Listen
YOU MAKE IT HAPPEN

Thanks to people like you who listen, care and take action, in 2014...

❤️ **83,500** families (with **240,600** children) that were once at risk of falling apart grew stable and strong together.

❤️ **78,700** children and young people who once had no one to care for them, had loving families and opportunities for a bright future.

❤️ **134,700** children, young people and adults who once had little or no access to education were in school.
SOS Children’s Villages has a clear focus: to provide sustained support to children who have lost parental care and those who are at risk of losing it. We pursue this focus, encouraged by your care and support.

Through this annual report we share with you where and how our focus takes us into many different areas of support for children and their families, such as education, health care, counselling, and building vocational skills. Nevertheless the core of our work will always be to make sure that every child has a loving home.

A loving home is a child’s right, as reflected in the UN Convention on the Rights of the Child (UNCRC). 2014 marked the 25th anniversary of the UNCRC, which has been adopted by nearly every government, and the 5th anniversary of the Guidelines for the Alternative Care of Children, which SOS Children’s Villages helped to formulate and which provides the tools to help child care professionals and governments fulfil the rights of children in alternative care. Everything we do in SOS Children’s Villages is in one way or another aimed at making sure that governments and others live up to the promises they made in the convention to ensure these rights for all children and young people. The promises made to children in the convention are vast and serious. One that is highlighted in this report is #12, the right of children and young people to give their opinion, and for adults to listen to them and take them seriously.

As SOS Children’s Villages listens actively to children and young people, it has the conviction to take strong positions on their behalf. As an organisation that listens to children, young people and to its supporters, it is able to improve on its actions and have positive, long-term impact for the young people and families who need support.

SOS Children’s Villages hopes that through this annual report we can communicate the stories and insights of our supporters, co-workers, and most importantly of the children and young people.

We ask you to listen to children and young people and join us at SOS Children’s Villages to act for them and on their behalf.

Siddhartha Kaul
President

Richard Pichler
Chief Executive Officer
WHAT WE DO

OUR HELP IN 2014

Through our Family Strengthening Programmes (FSP) we help parents and communities build capacities to care for their children and prevent family breakdown. Sometimes, however, a child or young person has no family, or their safety and well-being depend upon being in a more supportive family environment. Then we provide quality Family Based Care (FBC). In each case, we look at the whole person; we listen to their needs and work to provide the best care to support the individual child or young person in their development.

Through education and lifelong learning the cycle of exclusion, poverty, domestic violence and family breakdown can be stopped. In communities that lack educational infrastructure, we run kindergartens, schools and social centres, and we strengthen public education by working in partnership with authorities and other service providers. Through advocacy actions we work to influence education policies and practices.

Through education and lifelong learning the cycle of exclusion, poverty, domestic violence and family breakdown can be stopped. In communities that lack educational infrastructure, we run kindergartens, schools and social centres, and we strengthen public education by working in partnership with authorities and other service providers. Through advocacy actions we work to influence education policies and practices.

We support communities in improving health infrastructure and medical services so that all children have sufficient access to health care. In underdeveloped areas we run medical centres that specialise in the care of women and children to tackle preventable childhood diseases and illnesses that can compromise family stability.

In situations of war and disaster, children need specific protection and care. With our established infrastructure, local partners, and experience, we launch effective Emergency Response Programmes (ERP) for children and families who need urgent assistance.

See Programme Statistics on pages 44-45 for more details about our programmes and the people we helped in 2014.
NECESSITY & APPROPRIATENESS

If you are a kind person, you might give your coat to a boy freezing at a bus stop. This is the spirit that underpins SOS Children’s Villages: We see a need and we respond to it.

But you wouldn’t give your coat to the boy if he had one already. This is the principle of necessity. And you wouldn’t give him a coat if you were in the tropics. Whatever the boy’s needs are, they probably don’t include a winter coat. This is the principle of appropriateness.

Just as common sense says you only give your coat to a boy if it is both necessary and appropriate, SOS Children’s Villages only provides alternative care for a child at risk as a last resort, because it is both necessary and appropriate for that child. These aren’t easy decisions. They’re a lot tougher than deciding whether to give a boy a coat.

Children and young people around the world face threats of hunger, illness, abuse, violence and other types of harm. Governments are responsible for meeting their needs. We campaign to hold governments to account. And where governments need help, we listen and partner with them to respond with practical and long-lasting support for children and families who need it.

Different threats, different government support systems, different local capacities, different cultures. And the care of children has to be tailored to each situation and child.

The internationally recognised Guidelines for the Alternative Care of Children shows the way: The priority is to enable families to take care of their children; but if a child needs alternative care, it must be appropriate. It must be right for them as an individual, and it always must allow for a loving and reliable bond to be developed with a caregiver.

Providing appropriate care and support for a child or young person is a complex job. It takes nothing less than our constant commitment to listen actively to their needs, to learn from mistakes, to improve, and to strive to engage them continually in their own development path.

Would you give your jacket to Johannes?

In February 2014, SOS Children’s Villages Norway released a video featuring ‘Johannes’, an unaccompanied boy freezing at a bus stop. The video was viewed more than 14 million times in under two months, raising awareness and funds for warm winter coats for thousands of internally displaced children in Syria.

“Child participants must always be at the forefront of any decision-making process.”

Co-worker SOS Children’s Villages South Africa
**THE YEAR IN REVIEW**

**MILESTONES IN 2014**

**Children’s rights in focus**

The United Nations Convention on the Rights of the Child (UNCRC) turned 25 on 20 November 2014, while the Guidelines for the Alternative Care of Children (developed with the help of SOS Children’s Villages International and other child-focused INGOs) turned five years old. SOS Children’s Villages and partners presented a joint letter to world leaders, challenging them to stand by their promises to children; we also raised awareness about children’s rights with a social media campaign and the new SOS Children’s Villages and UNICEF youth-friendly UNCRC poster, “I’ve Got Rights!”

**And a ‘Nobel’ for the cause**

When the Nobel Committee awarded its 2014 Peace Prize to children’s rights activists Kailash Satyarthi of India and Malala Yousafzai of Pakistan in December, world attention again focused on the continuing – and sometimes life-threatening – fight for children’s rights. At just 17, Malala was the youngest Nobel Peace Prize winner ever and an inspiration to social activists of all ages.

Photo credit: © Utenriksdepartementet UD

**Innovation in community-integrated alternative care**

SOS Children’s Villages associations from 11 countries met in Berlin in September to share best practice in building successful, community-integrated programmes in urban settings.

“Right from a very tender age, the children will be able to see the reality of the community where they will live when they attain their independence.”

– SOS co-worker, Zambia

See Programme Report on pages 14-25 to learn more about community-integrated programmes.

**UNESCO-Hamdan Prize for Outstanding Teacher Training**

SOS Children’s Villages Madagascar was one of three organisations honoured with a 2014 UNESCO-Hamdan Prize for Outstanding Practice and Performance in Enhancing the Effectiveness of Teachers.

**Community Role Models**

Over 90,000 voters from around the world chose Indian teacher Maya Dhal and Nepali architect Deepak KC, as the winners of the 2014 Hermann Gmeiner Award, which is given bi-annually to two adults who participated in SOS programmes as children and who have made important contributions to their communities and society.

They said...

“Often young people have to leave their countries to seek employment. We need investment in job opportunities so youth are not forced to migrate for jobs.”

Ravi Bajracharya, 17, Nepal, one of the young activists from SOS Children’s Villages who presented their ideas for Post-2015 to decision makers at the United Nations in June.

See Advocacy Report on pages 26-27 for more examples of how young people are driving global change.

“Bridges between the Arab world and the SOS family are so much needed. Through the Gulf Area Office we have one more very relevant bridge to that region.”

Dr. Wilfried Vyslozil, Deputy Chairman, SOS Children’s Villages Germany, on the opening of the SOS Children’s Villages Gulf Area Office in Dubai in June.

**40th ANNIVERSARIES**

- SOS Children’s Villages Ethiopia
- SOS Children’s Villages Nepal

**50th ANNIVERSARIES**

- SOS Children’s Villages Norway
- SOS Children’s Villages India
“Organisations sometimes claim to ‘think global and act local’. SOS Children’s Villages just does it.”

Vincent Kompany, professional footballer and SOS Children’s Villages’ International Ambassador.

Just weeks before the start of the World Cup in Brazil, football star Vincent Kompany, captain of the Manchester City football club, captain of the Belgian national football team, and long-time supporter of SOS Children’s Villages’ work, agreed to become our International Ambassador. We are grateful that this captain for children is on our team. Vincent Kompany: “I’ve seen the work of SOS Children’s Villages in different parts of the world. Strangely enough, in all its complexity, the SOS way is very simple.

“SOS Children’s Villages spots children who are in danger of ending up all alone, falling out of society, and helps them back on their feet. They put them back in society, whether that be with their relatives, or in an SOS family, and they make sure they get into a good position to become strong children. Children with opportunities. Just like your kids, or mine. Organisations sometimes claim to ‘think global and act local’. SOS just does it.

“If my support can help improve the opportunities for children in South America, Africa, Europe, the Middle East and Asia, I pledge to do all I can every day.”

2014 PUBLICATIONS

1. Strong Communities for Strong Families: How strong social networks support children and their families in sub-Saharan Africa
2. SOS Children’s Villages’ Gender Equality Policy
4. From a Whisper to a Shout: A call to end violence against children in alternative care
5. SOS Children’s Villages’ Proposal of Targets for a Post-2015 Framework that Leaves No One Behind
6. Drumming Together for Change: A child’s right to quality care in sub-Saharan Africa
9. Youth-Friendly Version of the Guidelines for the Alternative Care of Children
10. Securing Children’s Rights: A guide for professionals working in alternative care
RISK FACTORS FOR FAMILY BREAKDOWN

570 million children (18 years old or younger) are living in extreme poverty.

UNICEF, 2014

The #1 risk factor for family crises that lead to family breakdown and child abandonment in Africa, Asia and Latin America is POVERTY.

Statistics from SOS programme participants in 2014

40,000 children and their caregivers were newly enrolled in SOS Children’s Villages Family Strengthening Programmes in 2014. At time of enrolment, 62% faced serious economic problems that limited the children’s access to education, nutrition, health care, housing and, ultimately, equal participation in society in the future.

Reasons why children and young people were referred to SOS Children’s Villages for care - SOS Children’s Villages Programme Monitoring Database, 2015

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UNICEF, 2014

The #1 risk factor for family crises that lead to family breakdown and child abandonment in Africa, Asia and Latin America is POVERTY.

Many of the children at the SOS Kindergarten in Nanchang, China, are among the first in their families to attend school. © SOS Archives

WE ASK STATES TO:

1. End child poverty! Economic crisis is not an excuse to fail children.
2. Invest adequately in family strengthening, quality alternative care and support for young people leaving care.
3. Ensure that social protection policies and programmes take into account the viewpoints and rights of children, young people and their caregivers.
4. Make the most vulnerable children and young people a priority for Post-2015 and other development cooperation actions.

See Advocacy Report on pages 26-27 to learn about our advocacy activities in 2014.

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4. Make the most vulnerable children and young people a priority for Post-2015 and other development cooperation actions.

See Advocacy Report on pages 26-27 to learn about our advocacy activities in 2014.

We listen to data

The SOS Children’s Villages Programme Monitoring Database contains information about children and young people around the world who have lost parental care or who risk losing it, including key indicators on care, education, health, and psychological and social well-being. The database is a critical part of our results-based approach to programme planning and monitoring and evaluation. It allows us to follow how the individuals who participate in our programmes develop over time, it aggregates vital statistics which can be used for learning, research and policy recommendations, and it shows the results of our work on all levels of the SOS Children’s Villages Federation.
Our experience for over 65 years around the world shows that family breakdown and child abandonment are preventable if we provide struggling families and communities with targeted support to help them build their capacities. This is what we call ‘family strengthening’. Our results show that family strengthening works, and is best for children.

As a rule, the families who enrol in our Family Strengthening Programmes are experiencing extreme hardship, including unhealthy or unstable housing, lack of food, and lack of access to school and health care. See Risk Factors for Family Breakdown on page 14 for statistics. Among these fragile families who participated in an SOS Children’s Villages Family Strengthening Programme in 2014:

- **57%** became self-reliant in 2014
- **24%** improved their living conditions significantly within one year
- **98%** of children and young people were attending school and 78% passed their grade
- **23%** of children and young people who received our health care support improved their health status significantly within one year

**SOS Children’s Villages Programme Monitoring Database, 2015**

**CASE STUDY**

**Livelihoods and hope in Mozambique**

When SOS Children’s Villages Mozambique began a Family Strengthening Programme in an impoverished neighbourhood of Maputo, the Mozambican capital, seven years ago, SOS co-workers found Cassandra, a single mother of three, bedridden with severely swollen feet. The first step was literally to get Cassandra back on her feet. Her three children were given financial assistance to attend school. Later, when Cassandra’s health had improved, she was given five chickens to see if she could breed and sell them. “Today I have between 1,600 and 1,900 chicks. I am still growing,” she says proudly. “My children and two grand-children are now well taken care of.”

Octavia is another participant in the Family Strengthening Programme. Less than six years ago, SOS co-workers found her family living in a tent. Today, Octavia and her children own their own home, and Octavia, who is HIV positive, has become a community health activist: “I think it is important for me to speak out about the disease. I was helped and I thought it was important to help my community so that they too could get better and their children can be taken care of.”

**“We need to put ourselves in their shoes and ask ourselves: What would you do for your own child?”**

Co-worker, Family Strengthening Programme, SOS Children’s Villages Kenya
RESPONDING IN A CHANGING WORLD

EQUAL ACCESS TO INFORMATION

The UN Millennium Development Goals underscore the importance of sharing the benefits of information and communications technologies (ICT) with the whole world – so that people in developing countries and disadvantaged communities can participate, influence decisions, and access knowledge, quality education and decent jobs on equal footing with others. This initiative is called ICT4D – ‘information and communications technologies for development’.

In 2014, with the help of our partners and donors, and in cooperation with communities and schools, SOS Children’s Villages implemented ICT4D projects for children, young people and their caregivers in over 20 countries in Africa, Asia and Latin America. Computing centres with ICT training for teachers and students, digital libraries, internet connectivity, modern digital health management systems for medical clinics, and parenting courses using mobile phone technology are just a few examples.

URBANISATION

“It takes a village to raise a child,” according to one African proverb. But what if your village is one of the new mega-cities of the global south? For more and more families, this is reality.

In response, many SOS Children’s Villages today are thriving ‘urban-integrated villages’. SOS associations from Europe, Asia, Africa and Latin America met in Berlin in September to share best practice in providing successful care and family strengthening services for vulnerable children and families living in fast-growing urban settings.

See page 22, Case Study: Morocco’s new urban village. To learn about one such SOS village.

GENDER EQUALITY

Whenever women or men are denied equal opportunities, children suffer too. We see it as our responsibility to fight against all forms of gender-related discrimination – both in children’s daily lives and at all levels within our organisation.

Our Gender Equality Policy (approved by SOS Children’s Villages’ International Senate in October) makes gender equality a focus area for the organisation in all 134 countries and territories where we work. It emphasises: Targeted support to ensure that girls and boys have equal access to education; critical examination of culturally- and socially-constructed gender roles that limit life opportunities for girls, boys, women and men; and sexual education to protect children from sexual violence, early pregnancy and early marriage.

It is essential that boys and girls have the same opportunities already from a young age. In early childhood you establish your thoughts of what is right and wrong, and expectations for life.

Elisabeth Grieg, founder of The Grieg Gender Challenge

66% of the world’s people will be living in cities by 2050

90% of the new urbanisation will be in Asia and Africa

30% of the families in SOS Family Strengthening Programmes in Africa are led by single mothers

United Nations, Department of Economic and Social Affairs, Population Division, 2014

Mobile-connected in Kanema, Sierra Leone. © Daniel Van Moll
We believe every child has the right to be cared for by a family. Yet more than two million children worldwide are living in institutions. Actual numbers may be much higher due to underreporting (United Nations Children’s Fund, 2008). This is a shameful violation of their rights and needs as children.

Numbers of states are taking steps to reform their child care systems and fulfil every child’s right to be cared for by a family. We applaud these reforms and are committed to helping states achieve them.

We do this by working in communities to strengthen families and prevent family breakdown and child abandonment, and — as a last resort, if it is in the child’s own best interest — by either providing or supporting quality family-based alternative care.

In 2014, 24 of our SOS Children’s Villages national associations ran foster care networks for states or provided support services for foster care networks run by others. SOS parents from some of these national SOS Children’s Villages associations are also legally recognised and registered foster parents in their countries.

“Although there are usually a lot of challenges when moving from a traditional method to new ways of doing things, the advantages of moving forward are paramount.”

Co-worker, SOS Children’s Villages Nigeria
As a global organisation with roots going back to 1949, we know that our diversity and our ability to change with people and times are our strengths.

SOS families and villages today are as unique as the individuals who belong to them. We learn and grow in experience, adapting to changes both local and global. Yet there are core principles and goals that all SOS families and villages strive to embody:

- The individual child or young person’s needs always come first
- Each child develops a reliable and loving relationship with a primary caregiver
- Children experience natural family environments
- Children are supported in integrating into their local communities
- Each child has a say in their own and their family’s development plans
- SOS families make use of community infrastructure and services – just like other families do
- Community-ownership of programmes and long-term financial stability are fostered

**CASE STUDY**

**Morocco’s new urban village**

SOS Children’s Village El Jadida, Morocco’s first urban-integrated SOS village, is part of the fabric of the city. To outer appearance, it is a pleasant urban apartment complex, brimming with life, children playing and friendly neighbours. The 103 children, from 13 families, attend local city schools, get their health check-ups at local medical centres, and use public transportation to get where they need to go. There is also a high level of community integration: the village hall is rented out for events and activities (such as martial arts classes, in which some of the SOS families also participate). This way, the village earns income and the whole community benefits. A Family Strengthening Programme funded by a local corporate partner further contributes to the healthy development of children and families in the whole neighbourhood.

“The key for the future is to see all these children to be part of a community.”

SOS co-worker, Programme Development, Latin America
Child abuse is a problem of global proportions. It is widespread and persistent, exacerbated by poverty and, in some cases, legitimised through harmful cultural practices such as corporal punishment. To this day it remains a taboo subject in many cultures and goes unreported.

As an organisation that works all over the world with children who have lost their parents, or whose parents cannot care for them, we see far too many cases of child abuse and neglect.

SOS Children’s Villages does not tolerate any form of child abuse, exploitation, neglect or violation of a child’s privacy. We are committed to creating and maintaining a caring and protective environment for every child we reach through our programmes.

Our Child Protection Policy focuses on four key action areas: awareness, prevention, reporting and responding. We place particular emphasis on awareness and prevention to safeguard children and improve the quality of care they receive. This means that we build the capacities of co-workers, children, young people and families to recognise and prevent abuse; we teach the use of tools such as positive discipline, and we work to eliminate harmful cultural practices.

DEVELOPMENTS IN 2014

SOS Children’s Villages International and other members of the Keeping Children Safe network contributed to the development of the new Keeping Children Safe standards launched in September 2014.

SOS Children’s Villages Belarus, SOS Children’s Villages Germany, the INGO Ponimanie and the Government of Belarus collaborated on ‘Safe and caring families, without neglect or violence’ (2012-2014), a project which reduced child abuse and neglect in Belarus through direct interventions, social services, capacity-building, and the development of closer co-operation between local child care actors.

We strengthened our child safeguarding network at different levels of the organisation. For example, SOS Children’s Villages associations in Latin America and the NGO PAICABI developed a guide for preventing child-to-child sexual abuse and for properly handling cases that occur.

We published From a Whisper to a Shout: A Call to End Violence against Children in Alternative Care in collaboration with the UK’s University of Bedfordshire. Critically, the report concludes that violence against children in care can be prevented with faithful implementation of the Guidelines for the Alternative Care of Children.
Children and young people have the right to participate in the decision-making processes that affect their lives. This is not just a nice thing to say. It is supported by the United Nations Convention on the Rights of the Child. At SOS Children’s Villages we take our responsibility to listen to children and apply their viewpoints in our decisions very seriously. We work to create opportunities for children and young people to share their ideas and participate in decision-making processes.

Throughout 2014, SOS Children’s Villages International worked intensively with other child-focused INGOs and agencies to influence the Post-2015 development agenda. Together we lobbied successfully to include disadvantaged children and their families in the new Sustainable Development Goals.

Contributing to development cooperation, we steered the work of the EU Alliance for Investing in Children, which brought together over 20 European networks that share a commitment to ending child poverty and promoting child well-being. We also became a member of CONCORD, the European NGO Confederation for Relief and Development.
In 2014, brutal civil wars, the worst Ebola outbreak in history, and catastrophic floods exposed millions of children to life-threatening situations, also robbing them of their rights to safety, security, nutrition, health care, education, and the simple right to play and be children.

We partnered with other organisations and governments to provide effective aid on the ground to help children and families survive and rebuild their lives.

**TYPES OF EMERGENCY RESPONSE**

<table>
<thead>
<tr>
<th>CFS</th>
<th>Child Friendly Space</th>
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</thead>
<tbody>
<tr>
<td>Education</td>
<td>Support to get children back to school, including school supplies</td>
</tr>
<tr>
<td>CFS</td>
<td>Official SOS Children’s Villages Emergency Response Programme</td>
</tr>
<tr>
<td>Family Reunification</td>
<td>Location of parents or family members of unaccompanied and separated children (UASC)</td>
</tr>
<tr>
<td>Livelihoods</td>
<td>Support to help caregivers re-establish employment/livelihoods</td>
</tr>
<tr>
<td>NFI</td>
<td>Non-food Items, including for example, clothing and household essentials</td>
</tr>
<tr>
<td>Outreach</td>
<td>Public service information</td>
</tr>
<tr>
<td>PPE</td>
<td>Personal Protective Equipment</td>
</tr>
<tr>
<td>UASC</td>
<td>Care of unaccompanied and separated children, including for example, food, shelter, medical care, counselling, education and family reunification</td>
</tr>
<tr>
<td>WASH</td>
<td>Water and sanitation</td>
</tr>
</tbody>
</table>

**SYRIA and LEBANON**

2014 marked the fourth year of civil war in Syria. Over 7.6 million people were internally displaced and over 12 million were in need, making Syria the world’s biggest humanitarian crisis. Host communities in Lebanon strained to accommodate over one million Syrian refugees.

People reached*: 27,400

How: UASC, CFS, Nutrition, Potable water, Livelihoods, Education

Cost*: Syria €3.1M; Lebanon €480K


**PALESTINE**

In July, Israel launched Operation Protective Edge against Hamas. UN agencies said more than 2,100 people died, including over 500 children (all but one of those children in Gaza). More than 500,000 people were displaced.

People reached*: 1,000 (2014-2015), plus 404 families with 1,833 children in our Family Strengthening Programme

How: UASC, Nutrition, NFI, Health care, WASH

Cost*: €3.5M

Partners**: UN Relief and Works Agency, UN Office for the Coordination of Humanitarian Affairs, Coastal Municipalities Water Utility, UN Development Programme, Child Protection Working Group Gaza

“My children are four and seven years old. They ask me: ‘Why do we put dead people in the fridge? Why are so many people being killed? Why have so many houses been destroyed?’ … I do not have words to explain the pain.”

Mother, Rafah, Palestine

* Numbers are rounded and therefore approximate.
** Partners are not limited to those listed.
Political crises sparked violent conflicts throughout 2014 placing more than half the population in dire need of help. Special care for victims of violence was especially needed.

**People reached**: 65,000  
**How**: Food and food security, Protection, WASH, Waste Management, Education, Family Reunification  
**Cost**: €270K  
**Partners**: International Committee of the Red Cross, World Food Programme, Action Against Hunger, Doctors Without Borders, UNICEF

**CENTRAL AFRICAN REPUBLIC**

2014 emergencies where we provided help through our normal, local SOS programmes:  
- Balkans - Bosnia & Herzegovina, Serbia and Croatia (floods)  
- Bolivia (floods)  
- Haiti (2010 earthquake)  
- Kyrgyzstan (conflict)  
- Mali (famine)  
- Somalia (famine)

On 25 April 2015, while this report was being prepared, a 7.8 magnitude earthquake struck Nepal, killing thousands and causing catastrophic damage. SOS Children’s Villages was among the first responders. Our help will be described in our 2015 Annual Report.

**PHILIPPINES**

2014 was a year of challenges for families in the Philippines who had to rebuild their lives after the devastation of Typhoon Haiyan, which killed six thousand and displaced four million in November 2013.

**People reached**: 5,000  
**How**: CFS, Kinship Programme for orphaned children, Livelihoods, Housing, NFI, Reconstruction, Education  
**Cost**: €9M  
**Partners**: NGO Convention Group

**OTHER EMERGENCY RESPONSE PROGRAMMES IN 2014**

- Balkans - Bosnia & Herzegovina, Serbia and Croatia (floods)  
- Bolivia (floods)  
- Haiti (2010 earthquake)  
- Kyrgyzstan (conflict)  
- Mali (famine)  
- Somalia (famine)

What is a Child Friendly Space?

An SOS Children’s Villages Child Friendly Space (CFS) is a place we establish to create a secure, protected and supportive atmosphere for children living through an emergency or its aftermath. There, children can feel safe; they can get a nutritious meal, play, learn and – even if just for a few hours – forget that their world has been turned upside down. In a Child Friendly Space, children start to recover from an emergency, and parents know they can find support while they go about re-establishing their homes, livelihoods and communities.

"I don’t want my situation to stop me from what I will do when I grow up.”

Boy, 10, Liberia, who lost both parents and his whole family to the Ebola Virus
SOS Children’s Villages International and its member associations work with international organisations and multilateral donors, national governments, and national and local public authorities and embassies to improve the situations of vulnerable children, their families and communities. These partnerships go beyond mere financial arrangements and build relationships that help shape the thinking, policies and priorities of state and non-state actors. Together with our partners, we are building on the momentum generated by the Millennium Development Goals and carrying on with an ambitious Post-2015 development agenda.

A results-based approach to planning, monitoring and evaluation contributes to accountability and transparency, while ensuring that official development assistance is spent effectively and delivers the best possible results.

In 2014 we received €25 million in official development funds to run over 300 programmes in family strengthening, education, health care, ICT4D and advocacy for child rights worldwide. Our partners’ support maximises the impact of our work for children all over the world, and provides opportunities to explore and adapt new standards and pilot innovative approaches. Working together as partners, we improve our understanding of the needs of children and families all over the world in order to help build local capacity and increase local ownership – keys to creating long-lasting change for the future.

**TOGETHER4CHANGE**

SOS Children’s Villages International is part of the Together4Change Alliance, a five-year framework contract supported by the Dutch Ministry of Foreign Affairs and based on the understanding that “People-centred social change requires that individuals and collectives of citizens take control and address the problems in their communities.” With Together4Change we run projects to help create environments that fully support children’s rights and healthy development in 13 African countries. Working with community stakeholders to end chronic poverty and create long-term sustainability is an essential part of that picture. For example, in Ghana we strengthened livelihoods by supporting existing social businesses and helping new ones get off the ground; in Kenya we helped smallholder farmers improve food security and equity; in Nigeria we helped community-based organisations lay foundations to take ownership of the programmes after the funding period. In total our Together4Change projects reached 15,000 people in 2014.

**INSTITUTIONAL PARTNERSHIPS**

A young girl collects drinking water for her family, Central African Republic. © Sylvain Cherkaoui

**GOVERNMENTAL PARTNERS**

**GOVERNMENT OF AUSTRIA**
- Ministry of Education, Culture and Sports
- Austrian Development Agency (ADA)

**GOVERNMENT OF AZERBAIJAN**
- Ministry of Labour and Social Protection
- Ministry of Youth and Sport

**GOVERNMENT OF BELGIUM**
- Ministry of Foreign Affairs, Foreign Trade and Development Cooperation (DGII)

**GOVERNMENT OF DENMARK**
- Danish International Development Agency (DANIDA)

**GOVERNMENT OF FINLAND**
- Ministry of Foreign Affairs

**GOVERNMENT OF GERMANY**
- German Federal Foreign Office (AA)
- Federal Ministry for Economic Cooperation and Development (BMZ)

**GOVERNMENT OF ICELAND**
- Ministry of Foreign Affairs

**GOVERNMENT OF ITALY**
- Ministry of Social Development

**GOVERNMENT OF KIRGIZISTAN**
- Ministry of Social Development

**GOVERNMENT OF LESOTHO**
- Ministry of Regional Development

**GOVERNMENT OF LATVIA**
- Ministry of Labour and Social Security

**GOVERNMENT OF LITHUANIA**
- Ministry of Labour and Social Security

**GOVERNMENT OF LUXEMBOURG**
- Ministry of Foreign Affairs

**GOVERNMENT OF THE NETHERLANDS**
- Ministry of Foreign Affairs

**GOVERNMENT OF NORWAY**
- Ministry of Health and Care Services
- Norwegian Agency for Development Cooperation (Norad)

**GOVERNMENT OF ROMANIA**
- Ministry of Employment, Family and Social Protection

**GOVERNMENT OF SPAIN**
- Ministry of Foreign Affairs

**GOVERNMENT OF SWITZERLAND**
- Federation of NGOs in Italian Switzerland (FOSI)

**GOVERNMENT OF THE ISLE OF MAN**
- Ministry of Finance

**GOVERNMENT OF THE PROVINCE OF TYROL – AUSTRIA**
- Ministry of Social Affairs, Employment and Sport

**GOVERNMENT OF THE UNITED KINGDOM**
- Department for International Development (DFID)
- Department for International Development (USAID)

**FOUNDATIONS**

- Bernard van Leer Foundation
- Bulgarian Women’s Fund
- Churches Hospital Association of Zambia
- Conrad N. Hilton Foundation
- The Dutch Post Code Lottery
- Edith & Godtfred Kirk Christiansens Foundation
- Forum Syd – Sweden
- Future First HSBC
- German Society for International Cooperation (GIZ)
- Global Environment Fund
- The Heifetz Initiative
- The Leona M. and Harry B. Helmsley Charitable Trust
- Hempel Foundation
- International Education and Exchange (IBE)
- The Jehovah Family Foundation, Inc.
- John & Seltha Meyer Foundation
- Kalush Foundation
- LEGO Foundation
- National Foundation of Civil Society – Estonia
- Neave House
- OAK Foundation
- Olaf Foundation
- Trust of Harry and Carol Goodman
- United Palestinian Appeal – United States of America
- USLINK Foundation
- Walton Family Foundation
- Western Union

**INTERNATIONAL PARTNERS**

- European Economic Area (EEA) and Norway Grants
- Euro Council of Ministers
- United Nations High Commissioner for Refugees (UNHCR)
- United Nations Children’s Fund (UNICEF)
- The Council of Europe
- United Nations World Food Programme (WFP)
Through myriad projects our corporate partners invest in children and young people and guide them in establishing life skills, self-confidence and independence. These are investments that pay back — in empowered young people, strong communities, and the genuine enthusiasm of employees, customers and business partners who know they are making a real difference in young lives. Here is testimony from just a few of our corporate partners:

**VORWERK GROUP**

“As the family-owned company Vorwerk is engaged in helping families in need, our partnership just makes sense... SOS Children’s Villages stands for family. They give abandoned children a home, where they can grow up safely. Therefore, SOS Children’s Villages is an ideal partner to help us achieve our corporate social responsibility aims. We work together to achieve shared goals.”

— Dr. Jörg Mittelsten Scheid, Honorary Chairman of the Advisory Board, Vorwerk Group

**SPINNEYS GROUP**

“Working with SOS is an inspiration, as seen by our annual campaigns to raise funds to support their programs, which end up collecting tens of thousands of dollars given by thousands of Spinneys customers. SOS Children’s Villages is an NGO that is highly trusted, and we are proud to be closely associated with them.”

— Ralph Kahi, Chief Marketing Officer Spinneys Group

**MARRIOTT EUROPE**

“We are committed to providing career opportunities for disadvantaged young people and our long-standing partnership with SOS Children’s Villages helps us to achieve this goal and address youth unemployment, which is a critical issue. The hospitality industry provides tremendous career opportunities for young people, and at Marriott International, we are proud to offer dedicated training programmes for young people, to guide and support them so they can achieve their goals.”

— Reiner Sachau, Chief Operations Officer, Marriott Europe

**JOHNSON & JOHNSON**

“At Johnson & Johnson, we believe every child deserves the chance to grow up healthy and live a productive adult life. In SOS Children’s Villages, we have a partner with a holistic vision working to achieve that goal in every corner of the world. Over the past decade, our partnership has evolved from comprehensive care of vulnerable children to family strengthening, and now with our nursing programs in Africa, to a new focus on helping disadvantaged youth achieve productive careers in health care.”

— Conrad Person, Executive Director of Corporate Contributions, Johnson & Johnson

Get in touch with Katharina Stünkelner, Head of Global Leadership Giving, to talk about corporate partnership opportunities. E-mail: Corporate@sos-kd.org
Co-worker takes the fingerprint of a family father receiving a food distribution through the SOS Family Strengthening Programme in Kayes, Mali. © Jens Honoré

"All the children of the world are our children."
Hermann Gmeiner, founder of SOS Children's Villages.

**CORPORATE PARTNERSHIPS**

**LEADING LONG-TERM PARTNERS**
- Aegean Airlines
- Akelius Foundation
- AstraZeneca AB
- Bertelmann SE & Co.KGaA
- Carrefour
- Clarins
- Danone
- Deutsche Lufthansa AG
- Deutsche Post DHL Group
- Dr. August Oetker-Nahrungsmittel KG
- Dynasty Travel Retail AG
- Ecobusiness
- Familien Ehring-Persson Stiftelise
- Goldi / GoodCause
- Gerd Grib Foundation
- Heidem, Inc.
- HI Foundation Schaan (Liechtenstein)
- Holler Foundation
- HSBC
- Johnson & Johnson
- JSC Samruk-Kazyna
- Louis Vuitton Mallérier
- MAN SE
- Marriott International
- MAX Hamburgerrestaurantener
- Orbis
- Orkla Interquell GmbH
- Orbitel Foundation
- Örebro & Söderhamns AB
- SAS employees
- SHAGEN Fondation
- Stiftung Kinderhilfe des Schweizer Personals
- Svenska Pensionsfonden
- Swedbank Robur
- Swiss International Air Lines Ltd
- Swisscom AG
- TD Veen AS
- TOP TOY "AG"
- Transat A.T. Inc.
- Vodafone
- Vonweck & Co. KG

**KEY NATIONAL PARTNERS IN 2014**

**BELGIUM**
- Electricité (EDF-GDF-SUEZ)
- UniCredit Group

**CANADA**
- Alum Innovations
- Transat A.T. Inc.

**CZECH REPUBLIC**
- Kaufland
- HSBC

**DENMARK**
- Hans Petersen Foundation
- Backgaard Foundation

**FRANCE**
- Credit Coopératif
- Fondation Auchan pour la jeunesse

**GERMANY**
- AIDA Cruises
- Procter & Gamble

**INDIA**
- Tetra Laval Group

**SWITZERLAND**
- Migros Hilfsfonds

**SWEDEN**
- Amerikamainen
- BP Sweden

**UNITED KINGDOM**
- Symphony Foundation (SYNF)

**UNITED STATES**
- Hasbro, Inc.
- Procter & Gamble

**KAZAKHSTAN**
- JSC Samruk-Kazyna

**LEBANON**
- Schweiz Petroleum Exploration AB

**NOVEMBER**
- Symphony Foundation (SYNF)

**SYRIA**
- Jordanian Foundation

**TUNISIA**
- Italiani

**MULTIPLE COUNTRIES IN 2014**

- Allen & Overy
- Fondation Auchan pour la jeunesse
- Louis Vuitton Mallérier
- Orbifund
- British Telecom
- HSBC Global Education Programme
- Marriott International
- Procter & Gamble
- Deutsche Post DHL Group
- Heidem, Inc.
- MOMENT
- State Street Foundation
- Dr. August Oetker-Nahrungsmittel KG

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**ANNUAL REPORT 2014**

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### INTERNATIONAL SENATE MEMBERS

- Mr Siddhartha Kaul, President, SOS Children’s Villages International
- Dr Gitla Trauernicht, Vice-President, SOS Children’s Villages International
- Dr Hanne Rasmussen, COO, SOS Children’s Villages International (resigned February 2015)
- Mr Daniel Barney, France
- Mrs Michaela Braun, Germany
- Mr Paulo Gaio de Castro Jr, Brazil
- Ms Youra Chaib, Tunisia
- Dr Saroo Khatun, Bangladesh
- Mr Pramod Bhushan, India
- Dr Gitta Trauernicht, Germany
- Mr Thomas Muhleisen, Germany
- Mr Tom Malvet, Interim COO, SOS Children’s Villages International (from February 2015)
- Mr Norbert Meder, CFO, SOS Children’s Villages International

### MANAGEMENT COUNCIL MEMBERS

- Mrs Hilde Boeykens, Belgium
- Mrs Dudu Dlamini, Swaziland
- Mr Svein Grammenv, Norway
- Mrs Karla Geraldine Guerrero, El Salvador
- Mr Ananda Karunarathne, Sri Lanka
- Mrs Nazhat Ramadani Sallho, Kosovo
- Ms Via Di Lauro, Italy
- Dr Kay Vorwerk, Germany

### MANAGEMENT TEAM

- Mr Richard Pichler, CEO, SOS Children’s Villages International; Chairman, Management Council
- Mrs Hanne Rasmussen, COO, SOS Children’s Villages International (resigned February 2015)
- Mr Tom Malvet, Interim COO, SOS Children’s Villages International (from February 2015)
- Mr Norbert Meder, CFO, SOS Children’s Villages International

### GENERAL SECRETARIAT

- Offices of the CEO, COO and CFO International Offices in the Regions International Competence Centres

### OVERARCHING PRINCIPLES OF OUR FEDERATION

- + Who We Are
- + Statutes of SOS Children’s Villages International
- + Code of Conduct for all co-workers

### PRINCIPLES & STANDARDS

**CHILDREN’S RIGHTS & CHILD CARE**

- UN Convention on the Rights of the Child
- Guidelines for the Alternative Care of Children
- Quality4Children
- Millennium Development Goals
- Keeping Children Safe standards
- International Red Cross and Red Crescent standards

**FINANCE & MANAGEMENT**

- International Financial Reporting Standards (ASB)
- INGO Accountability Charter

### Universal Guiding Standards

- Programme Policy
- Child Protection Policy
- HIV/AIDS Policy
- Formal Education Policy
- Universal Guiding Standards + SOS Children’s Villages Policies

**Global standards for management and stakeholder accountability**

- + Who We Are, our Statutes, and Code of Conduct
- + Read Who We Are, our Statutes, and Code of Conduct

Our unified framework defining the various ways we put the child’s interests first.
Despite a continued difficult fundraising environment, total revenues in 2014 grew by 4% from approximately €1,006 to €1,047 million.

Revenues rose in all continents, with increases of:

- **8%** Africa
- **7%** Asia
- **23%** The Americas
- **2%** Europe

The substantial increase in revenue from the Americas means that 7% of our income now comes from North, Central or South America.

Please note that with this year we return to reporting geographical breakdowns according to commonly used categories of continents, rather than the groupings of countries that correspond to our management structure, which we have used in recent years’ reports.

These financial results reflect success in our efforts to increase income from regular giving, with fundraising from sponsorships and other committed giving increasing 34%, from €173 to €231 million. This was counteracted slightly by a 9% decrease in income from sporadic donors.

We are pleased as well that income from corporate donations increased 33% from approximately €35 to more than €47 million.

Governmental subsidies for domestic programmes – for example, for providing child care services on behalf of the local or national government – continue to be a large portion of our revenue, reflecting our commitment to being a strong partner with states in every country in which we work. In 2014, governmental subsidies represented 28% of our income, up slightly (€1.8 million) over 2013.

**EXPENDITURES**

In 2014, total expenditures across all continents increased modestly (2%) from approximately €985 to €1,008 million. Spending for international coordination and programme support (our General Secretariat) remained stable at 4% of total spending, which is at the low end of the spectrum for comparable peer organisations.

Spending on the information and fundraising work done in our Promoting and Supporting Associations (PSAs) in Western Europe and North America represents 17% of our total expenditures.

**SPOTLIGHT ON FUNDRAISING**

In 2014, we saw continued positive results from our investments in fundraising capacity in emerging markets. In the past five years, fundraising from emerging markets has nearly doubled, from €28 million in 2009 to €55 million in 2014.

Notably, in the past year, funds raised in Latin America grew 31%, resulting largely from increases in committed giving and corporate donations, with particular fundraising success in Argentina. As a relatively new fundraising market, we are pleased that committed giving represents 37% of funds raised there, significantly higher than the 22% global figure.

In Asia, our income has grown 20% in the past year, through increases in committed giving in mid-sized markets (such as Thailand, Indonesia and Sri Lanka), particularly benefiting from face-to-face fundraising campaigns.

In Eastern Europe, many of our national associations continued their progress towards financial self-sufficiency, with particular growth in digital fundraising as an integrated channel, with a clear focus on committed giving.

**FINANCIAL AUDIT CONTROL**

This International Annual Report is an amalgam of the reports provided to us by our National Associations and the SOS Children’s Villages Promoting and Supporting Associations (PSAs), the fundraising-oriented bodies located in Western Europe and North America, and by the offices of the General Secretariat. Our audit control is benchmarked against peer international non-governmental organisations, and it is required that each member association of SOS Children’s Villages is audited annually by independent and esteemed national auditors according to internationally accepted standards. Such rigour is applied also at SOS Children’s Villages International in Innsbruck, Austria.
FINANCIAL RESULTS

INCOME 2014

TOTAL GROSS INCOME €1,047 MILLION

Income by continent
Revenues grew in every continent in 2014, reflecting progress towards self-sufficiency for many national associations traditionally reliant on subsidies from Western Europe and North America.

Income by type of donor
The trend towards sponsorship/committed giving continues, with that category of income up, and sporadic donations slightly down. Income from corporate donors and governmental subsidies also rose in 2014.

EXPENDITURES 2014

OPERATING EXPENDITURES €814 MILLION

Expenditures by continent
SOS Children’s Villages is contracted by European governments to run domestic family strengthening and alternative care programmes. Because of these government contracts, and because costs in Europe are generally higher than elsewhere, our programme expenditures in Europe are higher than in other continents.

TOTAL EXPENDITURES €1,008 MILLION

Expenditures by type
Our continued focus on care for the child at risk and prevention of family separation is reflected in more than half of our expenditures (a total of 55%) going towards Family Based Care or Family Strengthening Programmes.

FINANCIAL ACTIVITIES

All amounts in €1,000

<table>
<thead>
<tr>
<th>Revenues by continent</th>
<th>Actuals 2013 audited</th>
<th>Actuals 2014 preliminary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>31,187</td>
<td>33,810</td>
</tr>
<tr>
<td>The Americas</td>
<td>62,044</td>
<td>76,494</td>
</tr>
<tr>
<td>Asia &amp; Oceania</td>
<td>48,243</td>
<td>51,497</td>
</tr>
<tr>
<td>Europe</td>
<td>864,907</td>
<td>885,327</td>
</tr>
<tr>
<td>Total revenues</td>
<td>1,006,381</td>
<td>1,046,928</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Source of revenues by donor</th>
<th>Actuals 2013 audited</th>
<th>Actuals 2014 preliminary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sporadic donors</td>
<td>324,215</td>
<td>293,674</td>
</tr>
<tr>
<td>Sponsorship / committed giving</td>
<td>172,832</td>
<td>231,038</td>
</tr>
<tr>
<td>Major donors</td>
<td>26,832</td>
<td>25,541</td>
</tr>
<tr>
<td>Foundations &amp; lotteries</td>
<td>35,414</td>
<td>36,195</td>
</tr>
<tr>
<td>Corporate donors</td>
<td>35,480</td>
<td>47,090</td>
</tr>
<tr>
<td>Governmental subsidies for domestic programmes</td>
<td>294,213</td>
<td>295,962</td>
</tr>
<tr>
<td>Institutional funding</td>
<td>28,132</td>
<td>15,697</td>
</tr>
<tr>
<td>Emergency appeals ²</td>
<td>7,676</td>
<td>3,947</td>
</tr>
<tr>
<td>Other income ³</td>
<td>81,487</td>
<td>98,784</td>
</tr>
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<td>Total revenues</td>
<td>1,006,381</td>
<td>1,046,928</td>
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<table>
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<tr>
<th>Total expenditures of SOS programmes and international support</th>
<th>Actuals 2013 audited</th>
<th>Actuals 2014 preliminary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total expenditures</td>
<td>779,500</td>
<td>813,518</td>
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<table>
<thead>
<tr>
<th>Expenditures by programme type</th>
<th>Actuals 2013 audited</th>
<th>Actuals 2014 preliminary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Strengthening Programmes</td>
<td>98,338</td>
<td>103,257</td>
</tr>
<tr>
<td>Family Based Care</td>
<td>442,127</td>
<td>455,795</td>
</tr>
<tr>
<td>Education</td>
<td>120,889</td>
<td>124,955</td>
</tr>
<tr>
<td>Health</td>
<td>7,875</td>
<td>7,612</td>
</tr>
<tr>
<td>Emergency relief</td>
<td>4,645</td>
<td>6,536</td>
</tr>
<tr>
<td>Other programmes</td>
<td>68,566</td>
<td>77,699</td>
</tr>
<tr>
<td>Construction and investments</td>
<td>36,015</td>
<td>41,293</td>
</tr>
<tr>
<td>International coordination and programme support</td>
<td>37,785</td>
<td>37,665</td>
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<td>779,500</td>
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<tbody>
<tr>
<td>Dedication to reserves</td>
<td>19,964</td>
<td>38,837</td>
</tr>
</tbody>
</table>

¹ Independent external audits have not yet been completed in all countries for 2014 (as of 10 June 2015).
² Only major appeals are accounted for in this line; others are included under “other income”.
³ Other income refers to financial income such as interest, operational income from facilities, and local income from events or merchandising.
⁴ Reserves are held as means of proactively managing asset risks, including destruction or loss of property, exchange rate fluctuations, and legal liabilities.

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3 Other income refers to financial income such as interest, operational income from facilities, and local income from events or merchandising.
4 Reserves are held as means of proactively managing asset risks, including destruction or loss of property, exchange rate fluctuations, and legal liabilities.
Statistics from 31 December 2014, based on reporting by SOS Children's Villages associations as of 10 June 2015.

‘Single services’ refers to short-term support – for example, a single treatment at a medical centre.
Countries with SOS Children’s Villages Promoting and Supporting Associations (PSAs), which raise funds for programmes in other countries worldwide, are shown in bold.
Act


www.sos-childrensvillages.org