian Government Development Agency (NORAD) has supported the development of this way of working, by providing funds for practitioners to come together at a number of international conferences, develop the resource *Building Deeper Relationships* and hold training workshops in a number of territories. In 2012 an evaluation was carried out in the Asia-Pacific region, examining how facilitation was progressing and the impact it was having across the region. Dr Jill Olivier, an external evaluator, spoke to many territorial leaders and carried out field trips to Papua New Guinea, The Philippines and Indonesia. I was fortunate enough to join her for the latter part of these visits.

As first-time visitors we were privileged to be taken around these beautiful countries

and discovered that the work taking place in communities was as rich and fruitful as the landscape. We met with teams from corps, youth groups, the Compassion in Action team, local clinics and hospitals, DHQ and the wider community sharing stories of the work taking place and reflecting on how FBF has enhanced their ministry.

There are many examples of transformational work I could give, sadly

'It is vital that FBF is a dynamic way of working, integrated in to everything we do'

however space is limited. I encourage you to read the full report which is now available at <http://www.norad.no> (search for 'The Salvation Army').

The report made a number of recommendations which are relevant to the growth of FBF around the world:

- We must continually find ways to engage as many officers, Salvationists and community members as possible with FBF – whether this is through the training college, workshops, regional conferences, board meetings or informal



Dr Jill Olivier and Emily Pilborough with youth mission team from Palu Corps 1

discussions in the office and corps.

- Territories are encouraged to identify FBF 'champions' in their territory, celebrate their success and embrace their gift as a valuable asset to teach and inspire others.
- The FBF materials can be adapted in ways that make them easier to use in a local setting. We encourage territories to find the way that best suits them, whether this means translation, different stories, local pictures or a series of devotions. It is vital that FBF is a dynamic way of working, integrated in to everything we do, not a book left on the shelf.
- The Salvation Army holds a rich collection of stories telling how lives have been transformed through relationship and of how we are trying to engage with FBF. However, we have not always been intentional about sharing these stories within our territory, zone and across the international Army. On a local level this could be as simple as sending an email to your colleagues to share a story which has inspired you throughout the week or sending an article in to a local/regional newsletter.

If you would like to know more about FBF or have any questions about the evaluation report, please contact us at ihq-progres@salvationarmy.org and we will be happy to discuss this further.

We would love to hear from anyone who feels they have examples of FBF in action to include for the website page www.salvationarmy.org/fbf



Left: Participatory workshop with DHQ staff in The Philippines; below: Volunteer from Woodward Hospital as part of an integrated mission trip to a health clinic in Pannii, Indonesia



● International Health Services

Major Dean Pallant

UNDER SECRETARY FOR PROGRAMME
RESOURCES AND INTERNATIONAL
HEALTH SERVICES COORDINATOR



The Harry Williams Hospital in Bolivia is named after a remarkable leader and innovator of Salvation Army health ministry – Commissioner (Dr) Harry Williams – who was awarded the Order of the Founder in 2005. Commissioner Williams, who lives in Scotland, is 99 years old and is still actively raising money for ‘his’ hospital in Cochabamba, Bolivia. On 13 July 2013 Commissioner Harry will turn 100 years old and his friends in Bolivia will join many around the world giving thanks to God for a wonderful life.

Majors Dean and Eirwen Pallant visited the Harry Williams Hospital in February 2013. The hospital building was rebuilt in the past few years and is performing beyond expectations. The increase in clinical activity in the past 12 years has been phenomenal. Total hospital patient contacts in 2000 were just below 40,000. This increased to 120,000 by 2007 and exceeded 270,000 in 2012. One of the major challenges facing the team now is how to shift the focus of the team from increasing the quantity of services towards improving the quality of service.

Health ministry does not only happen inside the hospital walls in Cochabamba. The Harry Williams Hospital team have also served the needy communities for many years with a mobile clinic. It was a privilege and pleasure for Majors Pallant to spend an afternoon at the Uspa Uspa Corps and observe the community health team from Harry Williams Hospital work

Beyond expectations

The Harry Williams Hospital in South America West Territory

in an integrated manner with the corps officers, corps members and members of the wider community. The public health doctor gave an excellent talk on hygiene to the women and young adults present, including reference to Scripture; the youth team worked with the children (who had been attending the after-school club) with activities blending sport with social education; the women also had a session learning bead skills; songs were sung and prayers were shared. The team includes a doctor and dentist who do some treatment work, but the majority of the focus is now on education/health promotion and prevention initiatives. This programme is now run in four corps and there is an improving relationship between the corps, division and Harry Williams Hospital.

Captain Grover Rojas Aquire who is heading the Harry Williams Hospital community health team admitted that it takes time to build these relationships with corps – not all are interested initially. The Harry Williams Hospital team now visits seven communities each week (four are linked to corps and three are not). The funding for this work mainly comes

from profits generated at the hospital. The divisional leaders, corps officers and Harry Williams Hospital health team are working together to develop a congregational-based health ministry methodology which strengthens the capacity of the corps members to serve their community over the long-term – with support, training and some health interventions from Harry Williams Hospital.

As he reaches his century, Commissioner Harry Williams can be assured that the team in Cochabamba continue to innovate and develop Salvation Army health ministry – just as the great man has done for so many years.

‘The increase in clinical activity in the past 12 years has been phenomenal’

Above: After-school club at Uspa Uspa Corps



Berni Georges
GRAPHIC DESIGNER

A space to tell **your story** Pakistan photo exhibition

Stories cry out to be heard – and photographs, when created with skill and sensitivity, can give tangible voice to issues that are complex and far-reaching around the world. The exhibition *Disqualified*, recently displayed at International Headquarters in London, dramatically portrayed the difficulties of being a woman in Pakistan. Tom Godec's beautiful and evocative photographs brought to life some of the struggles faced by women every day.

Through individual stories and hard-hitting facts and statistics, the exhibition depicted the daily reality of how this injustice affects people's lives and some of the cultural reasons behind this issue.

It was significant that the launch night was timed to coincide with International Women's Day, celebrated worldwide in recognition of the

role of women in society. It also coincided with the start of an advocacy initiative by the United Kingdom International Development team – to raise up female advocates in Pakistan so they can speak for themselves when they face injustice in their communities.

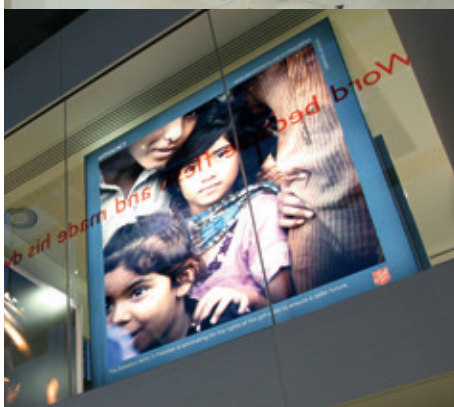
One quote from Amina, a young Pakistani woman says: 'Change will start from the root of the family, when people give equal opportunity to their daughters.'

Visual communication is a powerful tool. As a department we want to use our gallery space at IHQ responsibly and creatively. Just seeing the faces of the women, portrayed so strikingly by Tom, was powerful.

The gallery is a space to let people tell their stories and give voice to important issues – in this case the fight for a more equal world, not only for women in Pakistan but across the globe.



Left: Shobna, who struggled to escape a forced marriage; below: Views of the exhibition



ONLY
£5



DISQUALIFIED

A photo journey through Pakistan

'If you're a woman, that is your first disqualification to being human'

The difficulties of being a woman in Pakistan are vividly brought to life by Samantha and Tom Godec in this beautiful book of reports and photos.

Money raised from the sale of the book will be used to support The Salvation Army's women's advocacy programmes in Pakistan.



For more information go to:
www.salvationarmy.org.uk/disqualified

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