

INGO ACCOUNTABILITY CHARTER REPORT 2012



Filled in by:

Name: Susanne Erhart

Position: Head of Executive Office of the CEO

Email: susanne.erhart@sos-kd.org

Phone number: +4351233105160



TABLE OF CONTENTS

1 Strategy and Analysis	4
1.1 Statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and its strategy.....	4
2 Organisational Profile	7
2.1 Name of the organisation.....	7
2.2 Primary activities	7
2.3 Operational structure of the organisation, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures	8
2.4 Location of organisation’s headquarters	9
2.5 Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.....	9
2.6 Nature of ownership and legal form. Details and current status of not-for-profit registration.	9
2.7 Target audience and affected stakeholders. Market served (including geographic breakdown, sector served, and types of affected stakeholders/consumers/beneficiaries). .	9
2.8 Scale of the reporting organisation	9
2.9 Significant changes during the reporting period regarding size, structure, or ownership .	12
2.10 Awards received in the reporting period.....	12
3 Report Parameters	12
3.1 Reporting period	12
3.2 Date of most recent previous report (if any).....	12
3.3 Reporting cycle	12
3.4 Contact point for questions regarding the report or its contents	12
3.5 Process for defining report content.....	13
3.6 Boundary of the report	13
3.7 State any specific limitations on the scope or boundary of the report.....	13
3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.....	13
3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	13
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.....	13
3.12 Table identifying the location of the standard disclosures in the report.....	13
4 Governance, Commitments, and Engagement	14
4.1 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.....	14
4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation’s management and the reasons for this arrangement). Report the division of powers between the highest governance body and the management and/or executives.....	15
4.3 For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	15
4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body	15
4.14 List of stakeholder groups engaged by the organisation	16
4.15 Basis for identification and selection of stakeholders with whom to engage	16
5 PERFORMANCE INDICATORS	17

5.1	NGO1 – Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes.....	17
5.2	NGO2 – Mechanisms for feedback and complaints in relation to programmes and policies and for determining actions to take in response to breaches of policies	18
5.3	NGO3 – System for programme monitoring, evaluation and learning, (including measuring programme effectiveness and impact) resulting changes to programmes, and how they are communicated.....	20
5.4	NGO4 – Measures to integrate gender and diversity into programme design and implementation, and the monitoring evaluation, and learning cycle	21
5.5	NGO5 – Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns	22
5.6	NGO6 – Processes to take into account and coordinate with the activities of other actors.....	24
5.7	NGO7 – Resource allocation	26
5.8	NGO8 – Sources of funding by category and five largest donors and monetary value of their contribution	26
5.9	EC7 – Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	26
5.10	EN16 – Total direct and indirect greenhouse gas emissions by weight.....	27
5.11	EN18 – Initiatives to reduce greenhouse gas emissions and reductions achieved	27
5.12	LA1 – Total workforce, including volunteers, by employment type, employment contract, and region.....	28
5.13	LA10 – Average hours of training per year per employee by employee category.....	29
5.14	LA12 – Percentage of employees receiving regular performance and career development reviews.....	30
5.15	LA13 – Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	30
5.16	SO1 – Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting	31
5.17	SO3 – Percentage of employees trained in organisation’s anti-corruption policies and procedures	32
5.18	PR6 – Programmes for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship	33

1 Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organisation

Introduction

SOS Children's Villages works to support families and help children at risk grow up in a loving home. Uniquely, we enable family environments, providing practical support over the long term, so that each child can develop resilient relationships and face life's challenges in the future. With approximately 30,000 employees worldwide, we care for 82,300 children and young people in SOS families and youth programmes in 133 countries. We also provide support to 352,500 children and adults in their biological families through family strengthening programmes.

This is our first year as member of the INGO Accountability Charter, and it has been a significant one. At our 2012 General Assembly, the SOS Children's Villages President Helmut Kutin retired and was succeeded by Siddhartha Kaul. In 2012, the destructive forces of war, poverty, famine and injustice continued to separate children from their families or to overwhelm parents struggling with these challenges. The economic crisis in Europe has had a huge impact in Spain, Greece and other countries, where young people are unemployed in ever higher numbers and parents struggle to provide for their children. In a world where half the population of developing countries is living on less than two dollars a day, the global economic crisis has driven additional tens of millions of people into extreme poverty. Governments everywhere are struggling to meet the needs of vulnerable children. In European nations, the source for the majority of our funds, austerity budgets have resulted in cuts in social services, which means less support for struggling families. Unfortunately, this has created an even greater need for the support we provide.

In order to respond to those big challenges, we have adjusted our strategic plan and organisational structure to make sure we are as focused as possible. As one of the world's largest organisations working in support of children in need of care or in danger of losing care, we take our responsibilities very seriously and we will continue to adapt to global changes.

What we do

SOS Children's Villages believes that children can develop to their full potential only if they have a supportive and protective family environment. We work to make this a reality. At the core of the SOS Children's Villages programme is the individual child who has lost the security of a well-functioning family. What is best for the child guides everything we do. We focus on each child's care, education and health, and we encourage children to actively take part in the decision making that affects their lives. We provide care and support for more than 435,000 children, young people and adults in our core programmes, where each child has an individual development plan. We provide educational opportunities to 145,200 children and adults through our kindergartens, schools and vocational training centres.

In situations of crisis, war and disaster, children in particular require specific protection and care. SOS Children's Villages is in a strong position to respond where we have existing programmes. In 2012, we continued to support in areas of greatest need through our emergency relief programmes in Syria, South Sudan, the Sahel, and Haiti, amongst other locations. In total, we helped individuals more than 179,000 times through our emergency programmes. And through our 74 medical centres, 65 of which are in Africa, we provided medical treatments more than 723,000 times.

Accountability

Accountability is vital to our success. Making an impact on the lives of children and their families who need us cannot be achieved without the support of individual donors, companies, governments, international institutions and other organisations who share our vision. We work hard to be reliable, trustworthy partners, contributing our expertise and identifying new ways of working together to achieve common goals. To do so requires a commitment to accountability, responsibility, and sustainability.

This commitment to accountability and partnership shows in our advocacy activities as well. In 2012, we launched our first-ever global advocacy campaign: *Care for ME! Quality Care for Every Child*. Amongst other objectives, *Care for ME!* strives to make the UN Guidelines for the Alternative Care of Children better known and promote them as a tool for policy development, working in partnership with organisations such as UNICEF.

Strategy

The strategy for SOS Children's Villages 2009-2016, which was first developed in 2007 and revised in 2012, reflects our commitment to work in partnership with a range of stakeholders for the benefit of children who need our support. The strategy contains three main objectives:

1) ONE Child

Our aim is to increase the number of children provided with a loving home, ensuring at the same time that each child's need for quality care is met by ensuring high standards of care in our programmes and by advocating that states reform and improve their care systems. By 2016, we aim to increase current numbers by over 60% to provide more children with a loving home. Since 2007, the number of children to whom we provide a loving home has increased from 234,000 to 370,000. Our aim is that our growth path leads to 600,000 children by 2016. The provision of a loving home for 600,000 children will have a ripple effect on several hundred thousand additional children. A greater proportion of the community will benefit from the education and health services provided to SOS families and others receiving family strengthening support from us.

2) ONE Friend

We can reach more children only if friends¹ around the world remain loyal. The key direction is to continue building long-term relationships with SOS friends through committed giving, ensuring that the organisation sustains a long-term approach to childcare. On this foundation other fundraising sources will grow. Our goal is to increase the numbers of our friends by 800,000 by 2016.

3) ONE Movement

To reach more children, we want to strengthen our partnerships with other organisations and assist and support our member associations and co-workers within the SOS Children's Villages federation. Committed people govern and lead strong and affiliated member associations that cooperate together within a united international federation. A continued point of focus will be our core childcare co-workers, such as SOS caregivers and family strengthening co-workers. It is of utmost strategic importance to ensure that these people, with direct responsibility for work with families and children, have the best possible preparation and environment to realise their important role. In 2012, we exceeded our strategic target, with 60% of all co-workers having an agreed learning and development plan after receiving a performance appraisal.

The financial difficulties we faced in 2012 – some of which were within our control, and some beyond our control – forced us for the first time to plan for a future with fewer funds. Our three-year plan, the 'Sustainable Path to ONE million children', will ensure that our programmes maintain stable funding and can operate on defined quality.

Partnership

We have continued to strengthen partnerships with like-minded individuals and organisations in the public, private and non-profit sectors. Our continued relationships with European governments reflects their endorsement of our expertise and confirms us as a trusted partner for delivering programmes both in Europe and throughout the world.

Over the coming years, we will continue to work in cooperation with the United Nations, prominent non-governmental organisations, and European agencies to achieve our goals. This will be particularly important over the next two years, as the United Nations finalises its work on commitments to replace

¹ SOS Children's Villages calls individuals who are regular givers (monthly, quarterly, annually), donating the same amount each time, 'friends'. Quite often, this includes sponsors.

the Millennium Development Goals, which expire in 2015. We fully intend to be at the heart of debate on the post-2015 goals, which will guide policy and funding over the next two decades.

Throughout 2012 we continued to develop our partnerships with institutional donors. These institutions financially support SOS Children's Villages associations in our community work, family strengthening activities, and humanitarian programmes. Institutional partnerships go beyond mere financial arrangements – through them we shape thinking and policies relevant to our work. Examples of such partnerships are two major framework contracts, signed in 2012, with the Luxembourg Ministry of Foreign Affairs and the Austrian Development Agency. These organisations support the implementation of 25 family strengthening programmes in North-West and East Africa. Both partnerships also help further strengthen the quality of our community work and our partners' capacities to mobilise resources. Our partnership with the Directorate for Humanitarian Aid and Civil Protection of the European Commission (ECHO) enabled us in 2012 to continue running the SOS Maternity and Emergency Paediatric Hospital in Somalia and extend our response to the complex emergency situation in the Horn of Africa.

In 2012 we signed a cooperation agreement with Habitat for Humanity International, which will help build new homes, teach young people new skills, and respond to humanitarian disasters. Throughout the year, we worked closely with corporate partners such as the law firm Allen & Overy, Chevrolet, DHL, HSBC, Louis Vuitton, Marriott and Samsung to deliver real improvements in children's lives.

Going forward

The SOS Children's Village Programme Policy, formalised in 2009, provides the foundation and focus for all our work. Going forward, we will continue to implement this policy, concentrating on providing family-based care (for children who have lost parental care) and family strengthening programmes (supporting children within their biological families) – in which every child we work with has an individual development plan. We have also identified a significant need for our services in working with foster families, and this will entail supporting state-run entities and contributing our expertise in an increasingly diverse range of foster care situations.

Significantly, we are also developing new ways for monitoring and evaluating the impact of our work. This is involving the development of a global system to review programme progress, identify problems, make necessary adjustments, and keep track of success.



Richard Pichler
Secretary General/Chief Executive Officer

2 Organisational Profile

2.1 Name of the organisation

SOS Children's Villages International – General Secretariat

2.2 Primary activities

2.2.1 We care for children

SOS Children's Villages is a non-governmental and a non-denominational child-focused organisation that provides direct services in the areas of care, education and health for children at risk of losing parental care and those who have lost parental care. The organisation also builds the capacity of children's caregivers, their families and communities to provide adequate care. SOS Children's Villages speaks up on behalf of children without parental care and those at risk of losing parental care. The UN Guidelines for the Alternative Care of Children and the UN Convention on the Rights of the Child form the international framework for our action.

SOS Children's Villages works with different forms of families such as biological families, SOS families and foster families. Our work with biological families ensures the child who is at risk of losing parental care can stay with his or her family, which is supported to be able to effectively protect and care for the child. For the child who has lost parental care, SOS families provide a caring environment, which is supported by SOS Children's Villages. The SOS carer leads the SOS family and is directly responsible for the care and development of each child. Other forms of family-based care are also organised by SOS Children's Villages or stakeholders with whom we work.

Within the SOS Children's Villages Programme, action is taken through three types of intervention:

1. **Direct essential services** which are made available to fulfil the child's survival, protection, development and participation rights. This always includes education, ensuring that strong support is given for the child to develop the knowledge and skills required to become a self-supporting adult. Our educational interventions also target other children from the community whose rights to education are being violated.
2. **Capacity building** to support caregivers, families, communities, and other duty bearers and service providers to develop the attitudes, knowledge, skills, resources, systems and structures to protect and care for the child. By providing training for and sharing knowledge with caregivers, families, other duty bearers and service providers, we support them to strengthen their capacity to make appropriate responses to the situation of individual children. This includes support given to duty bearers and other alternative childcare service providers to promote and secure child development within a caring family environment. Also, educational service providers are supported to develop the capacity to provide relevant services.
3. **Advocacy** aims to improve the overall framework conditions for the children of our target group, by bringing about changes in policies and practices that undermine their rights. We make duty bearers aware of their responsibilities, particularly government as the principal duty bearer. We promote quality family-based care with other alternative childcare service providers. As active participants in civil society, we initiate and support movements that can lead to sustainable social change for the benefit of children in our target group.

2.2.2 We raise funds for our work with children

In order to be able to do our work for the children, we also need a sound financial basis. This is created by raising funds through various channels from sponsorships to governmental subsidies to corporate partnerships. For more information around the types of channels and the respective income, please refer to section 2.8, page 12. We are guided by policies and principles described in Section PR6 of this report: Product Responsibility

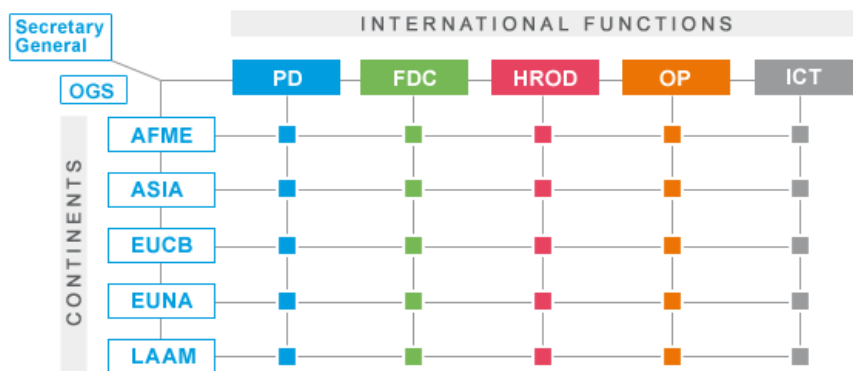
Most of our member associations run their own programmes and also conduct local fundraising, while some of our members (promoting & supporting associations) specialise in fundraising and do not run

any national programmes, but support those of fellow members. Some of our programmes are located in countries where local fundraising is extremely difficult.

2.3 Operational structure of the organisation, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures

As the operational body of the federation, the General Secretariat (GSC) is responsible for implementing the decisions taken by the General Assembly and the International Senate and handling the organisation’s day-to-day business and management requirements.

The General Secretariat of SOS Children’s Villages International is organised in a matrix structure, which consists of 5 continental and 10 regional offices in five continents and an international office. Five functional areas work across all levels. Together with the Secretary General, the heads of the five continents and of the five functions form the Senior Management Team.



Continents:

- AFME: Africa & Middle East
- ASIA: Asia
- EUCB: Central & Eastern Europe, CIS, Baltics
- EUNA: Western Europe & North America
- LAAM: Latin America & the Caribbean

Functions:

- PD: Programme Development
- FDC: Fund Development & Communications
- HROD: Human Resources & Organisation Development
- OP: Operations
- ICT: Information & Communication Technology

The GSC offers relevant quality services for all individual member associations as well as the whole federation and its legal bodies. This includes:

1. Leading and managing the federation within the mandate given by the International Senate
2. Developing and monitoring the implementation of world-wide quality standards in the different areas of work
3. Supporting member associations in their individual needs in implementing our global strategy
4. Representing our organisation in multinational and international forums in close cooperation with members

Items 2 and 3 are ensured largely through the regional offices, which are responsible for supporting and monitoring a certain number of member associations.

Based on a comprehensive review, the organisation is currently undergoing some changes that will also affect the structure of the GSC. In our next report we will be able to give an overview of the changes as well as the first experience with the new structure.

2.4 Location of organisation's headquarters

SOS Children's Villages International
Hermann-Gmeiner-Str. 51
6020 Innsbruck, Austria

2.5 Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report

SOS Children's Villages works in 133 countries and territories. For more information please see <http://www.sos-childrensvillages.org/Where-we-help/Pages/default.aspx>

2.6 Nature of ownership and legal form. Details and current status of not-for-profit registration

SOS Children's Villages International is registered as an association in the Register of Associations at the Federal Police Headquarters in Innsbruck, Austria. As laid down in its statutes, the association is a non-governmental, non-political and non-denominational organisation and operates as a non-profit charitable social development organisation pursuant to Art. 34 ff of the Austrian Federal Tax Code (BAO) working exclusively in the public interest or in support of people in need. All association funds and surpluses are employed to further the association's objectives.

In most countries where SOS Children's Villages operates, an autonomous national association (or a similar legal set-up like a foundation) is formed as a separate legal entity, with its own statutes and board of directors who work on an honorary basis. These associations are members of the international umbrella organisation and as such must comply with the SOS Children's Villages' international statutes and principles for childcare and education, as well as a predetermined set of financial and administrative practices. At the same time, they have the right to apply for funding through the umbrella association and to request services from the General Secretariat.

2.7 Target audience and affected stakeholders. Market served (including geographic breakdown, sector served, and types of affected stakeholders/consumers/beneficiaries)

SOS Children's Villages is active across five continents (Africa, America, Asia, Europe and Oceania). As mentioned in Section 2.5, an overview of our programmes and the countries and the regions where we are active can be found on our website: <http://www.sos-childrensvillages.org/Where-we-help/Pages/default.aspx>.

Our principal beneficiaries and stakeholders are children without parental care or at risk of losing it, their families and their communities. This group is not limited to children and adults that are directly supported by our programmes: through our advocacy work at national and international level, we support worldwide all children and adults that are part of our target group.

Other affected stakeholders, whom we also consider as the target audience of this report, are our donors, sponsors, staff, volunteers, external partners, governments, national and international institutions, foundations and organisations, with whom we work or who support our activities to improve the lives of our target group.

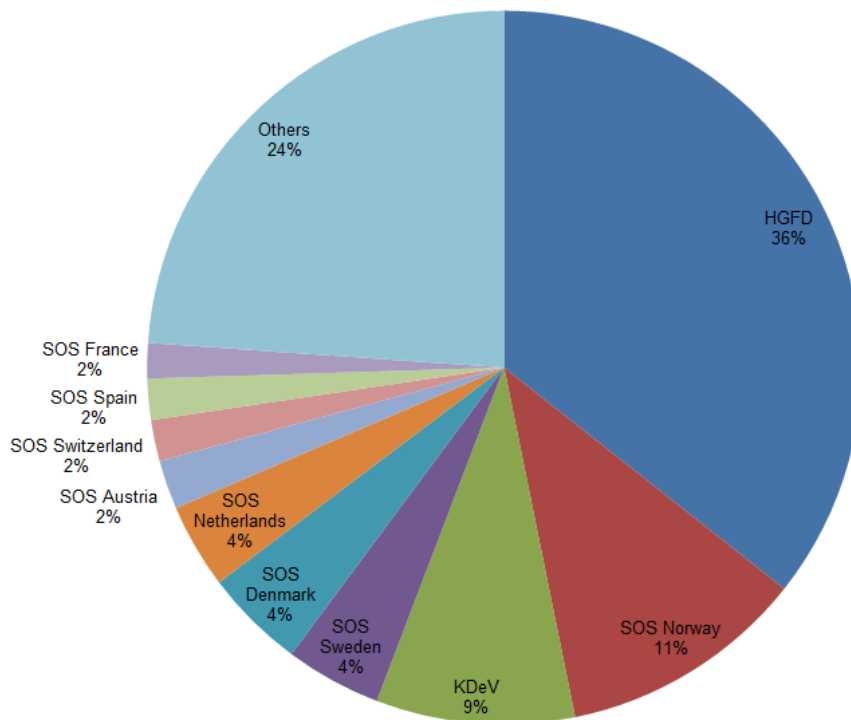
2.8 Scale of the reporting organisation

SOS Children's Villages works in 133 countries to support families and help children at risk grow up in a loving home. As of December 2012, SOS Children's Villages International had 116 full member associations in 110 countries and 23 countries are in negotiation for full membership.

According to the statutes of SOS Children's Villages International, each member association is required to pay a membership fee. In 2013, changes in the membership fee system are introduced in order to reach a more balanced and equitable financing of the General Secretariat.

GSC income 2012: EUR 34,409,470
 (EUR 4 million local income and EUR 30.4 million international income, thereof EUR 27.6 million membership fee)

GSC income 2012

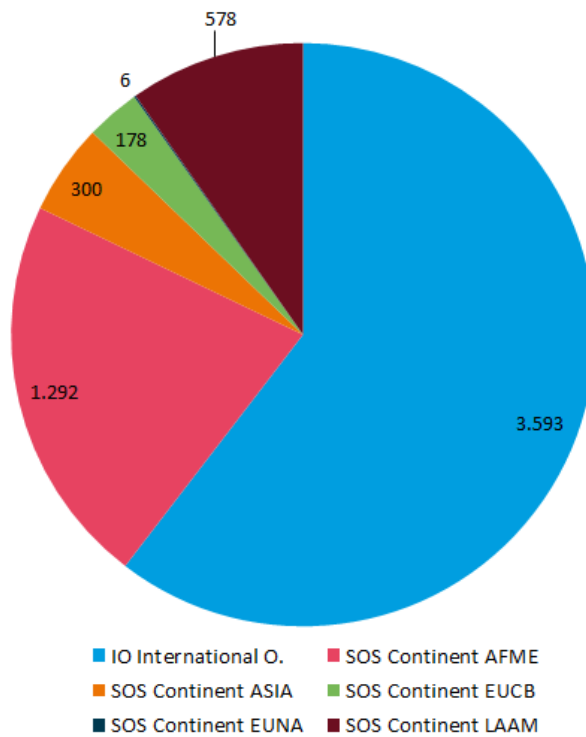


Others: SOS Children's Village United Kingdom, SOS Children's Village Luxembourg, SOS Children's Village Italy, SOS Children's Village Belgium, SOS Children's Village Canada, SOS Children's Village United States, SOS Children's Village Iceland, SOS Children's Village Finland, SOS Children's Villages International, and local income from GSC offices (sporadic donations, legacies and bequests, donations in kind, direct donations from abroad, revenues, fees from other facilities, sale of assets, rent, bank interest, and miscellaneous revenues).

HGFD: Hermann-Gmeiner-Fonds Deutschland e.V.

KDeV: SOS-Kinderdorf e.V.

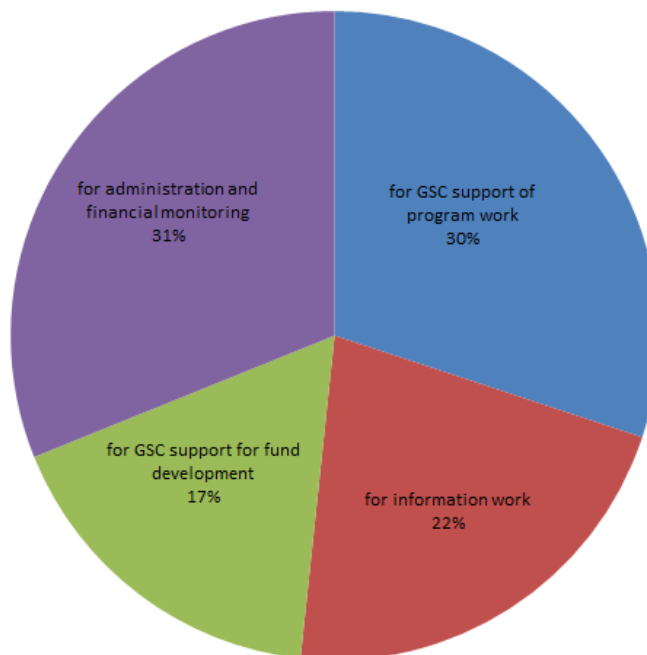
GSC assets



Amounts of GSC assets are in EUR 1,000 and contains sites & land, buildings, furniture, vehicles, equipment & machines, projects under construction, licences & royalties and leaseholds

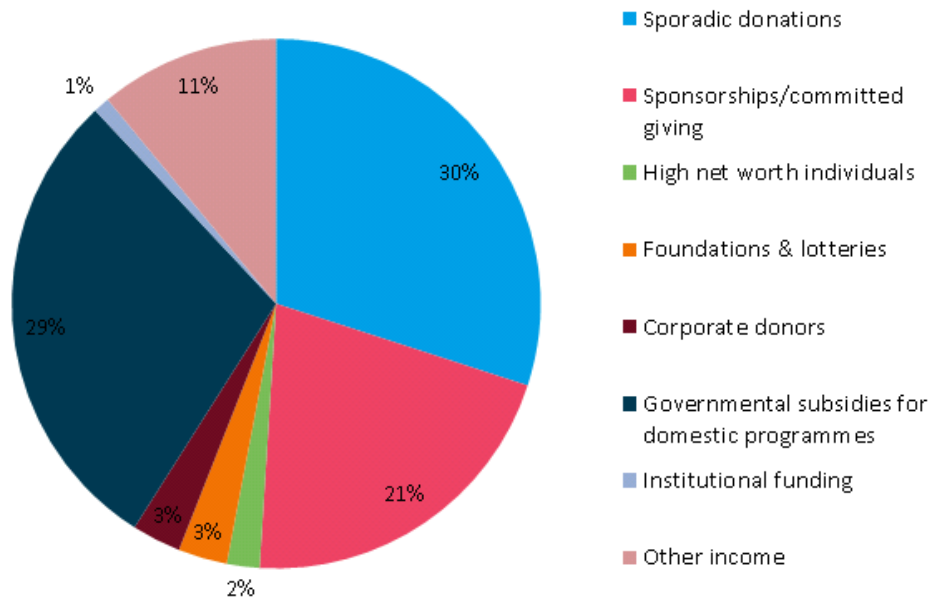
Total expenditures of GSC are EUR 34,906,918, which corresponds to 3.7% of the total expenditures of SOS Children’s Villages worldwide, and these expenditures are distributed as follows:

GSC expenses by segment



This report is mainly about the GSC, but for the sake of transparency we also include here some figures on our global work:

worldwide income by type of donor



The total income of SOS Children's Villages International worldwide, including income of GSC, can also be found in the [Annual Report](#), which contains the preliminary figures of 2012.

The number of employees can be found in Section 5.12 (LA1).

2.9 Significant changes during the reporting period regarding size, structure, or ownership

No major changes happened during 2012, but in next year's report we will be able to report on the outcome of an organisational review.

2.10 Awards received in the reporting period

In January 2012 the organisation was awarded with the medal "For the Cause of Education" by the Vietnamese Ministry of Education and Training, and in June with the "China Charity Award" by the Ministry of Civil Affairs.

3 Report Parameters

3.1 Reporting period

January – December 2012

3.2 Date of most recent previous report (if any)

Not applicable since this is our first report.

3.3 Reporting cycle

Annual.

3.4 Contact point for questions regarding the report or its contents

Ms Susanne Erhart, Head of Executive Office of the CEO.

3.5 Process for defining report content

A cross-functional project team was set up to write this first report and to define the process for developing all future issues. A steering committee consisting of senior managers oversaw the progress and final outcome, thus also providing a formal internal approval of the report and its content.

Much of the content is drawn from existing sources such as the Annual Report of SOS Children's Villages International and our global intranet. On certain issues we consulted with colleagues who are experts in the respective field, and we also used the good practice examples provided by the Charter. For everything we wanted to include in the report we always discussed its relevance for the readers.

Since this is our very first report we have also included information that goes beyond the year 2012.

3.6 Boundary of the report

Membership of the INGO Accountability Charter is held by the General Secretariat of SOS Children's Villages International. Accordingly, this report focuses on activities and policies on the General Secretariat level (as described in Section 2.3 above). However, given that programmes are implemented by member associations throughout the world, we have sometimes included information on the entire global organisation of SOS Children's Villages where we felt that it would help the reader understand the role and operations of the General Secretariat.

3.7 State any specific limitations on the scope or boundary of the report

Since we are producing this report for the first time, there are some areas where the organisation currently has either no or limited information (for example, greenhouse emissions, diversity and measures around impact on society).

Regarding figures it must also be stated that they are compiled from a number of externally audited reports. At the time of submitting this report, we do not have one general audit report for the whole GSC for 2012.

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations

In 2012 SOS Children's Villages International became a shareholder of the International Civil Society Centre (ICSC). Further information on the general cooperation can be found in the [annual report](#) of ICSC.

Furthermore, SOS Children's Villages International is a shareholder of Joint Systems Fundraising- & IT-Services GmbH which provides outsourced services such as fundraising systems and fundraising expertise. The reason for outsourcing is primarily to facilitate access to expertise which is not available in-house.

In recent years, some tasks were transferred from GSC to member associations because the proximity allows a better assessment of the needs of the beneficiaries. The costs of these services are part of the costs of member associations and do not affect the data of GSC.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement

Not applicable since this is our first report.

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report

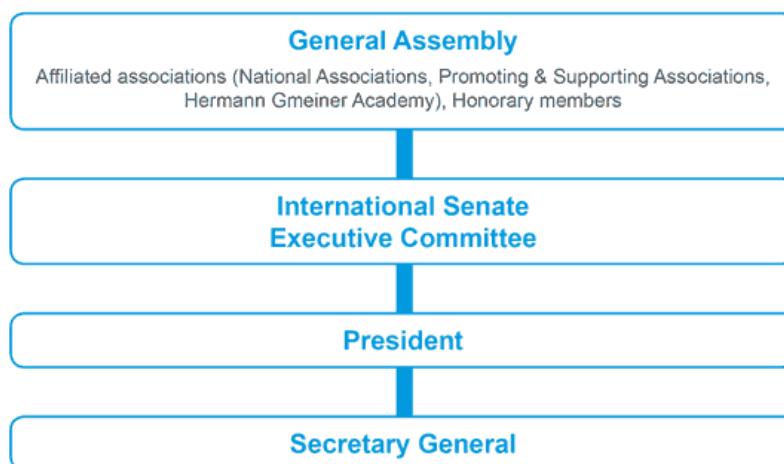
Not applicable since this is our first report.

3.12 Table identifying the location of the standard disclosures in the report

Not applicable.

4 Governance, Commitments, and Engagement

4.1 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight



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

The General Assembly is charged with the following main tasks:

- to elect the organisation's President, Vice-President and the International Senate
- to lay down the basic policy of the organisation
- to ratify the decisions of the International Senate
- to take decisions relating to the statutes
- to receive the four-year activity report and the financial statements for approval
- to receive the statement of affairs and a preview of the organisation's future activities

Member associations that have been admitted by the International Senate of SOS Children's Villages International are associations or other legal entities dedicated to establishing, operating, managing, financing or supporting SOS Children's Villages programmes. Honorary members are natural persons who are particularly supportive of the organisation's objectives or have done the organisation great service.

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.

Apart from the President, all International Senate members are board members in their national associations. Almost all are non-executive and do this without remuneration; only two are part of an executive board in their national organisation. The Secretary General is an ex officio member of the International Senate and the Executive Committee without voting rights. There are no independent members of the International Senate.

The International Senate meets at least once a year.

Some of the main tasks of the International Senate are:

- Discussing and deciding fundamental questions relating to the policy of the organisation

- Submitting proposals to the General Assembly setting out aims and priorities of the organisation's future activities
- Approval of annual budget and annual financial statement of SOS Children's Villages International
- Election and appointment of members of other committees and staff (Executive Committee, Secretary General, honorary members, etc.)
- Admission and exclusion of member associations

The Executive Committee of the International Senate consists of the President, the Vice-President and five members who are elected by the International Senate from among its own members. The committee meets three to four times a year. The International Senate delegates its tasks to the Executive Committee for the time between its sessions.

The President formally represents the organisation – a task exercised jointly with the Secretary General. He also presides at the meetings of the legal bodies within the organisation.

The Secretary General is the head of the General Secretariat (GSC), the organisation's operational body, and responsible for implementing the decisions taken by the General Assembly and the International Senate and handling the organisation's day-to-day business and management requirements. He is a paid employee of the organisation and the highest ranking of all GSC employees. For more information on the General Secretariat please see Section 2.3.

Based on a comprehensive review, the organisation is currently undergoing some changes, including some in the area of governing bodies. We are about to install three committees in the International Senate: one for programme audit, one for finance audit and one that deals with leadership selection and performance management. The Executive Committee will be replaced by a new body called the Management Council, which will consist of the three most senior executives of the GSC, four executive representatives from fund-raising member associations, and four executive representatives from fund-receiving member associations. Some first experience can be shared in next year's report.

4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement). Report the division of powers between the highest governance body and the management and/or executives.

Neither our former president, who stepped down from this position in June 2012, nor our current one were or are executive officers. However, the current one does receive remuneration since the presidency is a full-time position.

Our highest governing body is the General Assembly; the head of the executive part of the organisation is the Secretary General. For their respective tasks and powers, please refer to Sections 4.1 and 2.3.

4.3 For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members

We do not have a unitary board. For more information about our structure, please refer to Section 4.1.

4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body

The most direct link is the presence of all member associations in the General Assembly, where they give feedback and guidance on the organisation's strategy, mission, vision, etc.; have the right to vote; and can bring in any issues they deem important. As already mentioned, the International Senate consists of 20 representatives from different member associations, who represent not only their individual association but all the member associations on their continent.

Almost all national boards have one representative from the global federation as a member (normally a high level GSC co-worker), which also ensures regular exchange of ideas and information between the federation and its members.

When developing our current strategic plan, all member associations' boards were asked for input, as well as children, co-workers and external stakeholders.

4.14 List of stakeholder groups engaged by the organisation

Our stakeholders include in the first place the children, families and communities with and for whom we work. Our stakeholders are also our donors, sponsors, co-workers, volunteers, external partners, governments, national and international institutions, foundations and organisations with whom we work or who support our activities to improve the lives of our target group. Please also refer to Section 2.7.

4.15 Basis for identification and selection of stakeholders with whom to engage

Identifying the children, families and communities whom we engage with is an integral part of the programme planning process, which is carried out in line with the SOS Children's Village Programme Policy and other organisation policies. In order to develop programmes at locations where there is the greatest need and in areas where we can have the highest impact, the programme planning process starts with a country Child Rights Situation Analysis (CRSA) conducted by external experts. Besides identifying where to work, the CRSA helps us to define what kind of programmes to establish and to set the scope of our responses, with due respect to national conditions and in the spirit of the UN Convention on the Rights of the Child and the UN Guidelines for the Alternative Care of Children. Analysing the status of our target group in a particular country is a first step in reconfirming why the organisation has been establishing programmes in that country, as well as justifying the need for more programmes. Once the decision has been made to establish more programmes in a specific country, a feasibility study, which includes an in-depth needs assessment, is made in a selected location/area as a second step. Supplementing the Child Rights Situation Analysis, the feasibility study encompasses the data collection, analysis and assessment necessary in order to prepare for project design and provides background information on:

- The overall justification for the project
- The potential target groups, their needs and anticipated positive/negative effects
- Important assumptions which may be decisive for the success or failure of the project

Importantly, this needs assessment applies various participatory methods including consultation with children. As part of these studies a package of appropriate responses – our programme interventions – are then designed, according to the best interests of the children. Furthermore, our programme interventions are rooted within the community and build on existing initiatives and resources, in the interests of building solid foundations for sustainability. Partnerships and networks are developed for the purposes of service provision, capacity building and advocacy at national level. In cooperation with community-based partners, SOS Children's Villages sets up a process to identify the beneficiaries of our programmes when the implementation phase of the programmes starts.

External partners with whom we work at international, regional and national level – including civil society organisations, NGO networks, national and international institutions, governments, and foundations – are selected after an assessment of:

- The added value of cooperating or working in partnership:
 - Will it lead to a better and higher impact on our target group?
 - Will and what can it contribute to our mission?
- The mission, objectives and reputation of the partner:
 - What defines our common ground with the potential partner?
 - How do we differ and are there conflicting values?
 - What can the potential partner contribute to our objectives and mission?
 - What are their concrete expectations?

Please see also Section 5.18 (PR6) and Section 5.9 (EC7).

5 PERFORMANCE INDICATORS

5.1 NGO1 – Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes

Involvement of children and families

We are aware of each child's personal development and 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 essential skills are required for them to become independent adults and responsible contributing members of society.

The involvement of SOS families is demonstrated through their participation in the community. It is supported by the organisation and seen as beneficial to the development and integration of the children. If education, health or other services can be found in the community, they should be used, as long as a basic level of quality is ensured. In every aspect, the village and its SOS families strive to be part of the community.

As mentioned in Section 4.15, the programme planning process and particularly the feasibility study includes a needs assessment which applies various participatory methods, including the consultation of children.

Youth participation and empowerment are an important part of SOS Children's Villages' *I Matter* advocacy campaign, which is a 5-year campaign that is being carried out in 21 countries in Europe and Central Asia. For more information on how young people gave their input to the campaign, please see Section 5.5 (NGO5).

In 2012, SOS Children's Villages in partnership with the Council of Europe started to develop a guide for social care professionals working with children and young people in alternative care. Young people with care experience were consulted in the drafting process and provided direct input to the guide's content. See Section 5.6 (NGO6) for more information on this process.

Development of SOS Children's Villages policies

Our international policies represent the agreed foundation for the operations of member associations. In the development of these policies, wide member participation is ensured. The development of basic policies – the highest level policies under our system – is steered by the Secretary General and the Senior Management Team. All member associations are encouraged to engage in the process.

Child participation is anchored in SOS Children's Villages' core policy, the SOS Children's Village Programme Policy. It expresses the organisation's stand on how to best approach the situation of children in our work and sets an action framework for the SOS Children's Villages organisation. The policy has been implemented by co-workers and other relevant stakeholders within the organisation and has an impact on all aspects of the organisation's work. The policy is centred on four principles, one of which is child participation: Children are involved in finding solutions to the challenges they face in their lives. SOS Children's Villages recognises the role of the child, as well as duty bearers and other service providers, in addressing his or her development needs and standing for his/her rights.

With regard to stakeholder involvement, we plan to have a representative of each stakeholder group (for example caregivers, programme directors, national directors, board members, etc.) in our expert team that will actually determine the design, implementation, monitoring and evaluation of policies.

Review of our strategic objectives

During the first half of 2012, a mid-term review of the organisation's strategy 2009-2016 was conducted. (See Section 1.1 for more on the global strategy.) This involved reviewing and adapting our strategies which were then endorsed by the General Assembly in June 2012. All relevant stakeholder groups were included in the mid-term review process, including representatives from

national associations of all continents, promoting and supporting associations as well as co-workers and management members from the General Secretariat. Workshops took place in which these stakeholders shared their opinions and discussed the updates that were needed to the global strategy and the strategic ambition. An evaluation of the external environment of the organisation and options on financial scenarios for the federation were also discussed and served as a base for decision-taking. The result of this process was an updated global strategic plan which will guide the organisation until 2020.

Reviewing impact

Tracking Footprints is a long-term global project that started in 2001 and is designed to investigate the experiences of people who lived in an SOS Children's Villages programme (SOS adults). A major goal is to learn from SOS adults' recommendations and points of view in order to further develop the programme work and state the results for external parties. Treating these SOS adults as care experts, the study applies a questionnaire focusing on their experiences and individual development during their time in the SOS Children's Villages programmes, major events in their lives, their current situation, and what kind of values are important to them.

5.2 NGO2 – Mechanisms for feedback and complaints in relation to programmes and policies and for determining actions to take in response to breaches of policies

Child protection

As our major stakeholders are the children in our care, our Child Protection Policy and its implementation are the most important mechanism in this respect. The policy, which was approved by the International Senate in 2007 and discussed and confirmed by the General Assembly in 2008, describes the organisation's position on any form of abuse. Apart from raising awareness and working on the prevention of abuse, the policy also defines the measures to be taken regarding reporting and responding:

Reporting

We take all concerns raised seriously – whether pertaining to an SOS Children's Village, Family Strengthening Programme or other programme – and take appropriate action. Each member association defines and implements clear reporting and responding procedures, including internal communication lines, and defines the roles and responsibilities of all people involved. Quick and transparent measures that take local legal responsibilities into account are undertaken. Such measures include:

1. A team of three persons is elected in each facility and programme to which child protection concerns can be reported; the members of these child protection teams are known to all children and co-workers. On the one hand, these child protection teams are prepared to react appropriately in crisis situations, and they maintain the records about any child abuse incident. On the other hand, the central aim of their efforts is to raise awareness of – and prevent – abuse. In each SOS Children's Village, the team consists of the village director, at least one SOS mother and one other elected co-worker or associated person (for example, a social worker or community leader). Child protection teams consisting of the director and two co-workers (or a member of the community) are elected in other facilities and programmes as well. Ideally, the voices of children and adults participating in programmes of SOS Children's Villages are taken into account in the election of the child protection teams. Of course, alleged abusers must not be members of the child protection team.
2. At the national level, the child protection team is led by the national director and consists of two to four persons. Members are appointed by the board and monitor the overall status of child protection in the country. A representative of the national child protection team is to be involved in the investigation of any child abuse case. The national director is ultimately responsible and provides a bi-annual report to the board regarding the national status of child protection in the respective national association of SOS Children's Villages.
3. Confidentiality is of utmost importance when dealing with cases of abuse; information is to be handled with sensitivity. The child or any other person who gives information regarding child

abuse must be made aware that if he or she reports the case, information about the alleged abuse will be shared only with those authorised to have access to the information (i.e. the elected child protection team and other persons involved).

4. Every co-worker is obliged to provide immediately any information he or she has regarding a possible case of child abuse to a member of the child protection team. Any adult who withholds information or covers up any kind of abuse is considered an accomplice.
5. Children, co-workers or other adults who make reports are supported and protected. A person accused of child abuse is given a fair hearing.

Responding

All forms of child abuse are taken seriously, without exception and in all SOS programmes, and are responded to according to the gravity of the offence. We ensure that there is always a response, regardless of whether the abuse committed is considered large or small. By responding we guarantee that a transparent and fair procedure is followed, so that nobody is falsely convicted and the rights of everyone involved are protected.

1. In all cases of suspected or proven child abuse or neglect, the focus is placed on safeguarding and protecting the child. At the same time, healing measures are provided, and the protection of all persons involved is guaranteed. All affected persons within the SOS programme receive the necessary counselling and support.
2. Each national association determines what procedures to follow for different levels of abuse. In the investigation of a child abuse incident, an external expert and a representative from the national child protection team must be involved.
3. In all abuse cases, an internal investigation is carried out by a neutral person who is not involved in the case. This person presents the findings of the investigation to the child protection team, which makes a decision on further steps.
4. The response to child-to-child abuse focuses on what is best for the development and protection of all children involved in such a case.
5. If abuse is committed by an adult, depending on the level of abuse in each individual case, legal steps are taken in accordance with the national reporting and responding system that defines the levels of response. Where necessary, legal assistance is provided.
6. There is clear leadership, with one person responsible for handling internal and external communication regarding child abuse incidents within the national association. This person is supported by the child protection team.
7. Decisions and actions are taken quickly.
8. Cases are reported to child welfare authorities according to a procedure defined by the national association.
9. Written records of all reported abuse cases and their conclusions are kept in the facility or programme.

The duty to report is also included in our Code of Conduct, which is signed by all co-workers and board members. See also Section 5.17 (SO3).

Global process

In 2012 a global process of reporting and responding to child protection incidents and concerns was drafted. It is primarily designed as part of the implementation of the Child Protection Policy. Due to the nature of the subject, elements of a complaint mechanism are included in the process. The purpose of the global process of reporting and responding is to increase the role of the General Secretariat of SOS Children's Villages International in responding to incidents in order to improve the quality of response and accountability at all levels and support and strengthen the capacity of member associations. In 2012 several internal investigations and an external investigation were commissioned by SOS Children's Villages International.

Policy on Good Management and Accountability Quality Standards

This policy, which was developed during 2011 and 2012, also includes a section on reporting and responding to cases of mismanagement and fraud:

All co-workers and managers have a clear understanding of how to report suspected corruption. They are then responsible for reporting such cases. Boards and managers are responsible for reviewing and investigating reported cases.

- There are four main channels for identifying suspected fraud and corruption: internal controls, management concerns and suspicions, whistle-blowers and external complaints.
- Through an established and documented reporting procedure, people are able to raise legitimate issues in an open and honest way without fear.
- All legitimate allegations of fraudulent activities or corruption are investigated, and the investigative processes and findings are clearly documented.
- Information is provided to relevant stakeholders including the person who originally raised the issue.
- The identity and the job of the person making the allegation are protected.

Since the policy was only recently approved by the International Senate (March 2013), it has not yet been fully implemented.

5.3 NGO3 – System for programme monitoring, evaluation and learning, (including measuring programme effectiveness and impact) resulting changes to programmes, and how they are communicated

To achieve our organisation's goals, SOS Children's Villages seeks to articulate our quality standards and assess our performance against those standards. As described in our SOS Children's Village Programme Policy, an SOS Children's Village intervention is a child development programme. This requires accurate programme planning, implementation and reporting as well as adequate resources.

A Monitoring and Evaluation System allows SOS Children's Villages as a rights-based organisation to review its progress, to identify problems in planning and/or implementation, to make necessary adjustments, and to keep track of its success. It contains a set of planning, information gathering, reflection and reporting processes with respective methods and tools and meets information needs of internal and external stakeholders.

In 2012, we began the development of a comprehensive global monitoring, evaluation and learning (MEL) system. On the one hand, member associations were strongly emphasizing the need for a unified MEL system to provide the same standards for all programme units; on the other hand, there was a need to be able to make a global statement about the quality of SOS programmes (notwithstanding the various different monitoring and evaluation initiatives in place in member associations). The intention was to support the work being done and to develop more sustainable and needs-based support services.

In developing such a system, SOS Children's Villages can make use of already existing monitoring and evaluation expertise and activities (e.g. self-evaluations, programme evaluations) and analysis and planning tools (e.g. child rights' situation analysis [CRSA], feasibility studies, logical frameworks), as illustrated by the following two examples: The global Quality Management Approach focuses on assuring and further developing quality in SOS programmes and enables member associations to develop a Quality Management System; Tracking Footprints (started in 2001) is our long-term global research project that systematically reflects on the organisation's educational work (with 3,500 former SOS children participating), with the aim to learn from them in order to further develop the programme work.

Key elements of the MEL system are the change matrix and the monitoring and evaluation plan. The change matrix is a state-of-the-art framework explaining how SOS Children's Villages understands its work and holds itself accountable for sustainable outcomes. It is considered the master tool for programme design, monitoring and evaluation, consisting of fourteen global mandatory indicators, next to a set of optional indicators which allow programmes to choose indicators according to their needs. The global outcomes that form part of the change matrix are aligned to the UN Child Rights Convention (UNCRC). The global monitoring and evaluation plan facilitates the measurement of the obligatory and optional indicators at output, outcome and impact level. Additionally, M&E tools (e.g. terms of reference for internal and external programme evaluation) and a training curriculum will be developed, and train-the-trainer workshops are planned.

The first step towards establishing a globally unified and standardised MEL system has been the development and initial implementation of the global programme database, consisting of two integrated modules: one for family-based care and one for family strengthening. The programme database is designed to capture the development of children, families and communities. Today, more than 50% of all family strengthening programme units worldwide are working with the programme database. The family-based care module implementation started in Latin America in 2012, and the other continents will follow in 2013. By September 2013, all modules will be unified into one programme database.

In 2013 a pilot project will be carried out to test the relevance and validity of the change matrix indicators. In addition, tools for impact and outcome will be developed and piloted.

As there are currently different monitoring and evaluation approaches in place, ranging from sophisticated M&E tools to more general M&E processes, it is planned to align these processes within the GSC.

The MEL system also supports the international strategy, which states that 'We invest in development and ensure the quality of programmes to make the best response to improve the situation of the children'. An own monitoring and reporting project was set up to accompany the strategy process 2009 – 2016. It is targeted to the 16 strategic measures used to specifically measure the progress of the organisation towards achieving the strategic targets until 2016. In order to also measure - more generally - the well-being of the organisation, additional operational measures provide additional background information to complement the 16 strategic measures. In general the project aims at supporting steering and decision taking at national associations as well as enhancing the organisation's overall accountability, credibility and transparency towards stakeholders. Whereas the ONE child strategy provides targets with regard to the numbers of children we want to reach (quantity), the MEL system puts a spotlight on quality, and therefore can be seen as complementary to the more quantitatively focused strategies.

5.4 NGO4 – Measures to integrate gender and diversity into programme design and implementation, and the monitoring evaluation, and learning cycle

Inclusion Policy

SOS Children's Villages has an inclusion policy in place with the following principles and implications:

1. Acting in the best interests of children with disabilities (pertaining to decisions about admission, staying together with siblings, contact with family of origin, family reintegration, professional development, etc.)
2. Ensuring access to quality services (care, health, education, recreation)
 - Strengthening the capacities of families and communities to take care of their children with disabilities
 - Building and strengthening networks to promote and improve development opportunities of children with disabilities
 - Early identification and intervention (Fifty percent of disabilities are preventable. Therefore, regular professional health and development checks are key. If a disability is identified early enough, development opportunities can improve the child's situation greatly.)
 - Focusing on abilities: The talents and capabilities of children with disabilities are identified to support their further development as active and contributing members of their families and communities
 - Breaking down barriers (physically by making infrastructure accessible; culturally by removing prejudices through awareness building)
 - Promoting inclusive education (providing specially trained teachers, adapted curricula, barrier-free physical educational environment)
 - Advocacy: Making duty bearers aware of their responsibilities to make quality services available to children with disabilities and promote their de-institutionalisation

- Establishing caring family environments: Children with disabilities and non-disabled children live together in one family
3. Promoting non-discrimination
 - Advocating for the elimination of environmental, political, cultural, and emotional barriers
 - Empowering families and communities to fight against prejudice, misconception, and discrimination
 - Taking human resource development actions (training and orientation for new co-workers, awareness building measures to convey non-discriminatory and inclusive attitudes, knowledge sharing opportunities, peer exchange visits, etc.)
 - Assisting children and young people in developing a non-discriminatory attitude
 - Implementing an internal and external communication strategy to convey our message of inclusion and diversity
 4. Enabling participation
 - Building a culture of transparency, good communication, access to relevant information and involvement of children with disabilities and their families in the design, implementation, and evaluation of SOS Children's Villages programmes
 - Co-operating with experts in children with disabilities
 5. Working in partnerships
 - Identifying and engaging in existing networks, governmental and non-governmental organisations, disabled people's organisations, and specialised service providers in order to facilitate the coordination of quality services offered to children with disabilities

Gender

Within our programme database we monitor and evaluate gender and diversity issues. We track the gender of our beneficiaries as well as caregivers and couples in children's villages and youth facilities and beyond that of caregivers in family strengthening programmes.

SOS Children's Villages is currently developing a gender policy. A project team has been formed and has set a definition of what gender equality means to the organisation: that women and men have equal conditions for realising their full human rights and for contributing to, and benefiting from, economic, social, cultural and political development.

The main benefits of the project are the following: The gender policy will contain positions to guide internal practice and external advocacy. It will set principles of gender equality to guide organisational human resource management and our work with beneficiaries of SOS Children's Villages programmes. This will result in a better understanding of how to make our programmes and human resources practices more gender-sensitive. Co-workers who provide care to children will be given special attention. Clear targets will be set by the International Senate for increasing the number of women in management positions.

The gender policy is being developed using a rights-based approach. We are taking one integrated, global approach in responding to the situation of our target group within the respective local context, with respect to challenges posed by local context/culture. A quality assurance system is to be developed, including monitoring and evaluation based on clear criteria. In addition, we work in partnership with other organisations (e.g. local women's organisations). This is reinforced by a culture of responsibility. The policy will be global and apply across the entire organisation on all different levels.

We expect that the policy will be finalised by December 2013.

5.5 NGO5 – Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns

SOS Children's Villages employs various processes to formulate, communicate and implement advocacy positions and public awareness campaigns. In this section, we provide in-depth information

about these processes in a concrete manner, using the examples of two SOS Children's Villages international advocacy campaigns carried out in 2012.

Care for ME! Campaign

In 2012, our global campaign *Care for ME! Quality Care for Every Child* was set up in 15 countries, with many more joining in 2013. Although countries are united in supporting the principle of quality care, each country responds to a particular need identified through assessments at national level. Thus, the campaign is conducted by our national associations, with the support of the General Secretariat (GSC).

SOS Children's Villages, in cooperation with child rights experts Nigel Cantwell and June Thoburn, has developed a tool to assess a country's position in relation to the implementation of the UN Guidelines for the Alternative Care of Children, measures that support families at risk of separation, and factors that cause children to enter alternative care arrangements. Based on the national assessments, each national association produces narrative reports. The assessment tool and the narrative reports that have been drafted so far, are available on our website:

- <http://www.sos-childrensvillages.org/What-we-do/Child-Care/Quality-in-Care/Advocating-Quality-Care/Pages/Quality-care-assessment.aspx>
- <http://www.sos-childrensvillages.org/What-we-do/Child-Care/Quality-in-Care/Advocating-Quality-Care/Pages/CARE-FOR-ME.aspx>

To identify their change objectives and to prepare project plans for the campaign, the national associations receive support from the GSC through coaching visits. The national associations can also make use of the advocacy toolkit, which has been developed by the GSC to plan, implement, monitor and evaluate the campaign. In 2012, national associations were in the process of carrying out the assessment or planning the campaign.

The campaign is led and coordinated at the international level by a global campaign manager and a project steering committee. Although each national association carries out the campaign independently, the information from the assessments and campaigns will be used as well to lobby international agencies and stakeholders.

In July 2012, a campaign planning meeting was organised, where colleagues from national, continental and international levels along with consultants and experts met to begin to design the campaign. The meeting offered as well a platform to exchange information.

On 12 December 2012, the campaign was officially launched at international, continental and national levels. We communicated the launch of the campaign directly to all key stakeholders. We announced it as well through key networks and on our international website: <http://www.sos-childrensvillages.org/News-and-Stories/News/Pages/On-Human-Rights-Day-Children-cry-Care-for-ME!.aspx>

I Matter Campaign

The *I Matter* campaign is a five-year campaign concluding in 2013, carried out by SOS Children's Villages in 21 countries in Europe and Central Asia. The main objective of the campaign is to change policies and practices in the campaign countries regarding young people leaving care when they reach adulthood. The issue of leaving care was chosen because research from inside and outside our programmes demonstrated that young people in alternative care are not provided with appropriate preparation for leaving care and often do not have access to after-care support.

To promote the participation of young people with alternative care experience in the campaign, an International Youth Council (IYC) was created in 2009. The IYC is a virtual exchange network, consisting of 27 members from countries involved in the campaign. One of the main tasks of the IYC is to feed into the international campaign, for instance by giving feedback to documents and decisions, shaping key messages for the campaign, and presenting these key messages to international stakeholders. In 2012, the IYC met twice to continue their activities. They drafted the Russian youth-friendly version of the UN Guidelines for the Alternative Care of Children. They also worked on recommendations on youth participation for SOS Children's Villages to make sure the campaign has a

sustainable impact when it comes to the participation of young people in the work of the organisation. In 2012, there were also several exchanges between young people from the IYC and decision makers. Members of the IYC also took part in several international events, such as the International Youth in Care Summit in the USA and a panel discussion on youth employability for the conference 'Beyond Education' in Germany.

One of the most important activities of the *I Matter* campaign in 2012 was a peer research project. This research project was conducted with strong input from young people with care experience, who were trained as peer researchers and were involved in the design, implementation and evaluation of the project. It aimed to provide evidence-based information to support decision makers to develop policies and services for leaving care. The final report – 'When Care Ends: Lessons Learned from Peer Research' – was launched in the European Parliament in November 2012. In a three-day event in Brussels, of which the launch was part, the report was distributed and the findings were discussed with 130 European and national officials, practitioners, academics and young people. It was also sent to our key partners, distributed through key networks and made available on our website: <http://www.sos-childrensvillages.org/getmedia/0249c48e-e799-4544-9bde-2de9f7040a73/European-Report-correction-Finland-WEB.pdf?ext=.pdf>

Besides the peer research report, all publications from the *I Matter* campaign are available on our website: <http://www.sos-childrensvillages.org/About-us/Publications/Pages/IMatter-Publications-on-Leaving-Care.aspx>. In 2012, two important publications were the thematic briefing papers on housing and employment.

Besides sharing updates and information directly to our partners, through networks and on our website, we also send updates on the campaign through an external newsletter and on the facebook page "I Matter – Preparation for independent Living".

In 2013, the *I Matter* campaign will be ended. An external evaluation is planned to bring in lessons learned to new campaigns. It will also allow us to evaluate if and how objectives of the *I Matter* campaign have been achieved and/or had to be adapted. Lessons learned from the *I Matter* Campaign were already brought into the *Care for ME!* campaign in 2012 by informal exchanges between key staff of both campaigns. In those countries where the objectives of the *I Matter* campaign were reached or where it was the right timing to end the campaign, the campaign was already closed in 2012. Our national associations were supported by the GSC, which had developed internal guidelines for ending campaigns.

Other activities

SOS Children's Villages' advocacy positions are based on:

- Our knowledge and experience coming from our programmes
- Research conducted in our campaigns
- External policy initiatives related to our target group

5.6 NGO6 – Processes to take into account and coordinate with the activities of other actors

In the planning phase of its programmes, SOS Children's Villages carries out a feasibility study, which includes an analysis of the key actors on a location level. To ensure a good coordination with the activities of other stakeholders, contacts are established during the programme planning, which, where possible and necessary, are formalised prior and/or during the initiation phase of the programme implementation. Partnerships are also developed with key actors at national level for the purposes of service-provision, capacity-building and advocacy.

In recent years, international organisations and other international stakeholders increasingly recognised the special situation and the needs of children in alternative care. Thus, collaborating with these organisations and stakeholders is of great importance to SOS Children's Villages in ensuring that our international advocacy work is as efficient and effective as possible. In that regard, SOS Children's Villages closely cooperates with international institutions such as the United Nations, the European Union and the Council of Europe. SOS Children's Villages is also member or fully supports the following NGO networks and groups:

- Child Rights Connect (formerly the 'NGO Group for the Convention on the Rights of the Child') – SOS Children's Villages has been a full member of the group since 2002 and member of the Executive Committee since 2008. In 2012, we took on the role of secretary
- NGO Committee on UNICEF, of which SOS Children's Villages is co-chair – SOS Children's Villages is also co-chair of the Working Group on Children Without Parental Care
- Eurochild, of which SOS Children's Villages is member of the board
- International Civil Society Centre (ICSC)
- Better Care Network (BCN)
- NetHope
- International Foster Care Organisation (IFCO)
- International Society for Prevention of Child Abuse and Neglect (ISPCAN)
- Keeping Children Safe (KCS)
- Global Initiative to end corporal punishment
- Global Protection Cluster (GPC)
- Child Protection Working Group (CPWG)
- Children's Rights Action Group (CRAG)
- Voluntary Organisations in Cooperation in Emergencies (VOICE)
- Beyond 2015
- People in Aid
- International Child and Youth Care Network (CYC-Net)

Strengthening partnerships and cooperating with others is a key objective for SOS Children's Villages. In 2012, the following partnerships were formed:

We signed a new partnership agreement with the **Council of Europe** to work together to develop a guide for social care professionals working with children and young people without parental care. The aim of the guide is to teach professionals, mainly social workers and educators, how to support children and young people in alternative care to exercise their rights. To ensure the quality and relevance of the guide, the drafting process included a participatory feedback loop. At different stages of the drafting process, stakeholders were consulted in a series of meetings in Croatia, Albania and Estonia. Children and young people gave direct input on the guide's content, as well as social workers and staff of SOS Children's Villages and other alternative care settings. Additionally, national representatives of UNICEF, local authorities, child protection units, and ombudsmen were also consulted. It is planned for the guide to be published and launched in 2013.

SOS Children's Villages signed a five-year cooperation agreement with **Habitat for Humanity International**. Six areas have been identified for the two organisations to work together: housing, joint communication, disaster response, capacity building of youth, the exchange of lists of interested countries and the maintenance of SOS Children's Villages. The activities of both organisations complement each other, as Habitat for Humanity International provides housing and shelter, while SOS Children's Villages' focus is on delivering care, education and health.

The Continental Office of SOS Children's Villages in Africa signed a three-year memorandum of understanding with **Plan International – Regional Office for West Africa (WARO)**. Both organisations will join efforts to promote child rights and to implement child rights' programmes in common countries of programme presence in the West-African region.

In Latin America and the Caribbean, a regional partnership between the **Secretary General on Violence against Children (SRSG VAC)** and the **Global Movement for Children in Latin America and the Caribbean** has been of importance. The latter is a coalition of leading child rights NGOs and UNICEF; SOS Children's Villages chaired the coalition in 2012. The SRSG VAC and the coalition of NGOs joined forces to promote and ensure the implementation of the recommendations of the UN Study on Violence against Children. As violence is one of the main reasons for family breakdown in Latin America, this regional partnership has allowed us to advocate for our target group and to coordinate efforts with other key partners.

SOS Children's Villages met with the **UNICEF Child Protection Section** to present the *Care for ME!* campaign's assessment tool for the implementation of the UN Guidelines for the Alternative Care of Children. See Section 5.5 (NGO5) for more on *Care for ME!*. As UNICEF has identified similar objectives, for instance by carrying out similar assessments in several countries, the meeting contributed to creating synergies with UNICEF's work. For carrying out the assessments, it is also useful to mention that we encourage our national associations to contact the local UNICEF child protection specialists and to work in partnership with others as well.

In 2012 SOS Children's Villages became actively involved in ***Beyond 2015***, the largest civil society campaign aimed at influencing the post-2015 development goals process. This process will define the new international development framework when the Millennium Development Goals come to an end in 2015. We are also working closely with child-focused INGOs to ensure that child protection issues are included in the post-2015 discussion and ultimately become part of the future framework.

5.7 NGO7 – Resource allocation

Please note that the figures are provided in Section 2.8.

All entities within the SOS Children's Villages federation allocate resources according to budgets developed through each entity's internal planning processes. All entities follow a set of commonly agreed global operational priorities (based on the Strategic Plan 2009-2016) to guide the annual planning process and resulting budgets.

Internal financial controls within each entity are in place to ensure that expenditures are made in accordance with relevant legal requirements, as well as with internal operating policies. All material operations are subject to full independent external audit as required by national laws, and these statements together with independent auditors' statements are all published in the relevant jurisdictions. As national legislation varies, national reports are not directly comparable. For the purpose of combined financial reporting, however, the International Financial Reporting Standards (IFRS) are used as the reference standards.

The purpose of our finance system is to support management in using finance as a tool to lead the organisation towards its strategies and objectives. The financial system is simple and transparent. It is based on accountability and defines responsibilities to ensure the proper use of funds.

The International Chart of Accounts of SOS Children's Villages International provides entities with an orientation on how to use a particular accounting code, facilitating daily accounting work and a consistent way of booking. Furthermore, it allows consolidations on a world-wide level.

5.8 NGO8 – Sources of funding by category and five largest donors and monetary value of their contribution

Eighty percent of General Secretariat income comes from membership fees, and 81% of the membership fees is provided by the biggest five supporting associations: Hermann-Gmeiner-Fonds Deutschland (EUR 12.4 million), SOS Children's Village Norway (EUR 3.6 million), SOS-Kinderdorf Germany (EUR 3.1 million), SOS Children's Village Denmark (EUR 1.6 million) and SOS Children's Village Sweden (EUR 1.5 million).

Please find further information on funding from our member associations in Section 2.8.

5.9 EC7 – Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation

There is no official written policy on this topic for the General Secretariat of SOS Children's Villages, but in practice we give preference to local applicants over European/North American staff. For the recruitment of regional management staff, diversity targets with respect to the countries that are serviced are taken into account.

Currently, we have 19 senior managers in our regional and continental offices, of which nine (47%) are from the local area.

Our organisation aims at integrating the children and young people living at our facilities into their society and their culture in the best possible way. We believe this can best be achieved by using local staff. In our member associations the policy is therefore to employ local staff for all functions and on all levels.

5.10 EN16 – Total direct and indirect greenhouse gas emissions by weight

No information available.

5.11 EN18 – Initiatives to reduce greenhouse gas emissions and reductions achieved

As a global organisation with operations in 133 different countries, the impact that SOS Children's Villages has on the environment is complex. It is in our interest financially and logistically to operate efficiently and to create as little negative impact on the environment as possible. However, we have not yet instituted a formal system for tracking environmental impact, so this is one area for potential improvement.

We have implemented a number of systems at the General Secretariat level that have lessened our environmental impact. For example, we reduce the need for travel by ensuring that we use the Lync videoconferencing facility whenever possible. With two main employment bases in Austria – Innsbruck and Vienna – we have sought to minimise environmental impact by ensuring that the first choice for travel between these two centres is the train, rather than car or airplane.

In addition, our Construction Services unit promotes ecologically friendly building practices. We have implemented a wide range of environmental protection projects in the area of construction and infrastructure, and in the last two years alone, more than 40 'Green Projects' have been completed and several more are still underway.

Helpfully, some of our member organisations have sought to study our environmental impact, and these 'green policy scans' will contribute significantly to our internal promotion of good practices and overall evaluation of impact.

For example, one of our German member associations (Hermann-Gmeiner-Fonds Deutschland) conducted a study of how SOS Children's Villages can promote green practices in operations, advocacy, and creating a culture of environmental stewardship. The study reviewed notable reports, books, and peer-reviewed research on sustainability, climate change, and other green issues relevant to SOS Children's Villages' target group. The goal was to summarise key findings from publicly available documents that inform the development of policies and commitments to the environment and children's rights in order to promote discussion and actions on green issues within the SOS Children's Villages organisation and to serve as a reference for the further development of an official policy for the organisation. The scan was conducted by an external consultant in collaboration with SOS Children's Villages International staff.

Our member association in Norway also conducted a study in which it identified a number of ways in which our current policies, systems and activities support environmental sustainability. Highlights include:

- Our promotion of agricultural and biological diversity to decrease the vulnerability of families through our family strengthening programmes
- Our promotion of sustainable use of natural resources as a means to promote self-reliance, growth and sustainability
- The availability of sanitation and hygiene facilities is regarded as a basic need by SOS Children's Villages and has always been an integral part of our programmes
- Most of our family strengthening programmes include counselling on hygiene and its importance for child development, thereby contributing to meeting Millennium Development Goal targets (MDG4 and MDG6) of reducing child mortality and combating major diseases
- We will seek to include renewable energy sources to a greater extent within our programmes to help reduce carbon dioxide levels

In addition, we have identified a number of examples of good practices in individual programmes. Many SOS Children's Villages operations are paving the way toward a sustainable future, with projects including solar energy and energy-efficient water purification systems, use of sustainable construction materials, planting trees to restore or extend forest space and mitigate deforestation, and promoting organic gardening. Some examples include:

Benin -- Every day thousands of children die because they cannot access clean water. Through a partnership between SOS Children's Villages Benin and SOS Children's Villages Sweden, children and young people living in a community in Dassa-Zoumé now have greater access to clean water. Using chemical analysis, we confirmed the source of water contamination and customised a water purification plant equipped with ultraviolet technology to eradicate the bacterium and wide pipes to filter sand from the water. Equally important, the system is energy efficient and provides children and young people with an educational opportunity.

Dominican Republic -- The SOS Children's Village in Santiago de los Caballeros has designed or implemented a number of green projects focused on providing a better livelihood for the children and adults in the community. These include a solar energy system, water collection and treatment system, and organic gardening programme. In an analysis of the potential benefit of the solar energy system, the facility was expected to experience a 48% reduction in its overall annual energy usage.

Kenya -- In Mombasa, a solar panel array helps promote environmental stewardship and benefits the larger community through providing greater energy security for the growing local economy. At the time, it was the largest solar project in Kenya and the second largest in Africa. The array is connected to the public power grid, generating much needed energy in areas where frequent power outages affect life-support systems at SOS Medical Centres. In addition to supporting the environmental and economic pillars of sustainability, this project embodies the social component of sustainable development.

Senegal -- SOS Children's Villages Senegal initiated plastic bag recycling as part of the family strengthening programme in Tambacounda Diamwelly community. Plastic bags make up approximately 90% of the packaging used at local markets, are generally thrown on the ground after use, and can be seen strewn across the countryside. They block sewer canals, suffocate animals and pollute the soil as they decompose. In our programme, the plastic bags are recovered, washed, dried, cut into strips, and used in crocheting new products to sell at market.

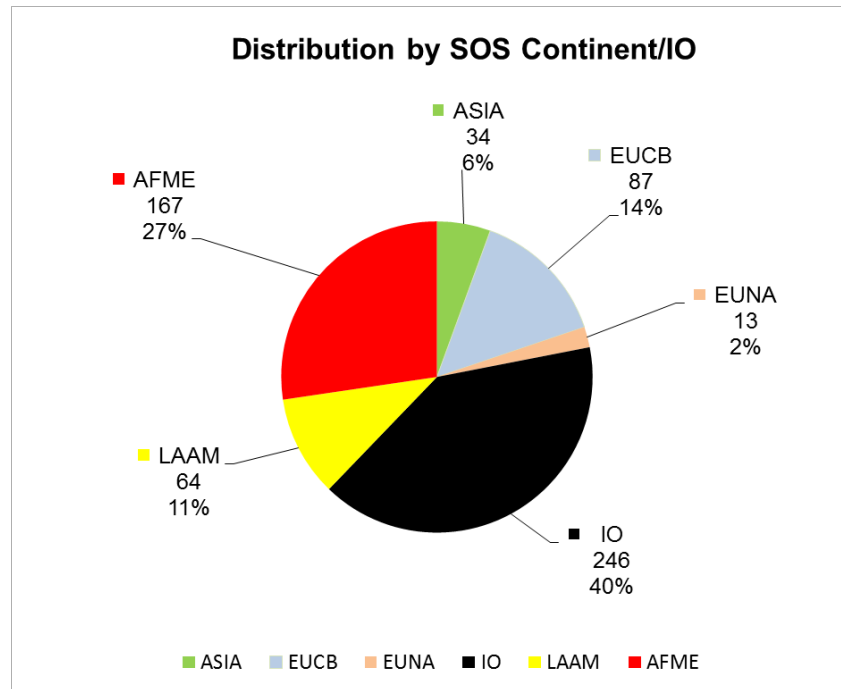
Tunisia -- The SOS Children's Village in Mahres hosts a desalination plant aimed to preserve groundwater before it becomes salty, making it clean and potable. This project also included a solar component to the desalination system. Also, children from SOS Children's Village Mahres participate in forest and beach clean-up multiple times each year.

5.12 LA1 – Total workforce, including volunteers, by employment type, employment contract, and region

The following workforce information relates to the General Secretariat.

Number of co-workers per region:

Please note that the figures are to be understood as a headcount (not full-time equivalents).



Employee Status: co-workers reported here were either:

- Active (578 persons or 540 FTEs)
- On Maternity/Paternity Leave
- On other temporary absences/leaves

Type of contract: co-workers reported can have the following types of contract:

- Unlimited
- Limited
- Internship

5.13 LA10 – Average hours of training per year per employee by employee category

We do not monitor the hours of training per co-worker throughout the General Secretariat, but overall we follow the policy that 4.5% of the total overall salary should be invested in training of all co-workers, no matter in which category.

What we do keep track of is the overall hours co-workers spend in our internal training programmes that we offer for all co-workers based in Austria – which includes all International Office co-workers, all co-workers in Continental Office for Europe and North America, and some co-workers in the Continental Office for Central and Eastern Europe, CIS, Baltics (EUCB) and its Regional Office I. In 2012 the average number of hours was 16.11 (a total of 4,527.5 hours by 281 co-workers). These do not include external trainings.

Our internal training programme is based on the results of the individual development plans of our co-workers and on the overall needs of the organisation. In 2012 we offered the following number of trainings in different areas:

Topic	Events	Participants
About the Organisation	21	402
IT	6	35
Languages	14	104
(Self)Management	24	149
Health/Sports	11	152

5.14 LA12 – Percentage of employees receiving regular performance and career development reviews

We have a performance management guideline in place that prescribes not only a performance appraisal talk once a year, but also a mid-point review and on-going feedback and support throughout the year. During the appraisal talk the supervisor and the co-worker discuss the achievements of the previous year and agree on new work and development objectives for the next 12 months. Part of the discussion is also a medium-term outlook on the possible career development.

The ‘percentage of co-workers who, after receiving a performance appraisal, have an agreed learning and development plan’ is also one of our global strategic measures (see section 1.1).

Within the General Secretariat, the percentage for the last appraisal round, which takes place between November and February in order to fit into the overall strategic planning cycle, is as follows:

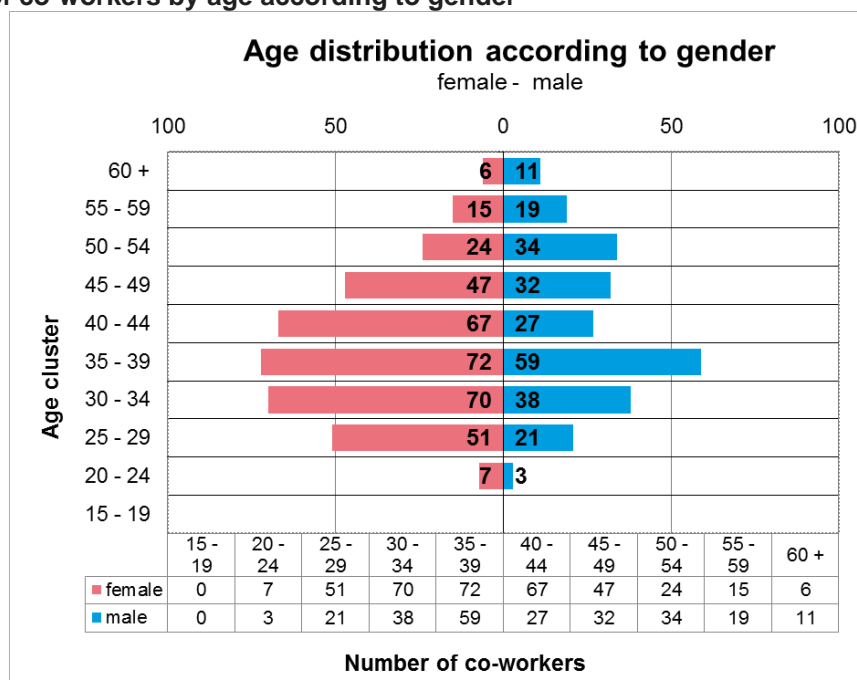
Area	%
International Office	70
AFME	85
ASIA	90
EUCB	80
LAAM	88
Total	82,6

5.15 LA13 – Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity

Composition of governance bodies

The International Senate (see also Section 4.1) consists of 22 members. Apart from the President and the Vice-President they are all representatives of national associations, therefore the variety of nationalities is significant (20 different ones). Seven members are female (amongst them the Vice-President) and fifteen are male. Ten members are between 60 and 70 years of age, 11 are between 50 and 60, and one member is between 40 and 50.

Breakdown of co-workers by age according to gender



Gender distribution

		AFME	ASIA	EUCB	EUNA	LAAM	IO	Total	%
Management	Male	9	4	5	4	4	4	30	60%
	Female	4	2	7	1	4	2	20	40%
Non-Management	Male	77	20	14	3	26	78	218	39%
	Female	77	8	61	5	30	162	343	61%
Office of the Sec. Gen.	Male						4	4	29%
	Female						10	10	71%
Management Support	Male	4	2	0	0	4		10	31%
	Female	10	0	6	2	4		22	69%
Programme Development	Male	15	2	1	1	2	8	29	27%
	Female	20	0	20	0	9	31	80	73%
Fund Dev. & Communic.	Male	8	2	4	1	6	23	44	34%
	Female	13	3	11	1	5	51	84	66%
Operations	Male	21	6	3	0	8	16	54	41%
	Female	9	2	16	1	6	43	77	59%
HROD	Male	4	0	3	0	0	14	21	33%
	Female	4	1	5	1	4	27	42	67%
IT	Male	4	2	3	1	5	13	28	88%
	Female	3	0	0	0	1	0	4	13%
General Services	Male	21	6	0	0	1	0	28	54%
	Female	18	2	3	0	1	0	24	46%
Total	Male	86	24	19	7	30	82	248	41%
	Female	81	10	68	6	34	164	363	59%
%	Male	51%	71%	22%	54%	47%	33%	41%	
	Female	49%	29%	78%	46%	53%	67%	59%	
Total		167	34	87	13	64	246	611	

Under 'Management' only senior leaders are covered. Accordingly, 'Non-Management' here covers the rest of the GSC co-workers.

Percentage of co-workers with disabilities

The percentage of co-workers known to have disabilities within all co-workers based in Austria (all International Office, all Continental Office EUNA and partly Continental Office EUCB and EUCB's Regional Office I) is 0.7% (2 persons).

5.16 SO1 – Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting

Before entering an area

Before establishing any programme in a particular country, SOS Children's Villages begins by conducting a Child Rights Situation Analysis (CRSA). This provides us with a solid understanding of

the existing needs and how our expertise may be able to help with respect to our target group. The framework for the CRSA is provided by the UN Convention on the Rights of the Child (UNCRC) and the UN Guidelines for the Alternative Care of Children.

Conducting a CRSA provides the great opportunity to put children at the centre and look at their situation holistically to get new insights and a deeper understanding of what affects their lives, to address the most vulnerable groups of children and families and to identify possible future cooperation partners.

The CRSA is a crucial tool in the programme planning process as it identifies potential locations for new or additional SOS Children's Villages programmes. In the national strategic and annual planning, more in-depth analyses (feasibility studies) at potential locations are considered and reflected in the national plan. If the feasibility study justifies a new programme or revising an existing programme, a proposal is developed which includes detailed information about the package of appropriate responses (programme interventions) according to the best interests of the children within the target group. Please also refer to Section 5.1 (NGO1).

Our setting up of short-term Emergency Relief Programmes adopts a different process, but the key point to note is that we establish emergency programmes only where we have an existing presence in the area.

Understanding our impact

Every day, we observe the impact that we have on the lives of children. Children in our care or in family strengthening programmes have individual development plans, and we see the children progress against those benchmarks. We also recognise the need to analyse and quantify our impact on a wider scale – in the communities and society as a whole – so that partners and friends can be reassured of the value of their contributions and involvement.

One way we have sought to document and quantify impact is through 'Tracking Footprints', an international, long-term project starting in 2001 designed to investigate the experiences of people who grew up in an SOS Children's Villages facility. Please also refer to section 5.1 (NGO1).

Going forward, we are putting resources into the development of a global monitoring, evaluation and learning system. This system will allow the organisation, based on objective parameters, to review programme progress, identify problems in planning and/or implementation, make necessary adjustments and keep track of its success. As a first step, the global programme database was developed, which will capture the development of children, families and communities and as such provide better judgement of our impact. Today, more than half of all our family strengthening programmes worldwide are working with the programme database. A separate module focusing on our family-based care programmes was implemented in Latin America in 2012, with the other continents to follow in 2013. For more on the monitoring and evaluation systems being developed, please see Section 5.3 (NGO3).

5.17 SO3 – Percentage of employees trained in organisation's anti-corruption policies and procedures

The Anti-Fraud and Anti-Corruption Guideline supports all SOS Children's Villages member associations, board members, employees and the General Secretariat in preventing and handling issues of fraud and corruption. It provides information on the different forms of corruption and their consequences. Responsibilities of individual staff members (both in member associations and in the General Secretariat) are laid out, and steps to be taken concerning reporting, investigation and responding to allegations or suspicions are identified.

Implementation Process

The implementation of the guideline started in the second half of 2010, with Continental/Regional Offices forwarding the guideline to the respective national associations. Both National Director and Board Chairman had to confirm that they received the Anti-Fraud and Anti-Corruption Guideline and that they will implement it in their national association. For doing so, national associations are

requested to include the guideline in their induction programmes for new co-workers and also in internal staff training programmes.

As required by our global strategy (ONE movement/Board governance and profiles), board members have also been familiarised with the Anti-Fraud and Anti-Corruption Guideline.

Complementary guidelines

In addition to the Anti-Fraud and Anti-Corruption Guideline, an international guideline defining the internal control system of national associations has been developed. This guideline provides support in setting up a strong internal control system to prevent cases of fraud and corruption. The internal control system guideline was finalised and implemented in June 2012.

Our Code of Conduct is also an important implementation support for the Anti-Fraud and Anti-Corruption Guideline. Within the General Secretariat around 80% of all co-workers have attended training and signed the Code of Conduct.

Moreover, the Anti-Fraud and Anti-Corruption Guideline is strongly linked to the Good Management and Accountability Quality Standards, which were approved by the International Senate of SOS Children's Villages International in March 2013. See also Section 5.2 (NGO2).

5.18 PR6 – Programmes for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship

SOS Children's Villages International promotes a responsible approach to fundraising in our member associations, with a number of policies and guidelines that ensure children's rights are respected and that advertising and promotion are accurate and truthful.

Principles

A foundation for our responsible approach is the Fundraising Manual, which establishes integrity as a key element to our fundraising principles. The manual says, 'the way we raise funds reflects our desire to improve children's lives. We act in accordance with our vision, mission and values, as well as society's ethical standards as reflected in local culture, religion and law. We perform our fundraising activities with transparency and integrity, building long-term confidence in our work among the children and families we serve, our donors, and the general public.'

In addition, our Brand Book sets out principles and practical guidelines for ensuring that all our interactions with donors and other stakeholders are consistent with our values of courage, commitment, trust and accountability. The Brand Book describes our 'picture language' which establishes the principle that all photographs should depict children in all their dignity. More specifically, we stipulate that:

- We do not use pictures designed to shock
- We do not use pictures showing extreme suffering (children with swollen stomachs, children who have died, or clearly distressed or injured children)

Privacy

Our Child Protection Policy, which is binding for all member associations of SOS Children's Villages, includes a commitment to the protection of children's privacy. Specifically, the policy includes the following commitments:

- When producing publicity material featuring a child, we ask both the child and his or her legal guardian (or at least an adult caregiver of the child) for permission to do so.
- We do not actively ask children to do or say anything that might make them feel displayed as 'objects of pity' (e.g. to speak about their past or ask for donations).
- We handle children's names carefully, especially in connection with sensitive information about the same children (e.g. the family background, their medical condition, disability or negative behaviour).

- We act with caution when it comes to combining textual and visual information whenever a text includes sensitive information about a child and whenever a photo or video track shows sensitive aspects of a child's life and reveals his or her identity.

The protection of personal data is a fundamental right, and the relevant laws in the various SOS Children's Villages countries are diverse. Irrespective of any legal framework, we have a great ethical responsibility for protecting the children and youths growing up in SOS programmes. We seek to assure them – and often also their families – that our organisation is protecting their integrity through careful use of any personal information, including photos and films that are shared with the public.

When material featuring beneficiaries is obtained, we consider three factors:

- Our own privacy protection principles (outlined above)
- Respective laws and regulations in the country where the material is being produced
- Respective laws and regulations in the countries where the material is being used or published

If the three factors demand different procedures, the strictest rules have to be observed.

Ethical selection of partners

We are currently in the final stages of confirming an official policy support document that provides guidance to all member associations (as well as principles to be followed by 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 of our corporate partners' goods or services. Above all, it confirms that every decision is guided by the best interests of the children we support.

Sponsorship

We have sponsorship policies and procedures in place to ensure that sponsorship of children in our care is provided ethically, with clear expectations and standards described in the Sponsorship Handbook provided to donors. This covers issues such as communication with the sponsored child, visits, gifts, and personal data.

We have procedures in place to ensure that sponsorship of children in our care is provided ethically.

Sponsorships – representing a well-recognised international fundraising product – are one of the main funding pillars of our organisation. Around 35% of our net income available for international work is raised through international sponsorships. Our experience over recent years has proven that sponsorships provide a stable, crisis-resistant and growing source of funds for supporting the children in our care, despite times of economic hardship.

A sponsorship gives an otherwise anonymous donation a name and a face. This emotional bond inspires our sponsors to become long-term, loyal friends of SOS Children's Villages. Through our services we motivate them to continue and expand their support. To maintain credibility and trust in our organisation, we provide the sponsors with reliable and honest information on sponsored children and programmes.

The focus of our work lies on the best interests of the children in our care; hence, we ensure that all sponsorship work follows the UN Convention on the Rights of the Child. In today's era, when information flows are fast and data is oftentimes easily accessible, safeguarding the privacy of children, sponsors and our co-workers is becoming increasingly important. Therefore, we carefully observe the relevant data protection regulations.

International cooperation and the development of a set of common views and standards are necessary to maintain and improve the international sponsorship programme, which currently has approximately 350,000 sponsorships in 108 countries. Sponsorship co-workers at all levels of the organisation are acknowledged for their expertise in donor care, loyalty and retention. Through ongoing quality assurance and by sharing knowledge, experience and expertise, we maintain and continuously improve the services provided to our sponsors.