

# INTERNATIONAL ANNUAL REPORT 2013



## SOS CHILDREN'S VILLAGES WISHES TO SEND A HEART- FELT THANKS...



To the millions of individuals throughout the world who are improving children's lives by donating to SOS Children's Villages...



To the local organisations we partner with in 134 different countries who are helping to build strong communities...



To the international institutions who help fund our programmes, often in response to serious humanitarian emergencies...



To the companies who contribute expertise, money, awareness, and their employees' time to helping vulnerable children and young adults grow up to be active members of society...



To anyone simply spreading the word about the terrible needs we are responding to.

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# HARD FACTS

## REALITIES FOR CHILDREN

**1 billion**

... live in conflict-affected areas.  
300 million are under the age of five  
(European Commission, 2014)

**24 million**

... live in alternative care (more than the population of Australia)

**1 in 3**

... in alternative care live in an institution. Living in institutional care hinders child development.

Only 52 out of 197 countries have prohibited physical punishment of children in alternative care.

**250.000**

... child soldiers in the world (European Commission, 2014)

**260.000**

... 260,000 children were infected with HIV worldwide in 2012 (UNAIDS, 2013)

**6.6 million**

... under the age of five died in 2012; that's more than 18,000 children every day (UNICEF, 2013)

**70%**

In some countries 70% of children in alternative care could be re-integrated with adequate family strengthening.

There are between 143 million and 210 million orphans worldwide. This figure does not include abandonment (millions of children) as well as sold and/or trafficked children (UNICEF)

**69 million**

... adolescents were out of school in 2011. This number has barely changed since 2004 (UNESCO, 2014)

# THE YEAR IN REVIEW

## YOUTH

In October 2013, the United Nations Secretary General's Envoy on Youth, Ahmad Alhendawi, visited the SOS Children's Village in Mamelodi, South Africa. SOS Children's Villages took the opportunity to highlight the vital need for child well-being to be included at the core of the Post-2015 development agenda, with a particular emphasis on the needs of the most marginalised and vulnerable children.



## ENDING CHILD POVERTY IN THE EU

Over 25 million children in the EU live in poverty. Levels of child poverty have escalated even further as a result of the economic crisis. The EU took an important step to tackle this problem by adopting a new policy on child poverty. For the first time, children in alternative care are prioritised in an EU policy document, featuring input from SOS Children's Villages, the largest child care organisation within the EU, working in partnership with governments to support the child at risk and to speak up for children.

## SYRIA

In Syria, where a brutal civil war that claimed more than 150,000 lives and displaced millions continued to rage, SOS Children's Villages distributed food and other essential items to thousands of families. A 'winterisation' project launched by SOS Children's Villages brought warm coats and vital supplies to freezing internally displaced families living in unheated and often abandoned buildings.

## CENTRAL AFRICAN REPUBLIC

In the Central African Republic, SOS Children's Villages responded to a violent crisis that created more than 800,000 refugees. The SOS Children's Villages compound in the capital, Bangui, became a safe haven for more than 4,000 people during the crisis. In partnership with organisations such as the World Food Programme and Médecins sans Frontières, SOS Children's Villages provided food, shelter, and medical care.


© Till Müllermeister

## SOUTH AFRICA

In December, we mourned the loss of one our greatest supporters and friends, Nelson Mandela – father of modern South Africa, winner of the Nobel Peace Prize and global icon of freedom and human rights. "Nelson Mandela was a man who taught us the value of forgiveness", said SOS Children's Villages President Siddhartha Kaul. Madiba, as Mr Mandela was respectfully called by many, will remain an unforgettable inspiration and role model to the children of South African SOS Children's Villages, whom he once addressed directly as "the future of South Africa. The hope of our rainbow nation."


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## GERMANY

In May, German Chancellor Angela Merkel used an SOS Children's Villages event to highlight the plight of Syria's children: "Syria is a prime example of how SOS Children's Villages takes up work again and again in many crisis and poverty-stricken regions, even under the most difficult and dangerous circumstances. And SOS Children's Villages does not leave in the dust when things get risky. This is a truly hard job."


© Stefan Zeitz

## PHILIPPINES

In early November 2013, Typhoon Haiyan tore through the Philippines. More than 6,000 people were killed and 4 million displaced. Over half a million houses were destroyed, and more than a million damaged including a number of houses at the SOS Children's Village in Tacloban. SOS Children's Villages responded by setting up child care spaces and livelihood programmes to help families get back on their feet.

For more on key events of 2013, visit our website: [www.sos-childrensvillages.org](http://www.sos-childrensvillages.org)



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The year 2013 saw SOS Children's Villages rising slowly but certainly from the aftermath of the economic crisis thanks to the tremendous efforts of our friends and supporters. This success helps to ensure sustainability and permits us to focus on our core work, supporting children and young people. The continued rise in world population, the economic crisis and social upheaval put ever more children at risk, with internal conflicts and emergencies having the worst impact on children. Over 50% of Syrian refugees are children; Typhoon Haiyan in the Philippines ripped apart homes, schools, kindergartens and community spaces, leaving children with NO home and NO education.

**Children literally stand at the crossroads of either CARE or the STREET.**

These circumstances increase the relevance of our work manifold - if we and other like-minded organisations do not step up our efforts, where will the children wind up? The world is getting younger day by day and the question remains: Are we prepared for it?

The world is undergoing a tremendous change: In a few years young people under the age of 24 will be a majority in many countries. The way we communicate has gone through a sea change. Today's generation reaches out to each other much faster – as has been repeatedly demonstrated in various countries, be it during the Arab Spring, sexual abuse cases in India, or more recent events in Ukraine, they will be a major force, true agents of change. Today there are more young people (15-24) in our programmes than children. The years of growth in the 1990s saw many children being cared for in SOS Children's Villages, family strengthening programmes and schools. Now

they're all grown up and anxiously looking to join the mainstream of life. This is going to be a very big challenge as a majority of our young adults are at the crossroad of their life, not to mention that most of them will be in countries which offer them little to no social protection, social housing or unemployment benefits. According to the ILO over 74.5 million young people were unemployed at the end of 2013, an increase of over 1 million. The global unemployment rate for youth is 13.1%, three times that of adults. What is most disturbing is the number of young people with no employment, education or training, which has continued its steep upward trend. As they stand at this critical crossroad, what have we done to prepare them for success?

Today we need to ensure that the more than a quarter million young adults in our various programmes receive education or training that prepares them for employment; otherwise they will never become self-supporting. I am very happy to say that in just two years, the percentage of young people in our family strengthening programmes whom we help to receive an education has doubled, while the percentage of girls dropping out of school has halved (more on page 11). We have had a lot of success, but more needs to be done! Our organisation has been tested quite a bit in recent years, but I believe that the economic crisis and the painful process of organisation reengineering (which still continues) have only made us stronger. My special thanks go to our SOS mothers/parents and other co-workers who have kept faith and refused to give up!

**Everyone agrees that our children and young people come first; the rest follows!**

**Siddhartha Kaul**  
President

For 65 years we have dedicated ourselves to supporting vulnerable children who face a life without parental support. In spite of sustained growth, it was becoming increasingly clear our programme model was outdated and our decision-making structures lacked the speed and accountability needed for us to thrive in a world characterised by fewer resources but with a greater need for our services to support the child at risk.

In 2013, with the pro bono support of the Boston Consulting Group, we embarked on a review and restructuring programme designed to improve our efficiency and increase transparency. As a result of this work, our General Secretariat has been restructured and new systems have been implemented so we can be closer to member associations and help them have greater impact. We are also working towards some of our member associations becoming financially self-sufficient.

**Accountability is key to our promise to donors and each child with whom we work.**

Our commitment to improving accountability resulted in full membership of the INGO Accountability Charter this year. I am particularly pleased that the Charter panel that reviewed our report recognised that our processes for engaging with stakeholders and our fundraising policies were seen as good practice examples, concluding: "This is impressive for a first report."

During the year we identified more areas for improvement, one of which is to enhance our ability to demonstrate the impact we have on the lives of a child, a family and a community as well as wider society. This report reflects our early stages of developing and applying new tools for measuring impact; next year there will be even more.

In a year when the world's economies showed only tentative signs of recovery from a prolonged global recession, we could not take for granted that our donors and fundraisers would remain with us as they too are facing the realities of shifting economic situations. In spite of our fears, I am pleased to say our financial position strengthened in the last year, with fundraising income up nearly 7% over 2012.

**Part of our growth in the last year has been due to our ability to assist in the global community's response to major humanitarian crises.**

I am grateful to the many individual donors who responded to our appeals to assist the families hit by Typhoon Haiyan in the Philippines. We also continued our emergency work in other countries including Syria, Mali, and the Central African Republic.

When communities where we have a presence are struck by natural disasters, armed conflict or other sources of turmoil, our focus is always on ensuring the children are cared for. This can mean we help to reunite them with their families or we help existing families to cope within the challenging environment. When a child has no family to turn to we work to provide a new home for them within the community.

Over the next year we will continue to strive to become the global household name for "quality in alternative care", recognised for excellence in responding to the needs of the world's most vulnerable children. Our continued progress over the last year reassures us we are on the right road to achieving our goals for 2015 and beyond.

**Richard Pichler**  
CEO

# WHAT WE DO

For more than 60 years, we have worked with partners in each community to help families who are struggling to care for their children or to provide alternative care when there is no other option. Uniquely, we provide long-term practical support, so that each child or young person can develop resilient relationships and face life's challenges. In turn, this strengthens communities and the whole of society.

## CARE

A significant part of our work is oriented towards prevention: working with disadvantaged families to help prevent crises that can lead to family breakdown. We offer various forms of support to strengthen and stabilise them as much as possible so that children can grow up in their own families. Our objective is to build on the skills and capacity of biological parents and other relatives, SOS families, social workers and other carers within the community to ensure that children enjoy positive and caring relationships.

In cases where the child has no parents or it is not in the child's best interests to live with the biological family, we provide alternative care. We build SOS families who provide children with stable and loving homes. Depending on the child's needs, we also support and offer other forms of care, such as foster care or even short term care. ➔ See also page 15 for more on how we provide care to the child at risk.

## EDUCATION

We believe that through quality education, the cycle of exclusion, poverty, domestic violence and family breakdown can be stopped. SOS Children's Villages operates kindergartens, day-care centres, schools and vocational training centres, promoting quality education together with partners such as public schools.

## HEALTH

SOS Children's Villages provides individualised care and supports communities in the development of improved health service infrastructure. We also run medical centres in underdeveloped areas where we specialise in the care of women and children.

## EMERGENCY

In situations of crisis, war and disaster, children often require specific protection and care. SOS Children's Villages is in a strong position to promptly respond with an established infrastructure available to help whenever children and families need urgent assistance. ➔ See also pages 18 - 19 for more on how we respond to humanitarian emergencies.

# HOW WE WORK

## We take action in the following ways:

- ➔ **Direct essential services** – Whatever children and families need to create a loving home, we will aim to provide it, either by ourselves or by working with a trusted partner.
- ➔ **Capacity building** – Helping parents and carers learn everything they need to care for and protect their children, and sharing our expertise with community organisations.
- ➔ **Advocacy** – We are a leading voice for the child at risk, aiming to make a global change for the better. See also page 20.

## CHILD PARTICIPATION

We ensure that the child development planning process is carried out with the full participation of each individual. Through participation, children are able to learn important life skills, such as communication, co-operation, mutual understanding, conflict resolution, negotiation and decision-making. These skills are essential for them to become independent adults and responsible members of society.

## UNDERSTANDING NEEDS

Before establishing any programme in a particular country, SOS Children's Villages begins by understanding what local communities really need. We conduct Child Rights Situation Analyses (CRSA), providing us with a solid understanding of the existing needs of a particular community and how our expertise may be able to help.

The framework for the CRSA is based on the UN Convention on the Rights of the Child and the UN Guidelines for the Alternative Care of Children. Conducting a CRSA provides the opportunity to put children at the centre of our work, looking at their situation holistically to gain new insights and a deeper understanding of what affects their lives. This helps us to identify the most vulnerable children and families and implement appropriate actions and cooperative partnerships.

## EXTERNAL PARTNERS

The challenges faced by the world's children are too big for any single organisation to address alone. That is why we work with external partners at the international, regional, national and community level. These partners include civil society organisations, NGO networks, national and international institutions, governments, and foundations. In recent years, international organisations and other international stakeholders have increasingly recognised the special situations and needs of children in alternative care. Collaborating with these organisations and stakeholders is more important than ever. SOS Children's Villages works closely with international institutions such as the United Nations, the European Union, the Council of Europe, and many other organisations working to promote the rights of children.

# CHILD AT THE CROSSROADS

## THE CHILD AT RISK

Sometimes parents are not able to care for their children alone; sometimes children lose their parents or never knew them.

It may be an infant in Africa whose parents are struggling to cope with the effects of HIV/AIDS.

It may be a teenager and younger siblings in Latin America who have lost their parents and have been trying to manage on their own.

It may be a toddler in Western Europe who has been neglected by her parents who are unable to function because of substance abuse.

It may be a young adult in Eastern Europe who has been in alternative care and is struggling to get ready to become independent.

It may be a family in Asia who have lost their home to a natural disaster.

**These are the children and families we help.**

## THE CROSSROADS

Every day, more children find themselves at a crossroads: a parent may have become ill, lost their job or even died. Or the family may have been affected by a military conflict or a natural disaster that destroyed their home and led to the family being separated.

### Where does a child go next?

Sadly, one road takes a child to no help at all. It may lead to a downward spiral of greater poverty, ill-health, and dependence on humanitarian aid.

One road is that the child's existing family gets support that prevents the need for alternative care. This is always the best path.

One road leads to alternative care, whether provided by the state or an independent organisation such as SOS Children's Villages.

**We know from experience the tremendous challenges some children face.**



### When children and families come to SOS Children's Villages:

- **40% of the families do not have adequate shelter.**
- **25% of the children do not regularly attend school.**
- **65% of the carers do not have a stable and sufficient income.**
- **54% of the carers cannot ensure the child's health care.**
- **10% of the children have been exposed to domestic violence.**

Data above based on a representative sample of some 60% of our national associations in Africa, Asia, Eastern Europe & CIS countries, and Latin America.

### Understanding our impact

Every day, we observe the effect that we have on the lives of individual children. We recognise the need to analyse and quantify our impact on a wider scale – in the communities and society as a whole – so that our partners and friends know the value of their contributions and involvement. We define impact as the longer term changes in the lives of children, their families and the societal context they live in, to which our interventions contribute. More specifically the impact - or goal - that SOS Children's Villages strives for is for every child to develop within a caring family environment to his or her full potential as a contributing member of society.

In 2013, we continued with the implementation of a global programme database to capture information about the development of children, families and communities and provide better evidence of our results. Today, more than half of all our family strengthening programmes worldwide are entering information into the programme database. This tool is embedded in

a holistic monitoring and evaluation approach which allows us to review programme progress, identify problems in planning or implementation, make necessary adjustments, and keep track of our success. The information we have gathered so far is reflected in the statistics within this report. Data was captured in February 2014.

### As a result of the care and family support that we provide, we have seen that the quality of children's lives improves:

- 22% improved their living conditions within the first year of participating in an SOS Children's Villages programme.<sup>1</sup>
- 56% of the families attained self-reliance.<sup>2</sup>
- 76% of school-age children stabilised or improved their educational performance.<sup>1</sup>
- 22% significantly increased their health within one year.<sup>2</sup>

<sup>1</sup> Based on data from 60% of our national associations in Africa, Asia, Eastern Europe & CIS countries, and Latin America. Living conditions measured by various indicators, including sufficient and stable income, stable and adequate shelter, etc. About 22% of families improved their ranking in each indicator by at least one level within the first year of participation.

<sup>2</sup> Based on data from all national associations in Africa, Asia, Eastern Europe & CIS countries, and Latin America.

### How do we do it? There are four main elements to the SOS Children's Villages Programme Policy, which guides our work:

- Develop caring family environments
- Strengthen social support systems
- Always start with the best interests of the child
- Child participation

The following sections reflect a variety of ways in which we care for the child at risk, and the progress we've made in 2013.

## PREVENTING FAMILY BREAKDOWN

It is always preferable to intervene and provide families with support before the child requires alternative care. Recent research (conducted as part of our Care for ME! campaign) has shown that 88% of children in alternative care have at least one living parent and it is estimated that 70% of children could re-join their families with adequate support.

SOS Children's Villages provides that very support through our family strengthening programmes around the world.

In 2013, 328,700 children and adults benefitted from our family strengthening programmes

There are numerous reasons why parents or other carers need support in caring for their children: health problems, substance abuse, unemployment or other financial difficulties, or displacement from their homes because of war or conflict. The first step is to help carers provide for basic needs, including food, water and shelter. Access to health and education is the next priority. More general family strengthening support can then be provided through parenting courses, conflict resolution, regular family visits by volunteers and social services including day-care and support services for parents of children with disabilities.

## CASE STUDY

### A new way to empower low-income families in Uzbekistan

In Uzbekistan a new project connects traditional communities with economic opportunities. We are supporting social enterprises in two mahallas (the smallest territorial units in Uzbekistan and socially self-reliant communities). Through the programme, each mahalla sets up local businesses such as tailors or hairdressing salons so local people can learn a trade. Forty percent of the income goes to vulnerable groups in the community, and each mahalla member earns a small wage.

Munira, a 35-year-old mother of 3, gained practical skills in her community's tailor shop and was subsequently employed as a seamstress. Her income has increased more than 140% through the project. "Now everything is different," Munira says. "I work near my home, I have a profession and my earnings have increased dramatically. I feel more confident, I know I can change my life for the better."

This programme was made possible through cooperation between SOS Children's Villages Uzbekistan, our fundraising association Hermann Gmeiner Fonds Deutschland and the German Federal Ministry of Economic Cooperation and Development.

### “IT TAKES A VILLAGE TO RAISE A CHILD”

African proverb

### Strong Social Support Networks

In order to better understand how to strengthen safety nets in communities, we conducted 58 interviews with SOS co-workers and representatives of local partner organisations in 16 locations across Ghana, Kenya, Malawi, Ethiopia, Mali, Togo, Nigeria, South Africa, Uganda and Zimbabwe. We spoke with numerous Community-Based Organisations (CBOs), our main partners in our family strengthening work. We wanted to learn from their experiences, to get to know what works in empowering the community and in being sustainable.

**The research confirmed that strong social support networks really do have a huge positive effect on the lives of children, but many other factors also come into play:**

- The needs of vulnerable children are best addressed when community stakeholders (for example schools, clinics, government authorities, NGOs, universities, business

owners, self-help groups and local leaders) co-operate and share their resources and expertise.

- When building a social support system it is critical to complement state services and not to undermine them by developing parallel structures.

- A 'network approach' requires a shift in how SOS Children's Villages works, moving from sole ownership and control over how programmes are designed and implemented, to shared ownership, where community partners and families we are supporting share the responsibility.

- The participation of local children and young people in the planning, design, implementation and evaluation of services ensures that the support is relevant.

- Support to families should be based on their strengths and abilities, not just on their vulnerabilities.



© Jens Horne

# CASE STUDY

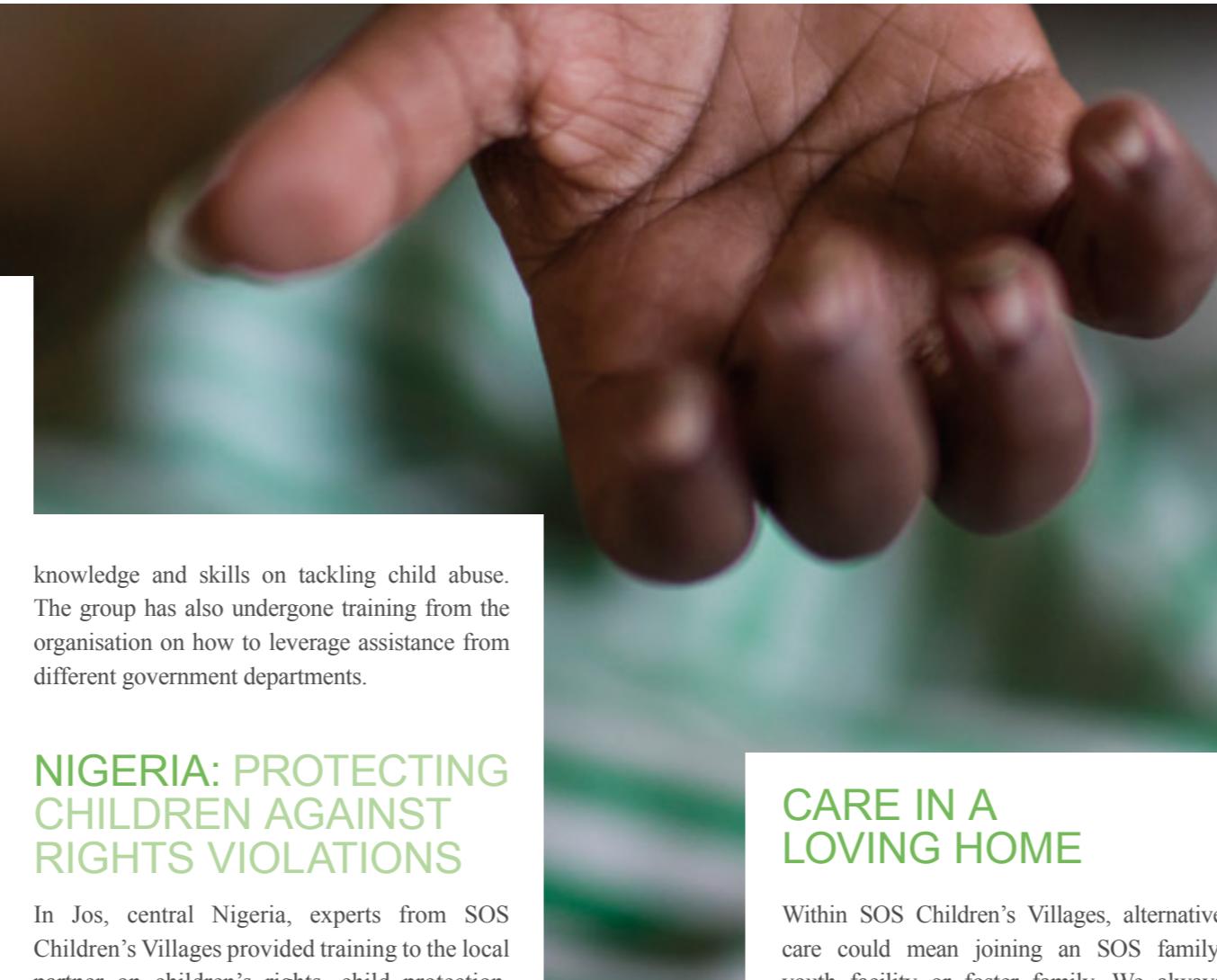
Our Strong Social Support Networks research revealed some interesting examples:

## GHANA: TAKING OWNERSHIP OF COMMUNITY PROBLEMS

SOS Children's Villages has supported the communities of Asiakwa and Chorkor by undertaking an inventory of skills, knowledge and other local resources. The community of Asiakwa had a church but no school. The suggestion was to use the church building – which was only used on Sunday – to start a community school, with local people providing lessons to children. Some communities have established 'community scholarships' where local bodies including churches, small businesses and individuals support vulnerable children. As a result, ten schools in Chorkor now provide scholarships to vulnerable children. This approach has encouraged the community to take greater responsibility for children's education.

## KENYA'S MUSHUI MOTHERS: PARTNERS IN SUPPORT

In Meru, Kenya, SOS Children's Villages works with Mushui Mothers. This self-help group supports orphans and families affected by HIV/AIDS. Through their team of peer educators, social workers and health workers, Mushui Mothers counsel and inform people on HIV/AIDS, accompany patients to hospital, provide training on sexual and reproductive health and support nutrition initiatives. Families are able to access a savings and loan scheme to set funds aside and start small income-generating projects. Since the partnership with SOS Children's Villages, a wider range of vulnerable children and families are now involved. SOS Children's Villages has helped to develop Mushui Mothers'



knowledge and skills on tackling child abuse. The group has also undergone training from the organisation on how to leverage assistance from different government departments.

## NIGERIA: PROTECTING CHILDREN AGAINST RIGHTS VIOLATIONS

In Jos, central Nigeria, experts from SOS Children's Villages provided training to the local partner on children's rights, child protection, sexual and reproductive health, parenting skills and child participation. The training was replicated in the community through community leaders, faith-based organisations and other groups. As a consequence of the training, a local child protection committee was established in the community, which has been working to address cases of child abuse and neglect. We also engaged with traditional leaders in regular dialogue to underpin support for the local Child Protection Committee – a community watchdog on violations of children's rights. This has empowered the community to report cases of child abuse to the authorities. The programme also trained children and young people on their rights and responsibilities, as well as on sexual and reproductive health issues. These trainings were also taken into schools. Follow-up activities are being developed for teachers. As a result, caregivers have become more responsive to the care and support needs of their children. Regular follow-up household visits by programme staff and partner volunteers ensure that improvements in care are maintained and developments are monitored.

## CARE IN A LOVING HOME

Within SOS Children's Villages, alternative care could mean joining an SOS family, youth facility or foster family. We always work closely with local authorities to ensure our alternative care programmes meet local needs and complement the services provided by the state. Wherever possible, siblings in alternative care with SOS Children's Villages are kept together.

**In 2013, we cared for 82,000 children and young people in SOS families and youth facilities.**

**6,400 SOS families lived in 548 Children's Villages.**

### Future Directions

We are constantly reviewing our programmes to ensure that they meet the current needs of the community. This has meant that the concept of the 'children's village' has evolved, and we are thinking about what the SOS children's village of tomorrow will look like. In a nutshell, we know that the focus will be on networks of people across a community, to ensure vulnerable families have a safety net. We work with all forms of family, including SOS families, foster families and

### SOS Children's Village Tampere: A community-integrated village with foster care

SOS Children's Village Tampere is Finland's sixth and newest village. We have created a village that is community-integrated and one in which each family house is headed by foster parents. The need for a new village in Tampere was clear, given increased migration into the city, and a growing number of children in need of alternative care. Local government officials had encouraged us to create a new village there. But national laws had recently changed, making foster parenting a first option for children left without parental care. So there was a need for a new approach. Fortunately, foster parents were readily available and willing to work in the new SOS Children's Village. They brought with them their existing families (including their own biological children and foster children) and were joined by additional SOS children. The result is a new village that is completely integrated into the state foster care model, and one that is also more cost efficient. Child-care costs are reduced, there is closer partnership with other alternative care providers, smarter long-term property investments are made, and most importantly, the children's development is better supported within a more conventional family setting.

biological families, and we support them through development and family empowerment. Whether there is a need for a new programme, a need to renovate an existing facility ('re-Innovation'), or a need to make adjustments demanded by ever-tightening budgets, all of our efforts are aimed at creating SOS Children's Villages of Tomorrow.

**“EVERY CHILD NEEDS  
A LOVING HOME”**

### Leaving Care

For children who have grown up in alternative care, when they reach adulthood they reach yet another crossroad: one that can lead them to independence. But if they don't receive enough support, they could go down a path of unemployment, poverty, ill-health, and other dangers.

Leaving care isn't simple; it must be planned for well in advance, and young people must receive training in both vocational and practical life skills. Young people need financial support and help to secure a safe place to live with access to employment and education facilities.

The process takes time. Young people need a positive sense of identity, and their physical and mental health should be assessed and monitored over time. Support networks are vital; young people leaving care need support from peers, family, former carers and other professionals.

### Key statistics:

Over 70% of young people (15-24) participating in a family strengthening programme receive educational support—that's double the percentage from two years ago (35%)<sup>3</sup>

Comparison of current figures to those of 2011 show that the percentage of girls (age 15-24) attending secondary school has risen (from 37% to 42%), while the percentage of girls dropping out of school is less than half what it was in 2011 (from 7% to 3%)<sup>3</sup>

63% of young adults who have left alternative care with SOS Children's Villages go directly into employment.<sup>4</sup>

<sup>3</sup>Based on data from 60% of our national associations in Africa, Asia, Eastern Europe & CIS countries, and Latin America.

<sup>4</sup>Based on data from all national associations in Africa, Asia, Eastern Europe & CIS countries, and Latin America.

## CASE STUDY

### Social networks

#### SOS graduates in the job market

A group on the social networking website LinkedIn, the SOS Children's Villages Career Network, is helping former SOS children build a future. The network was the brainchild of Ezra Nigussie, an MBA graduate who grew up in an SOS Children's Village family in Ethiopia. He was a student at the Hermann Gmeiner International College in Ghana before he continued his education in the USA.

Ezra's original intention was to help African graduate students in the USA to connect with opportunities back home. It became apparent that there was keen interest in the SOS Children's Villages Career Network from all over the world.

“It's like a mini-UN at the moment. We have members from, among other places, Pakistan, India, Uruguay, Kenya, Costa Rica, Nigeria, Austria, Germany, the UK and the USA,” said Ezra. Membership has grown to just over 100 in less than a year.

The primary purpose is to connect young people with recruiters, managers, SOS Children's Villages employees, and corporate partners. “Many of the students are some of the brightest students in the world, going to some of the best schools in the world. It's a gold mine for someone looking for talent,” Ezra added.



## A STORY OF SUCCESS

### New home reunites family

Cramped and run down, the 3 by 2 metre room that Grace Matambo called home was too small for her family.

Mrs Matambo is a single mother of two boys and three girls, working tirelessly to put food on the table. Their home was just a single room where they all lived, ate and slept. The cramped conditions meant that her two eldest children lived away from the family. Eldest daughter Clara stayed in a neighbour's house nearby and son James worked as a housekeeper at a local trading centre, receiving his lodging as wages.

“My two older children couldn't stand the congestion and the misery any longer. Clara decided to live with a neighbour but was abused by someone at the house. James was forced to stay at the trading centre,” said Mrs Matambo.

In 2013 the new SOS Children's Villages family strengthening programme in Ngabu partnered with the organisation Habitat for Humanity. Together, SOS Children's Villages and Habitat for Humanity selected two families in need to help improve their living conditions. Mrs Matambo's family - one of the poorest families in Ngabu - was identified by SOS Children's Villages as in need.

Mrs Matambo was delighted to be one of the families chosen. “I am so happy that my family are reunited at last. We have been saved by this beautiful house. The poverty and lack of shelter exposed my children to a lot of danger. Clara need never be harassed again because now we have safe shelter. Thanks to SOS Children's Villages and Habitat for Humanity, I have become the pride of the village and am constantly receiving visitors eager to see my new home.”

All names changed for privacy reasons

# FOUR MAJOR EMERGENCIES: SOS CHILDREN'S VILLAGES RESPONDED

## OUR EMERGENCY RESPONSE APPROACH

Care is essential – Children need immediate protection and basic care in a safe and loving environment. In the early days of an emergency, the priority is to reunite children with their families.

Children need to be children – Often when disaster strikes, children are denied their fundamental rights: to learn, to play, to laugh, and to feel secure and protected from the mayhem that surrounds them.

We listen – We strive to help families become self-sufficient, supporting them in whatever way they need, whether it be with temporary child care in Child Friendly Spaces, medical treatments, household supplies, or other practical support.

Helping the community helps families; helping families helps children – We work with local partners to create facilities that the whole community can use, including temporary shelters, social centres, educational facilities, vocational training and health centres.

We're in it for the long haul – SOS Children's Villages provides humanitarian relief where we have an existing presence and long-term commitment.

We've done this many times before and have made a real difference – Since 1988, SOS Children's Villages has managed 125 Emergency Programmes in 60 countries with great success.



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## THE PHILIPPINES

In early November 2013, Typhoon Haiyan tore through the Philippines. According to the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), more than 6,000 people were killed, 4 million were displaced and almost 2,000 people remained missing four months afterwards. Over half a million houses were destroyed, and more than a million homes were damaged.

The Typhoon also destroyed a number of houses at the SOS Children's Village in Tacloban, but miraculously none of the mothers or children were harmed. At the height of the emergency, 11 SOS Children's Villages Child Care Spaces were up and running, staffed by over 30 volunteers. At the end of 2013, seven were still in operation. In total, the SOS Children's Villages Philippines Emergency Response has helped more than 2,000 children. SOS Children's Villages' 'livelihood programmes' are also helping at least 300 families re-establish employment, and SOS Children's Villages is assisting in the construction of 650 permanent housing units, as well as two schools.

## SYRIA

In Syria, the brutal civil war has claimed more than 150,000 lives and displaced millions. SOS Children's Villages has distributed food and other essential items to thousands of families.

A 'winterisation' project launched by SOS Children's Villages brought warm coats and vital supplies to internally displaced families living in unheated and often abandoned buildings. In addition, a Child Friendly Space has been set up to provide food to displaced children in Damascus.

In neighbouring Lebanon, SOS Children's Villages Lebanon constructed a Centre for Traumatised Children.

## CENTRAL AFRICAN REPUBLIC (CAR)

By the end of 2013, the SOS Children's Village in the capital, Bangui, had become a safe haven for people in the community – especially at night. At the end of December, a total of 4,000 Internally Displaced Persons had taken refuge there. SOS Children's Villages has two villages, with a combined total of more than 200 children, as well as schools, a social center, a medical centre, and family strengthening programmes in CAR. By the end of 2013, emergency shelters had been established in the school, latrines were being organised, there was a first aid tent and food, water and medicines were being distributed.

SOS Children's Villages worked in partnership – with the World Food Programme (WFP) to supply food donations; with Médecins sans Frontières (MSF) for health supplies; and with UNICEF to dig wells for potable water. Among the thousands of internally displaced persons were a number of unaccompanied children to whom SOS Children's Villages provided protection. SOS Children's Villages also recruited psychologists to help children left seriously traumatised by the conflict.

## MALI

In early 2013, SOS Children's Villages responded to a humanitarian crisis in Mali as ongoing violence and a chronic shortage of food forced hundreds of thousands of people to flee their homes.

SOS Children's Villages Mali provided nutritional support for displaced families and host communities – meeting the nutritional needs of children under five, and pregnant and nursing women; protecting vulnerable children, especially those separated from their families due to the conflict; and improving hygiene and sanitary conditions for displaced families.

# PUTTING CHILDREN FIRST



## CARE FOR ME! – IMPROVING QUALITY STANDARDS

Care for ME! is the global campaign of SOS Children's Villages to advocate for every child's right to quality care. Since its launch in December 2012, the campaign has continuously grown and is now active in more than 45 countries. As part of the campaign, the state of the care system in many countries has been assessed. More than 20 national reports are available at [www.care-for-me.org](http://www.care-for-me.org), the official website of the campaign. Unfortunately, the results are quite worrying: For many of the 153 million children worldwide living without parental care, the alternative care solutions available are inadequate and sometimes even dangerous. Based on the assessment reports, working relationships with governments have been established to negotiate quality improvements for children in care. In Kosovo, for example, President Atifete Jahjaga herself has endorsed the campaign.

SOS Children's Villages, in partnership with other child-focused organisations, promotes the implementation of the Guidelines for the Alternative Care of Children, already agreed to by the United Nations but not yet fulfilled everywhere across the globe. In this effort to bring governments to invest in quality care for children, SOS Children's Villages has also contributed to the development of the handbook "Moving Forward: Implementing the Guidelines for the Alternative Care of Children". Several training workshops have taken place to provide guidance on its usage and ensure a common understanding of its goals and values.

As an organisation working with children who have lost parental care or are at risk of losing it, SOS Children's Villages is committed to bringing their issues to the attention of those in power. On our own or in cooperation with other like-minded organisations and governmental bodies, we seek to ensure:

- Every child's right to quality care
- Awareness of the need for world leaders to place a high priority on addressing the needs of the most vulnerable children and young people
- Adequate provisions for young people transitioning from alternative care to independent living

I MATTER –  
HELPING THOSE  
LEAVING CARE

Every year, thousands of young people have to leave alternative care to live on their own. In many countries, this transition to independent life is destabilising: without family and state support, care leavers have no one to turn to for housing or similar issues, and they might be exposed to various types of abuse and exploitation.

From 2009 to 2013 SOS Children's Villages ran the I Matter campaign for the improvement of support for those leaving care. Young people with care experience were involved in the campaign in different ways: in peer research; in the I Matter International Youth Council; in skills training, networks and forums; and in international events.

As 2013 was the final year of the campaign, SOS Children's Villages has actively shared the insights and lessons learned with researchers, experts, NGO co-workers and professionals working with children and young people.

## POST-2015 DEVELOPMENT GOALS

SOS Children's Villages is promoting the voices of children and young people in the United Nations-led processes to define the world's development priorities for the next decades.

Based on our experience working with the most vulnerable children and families for over 60 years, SOS Children's Villages is advocating for a development agenda that delivers social protection for marginalised children and their families, ensures quality education and health services for all, creates decent employment for young people at risk and frees all children from all forms of violence. Our concrete proposals are included in a position paper and supporting thematic papers on our website:

<http://www.sos-childrensvillages.org/post-2015>

More importantly, SOS Children's Villages is creating national and international opportunities for children and young people to engage in the debate. Children and young people from SOS Children's Villages' programmes in Europe, Latin America and Asia were consulted about the kind of world they want to live in after 2015. A video with their demands was screened during the Young People Voices programme organised by the United Nations Development Programme and was welcomed by various UN and EU stakeholders as an example of ensuring decision-making processes are more inclusive and closer to citizens' needs.

Furthermore, SOS Children's Villages CEO Richard Pichler acknowledges, "the challenges faced by the world's children are too big for any single organisation to address alone. That is why SOS Children's Villages works in strong partnerships with Child Fund International, Plan International, Save the Children, UNICEF and World Vision, to act as a well-tuned orchestra, in which the players complement each other to ensure that no child is left behind".

# PARTNERS IN CARE

A loving parent, a family, and a home provide a solid foundation a child can build on to grow into a responsible and happy adult. To get there, the children in our care need partners to guide them and equip them with meaningful and sustainable skills for their lives. Some of these partners are companies that have stepped into our global family and donated funds, time and enthusiasm.

## BRITISH TELECOM, AN INNOVATIVE PARTNERSHIP

"BT takes great pride in working with SOS Children's Villages. We've connected 20 sites in 10 African countries via BT's global satellite network. We estimate that the ability to connect has had an immediate and direct impact on 100,000 people who, thanks to access to the internet, now have better communications, improved medical care and education. Our relationship with SOS Children's Villages demonstrates the global reach of BT's commitment to creating a connected society and improving lives around the globe. It forges good links in the community and has also led to the engagement of BT staff in volunteering and fundraising initiatives."

Liz Walker, BT Global Volunteering lead

## REWE GERMANY, A MAJOR PARTNERSHIP WITHIN RETAIL:

"Acting sustainably means acting responsibly. I am very pleased and I am proud to collaborate with an aid organisation such as SOS Children's Villages that acts so conscientiously in terms of sustainability."

Lionel Souque, Board Member, REWE Group

## DEUTSCHE POST DHL, A CONTINUOUSLY GROWING PARTNERSHIP:

"In our cooperation with SOS Children's Villages we have jointly developed an approach on how to support marginalised young people during the critical transition from education to employment. It is fantastic to see the young people benefitting from the experience of our employees and the opportunities offered enhancing their confidence and self-esteem. In 14 currently active partnerships with SOS Children's Villages in Africa, Latin America and Asia, we are empowering more and more young people to achieve an independent and sustainable life."

Frank Appel, CEO Deutsche Post DHL

## AEGEAN AIRLINES, GENEROSITY OF CUSTOMERS

"I am delighted that SOS Children's Villages' work is supported by the generosity of our passengers all over the world. Every day, many passengers answer Aegean Airlines' call to donate €2 in each transaction they make with us. Aegean Airlines then contributes another €2 for every transaction. Since 2008, 290,098 passengers have responded, donating €580,196. After being matched by Aegean Airlines, the total sum has now reached €1,114,875. We express our deep appreciation to all passengers who showed their commitment and enthusiasm for funding this mission, motivating us to continue our work."

Theodore Vassilakis, President, Aegean Airlines

Get in touch with Patricia Molano to talk about corporate partnership opportunities.

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LEADING LONG-TERM PARTNERS	
Aegean Airlines Akelius Astra Zeneca Carrefour Chevrolet Deutsche Post DHL Dr. August Oetker Nahrungsmittel KG Familjen Erling Perssons Stiftelse GodE/GoodCause Grieg Foundation Hasbro, Inc. HSBC Global Education Programme Johnson & Johnson JSC Samruk-Kazyna KFC Louis Vuitton Malletier MAN SE Marriott International Max Hamburgerrestauranger Oriflame Orkla Procter & Gamble REWE Saltkråkan AB Samsung Electronics Svenska PostkodLotteriet Swedbank Robur Swiss International Airlines Transat A.T. Inc. Vodafone Vorwerk	

KEY PARTNERS IN 2013 - GIVING THROUGH MULTIPLE COUNTRIES	
Allianz British Telecom Deutsche Post DHL Dr. August Oetker Nahrungsmittel KG HSBC Global Education Programme Louis Vuitton Malletier Marriott International Microsoft Oriflame Procter & Gamble Samsung Electronics State Street Foundation	

KEY PARTNERS IN 2013	
Austria	Allianz Bank Austria Beiersdorf Energie Steiermark Manner ÖAMTC Raiffeisen XXX-Lutz
Belgium	Adecco Carrefour Electrabel (GDF SUEZ)
Canada	Atrium Innovations
Czech Republic	Kaufland
Denmark	Top Toy A/S
France	Crédit Coopératif Fondation Auchan pour la jeunesse Fonds d'Action Négoïs La SALM (Cuisinella & Schmidt) La vache qui rit ® Lotus ® une marque du groupe SCA Maisons du Monde
Germany	AIDA Deutsche Lufthansa Interquell GmbH Louis Vuitton Malletier MAN SE REWE Siegwert Druckfarben State Street Foundation Vorwerk
Greece	Aegean Airlines Unilever Vodafone
India	Caterpillar
Kazakhstan	JSC Samruk-Kazyna
Lebanon	Spinney's
Morocco	McDonald's
Norway	Grieg Foundation Høegh Autoliners OBOS Orkla Prosafe SKAGEN Fondene Ulstein Group Willy Wilhelmsen Group
Portugal	Bechgaard Foundation
Russia	Gazprombank
South Africa	KFC
Spain	ECOMBES Rafa IFA group MAPFRE Nadal's Foundation Procter & Gamble
Sweden	Adlibris AB Akademibokhandeln AB AB Akelius Apoteket AB Astrid Lindgrens Värld Familjen Erling Perssons Stiftelse Gekås Ulared AB GodE/GoodCause Max Hamburgerrestauranger Posten Preem AB (publ) Saltkråkan Skagen Fonder Svenska Petroleum Exploration AB Svenska PostkodLotteriet Swedbank Robur WRIGLEY Scandinavia AB
Switzerland	Dufry AG Hilti AG Schaan (Liechtenstein) Swisscom AG Swiss International Airlines
UK	Sthree
USA	Glenworth Foundation Hasbro, Inc. Johnson & Johnson

GOVERNMENTAL PARTNERS
ADA - Austrian Development Agency
Azerbaijani NGO Support Council
BMZ - Federal Ministry for Economic Cooperation and Development - Germany
City of Novi Grad - Bosnia and Herzegovina
Danida - Danish International Development Agency
DFID - Department for International Development - United Kingdom
DGD - Belgium Development Cooperation
Finnish Embassy in Sierra Leone
Forum Syd - Sweden
French Embassy in Algeria
German Embassies in Ukraine and Bosnia & Herzegovina
GIZ - German Society for International Cooperation
Govt. of Austria - Austrian Foreign Ministry for Europe, Integration and Foreign Affairs - Govt. of Tyrol - City of Innsbruck
Govt. of Azerbaijan - Ministry of Labour and Social Protection - Ministry of Youth and Sport
Govt. of Estonia
Govt. of Finland - Ministry of Foreign Affairs
Govt. of Germany - Ministry of Foreign Affairs
Govt. of Iceland
Govt. of Italy - Autonomous Province of Trento
Govt. of Kyrgyzstan - Ministry of Social Development
Govt. of Lesotho
Govt. of Latvia - Ministry of Regional Development
Govt. of Lithuania - Ministry of Labour and Social Security - City of Vilnius
Govt. of Luxembourg - Ministry of Foreign Affairs - Ville de Luxembourg
Govt. of the Netherlands - Ministry of Foreign Affairs
Govt. of Norway - Ministry of Health and Care Services - Ministry of Foreign Affairs
Govt. of Romania - Ministry of Employment, Family and Social Protection
Govt. of Spain
Govt. of Switzerland
Govt. of the Czech Republic - Ministry of Labour and Social Affairs
Govt. of the Isle of Man - United Kingdom
Govt. of the Russian Federation - Ministry of Finance - Govt. of Murmansk - City of Moscow - City of Pskov - City of St. Petersburg
Govt. of Ukraine
National Foundation of Civil Society - Estonia
NORAD - Norwegian Agency for Development Cooperation
Norwegian Embassies in Bosnia & Herzegovina and Kosovo
Province of Vlaams Brabant - Belgium
Public Fund of Republic of Uzbekistan
Swiss Embassy in Bulgaria
United Palestinian Appeal - United States of America
USAID - U.S. Agency for International Development
Wallonie-Bruxelles International - Belgium
FOUNDATIONS
Aadu Luukas Foundation - Estonia
Bernard van Leer Foundation - Netherlands
Bulgarian Women's Fund
Bota Foundation - Kazakhstan
Churches Hospital Association of Zambia
Fondation Philanthropia - Switzerland
Foundation of the First President of the Republic of Kazakhstan
Global Environment Fund
Hempel Foundation - Denmark
Komerční banka's JISTOTA foundation - Czech Republic
LEGO Foundation - Denmark
OAK Foundation - Switzerland
Obel Foundation - Denmark
IBB - International Education and Exchange - Germany
Tereza Maxova's Foundation for Children - Estonia
VELUX Foundation - Denmark
Western Union
INTERNATIONAL PARTNERS
EEA and Norway Grants
European Commission - Development and Cooperation - EUROPEAID - Education and Culture - Employment, Social Affairs & Inclusion - Humanitarian Aid and Civil Protection
UNHCR - United Nations High Commissioner for Refugees
UNICEF - United Nations Children's Fund
WFP - United Nations World Food Programme

## INSTITUTIONAL PARTNERSHIPS

# ACHIEVING RESULTS IN DEVELOPMENT COOPERATION

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SOS Children's Villages International and its member associations highly value partnerships with institutional donors. Over the past few years, partnerships with institutional donors have progressively become a more important part of our work.

SOS Children's Villages associations frequently use funding from development cooperation agencies to strengthen their community work and humanitarian projects. Cooperation with institutional partners contributes to the diversification of our funding portfolio but these partnerships go beyond financial arrangements – they build relationships that shape thinking and policies of state and non-state bodies. They have the potential to improve our response to situations that put children at risk.

Cooperation with institutional partners is an opportunity to explore and adopt new standards. It is a chance to use innovative approaches in our own projects. In addition, our partners' requirements improve the quality of our programmes.

A results-based approach to planning, monitoring and evaluation contributes to increased accountability and transparency as well as better results.

In 2013, SOS Children's Villages International received grant support from the following institutions:

→ Austrian Development Agency (ADA) co-finances a humanitarian project in Mali addressing the needs of internally displaced families and their host communities by providing nutritional and hygiene support as well as child protection.

→ The Directorate for Humanitarian Aid and Civil Protection of the European Commission (ECHO) has continued to co-finance the SOS Maternity and Emergency Paediatric Hospital opened in Somalia in 1989. It is the only one of its kind in Mogadishu providing free medical services to the community, and has become the main point of reference for the most vulnerable population in the city and the surrounding regions.

In each country where SOS Children's Villages operates, an autonomous national association is formed as a separate legal entity, with its own statutes and Board of Directors. In order to become a member of the international umbrella organisation, SOS Children's Villages International, each member must comply with a set of statutes and principles for child care, as well as a predetermined set of financial and administrative practices.

The General Assembly, which is convened every four years, is the supreme decision-making body of our organisation. Each member association (currently including 116 national associations) has the right to participate and vote at the General Assembly of SOS Children's Villages International.

The International Senate consists of a maximum of 20 members plus the President and the Vice President, serving a four-year term of office. Ten seats are reserved for those member associations that make the biggest financial contribution to the international work; the other 10 seats are allocated to other member associations representing the continents where the organisation is working.

The General Secretariat is responsible for implementing the decisions taken by the General Assembly and the International Senate. It supports individual member associations as well as the whole federation by developing and monitoring the implementation of worldwide quality standards in the different areas of work, supporting the implementation of the global strategy, and representing the organisation in international forums.

## MANAGEMENT AND ACCOUNTABILITY

# A STRONG FEDERATION

## ORGANISATIONAL REVIEW

Beginning in 2012 and continuing through 2013, SOS Children's Villages initiated a review of our international governance, with the pro-bono support of Boston Consulting Group. In light of our responsibilities to the children we care for and the donors who fund our work, we need to be as efficient as possible and ensure resources are provided where they are most needed.

### GENERAL ASSEMBLY

All Member Associations



### INTERNATIONAL SENATE

PRESIDENT

VICE PRESIDENT

and 20 Member Association board members  
(10 largest PSAs, 10 from regions)

Programme Audit Committee, Leadership Selection Committee, Finance & Audit Committee

### MANAGEMENT COUNCIL

CHIEF EXECUTIVE OFFICER (CEO)

8 Managing / National Directors  
(4 from PSAs & 4 from regions)  
and Management Team

### GENERAL SECRETARIAT (GSC)

MANAGEMENT TEAM

Chief Executive Officer (CEO)  
Chief Operating Officer (COO)  
Chief Financial Officer (CFO)

**“OUR RESPONSES ARE TAILOR-MADE AND PRACTICAL”**

Following an eight-month review, in March 2013 the International Senate of SOS Children’s Villages approved a set of recommendations, and implementation commenced. Amongst the changes that have been implemented as a result of the review are the creation of:

- ➡ New committees (Programme Audit, Leadership Selection, and Finance and Audit) within the International Senate (see chart summarising the key structures on page 25)
- ➡ New posts of **Chief Financial Officer** and **Chief Operating Officer**, who together with the Chief Executive Officer make up the Management Team
- ➡ A new executive management body, the **Management Council**, which includes representatives of member organisations as well as the Management Team; the Management Council guides the implementation of Senate decisions while also serving as an advisory body to the Senate
- ➡ **Working groups** charged with articulating and strengthening the ways in which the member associations of SOS Children’s Villages work together as a **federation**
- ➡ A new global **structure** for the General Secretariat, decreasing the number of levels from three to two

## ETHICAL STANDARDS

International Anti-Fraud and Anti-Corruption Guidelines are in place, with clear regulations on how to avoid fraudulent action as well as binding measures to be undertaken in case fraud is detected. These guidelines are reinforced by the SOS Children’s Villages Code of Conduct, which was developed in 2011, with initial roll-out within the General Secretariat taking place in 2012. The code, combined with a strong culture of accountability, trust and commitment, helps ensure respectful conduct towards everyone with whom our co-workers come into contact, including children, fellow co-workers, partners and communities.

In 2013, the International Senate approved the SOS Children’s Villages Policy on Good Management and Accountability Quality Standards. This document establishes the principles of responsibility and accountability that underlie how we work, and it sets standards

for management, transparency, fighting fraud and corruption, and proactive protection and management of our assets. We have established guidance for all member associations and the General Secretariat to ensure the ethical development of partnerships with companies, high net worth individuals, and foundations. The guidance describes types of organisation with which we will not be associated (whether in receiving funds or in entering into other types of relationship), and it confirms that we do not offer endorsements. Above all, it confirms that every decision is guided by the best interests of the children we support.

We are pleased that we have been accepted as full members of the INGO Accountability Charter, having submitted our report for the year 2012, which was accepted by the Charter. Our report and the Charter’s response can be found here: <http://www.ingoaccountabilitycharter.org/home/charter-members/sos-childrens-villages-international/>



## RISK MANAGEMENT

Like all international non-governmental organisations, SOS Children’s Villages allocates resources and funds across multiple countries. The General Secretariat, working with the National Associations and the SOS Promoting and Supporting Associations, seeks to limit any potential risk associated with investments and donations. Internal guidelines, regulation, systematic controls and country-by-country legislation are applied to optimise the use of all investments and reduce associated risk. The General Secretariat undertakes an annual review of the audit results of each National Association as defined in the statutes.

The budgeting process led by the General Secretariat applies the clustering process developed by the Organisation for Economic Cooperation and Development, helping to ensure an appropriate, needs-based allocation of funds across countries where we operate. We know that fundraising income fluctuates from year to year, and we need to be prepared for external market risks. Accordingly, Promoting and Supporting Associations hold reserves equal to one year of their own running costs and the international funding for the programmes they support.

# STABLE GROWTH CONTINUES

In 2013, we experienced stable financial growth, with an increase in revenues of 5% from €943.1 million to €991.5 million. As in previous years, the majority of income came from traditional fundraising markets in Western Europe and North America, but the trend of diversification continued, with revenue from all continents reflecting the upward trend.

The increases in revenue were accompanied by moderate increases in expenditures, with overall operating costs rising about 3%, to €755.4 million. Information and fundraising work plus administration in our Promoting and Supporting Associations (PSAs) was stable, at approximately 18% of total expenditures, and costs actually decreased in International Programme Support (our General Secretariat offices), from €34.9 million to €34.7 million.

We have challenged 35 of our national associations in emerging fundraising markets to become self-sufficient by 2020. In these emerging economies, where governments are increasingly able to provide alternative care, SOS Children's Villages has been implementing changes to ensure programmes are run sustainably, with community partners and innovations that enable lower costs, with the same or better quality. This has resulted in significant cost reductions in some areas. In Latin America, expenditures have been reduced by nearly 2%, from €109.6 million to €106.9 million. More importantly, in key countries aiming to become self-sufficient, revenues have increased.

## KEY FUNDRAISING SUCCESSES

In 2013 we achieved increased revenues from all continents, including emerging fundraising markets. Specifically in Asia and Central & Eastern Europe/CIS/Baltics (EUCB), we had double digit growth in fundraising revenue. Overall revenue growth in Asia was led by significant increases in India and Indonesia, and in EUCB national associations in Kazakhstan and Poland produced significant revenue growth. In other continents, numerous countries aiming to become self-sufficient achieved significant revenue growth, including Lebanon, Tunisia, Argentina, Colombia, Ecuador, Peru and Venezuela.

The overall fundraising growth was driven in part by increased numbers of active committed givers. In Africa there was a 36% increase, to 33,400; and in Asia we saw a 59% increase, to 52,600 committed givers. We now have 1.2 million committed givers worldwide. We are pleased to see a general shift away from sporadic donations (approx. 30% of total in 2013) and towards regular donations, with individual committed giving now accounting for 21% of our total revenue.

In our traditional European fundraising markets, the largest member associations in Germany, Norway, Denmark, Austria and Sweden continued to be the growth drivers, but a significant part of the total increase in fundraising income came also from Finland, USA, Luxembourg, Spain and Belgium.

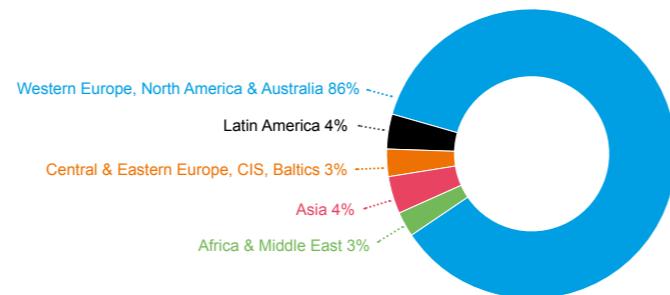


# INCOME 2013

## TOTAL GROSS INCOME €991.5 MILLION

### Income by continent

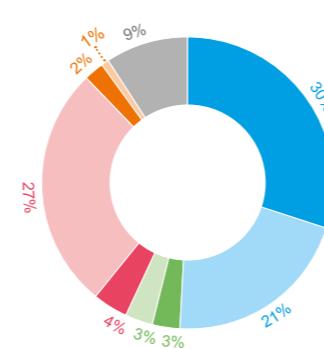
Most income continues to be generated in our traditional markets of Western Europe and North America, with 86% of our revenue coming from those member associations, approximately the same as last year. Moderate growth was achieved in all continents, with many countries making good progress towards self-sufficiency.



### Income by type of donor

Reflecting substantial increases in numbers of individual committed givers, the percentage of revenue coming from this category increased very slightly from 20% in 2012 to 21% in 2013; and accordingly the proportion of overall revenue coming from sporadic donations fell slightly from 33% in 2012 to 30% in 2013. Government subsidies for domestic services remained a very strong source of income, at €270.6 million, or 27% of the total.

- Sporadic donations (30%)
- Sponsorship / committed giving (21%)
- High net worth individuals (3%)
- Foundations & lotteries (3%)
- Corporate donors (4%)
- Governmental subsidies for domestic programmes (27%)
- Institutional funding (2%)
- Emergency appeals (1%)
- Other income (9%)



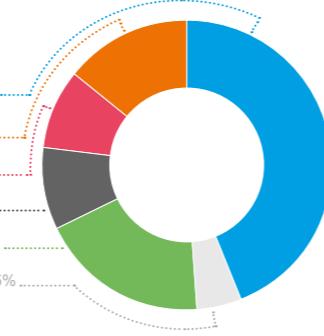
# EXPENDITURES 2013

## OPERATING EXPENDITURE €755.4 MILLION

### Expenditures by continent

Expenditures in Western Europe and North America reflect a large number of programmes funded by governments domestically. These typically incur higher costs than our programmes in other continents, and as a result constituted about 44% of total programme expenditures in 2013. Reflecting the broader organisational changes and increased focus on countries of greatest need, expenditures decreased very slightly in both Latin America and International Programme Support between 2012 and 2013.

- Western Europe & North America & Australia 44%
- Latin America 14%
- Central & Eastern Europe, CIS, Baltics 9%
- Asia 9%
- Africa & Middle East 19%
- International coordination and programme support 5%

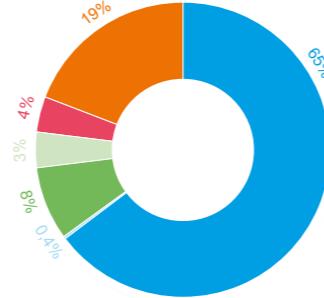


## TOTAL EXPENDITURES €975 MILLION

### Expenditures by type

Programme Support includes the full range of activities, such as the provision of alternative care, work with biological families, operating schools and other educational programmes, and running medical centres (but not including emergency relief work). As a practitioner organisation, expenditure in these areas is naturally the largest portion, representing about two-thirds of our expenditures.

- Programme support (SOS villages, youth programmes, kindergartens, vocational training programmes, family strengthening programmes and medical centres) (65%)
- Emergency relief (<1%)
- Other programmes (8%)
- Construction and investment funds from SOS Promoting and Supporting Associations (3%)
- International coordination and programme support (4%)
- Information and fundraising work in PSAs (19%)



All amounts in €1,000

	Actuals 2012 audited	Actuals 2013 preliminary <sup>1</sup>
Revenues by continent		
Africa & Middle East	32,223	34,037
Asia	32,285	35,334
Central & Eastern Europe, CIS, Baltics	29,153	30,416
Latin America	35,175	39,514
Western Europe, North America & Australia	813,445	851,625
International Programme Support	776	591
<b>Total Revenues</b>	<b>943,057</b>	<b>991,517</b>

Source of revenues by donor		
Sporadic donors	310,831	300,824
Sponsorship / committed giving	193,550	207,784
High net worth individuals	19,095	25,496
Foundations & lotteries	33,573	34,800
Corporate donors	30,490	41,754
Governmental subsidies for domestic programmes	265,690	270,591
Institutional funding	1,660	16,143
Emergency appeals <sup>2</sup>	1,637	9,429
Other income <sup>3</sup>	86,531	84,696
<b>Total Revenues</b>	<b>943,057</b>	<b>991,517</b>

Operating expenditures by continent		
Africa & Middle East	145,270	144,820
Asia	67,171	70,762
Central & Eastern Europe, CIS, Baltics	61,292	63,741
Latin America	109,603	106,863
Western Europe, North America & Australia	314,065	334,429
International coordination and programme support	34,907	34,738
<b>Total Expenditures of SOS programmes and international support</b>	<b>732,308</b>	<b>755,353</b>

Expenditures by programme type		
Programme support (SOS villages, youth programmes, kindergartens, vocational training programmes, family strengthening programmes and medical centres)	624,644	635,365
Emergency relief	7,991	4,300
Other programmes	64,766	80,950
Construction and investment funds from SOS Promoting and Supporting Associations	44,449	37,230
International coordination and programme support	34,907	34,738
Information & fundraising work, costs not directly related to programmes in Promoting and Supporting Associations	182,291	182,376
<b>Total Expenditures</b>	<b>959,048</b>	<b>974,959</b>
(+) Dedication to reserves / (-) Usage of reserves <sup>4</sup>	- 15,991	16,558

<sup>1</sup>Independent external audits have not yet been completed in all countries for 2013 (as of 29 May 2014)

<sup>2</sup>Only major appeals are accounted for in this line; others are included under 'other income'

<sup>3</sup>Other income refers to financial income such as interest, operational income from facilities, and local income from events or merchandising

<sup>4</sup>Reserves are held as means of proactively managing asset risks, including destruction or loss of property, exchange rate fluctuations, and legal liabilities.

# 2013 STATISTICS

## WORLDWIDE TOTALS

### SOS care programmes

Families and youth programmes	82,100	children & young people
Family strengthening programmes	328,700	children & adults

These programmes are the core of our work; each child or young person has an individual development plan.

### SOS education and other programmes

Kindergartens	23,100	children
Hermann Gmeiner schools	107,700	children
Vocational training centres	16,600	adults & young people
Social centres	125,500	children & adults

These programmes are an important part of our work in the community.

### SOS medical centres

794,200	single services
62,800	service days

These programmes reach communities in greatest need.

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

'Service days' refers to longer-term support – for example, an extended stay in a hospital bed or daily use of a Child Friendly Space.

### SOS emergency relief programmes

218,400	single services
78,600	service days

## NUMBERS OF CHILDREN, YOUNG PEOPLE AND ADULTS WE REACH

### SOS care programmes

	Western Europe & North America	Africa & Middle East	Latin America	Central & Eastern Europe, CIS, Baltics	Asia	
Families and youth programmes	6,400	24,800	13,500	5,000	32,400	children & young people
Family strengthening programmes	14,800	135,600	96,000	13,100	69,200	children & adults

### SOS education and other programmes

Kindergartens	300	15,000	300	500	7,000	children
Hermann Gmeiner schools	0	56,300	5,400	600	45,400	children
Vocational training centres	3,700	6,300	1,000	0	5,600	adults & young people
Social centres	5,000	23,500	900	87,800	8,300	children & adults

### SOS medical centres

0	732,400	33,300	0	28,500	single services
0	62,800	0	0	0	service days

### SOS emergency relief programmes

0	218,400	0	0	0	single services
0	30,200	0	0	48,400	service days

## NUMBER OF PROGRAMMES WE RUN

### SOS care programmes

	Western Europe & North America	Africa & Middle East	Latin America	Central & Eastern Europe, CIS, Baltics	Asia	
Families and youth programmes	139	320	275	172	265	1,171
Family strengthening programmes	49	190	100	63	81	483

### SOS education and other programmes

Kindergartens	10	139	3	8	67	227
Hermann Gmeiner schools	0	119	9	2	55	185
Vocational training centres	8	18	3	0	21	50
Social centres	37	26	2	36	18	119

### SOS medical centres

0	67	1	0	7	75
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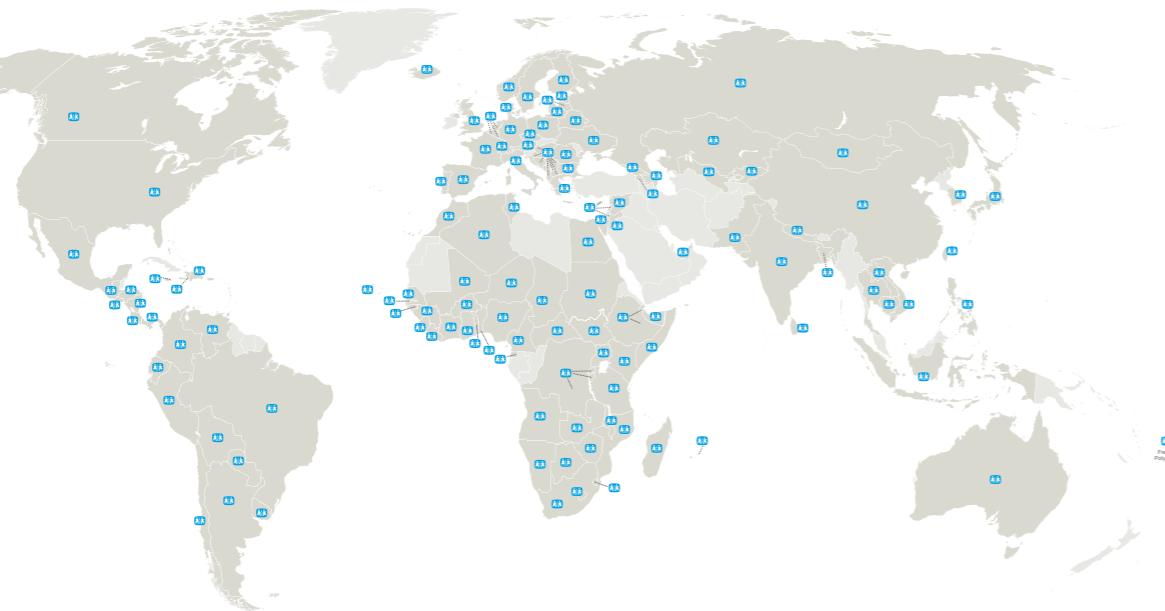
### SOS emergency relief programmes

0	6	0	0	1	7
total programmes worldwide					2,317

# COUNTRIES WE WORK IN

SOS Children's Villages is present in 134 countries and territories around the world:

Albania  
Algeria  
Angola  
Argentina  
Armenia  
Australia  
Austria  
Azerbaijan  
Bangladesh  
Belarus  
Belgium  
Benin  
Bolivia  
Bosnia and Herzegovina  
Botswana  
Brazil  
Bulgaria  
Burkina Faso  
Burundi  
Cambodia  
Cameroon  
Canada  
Cape Verde  
Central African Republic  
Chad  
Chile  
China  
Colombia  
DR of the Congo  
Costa Rica  
Côte d'Ivoire  
Croatia  
Czech Republic  
Denmark  
Djibouti  
Dominican Republic  
Ecuador  
Egypt  
El Salvador  
Equatorial Guinea  
Estonia  
Ethiopia  
Finland  
France  
French Polynesia  
The Gambia  
Georgia  
Germany  
Ghana  
Greece  
Guatemala  
Guinea  
Guinea-Bissau  
Haiti  
Honduras  
Hungary  
Iceland  
India  
Indonesia  
Israel  
Italy  
Jamaica  
Japan  
Jordan



Kazakhstan  
Kenya  
Kosovo  
Kyrgyzstan  
Laos  
Latvia  
Lebanon  
Lesotho  
Liberia  
Lithuania  
Luxembourg  
FYR of Macedonia  
Madagascar  
Malawi  
Mali  
Mauritius  
Mexico  
Mongolia  
Morocco  
Mozambique  
Namibia  
Nepal  
Netherlands  
Nicaragua  
Niger  
Nigeria  
Northern Cyprus  
Norway  
Pakistan  
Palestinian territories  
Panama  
Paraguay  
Peru  
Philippines  
Poland

Portugal  
Romania  
Russia  
Rwanda  
Senegal  
Serbia  
Sierra Leone  
Somalia  
Somaliland  
South Africa  
South Korea  
South Sudan  
Spain  
Sri Lanka  
Sudan  
Swaziland  
Sweden  
Switzerland  
Syria  
Taiwan, China  
Tanzania  
Thailand  
Togo  
Tunisia  
Uganda  
Ukraine  
United Kingdom  
United Arab Emirates  
USA  
Uruguay  
Uzbekistan  
Venezuela  
Vietnam  
Zambia  
Zimbabwe

## The SOS Children's Villages Promoting and Supporting Associations are:

SOS-Børnebyerne Danmark (Denmark)  
SOS-Kinderdorf e.V. (Germany)  
Hermann-Gmeiner-Fonds Deutschland e.V. (Germany)  
SOS Villages d'Enfants France (France)  
SOS Villages d'Enfants Monde asbl.Luxembourg (Luxemburg)  
SOS Kinderdorpen (Nederlands)  
Stiftelsen SOS Barnebyer Norge (Norway)  
SOS-Kinderdorf Österreich (Austria)  
Stiftung SOS-Kinderdorf Schweiz (Switzerland)  
SOS-Barnbyar Sverige (Sweden)  
SOS Children's Villages UK (UK)  
SOS Village d'Enfants Belgique aide le monde asbl. (Belgium)  
SOS Children's Villages Canada (Canada)  
Asociación Aldeas Infantiles SOS de España (Spain)  
SOS-Lapsikyläsäätiö/lapsikyläry (Finland)  
SOS Barnaporpin (Iceland)  
Associazione SOS Italia Villaggi dei Bambini ONLUS (Italy)  
SOS Children's Villages USA Inc. (USA)

**"Good things happen when people do more than they have to."**

Hermann Gmeiner,  
founder of SOS Children's Villages

**YOU** can make good things happen for a child at risk.

**Sponsor** an SOS child or village to make a long-lasting difference in young lives

**Donate** funds, services or goods to help us provide emergency disaster relief where it is most needed

**Partner** with us in meaningful and mutually beneficial corporate social responsibility

**Join** us in advocating for the human rights of every child

**Share** your knowledge about SOS Children's Villages' critical work with friends, family and colleagues

Get in touch with our national association in your country; find them at:  
[www.sos-childrensvillages.org](http://www.sos-childrensvillages.org)



# A LOVING HOME FOR EVERY CHILD



**SOS Children's Villages is a worldwide organisation that  
enables children to have a loving home with parents or carers.**

## OUR VISION

Every child belongs to a family and grows with love, respect and security.

## OUR MISSION

We build families for children in need, we help them shape their own  
futures and we share in the development of their communities.

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Austria

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