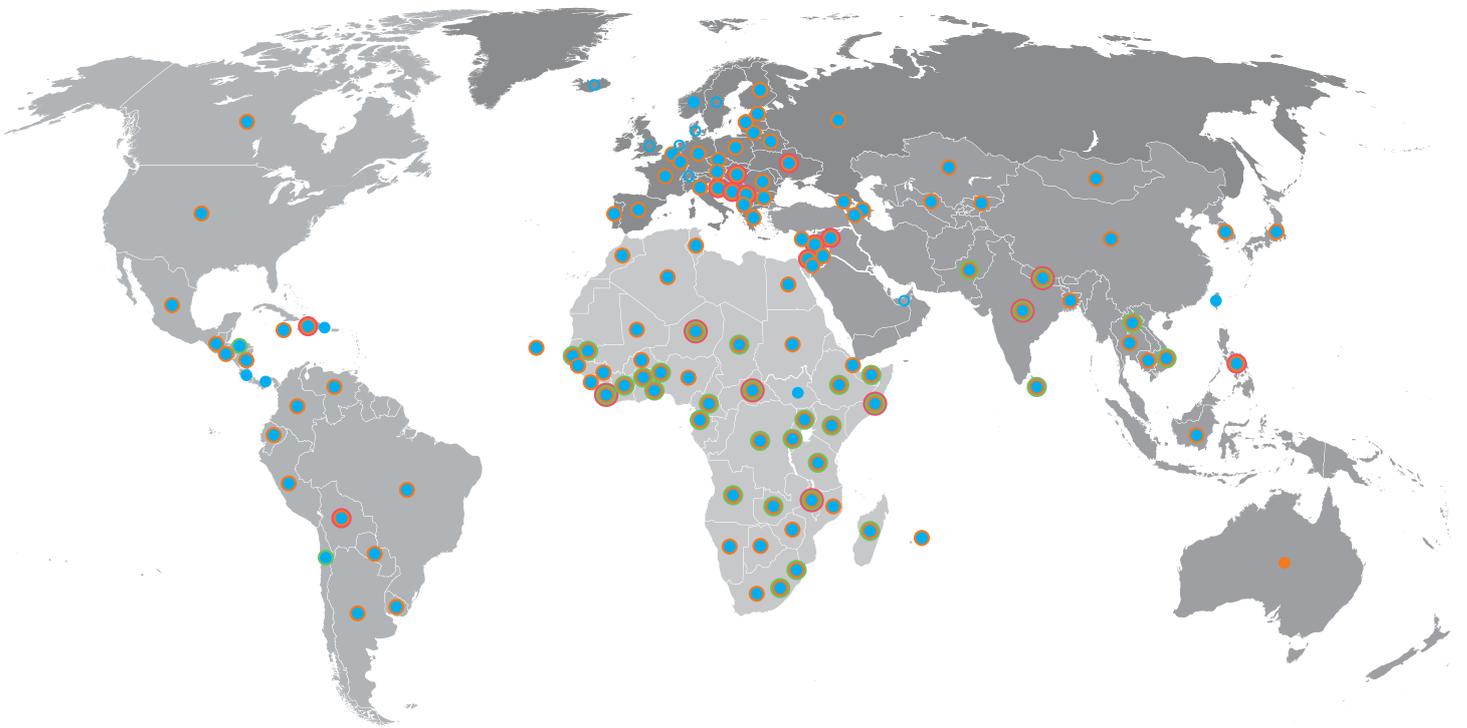


# INTERNATIONAL ANNUAL REPORT 2015



SOS CHILDREN'S  
VILLAGES  
INTERNATIONAL



## OUR VILLAGE

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# YOU ARE AN IMPORTANT MEMBER OF OUR VILLAGE



Editorial Office:  
 SOS Children's Villages International  
 Brigittenauer Lände 50  
 1200 Vienna / Austria

E-Mail: [external.communications@sos-kd.org](mailto:external.communications@sos-kd.org)  
 Website: [www.sos-childrensvillages.org](http://www.sos-childrensvillages.org)

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 Responsible for content: Management Team  
 Editorial team: Jennifer Buley, Joel Feyerherm,  
 Claudia Arisi, Blanca Ayuso, Julia Braunegg, Karin  
 Demuth, Rina Hillinga, Dario Peter, Vera Sartori  
 Layout: Johanna Romillo, Simone Rechfelden

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Listening and sharing at an SOS Children's Village in Tanzania. Photographer: Katja Snozzi

## Thank you for caring

## Message from the President and Vice President

What does 'village' mean to you?

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

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

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

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

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

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

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

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

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

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

That is our village.

**SIDDHARTHA KAUL**  
President

**DR GITTA TRAUERNICHT**  
Vice President

## Message from the Management Team

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

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

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

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

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

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

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

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

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

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

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

**TOM MALVET**  
Director International Competence Centres

**CARSTEN VÖLZ**  
Chief Operating Officer

**NORBERT MEDER**  
Chief Financial Officer



President  
Siddhartha Kaul  
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Vice President  
Gitta Trauernicht  
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Director International  
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Tom Malvet  
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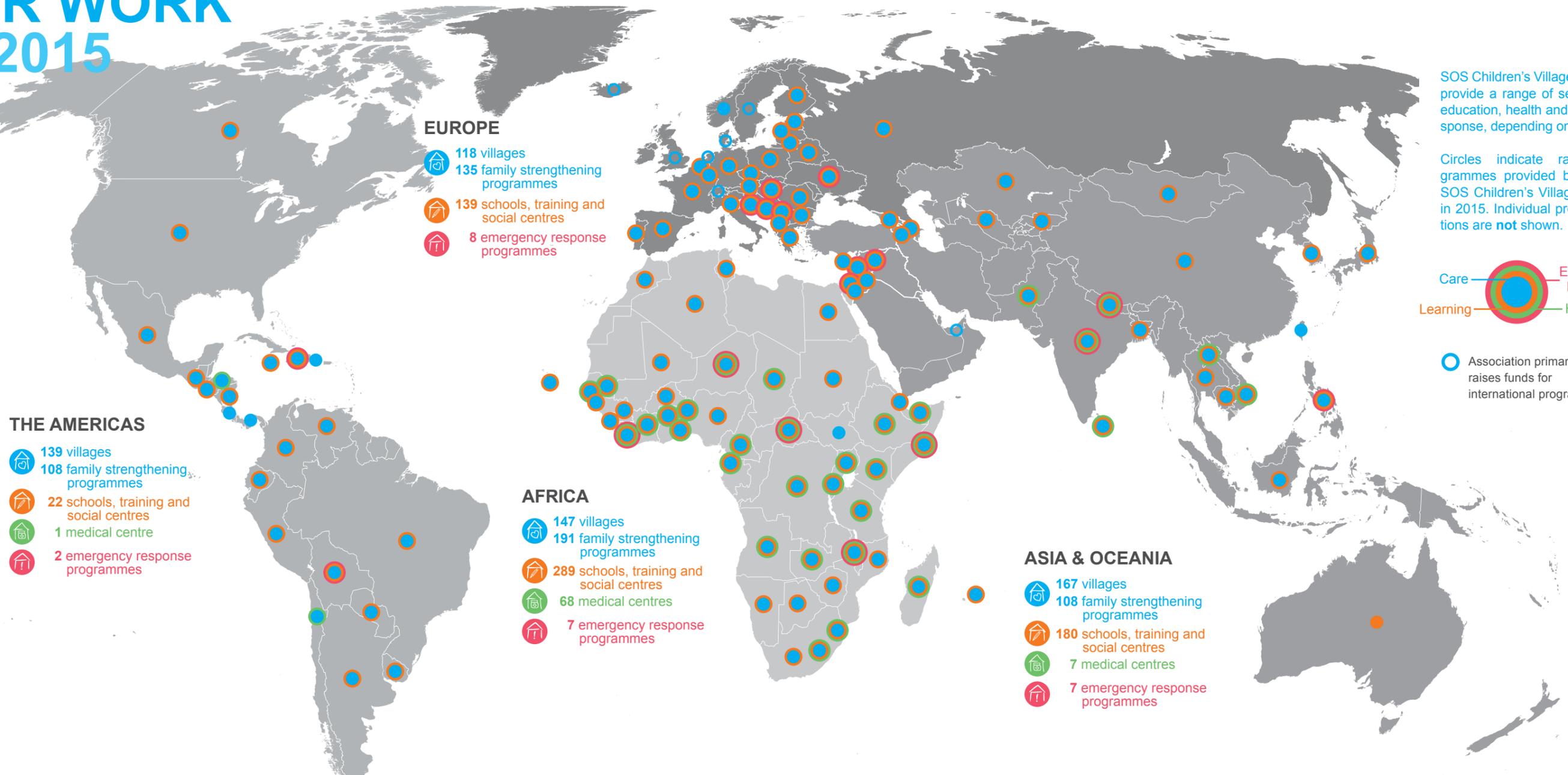


Chief Operating Officer  
Carsten Völz  
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Chief Financial Officer  
Norbert Meder  
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# OUR WORK IN 2015



SOS Children's Villages communities provide a range of services in care, education, health and emergency response, depending on local needs.

Circles indicate range of programmes provided by the national SOS Children's Villages association in 2015. Individual programme locations are **not** shown.

2015 statistics are based on all reporting as of 15 April 2016. See page 24 for more detailed statistics.

**CARE** 553,600 people supported worldwide

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

**LEARNING** 242,000 people building capacities worldwide

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

**HEALTH CARE** 943,700 health services worldwide

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

**EMERGENCY RESPONSE** 726,500 emergency services worldwide

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

# ENSURE QUALITY CARE STRENGTHEN FAMILIES

For more than six decades, SOS Children's Villages has worked to protect children and address the root causes that put children at risk of losing parental care.

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

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

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

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

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

## Participation and influence

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

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

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

## Preparedness and safety networks

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

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

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



Happy family life, SOS Children's Villages Brazil. Photographer: Patrick Wittmann

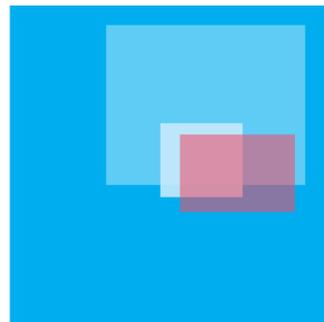
"Life in the community is like all other lives. It is natural, without a label. Here in the community children have the opportunity to make friends who do not necessarily have the same story they do; they can see new faces, explore new horizons."

Charlotte, SOS mother, Cote D'Ivoire

# 10% OF CHILDREN ARE AT RISK

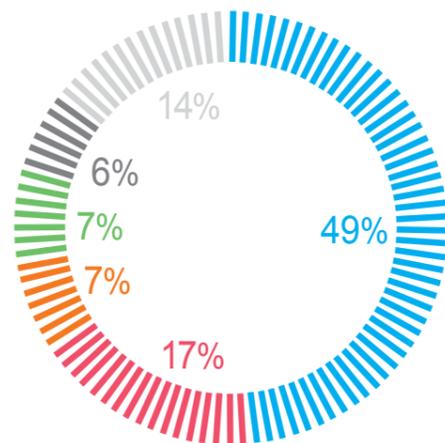
Statistics show that the number of children without parental care is rising. There are an estimated 151 million children worldwide who have lost one or both parents. Millions more children are at risk of losing parental care, because of risk factors including poverty, poor health of a parent, violence,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

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



- 100%** 2,200 million world child population in 2015 (UNICEF)
- 26%** 570 million children in poverty (living on less than \$1.25/day) (UNICEF)
- 7%** 150 million children who have lost one or both parents (UNICEF)
- 10%** 220 million children at risk

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



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

SOS Children's Villages Programme Monitoring Database, 2016



Many families need support, Sierra Leone. Photographer: Daniel van Moll

"No matter whether you talk about poverty or violence, the inequality experienced by the most vulnerable children is unacceptable and rising."

Paula Guillet de Monthoux, CEO, SOS Children's Villages Denmark, UN General Assembly side panel, New York, 2015

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

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

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

Statistics from over 56,000 child participants, from 99 countries, enrolled in SOS family strengthening in 2015. Source: SOS Children's Villages Programme Database, 2016.

# SUCCESS IS LONG-TERM IMPACT

## Social return on investment

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

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

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

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



Learn how we measure impact  
[www.sos-childrensvillages.org/measure-impact](http://www.sos-childrensvillages.org/measure-impact)

## How family strengthening works

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

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

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

 **55%**  
of families enrolled in SOS family strengthening became self-reliant in 2015. The average family participates in SOS family strengthening for 34 months.



SOS mother and child, Haiti. Photographer: SOS Archives

"It makes me proud to be part of this association. I left SOS more than ten years ago, but its effect on me is still evident every day of my life."

Majdi. SOS Palestine Alumni Association member

# A NEW SUSTAINABLE DEVELOPMENT ERA

Throughout ‘Post-2015’, the global political process led by the United Nations to set the 2030 Agenda for Sustainable Development, SOS Children’s Villages worked at national and international level to make sure that children who have lost parental care, or who are at risk of losing parental care, would not be forgotten in the new development framework.

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

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

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

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

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



## COUNT EVERY CHILD!

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

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

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

# SDGS FOR CHILDREN

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



### SOS response:

SOS Children’s Villages is committed to helping poor families and communities break the cycle of poverty. We do this through building capacities and resilience, and through education

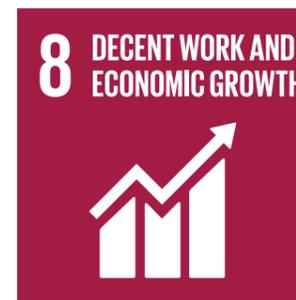
and vocational training for participants in family strengthening and family-based care, and by advocating for social protections for vulnerable children, young people and families.



### SOS response:

Every child and young person participating in SOS family strengthening or family-based care is supported in obtaining quality education – from early childhood development and basic education, through upper education and preparation for employability. SOS schools educate children and young people from the whole community, and

our Information and Communication Technology for Development (ICT4D) projects, and teacher training courses, build skills and capacities. We strengthen public education in partnership with governments, local authorities and other service providers, and we influence education policies and practices through advocacy work.



### SOS response:

SOS Children’s Villages supports young people in developing the vocational skills and self-confidence necessary to become independent adults with decent work, by providing access to

technical courses and mentorship programmes. We also help parents access vocational training and tools so they can generate sufficient income to support their families.



### SOS response:

SOS Children’s Villages advocates for policies and practices that ensure equal opportunities, non-discrimination and social inclusion for all children and young people. We help families

break the cycle of poverty and exclusion so that future generations can be active and equal participants in society.



### SOS response:

SOS Children’s Villages is a non-political, non-denominational organisation that works to protect and safeguard children, by strengthening families and building-up the capacities of care professionals, also training them in how to

apply child rights-based approaches to their work with children. We raise public and political awareness of the factors that put children at risk of violence, and we advocate for changes to improve protections for all children.

# PATHS TO SUSTAINABILITY



## AN INTEGRATED APPROACH IN COLOMBIA

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

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

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



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



## COMMUNITY-DRIVEN RESPONSES IN TOGO

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

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

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

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



## ACTION FOR YOUTH OPPORTUNITIES

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

In five years, 1,500 young people from SOS programmes in 26 countries have participated in GoTeach, a career-orientation programme developed in partnership with Deutsche Post DHL Group. Read more about it on page 27.

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

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

Migena, 18. SOS Albania, 2015 European Development Days



## ACTION TO END VIOLENCE AGAINST CHILDREN

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

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

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

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

SOS Children's Villages International joined UNICEF and other partners in 2015 to form the **Global Partnership to End Violence Against Children**, which brings together partners in health, education, child protection, emergency response, and more, to make all societies safe for children.

# DRIVING CARE SYSTEM REFORM

The devastating effects of institutional care on a child's development are well documented. Current debates about de-institutionalisation (DI) are a welcome sign that governments and society are finally acknowledging their responsibility to fulfil every child's right to quality care.

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

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

We believe that every child has the right to grow up in a family – their own biological family, if possible. With appropriate support, unnecessary family separations can often be prevented. That's

## CARE REFORMS IN LITHUANIA

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

what family strengthening is about. Yet personalised quality care must also be in place for those children who need it.

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



**36%** of children and young people in SOS family-based care were reintegrated with their family of origin in 2015, once the family's development goals were met with SOS support.

## Child rights-based approach

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

The trainings were part of "Training Professionals Working with Children in Care," a two-year project awarded to SOS Children's Villages International under the framework of the European Commission's Fundamental Rights Programme Concerning the Rights of the Child, and based in part on our publication, *Securing Children's Rights – A Guide for Professionals Working in Alternative Care* (2014).



Playing on the merry-go-round, SOS Children's Villages Georgia. Photographer: Katerina Ilievska

"Our experience as practitioners and our own efforts to transition from institutional features put us in a good place to advise those seeking to reform alternative care in the best interest of children."

Samantha Chaitkin, Representative for EU External Affairs, SOS Children's Villages International

# CHILDREN IN EMERGENCIES

## For millions of children, daily life in 2015 was a state of emergency

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

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

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

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

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



Learn more about our global emergency response

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



## REFUGEE CRISIS

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

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

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

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

In neighbouring countries of first refuge, like Lebanon, and during refugees' transits through coun-

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

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

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

A child refugee at the Serbian border, summer 2015. Photographer: Joris Lugtigheid



### NEPAL EARTHQUAKE

When the earthquake struck Nepal on 25 April 2015, SOS Children’s Villages teams were among the first responders delivering life-saving aid to victims.

Built to withstand earthquakes, the SOS villages near the epicentre in Kathmandu were unharmed and provided safety and temporary shelter for more than 1,000 children and adults whose homes had been destroyed.

Essential services in the aftermath of the quake were focused on helping children and included basic first aid, drinking water and food for children and nursing mothers, clothing, tents and bedding.

Young people from SOS programmes were among the first to organise volunteer groups to feed and support earthquake victims; they also ran a blood drive.

SOS child friendly spaces served 2,000 children and their parents in the areas hardest hit by the earthquake. Some 35 unaccompanied and orphaned children were taken in and cared for by SOS families.

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

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

SOS Children’s Villages works in a range of ways to keep children in emergencies safe. Our speciality is **protection of children**:



### Protection of children

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

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



### Emergency response in 2015

Country	Emergency type	SOS response
Armenia	Refugees	Protection; Shelter; WASH; Health; Education
Austria*	Refugees	Protection
Bolivia	Floods	Protection; Shelter; WASH
Bosnia	Floods	Protection; Shelter; WASH
Central African Rep.	Conflict	Protection; Health; Nutrition; Education; Shelter
Croatia	Refugees; Floods	Protection; Emergency Telecommunications
Estonia*	Refugees	Protection
Finland*	Refugees	Protection
Germany*	Refugees	Protection
Guinea	Ebola	Protection; Health; WASH
Haiti	Earthquake (2010)	Protection; Shelter; Education
Hungary	Refugees	Protection; Health
India	Floods	Protection; Food; WASH; Health
Italy*	Refugees	Protection
Lebanon	Refugees	Protection; Shelter; Education
Liberia	Ebola	Protection; Health; WASH
Macedonia	Refugees	Protection; Food; Health; WASH; Emergency Telecommunications
Malawi	Flooding	Protection; Food; Shelter; WASH
Nepal	Earthquakes	Protection; Education; Food; Shelter
Niger	Refugees	Protection; Food; Health; Nutrition; Education
Palestine (Gaza)	Complex**	Protection; Shelter
The Philippines	Hurricane (2013)	Protection; Education; Shelter
Serbia	Refugees; Floods	Protection; WASH; Food; Emergency Telecommunications
Sierra Leone	Ebola	Protection; Health; WASH
Somalia	Complex**	Protection; Health
Syria	Conflict	Protection; Education; Food; Shelter
Ukraine	Conflict	Protection; Education; Shelter

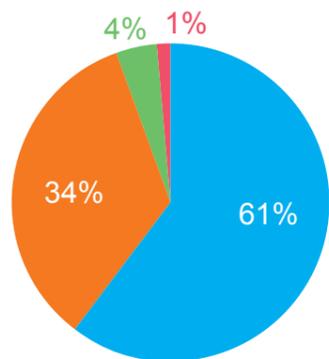
\*SOS Children’s Villages in these countries housed and cared for unaccompanied or separated refugee children or young people in 2015, through regular family-based care programmes.

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

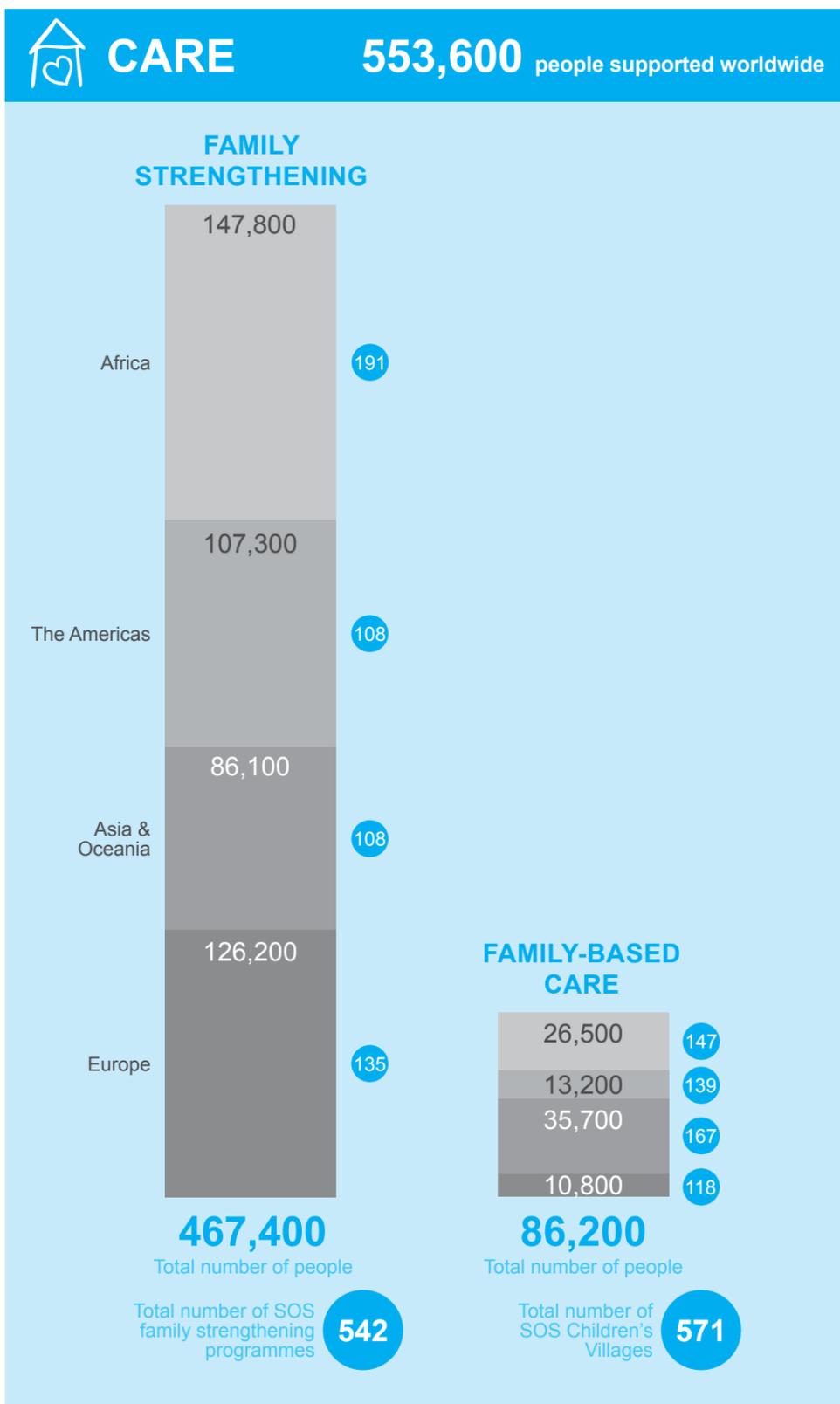
# GLOBAL REACH IN 2015

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

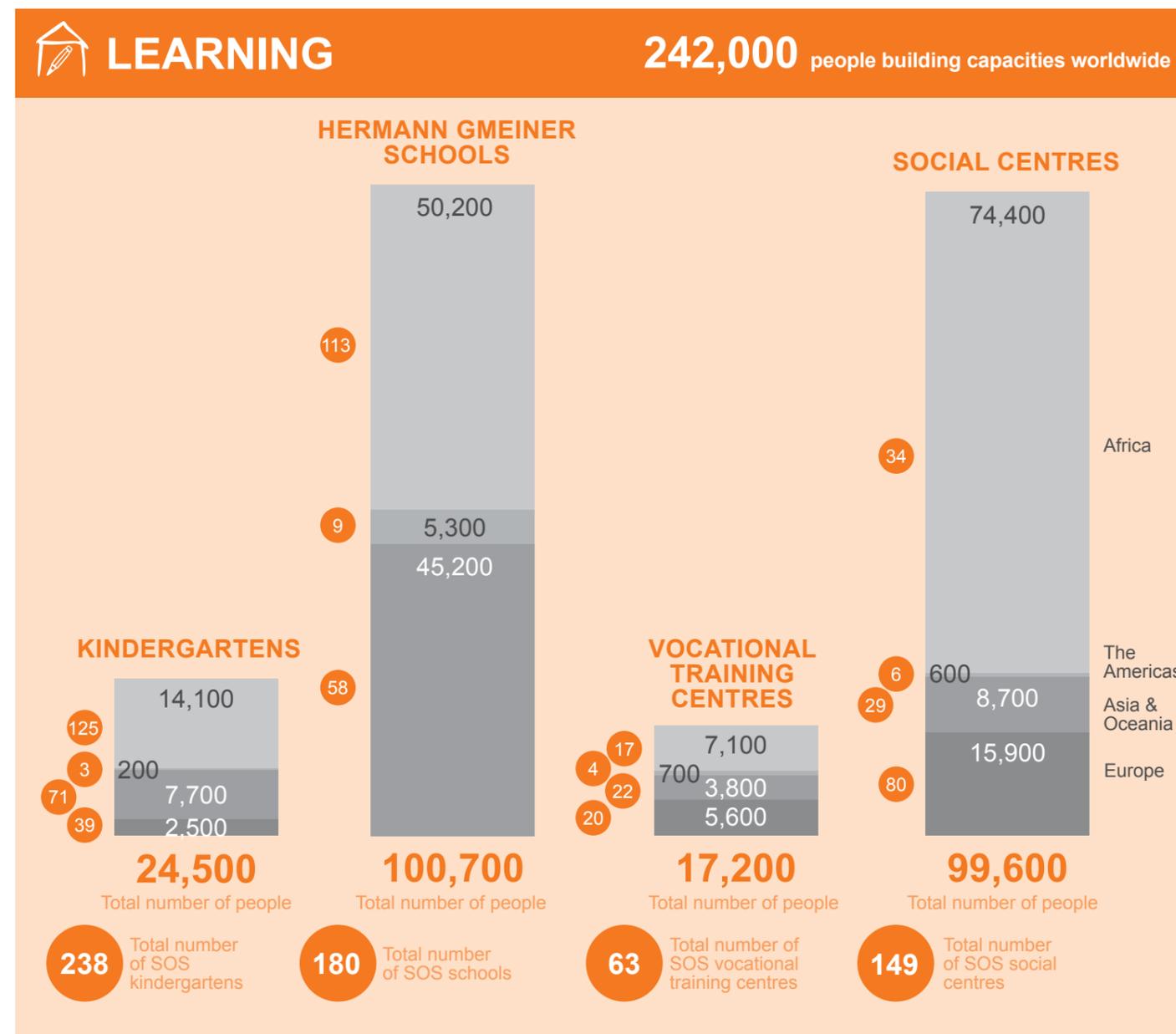
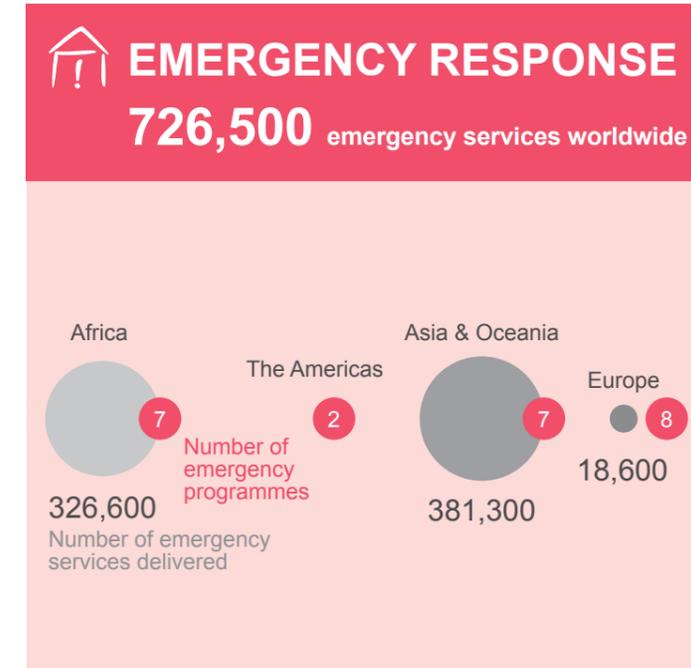
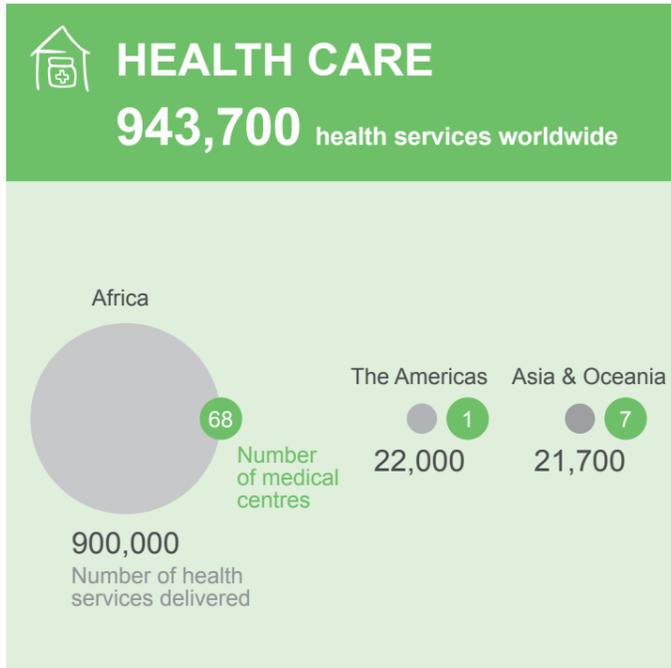
SOS programmes worldwide, by type of programme



- Care
- Learning
- Health Care
- Emergency Response



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



# PARTNERS IN DEVELOPMENT

## Institutional Partnerships

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

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

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

## Supporting peers in social development

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

 **40%**

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



## RESTORING RIGHTS OF CHILD BEGGARS IN MALI AND SENEGAL

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

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

## International Corporate Partnerships

We are committed to helping young people leaving care successfully make the leap to independent adulthood. That means we support young people in our programmes, ages 15-25, in pursuing higher education, training and skill development, so they can get inspired and develop the capacities needed to obtain decent work and pursue their goals. A number of our international corporate partners share this commitment, donating resources and expertise to run innovative employability programmes for youth, including formal internships and mentorships. In 2015, more than 2,400 young people from SOS Children's Villages programmes developed self-confidence, and professional and personal skills, through such partnership programmes.



## DHL VOLUNTEERS 'GOTEACH' IN 26 COUNTRIES

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



## 'WORLD OF OPPORTUNITY' WITH MARRIOTT

Marriott International's "World of Opportunity" initiative, now in 20 European countries, is enabling young people to get their first working experience. Since the start of the initiative in 2012, Marriott has donated more than €1.2 million in cash and in-kind support to SOS Children's Villages youth programmes. In 2015, seven young people from SOS Children's Villages Hungary took part in the 24-week Youth Career Initiative programme at the Budapest Marriott Hotel. The trainees had the unique opportunity to try out jobs in 20 different areas of hospitality work. On their own for the first time, they learned about their career interests and strengths, and what independence can feel like.

"It was a great opportunity to mentor someone, to see them grow and make a change in their life."

GoTeach volunteer, Uganda

# LEADING PARTNERS IN 2015

## Intergovernmental and governmental partners

- Arab Fund for Economic and Social Development
- GOVERNMENT OF AUSTRALIA  
Embassy
- GOVERNMENT OF AUSTRIA  
Austrian Development Agency (ADA)
- GOVERNMENT OF BELGIUM  
Ministry for Foreign Affairs, Foreign Trade and  
Development Cooperation (DGD)
- GOVERNMENT OF COLOMBIA
- Council of Europe
- GOVERNMENT OF CZECH REPUBLIC  
Ministry for Labour and Social Affairs
- GOVERNMENT OF DENMARK  
Danish International Development Agency (DANIDA)
- GOVERNMENT OF EGYPT
- EUROPEAN UNION  
European Commission; European Economic Area (EEA);  
European Investment Bank
- GOVERNMENT OF FINLAND  
Ministry for Foreign Affairs; Immigration Service
- GOVERNMENT OF FRANCE  
Ministry for Foreign Affairs; Department councils
- GOVERNMENT OF GERMANY  
German Society for International Cooperation (GIZ);  
German Federal Foreign Office (AA); Federal Ministry  
for Economic Cooperation and Development (BMZ)
- The Global Fund
- GOVERNMENT OF ICELAND  
Ministry for Foreign Affairs
- GOVERNMENT OF ITALY  
Province of Trento
- GOVERNMENT OF JAPAN  
Embassy
- GOVERNMENT OF JORDAN
- GOVERNMENT OF LEBANON
- GOVERNMENT OF LUXEMBOURG  
Ministry for Foreign Affairs
- GOVERNMENT OF MEXICO
- GOVERNMENT OF THE NETHERLANDS  
Ministry for Foreign Affairs
- Nordic Council of Ministers
- GOVERNMENT OF NORWAY  
Norwegian Agency for Development Cooperation  
(NORAD)
- GOVERNMENT OF SPAIN
- GOVERNMENT OF THE UNITED KINGDOM  
Department for International Development (DFID);  
Government of the Isle of Man
- UNITED NATIONS  
Agencies and funds
- UNITED STATES  
Centers for Disease Control and Prevention (CDC)

## Other institutional partnerships

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

## Institutional and corporate foundation partners

- Adelis Foundation
- Akelius Foundation
- Au pay de Lara
- AVSI Foundation
- Awqaf and Minor Affairs Foundation
- Bernard van Leer Foundation
- Big Lottery Fund – UK
- Bolivar Davivienda Foundation
- Caja Canarias Foundation
- Dutch Postcode Lottery
- Ecoembes Foundation
- Edith and Gotfred Kirk Foundation
- Elizabeth Glaser Pediatric Aids Foundation (EGPAF)
- Erik Thunes Legat af 1954
- Familjen Erling-Persson Stiftelse
- Fundación Rafa Nadal
- Fundación Sarastro
- GE Foundation
- Germanus Stiftung
- Grieg Foundation
- Guess Foundation
- The Hellenic Initiative
- Hempel Foundation
- Hultmans Stiftelse För Forskning och Bistånd
- The Jaharis Family Foundation, Inc.
- Kellogg Corporate Citizenship Fund
- The Leona M. and Harry B. Helmsley Charitable Trust
- Nacional Monte de Piedad
- Olivier Stiftung
- Orange Foundation
- Stavros Niarchos Foundation
- Stiftelsen Adiutor
- Stiftelsen Hennes Barnfond
- Stiftelsen Hildur Nordins Minnesfond
- Stiftelsen Radiohjälpen
- Stiftung zur Unterstützung der  
SOS Kinderdörfer-Liechtenstein
- Svenska Postkodstiftelsen
- SWISS Children's Foundation
- Swissair Staff Foundation for Children in Need
- Tekes Foundation
- Trust of Harry and Carol Goodman
- Z. Mouhakal Foundation

## Leading long-term corporate partners

- Aegean Airlines
- Akelius
- Allen & Overy
- Allianz
- AstraZeneca
- Bestseller
- Brand Charity
- BT
- Clarins Paris
- C&A Foundation
- Deutsche Lufthansa
- Deutsche Post DHL Group
- Dr. August Oetker KG
- Dufry Travel Retail
- Ecoembes
- Fondation Auchan pour la jeunesse
- Gazprombank
- GodE! / GoodCause
- Grace Hotels
- Hasbro, Inc.
- Hilti AG Schaan – Liechtenstein
- Höegh Autoliners
- HSBC
- Johnson & Johnson
- Samruk-Kazyna – Joint Stock Company  
Sovereign Wealth Fund
- Kauffand
- KFC
- MAN
- Marriott International
- MAX Hamburgerrestaurant
- OBOS
- Oriflame
- Procter & Gamble
- Saltkråkan
- SKAGEN
- Svenska PostkodLotteriet
- Swedbank Robur
- Swiss International Air Lines
- Swisscom
- Tetra Laval
- Transat AT Inc.
- Vodafone
- Vorwerk
- Wrigley



A group of boys slacklining in the garden, Ethiopia. Photographer: Joris Lugtigheid

"Today I feel more confident, especially about the future..."

Young GoTeach programme participant, Brazil



Learn more about  
Institutional Partnerships

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



See key national partners and learn  
more about International Corporate  
Partnerships

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

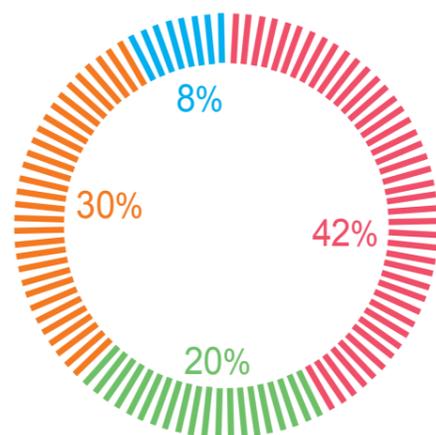
# SPONSOR: A SPECIAL KIND OF PERSON

At SOS Children’s Villages we are extremely proud of our sponsors – the caring, committed individuals from all over the world who make our communities possible by sponsoring a child or a village.

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

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

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



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

## Lina, Colombia, former sponsored child

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

## Eva, Norway, sponsor

“We didn’t have all the money in the world in my family, but there was always the feeling of responsibility, and that we should care for others. As a sponsor I have the chance to pass my values on to others. I felt that with SOS Children’s Villages – being able to take care of a child there – could be my small way of helping. Then we received the picture of this beautiful little girl we sponsor. We felt that this child is a new member of our family and we are very, very proud. It is a win-win situation. We who are allowed to join in on this are really lucky.”

Sponsors share our commitment to protecting children’s rights by never sharing photos or information about the child they sponsor on social media, nor outside of immediate family or close friends.



Learn how to become a sponsor

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



An SOS alumna from Burundi (left) and her former SOS sponsor from Norway (right) meet in person. Photographer: Helle Aasand

# INCOME GROWTH CONTINUES

## Continued income growth

In 2015, the federation continued to grow and strengthen its income from a range of sources. Total income grew by 6%, from €1,063 million to €1,122 million. Most of this increase was generated via fundraising. Impressive strides in growth were made by member associations in Latin America, Eastern Europe and Asia.

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

As a result of our efforts to increase income from stable sources, the general shift from sporadic spending to long-term commitment continued in 2015 as well. The share of income from sporadic donors dropped from 30% to 28%, while the share of committed giving increased from 20% to 22%. The number of active, committed givers across the federation grew by 13% to 1.4 million in 2015.

We also achieved strong growth in income from corporate and institutional donors. Income from emergency appeals increased significantly thanks to generous donations to support aid for refugees and victims of the Nepal earthquake.

Governmental subsidies for domestic programmes – for example, for providing child care services on behalf of the local or national government – continue to be a large portion of our revenue, up 8% over last year, at €334 million. These subsidies represented 30% of our total income in 2015.

## Expenditures

Total expenditures grew by 8% in 2015, from €1,001 million to €1,079 million. Similar to 2014, programme-related expenditures represented 78% of the total amount, while fundraising, administration and other support activities were 22% of the total.

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

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

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

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



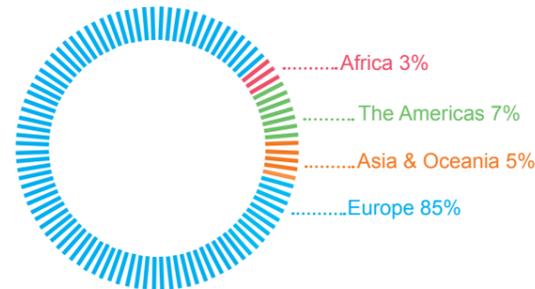
Helping out is part of family life. Siblings from an SOS family in Cambodia hang laundry. Photographer: Jens Honoré

# INCOME 2015

## TOTAL GROSS INCOME €1,122 MILLION

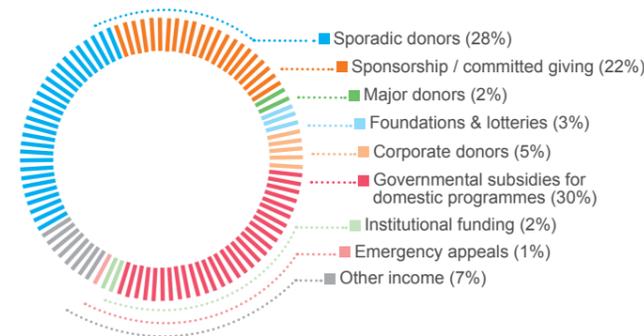
### Income by continent

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



### Income by type of donor

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



# FINANCIAL ACTIVITIES

All amounts in €1,000

	Actuals 2014 audited	Actuals 2015 preliminary <sup>1</sup>	Δ 2015-2014
<b>Income by continent</b>			
Africa	33,276	39,142	18%
The Americas	85,603	79,768	-7%
Asia & Oceania	51,653	60,310	17%
Europe	892,323	943,276	6%
<b>Total income</b>	<b>1,062,855</b>	<b>1,122,496</b>	<b>6%</b>

	Actuals 2014 audited	Actuals 2015 preliminary <sup>1</sup>	Δ 2015-2014
<b>Source of income by donor</b>			
Sporadic donors	314,856	310,717	-1%
Sponsorship / committed giving	216,712	242,479	12%
Major donors	25,298	24,695	-2%
Foundations & lotteries	35,311	37,721	7%
Corporate donors	48,187	51,877	8%
Governmental subsidies for domestic programmes	309,198	333,739	8%
Institutional funding	15,027	17,654	17%
Emergency appeals	2,206	16,449	646%
Other income <sup>2</sup>	96,060	87,165	-9%
<b>Total income</b>	<b>1,062,855</b>	<b>1,122,496</b>	<b>6%</b>

	Actuals 2014 audited	Actuals 2015 preliminary <sup>1</sup>	Δ 2015-2014
<b>Programme expenditures by continent</b>			
Africa	146,267	164,919	13%
The Americas	117,967	127,854	8%
Asia & Oceania	111,773	131,273	17%
Europe – government funded	258,842	276,616	7%
Europe – non-government funded	144,766	141,424	-2%
<b>Total expenditures of SOS programmes</b>	<b>779,615</b>	<b>842,086</b>	<b>8%</b>

	Actuals 2014 audited	Actuals 2015 preliminary <sup>1</sup>	Δ 2015-2014
<b>Expenditures by programme type</b>			
Family-based care	461,042	490,443	6%
Family strengthening	98,060	104,184	6%
Education	100,870	109,112	8%
Health	7,721	9,038	17%
Emergency relief	6,272	8,966	43%
Other programmes	77,381	93,350	21%
Construction and investments	28,268	26,992	-5%
International coordination and programme support	37,602	42,265	12%
Information & fundraising work, costs not directly related to programmes in Promoting and Supporting Associations (PSAs)	183,922	194,431	6%
<b>Total expenditures</b>	<b>1,001,138</b>	<b>1,078,781</b>	<b>8%</b>

	Actuals 2014 audited	Actuals 2015 preliminary <sup>1</sup>	Δ 2015-2014
<b>Dedication to reserves<sup>3</sup></b>	<b>61,717</b>	<b>43,715</b>	<b>-29%</b>

<sup>1</sup> Independent external audits have not yet been completed in all 134 countries for 2015 (as of 15 April 2016)

<sup>2</sup> Other income refers to financial income such as interest (Supporting Associations), operational income from facilities, and local income from events or merchandising

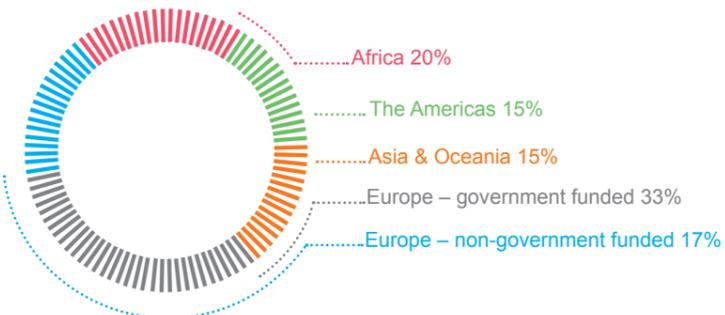
<sup>3</sup> Reserves are held as means of proactively managing asset risks, including destruction or loss of property, exchange rate fluctuations, and legal liabilities

# EXPENDITURES 2015

## PROGRAMME EXPENDITURES €842 MILLION

### Programme Expenditures by continent

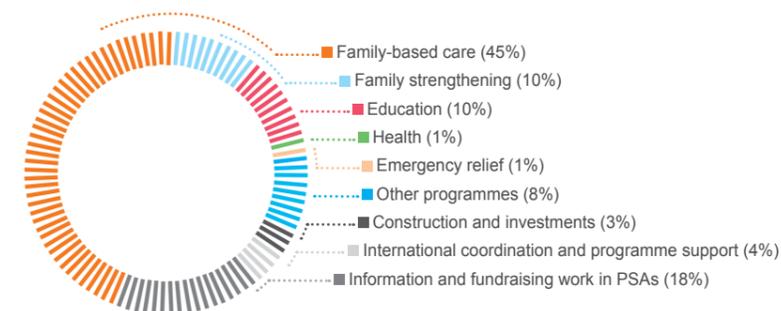
50% of our programme expenditures are now spent outside of Europe. Within Europe, government-funded programmes dominate.



## TOTAL EXPENDITURES €1,079 MILLION

### Expenditures by type

Our continued focus on care for the child at risk and prevention of family separation is reflected in more than half of our expenditures going towards family-based care (45%) or family strengthening (10%). Non-programme-specific fundraising and administrative and support activities represent 22% of expenditures.





Two sisters at mealtime, SOS Children's Villages India. Photographer: Ahmad Firoz

# ORGANISATION & LEADERSHIP

## Federation Structure 2016

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

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

### INTERNATIONAL SENATE MEMBERS

- Mr Siddhartha Kaul** President
- Dr Gitta Trauernicht** Vice President
- Ms Eva Ambacher** Austria
- Mr Daniel Barroy** France
- Mrs Michaela Braun** Germany
- Mr Paulo Gaio de Castro Jr** Brazil
- Ms Youkra Chaibi** Tunisia
- Mr Norawat Charoen-Rajapark** Thailand
- Mrs Rita Fischer Hofstetter** Switzerland
- Mr Titi Ofei Israel** Ghana
- Mr Michael Karlsson** Sweden
- Mrs Mariza Katavić** Croatia
- Mr Seppo Kemppinen** Finland
- Mr Franciscus Lucas Kusse** The Netherlands
- Mr Bishwa Keshar Maskay** Nepal
- Mrs Mary Maynard** UK
- Mr Carlos de Jesús Ramirez Molina** Paraguay
- Mr Lars Henrik Munch** Denmark
- Prof Dr Johannes Münder** Germany
- Dr Martin Oduor-Otieno** Kenya
- Mr Halvor Stenstadvold** Norway
- Mr László Szászko** Hungary

### MANAGEMENT COUNCIL MEMBERS

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

### MANAGEMENT TEAM

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

<b>Management Council</b> Operational Leadership 8 National Directors Management Team	<b>General Secretariat</b>	
	<b>Management Team</b> Operational Management CEO, COO, CFO, Director International Competence Centres (Interim role)	<b>Special Rep. for External Affairs &amp; Resources</b> High-level liaison with international bodies (starting May 2016)

**International Office**  
 Competence Centres  
 Finance & Controlling

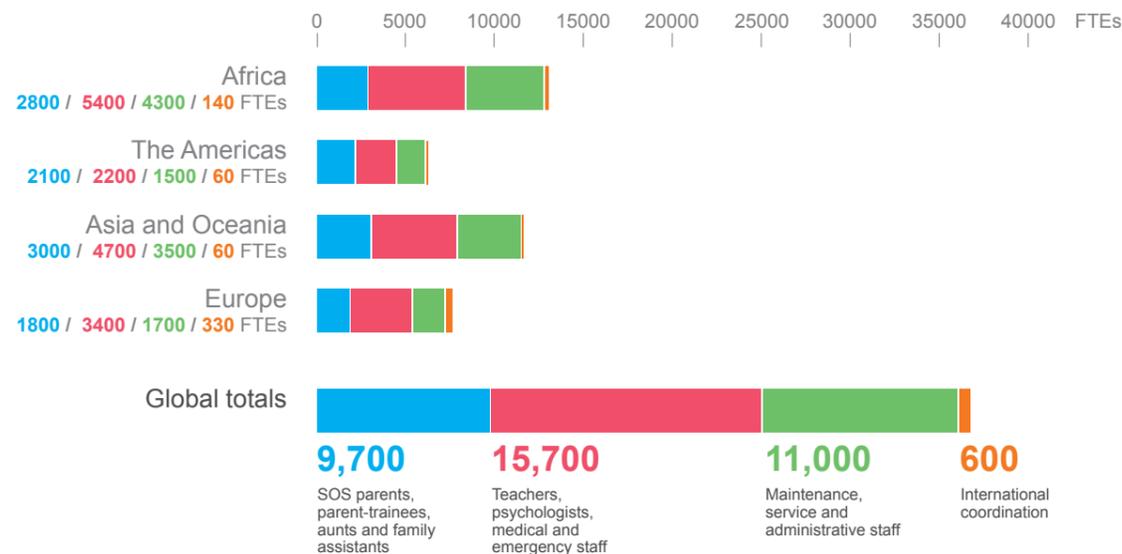
**International Offices in Regions**

Learn more about our federation   
[www.sos-childrensvillages.org/about](http://www.sos-childrensvillages.org/about)

Status: 1 May 2016

# WE ARE GLOBAL AND LOCAL

## SOS co-workers in the world



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

### Local hiring practices

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

### General Secretariat service changes

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

At the same time, financial constraints brought on by the weakening of the Euro indicated the need to reduce the budget of the General Secretariat. Based on the results of a federation-wide survey of member associations, and workshops with

GSC stakeholders, a number of services were optimised or cut. However, no cuts were made to our programmes for children and families.

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

### Integrity & Compliance

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



SOS co-worker with a child refugee from Iraq, in Macedonia. Photographer: SOS Archives

"No matter how difficult the context is, we can always do something to improve the situation of a child."

Andreas Papp, International Director of Emergency Response, SOS Children's Villages International

### Principles & Standards

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

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

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



Read our policies and standards

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



We are proud to be part of the INGO Accountability Charter. Our annual accountability reports and the Charter's feedback are available to the public.

# SOS CHILDREN'S VILLAGES AROUND THE WORLD

Countries with SOS Children's Villages Promoting and Supporting Associations, which raise funds for our international programme work, are shown in **bold**.

## Africa

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

## The Americas

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

## Asia & Oceania

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

## Europe

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

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