

# INTERNATIONAL ANNUAL REPORT 2017



SOS CHILDREN'S  
VILLAGES  
INTERNATIONAL



THE **CARE** WE PROMISE



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# FOREWORDS



Siddhartha Kaul  
President

At the heart of what we do is the conviction that in order to grow every child needs a positive, enduring relationship with a caring parent or parental figure. A strong bond and a loving home are essential for a child's well-being and security – and are the foundation of a family.

When children can no longer live with their families, SOS Children's Villages gives them the support they need by providing quality alternative care, and, when families are at risk of separation, we work to prevent the loss of care through family strengthening services. This means we have a tremendous responsibility to children, families and their communities. We understand the gravity of this responsibility and are committed to doing everything we can to provide high quality and sustainable care and support.

We start by tailoring every SOS Children's Villages programme to local needs – each child, each family, each community – and we regularly review our services to make sure we are having the greatest impact and reaching the children who need us most (see more on page 15).

These efforts are reinforced by our commitment to living the UN Guidelines for the Alternative Care of Children: we have a defined set of standards which are monitored and evaluated on a regular basis; we highlight with a passion the

negative impact of impersonal, one-size-fits-all care and advocate for de-institutionalisation at national and international levels.

In 2017, we took further action to ensure high quality by developing the SOS Care Promise, with input from across the federation. The SOS Care Promise gives an overview of our core standards and policies in one document, providing us with a comprehensive framework for our programmes (see more on page 12) and setting a benchmark for other providers of alternative care.

By ensuring high-quality care and services, we can be truly proud of what we do. The Helmut Kutin Award, for example, celebrates the achievements and dedication of extraordinary caregivers. The 2017 winners were: Geeta Singh, an SOS mother from India who specialises in the care of children with disabilities, and Mariam Traore, an SOS mother from Burkina Faso whose courage during an insurrection helped to keep the 74 children in SOS Children's Village Bobo-Dioulasso safe.

SOS Children's Villages has a powerful, simple model – a strong bond and a loving home – and we are committed to delivering this model at top quality.

*Kutin*

Most parents would agree that trust is the foundation to a connected relationship with their children. Trust is the feeling in a relationship of knowing, without fear, that our well-being is being attended to. Trust can't be taken for granted. It is demonstrated daily by what we say and by what we do. Building and maintaining trust is a skill – a practice of faith in the world, the people in our lives and even in ourselves.

At SOS Children's Villages, trust is the foundation of our work on so many levels. Many young people who have grown up in an SOS family have told me that the cornerstone of the loving relationship they had with their SOS parent was trust. This frame of unconditional and reliable support gave them the strength to go on to become self-confident and independent adults.

An organisation such as ours also proves we are trustworthy through our actions and impact. We must prove it to the children we care for as well as show and model it to families in the community whom we support through our family strengthening programmes. We must prove it to our employees by ensuring a safe and equitable working environment. We must prove it to our donors, supporters and partners by continuously developing, assessing and improving our policies and implementing them as practice in care and child safeguarding, good management and

financial practice, and via personal conduct. When we fall short of our commitments, our responsiveness, transparency and learning as an organisation is paramount to rebuilding the trust placed in us.

Over the past year, we dedicated ourselves to an in-depth examination of what we believe forms the basis of trust in our federation's work – quality care. Ultimately, it's both about what we do and how we do it. This annual report highlights the results of this exercise across all our programmes and activities and shares our Care Promise's nine fundamental commitments to care.

It's also important to articulate why quality care is so important, not just to our work, but because we believe deeply that a commitment to quality care for children and young people creates a virtuous cycle. It makes a difference for each individual child, their community and for generations to come. We call this the "Care Effect" (see more on page 7).

Lives transformed, not lives touched, are therefore the measure of our impact. In the end, it is our young people who go forward into the world and demonstrate that quality care based on trustful relationships is one of the smartest investments we as a society can make. Their success is our success. Their future defines ours.

*Norbert Meder*



Norbert Meder  
Chief Executive Officer



## WHY WE ARE COMMITTED TO CARE

## THE CARE EFFECT

It should go without saying that children need care. It is a fundamental right, and the global community recognised this when it adopted the United Nations Convention on the Rights of the Child in 1989.

No other human rights treaty has so many signatures, reflecting the fact that little else seems to unite the world so much as the belief that if we are to call ourselves a civilised planet, children must be protected and cared for.

However, look around and we see a disconnect between those rights and the reality. An analysis by SOS Children's Villages has conservatively estimated that one in ten children worldwide has lost – or is at risk of losing – parental care, which equates to more than 220 million children.

And while there is not a lot of concrete data available to tell us exactly who these children are and how they are currently being cared for, we know that numerous factors may contribute to putting children in vulnerable circumstances:

- **Death of a parent** – affecting 140 million children, with 15 million of those having lost both parents<sup>1</sup>
- **Poverty** – 385 million children are living in extreme poverty<sup>2</sup>
- **Disabilities** – affecting 93 million children<sup>3</sup>
- **Lack of birth registration** – 230 million children have never been registered<sup>4</sup>
- **Refugee status** – with half of the world's 60 million refugees being children<sup>5</sup>

This jeopardises the world's ability to meet targets set in the Sustainable Development Goals (SDGs). Adopted



in September 2015 by Member States of the United Nations, the SDGs set out 17 objectives to achieve by 2030 – ranging from eliminating poverty and hunger, to ensuring health and education, to reducing inequalities and harmful environmental impact. These global goals were accompanied by a pledge to “leave no one behind”.

In addition, when children grow up alone and unprotected, there is a serious financial impact on society. Breakdown of parental care can result in costs to government and put a strain on public services – burdens that are perpetuated in subsequent generations.

<sup>1</sup> UNICEF (2016). The State of the World's Children 2016. A fair chance for every child

<sup>2</sup> UNICEF and World Bank Group (2016). Ending Extreme Poverty: A focus on children

<sup>3</sup> UNICEF (2015). Programming Note: WASH Disability Inclusion Practices

<sup>4</sup> UNICEF (2013). Every Child's Birth Right, Inequities and trends in birth registration

<sup>5</sup> UNICEF (2016). The State of the World's Children 2016. A fair chance for every child



The absence of a stable, protective family exposes children to multiple risk factors. Their physical, psychological and social development may be hindered by insufficient nutrition, no access to education or healthcare, and lack of the emotional connection and support that every child needs.

Without a caring and protective parent, a child is more vulnerable to abuse, discrimination, exploitation and poverty. Research has even demonstrated that the lack of love, care and support of a caregiver also impairs the development of a child's brain. Children who experience a lack of sufficient care and attention:

- Are more likely to struggle with focusing and developing social skills
- Do less well at school
- May not develop the resilience to cope with adversity



- Are more likely to experience health issues
- Are more prone to depression and substance abuse later in life

## #No Child Alone

To draw public attention to research showing that one in ten children worldwide is essentially growing up alone, SOS Children's Villages ran its No Child Should Grow Up Alone campaign in 2017. Launched on 20 November, Universal Children's Day, the campaign featured a video with clips filmed by children or their families around the world, responding to the question: "How do you know your mother or father cares for you?" The video showed many everyday moments of affection between child and parent, but ended with the poignant image of a child who has nothing to say.

The campaign featured a social media Thunderclap, and over 75 of our member associations participated in 18 languages. About six million people viewed the video online, and some even saw it run on a billboard near the famous Times Square.

"Organisations sometimes claim to think global and act local. SOS Children's Villages just does it."

**Vincent Kompany**

International Ambassador of SOS Children's Villages

## A Kompany boost

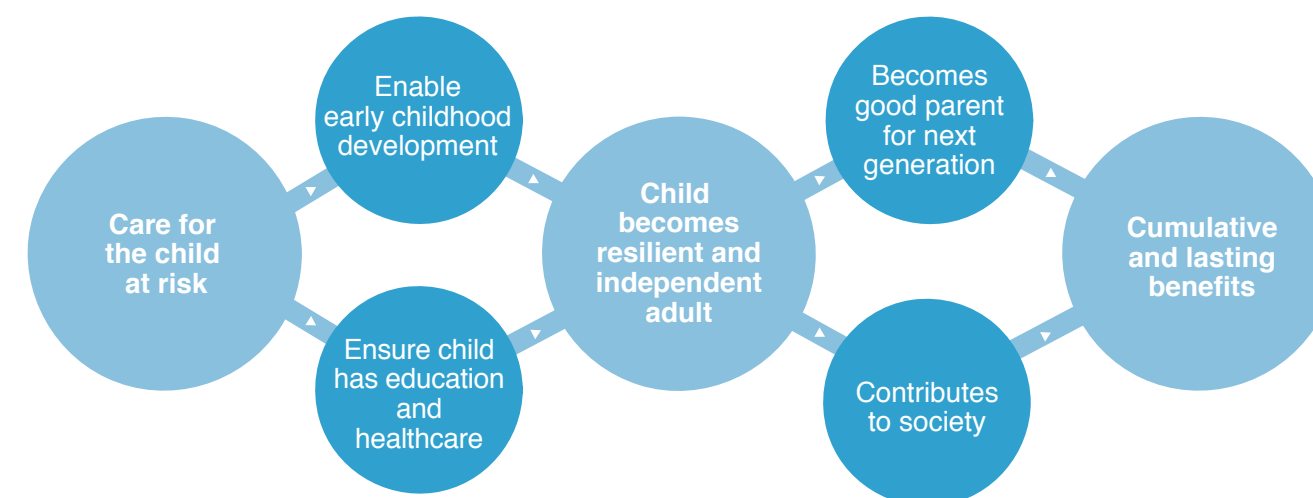
Internationally known football player and SOS Children's Villages International Ambassador Vincent Kompany lent his voice and his social media reach to fuel the spread of the campaign, sharing our message with millions of his fans on Facebook and Twitter.

See more on our website:

[www.sos-childrensvillages.org/news/sos-ambassador-kompany-named-new-european-of-year](http://www.sos-childrensvillages.org/news/sos-ambassador-kompany-named-new-european-of-year)



## Creating the Care Effect



An essential part of preventing these damaging impacts has to be ensuring children in vulnerable situations receive good quality parental care. Children need attention, love and simply to be talked to. This is absolutely crucial in their early years, when their brains and basic life skills are developing.

Children also need parental care to make sure they go to school, to access health services and to get support from social networks. In addition, having a strong parental bond

throughout childhood, from cradle to career, is essential to develop resilience to cope with life's challenges.

When children can rely on quality care and support, they can develop to reach their full potential and become contributing members of society. An investment in care for children at risk of growing up alone makes the world a better place – for them, for society and for the generations to come.







## QUALITY – AT THE HEART OF OUR CARE

## TAILORED SUPPORT

Our child-centred approach, grounded in international standards, means our support is tailored to the unique needs of each child, family and community in which we work.

This commitment to individualised care is rooted in our history. Born of the post-war European context, nearly 70 years ago, our organisation responded to the plight of children growing up alone with a simple, innovative concept that remains today: children without parental care need a personal bond with a caregiver in a family-like environment.

Our commitment to individualised care is an active promise which we live out daily, as the drive towards quality is never over. We seek continuous improvement and learning from our experience, our partners and the children themselves.

And when we identify any failure to deliver on our promise, we respond immediately and take concrete actions to restore and ensure quality care for the future (see page 13).



© Alejandra Kaiser



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We are driven by our mission – to build families for children in need, to help them shape their own futures and to share in the development of their communities.

In many parts of the world, political, economic and social root causes lead to high levels of child vulnerability and put families at risk of breaking down. We have learned that these root causes can often be addressed by early interventions, and thus the loss of parental care can be avoided.

In an effort to address the situation of children in these vulnerable circumstances, SOS Children's Villages offers a range of direct services – responding to their care needs and the root causes of their situation. When necessary to meet otherwise unaddressed needs of our target group, we also provide education, healthcare and humanitarian assistance in emergencies.



# SOS CARE PROMISE

As good practice in child care has evolved, so too must the ways that we articulate and apply our model of child care.

That is why in 2017 SOS Children's Villages began the process of developing the SOS Care Promise, an umbrella policy that clearly outlines our understanding of what constitutes quality care. It underscores that our programmes provide services that meet the needs of children in each local context and defines our commitment to quality care for every single child with whom we work.

## SOS Children's Villages Principles



**CHILD**  
Every child is unique and respected



**PARENT**  
Every child needs a caring and stable parent



**FAMILY**  
Every child grows up in a supportive family



**COMMUNITY**  
Every child is part of a safe and supportive community

## SOS Children's Villages Care Commitments

- 1 **We focus on children without adequate parental care**
- 2 **We position the SOS Children's Village as a programme for child care and protection**
- 3 **We promote family strengthening and strong gatekeeping and ensure the best care option for every child**
- 4 **We create a safe environment for children in all our programmes**
- 5 **We promote and continuously strengthen the care profession**
- 6 **We enhance the integration of SOS families and vulnerable families in community life**
- 7 **We provide individual support to achieve goals, improve gender equality and increase impact**
- 8 **We promote education, participation and steps to independent life**
- 9 **We partner for supporting services and advocate for quality care**

# CHILD SAFEGUARDING

There is never an excuse for hurting a child. The UN Convention on the Rights of the Child confirms that every child has a right to be free from harm and mistreatment, in body or mind.

As set out in our policies and SOS Care Promise, we are committed to creating a safe environment for children in all of our programmes. This includes providing a safe haven for children in SOS families and being a force promoting child safeguarding in the communities.

We have zero tolerance for any abusive behaviour to children, whether intentional or inadvertent, anywhere in our sphere of influence. The foundation of our approach to child safeguarding is our Child Protection Policy: Child Safety is Everybody's Business.

The policy focuses on four key action areas:

- **Awareness** – developing an open and responsive culture and an understanding of the terrible effects of child abuse
- **Prevention** – creating a safe environment through selective recruitment, training and child empowerment
- **Reporting** – establishing accessible channels for reporting incidents, taking all concerns seriously and protecting those who report
- **Responding** – demonstrating clear leadership and responding appropriately to the nature of the offence

This means that we build the capacities of co-workers, children, young people and families to recognise signs of abuse – and how to prevent it. We also teach the use of methods such as positive discipline, and we work to eliminate harmful cultural practices. Any reported child safeguarding incident or concern is carefully assessed, and, based on the results of the assessment, concrete actions are decided and put in place. Staff members are provided an orientation specifically on the Child Protection Policy, and this is reinforced in our Code of Conduct and through extensive training for caregivers. We take strong action, which may include termination of employment if staff members fail to adhere to these

expectations for child safeguarding. There are numerous means for anyone – whether our own employees, those of our partners, members of the community or indeed the individual children affected – to raise concerns.

First, every location where we operate programmes has an appointed child safeguarding team. Second, each national association has an appointed child safeguarding focal person and national child safeguarding team, which includes the national director. Third, at the international level, concerns can be reported via a whistleblowing channel which is easily accessible from the SOS Children's Villages International website.



“Children without parental care or at risk of losing it face a heightened risk of violence, abuse, and neglect. Children growing up in alternative care have often experienced violence in their past lives, either at the hands of their families or communities.

As a consequence, they are prone to becoming more accepting of violence or risk becoming aggressors themselves – violence begets violence, and this vicious cycle must end.”

**Gitta Trauernicht**

Vice President  
SOS Children's Villages International  
in The Right to Protection, a report by SOS Children's Villages



We have been taking steps to create an environment in which children feel free to speak up. Given the size of our organisation, the difficult circumstances in which we operate, and the intense proximity of our care for children, we encounter a high child safeguarding risk. We care for children who have previously been exposed to traumatic experiences, and this often manifests in behavioural and emotional problems. As an unfortunate consequence, these children can more easily be manipulated and exposed to further violence and abuse.

Inevitably, breaches of our policies do occur. Thus, we track all child safeguarding incidents to look at areas where we can strengthen our

prevention, reporting and responding procedures. For example, in 2017, there were 21 reported and confirmed incidents of sexual coercion or abuse perpetrated by staff against children and young people in our care. Every case is one too many, and we will not rest until we have taken every possible measure to eliminate abuse. We are a learning organisation, and we



### Whistleblowing channel goes live

In November 2017, SOS Children's Villages International introduced an online whistleblowing channel for reporting child safety concerns, complementing a wide range of existing reporting options. The new online channel allows anyone to submit information regarding child safety from anywhere and at any time, with the option of remaining anonymous.

The online channel also includes a child-friendly reporting form in easy-to-understand language. The channel is available in Arabic, English, French, German, Russian and Spanish, and can be accessed here: [www.sos-childrensvillages.org/report-a-child-safety-concern](http://www.sos-childrensvillages.org/report-a-child-safety-concern).



### Keeping Children Safe certification

SOS Children's Villages has been awarded Level 1 Certification by Keeping Children Safe, an international organisation setting standards to protect children from exploitation and abuse. The certification confirms that SOS Children's Villages has developed a child safeguarding framework to protect children from harm and has processes for responding effectively when incidents occur.

actively seek understanding of child safeguarding risks in order to improve our existing practice and mitigate these risks.



### Ending violence against children

SOS Children's Villages contributed to a number of projects in 2017 to bring attention to this critical topic.

**Joining forces for children:** This partnership of six international child-focused agencies supporting the implementation of the UN Sustainable Development Goals is focused on two key initiatives: reducing violence against children and ensuring a step change in realising children's rights.

**The Right to Protection – Ending Violence against Children:** This publication by SOS Children's Villages examines the various forms of violence that children without parental care or at risk of losing it are exposed to and presents a set of calls to action.

**#DetenloYa (Stop it now) campaign:** In 2016 and 2017, 16 countries in Latin America and the Caribbean participated in the campaign to raise awareness on the topic of family violence and the need to end it.

## LEARNING AND ADAPTING

SOS Children's Villages was founded with a spirit of innovation and a focus on quality care. We embrace this spirit by constantly seeking to adapt our work to best meet the needs of each individual child, family and community.

As outlined in our SOS Care Promise, we believe the drive towards quality is never over. We seek continuous improvement, and we learn from our own experience, our partners and the children themselves. Further, our Strategy 2030, aligned with the Sustainable Development Goals, demands that we take action to ensure our programmes remain relevant in a changing world. To that end, we believe it is essential to routinely assess what we do. While in the past our work has been reviewed on a national or programme level, in 2017 we saw the launch of a sweeping programme review across the federation, the first time a review was carried out in such a comprehensive manner. It critically examined the relevance, sustainability and impact of our programmes, guided by these key questions:

- Are we supporting children in the most vulnerable of circumstances?
- Are we best positioned to provide this service based on our unique expertise in care?
- Can we further improve the quality of our services?
- Can we improve quality while achieving greater efficiency?

The programme review provided an overview of the many successes we have achieved on behalf of children. It also shed light on where we need to hone our focus, including working with capable partners to carry on the work we started and identifying communities that have been empowered to continue services on their own. Furthermore, the review showed that some programmes need greater investment so they can better serve our target group of children.

We remain steadfast in our commitment to these children, families and communities, and this includes recognising when we need to modify our services to strengthen our impact. In our long history, SOS Children's Villages has seen much change, and we continue to grow and adapt.

“Good things happen when people do more than they have to.”

**Hermann Gmeiner**  
Founder  
SOS Children's Villages





# WHERE WE WORK








## The Americas

-  136 SOS Children's Villages
-  148 SOS youth programmes
-  4 Foster families and transit homes
-  109 SOS family strengthening programmes
-  11 Education programmes
-  4 SOS social centres
-  5 Emergency response programmes

## Europe

-  116 SOS Children's Villages
-  205 SOS youth programmes
-  31 Foster families and transit homes
-  162 SOS family strengthening programmes
-  58 Education programmes
-  79 SOS social centres
-  8 Emergency response programmes

## Asia and Oceania

-  173 SOS Children's Villages\*
-  214 SOS youth programmes\*
-  2 Foster families and transit homes
-  115 SOS family strengthening programmes
-  159 Education programmes\*
-  38 SOS social centres
-  7 SOS medical centres
-  11 Emergency response programmes

## Africa

-  147 SOS Children's Villages
-  152 SOS youth programmes
-  188 SOS family strengthening programmes
-  251 Education programmes
-  38 SOS social centres
-  64 SOS medical centres
-  10 Emergency response programmes

## SOS PROGRAMMES WORLDWIDE 2017

Statistics represent a snapshot as of 31 December 2017, based on reporting by SOS Children's Villages member associations. They were retrieved on 7 May 2018.  
\* Includes statistics from Tibetan Children's Villages and Tibetan Homes Foundation. See more on page 34.



# PROVIDING QUALITY ALTERNATIVE CARE

According to the UN Guidelines for the Alternative Care of Children, any alternative care provided for children must be both necessary and suitable.

All too often, children lose the care of their parents (or another adult caregiver) and require alternative care. SOS Children's Villages works together with the responsible authorities and partners to ensure that a range of suitable care options are made available and that decisions on the most suitable care option are based on the best interests of the child.

We offer SOS family care, suitable for children who are likely to need longer-term care in a family-like environment. We also provide other alternative care options such as foster care, youth programmes and small group homes.

In every care option, our aim is that children grow up in a loving and nurturing environment until they are mature enough to lead independent lives or until they can be reunified with their biological families. In 2017, SOS Children's Villages provided alternative care to almost 77,000 children and young people around the world (see more on page 34).

## Impact

In 2017, we published Impact Insights: Results of Social Impact Assessments in Seven Programme Locations, a report which applied our unique social impact assessment methodology to measure long-term impact according to eight dimensions of child well-being: care, food security, accommodation, physical health, education and skills, social and emotional well-being, livelihood and protection and social inclusion. It showed that:

- 84% of former alternative care programme participants were faring either "well" or "very well" in six or more of the eight dimensions
- 91% of participants who later became parents themselves were fulfilling their parental obligations to their own children
- Financial impacts of family-like care programmes are measurable, and the social return on investment is conservatively estimated at 2:1

## OUR PROGRAMMES



### New SOS programme in Damascus

In October 2017, SOS Children's Villages Syria opened a new programme in Damascus to address the need for additional alternative care for children. With space for 80 children in 10 apartment homes, the second programme in the Syrian capital is a home for children who have lost parental care or are waiting to re-join their biological families.



# STRENGTHENING CARE IN CHILDREN'S OWN FAMILIES

Every child has a right to the care of a family. Ideally, children grow up in the family into which they are born.

However, when families are unable to provide a stable and safe home for their children, they run the risk of breaking down.

To prevent the separation of children from their families, our dedicated SOS family strengthening teams supported more than 98,000 families, or over 500,000 people, around the world in 2017.

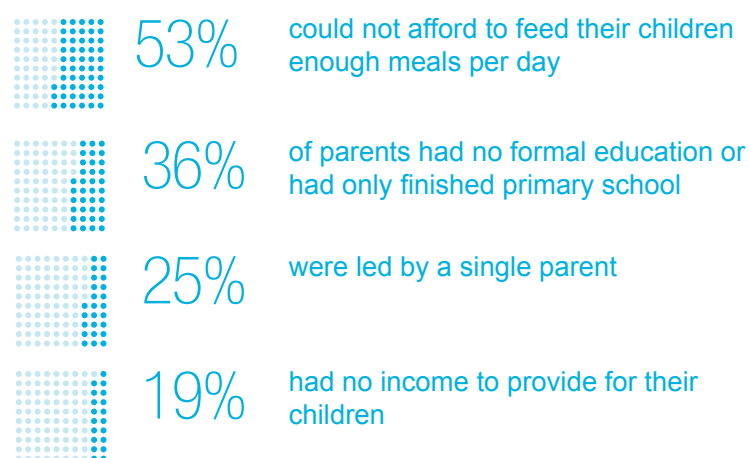
The reasons why families may struggle to adequately care for and protect their children vary according to region, country, community, and even between individual families. They include parental death and poor health, household poverty, sociocultural factors, psychosocial factors as well as the political and economic situation.

Our 574 family strengthening programmes are tailored to the local context and provide individual support to at-risk families so they can become self-reliant in providing quality care to their children. This includes supporting kinship care, a form of alternative care where a child lives with a member of their extended family, an older sibling or even with family friends.

Activities include parenting skills trainings, family counselling, training parents so they can earn an income



## Of the families that enrolled in SOS family strengthening programmes in 2017:



as well as assisting families to access basic services in education, health, housing, etc. We work with states, communities and other stakeholders to build and strengthen social networks and support systems for families.

Although our approach takes each family's individual circumstances into account, our goal is always the same: to empower families so they achieve self-reliance in caring for and protecting their children.

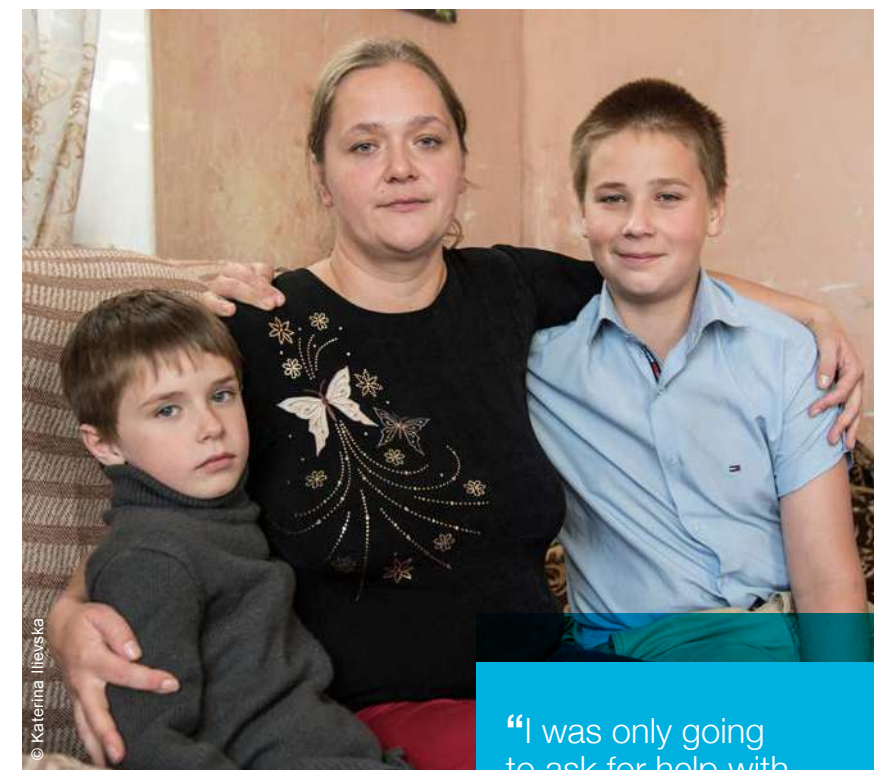
# CARE INTEGRATION

SOS Children's Villages makes it a priority to ensure the social integration of SOS families as well as vulnerable families participating in our family strengthening programmes.

The aim is for children and young people to build strong social networks that can support them throughout their life. We make sure that both SOS families and vulnerable families have access to existing services in the community, for instance healthcare, education, psychosocial support or career counselling. In addition, our family strengthening programmes work with families and the community to empower each member of the family and ensure they receive the support they need.

SOS Children's Villages further supports integration by providing services and facilities to the communities where our programmes are located, including parenting skills training and psychosocial counselling. This creates spaces for children, parents and whole families to learn new skills, receive support or just have a place to talk. In this way, our village not only empowers vulnerable families, but also acts as a catalyst for development.

By promoting participation in community life, we help ensure that children can easily interact with neighbours, join local initiatives such as cultural events or sports activities and generally feel part of the wider community. This involvement helps children in alternative care and from vulnerable families to feel happier and better



supported. It also strengthens ties between SOS families and families in the surrounding area.

In addition, we support the physical integration of SOS families into communities. In many parts of the world SOS families live side by side with other families. In these cases, the SOS families nonetheless live in close proximity to each other, offering mutual support and contributing to a safe and secure environment.

"I was only going to ask for help with school for my children. There I met Yaroslava, a social worker. She asked about our life, about our struggles. She really listened. She asked me if I would like to work. For the first time in my life, I felt someone really cares about us."

**Inna**  
SOS family strengthening programme participant, Ukraine



# EMERGENCY RESPONSE

SOS Children's Villages emergency response programmes specialise in the care and protection of children before, during and after natural disasters or in other times of urgent need.

We do this in a number of ways. Our interim care centres provide full-time care for unaccompanied and separated children and work to reunite them with their families. Our child-friendly spaces offer children a safe and secure place to play, learn and just be children. We provide psychological and social support to help children and their parents heal from trauma as well as support for families to help them get back on their feet. We also provide access to technology hubs that offer

children and families in need a way to connect or stay in touch with their loved ones.

In all, we operated 34 emergency programmes in 26 countries and territories during 2017. These included responses to drought in Ethiopia and Somaliland; to other natural catastrophes in Colombia, Haiti, Mexico, Mozambique and Peru; and programmes for the refugee and mass displacement crises stemming from conflicts in Syria, Ukraine

and West Africa's Lake Chad region. Our commitment to care is a long-term one. In 2017, SOS Children's Villages marked its fifth year of providing relief for at-risk children and families in Syria. In Haiti, we helped stabilise families affected by hurricanes in communities still recovering from a powerful earthquake in 2010, and in Nepal we continued our support for children and families affected by the 2015 earthquake.

## Preparing today for tomorrow's disasters

SOS Children's Villages is working to minimise the impact of natural and human-caused disasters on the children in our care. For example, our Emergency Preparedness Programme (E-Prep) proactively strengthens the ability of national associations to protect children and employees when disasters strike. In 2017, ten countries were identified as pilots for E-Prep capacity building. Funded by our global partner Allianz, the E-Prep pilot was implemented in Bangladesh, Ecuador, Mali, Mozambique, Nicaragua, Niger, Somalia, South Sudan, Syria and Ukraine.



# DARE4CARE AWARD

One way we at SOS Children's Villages improves the quality of our work is by learning from our own experience.

In 2017, we launched a new award, called the Dare4Care Award, to recognise some of the most integrated and innovative programmes that we run in the world. We had a global nomination process, followed by an online vote for all SOS co-workers to reduce the list to five finalists, from which an expert jury chose the winner, SOS Children's Villages Benin, and two runners-up, SOS Children's Villages Nepal and SOS Children's Villages Peru.



SOS Children's Villages Benin  
**Integrated care programme**

Benin won for its SOS Children's Village Abomey-Calavi, a programme which is a prime example of comprehensive support for SOS families, some of whom live in the community, as well as families in the surrounding area. The programme supports children and families to actively participate in community life. For example, some children in SOS families, working with SOS staff members, started a project to save up money to buy soap and rice for a local psychiatric centre. The programme was also recognised for its community-based family strengthening work, a strong commitment to youth participation, and innovative practices in reunifying children with their biological families.

SOS Children's Villages Nepal was recognised for the kinship care programme it began after a massive earthquake in 2015 left hundreds of children without parental care. The programme emerged after the quake by necessity. Fearing that children left without parental care would fall victim to traffickers, the government banned the movement of children from one district to another. SOS Children's Villages Nepal saw that the best way to help these children would be to support the children's extended family members – grandparents, uncles and aunts, elder brothers or sisters and their in-laws – to care for them. Nearly 350 children were helped through Nepal's kinship care programme, and it is now an integral part of the support SOS Children's Villages Nepal provides to the community.



SOS Children's Villages Nepal  
**Kinship care programme**



SOS Children's Villages Peru  
**Active Fatherhood programme**

SOS Children's Villages Peru was selected as runner-up for its Active Fatherhood programme, which aims to improve the parenting skills of fathers and help them become more engaged in the lives of their family. The programme started in response to a high rate of domestic violence in the country. The three-month programme challenges men's cultural assumptions around masculinity, fatherhood and care.



# EMPOWERING CHILDREN AND YOUNG PEOPLE

## EMPOWERMENT AND EMPLOYABILITY

Children and young people have the right to be listened to in all matters affecting them so they can actively contribute to shaping their own lives and the development of their communities.

Their participation in decisions relating to their present situation and future is integral for us to support them in the best way we can. It benefits their individual development and builds awareness of opportunities, creating an increased sense of control over their life and their future.

Actively inviting and supporting young people to express their needs and opinions provides us with valuable insights on how to improve our programmes. During 2017 for example, young people in the SOS International Youth Coalition contributed to shaping the SOS Care Promise.

Additionally, SOS Children's Villages works to give young people opportunities to express their opinions directly to actors and decision makers in different sectors, from corporates to policymakers at national and international levels.

One key challenge facing young people is employability. Globally, more than 70 million young people are unemployed<sup>1</sup>. Many more do not earn enough to build a stable, independent life. Finding decent work is particularly daunting for young

people who have left alternative care, who often cannot count on the networks, resources and guidance of their families. In many countries, these young people are at risk of being excluded socially and economically. It is therefore important to offer support systems, positive role models, skills training and work experience.

Further, for young people without parental care, the need for a first job that provides skills training and security is even more important than for other young people who have a greater safety net. Without a home to return to and without family support, these young people have a more pressing need to be self-reliant at an earlier age. To find solutions to this global challenge, we believe it is vital

to engage with young people and hear from them about what they need to kick-start their careers and independent lives.

### Pan-African Youth Empowerment Conference

In August 2017, the Pan-African Youth Empowerment Conference gave 150 young people from 47 African countries the opportunity to meet and exchange with representatives from international and pan-African institutions, corporations and academia. Co-hosted by SOS Children's Villages International and the African Union, the conference welcomed 250 participants in all.

"Despite all the problems and struggles that young people in Africa are going through, it is true that there is always light at the end of the tunnel. We believe that Africa will rise and shine, powered by its young people."

#### Winnifred

Young woman from SOS Children's Villages Nigeria, speaking at the Pan-African Youth Empowerment Conference

<sup>1</sup> International Labour Organization (2016). World Employment and Social Outlook 2016: Trends for Youth



## YouthCan!

In response to the global employability challenges facing young people, SOS Children's Villages, together with corporate partners, launched a new initiative in March 2017. Called YouthCan!, this global multi-stakeholder initiative aims to empower disadvantaged young people and help them successfully manage the transition to the job market and independence.

YouthCan! works with corporate partners on national and international levels to find ways for young people to enhance their employability, including access to internships, mentoring and tailored training programmes.

Partners mobilise their employees to share their time and expertise, both online and offline, becoming role models for the young people and exposing them to the professional environment. While following a global framework, the activities are jointly developed to ensure relevance for the individuals and alignment with

the local labour market. In 2017, YouthCan! was piloted in eight countries – Brazil, Colombia, Costa Rica, Indonesia, Jordan, Nigeria, Rwanda and South Africa. In addition to the founding global partner, Deutsche Post DHL Group, the international organisation Youth Career Initiative joined as a support partner as well as AkzoNobel, a leading global paints and coatings company, which has delivered painter and professional skills training and has renovated living spaces in four countries.

Most YouthCan! activities focus on access to work experience and training, professional skills development and career guidance. Such activities not only build young people's professional experience and skills, but they also help build confidence at the crucial time of stepping out into the world independently.

YouthCan! gives corporate partners the opportunity to actively contribute to achieving the Sustainable Development Goals. Building upon the success from the pilot year, ten new

countries will join YouthCan! in 2018. In addition, the project welcomes Allianz, Johnson & Johnson, MBC Al Amal, Siegwark and thyssenkrupp Elevator to the initiative. With these five new corporate partners on board, YouthCan! will be able to grow further, reach more young people and offer them even more opportunities.

## YouthLinks

Launched in 2017, YouthLinks takes YouthCan! to the next level. The project uses a mobile and web-based application to connect young people with mentors online, support skills development and guide them as they prepare to enter the job market.

Through YouthLinks, corporate partners can make a tangible impact on the lives of young people, providing skills training and supporting them through the leaving care process while engaging employees' expertise and desire to contribute to the greater good. Supported by Aflatoun, MBC Al Amal and Volunteer Vision,

YouthLinks was launched in Colombia, Costa Rica, Jordan and Lithuania in 2017. In 2018, it will be rolled out in 13 more countries as part of the YouthCan! initiative, in cooperation with Allianz, Deutsche Post DHL Group and Johnson & Johnson.

## Digital Village

The Digital Village project aims at integrating technology into the everyday lives of children and SOS families by providing access to computers and the internet as well as tailored trainings on topics such as internet safety and digital literacy. Each member association tailors the integration of technology based on their needs, developing local partnerships to provide the trainings.

One of our partners, the IT qualification organisation ICDL, provides information and communication technology training and skill certification for young people in SOS programmes and the community in several countries.



In Russia, our partner Askit provides pro bono trainings on different topics. The Digital Village project is currently being piloted in seven countries and will be rolled out in 21 countries in 2018.

technology, has implemented Text2Change.

This mobile phone based learning project aims at enhancing the employment prospects of young people in Cambodia and the parenting skills of mothers in Bangladesh, Nepal and Sri Lanka.

## Text2Change

SOS Children's Villages, in partnership with MobilTrain, an Indian company specialised in providing learning solutions using mobile



© Lydia Mantler



© Jens Honoré

## Young people at the heart of innovation in sponsorships

In 2017, key steps were taken to help bring young people and the donors who support them closer together. Between now and 2019, 110 member associations will roll out Digital Child and Village Diaries, which means that sponsors will soon start to receive digital photos and videos sharing moments from everyday life in SOS programmes.

One example of involving young people in this process is in Ethiopia. SOS Children's Villages Ethiopia has led the way by establishing a voluntary digital content production club in its Addis Ababa village. The club, which meets weekly, welcomes members between the ages of 12 and 17. Members receive basic training, and small cameras were purchased for the club's use. The village sponsorship officers give guidance and feedback on the images and videos that the club members produce. Participating can give children a voice in the way their stories are told and help them develop their creative and digital potential.



# AMPLIFYING THE VOICE OF CHILDREN

SOS Children's Villages is committed to ensuring the rights of all children, especially the rights of those who are often forgotten: children without parental care.

The foundations of our work include the UN Convention on the Rights of the Child, the UN Guidelines for the Alternative Care of Children and the Sustainable Development Goals.

We recognise that children and young people in alternative care should be supported to speak up about their experiences, their needs and their ideas. One strong element of our advocacy work is to empower them, to boost youth participation in national and international advocacy events and to ensure that their voices are heard.

“Emotional support is more important than anything else for a child in care.”

**Yasmina**  
SOS Children's Villages alumna,  
Spain



## Highlighting young people in alternative care at ECOSOC

In January 2017, the United Nations Economic and Social Council (ECOSOC) Youth Forum brought together young people and youth-focused organisations in New York to engage with policymakers in a dialogue about global challenges. Yasmina, 19, who grew up in an SOS Children's Village in Spain, represented our organisation.

Yasmina highlighted how difficult it was to become independent with limited economic resources and how important it is that governmental support for young people leaving care be extended after the age of 18. She also described the value of enabling siblings to grow up together, even when children cannot live with their parents anymore. “Emotional support is more important than anything else for a child in care,” she said. “Luckily, I have been able to live and grow up with my younger sister.”



## Major policy change in Italy

For the first time, the Italian government has established a fund for young people transitioning out of alternative care. SOS Children's Villages Italy contributed to this positive development through a national study mapping the challenges faced by young people leaving care. The research included interviews with young people who have grown up in alternative care and so have experienced first-hand the challenges of transitioning to independence. This study was part of a global study analysing the situation of care leavers in 12 countries

around the world, conducted by SOS Children's Villages International with methodological advice from University College London.

The study's findings were presented to the Italian government to highlight the need for action in favour of these vulnerable young people. The Italian government gave a response to care leavers by introducing a dedicated fund in the national budget for 2018-2020, which will be used to support young care leavers up to the age of 21.

## International advocacy focus areas

In 2017, we continued to draw attention to how comprehensive data collection and analysis can be used to inform policy and programme responses that improve the lives of children in alternative care. Currently, there are large data gaps. Nobody knows in detail how many children need protection and care, nor the quality of the care that they receive. This creates challenges for policy-makers and civil society to respond to the specific situation of young people in alternative care.

In 2017, we registered a positive shift of attention to stronger state monitoring of the situation of children and young people without parental care, sustained by an increasing number of like-minded organisations, including those within the UN system. More accurate data and information is cru-



cial to ensure this group is no longer invisible and their rights are upheld.

Calling for better quality in alternative care, we have also advocated for a more integrated approach to addressing the employment needs of young people leaving care. Sustaining independence requires a holistic approach which incorporates other key local

services such as housing, education, health and social protection for those who are most vulnerable.

Find more about our advocacy work: [www.sos-childrensvillages.org/our-work/advocate-for-childrens-rights](http://www.sos-childrensvillages.org/our-work/advocate-for-childrens-rights)



# FINANCIAL REPORT

In 2017, global income in the SOS Children's Villages federation grew by 4.6%.

In a challenging fundraising environment characterised by increased competition in some of our key markets, we achieved an income growth of 4.6%.

Successful results were achieved in the following areas:

- Institutional funding – up 23% (approximately €6 million more than in 2016)
- Major donors – up 14% (approximately €4 million more than in 2016)
- Governmental subsidies for domestic programmes – up 7% (approximately €24 million over 2016)

Income in the Americas, Eastern Europe and Asia also increased significantly in 2017 – by 18%, 16% and 11%, respectively. This was due to the efforts of member associations in these regions to approach self-sufficiency, and thus reflects the success of a long-term, strategic federation initiative to ensure financial sustainability.

On the other hand, fundraising for emergency response programmes as well as other income declined in 2017. The reduction in emergency response funding is a consequence

of unusually high income in prior years, arising from especially high donor support in response to the 2015 Nepal earthquake and the European refugee crisis. Together, these two effects impacted our overall growth rate by almost a percentage point.

Our expenditures grew by 5.6% in 2017, reflecting our continued commitment to improve and strengthen our programmes and services. The majority of our total expenditures (56%) went towards our core programmes in family-like care and family strengthening. We continue to bolster and expand our family strengthening services as per our Strategy 2030.

Another 21% of our expenditures went to other programmes and programme support, e.g. education, health, emergency response and social centres. An additional 4% was spent on construction and investments. The areas of emergency response and construction and investments received significantly more funds in 2017, due to designated income for emergency projects from prior years as well as our investments to prepare our programmes for the future.

## FINANCIAL AUDIT CONTROL

This International Annual Report is a global overview of the reports provided by our national associations, our 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 also applied at SOS Children's Villages International in Austria. Further information about our financial controls can be found in our Accountable Now report.

[www.sos-childrensvillages.org/transparency](http://www.sos-childrensvillages.org/transparency)

# BY THE NUMBERS

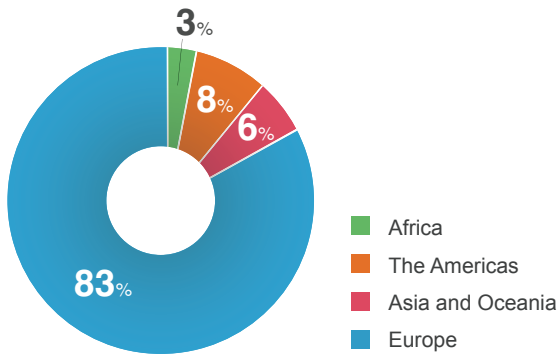


FINANCIAL INFORMATION

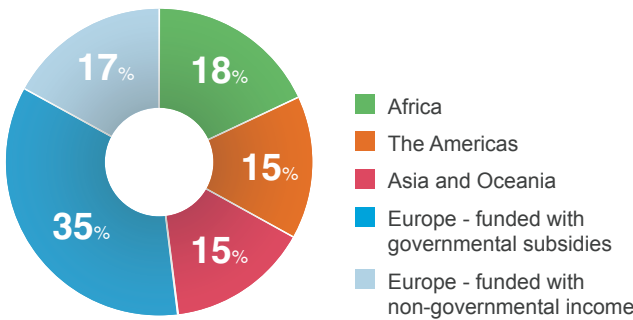
All amounts in 1,000 EUR\*

Revenue	Actuals 2016	Actuals 2017 preliminary†	% change 2016-2017
Sporadic donors	323,871	332,653	3%
Sponsorship/committed giving	270,018	287,569	6%
Major donors	25,869	29,428	14%
Foundations and lotteries	39,826	43,798	10%
Corporate donors	47,616	49,742	4%
Governmental subsidies for domestic programmes	368,280	392,272	7%
Institutional funding	25,532	31,306	23%
Emergency appeals	5,652	4,374	-23%
Other income‡	100,144	91,691	-8%
Total revenue	1,206,808	1,262,832	4.6%
Expenditures			
SOS Children's Villages, youth programmes, foster families and transit homes	536,279	556,700	4%
SOS family strengthening programmes	114,691	122,227	7%
Education programmes	106,027	111,127	5%
SOS social centres	18,116	17,246	-5%
Health services	9,331	8,822	-5%
Emergency response programmes	13,289	17,756	34%
Construction and investments	34,547	43,285	25%
Programme support for national associations	90,496	99,716	10%
International coordination and programme support	42,428	44,151	4%
Information and fundraising work, costs not directly related to programmes in promoting and supporting associations§	188,231	197,460	5%
Total expenditures	1,153,436	1,218,489	5.6%

Revenue by continent



Programme expenditures by continent



\* Due to rounding, total numbers may not add up exactly.  
† Independent external audits have not yet been completed in all 135 countries for 2017 (as of 20 April 2018).  
‡ Other income refers to financial income such as interest (supporting associations), operational income from facilities, and local income from events or merchandising.  
§ Promoting and supporting associations are the fundraising-oriented bodies located in Western Europe and North America.

Corruption prevention

SOS Children's Villages follows a zero tolerance approach to fraud and corruption. Our Anti-Fraud and Anti-Corruption Guideline, publicly available on our website, aims to support all member associations, board members and employees in preventing and handling potential issues of corruption.

Since 2017, SOS Children's Villages International has been operating an online whistleblowing channel for reporting suspected corrupt conduct. We introduced the online channel to complement existing reporting options for employees and external persons.

We publish an Annual Corruption Case Report, which outlines statistics concerning reported corruption cases within the SOS Children's Villages federation over the past 12 months. This data is used, amongst others, to further strengthen our organisation's corruption prevention efforts, including the mitigation of corruption risks. More information on integrity and compliance at SOS Children's Villages is available on our website: <https://www.sos-childrensvillages.org/integrity-and-compliance>.

Further, 2017 saw the expansion of our new Internal Audit unit, which aims to build upon the organisation's diverse experience in this area by bringing together auditing competencies. The Internal Audit unit, which plans to continue expanding in 2018, is an example of taking action to further ensure our core values are lived across the federation.



Accountability

As a member of Accountable Now and a board member of the International Civil Society Centre since 2012, SOS Children's Villages takes its obligations around management transparency and accountability very seriously.

The foundation of our approach is our policy document, Good Management and Accountability Quality Standards.

This document, publicly available on our website, establishes the federation's requirements in the area of management and transparency, the integrity of the organisation and the protection of assets.

Our execution of these requirements and our adherence to high standards of transparency are reflected in our regular reports to Accountable Now – available on their website.





# PROGRAMME STATISTICS 2017

## People we reached

Care programmes	Africa	The Americas	Asia and Oceania	Tibetan Children's Villages and Tibetan Homes Foundation*	Europe	Total
SOS Children's Villages	16,600	8,700	17,400	10,000	4,700	57,400
SOS youth programmes	7,600	3,400	7,700	500	5,100	24,300
Foster families and transit homes	-	1,000	800	-	3,600	5,400
SOS family strengthening programmes: Children, young people and adults	163,200	104,800	94,800	-	143,000	505,800
<b>Total</b>						<b>592,900</b>

## Education programmes

Children in SOS kindergartens	13,700	100	7,800	100	2,700	24,400
Children in SOS primary and secondary schools	55,000	5,400	38,100	8,600	-	107,100
Young people and adults in SOS vocational training centres	6,900	2,100	4,900	-	5,600	19,500
<b>Total</b>						<b>151,000</b>

## SOS social centres

Children, young people and adults	106,900	100	12,100	-	14,200	133,300
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## Health services

Single health services delivered†	731,500	-	27,700	-	-	759,200
Health service days delivered	75,400	-	-	-	-	75,400

## Emergency response services

Single emergency services delivered†	325,200	20,200	1,392,800	-	22,100	1,760,300
Emergency service days delivered	30,200	200	253,500	-	36,500	320,400

## Families

SOS families	1,800	1,300	2,000	200	900	6,200
Families in SOS family strengthening programmes	44,600	25,300	22,000	-	6,100	98,000

Statistics represent a snapshot as of 31 December 2017, based on reporting by SOS Children's Villages member associations. They were retrieved on 7 May 2018.

\* SOS Children's Villages has had a long-standing partnership with Tibetan Children's Villages and Tibetan Homes Foundation. These organisations provide alternative care to children from Tibet, autonomous region of China, who have settled in northern India. The organisations are independent and partly supported through SOS Children's Villages' sponsorships.

† Single services refer to short-term support – for example, a single treatment at a medical centre.

## Programmes we operated

Care programmes	Africa	The Americas	Asia and Oceania	Tibetan Children's Villages and Tibetan Homes Foundation*	Europe	Total
SOS Children's Villages	147	136	165	8	116	572
SOS youth programmes	152	148	212	2	205	719
Foster families and transit homes	-	4	2	-	31	37
SOS family strengthening programmes	188	109	115	-	162	574

## Education programmes

SOS kindergartens	123	1	71	2	37	234
SOS primary and secondary schools	113	8	56	7	-	184
SOS vocational training centres	15	2	22	1	21	61

## SOS social centres

	38	4	38	-	79	159
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## SOS medical centres

	64	-	7	-	-	71
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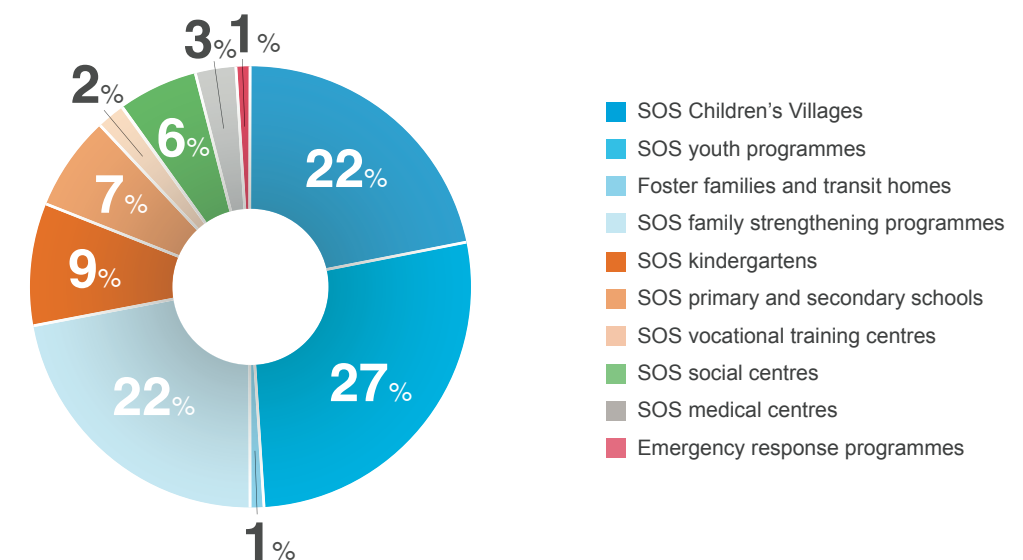
## Emergency response programmes

	10	5	11	-	8	34
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<b>Total programmes</b>						<b>2,645</b>
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\* SOS Children's Villages has had a long-standing partnership with Tibetan Children's Villages and Tibetan Homes Foundation. These organisations provide alternative care to children from Tibet, autonomous region of China, who have settled in northern India. The organisations are independent and partly supported through SOS Children's Villages' sponsorships.

## SOS programmes worldwide by type of programme





# LEADING PARTNERS

Partnerships make our work for children possible. We can only accomplish what we do for children, young people and families thanks to the creativity, generosity and commitment of corporate, foundation and government partners.

Partners support our ongoing running costs as well as some of our innovative projects for children – from global initiatives that prepare young people for decent jobs, to ICT access and training for children and young people from underserved communities, to tools and networks that help communities prepare for and recover from emergencies. By working together with partners towards shared goals, we have a greater, sustainable impact on the lives of the children, families and communities we serve.

In 2017, our 350 institutional partnership contracts totalled more than €31 million in institutional funds implemented, supporting 300,000 children and young people in Europe, Africa and Latin America.

Funding from foundations and lotteries totalled nearly €48 million, and corporate partnerships provided more than €49 million in support for SOS Children's Villages globally.



Learn more about international corporate partnerships

[www.sos-childrensvillages.org/our-international-corporate-partners](http://www.sos-childrensvillages.org/our-international-corporate-partners)

## Intergovernmental and governmental partners

- GOVERNMENT OF AUSTRALIA
- GOVERNMENT OF AUSTRIA  
Austrian Development Agency (ADA)  
Ministry for Defence and Sports (BMLVS)  
Province of Salzburg
- GOVERNMENT OF BELGIUM  
Ministry of Foreign Affairs, Foreign Trade and Development Cooperation (DGD)  
Walloon Agency of Air and Climate  
Wallonie Bruxelles International
- GOVERNMENT OF CANADA  
Global Affairs Canada  
Canada Fund for Local Initiatives
- GOVERNMENT OF COLOMBIA  
Colombian Institute for Family Welfare
- GOVERNMENT OF DENMARK  
Danish International Development Agency (DANIDA)  
Civil Society in Development (CISU)
- GOVERNMENT OF DOMINICAN REPUBLIC  
National Council of Children and Adolescents
- EUROPEAN UNION  
European Commission  
European Investment Bank
- GOVERNMENT OF FINLAND  
Ministry for Foreign Affairs  
Ministry for Social Affairs and Health  
Funding Centre for Social Welfare and Health Organisations
- GOVERNMENT OF FRANCE  
Ministry of Foreign Affairs  
Région Île de France
- GOVERNMENT OF GERMANY  
Ministry of Foreign Affairs (AA)

- Federal Ministry for Economic Cooperation and Development (BMZ)
- GOVERNMENT OF ICELAND  
Ministry for Foreign Affairs
- GOVERNMENT OF ITALY  
Province of Trento
- GOVERNMENT OF LUXEMBOURG  
Ministry of Foreign and European Affairs
- GOVERNMENT OF MONACO
- GOVERNMENT OF THE NETHERLANDS  
Ministry of Foreign Affairs
- GOVERNMENT OF NORWAY  
Norwegian Agency for Development Cooperation (NORAD)  
Ministry of Health and Care Services  
Directorate for Integration and Diversity  
Directorate for Children, Youth and Family Affairs
- GOVERNMENT OF SPAIN  
Ministry of Health and Social Services
- UNITED NATIONS  
Agencies and funds

## Foundation partners: Private, corporate, institutional and lottery

- Akelius Foundation
- Augustinus Foundation
- Awqaf and Minor Affairs Foundation
- Bechgaard Foundation
- Bernard van Leer Foundation
- Big Heart Foundation
- Big Lottery Fund – UK
- The Coca-Cola Foundation
- Dutch Postcode Lottery
- Edith & Gotfred Kirk
- Egmont Foundation

- Familjen Erling-Persson Foundation
- Fondation de Luxembourg
- Fundación Rafa Nadal
- Fundación sus Buenos Vecinos
- Grieg Foundation
- The Hellenic Initiative
- Hempel Foundation
- Herbalife Family Foundation
- The Jaharis Family Foundation, Inc.
- Lego Foundation
- The Leona M. and Harry B. Helmsley Charitable Trust
- Nacional Monte de Piedad
- Novo Nordisk Foundation
- OAK Foundation
- Obel Family Foundation
- Ostberg Foundation
- Stavros Niarchos Foundation
- Stiftelsen Radiohjälpen
- Stiftung zur Unterstützung der SOS Kinderdörfer-Liechtenstein
- SWISS Children's Foundation
- Swissair Staff Foundation for Children in Need
- Trust of Harry and Carol Goodman
- Western Union Foundation

## Leading long-term corporate partners

- adidas AG
- Aegean Airlines
- AkzoNobel
- Allen & Overy
- Allianz
- AstraZeneca
- Beiersdorf Österreich AG/Nivea
- Bestseller AS
- British Telecom
- CEWE
- Clarins
- Deutsche Post DHL Group
- Dr. August Oetker KG
- Dufry Group
- Fromageries Bel (La vache qui rit®)
- Gazprombank
- Gekås Ullared
- GodEI / GoodCause

- Groupe Schmidt (Cuisinella & Schmidt)
- Hasbro, Inc.
- Hemköpskedjan
- Hilti AG Schaan (Liechtenstein)
- HSBC
- Interquell
- Interspar
- Johnson & Johnson
- Kaufland
- KFC
- MAN SE
- Marriott International
- MARS
- MAX Burgers
- Microsoft
- Miles & More
- OBOS
- Oriflame
- Orizon GmbH
- Procter & Gamble
- Saltkråkan/Astrid Lindgrens Värld
- Sberbank
- SKAGEN Fondene
- Social Development Foundation  
"Samruk-Kazyna Trust"
- SThree

- Svenska Petroleum Exploration
- Swedbank Robur
- Swiss International Air Lines Ltd.
- Swisscom AG
- Tetra Laval AB
- Transat
- Vodafone Greece
- Vorwerk
- White & Case
- Wrigley

## Other institutional partnerships

- Forum Syd
- IsraAID
- Masdar Clean Energy
- Nethope
- Research University of Amsterdam – Uva Research



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In February, DJ Martin Garrix was officially announced as an International Friend for SOS Children's Villages.

Following his announcement, Garrix travelled to SOS Children's Villages Cape Town in South Africa to get a first-hand impression of the positive impact SOS Children's Villages has on the lives of children who have lost parental care. During his visit, he not only had the opportunity to speak with some of the children and mothers, but also to perform a short DJ set that had everyone dancing to the beat.

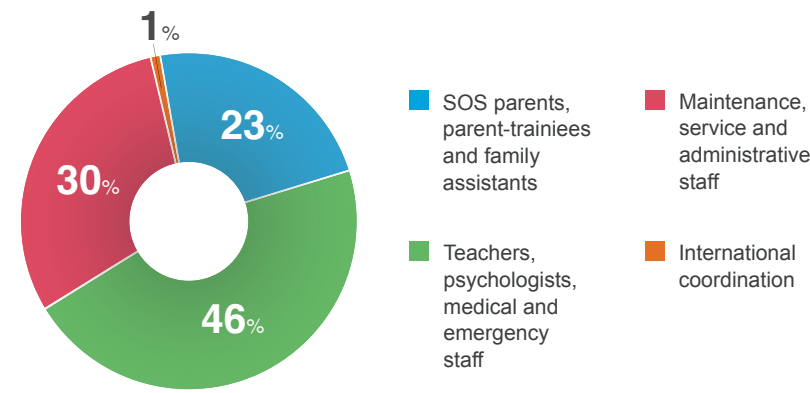
Care is close to Martin Garrix' heart



# OUR ORGANISATION

Our promise of quality care means that SOS Children's Villages must be an accountable, trusted and reliable partner.

This requires knowledgeable, dedicated and trusted employees in every community where we work. Our Human Resources and Organisational Development teams support the federation's mission and strategy to attract, retain and develop the best people for the job and to create respectful, motivating and agile working environments where our employees are empowered to do their best work for children.



## SOS employees by region and area of work

	SOS parents, parent-trainees and family assistants	Teachers, psychologists, medical and emergency staff	Maintenance, service and administrative staff	International coordination	Total
Africa	2,700	5,400	3,900	150	12,150
The Americas	2,000	2,200	1,900	60	6,160
Asia and Oceania	2,800	4,700	3,600	40	11,140
Tibetan Children's Villages and Tibetan Homes Foundation*	200	700	300	-	1,200
Europe	1,600	5,500	2,400	310	9,810
<b>Total</b>	<b>9,300</b>	<b>18,500</b>	<b>12,100</b>	<b>560</b>	<b>40,460</b>

Figures are average full-time equivalents (FTEs) for 2017, retrieved on 7 May 2018, and rounded to the nearest 100 or 10 (international coordination).  
 \*See the footnote on page 36.

# OUR GUIDING FRAMEWORKS

Our work is guided primarily by three very important international frameworks.

1

The **United Nations Convention on the Rights of the Child (UNCRC)**, adopted in 1989, recognises that a caring and protective family is central to a child's development and that children have a right to care.

2

The **UN Guidelines for the Alternative Care of Children**, adopted in 2009, provide the framework for ensuring that governments can deliver on the child's right to a family. Their principles state that alternative care must be both necessary and suitable.

3

The **UN Sustainable Development Goals**, adopted in 2015 and valid until 2030, are accompanied by a pledge to "leave no one behind". Our work focuses on the vulnerable children and families who are most often the first ones to be left behind.

## The five SDGs central to our work





SOS Children's Villages worked for children in 135 countries and territories in 2017.



## Africa

Algeria  
Angola  
Benin  
Botswana  
Burkina Faso  
Burundi  
Cameroon  
Cape Verde  
Central African Republic  
Chad  
Côte d'Ivoire  
Djibouti  
DR of the Congo  
Egypt  
Equatorial Guinea  
Ethiopia  
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  
The Gambia  
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  
Uruguay  
USA  
Venezuela

## Asia and Oceania

Armenia  
Australia  
Azerbaijan  
Bangladesh  
Cambodia  
China  
French Polynesia  
Georgia  
India  
Indonesia  
Iraq  
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  
FYR Macedonia  
Germany  
Greece  
Hungary  
Iceland  
Italy  
Kosovo  
Latvia  
Lithuania  
Luxembourg  
Netherlands  
Northern Cyprus  
Norway  
Poland  
Portugal  
Romania  
Russia  
Serbia  
Spain  
Sweden  
Switzerland  
Ukraine  
United Kingdom