OUR VILLAGE
FOREWORD

Message from the President and Vice President

What does ‘village’ mean to you?

SOS Children’s Villages are found all over the world today, but they are not about buildings or places. Our villages are about people – people who support each other and work together to protect and care for vulnerable children and families, build awareness and capacities, and influence policy and practice to ensure that every child has a supportive family environment, and a real chance to succeed.

The first SOS Children’s Village came to life in Imst, Austria, after World War II, to give stability, dignity and opportunity to children orphaned by the war and marginalised by society. The children thrived and the SOS Children’s Villages model spread to other countries. Crucially, with the social environment of children from difficult backgrounds evolving, SOS Children’s Villages also stopped in where there were vulnerable families who desperately wanted to care for their children themselves, yet needed help. In this way, our villages evolved to support children at risk through a flexible range of interventions.

In 2015 we comprised 571 supportive communities in urban, suburban and rural settings all over the world. Our villages are found in some of the least expected places and partnerships – more than half a million people participating in family strengthening programmes, education and training, kinship care, SOS families, foster families, co-workers and community partners – all strengthening children, families and communities, generation by generation.

Like any other family, we want our children to succeed in life and fulfil their dreams, and we are determined that girls and boys, women and men, should have equal opportunities in all aspects of life, especially education and employment. To help make this happen, throughout 2015 we met with the young people in our programmes to hear how they view the world, what their challenges are, and what they want for the future.

The young people are very active, very participatory, at times even critical – which is just how it should be! It means they are passionate and engaged in shaping their communities – our world.

They want to grow up integrated and engaged in their communities!

They want family, education, opportunities, peace and equality at home, in their own communities and countries!

They want access to training and internships, so that they can make a good start into independent adult life!

We are committed to helping create that future with and for them.

Nationally and globally the people of our villages all around the world – our co-workers, programme participants, neighbours, partners and friends, like you – are working to safeguard children and their rights. Most importantly, we do this with children and young people as full participants in the development of their own lives and their community.

That is our village.

SIDDHARTHA KAUL
President

DR GITTA TRAUERNICHT
Vice President

A child needs many things to grow: First and foremost, the love and reliable care of a family, but also nutrition, health care, education, and the chance to be heard and participate in their community. In emergency situations, children often need extra protection and help as well.

Every SOS Children’s Village is a community where people work together to protect children and ensure they have access to these things which support their development.

Thus, we strengthen and support vulnerable families in overcoming poverty and violence, and provide loving homes for those children and young people who need them. By helping children and adults learn to recognise child abuse, and supporting them in prevention, reporting, and responding to cases of abuse, we strive to protect all children.

We work to ensure that every child has access to education, and we offer vocational training and support to young people and parents so they can develop capacities to become independent. We advocate for laws to ensure that all children’s rights are met. We provide or enable emergency relief when conflicts or natural disasters impact families in communities where we work.

Everything we do is based on the best interests of the child.

Our strength and expertise is grounded in our national member associations and local villages, which are working in 134 countries and territories.

SOS Children’s Villages is a global village – committed to ensuring that children can be children today, so they can develop the skills and personal capacities they need to face life’s challenges tomorrow.

Like children, like communities, organisations grow and change with time, and SOS Children’s Villages is no exception. In this report, we are pleased to share with you the milestones of our growth and change in 2015.

Among these milestones is our success in ensuring that the new Sustainable Development Goals (SDGs) include commitments to tackle inequalities that limit opportunities for the world’s most vulnerable children. We also show how our global village is forging ahead to meet SDG targets and ensure that no child is left behind in sustainable development.

A key lever for meeting targets is being able to show the long-term impact of our work. In these pages, we describe the rigorous method we developed in 2015 to measure the social return on investment of our programmes. Throughout, we show how we integrate with communities and work with civil society, governments, and like-minded organisations to reform child care systems and protect children.

We invite you to read further and learn how our global village made a difference in 2015, and how the SOS community is innovating and growing to build an even stronger, sustainable future for children everywhere.

TOM MALVET
Director International Competence Centres

CARSTEN VÖLZ
Chief Operating Officer

NORBERT MENDER
Chief Financial Officer

Message from the Management Team

ANNUAL REPORT 2015

Chief Operating Officer
Carsten Völz © SOS Archives

Tom Malvet
Director International Competence Centres

Chief Financial Officer
Norbert Meder © SOS Archives

Chief Financial Officer

Dr Gitta Trauernicht © SOS Archives

President Siddhartha Kaul © SOS Archives

Director International Competence Centres Tom Malvet © SOS Archives

Chief Operating Officer Carsten Völz

Chief Financial Officer Norbert Meder

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**WHAT WE DO**

Through family strengthening we help parents and communities provide better care for their children and prevent family breakdown. If a child or young person has no family, or a more supportive family environment is needed for the child’s safety and well-being, we provide quality family-based alternative care. In every case, we strive to provide care that is appropriate for the individual child or young person in their development.

**OUR WORK IN 2015**

In situations of war and disaster, children need specific protection and care. With established infrastructure, preparedness, local networks and experience, our villages can launch effective emergency responses when children and families need urgent assistance, and we remain to help families and communities make a strong recovery.

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.

**THE AMERICAS**

- 139 villages
- 108 family strengthening programmes
- 22 schools, training and social centres
- 2 emergency response programmes

**AFRICA**

- 147 villages
- 191 family strengthening programmes
- 289 schools, training and social centres
- 68 medical centres
- 7 emergency response programmes

**ASIA & OCEANIA**

- 167 villages
- 108 family strengthening programmes
- 180 schools, training and social centres
- 7 medical centres
- 7 emergency response programmes

**EUROPE**

- 118 villages
- 135 family strengthening programmes
- 139 schools, training and social centres
- 8 emergency response programmes

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**CARE**

- 553,600 people supported worldwide

**LEARNING**

- 242,000 people building capacities worldwide

**HEALTH CARE**

- 943,700 health services worldwide

**EMERGENCY RESPONSE**

- 726,500 emergency services worldwide

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2015 statistics are based on all reporting as of 15 April 2016. See page 24 for more detailed statistics.
For more than six decades, SOS Children’s Villages has worked to protect children and address the root causes that put children at risk of losing parental care.

Our villages around the world are ‘care and protection hubs’ in their communities, providing support for the most vulnerable children and families, because many families cannot do it all alone.

As there is no one-size-fits-all model when it comes to preventing family breakdown or ensuring quality care for a child, our village is a network of flexible care responses and supports. We strive to protect and support each child according to their own best interests.

SOS Children’s Villages are not only about places, buildings and services. They are foremost about people and their needs, hopes, capacities and relationships with one another.

SOS families, foster families and youth programmes provide a safe home, health care, education, and love for children who might otherwise be living unprotected, on the street or in an institution.

To empower vulnerable families and communities, family strengthening programmes are key to almost every SOS Children’s Villages community. Parents learn to guide their child’s development, manage their household, coach their child on education and career opportunities, and respect and empower girls and women. Community-based organisations, local authorities, governments, and other partners and stakeholders are important allies in this. Together, we are engaged in supporting and strengthening families to build resilience and sustainability together.

**Participation and influence**

Young people and their caregivers must be involved in the decisions that affect their lives. In 2015, 88% of all children and young people in our care programmes participated in decision-making about SOS programmes, advocacy for children’s rights, or cultural and sports activities in their communities.

At local, national and international levels we work to empower children, young people and their caregivers, and to ensure that their voices are heard, particularly in the run-up to policy decisions that affect their lives.

Our teams employ evidence-based advocacy, supported by our programme expertise for six decades all over the world, and research, monitoring and evaluation, to continually challenge governments and society to fulfil children’s rights and insist on quality care for children who need it.

**Preparedness and safety networks**

When emergencies happen in areas where we work, our villages are there with life-saving help, protection, and support, because we establish necessary preparedness support networks, and capability to respond to crises, displacement and migration.

During humanitarian emergencies we focus on safeguarding children and helping to reunite and sustain families.

Once the emergency phase has passed, the SOS Children’s Village is there to strengthen the resilience of children and families, so they can make a home again and become self-reliant.

"Life in the community is like all other lives. It is natural, without a label. Here in the community children have the opportunity to make friends who do not necessarily have the same story they do, they can see new faces, explore new horizons."

Charlotte, SOS mother, Cote D’Ivoire
10% OF CHILDREN ARE AT RISK

Statistics show that the number of children without parental care is rising. There are an estimated 151 million children worldwide who have lost one or both parents. Millions more children are at risk of losing parental care, because of risk factors including poverty, poor health of a parent, violence, and other factors.

Based on UNICEF’s 2015 figures for world child population, child poverty, and orphanhood, SOS Children’s Villages calculates that at least 220 million children, or about 10% of the world child population could be in need of extra support to fulfill their rights and needs as children.

Primary reasons children were admitted to SOS family strengthening in 2015:

- 49% poverty
- 17% death of a parent
- 7% family with many children
- 7% instability of parents’ relationship
- 6% parent in poor health
- 14% other factors (for example: abuse, displaced or refugee status, endangerment because of minority status, etc.)

In 2015, more than 56,000 children and young people were newly admitted to SOS family strengthening programmes. For most of these families, the primary reason for enrolment was poverty.

At time of enrolment in SOS family strengthening in 2015, the children’s health, education and well-being were at risk in a range of different ways:

- 36% of school-aged children were behind for their age in school, and 6% were not even enrolled.
- 29% of the families risked eviction of forced relocation from their living situation
- 28% of the families could not afford to feed their children enough meals per day
- 16% of the families had no income at all to provide for their children
- 10% of the children were malnourished
- 9% of the families were homeless

Paula Guillem de Monthoux, CEO, SOS Children’s Villages Denmark, UN General Assembly side panel, New York, 2015.

Social return on investment
The ability to measure the long-term impact of our programmes on people’s lives has enormous significance for society and sustainable development, as well as for organisational learning, decision-making, programme planning and transparency. Yet, while businesses routinely measure their long-term performance, many NGOs have lacked an accurate method for doing so.

In 2015, together with the pro-bono help of Boston Consulting Group (BCG), SOS Children’s Villages International developed a formal and rigorous model for assessing the long-term impact of our programmes on individuals and communities, in both non-financial and financial terms. Our social impact assessment method was piloted in SOS Children’s Villages communities in Ethiopia and Swaziland in 2015 using independent researchers. Assessments in additional locations are being rolled out.

Significantly, almost 90% of former SOS programme participants who took part in the pilot assessments were doing well in at least six out of eight life outcome dimensions. In financial terms, the assessments showed that SOS Children’s Villages programmes deliver a social return on investment of more than €4 for every €1 invested.

In February 2016, an article about SOS Children’s Villages’ social impact assessment methodology was published by BCG, so that other NGOs and governments may use it to assess the impact of their programmes.

How family strengthening works
Family strengthening interventions vary based on individual families’ needs, but often include nutritional and health care support for children and nursing mothers; children’s school fees, uniforms and materials; support to parents in establishing a steady income and stable home; training in parenting and household management skills; counselling, and more.

79% of school-age children in SOS family strengthening in 2015 were learning ‘well’ or ‘very well’.

56% of young people aged 18-25 in SOS family-based care became independent in 2015, after successfully finishing our supported leaving-care process.

55% of families enrolled in SOS family strengthening became self-reliant in 2015.

The average family participates in SOS family strengthening for 34 months.

Learn how we measure impact
www.sos-childrensvillages.org/measure-impact

“It makes me proud to be part of this association. I left SOS more than ten years ago, but its effect on me is still evident every day of my life.”
Majdi, SOS Palestine Alumni Association member
Through ‘Post-2015’, the global political process led by the United Nations to set the 2030 Agenda for Sustainable Development, SOS Children’s Villages worked at national and international level to make
to ensure that children who have lost parental care, or
who are at risk of losing parental care, would not be
forgotten in the new development framework.

Young people from SOS programmes consulted
with their peers and spoke out at global events, such
as the UN General Assembly, to persuade leaders to
take their rights and needs seriously.

In September 2015 this hard work paid off when
world leaders adopted the 2030 Agenda for Sustainable Development. Through the efforts of SOS Children’s Villages and our partners the 17 Sustainable Development Goals (SDGs) embody
driving principle to ensure that no child is left
behind.

SOS Children’s Villages contributes to a number
of the SDGs. Five of these goals – SDGs 1, 4,
8, 10 and 16 – relate directly to our programmes
and are central parts of our strategy to ensure that
children without parental care, and those at risk
of losing it, are included in sustainable social and economic development over the next 15 years.

“Violence, abuse and
neglect are significant
causes of separation of
children from family –
and that very separation
often exacerbates
children’s vulnerability to
repeated violence.”

Rodrigo, 14, SOS Chile, speaking to the
plenary of UN representatives in New York in September 2015

“The eradication of
poverty and inequality
will be measured by how
children live better with
their families, without
violence and with love.”

Barbara Ammirati, Senior Advocacy Advisor,
SOS Children’s Villages International and
Global Partnership to End Violence Against
Children

COUNT EVERY CHILD!
Disaggregated data will be a key tool in
determining how effective are we in meeting
the SDG targets. SOS Children’s Villages and other child-focused NGOs have called on
the United Nations to disaggregate data and
ensure that children without parental care and
children living out of the household are counted
separately when outcomes of the SDGs are
measured. Through the Child at Risk Report
(November 2015), and ongoing research
and data from the SOS Children’s Villages
Programme Database, we continue to promote
understanding of the factors that can lead to
child neglect, and the rights violations often
faced by children who lose parental care.

SDGs FOR CHILDREN
Sustainable Development Goals 1, 4, 8, 10 and 16 relate directly to SOS Children’s Villages’
programmes, and will be central to our work in coming decades to ensure inclusion of children
without parental care in sustainable social and economic development.

1. NO POVERTY
SOS response:
SOS Children’s Villages is committed to helping
poor families and communities break the cycle
of poverty. We do this through building capaci-
ties and resilience, and through education
and vocational training for participants in family
strengthening and family-based care, and by
advocating for social protections for vulnerable
children, young people and families.

2. QUALITY EDUCATION
SOS response:
Every child and young person participating in
SOS family strengthening or family-based care
is supported in obtaining quality education – from
early childhood development and basic educati-
on, through upper education and preparation for
employability. SOS schools educate children and
young people from the whole community, and
our Information and Communication Technology
(ICT4D) projects, and teacher training courses, build skills and capacities. We
strengthen public education in partnership with
governments, local authorities and other service
providers, and we influence education policies
and practices through advocacy work.

3. DECENT WORK AND ECONOMIC GROWTH
SOS response:
SOS Children’s Villages supports young people
in developing the vocational skills and self-
fidence necessary to become independent
adults with decent work, by providing access to
technical courses and mentorship programmes.
We also help parents access vocational training
and tools so they can generate sufficient
income to support their families.

4. REDUCED INEQUALITIES
SOS response:
SOS Children’s Villages advocates for policies
and practices that ensure equal opportunities,
non-discrimination and social inclusion for all
children and young people. We help families
break the cycle of poverty and exclusion so
that future generations can be active and equal
participants in society.

5. PEACE, JUSTICE AND STRONG INSTITUTIONS
SOS response:
SOS Children’s Villages is a non-political, non-
denominational organisation that works to
protect and safeguard children, by strengthening
families and building-up the capacities of care
professionals, also training them in how to
apply child rights-based approaches to their
work with children. We raise public and political
awareness of the factors that put children at
risk of violence, and we advocate for changes
to improve protections for all children.

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PATHS TO SUSTAINABILITY

AN INTEGRATED APPROACH IN COLOMBIA

Decades of armed conflict had driven vulnerable families and children from their rural Colombian villages to the city of Cartagena, in search of safety. But life was not easy for those who arrived in Cartagena with little but the trauma of violence. The sharp rise of displaced and disenfranchised children and families put heavy pressure on social services too.

To help more of these children and families, SOS Children’s Villages Colombia strengthened its work with the government, demonstrating that it had the expertise to help vulnerable families, keep children out of orphanages, and create a strong network of foster families.

The SOS Children’s Villages community in Cartagena now provides specialised support and training for foster families who are raising 200 children. Community-integrated SOS families, living side-by-side with non-SOS families, are raising 33 more children. Our social centres serve as hubs for local families enrolled in family strengthening.

88% of all young people (age 13+) in our programmes in 2015 participated actively in decision-making for SOS programmes, child rights advocacy, or cultural and sports groups in their communities.

COMMUNITY-DRIVEN RESPONSES IN TOGO

In Kpalassi and Kgangasipio, two remote villages in Togo, children were not going to school for lack of classrooms and teachers, while mothers and children were dying of preventable illnesses, for lack of a clinic.

At the request of community members, SOS Children’s Village Kara helped the Kpalassi community dig wells and build classrooms where some 150 children now attend school. Kpalassi’s community members were guided in forming an education sub-committee; then SOS co-workers helped them apply for official recognition from the government. With state recognition came state financial support for teachers and education materials for the children.

In Kgangasipio, SOS co-workers helped community members open a Community Health Post and start a locally-run health committee to manage it. The SOS Children’s Villages Hospital in Kara provided nursing support and training for two people from Kgangasipio to become community health workers. They now provide essential health services for the population of 2,000.

These community-driven responses save lives and ensure that children from vulnerable communities can go to school. Community involvement each step of the way means that the responses are appropriate and communities are empowered to become more self-sufficient.

ACTION FOR YOUTH OPPORTUNITIES

SOS Children’s Villages is committed to preparing young people for independent life. We provide access to education and specialised programmes to help them develop relevant job skills, personal skills, and self-confidence.

In five years, 1,500 young people from SOS programmes in 28 countries have participated in GoTeach, a career-orientation programme developed in partnership with Deutsche Post DHL Group. Read more about it on page 27.

In 2015, 40 young people from SOS Children’s Villages Palestine experienced personalised career counselling and practical days at companies and organisations linked to their job interests, as part of “Partnership to Identify Youth Priorities.” SOS Palestine’s alumni association helps young people find job opportunities, while promoting volunteering and community integration.

“Many young people, especially people leaving alternative care, have to go to work early to survive, and don’t have time to go to university.”

Migena, 18, SOS Albania 2015 European Development Days

ACTION TO END VIOLENCE AGAINST CHILDREN

We are always working to strengthen child safeguarding through raising awareness, prevention, reporting and responding.

Processes for improved communication and cooperation between member associations and the General Secretariat in case of child safeguarding concerns were introduced in 2015, and a form which allows anyone to report a child safeguarding concern – also anonymously – was launched on our website, www.sos-childrensvillages.org.

An international group of 19 SOS co-workers completed in-depth training in leading internal child safeguarding investigations across the federation. The qualification training was conducted by Keeping Children Safe, of which SOS Children’s Villages International is a member.

SOS Children’s Villages in Latin America ran trainings on treating and preventing sexual abuse between young people in alternative care and, together with the NGO Paicabi, published a guide in Spanish (2014) and English (2015).

SOS Children’s Villages International joined UNICEF and other partners in 2015 to form the Global Partnership to End Violence Against Children, which brings together partners in health, education, child protection, emergency response, and more, to make all societies safe for children.
The devastating effects of institutional care on a child’s development are well documented. Current debates about de-institutionalisation (DI) are a welcome sign that governments and society are finally acknowledging their responsibility to fulfil every child’s right to quality care.

DI is sometimes understood as simply closing orphanages, but it is much more than that. In fact, DI only works when it is part of a comprehensive process to reform child protection and care systems. Concretely, this means that large residential care facilities should be closed, but at the same time, effective family strengthening services must be provided to prevent family breakdown in the first place.

Ultimately, DI is about the implementation of the Guidelines for the Alternative Care of Children, which is core to all the work that SOS Children’s Villages does.

We believe that every child has the right to grow up in a family – their own biological family, if possible. With appropriate support, unnecessary family separations can often be prevented. That’s what family strengthening is about. Yet personalised quality care must also be in place for those children who need it.

In recent years, SOS Children’s Villages has helped many countries undertake comprehensive child care system reforms. Based on our track-record of expertise in family strengthening and family-based care, at the end of 2015 the European Commission entrusted SOS Children’s Villages International to lead a study, in consultation with key stakeholders in the DI debate, including UNICEF, Better Care Network, Lumos, and Hope and Homes. This study will help guide a future strategy for DI beyond the European Union.

Reforms in Lithuania

3,800 children in Lithuania were living in institutions, while another 20,000 were living in severely dysfunctional families. As part of our Care for ME! campaign, SOS Lithuania and the University of Vytautas Magnus demonstrated that these children did not have the same rights and opportunities as other children. Through such evidence-based arguments, SOS Children’s Villages successfully advocated for the Lithuanian government to adopt a national strategy on child care system reform. In a further success, EU funding was allocated to implement the needed changes. To ensure quality care in practice, SOS Lithuania piloted a model for family-based care in partnership with a Lithuanian municipality.

Child rights-based approach

In 2015, care professionals in Bulgaria, Croatia, Estonia, France, Hungary, Italy, Latvia and Romania took part in trainings run by SOS Children’s Villages on how to apply a child rights-based approach to their work with children and young people in alternative care.

The trainings were part of “Training Professionals Working with Children in Care,” a two-year project awarded to SOS Children’s Villages International under the framework of the European Commission’s Fundamental Rights Programme Concerning the Rights of the Child, and based in part on our publication, Securing Children’s Rights – A Guide for Professionals Working in Alternative Care (2014).
For millions of children, daily life in 2015 was a state of emergency

In the face of increasing large-scale humanitarian emergencies, SOS Children’s Villages mobilised its global federation to provide more than 700,000 emergency services for children and adults in 2015.

All SOS Children’s Villages strive for preparedness. With strong, rooted relationships with local and national partners, SOS Children’s Villages are positioned to provide a safety net and the means to help people effectively in times of crises.

Our main focus in emergencies is protection and care of children, particularly unaccompanied and separated children, and helping to reunite families and support them in staying together. We prevent family separation by providing emergency shelter, food and non-food items, sanitation and hygiene, first aid, and child-specific supports such as child friendly spaces and interim care centres.

After the emergency phase has passed our SOS village is still there to help families restart their lives, help get children back in school, and help communities develop resilience.

In 2015, SOS Children’s Villages provided relief and protection in 24 formal humanitarian emergency operations in 22 countries around the world, and delivered emergency relief and support, including care for unaccompanied and separated children, in even more countries.

REFUGEE CRISIS

2015 was the year that the global refugee crisis became household news; it was the year of Aylan Kurdi and orange life jackets strewn on Greek beaches; the year of renewed border controls and razor wire fences in Europe.

Globally, nearly 60 million people – more than any other time since WWII – were refugees or displaced from their homes because of conflict, violence, or other factors. Some 37 million of them were children – many scraping by in refugee camps, out of school, and uncertain of their futures.

SOS Children’s Villages emergency teams and villages in over a dozen countries worked together to help displaced and refugee children and families.

When local conflicts forced families in countries such as Syria, the Central African Republic and Niger to flee their homes, established SOS Children’s Villages programmes in the area were safe havens, helping displaced families stay together and survive, with protection, food, shelter, drinking water, clothing, blankets, or other aid. Children separated from family or orphaned were protected and given complete care at our interim care centres and villages.

In neighbouring countries of first refuge, like Lebanon, and during refugees’ transits through countries including Macedonia, Serbia and Croatia, SOS emergency teams supported unaccompanied and separated children and helped reunite some with their families. We provided child friendly spaces, so that children and parents could rest and recover, and communication support so families could find each other; we delivered humanitarian aid such as food, clothing, blankets and hygiene kits, first aid and counselling to help families on the move.

SOS Children’s Villages was among the INGOs that provided documentation of safety risks for refugee children, and recommendations for their protection, that formed the basis for the first report of the European Network of Ombudspersons for Children’s Task Force on Children on the Move.

With decades of experience supporting vulnerable families and children without parental care, including many asylum seekers, SOS Children’s Villages throughout Europe increased capacity to help arriving refugees. In countries such as Austria and Germany asylum-seeking families were welcomed into SOS communities and supported with housing, counselling, language courses, education and vocational opportunities. Our villages provided family-based care, education and other supports for approximately 800 unaccompanied and separated refugee children and young people in 2015.
Two girls who lost their home in the 2015 earthquake, Nepal. Photographer: Suzanne Lee

Two girls who lost their home in the 2015 earthquake, Nepal. Photographer: Suzanne Lee

When the earthquake struck Nepal on 25 April 2015, SOS Children’s Villages teams were among the first responders delivering life-saving aid to victims. Built to withstand earthquakes, the SOS villages near the epicentre in Kathmandu were unharmed and provided safety and temporary shelter for more than 1,000 children and adults whose homes had been destroyed. Essential services in the aftermath of the quake were focused on helping children and included basic first aid, drinking water and food for children and nursing mothers, clothing, tents and bedding.

Young people from SOS programmes were among the first to organise volunteer groups to feed and support earthquake victims; they also ran a blood drive. SOS child friendly spaces served 2,000 children and their parents in the areas hardest hit by the earthquake. Some 35 unaccompanied and orphaned children were taken in and cared for by SOS families.

As the emergency moved on to the recovery phase, SOS emergency teams supported communities in reconstructing schools, provided ‘home in a box’ kits for families, and helped caregivers re-establish livelihoods to support their families.

Through coordinated emergency assistance, SOS Children’s Villages specialises in protection of children, which includes care for unaccompanied and separated children, interim care centres for children, family reunification, child friendly spaces, and psychological and social support. To prevent family separation, we help families through a range of services relating to health, food, nutrition, shelter, education and hygiene (WASH), depending on the context.

Protection of children
In every emergency we coordinate with other aid organisations, partners and governments to ensure that we support one another’s efforts and together provide effective help for the people who need us.

Through coordinated emergency assistance, SOS Children’s Villages specialises in protection of children, which includes care for unaccompanied and separated children, interim care centres for children, family reunification, child friendly spaces, and psychological and social support. To prevent family separation, we help families through a range of services relating to health, food, nutrition, shelter, education and hygiene (WASH), depending on the context.

Emergency response in 2015

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<thead>
<tr>
<th>Country</th>
<th>Emergency type</th>
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<tbody>
<tr>
<td>Armenia</td>
<td>Refugees</td>
<td>Protection: Shelter, WASH, Health, Education</td>
</tr>
<tr>
<td>Austria*</td>
<td>Refugees</td>
<td>Protection</td>
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<tr>
<td>Shanghai</td>
<td>Floods</td>
<td>Protection: Shelter, WASH</td>
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<td>Slovenia</td>
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<td>Protection: Shelter, WASH</td>
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<td>Protection: Emergency Telecommunications</td>
</tr>
<tr>
<td>Estonia*</td>
<td>Refugees</td>
<td>Protection</td>
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<tr>
<td>Finland*</td>
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<td>Protection</td>
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<td>Germany*</td>
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<td>Protection</td>
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<td>Guinea</td>
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<td>Hungary</td>
<td>Refugees</td>
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</tr>
<tr>
<td>India</td>
<td>Floods</td>
<td>Protection: Food, WASH, Health</td>
</tr>
<tr>
<td>Italy</td>
<td>Refugees</td>
<td>Protection</td>
</tr>
<tr>
<td>Luhana</td>
<td>Refugees</td>
<td>Protection: Shelter, Education</td>
</tr>
<tr>
<td>Liberia</td>
<td>Ebola</td>
<td>Protection: Health, WASH</td>
</tr>
<tr>
<td>Macedonia</td>
<td>Refugees</td>
<td>Protection: Food, Health, WASH, Emergency Telecommunications</td>
</tr>
<tr>
<td>Malawi</td>
<td>Flooding</td>
<td>Protection: Food, Shelter, WASH</td>
</tr>
<tr>
<td>Nepal</td>
<td>Earthquake</td>
<td>Protection: Education, Food, Shelter</td>
</tr>
<tr>
<td>Niger</td>
<td>Refugees</td>
<td>Protection: Food, Health, Nutrition, Education</td>
</tr>
<tr>
<td>Palestine (Gaza)</td>
<td>Complex**</td>
<td>Protection: Shelter</td>
</tr>
<tr>
<td>Philippines</td>
<td>Hurricane (2013)</td>
<td>Protection: Education, Shelter</td>
</tr>
<tr>
<td>Serbia</td>
<td>Refugees, Floods</td>
<td>Protection: WASH, Food, Emergency Telecommunications</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>Ebola</td>
<td>Protection: Health, WASH</td>
</tr>
<tr>
<td>Somalia</td>
<td>Complex**</td>
<td>Protection: Health</td>
</tr>
<tr>
<td>Syria</td>
<td>Conflict</td>
<td>Protection: Education, Food, Shelter</td>
</tr>
<tr>
<td>Ukraine</td>
<td>Conflict</td>
<td>Protection: Education, Shelter</td>
</tr>
</tbody>
</table>

*SOS Children’s Villages in these countries housed and cared for unaccompanied or separated refugee children or young people in 2015, through regular family-based care programmes.

**Complex emergencies may be caused by a combination of natural and man-made crises, but are characterised by violence, the breakdown of state authority, displaced populations, food insecurity, and other factors.
GLOBAL REACH IN 2015

SOS Children’s Villages supports children at risk through care, education, health and emergency programmes worldwide. Care programmes are our core work.

SOS programmes worldwide, by type of programme

CARE 553,600 people supported worldwide

- Family Strengthening 542 people
- Family-based Care 571 people

TOTAL NUMBER OF PEOPLE SUPPORTED WORLDWIDE 553,600

SOS programmes worldwide, by type of programme

HEALTH CARE 943,700 health services worldwide

- Africa 22,000
- The Americas 21,700
- Asia & Oceania 7,100

TOTAL NUMBER OF MEDICAL CENTRES 900,000

EMERGENCY RESPONSE 726,500 emergency services worldwide

- Africa 326,600
- The Americas 381,300
- Asia & Oceania 18,600

TOTAL NUMBER OF EMERGENCY PROGRAMMES 726,500

LEARNING 242,000 people building capacities worldwide

- Hermann Gmeiner Schools 55,000
- Social Centres 74,400
- Vocational Training Centres 99,600
- Kindergartens 100,700

TOTAL NUMBER OF HERMANN GMEINER SCHOOLS 50,200

2015 statistics are based on reporting by SOS Children’s Villages associations as of 15 April 2016. Figures for people and services are rounded to nearest 100.
PARTNERS IN DEVELOPMENT

Institutional Partnerships

SOS Children’s Villages programmes supported by 220 active institutionally-funded contracts made a difference in the lives of more than 250,000 people during 2015.

The SOS Children’s Villages federation strengthened its cooperation with public and private sectors to address complex humanitarian issues and child rights violations by linking up and coordinating efforts in relief, rehabilitation and development. In Mogadishu, for example, we provided lifesaving emergency relief and long-term community development, with the support of the European Commission’s Humanitarian Aid and Civil Protection department (ECHO).

The SOS Mother and Child Hospital in the Badabadho camp, then home to more than 34,000 displaced people, provided nutritional support and essential health care for children and mothers who lost everything in Somalia’s violent conflicts. The SOS Children’s Villages Hospital in Mogadishu’s Heliwa district, the only facility to provide free, quality health care to the community, served more than 200,000 patients in 2015. The SOS Nursing School trained future nurses, thus building capacities within the community.

Supporting peers in social development

Our member associations and their community-based organisation partners continued to build capacities in project cycle management (PCM) for social development projects with the launch of a curriculum on PCM and institutional funding, including grant management. Rollout in more than 70 countries began in 2015.

40% of SOS Children’s Villages family strengthening programmes in Africa were supported by institutional funders in 2015.

International Corporate Partnerships

We are committed to helping young people leaving care successfully make the leap to independent adulthood. That means we support young people in our programmes, ages 15-25, in pursuing higher education, training and skill development, so they can get inspired and develop the capacities needed to obtain decent work and pursue their goals. A number of our international corporate partners share this commitment, donating resources and expertise to run innovative employability programmes for youth, including formal internships and mentorships.

In 2015, more than 2,400 young people from SOS Children’s Villages programmes developed self-confidence, and professional and personal skills, through such partnership programmes.

DHL VOLUNTEERS ‘GOTEACH’ IN 26 COUNTRIES

Continuing the mission to support employability among disadvantaged young people, SOS Children’s Villages and Deutsche Post DHL’s international GoTeach programme continued for its sixth year in a row. GoTeach began in 2010 as a pilot programme in four countries and has since expanded to over 26 countries across Latin America, Asia, Africa and Eastern Europe. In all 26 countries, DHL employee volunteers guide the young people in a range of personal and professional development activities, from weekend workshops to year-long mentorships.

RESTORING RIGHTS OF CHILD BEGGARS IN MALI AND SENEGAL

In partnership with the European Commission, SOS Children’s Villages Belgium, SOS Children’s Villages Senegal and SOS Children’s Villages Mali launched a three-year civic driven change project in 2015 to protect and support talibés, children living in Quranic schools and forced to beg on the street. The project involves close collaboration with local partners, including women’s groups, public schools, and Quranic schools, to reintegrate child beggars into mainstream formal education, and to reunite them with their families. Parents, caregivers, Quranic teachers and educators learned about children’s rights and how to generate income without resorting to child begging. Monitoring ensured that new income was used for the children’s best interests. In the project’s first year, over 350 talibés and other marginalised or vulnerable children in Mali and Senegal were reintegrated into mainstream education, and over 150 children were reunited with their families.

Project financed in part by the European Commission. SOS Children’s Villages International is solely responsible for this content.

‘WORLD OF OPPORTUNITY’ WITH MARRIOTT

Marriott International’s “World of Opportunity” initiative, now in 20 European countries, is enabling young people to get their first working experience. Since the start of the initiative in 2012, Marriott has donated more than €1.2 million in cash and in-kind support to SOS Children’s Villages youth programmes.

In 2015, seven young people from SOS Children’s Villages Hungary took part in the 24-week Youth Career Initiative programme at the Budapest Marriott Hotel. The trainees had the unique opportunity to try out jobs in 20 different areas of hospitality work. On their own for the first time, they learned about their career interests and strengths, and what independence can feel like.

“IT WAS A GREAT OPPORTUNITY TO MENTOR SOMEONE, TO SEE THEM GROW AND MAKE A CHANGE IN THEIR LIFE.”

GoTeach volunteer Uganda

40% of SOS Children’s Villages family strengthening programmes in Africa were supported by institutional funders in 2015.

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40% of SOS Children’s Villages family strengthening programmes in Africa were supported by institutional funders in 2015.
"Today I feel more confident, especially about the future..."
Young GoTeach programme participant, Brazil

LEADING PARTNERS IN 2015

Intergovernmental and governmental partners

- Arab Fund for Economic and Social Development
- Government of Australia
- Government of Austria
- Austrian Development Agency (ADA)
- Government of Belgium
- Ministry for Foreign Affairs, Foreign Trade and Development Cooperation (DGII)
- Government of Colombia
- Council of Europe
- Government of Czech Republic
- Ministry for Labour and Social Affairs
- Government of Denmark
- Danish International Development Agency (DANIDA)
- Government of Egypt
- Government of Finland
- Ministry for Foreign Affairs; Immigration Service
- Government of France
- Ministry for Foreign Affairs; Department councils
- Government of Germany
- German Society for International Cooperation (GIZ); German Federal Foreign Office (AA); Federal Ministry for Economic Cooperation and Development (BMZ)
- Government of Iceland
- Ministry for Foreign Affairs
- Government of Italy
- Province of Trento
- Government of Japan
- Embassy
- Government of Jordan
- Government of Lebanon
- Government of Luxembourg
- Ministry for Foreign Affairs
- Ministry of Defence
- Government of Mexico
- Government of the Netherlands
- Ministry for Foreign Affairs
- Nordic Council of Ministers
- Government of Norway
- Norwegian Agency for Development Cooperation (NORAD)
- Government of Spain
- Government of the United Kingdom
- Department for International Development (DFID); Department for International Trade
- United Nations Agencies and Funds
- United States Centers for Disease Control and Prevention (CDC)

Other institutional partnerships

- Agenzia Italiana Risposta alle Emergenze (AGIRE)
- Ball State University
- Catholic Relief Service
- Dental Health Without Borders (TUG)
- Forum Syd
- Jhpiego – an affiliate of the Johns Hopkins University
- Operation Day’s Work (ODW)
- Pro Mundo
- Trócaire
- University of Maryland
- Wittenborg University

Institutional and corporate foundation partners

- Adela Foundation
- Akaus Foundation
- Au spo de Lara
- AVSI Foundation
- Avanti and Minor Affair Foundations
- Bernard van Leer Foundation
- Big Lottery Fund – UK
- Bolivar Desarrollo Foundation
- Caja Canarias Foundation
- Dutch Postcode Lottery
- Ecosphere Foundation
- Edith and Gobeth Kirk Foundation
- Elizabeth Glaser Pediatric AIDS Foundation (EGPAF)
- Erik Thunes Legat af 1954
- Familjen Erling-Persson Stiftelse
- Fundación Rafa Reinal
- Fundación Sarastro
- GF Foundation
- Germania Foundation
- Giro Foundation
- Guez Foundation
- The Health Initiative
- Hempel Foundation
- Hoffmann Stiftelse för Forskning och Bistånd
- The Jatha Family Foundation, Inc.
- Kellogg Corporate Citizenship Fund
- The Leona M. and Harry B. Helmsley Charitable Trust
- Nacional Monte de Piedad
- Olivier Stiftung
- Orange Foundation
- The Hellenic Initiative
- Palmex Foundation
- Stiftelsen Adiutor
- Stiftelsen Hennes Barnfond
- Stiftelsen Hildur Nordens Minnesfond
- Stiftelsen Hjalmar and Olof Bergh
- Stiftelsen Robert och syna
- Stiftelsen Radiohjälpen
- Stiftung zur Unterstützung der SOS Kinderdorf-Liechtenstein
- Svenska Postkodstiftelsen
- Swiss Children’s Foundation
- Swedish Staff Foundation for Children in Need
- Telekom Foundation
- Trust of Harry and Carol Goodman
- Z.M. Mouhakal Foundation

Leading long-term corporate partners

- Aegean Airlines
- Afbeeld
- Allen & Overy
- Akami
- Adecco
- Bestseller
- Brand Charity
- BT
- Climate
- Cocoa
- Deutsche Luft Hansa
- Deutsche Post DHL Group
- Dr. August Oetiker KG
- Duby Travel Retail
- Essences
- Foundation Avenir pour la jeunesse
- Geco
- Goodwill
- GoodOne
- Grace Hotels
- Hassiro, Inc.
- RHRAG Scharn – Liechtenstein
- Hufong Autokars
- HUGS
- Johnson & Johnson
- Semmek-Kazmarc – Joint Stock Company
- Sovereign Wealth Fund
- Kaufland
- KFC
- MAN
- Marriott International
- MAXI Hamburgoesraaecher
- MyOS
- Oriflame
- Procter & Gamble
- Saltkråkan
- SKagen
- Swedbank Riksbank
- Swiss International Air Lines
- Swisscom
- Tetra Laval
- Transt AB Inc.
- Vodafone
- Vorwerk
- Wrigley

Learn more about Institutional Partnerships
www.sos-childrensvillages.org/ipd

See key national partners and learn more about International Corporate Partnerships
www.sos-childrensvillages.org/csr
At SOS Children’s Villages we are extremely proud of our sponsors – the caring, committed individuals from all over the world who make our communities possible by sponsoring a child or a village.

Sponsors are special people. They give back to the world in a way that exceeds simple donations. They stick with a child or village for the long haul, and share in the responsibility of keeping children’s rights and their stories safe. Through their commitment, they become part of the effort to help build a better future, one child at a time.

Loyal sponsors from some 50 countries provided their regular support through nearly 430,000 village and child sponsorships in 2015.

Sponsorships are assigned where they are most needed. Here’s where in 2015:

- 42% Africa
- 20% The Americas
- 30% Asia & Oceania
- 8% Europe

Lina, Colombia, former sponsored child

“I remember the first time that our SOS mother told us about our sponsors. To be honest, because we were so small, we did not really understand it all. However, I found it amazing that there were people who lived far away, who thought about me and wanted to help me... It is impossible to explain just how wonderful it felt, but it made me feel valued and important. Sponsors from far away not only gave me affection, but also the chance to go to school, to have a family, to play and do many things that I would not have been able to do otherwise. I want to let my sponsors know how grateful I am for all the good they have done.”

Eva, Norway, sponsor

“We didn’t have all the money in the world in my family, but there was always the feeling of responsibility, and that we should care for others. As a sponsor I have the chance to pass my values on to others. I felt that with SOS Children’s Villages – being able to take care of a child there – could be my small way of helping. Then we received the picture of this beautiful little girl we sponsor. We felt that this child is a new member of our family and we are very, very proud. It is a win-win situation. We who are allowed to join in on this are really lucky.”
Continued income growth
In 2015, the federation continued to grow and strengthen its income from a range of sources. Total income grew by 6%, from €1,063 million to €1,122 million. Most of this increase was generated via fundraising. Impressive strides in growth were made by member associations in Latin America, Eastern Europe and Asia.

Overall income growth was strong in Asia (+17%). Member associations in Latin America also achieved excellent growth in fundraising (+29%), but overall income in the Americas decreased compared to 2014, due to larger one-time income in some markets such as Brazil in 2014. Income in Africa increased by 18%. In Europe, our largest fundraising market, overall income increased by 6% from the previous year. Europe’s contribution to total income stayed at 85%, the same level as in 2014.

As a result of our efforts to increase income from stable sources, the general shift from sporadic spending to long-term commitment continued in 2015 as well. The share of income from sporadic donors dropped from 30% to 28%, while the share of committed giving increased from 20% to 22%.

The number of active, committed givers across the federation grew by 13% to 1.4 million in 2015. We also achieved strong growth in income from corporate and institutional donors. Income from emergency appeals increased significantly thanks to generous donations to support aid for refugees and victims of the Nepal earthquake.

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, up 8% over last year, at €334 million. These subsidies represented 30% of our total income in 2015.

Expenditures
Total expenditures grew by 8% in 2015, from €1,081 million to €1,079 million. Similar to 2014, programme-related expenditures represented 78% of the total amount, while fundraising, administration and other support activities were 22% of the total.

Half of our expenditures are in Europe. This is partly the result of the significant amount of government subsidies for domestic programmes: about two thirds of the European programmes are financed through governmental subsidies. Working with governments in this way we ensure implementation of the Guidelines for the Alternative Care of Children and encourage states to improve policy and practice to fulfil all children’s rights.

Strong fundraising and support infrastructure in our traditional European markets also impacts the regional split of our expenditures, such that the majority of the federation’s fundraising and administrative costs are in Europe.

At 4% of total spending, expenditures for International Coordination – carried out by the General Secretariat, with offices in Austria and the global regions – remain at the low end of the spectrum for comparable peer organisations. We are continuously working to reduce the share of non-programme-related costs, without compromising the quality of our support. For more details, see page 38.

Federation spending outside of Europe is growing faster, especially in Asia (+17%) and Africa (+13%), reflecting our efforts to shift more of our resources to the regions with the greatest need. Half of our programme expenditures are now spent outside of Europe.
**INCOME 2015**

**TOTAL GROSS INCOME €1,122 MILLION**

**Income by continent**
- Africa 3%
- The Americas 7%
- Asia & Oceania 5%
- Europe 85%

We made further progress towards self-sufficiency for many national associations traditionally reliant on funds from Western Europe and North America, but overall percentages remain largely unchanged from last year.

**Income by type of donor**
- Sporadic donors (28%)
- Sponsorship / committed giving (22%)
- Major donors (2%)
- Foundations & lotteries (3%)
- Corporate donors (5%)
- Governmental subsidies for domestic programmes (30%)
- Institutional funding (2%)
- Emergency appeals (1%)
- Other income (7%)

The trend towards more stable income sources continues with the share of sponsorship/committed giving increasing in 2015. Government subsidies for domestic programmes are still the largest source of income.

**EXPENDITURES 2015**

**PROGRAMME EXPENDITURES €842 MILLION**

**Programme Expenditures by continent**
- Africa 20%
- The Americas 15%
- Asia & Oceania 15%
- Europe – government funded 33%
- Europe – non-government funded 17%

Programmes have increased their focus on care for the child at risk and prevention of family separation, with more than half of our expenditures going towards family-based care (45%) or family strengthening (10%).

**TOTAL EXPENDITURES €1,079 MILLION**

**Expenditures by type**
- Family-based care (49%)
- Family strengthening (10%)
- Health (1%)
- Support and assistance (5%)
- Protection of children (1%)
- Education (10%)
- Construction and investments (3%)
- International coordination and programme support (4%)
- Information and fundraising work in PSAs (18%)

Our continued focus on care for the child at risk and prevention of family separation is reflected in more than half of our expenditures going towards family-based care (45%) or family strengthening (10%).

**FINANCIAL ACTIVITIES**

All amounts in €1,000

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Sporadic donors</td>
<td>314,856</td>
<td>310,717</td>
<td>-1%</td>
</tr>
<tr>
<td>Sponsorship / committed giving</td>
<td>216,712</td>
<td>242,479</td>
<td>12%</td>
</tr>
<tr>
<td>Major donors</td>
<td>25,298</td>
<td>24,695</td>
<td>-2%</td>
</tr>
<tr>
<td>Foundations &amp; lotteries</td>
<td>35,311</td>
<td>37,721</td>
<td>7%</td>
</tr>
<tr>
<td>Corporate donors</td>
<td>48,187</td>
<td>51,877</td>
<td>8%</td>
</tr>
<tr>
<td>Governmental subsidies for domestic programmes</td>
<td>309,198</td>
<td>333,739</td>
<td>8%</td>
</tr>
<tr>
<td>Institutional funding</td>
<td>15,027</td>
<td>17,654</td>
<td>17%</td>
</tr>
<tr>
<td>Emergency appeals</td>
<td>2,206</td>
<td>16,449</td>
<td>646%</td>
</tr>
<tr>
<td>Other income 1</td>
<td>96,060</td>
<td>87,165</td>
<td>-9%</td>
</tr>
<tr>
<td>Total income</td>
<td>1,062,855</td>
<td>1,122,496</td>
<td>6%</td>
</tr>
</tbody>
</table>

**Programme expenditures by continent**
- Africa 146,267
- The Americas 117,967
- Asia & Oceania 111,773
- Europe – government funded 258,842
- Europe – non-government funded 144,766

Total expenditures of SOS programmes 779,615

<table>
<thead>
<tr>
<th>Expenditures by programme type</th>
<th>Actuals 2014</th>
<th>Actuals 2015</th>
<th>∆ 2015-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family-based care</td>
<td>461,042</td>
<td>490,443</td>
<td>6%</td>
</tr>
<tr>
<td>Family strengthening</td>
<td>98,060</td>
<td>104,184</td>
<td>6%</td>
</tr>
<tr>
<td>Education</td>
<td>100,870</td>
<td>109,112</td>
<td>8%</td>
</tr>
<tr>
<td>Health</td>
<td>7,721</td>
<td>9,038</td>
<td>17%</td>
</tr>
<tr>
<td>Emergency relief</td>
<td>6,272</td>
<td>9,038</td>
<td>43%</td>
</tr>
<tr>
<td>Other programmes</td>
<td>77,381</td>
<td>93,350</td>
<td>21%</td>
</tr>
<tr>
<td>Construction and investments</td>
<td>28,268</td>
<td>26,992</td>
<td>-5%</td>
</tr>
<tr>
<td>International coordination and programme support</td>
<td>37,602</td>
<td>42,265</td>
<td>12%</td>
</tr>
<tr>
<td>Information &amp; fundraising work, costs not directly related to programmes in Promoting and Supporting Associations (PSAs)</td>
<td>183,922</td>
<td>204,431</td>
<td>6%</td>
</tr>
<tr>
<td>Total expenditures</td>
<td>1,001,138</td>
<td>1,078,781</td>
<td>8%</td>
</tr>
</tbody>
</table>

**Dedication to reserves 1**
- 61,717

1 Independent external audits have not yet been completed in all 134 countries for 2015 (as of 15 April 2016)
2 Other income refers to financial income such as interest (Supporting Associations), operational income from facilities, and local income from events or merchandising
3 Reserves are held as means of proactively managing asset risks, including destruction or loss of property, exchange rate fluctuations, and legal liabilities
Two sisters at mealtime, SOS Children’s Villages India. Photographer: Ahmad Firoz

MANAGEMENT COUNCIL MEMBERS

Mr Tom Malvet Director International Competence Centres
Mr Carsten Völz Chief Operating Officer
Mr Norbert Meder Chief Financial Officer
Mrs Hilde Boeykens Belgium
Mrs Dudu Dlamini Swaziland
Mr Svein Grønnern Norway
Mr Ananda Karunarathne Sri Lanka
Ms Angela Rosales Colombia
Mrs Nezahat Ramadani Salihu Kosovo
Ms Ulla Sensburg Germany
Dr Kay Vorwerk Germany

MANAGEMENT TEAM

Mr Richard Pichler Chief Executive Officer
(Through end of 2015. Stepped down at end of 2015 to assume new role as Special Representative for External Affairs & Resources, starting May 2016)
Mr Tom Malvet Director International Competence Centres (Interim role, starting January 2016)
Mr Carsten Völz Chief Operating Officer
Mr Norbert Meder Chief Financial Officer

General Assembly
Highest decision-making body
Meets every four years
All member associations
All honorary members

International Senate
Policy and Supervisory Body of the Federation. Strategic Leadership
President
Vice President
20 member association board members
Management Team (as offices)
Programme Audit Committee
Leadership Selection Committee
Finance & Audit Committee

INTERNATIONAL SENATE MEMBERS

Mr Siddhartha Kaul President
Dr Gitta Trauernicht Vice President
Ms Eva Ambacher Austria
Mr Daniel Barroy France
Mrs Michaela Braun Germany
Mr Paulo Gaio de Castro Jr Brazil
Ms Yousra Chaibi Tunisia
Mr Norawat Charoen-Rajapark Thailand
Mrs Rita Fischer Hofstetter Switzerland
Mr Titi Ofei Israel Ghana
Mr Michael Karlsson Sweden
Mrs Mariza Katavić Croatia
Mr Seppo Kemppinen Finland
Mr Francisco Lucas Kuusse The Netherlands
Mr Bishwa Keshar Maskay Nepal
Mrs Mary Maynard UK
Mr Carlos de Jesús Ramirez Molina Paraguay
Ms Angela Rosales Colombia
Mrs Nezahat Ramadani Salihu Kosovo
Ms Ulla Sensburg Germany
Dr Kay Vorwerk Germany

General Secretariat
Management Team
Operational Management
CEO, COO, CFO
Director International Competence Centres (Interim role)
Special Rep. for External Affairs & Resources
High-level liaison with international bodies (starting May 2016)

International Office
Competition Centres
Finance & Controlling

International Offices in Regions

INTERNATIONAL SENATE MEMBERS

Mr Richard Pichler Chief Executive Officer
(Through end of 2015. Stepped down at end of 2015 to assume new role as Special Representative for External Affairs & Resources, starting May 2016)
Mr Tom Malvet Director International Competence Centres (Interim role, starting January 2016)
Mr Carsten Völz Chief Operating Officer
Mr Norbert Meder Chief Financial Officer

MANAGEMENT & ACCOUNTABILITY

International Office
Competence Centres
Finance & Controlling

International Offices in Regions

Learn more about our federation
www.sos-childrensvillages.org/about

Status: 1 May 2016
**SOS co-workers in the world**

<table>
<thead>
<tr>
<th>Region</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>2800 / 5400 / 4300 / 140 FTEs</td>
</tr>
<tr>
<td>The Americas</td>
<td>2100 / 2200 / 1500 / 60 FTEs</td>
</tr>
<tr>
<td>Asia and Oceania</td>
<td>3000 / 4700 / 3500 / 60 FTEs</td>
</tr>
<tr>
<td>Europe</td>
<td>1800 / 3400 / 1700 / 330 FTEs</td>
</tr>
</tbody>
</table>

Global totals: 9,700 / 15,700 / 11,000 / 600 FTEs

**Local hiring practices**

SOS Children’s Villages hires locally in almost all cases, including for executive staff and legal bodies. In 2015, expat contracts in the whole federation numbered 19 (out of a global workforce of nearly 37,000 full-time equivalents). We believe that by hiring local staff we better serve children’s integration in their communities and better support communities in embracing children’s rights and developing sustainably.

**General Secretariat service changes**

In 2015 a project was carried out to assess and focus the services of the General Secretariat (GSC) – the body responsible for International Coordination – to further optimise GSC services to member associations and the federation, as a whole.

At the same time, financial constraints brought on by the weakening of the Euro indicated the need to reduce the budget of the General Secretariat. Based on the results of a federation-wide survey of member associations, and workshops with GSC stakeholders, a number of services were optimised or cut. However, no cuts were made to our programmes for children and families.

The budget of the General Secretariat was reduced by approximately 10% through reductions in non-personnel expenses and staff cuts in the International Offices in Austria and in the regions.

**Integrity & Compliance**

An Integrity, Compliance & Legal unit was established in 2015, with direct reporting line to the Chief Financial Officer, along with independent access to the International Senate and its Finance & Audit Committee. The strategic set-up for a federation-wide integrity and compliance network was also designed, and a core unit was staffed by the end of 2015. Throughout the year, anti-corruption activities emphasised preventative measures, including training, information, communication and consultation. These efforts also aimed to lay the foundation for future enhancements and the introduction of new compliance elements.

**Figures**

- Figures are average full-time equivalents (FTEs) for 2015, retrieved on 16 March 2016, and rounded to nearest 100.

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**Principles & Standards**

The UN Convention on the Rights of the Child (UNCRC) and Guidelines for the Alternative Care of Children (Guidelines) are the ultimate standards for everything we do.

The SOS Children’s Villages Programme Policy is our umbrella framework. It defines the various ways we work and put the child’s interests first – and it is completely consistent with the UNCRC and the Guidelines.

Our Code of Conduct and Child Protection Policy define the responsibilities of every single SOS co-worker to safeguard and protect the rights and well-being of every child we come in contact with.

Read our policies and standards: [www.sos-childrensvillages.org/policies](http://www.sos-childrensvillages.org/policies)

We are proud to be part of the INGO Accountability Charter. Our annual accountability reports and the Charter’s feedback are available to the public.
Countries with SOS Children’s Villages Promoting and Supporting Associations, which raise funds for our international programme work, are shown in **bold**.

**Africa**
- Algeria
- Angola
- Benin
- Botswana
- Burkina Faso
- Burundi
- Cameroon
- Cape Verde
- Central African Republic
- Chad
- Côte d'Ivoire
- DR of the Congo
- Djibouti
- Egypt
- Equatorial Guinea
- Ethiopia
- The Gambia
- Ghana
- Guinea
- Guinea-Bissau
- Kenya
- Lesotho
- Liberia
- Madagascar
- Malawi
- Mali
- Mauritius
- Morocco
- Mozambique
- Namibia
- Niger
- Nigeria
- Rwanda
- Senegal
- Sierra Leone
- Somalia
- Somaliland
- South Africa
- South Sudan
- Sudan
- Swaziland
- Tanzania
- Togo
- Tunisia
- Uganda
- Zambia
- Zimbabwe

**The Americas**
- Argentina
- Bolivia
- Brazil
- Canada
- Chile
- Colombia
- Costa Rica
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Haiti
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- United States of America
- Uruguay
- Venezuela

**Asia & Oceania**
- Armenia
- Australia
- Azerbaijan
- Bangladesh
- Cambodia
- China
- French Polynesia
- Georgia
- India
- Indonesia
- Israel
- Japan
- Jordan
- Kazakhstan
- Kyrgyzstan
- Laos
- Lebanon
- Mongolia
- Nepal
- Pakistan
- Palestine
- Philippines
- South Korea
- Sri Lanka
- Syria
- Taiwan, China
- Thailand
- United Arab Emirates
- Uzbekistan
- Vietnam

**Europe**
- Albania
- Austria
- Belarus
- Belgium
- Bosnia and Herzegovina
- Bulgaria
- Croatia
- Czech Republic
- Denmark
- Estonia
- Finland
- France
- Greece
- Hungary
- Iceland
- Italy
- Kosovo
- Latvia
- Lithuania
- Luxembourg
- FYR of Macedonia
- Netherlands
- Northern Cyprus
- Norway
- Poland
- Portugal
- Romania
- Russia
- Serbia
- Spain
- Sweden
- Switzerland
- Ukraine
- United Kingdom


www.sos-childrensvillages.org