



SOS CHILDREN'S
VILLAGES
THE NETHERLANDS

ANNUAL REPORT 2020

SUMMARY 2020

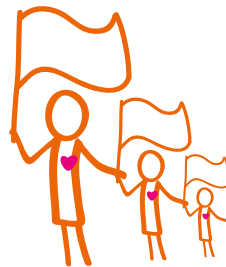


Thanks to the donations of Dutch donors we were able to make a difference to the lives of **176,500** children, young people and parents, through advocacy and:



17,000
new
structural donors

Welcome! 141
new
child sponsors



A big **thank you**
to our volunteers

122,700 private individual donors
125 major donors

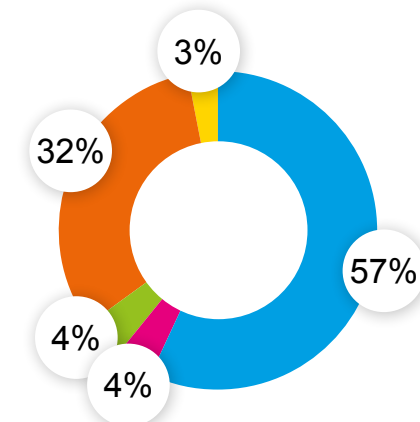
36 companies
32 foundations



for your loyal support in 2020

€ 29.6 million

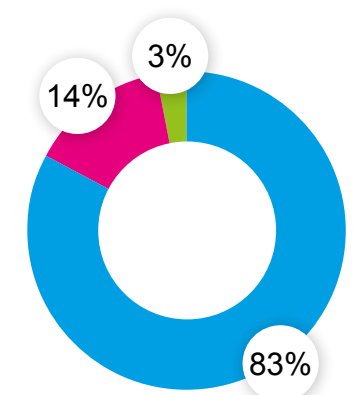
Total income



- Private individuals **57%**
- Businesses **4%**
- Lottery organisations **4%**
- Government subsidies **32%**
- Other non-profit organisations **3%**

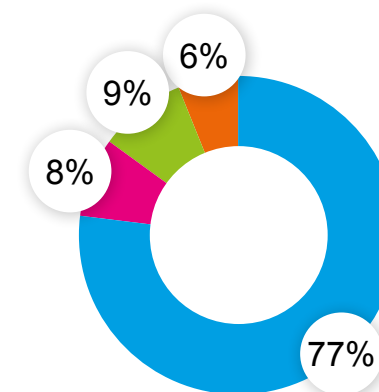
€ 29.5 million

Total expenditures



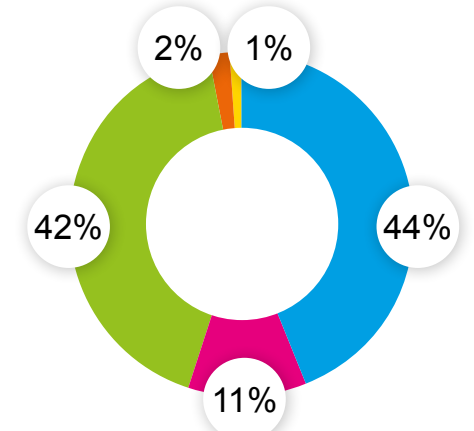
- Spent on our objectives **83%**
- Fundraising costs **14%**
- Management and administration costs **3%**

Programme expenditures
Dutch donations by continent



- Africa **77%**
- Asia & Oceania **8%**
- Europe **9%**
- The Americas **6%**

Programme expenditures
Dutch donations by type



- Family strengthening and family-based care **44%**
- Youth Employability **11%**
- Humanitarian response and emergency aid **42%**
- Education **2%**
- Other **1%**



Worldwide
SOS Children's Villages
International has reached

1,178,200
people
through
2,845
programmes

MAKING SURE THE RIGHTS OF THE CHILD BECOME A REALITY FOR ALL CHILDREN

The child is at the centre of everything we do at SOS Children's Villages. We actively involve children and young people in the decisions and processes that affect their lives. We ask for their opinion and listen to what they have to say. In a year dominated by Covid-19, our efforts to defend the rights of each child continued unabated.

The strength of family is always key in this endeavour. In our work to strengthen families and care for children in an SOS or foster family, to make education accessible and improve the employability of young people, as well as during crisis situations. Wherever you are born in the world, a strong family is the key to a bright future.

Right to participation

We respect the right of children to be involved in discussions and issues. This might seem obvious, but sadly we still find that decisions are often made on behalf of children and young people instead of with them. The right to participation, established in the UN Convention on the Rights of the Child, serves as a guiding principle in all our activities. At SOS Children's Villages children and young people are always involved in decisions that affect their lives, in shaping their future. We give them a voice.

Focus on strengthening families

The right to participation goes hand in hand with the right to unconditional parental care, protection and education. Led by the UN Guidelines for the Alternative Care of Children, SOS Children's Villages has embarked on the transition to focus on prevention; to strengthening families. This is to prevent children being neglected and abandoned and to make sure families stay together.

As in the case of Joyce, who I was able to visit twice in 2019, and who was so proud she was able to earn enough again to look after her children properly. Her little girls were back at school and could continue to pursue their dreams. When I asked a local colleague about how she was doing now, a year later, I heard that although life remains tough she is doing well. The pandemic has made things more complex, but Joyce has received a grant for her charcoal and kerosene business, has been supported with the renewal of their health insurance and, most importantly, she can provide for her children.

Evolving family-based care

In the wake of the transition to prevention we continuously evaluate the family-based care we provide. Care that remains necessary if children no longer have anyone to care for

them, or if (temporarily) they can no longer grow up safely in their own family. Children who need temporary care, while the family is strengthened to become more resilient, so that the children can eventually reintegrate safely into their family of origin.

At the same time, we are working on expanding and relocating our SOS family homes into the community. As a result children become part of the local community and find it easier to make friends outside the Children's Village; it prepares them more effectively for their future life in a similar environment.

These developments mean that we can support more children and young people and guide them towards a future in which they are more self-reliant; it means we can increase our impact. Thanks to our supporters we can break the circle of poverty and vulnerability. Something that extends to future generations. After all, a child passes on the things he or she learns.

Fourteen-year-old Agnès is passionately committed to bringing an end to the violation of children's rights in her homeland and is knowledgeable and self-confident in her work as an activist for children's rights; she is bold enough to speak out. Not only in her own environment, but also at the European Commission in Brussels.

Watch the video of Agnès speaking at the European Commission at soskinderdorpen.nl/verhalen/agnes-verdedigt-de-rechten-van-kindern/



Arian Buurman
Managing director of
SOS Children's Villages
The Netherlands

Customised support

Placing the child at the centre of our work means providing customisation. The family strengthening and family-based care we provide is tailored to the personal situation and environment of each child and each family. So people receive the support they really need. Support provided by a team of local people, since our organisation is entirely based on a local approach. Our SOS

The value of openness

The child is at the centre of everything SOS Children's Villages does. We focus on the loving care of children, on their protection. It is therefore an inconvenient truth that investigations initiated by us revealed in early May 2021 that there have been incidents within our organisation regarding child safety and corruption. It has emerged that we have not always acted appropriately when children and young people, as well as staff, have had the courage to speak out. This goes against everything we stand for.

It means that we have to strengthen our protocols. That we must listen carefully, act correctly and change. For the children. Their protection is our promise. Their openness, courage and commitment our most important values. As an organisation, we have decided to be open and transparent about this very painful fact. To do justice to the children, young people and staff, and out of respect for you, our supporter.

We cannot thank you often enough for your commitment and support. We will continue to respond with openness.

More information on the progress of our actions: soskinderdorp.nl/over-sos-kinderdorp/updates-interne-onderzoeken

colleagues in the field are familiar with the situation, culture, children and the families, and are thus able to build up a relationship of trust because they are around long-term. This constitutes an important aspect for the sustainable impact of the work we do.

Achieving more by working together

In order to be able to deliver customised work and sustainable impact, cooperation is crucial. By involving the children and families – examining their options and how we can improve them. And by working together and sharing knowledge with local, national and international organisations, so we can work more efficiently and more effectively. We can strengthen one another, and focus on the most important result: to help more children and their families. The results demonstrate that joining forces works and call for greater and closer cooperation.

Contribute to Dutch youth care - Simba Family Care

The importance of working together also applies to our pilot programme in the Netherlands: Simba Family Care, funded by our long-term partner Dutch Postcode Lottery. A programme in which we explicitly involve the parents and work together with experienced organisations in Dutch youth care. We believe the best way to increase the chance of successful family reintegration is by making the family stronger through personal, intense support and keeping siblings together. We have started supporting the first four families and in 2020 the children from one family have been reunited with their parents. A truly heart-warming event and the first confirmation that this form of family care is making a difference and has a future. On page 26 you can read a personal story of the family counsellor addressed to the mother of this family. My dream for the future? To contribute to structural change in Dutch youth care in association with relevant parties in the field, so that more children can continue to grow up

safely in their own family. No individual has a monopoly on wisdom. It is important that we learn together and that we use the knowledge acquired to help as many families as possible.

Expertise

In recent years, in the Netherlands we have evolved to become an expert humanitarian and development organisation. And in 2021, we are going to increase our efforts to inform stakeholders in our sector and the Dutch public of our expertise and our activities focused on our target group. Of the importance of a strong family, having siblings grow up together and the vital focus on family reintegration when children are taken into alternative care. On respecting and complying with the rights of the child, protecting and caring for children in crisis situations, such as on the Greek islands. And on the efforts needed to support young people from family-based care or vulnerable families, so they have a real chance of successfully taking the step towards self-reliance.

Support with a personal contribution

During the virtual Youth at Heart conference, organised by Minister Kaag of Foreign Trade and Development Cooperation on 2 November 2020, we were one of the few development organisations invited to talk about our youth employment programme: YouthCan! A unique programme based on personal involvement in the form of mentorships involving local employees of our regional, national and international partners. An initiative for which we are constantly looking for new partners who are willing to make a contribution to youth development through a different, special approach. There was also an interview with Deborah, who followed our youth employment programme The Next Economy. With great success, because she now runs her own environmentally-friendly fashion brand. You can read her inspirational story on page 28 of this annual report.

The year of Covid-19

Of course, 2020 was the year in which Covid-19 played a key role, and at the time this report is being written, we are still subject to a number of restrictions. It represents a huge challenge. For children, young people and families in our programmes, for our colleagues in the field, for my colleagues here in the office. For you, the donor. For us all. In the Netherlands, we have to deal with the fact we cannot be together, nevertheless we remain close due to our common goal. It is interesting to see that digitisation means we can 'just' carry on working, but the real value of being able to see one another in person hit home this year. It is just easier to get a sense of the context face to face. During my 'walk and talk' sessions with colleagues who have joined us during Covid-19, it became clear that they, too, feel a strong connection to our organisation. Despite the fact they only know the majority of their colleagues from their computer screen. This feeling of unity is something that really makes me happy. Our colleagues in the countries and territories in which we operate also demonstrated their resilience. In spite of all the limitations and dangers, they worked tirelessly to support families in difficult circumstances, supplying food parcels, distributing hygiene kits and face masks, making it possible for children to receive home education – handing out homework sheets or solar-powered radios so the national school broadcasts can be followed, and now in Ghana by setting up eight temporary centres for home schooling, where 900 children from five communities can receive education in safety. The majority of our youth employment programmes could be continued online. And in Ethiopia we led a Covid Joint Response by the Dutch Relief Alliance in which mental health and rebuilding livelihoods are important components. Naturally, it was not always possible for us to provide the assistance we had envisaged, there were instances in which things did not work out or progress was slower than

planned. But the organisation persevered and demonstrated resilience. Looking back, I can conclude that we triumphed through the ups and downs. And that is something I am immensely proud of.

Unconditional support of our partners and donors

On 24 November 2020, SOS Children's Villages The Netherlands, celebrated its 55th anniversary. Still the urgency of our work persists: one in ten children worldwide has to fend for themselves, or grows up without the care, protection and the guidance they need. For many of them Covid-19 has not improved their situation. We have a moral duty to help these vulnerable children. To fight for them. Together. Side by side. With you. Now, more than ever, we would like to thank our partners, donors and supporters for making our work possible, for their commitment. Despite all the challenges of 2020, you remained loyal to the children, young people and families. With this support and by increasing our cooperation this coming year, we can continue to achieve our objectives: to help more children, exert a greater impact and tackle any new challenges that arise. So we can ensure the rights of the child become a reality for all children.

Arian Buurman

Managing Director of SOS Children's Villages The Netherlands

If you have any questions or would like to contribute to making the rights of the child the reality for all: arian@soskinderdorp.nl

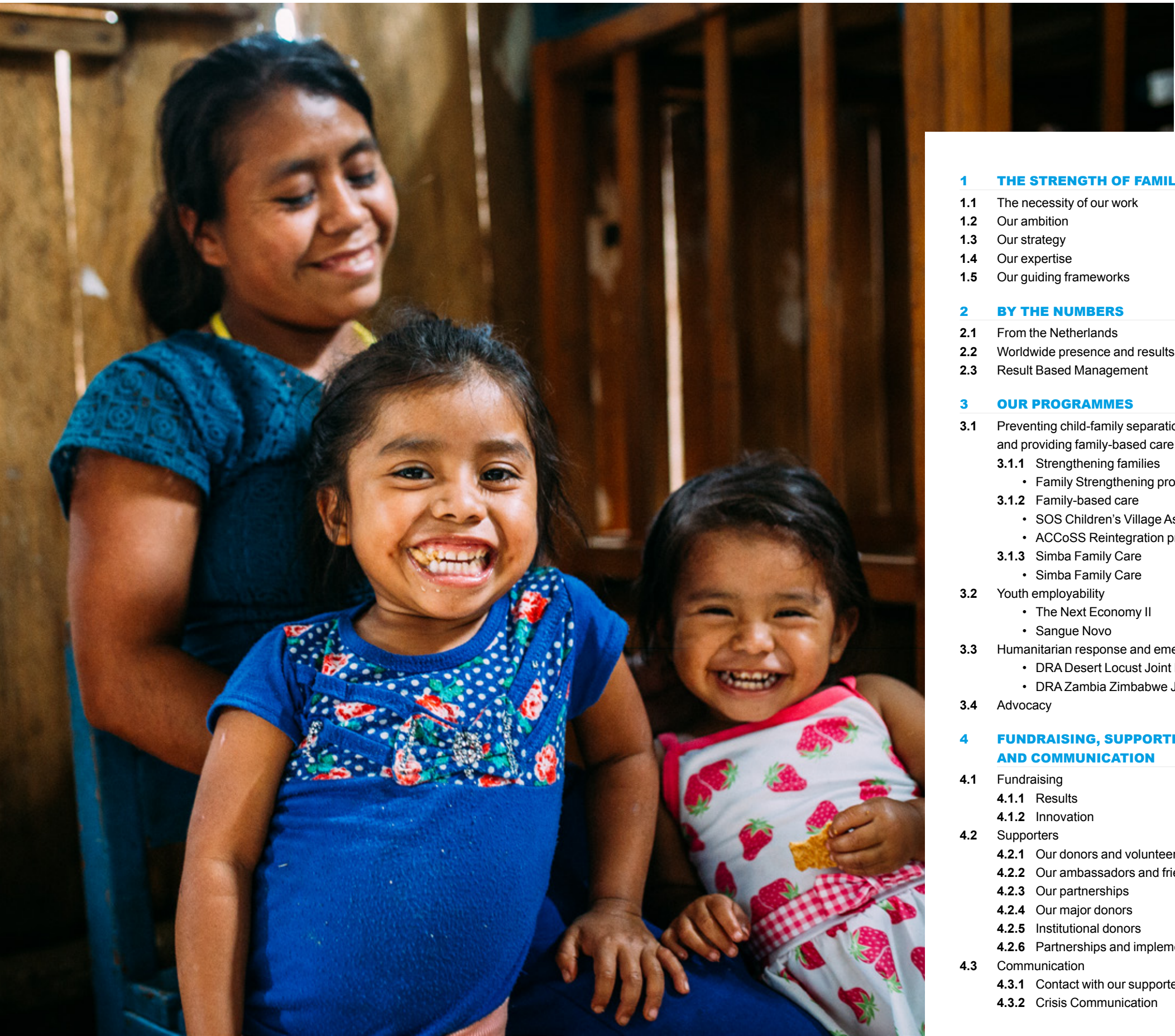


TABLE OF CONTENTS

1	THE STRENGTH OF FAMILY	6	5	ORGANISATION, TRANSPARENCY AND ACCOUNTABILITY	45
1.1	The necessity of our work	7	5.1	International organisation	46
1.2	Our ambition	7	5.2	SOS Children's Villages The Netherlands	46
1.3	Our strategy	7	5.2.1	Organisational chart	47
1.4	Our expertise	8	5.2.2	Internal organisation	47
1.5	Our guiding frameworks	9	5.2.3	Management	49
2	BY THE NUMBERS	11	5.3	Integrity	49
2.1	From the Netherlands	12	5.3.1	Child safeguarding	49
2.2	Worldwide presence and results	13	5.3.2	Integrity policy	51
2.3	Result Based Management	14	5.4	Accreditation and (quality) guidelines	52
3	OUR PROGRAMMES	15	5.5	Privacy	52
3.1	Preventing child-family separation and providing family-based care	16	5.6	Policy, finances and risk management	52
3.1.1	Strengthening families	17	6	SUPERVISORY BOARD REPORT	55
	• Family Strengthening programme Asiakwa	18	6.1	Separation of supervision, governance and execution	56
3.1.2	Family-based care	21	6.2	Composition and term of office	56
	• SOS Children's Village Asiakwa	22	6.3	Cooperation and main tasks	56
	• ACCoSS Reintegration programme	23	6.4	Evaluation of its performance	
3.1.3	Simba Family Care	25		Word by Menno Antal – Supervisory Board Chair	57
	• Simba Family Care	26	7	OUTLOOK	58
3.2	Youth employability	27	7.1	Strategy 2030	59
	• The Next Economy II	28	7.2	Strategy 2021-2024	59
	• Sangue Novo	29	7.3	Development and focal points	60
3.3	Humanitarian response and emergency aid	30	7.3.1	Programmes	60
	• DRA Desert Locust Joint Response	31	7.3.2	Fundraising	61
	• DRA Zambia Zimbabwe Joint Response	32	7.3.3	Communication	63
3.4	Advocacy	33	7.4	VUCA World	63
4	FUNDRAISING, SUPPORTERS AND COMMUNICATION	34	8	2020 FINANCIAL RESULTS	65
4.1	Fundraising	35	8.1	2020 financial report	66
4.1.1	Results	35	8.2	Annual account	69
4.1.2	Innovation	36			
4.2	Supporters	36			
4.2.1	Our donors and volunteers	37			
4.2.2	Our ambassadors and friends	37			
4.2.3	Our partnerships	37			
4.2.4	Our major donors	39			
4.2.5	Institutional donors	40			
4.2.6	Partnerships and implementing partners	41			
4.3	Communication	41			
4.3.1	Contact with our supporters	41			
4.3.2	Crisis Communication	44			

1

CHAPTER

THE STRENGTH OF FAMILY

We believe in the strength of family. Every child, wherever he or she lives in the world, regardless of his/her background, belief or culture, must be able to grow up in a loving, strong family and a safe environment. It is the power and continuity of everyday family life and unconditional love, care and protection that form the basis of a child's healthy development, of permanent positive change and of a future of opportunities. After all, a child passes on the things he or she learns.





1.1 THE NECESSITY OF OUR WORK

Neglect, abuse and abandonment is everywhere. Children have lost their parental care or run the risk of doing so.

One in ten children worldwide is left to fend for themselves, or grows up without the care, protection and the guidance they need. Without anyone to support them and believe in them. Every day they wake up with the stress of having to survive instead of the feeling that they can live life to the full. This leaves deep scars, which means that not only their childhood is at stake, but also their future.

Scientific research into the (long-term) effects unequivocally shows that when there is a lack of care and protection and/or if children suffer abuse and violence:

- Their physical, mental and psychological development is at risk;
- It is more difficult for them to acquire social and emotional skills;
- They are more likely to suffer health problems;
- They face an increased risk of becoming a victim of neglect, abuse and exploitation;
- They are susceptible to bad relationships including (work) relationships, addiction, anxiety and depression.

It is also highly likely that these children will, in turn, neglect their own children.

1.2 OUR AMBITION

To ensure every child and young person grows up with the bonds they need to become their strongest selves.

By providing children and young people who find themselves in difficult circumstances with a range of services and sustainable, relevant solutions, which are appropriate for their personal situation and the context in which they are growing up. We defend the rights of children and young people all over the world and advocate for systemic change.

All with the aim of giving many more children the chance to develop and succeed in life.

Our target group

SOS Children's Villages International works in 137 countries and territories in a structured manner using a local approach to support the most vulnerable group children and young people: those who have lost their parental care or are at risk of losing it.

1.3 OUR STRATEGY

Led by the UN Convention on the Rights of the Child and the UN Guidelines for the Alternative Care of the Children, the interest of the child is paramount in all our activities. We listen and respect their opinion, and provide children and young people with the care they really need.

We fulfil our ambition by (partially) funding, setting up, implementing and monitoring the following programmes with donations from the Netherlands, and with knowledge and support.

1. Preventing child-family separation and providing family-based care

SOS Children's Villages The Netherlands (hereafter SOS Children's Villages) is there to help children who grow up without the care and support they need. Our qualitative family-based care prioritises their individual needs and interests and provides a loving, safe and stable family environment. Through strong and healthy relationships every child and every young person can grow up with confidence and sense of belonging - essential for them to become their strongest selves. We achieve this by:

- **Strengthening families** – providing vulnerable families with long-term support to care for and protect their children. So that children can continue to grow up in their own family in safety, with self-respect, opportunities and love. In addition, we improve social networks and facilities, so all children in the community get the chance to develop, to grow and learn in a positive environment.
- **Providing family-based care** – (temporary) family-based care in an SOS family or foster family for children who have lost their parental care and for children in whose interest it is (at that time) not to grow up in their own family.
- **Simba Family Care** – pilot programme in the Netherlands in which we aim to prevent families from breaking up for good, by providing intense parental support in the form of family strengthening and the joint care of siblings in the event of an out-of-home placement.



MISSION

A strong family for every child

We strengthen families and communities so children can grow up in safety, with self-respect, love and opportunities, and we create families for children who have lost their parents or who can no longer (temporarily) live at home safely. So that children can develop and shape their own future.

VISION

A strong family is the key to a bright future

Family is the best foundation for a child's development and recovery. It is the continuity, stability, unconditional care and loving attention that ensure the child's healthy development. And with that, a bright future.

2. Education and Youth Employment

Education provides the path to opportunities for the future. In association with local partners we apply our expertise in a results-oriented approach in order to fulfil the dreams for the future of children and young people, using a robust and supportive family base. We do so by helping them break the vicious circle of vulnerability, and by offering them the prospect of a future in which they

can look after themselves and their children. We achieve this by:

- Making quality education accessible to all children;
- Offering young people the opportunity to gain relevant, practical knowledge and experience and to work on their personal skills, to increase their chance of success on the labour market.

3. Humanitarian response and emergency aid

Children are the most vulnerable in crisis situations. These are times when you need your family most and when the rights of the child must be upheld. Our humanitarian programmes specialise in care and protection for children and keeping families together. Due to our strong local organisation and our existing facilities, we effectively implement emergency aid and can subsequently help with the rebuilding process. After all, we are already there and will remain there long-term. Our activities largely focus on:

- Care for children who are unaccompanied or who have been separated from their parents;
- Psychosocial support to aid trauma processing;
- Education, care, sport and play in our child-friendly spaces;
- Care in temporary care centres;
- Family reunification.

4. Advocacy

Building on our 70 years of international experience, SOS Children's Villages speaks out with and for children and young people to protect their rights at the global, regional and national levels. Our advocacy activities focus on changing policy and practices to improve existing national child and family care systems. The rights, needs and interests of the child are paramount in everything we do. We empower children and young people and support them in speaking out, in participating: we give them a voice.

We advocate

- For social protection in order to keep families together, so that children are not separated from their parents unnecessarily and are not damaged;
- For quality care, so that children receive care aligned to their individual needs and the local situation.

1.4 OUR EXPERTISE – AN EVOLVING ORGANISATION

In the seven decades that SOS Children's Villages International has been supporting children and young people worldwide who have lost their parental care or risk doing so, we have gained extensive knowledge and experience in how we can prevent families from breaking up and how we can best care for children who have to fend for themselves or who can no longer grow up safely in their own family.

Over the years, the needs and requirements of the people and communities in which we are active change too. It means that our organisation must continuously assess our programmes and adapt them where necessary in order to provide optimal quality, results, efficiency and relevance for the children, young people, families and communities we support. By evolving, we can fulfil our promises to children and young people today, and in the future.

We actively share the knowledge and experience we possess. So that we can help more people by working together.

Distinctive capability

We have partly acquired our insights by always listening to the children and young people, by showing a genuine interest and by 'simply' being there for them. Our SOS mothers and fathers, social workers and staff are trained to understand and effectively deal with the traumas these children have suffered, and to provide them with the care and attention they need. We examine each child's specific situation and environment so that every child and young person gets the support he or she really needs.

We differentiate ourselves because we:

1. Focus on the children –

by listening to and respecting their opinion, we can provide children and young people with the support they need and we involve them in shaping their own future.

- Children and young people are empowered because all our activities focus on their growth towards becoming self-reliant adults.
- We give children and young people a voice and jointly work with them to place the rights of the child on the agenda at authorities and governments.

2. Believe that family serves as the foundation –

- a strong, loving and safe family constitutes our basic principle for the healthy growth and development of children and young people.
- In our work we prioritise preventive, family-strengthening care to prevent families breaking up and children being neglected or abandoned.
 - We provide suitable, qualitative (temporary) family-based care within an SOS or foster family, if children have to fend for themselves or can no longer grow up safely within their family.
 - We keep siblings together.
 - In the family-strengthening programmes a personal development plan is compiled with each family.

3. Adopt a local approach and involve the community

- in promoting sustainable Civic Driven Change.
- Worldwide, we work from the community with local, dedicated SOS staff. They are familiar with the local situation and culture, know the children and the families and are around long-term.
 - We use the knowledge and contacts available in the community and at the same time we improve skills and build capacity where needed.

- The community is involved and is part of the solution, so that it can assume responsibility in the future.

1.5 OUR GUIDING FRAMEWORKS – THE CHILD IS PARAMOUNT

UN Convention on the Rights of the Child

The 1989 UN Convention on the Rights of the Child is the most-ratified convention in the world. It provides governments with a framework for establishing national legislation that aims to improve the lives of children. Its four key principles are:

1. Non-discrimination - all children have the same rights;
2. The interest of the child is paramount;
3. The right to life, survival and development;
4. The right to freely express views and to be heard.

Unfortunately, the reality in many countries is that the rights of the child are still being flouted. The fact that 220 million children worldwide have lost their parental care or run the risk of doing so, serves as harrowing proof of this. It means the Convention is also the guiding framework in our work. Particularly the rights that refer to parental care - with regard to the lack thereof - alternative family-based care and the right to protection, education, medical care and participation.

The right to be heard

When carrying out our work, the interest of the child is always paramount. The right of children to be heard led to our commitment to first listen and only then act. This not only means we can provide children with the support they really need, but above all we involve them in the decisions that affect their lives.

UN Guidelines for the Alternative Care of Children

In 2009 the United Nations welcomed the UN Guidelines for the Alternative Care of Children. They provide governments with a technical and practical framework to support families and help them stay together or, if necessary and in the interests of the child, offering high-quality alternative (family-based) care. The Guidelines are not legally binding but have already had a considerable impact in practice on laws and regulations all over the world. SOS Children's Villages actively promotes and implements the UN Guidelines in association with other organisations in international care for children.

Our organisation has made an important contribution to the establishment of the UN Guidelines for the Alternative Care of Children and the subsequent manual 'Moving Forward'. The latter document provides implementers with further details and positive examples that help them translate and implement the Guidelines in the context of local circumstances and cultures.

Guidelines for the Reintegration of Children

In 2016, the 'Guidelines for the Reintegration of Children' were published, arising from the UN Guidelines for the Alternative Care of Children and the great emphasis placed therein on the temporary nature of out-of-home placements, if it is at all possible to make the home situation of children safe again. It is a framework aiming to support authorities and caregivers in carefully implementing the process of reintegrating children and young people in families in their communities. SOS Children's Villages has co-signed these Guidelines.

SOS Care Promise

The SOS Care Promise is the policy that articulates both what we do and how we do it via the principles and values that are the foundation of our work, the care solutions



through which we implement our mission and the commitments to quality care. It is a policy with which all member associations of SOS Children's Villages International must comply and to which they must dedicate themselves. The SOS Care Promise was approved by the Senate in 2018 and encourages us to continuously reflect on the local reality and context.

Our basic principles

Our knowledge and experience of the existing context, which is continuously evolving, is incorporated in four basic principles. These basic principles represent the guidelines for people all over the world to ensure positive change and that many more children can grow up in a strong, loving family and a safe environment.

- **Child** – Every child is unique and respected.
- **Parent** – Every child needs a caring and stable parent.
- **Family** – Every child should grow up in a family that protects them, loves them, encourages and supports them.
- **Community** – Every child is part of a safe and supportive community.

Read our [SOS Care Promise](#) for greater insight into our vision and overarching policy on quality care.

Sustainable Development Goals

In September 2015, leaders from 193 countries committed to a 15-year action plan aimed at improving the lives of people, protecting the planet and increasing prosperity. *The 2030 Agenda for Sustainable Development* comprises 17 Sustainable Development Goals (SDGs) to end poverty, to combat inequality and injustice, guarantee access to quality education and decent work and tackle climate change.

SOS Children’s Villages cooperates with partners and states to achieve the SDG targets that have the greatest impact on disadvantaged children and young people. We are committed to working for and with children who have lost or risk losing their parental care. These children are especially vulnerable to injustice and are often denied the basic rights of the child. The quality of childhood forms the basis for the future development of individuals and communities.

Our contribution to the Sustainable Development Goals

The following SDGs play a key role in our strategy and our daily work to ensure all children benefit from the SDGs and therefore contribute to building a sustainable future for children.



Our work also contributes indirectly to the following SDGs:



You can find more information about our work in relation to the SDGs in Chapter 3, Our Programmes, page 15.



1. End poverty

Creating a world without poverty is one of the main goals of the SDGs. In the long-term, poverty can cause children physical and psychological damage. It can also lead to family instability or even family breakdown.

- SOS Children’s Villages helps vulnerable families and communities to break the cycle of poverty so they can continue to take care of their children themselves;
- We provide education, healthcare, professional training and the acquisition of skills;
- We improve the resilience and self-reliance of vulnerable families and communities;
- We offer children a supportive environment in which they can grow into independent individuals.



4. Ensure quality education for all

Every child and young person has a right to quality education, regardless of their background. Globally, some 260 million children between the ages of 6 and 17 do not attend school¹. Children and young people without parental care or in emergency situations often face additional challenges when trying to access educational opportunities.

- SOS Children’s Villages helps children and young people access all levels of quality education, from nursery to university and vocational training, so they can develop their talents;
- We offer safe places in emergency situations where children can learn and play;
- We teach skills and competencies with Information and Technology for Development (ICT4D) projects and training for teachers;
- We strengthen public education in association with governments, local authorities and other service providers.

1. UNESCO Institute for Statistics Policy Paper 27/Fact Sheet 37 – Leaving no one behind: How far on the way to universal primary and secondary education?



8. Decent jobs and economic growth

Youth unemployment is a global challenge affecting 64 million young people around the world. Over 145 million young people, predominantly in emerging and developing countries, live in poverty despite having a job².

- SOS Children’s Villages helps young people increase their skills and lead a dignified, independent life;
- We support young people, often in association with our partners, in accessing higher education, training, mentorships and internships;
- We help parents with vocational training to obtain qualifications for and to access decent jobs, so they can care for their children and prevent their family breaking up.



10. Reduce inequality

No one should suffer from discrimination, or be excluded on the basis of race, gender, religion, disability, culture or family background. Everyone deserves equal opportunities.

- SOS Children’s Villages advocates for laws and policy that ensure equal opportunities and social inclusion and prevent discrimination for children and young people who have lost their parents or come from vulnerable or disadvantaged households.
- We help families break the vicious cycle of poverty and exclusion so that future generations can be active and equal participants in the community.



16. Peace, justice and strong institutions

All children must be protected from violence, abuse, exploitation and neglect. Yet, it is estimated that globally up to 1 billion children aged 2–17 years, have experienced physical, sexual, or emotional violence or neglect in the past year³.

- SOS Children’s Villages is a member of the Global Partnership to End Violence Against Children;
- We do our utmost to protect the children in our programmes and provide them with the very best care;
- We advocate for awareness of the rights of the child and the dangers of insecurity, and for adequate child protection systems;
- We boost the knowledge and skills of children and young people so they can stand up for their rights;
- We boost the knowledge and skills of care professionals to incorporate the rights of the child in their work, to report and prevent abuse.

3. WHO factsheet 150° Child Maltreatment

2. ILO Global Employment Trends for Youth

2

CHAPTER

BY THE NUMBERS

This chapter provides an insight into the programme results. Including the projects (partially) funded by SOS Children's Villages The Netherlands, as well as an overview of our worldwide programme statistics.



2.1
FROM THE NETHERLANDS

In 2020, we were able to make a difference to the lives of

176,500

children, young people and parents
thanks to the donations of Dutch donors.

Preventing child-family separation

- 14 family-strengthening programmes
- 17,500 children, young people and parents

Simba Family Care

- 5 family houses
- 14 children

Family-based care

- 22 Children's Villages
- 3,300 children

Youth Employability

- 5 Youth employment programmes
- 4,700 young people

Humanitarian response and emergency aid

- 7 programmes
- 151,000 children, young people and parents

Advocacy

- 10 countries in which we are engaging in local advocacy

The Americas

Colombia
Costa Rica
Guatemala
Mexico

EUROPE

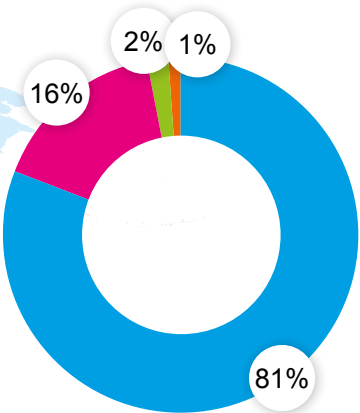
Netherlands
Romania
Russian Federation

Africa

Central African Republic
Chad
Cote d'Ivoire
Ethiopia
Gambia
Ghana
Guinea-Bissau
Kenya
Malawi
Mali
Nigeria
Somalia
Uganda
Zimbabwe

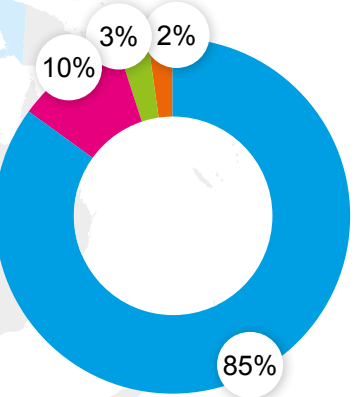
Asia & Oceania

Bangladesh
China / Tibet
India
Indonesia
Syria



Participants per continent

Africa	81%
The Americas	16%
Europe	2%
Asia & Oceania	1%



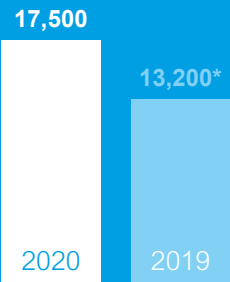
Participants per thematic area

Humanitarian response and emergency aid	85%
Family Strengthening	10%
Youth Employability	3%
Family-based Care	2%

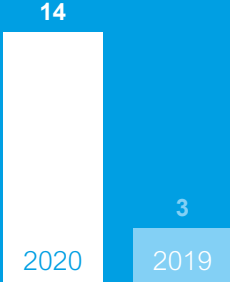
All figures are rounded to the nearest hundred. The Americas comprise of North, Central and South America

Impact:
comparative
figures 2020
to 2019

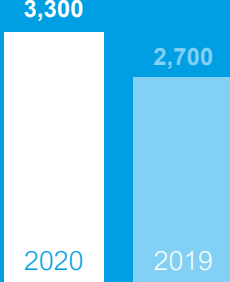
*) This figure does not include the number of participants (15,000 women) of the Save my Mother health programme, which are listed in the Health bar graph



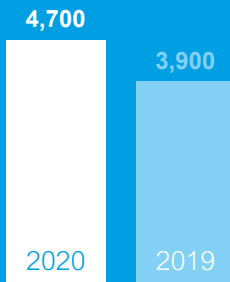
Family Strengthening
Number of children,
young people and parents



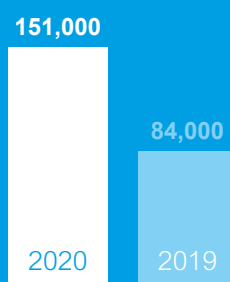
Simba Family Care
Number of children



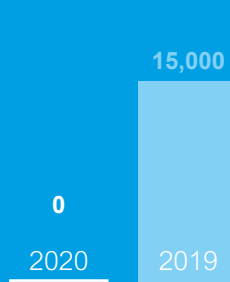
Family-based care
Number of children



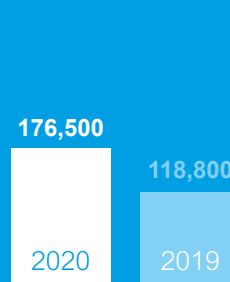
Youth Employability
Number of young people



Humanitarian Aid
Number of children



Health
Number of women



Total participants

2.2
WORLDWIDE PRESENCE AND RESULTS

SOS Children’s Villages International is a worldwide federation with locally led member associations active in 137 countries and regions.

PROGRAMMES WE OPERATED (as of 21.4.2021)

Family-based care	Africa	The Americas	Asia & Oceania	Europe	Total
Family-like care	163	134	141	130	568
Small group homes	20	15	3	50	88
Foster family care	23	26	0	24	73
Youth care	142	122	173	142	579
Other family-based care	8	54	8	16	86
Total	356	351	325	362	1,394
Prevention	Africa	The Americas	Asia & Oceania	Europe	Total
Family Strengthening	185	152	109	174	620
Education	Africa	The Americas	Asia & Oceania	Europe	Total
Early childhood care & development	122	57	58	40	277
Primary & secondary schools	113	8	53	22	196
Employment & entrepreneurship training	60	24	21	32	137
Total	295	89	132	94	610
Other activities	Africa	The Americas	Asia & Oceania	Europe	Total
	23	34	0	47	104
Health	Africa	The Americas	Asia & Oceania	Europe	Total
Health promotion & prevention	21	0	2	2	25
Mother & Child Hospital, Somalia	45	1	9	2	57
Total	66	1	11	4	82
Emergency response	Africa	The Americas	Asia & Oceania	Europe	Total
	23	3	6	3	35
Grand total	948	630	583	684	2,845

FAMILIES WE REACHED (as of 21.4.2021)

	Africa	The Americas	Asia & Oceania	Europe	Total
Family-based care	2,800	1,100	1,700	1,600	7,200
Family Strengthening families	33,800	10,100	24,300	9,800	78,000

PEOPLE WE REACHED (as of 21.4.2021)

Family-based care	Africa	The Americas	Asia & Oceania	Europe	Total
Children & young people					
Family-like care	14,500	5,300	12,700	5,100	37,600
Youth care	6,800	2,500	6,300	3,200	18,800
Foster family care	2,300	200	0	3,300	5,800
Small group homes	300	50	50	1,400	1,800
Other family-based care	300	1,050	50	200	1,600
Total	24,200	9,100	19,100	13,200	65,600
Prevention	Africa	The Americas	Asia & Oceania	Europe	Total
Children, young people & adults					
Family Strengthening	154,200	35,300	91,100	66,400	347,000
Education	Africa	The Americas	Asia & Oceania	Europe	Total
Children, young people & adults					
Early childhood care & development	10,100	8,100	6,000	3,300	27,500
Primary & secondary schools	54,700	5,900	32,600	66,300	159,500
Employment & entrepreneurship training	3,800	1,300	1,800	4,700	11,600
Total	68,600	15,300	40,400	74,300	198,600
Other activities	Africa	The Americas	Asia & Oceania	Europe	Total
Children, young people & adults	47,000	4,000	0	4,800	55,800
Health	Africa	The Americas	Asia & Oceania	Europe	Total
Children, young people & adults					
Health promotion & prevention	57,500	600	1,700	900	60,700
Mother & Child Hospital, Somalia	210,500				210,500
Total	268,000	600	1,700	900	271,200
Emergency response	Africa	The Americas	Asia & Oceania	Europe	Total
Children, young people & adults	180,800	10,400	4,400	44,400	240,000
Grand total	742,800	74,700	156,700	204,000	1,178,200



2.3 RESULT BASED MANAGEMENT

In order to achieve our goal we offer children, young people and families a range of programmes related to preventing child-family separation, family based care, education, youth employment, and humanitarian response and emergency aid. This does not mean our programmes are designed according to a fixed format; all the projects are context-specific and customised. After all, we cannot expect the same action to always deliver the same result. Just because something works in one place does not mean it will be as successful somewhere else. Simply because the problem, the circumstances, the parties with whom we cooperate are different in each location, and also change over time.

Systematic customisation

This is something we have to take into account. During a programme's planning phase it is necessary to examine the needs, plan results, define the approach that would work best and with which partner we can best cooperate. During the implementation phase, it is necessary to check whether the programme is running as we envisaged, if the intended goals are being achieved and what adjustments are needed.

We must systematically plan, monitor and adjust the programmes where needed and evaluate them, precisely because there is no recipe for success. Result Based Management (RBM) is an adequate methodology for achieving this.

RBM training

We began introducing the RBM methodology throughout the federation in 2017. The international office in Innsbruck, Austria, has developed training material and gave a course to approximately 60 staff members –

on different continents, often those who are already responsible for assessing results in their organisation. Every RBM trainer in this pool gives a couple of training courses a year.

In 2018 and 2019, this approach has meant that an impressive number of country teams have been trained in RBM. In 2020, we could not continue the training courses due to the Covid-19 pandemic and the corresponding restrictions related to travel and meeting in person. This is why in the year in review the training course was adapted for use online, so that in 2021, the courses can also take place without any physical presence.

Connecting financial systems and data collection to RBM

In 2020, the process did get underway to better connect the federation-wide financial systems and data collection method to RBM. The RBM training material was also expanded, with a greater focus on coaching after the training course has taken place.

The countries trained in RBM and with which we work closely are Uganda, Ghana, Chad and Guinea-Bissau.



CHAPTER

OUR PROGRAMMES

SOS Children's Villages provides a range of services to support children and young people in difficult circumstances to become their strongest selves. We speak up for children's rights around the world and advocate for systemic change. Led by the UN Convention on the Rights of the Child and the Guidelines for the Alternative Care of Children, we always work in the best interests of the child.



3.1 PREVENTING CHILD-FAMILY SEPARATION AND PROVIDING FAMILY- BASED CARE

The work of our SOS organisations worldwide primarily focuses on the care and protection of children. By making families stronger and thus preventing children being neglected or abandoned, and by providing family-based care for children who (temporarily) can no longer live at home safely or those who have lost their parental care. We listen to their needs and provide them with the care they require, and which is best suited to the specific situation of the child(ren) and their environment.

Preventive and family-based care constitute a permanent aspect of our work - see box on page 17. Different types of support are provided and can be combined. Contact or reintegration with the biological family remains the goal, if the family still exists and if it is in the best interest of the child.

In addition we work on:

- The physical and social integration of children growing up in the Children's Villages and SOS families living in the community. To prevent children who grow up in care being labelled or having to cope with social exclusion, we ensure they actively participate in the life of the community;
- Improving community facilities, so that children can develop in good health;
- Increasing cooperation with (local) governments and other organisations to bring about sustainable change and more efficient working methods.

The consequences of Covid-19 on our activities

The pandemic has had a major impact on our care programmes. Activities have come to a halt, or have (partially) continued in an adapted form. Furthermore, additional measures and activities have been incorporated in order to respond to the consequences of the pandemic.

Changes to support: food parcels and education related to hygiene

All the countries in which we implement projects financed by the Netherlands imposed lockdowns during the year in review. This impeded work on the ground because colleagues active in the communities also had to work from home. The result: most activities, including training courses and education for large groups, as part of our programmes to strengthen families including the youth employability activities, temporarily came to a halt. At the same time, additional measures and activities had to be incorporated at all locations. In the communities in which we operate, most people live from hand to mouth. The lockdown therefore meant: no work, no food. Food aid became vital. As did education about the virus and the importance of hygiene, and the provision of hygiene kits and face masks. This was achieved with extra funding, or by using the available funds differently.

School closures

For many children in the community the closure of schools formed a huge obstacle to education. They either have limited or no access at all to electricity

or the internet, or their schools and communities do not have the capacity to provide digital learning. We had to be inventive and distributed school materials and solar-powered radios so children could follow national curricula, and extra support was also provided by phone. Home schooling was easier to facilitate and follow for the children in our Children's Villages.

Children's Villages

The children in our SOS families were also affected by the pandemic. They had to stay in the Children's Village and were not able to see their friends in the community. A lot of attention in our activities was devoted to hygiene measures and the mental health of the children and SOS parents. Young people in the Children's Village helped the community by making face masks. During the course of the year, restrictions were partially or completely lifted, but this varied considerably from one country to another.



3.1.1
STRENGTHENING FAMILIES

The best place for a child to grow up is with his or her own family. However, in many places around the world, families experiencing crisis or (extreme) hardship may have difficulties caring for their children. Apart from having access to enough nutritious food, water and healthcare, children need to feel protected, encouraged

and respected by reliable adults who love them unconditionally.

SOS Children’s Villages works with families, caregivers and communities to prevent crises that can lead to child-family separation. Our services strengthen and stabilise families and their social networks so that children are better cared for and protected.

Breaking the vicious circle

By making families and communities stronger we can break the vicious circle of vulnerability and stimulate sustainable change processes. We compile a personal and achievable family development plan with each family, which is based on their strengths and identifies the challenges they must face in order to effectively protect their children and look after them properly. Our family-strengthening programmes contain the following aspects.

Support in accessing basic needs and facilities

In some countries families are overwhelmed by their struggle to survive. We can alleviate the worst misery by supporting families in gaining access to the authorities and essential provisions such as education (with school fees, school uniforms and materials) and basic medical care, and the provision of basic needs such as clothing and food – by distributing seeds to grow crops, cattle and/or nutritious meals. By providing this support, parents can focus on caring for their children and generating income.

Economic strengthening

Creating economic opportunities helps families stay together. We jointly examine with families whether and how they can ensure sufficient income. We offer parents/caregivers vocational training so they can find a job or we provide them with funds to start a small business. Afterwards we teach them how to manage their income. We also look at creating economic opportunities in the community, for instance with microfinancing models and local Village Savings and Loan Associations, which make it possible for vulnerable households to save and borrow money.

Teaching parenting and care skills

It is essential that parents/caregivers possess the knowledge and skills they need to care for

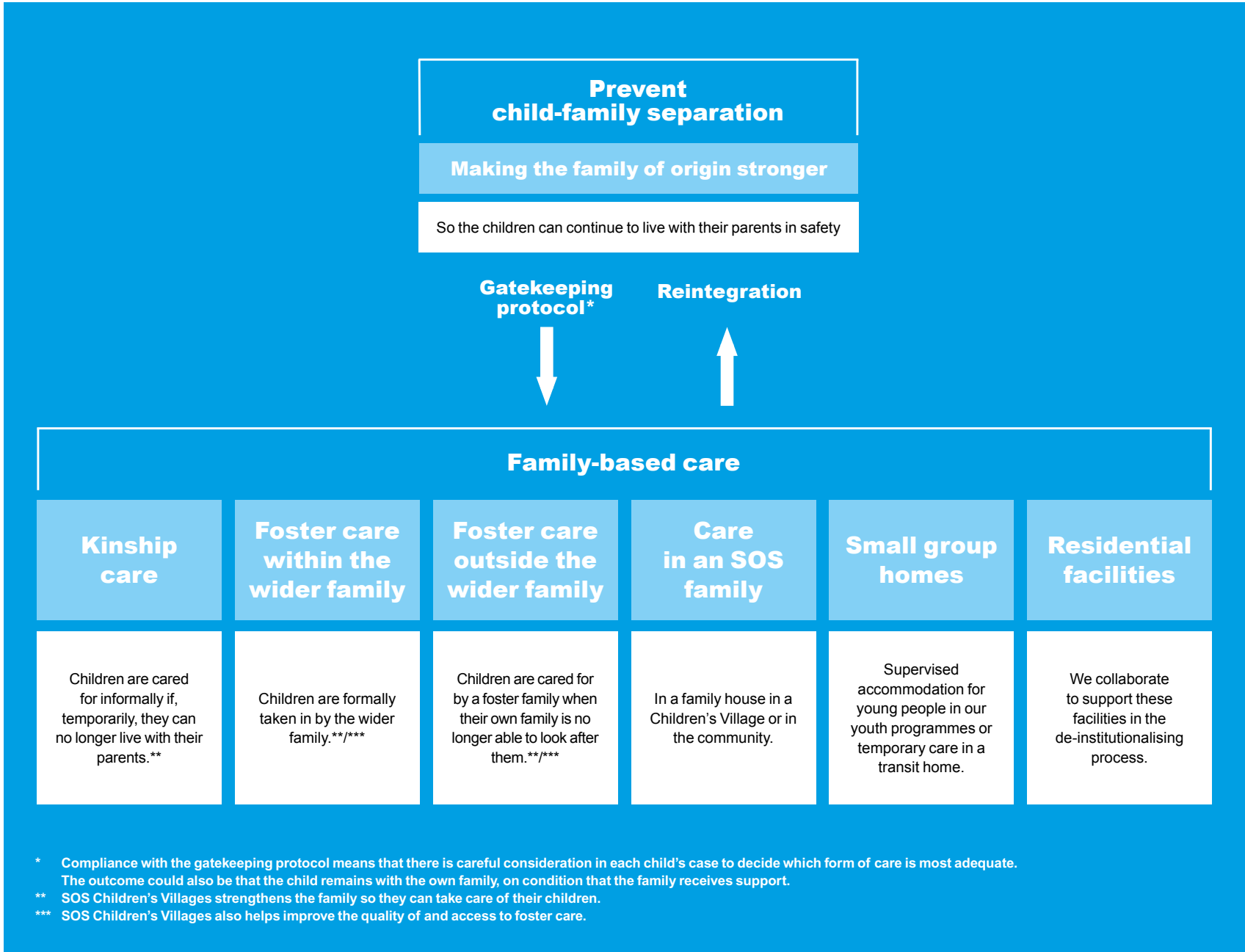
and raise their children. Many parents lack this basis or allow it to slip through their fingers due to their circumstances. We build on a caring and safe home by providing workshops about, for example, parenting, hygiene and nutrition, the importance of having a good relationship with your child and positive discipline.

Rights education

Awareness about the rights of the child is incredibly important – for the children and the parents/caregivers. We organise workshops on what the rights are and what they mean, as well as the consequences of domestic violence, the importance of family planning and need to have a birth certificate. We give children a voice and support families through advocating for the construction of essential facilities in their community, such as water wells for clean drinking water.

Working with communities

We work closely with local organisations and authorities in the communities in which we operate to improve the lives of children and families for good. By facilitating sustainable change processes within communities, so-called civic driven change, they can take responsibility in the future for the vulnerable families in their midst. We achieve this by using the knowledge and contacts in the community and by improving skills and building capacities at the same time. The community must act as the strong social safety net that families can turn to for information, if they have questions or problems. Working with families and communities is complex and is highly dependent on the context. The situations of families, communities and countries vary. SOS Children’s Villages has gained years of experience in various circumstances and we use the lessons learned from previous programmes to improve existing and new programmes.





THE FAMILY-STRENGTHENING PROGRAMME ASIAKWA

Ghana

DURATION: 2019 – 2023

TOTAL BUDGET: €132,248 – spent in 2020 €135,629

Project description

The goal of this family-strengthening programme (FSP) is to strengthen 300 families at full capacity so they can continue to care for their 1,000 children. The key activities include promoting children's rights by raising awareness and empower them to advocate for their rights as a child, at a family and community level, and providing support for activities that generate income for caregivers and young people by setting up Village Savings and Loan Associations. The programme facilitates:

- Access to education for children;
- Access to WASH by empowering local structures to improve the water supply, sanitation and hygiene;
- The empowerment of young people through basic life skills training including entrepreneurial and employability skills, technical training and the start up of income generating activities have been the main areas of intervention and focus.

Target group

- Children aged 0-18 years at risk of losing parental care, and families. Girls receive special attention as they are more vulnerable to being kept out of school and to domestic violence and abuse.
- Disadvantaged young people aged 18-25 years, for example young people who are unemployed or underemployed.

Sustainable Development Goals



Main activities and results

- 807 vulnerable children from 243 families are at this point admitted to the family-strengthening programme and are receiving various forms of support.
- 150 caregivers received training and counselling in good parenting in the areas of home management, nutrition, positive discipline, child rights and obligations and the various conventions of child rights and protection through training courses and workshops.
- 84 caregivers have been supported with grants through the Village Savings and Loan Associations as well as individual grants.
- 150 caregivers acquired knowledge and skills in basic financial and business management on how to increase and maintain a customer base, basic bookkeeping and savings.
- 87 young people were admitted to the FS programme bringing the total number of young people in the programme to 103.
- 90 young people were trained in core life skills topics such as effective communication, decision making and the basic business cycle, identifying opportunities, planning and self-esteem, all gearing towards the self-confidence and self-resilience of young people and helping them stay relevant on the job market.
- 21 young people were supported with start-up business capital and are now earning a regular income to support themselves and their families.

- 30 young people were trained in collaboration with the Ministry of Agriculture and supported to undertake modern and sustainable vegetable production.
- In promoting child rights and protection, the programme partnered with other stakeholders and duty bearers such as the traditional authorities, the police, the Domestic Violence and Victims Support Unit (DOVVSU), and the Department of Social Welfare (DSW) and formed three child protection committees in the community, which is resulting in increased compliance with child rights.
- The programme built the capacities of 35 stakeholders comprising communi-

ty-based organisations, teachers, youth groups and opinion leaders through community awareness and workshops. This is aimed at increasing the knowledge and skills of community members on issues of child rights and protection and to enable them to take initiatives to protect children in the communities and schools.

- The programme partnered with the Municipal Directorate of Education to equip 80 caregivers to acquire knowledge of the government intervention programmes (virtual learning guidelines) to mitigate the impact of the Covid-19 pandemic on the children's education as a result of the closure of schools. The programme supported 63 children with marker boards and other educational materials for them to catch up with their lessons carried out via different media platforms such as national television.
- WASH facilities were renovated in one of the schools in Kukurantumi. The girls are now comfortable and confident when they come to school.
- 20 carers and 61 children were registered under the National Health Insurance Scheme to enable them to access quality healthcare when the need arises.

Impact

The vicious circle of separation and abandonment has been broken, as families have been strengthened in terms of their basic needs and amenities, income, parenting and care. Children and young people know their rights and have access to education and training, and therefore have a genuine chance of taking the step towards self-reliance and a bright future.



Covid-19 challenges and activities

The COVID-19 pandemic delayed the implementation of programmes in the community mainly because of a partial lockdown. The government banned gatherings of all kinds, including workshops, and closed all schools, which forced children and young people to stay home for ten months. Families became increasingly impoverished as they could not generate income by selling (farm) products, while they had to purchase sanitation products and face masks, and feed their children, who were now not receiving a daily meal at school.

Children in the area continue to face a myriad of developmental challenges in relation to care and protection. Parents seek paid

employment in the cities and abandon their children with their aged grandparents. Adherence to the UN Convention of the Rights of the Child therefore remains a challenge.

- 2,000 re-usable face masks and hand sanitisers were distributed to 1,000 participants.
- 1,300 children and young people as well as 350 caregivers in alternative care and family strengthening received education about Covid-19 on prevention and management and how to combat stigmatisation resulting from the pandemic.
- 60 children and young people from upper primary school to junior high school

received general counselling to mitigate any anxiety and stabilise them as school closures could cause them emotional uncertainty.

- Over 100 families were supported with grants through a Covid-19 Solidarity Fund project to revive and or expand their businesses.
- 28 children from 8 families were able to access remote learning as the project supported them with 8 television sets while their caregivers received counselling on how to assist with remote learning.
- 26 families had access to basic needs and supplies to cater for their children through the support of a 3-month cash transfer.



Faustina's journey towards her children's bright future

Faustina, 59, is an entrepreneur and a single mother, and she has set her mind on preparing her six children for a happy and successful life. She sells fante kenkey, a kneaded maize meal dough cooked in dried plantain leaves, and served with different sauces. It is a delicacy and one of Ghana's most consumed meals. With her earnings, Faustina has changed the narrative of her children's future from bleak to hopeful. She has also provided a

stable home in which they can feel secure. The family lives in Kukurantumi community in Ghana's Eastern region. Faustina was a battered woman just a few years ago. Her husband often physically abused her when she asked him to provide for the family. Dejected, Faustina thought to engage in petty trading at least to feed her children, if nothing else. That is when she started selling kenkey. The income was meagre, and sometimes she had to beg to

feed her family.

"I could not afford to pay the hospital bill when I gave birth to my lastborn child, and my husband refused to pay," recalls Faustina. "So I hid and escaped from the hospital with my baby to avoid paying it."

The mother of six describes herself as a happy person by nature, but hardship had wiped the smile off her face and left her a stressed unhappy person. She had developed chronic headaches and

stomach ulcers as a result.

When Faustina could no longer tolerate her husband's abuse, she left and took the children with her. They went to live in an incomplete single-roomed ramshackle with no electricity, water, or a toilet. For lack of educational materials, her children dropped out of school and joined her in selling kenkey.

Family strengthening care

The opinion leaders from the Kukurantumi community identified

the vulnerable family and linked Faustina to the SOS Children's Villages family strengthening programme.

This was an opportunity for her to receive critical support to tackle problems robbing her of the ability to provide for her children. Through the Village Savings and Loan Association Faustina gained financial knowledge, and the SOS team further empowered her with entrepreneurial and parenting skills.

At the Village Savings and Loan Association Faustina accessed funds to purchase raw materials for her kenkey business and for expansion. The children happily returned to class upon receiving uniforms, stationery and other educational materials they needed to learn.

"SOS family strengthening has helped us think positively about ourselves and the future," says 16-year-old Kwaku. "Before, thoughts of how to survive dominated our minds. It is great to see my mother smiling again and working hard to expand her business; she is taking good care of us. Our self-esteem and confidence had really suffered but we are now motivated to improve it. We are in a new chapter of our lives," he says.

Faustina and her children now live in a decent accommodation. She has registered them including herself under the National Health Insurance Scheme, to access quality health care services. Under this scheme, she was able to seek treatment for her headaches and ulcers.

"We are now a real family because

we are able to support and inspire one another," observes Faustina. I was heartbroken when my children depended on me and yet I could not provide for them. Thankfully, that is in the past," she says.

Covid-19 support

"Covid greatly affected economic activities here," says Faustina.

"There were no buyers whenever I went to the market to sell kenkey, as people were afraid to come out of their homes. My sales were so low they could not support the children," she explains.

Faustina received food parcels, washable face masks, hand sanitizers, detergents, and other hygiene items to help protect the family from the virus. For the 10 months that schools closed, a 32-inch Samsung LED television provided by the SOS programme, gave the children access to electronic learning aired by local television stations. Physical learning resumed in January 2021. "Since schools have resumed and the restrictions eased, we are able to see our friends and play with them while observing the protocol of COVID-19," says Kwaku. "My dream is to study to the highest level of education possible and become a prominent person in future."

"I want to see my children grow and flourish," adds Faustina. "As a single parent with a large family, I am yet to adequately meet all the needs of my children. But this is a journey, and I am on it to the very end."

* Name changed to protect the privacy of the child.

3.1.2 FAMILY-BASED CARE

In accordance with the UN Convention on the Rights of the Child, children have the right to care and protection, even if their own family cannot look after them. Our first priority is to make their family more resilient so they can stay together. However, if this is not in the interest of the child, or if there is no family who can look after the child, SOS Children's Villages examines the best solution within its own care options and/or those in the network of local providers, which meet the individual needs of each child or young person. In association with child protection authorities and the children themselves, we perform a thorough evaluation to determine the care setting that is most appropriate for them. Regardless of the duration of the placement we always consider the long term and work on building trust with each child to support him or her on the path towards independence. SOS Children's Villages supports various forms of family-based care.

Temporary care

In some cases, such as a family crisis or emergency situation, children need temporary care, in anticipation of family reintegration. In these situations we provide an environment that protects them from further harm. If it is established that it is in the child's interests for

him or her to return to the family, we carefully facilitate and support this process in line with the *Guidelines for the Reintegration of Children*. Should the home situation no longer allow it, we work with the child protection authorities to find the most suitable care option for the child.

Permanent care

In an SOS family children grow up with the loving, reliable care of an SOS parent. They are protected, have a home and are part of the community. Biological siblings stay together as long as that is in their interests, so the emotional bond between them can survive and grow.

SOS parents are continuously trained so they can provide the children in their care, many of whom have experienced trauma, with the best possible care. Specialist psychologists and other forms of support are also available. The aim is to create an environment in which children can experience the value of strong and reliable relationships, which helps them in their development and in their future relationships with others.

Foster care

The implementation of foster care is unique in each national context. In some countries we provide support services to foster families, such as counselling or training, or we work

with the authorities on implementing quality foster care through knowledge transfer or developing and distributing quality materials. In other countries our SOS parents are registered as foster parents.

Youth care

The aim of our youth programmes is to equip young people with the skills and confidence they need to develop their talents and take the step towards independence. We provide individualised support in preparing for higher education, the labour market or independent entrepreneurship. As part of the (educational) support each young person actively participates in the process to leave care. And we don't stop there: we continue to stay in touch with a young person when he or she has left care. We are there for them if they need support, and share in the moments that matter in life.

Contact with the biological family and family reintegration

When a child is placed in an SOS – or foster family, reintegration with the biological family remains the ultimate goal, if the family still exists and if it is in the best interests of the child. For this reason children maintain contact with their own (wider) family, if it is possible and desirable. If it is safe, they visit their family several times a year to maintain familial bonds and avoid potential emotional barriers for reintegration in the future. We regularly examine whether safe reintegration is possible. This is in accordance with *UN Guidelines for the Alternative Care of Children* and *Guidelines for the Reintegration of Children*, and is based on careful consideration of the risks. In this process the focus is on addressing the underlying cause of the separation. This is necessary for successful reintegration and to avoid repeated separation. Upon their return, the child/children and the family receive attentive, long-term support.

Trauma awareness training

A recent study revealed that 75% of children in alternative care have experienced at least one traumatic event in their past. If a trauma is not processed properly it can affect the child's psychological, physical and social development. In recent years we have devoted extra attention to this subject in our training courses for caregivers. We do this, for example, through training courses to increase awareness of trauma and educational workshops involving care professionals, children and young people.



SOS CHILDREN'S VILLAGE ASIAKWA

Ghana

DURATION: Since 1992 (ongoing)
RUNNING COSTS 2020: €340,465 – paid for by sponsorships

Project description

SOS Children's Village Asiakwa, located in Southern Ghana, provides a loving home to children who have lost their parental care, for a variety of reasons.

In and around the Children's Village are:

- 12 family houses where SOS mothers provide 105 children with the loving care and protection they need;
- An SOS nursery attended by 90 children from the Children's Village and the community;
- Two Hermann Gmeiner primary schools in the community;
- The SOS medical centre;
- The community centre from which the family-strengthening programme is coordinated.

In line with the child care reform in Ghana, the number of children per SOS family will be reduced to a maximum of seven children in the coming years. It simultaneously improves the quality of care. To improve the integration of the children in our care in the community, we are also working on expanding to and moving family houses into the community.

Target group

Children (0-18 years) who have lost their parental care or are growing up in an unsafe environment and who need (temporary) family-based care.

Sustainable Development Goals



Main activities and results

- Two SOS families were successfully moved to the communities. The mothers and children have been closely involved in the process of selecting the community, the family house and school. They received extensive psychosocial support and the integration will be carefully monitored. The families are living an independent life, interacting with the larger community and the 17 children are attending community schools.
- After having carefully followed a complete gatekeeping procedure to guarantee that the alternative care option provided is in the best interests of the child, 22 vulnerable children were admitted and integrated well in SOS family care in the Children's Village.
- Because of Covid-19, children received home schooling in the village during 10 months, the IT training mothers and aunties received early on in the year helped them to support the children in accessing the virtual classrooms to participate in the lessons.
- Mainly because of Covid-19, no children have been reintegrated with their families of origin. However, the families of children who might be reintegrated, are being involved in the child development plans to facilitate integration in the foreseeable

future, including family-strengthening support.

- Youth facilities at the location currently provide transit facilities for young people who have completed junior high school towards integration and self-reliance.
- Seven social clubs were established where young people can further develop their talents and skills to an advanced level and earn an income, and work on interpersonal skills to facilitate their integration in the community.

Impact

The healthy growth and development of 105 children by giving them the loving care of a family and a safe home. They can go to school, have access to medical care and can simply be children. The strength of family forms the basis for self-reliance and a bright future.



Akosa and her SOS family start life in the community

Nine-year-old Akosa*, her seven siblings and their SOS mother Agnes moved from the SOS Children's Village to a family home in the community at the end of 2020. The whole family was closely involved in the move.

"The children and I were eager to move to the community to get a taste of life there," says Agnes. "Because the children were well prepared for the move and were very much part of decisions like what neighbourhood to live in and what school to go to, they quickly adjusted to the new environment. The neighbours also received us very well and the children quickly made new friends." Her daughter Akosa joins her: "Life in the community is very interesting, there is so much to see and experience. That made the transition a little easier for us. We have already made many new friends. I started

making friends immediately as I joined my new school," she says, beaming.

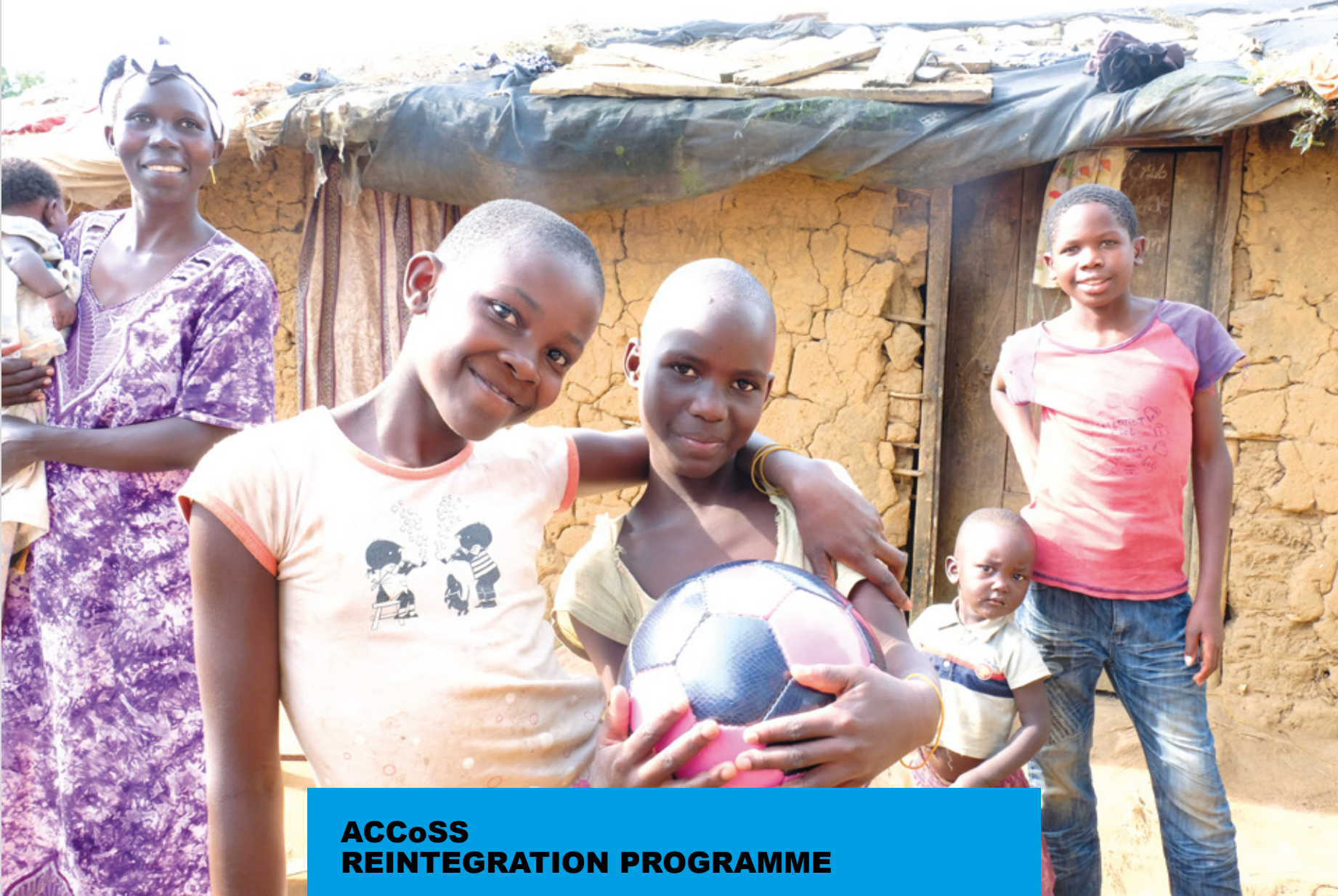
Schools re-opened in January 2021, with students and teachers wearing masks and keeping social distance. Akosa and her siblings are thrilled to be in class again. "I am happy to be back in school to study my best subjects English and Twi. My dream is to become the best student in my class so I can be invited to join the Hermann Gmeiner International College (school of top students), and then proceed to University. I hope to become an English teacher in the future."

More independence
Agnes: "The integration of my family into community life is good for their development. In the open society, they will interact and learn

from a diverse group of people. Of course I keep my children connected to their long-time friends in the Children's Village. We go there regularly and they talk on the phone. And yes there were also challenges. With six children under the age of ten, that's bound to happen. They all needed extra attention at the same time."

Concluding: "For me, life in the community gives me more independence to create a caring family environment. In my family I uphold unity and love because with love, strong bonds develop, and there is respect and concern for one another."

**Name changed to protect the privacy of the child.*



ACCoSS REINTEGRATION PROGRAMME

Uganda

DURATION: October 2018 - December 2021

TOTAL BUDGET: €538,502 – spent in 2020 €170,344

Project description

The ACCoSS (Alternative Care Consortium on System Strengthening) pilot project focuses on reintegrating children currently living in alternative care – institutional as well as the SOS Children's Villages' family-based care – with their biological parents or wider family. Immediate cause: the Ugandan Government reform of care for children in alternative care. Many children appeared to have been wrongfully living in orphanages as these children still have family. In addition, many institutions were seemingly operating without any permits or provided poor care, as a result of which the

children were neglected. At the same time, there are many tens of thousands of children in Uganda that really do have to fend for themselves, but there is no place for them. SOS Children's Villages Uganda, just like a number of other organisations, has seized on the Ugandan Government's reform policy to

1. Perform a critical assessment of its own placement policy (gatekeeping system);
2. Examine whether there are any children whose biological family is still around, which is now resilient enough, and whose home situation is stable enough for them to safely return home.

This reintegration process must be handled carefully. For this reason SOS Children's Villages Uganda has taken the initiative to collaborate with a network of organisations and diligently map out the ideal reintegration process. In order to advise the government accordingly on the necessary quality standards that must be incorporated in national policy.

Prevention as the basic principle

In the context of the project families and communities are supported so they can continue to take care of their children instead of the children being placed in institutional care. We support parents/caregivers in looking after their children through activities for capacity building in the areas of parenting skills, economic strengthening and psycho-

social support. The reintegration process is closely guided by professional care providers, in which the relationship with and position in relation to any other children in the family is an important focal point.

At the same time children are encouraged to actively participate in children's rights clubs and peer network groups. So they will be able to report best practices as well as recognise and report child abuse, exploitation and violations.

Target group

- 100 children aged 0-18 years who are placed in care after being separated from their families due to social, economic or political reasons.
- Vulnerable families in target districts who were separated from their children due to inadequate capacity to provide care and protection to their family members.
- Government and local administration structures and staff whose capacity needs to be developed in order to effectively implement the national alternative care framework.

Sustainable Development Goals



Main activities and results in 2020

- 112 children and young people (57 from the children's village, 55 from six other institutes) were reintegrated in their biological families. As a result of Covid-19 the reintegration activities were halted during the year, the programme has now been extended by a year.
- Telephone contact was maintained with the reintegrated children during lockdown. Families were hit hard due to the closure of schools and the fact that they could not work. This caused financial as well as psychological stress. We distributed food parcels and school materials, but the situation has had an effect on the devel-

opment of children and young people and the situation at home. We continue to provide the families with guidance and support, including psychological support, in 2021.

- At the end of 2020, draft legislation was developed, based on research and recommendations by Uganda Makerere University involved in the pilot and our international guidelines, which should ensure that children no longer wrongly end up in an institution for alternative care.

Impact

The vicious circle of separation and abandonment has been broken: for children in alternative care, the bonds with their own families are re-established, so that many of these children can be reunited with and grow up safely within their own families. With our advice to the government on the necessary quality standards for successful and safe reintegration, we advocate for them to be enshrined in national policy. At the same time, fewer children are unjustifiably entering alternative care thanks to improved family-strengthening policies.

Focal points 2021

The project should have been completed in 2020, but because of Covid-19 and the resulting lockdown, the project's duration has been extended by a year.

- Further support and guidance for (the families of) 57 children in the Children's Villages who have been reintegrated.
- Reintegration of 43 children from the Children's Villages in their families.
- Development of sustainable reintegration policy for children placed temporarily in a Children's Village.

Reintegration: a lengthy process full of ups and downs

“With their reintegration, children discover where they belong, they have found their home. For many children who grew up in care, it has been a missing link in their lives.” These are the words of Owens Berunga - Child Safeguarding Manager at SOS Children’s Villages Uganda and coordinator of the ACCoSS reintegration programme. Here he explains how family reunification is achieved.

“The process of family reintegration is a lengthy one that needs to be followed closely and carefully. There are many, varied challenges, there are ups and downs - for both the children and the parents, and at the same time it is a learning process for the social workers who supervise the entire process.

What is needed to make reintegration possible?

The process starts with tracing the family of the children in care. This is already difficult in some cases, as it is not always clear where a parent or the wider family is located. When the family has been found, a family assessment follows: is there an adult carer, what are the capacities and what are the risk factors - are there issues that could potentially traumatise a child, and what support is needed to make reintegration possible? We want to avoid a second (traumatic) abandonment at all costs. Many of the families in which the children reintegrate are vulnerable. It is not just a simple matter of them taking their children

back. The family must be supported and that is what we do. Once these aspects have been mapped out, a plan is drawn up and we start preparing the child, the family and the community for the return to the family of origin. This can sometimes take up to a year.

Supporting the child, family and community

The care and resources a child has received growing up in an SOS family is often incomparable with the care they are going to receive. The difference can be quite substantial. Therefore, it is very important to prepare the child properly, to guide them emotionally, to ask about their worries and feelings, to listen. We take them to the life that awaits them, visit their families. At the same time, we prepare the family, the parents and any other children in the family. The children must also accept each other. We discuss what kind of care children require, their rights and needs, and jointly examine, with the parents, the areas in which they need guidance and strengthening. In principle, they become part of the family-strengthening programme.

We look at whether the child can continue to attend his/her current school or whether a new school must be found because of the distance, the accessibility of medical care, whether a mattress or mosquito net must be purchased, and clothing. This includes all the children in the family being treated

the same - no one is favoured, no one is treated as subordinate. If one child goes to school, they all go to school. Consequently, this means that through reintegration, we directly support more children. Then we prepare the community, to avoid stigmatisation and inform local organisations of their return.

Discovering your role in the new family dynamics

Finally the moment of actual reintegration arrives. And no matter how well prepared everyone is, when something becomes a daily reality, it always feels different and often harsher. It can be a culture shock, especially for the children. The initial period is often overwhelming. A child has to navigate the everyday family dynamics and discover his/her own role and responsibilities therein, and on top of all that, suddenly you don’t have any electricity or running water in your house. Everything needs getting used to and social change takes time, the children and families are carefully guided in this process. But children are resilient and in most cases get used to the new situation quite quickly. We see them becoming more independent, growing and often that the other children in the family follow suit. In the end, returning to your family should not be a punishment either, but a joyful moment for all the family members involved.”





The effects of Covid-19

The Simba team mostly works from home. Contact with parents, children, the family house and foster parents, partners and youth care professionals was largely conducted online. This meant that family counsellors spent less time travelling and had more time

to provide support, but it was also a question of seeking opportunities for effectively maintaining contact with families. Where possible, and in accordance with the guidelines of the National Institute for Public Health and the Environment (RIVM), our family

counsellors paid visits to parents and children, such as to establish arrangements for contact. Lots of issues were managed online, such as discussions with new partners and family houses. This generally worked well and we were occasionally able to meet in person.

**Growing up
together with your
brother or sister is a
right for every child.**

3.1.3 SIMBA FAMILY CARE

Every child has the right to grow up in a loving and safe environment. In the Netherlands too. Although we have an extensive infrastructure for youth support, so much more can still be achieved for children without a loving family or safe home.

Reintegration with the family of origin after an out-of-home placement often does not happen, even though it is a widely supported basic principle. It is estimated that in 10 to 50% of cases children do not return to their parents after they have been taken into care. Furthermore, following an out-of-home placement, contact between family members: between siblings and between the children and parents often diminishes. In the Netherlands, in the case of an out-of-home placement, siblings are not placed together in an estimated 50%* of cases, while this (usually) would have been in the interests of the children. Our international experience in 30 European countries, among others, shows that it can be done differently. In all SOS programmes placing siblings together and making vulnerable families more resilient is an important fundamental principle. We aim to use this expertise in the Dutch context.

Methodology - Focus on family reunification

The methodology that forms the basis of Simba Family Care focuses on preventing families breaking up for good. Two major pillars in this regard involve intense support for parents in the form of family-strengthening and all siblings being placed in care together in the event of out-of-home placement. Parents are provided with intense support devoting attention to the strength available in their network, on which everything is aimed at repairing the relationship between parents and children to facilitate the return of the children to one or both parents.

* Source: report 'Samen, tenzij' (Together, unless) by the Netherlands Youth Institute

SIMBA FAMILY CARE

The Netherlands

DURATION: 2018 – 2022

TOTAL BUDGET: €2,365,000 – spent in 2020 €402,782

Project description

SOS Children's Villages offers Simba Family Care, whereby siblings are placed together in a family house if problems temporarily make things difficult at home. We deploy a family counsellor who works intensively to strengthen the family, which increases the chance the children will return home. The children receive the personal attention and professional support they need. The families we focus on have to cope with a diverse range of problems and find themselves in a negative spiral, which means the situation at home is no longer a safe and stimulating environment for the children. The family counsellor provides intense support to the children and parents, in which the family's social network (wider family, school, sports club, friends) are also involved. This is the first time that SOS Children's Villages The Netherlands is running an in-country programme.

Target group

Children from families with serious concerns and problems, who need to live temporarily in a safe, family-based environment with their siblings

Activities and results

The project is in the operational phase. The main results in 2020:

- With five family homes a partnership was launched and two partnerships with two other care providers were entered into. We actively seek connections with youth protection in the regions where we support families.
- The Simba Family Care methodology was defined in 2020, which means it can now be shared with other implementing organisations. Meanwhile, the project has undergone an interim evaluation, its insights being actively shared and followed up with our partners.
- Defence for Children lobbies with SOS Children's Villages/Simba Family Care to legally anchor that siblings are taken into care together in the case of an out-of-home placement.
- In September 2020, we published a report on placing siblings together in the event of an out-of-home placement. A motion followed in the House of Representatives (Tweede Kamer) on this subject, which was adopted on December 1st. According to the submitters of the motion, separate care is contrary to the United Nations Convention on the Rights of the Child and the European Convention on Human Rights. We advocate for the right to be taken into care together to be enshrined in law. The House of Representatives supports this by asking the cabinet to prepare legislation.
- The study relating to the House of Representatives motion (2019) – how to better safeguard the fundamental principle of 'collective placement', was launched at the end of 2020.

- Throughout 2020, we launched diverse campaigns to increase awareness on this subject. We reached over 900,000 people through, for example, an article in NRC, social media posts, an interview with Kim Lian van der Meij in 100% NL magazine and an item on RTL Koffietijd with managing director Arian Buurman.

Impact

By providing families with intensive support over a long period of time, and by advocating for the right of siblings to be taken into care together in the case of an out-of-home placement to be anchored in the Youth Act, the vicious circle of separation and abandonment is broken and the foundations for a bright future are laid.

The pilot project was made possible thanks to the contribution from the Dutch Postcode Lottery's Extra Draw.



Real life as a family has started again

Brenda van Alst, family counsellor at Simba Family Care, recounts a personal story, which she addresses to the mother of a family she was counselling when the children were living in a family house, and when they returned home. Brenda has provided follow-up care since the family was reunited.

"It was almost a year ago when I met you for the first time; the mother of two children who were not allowed to live with you and your husband. You had been trying for a while to get things back on track so the children could return home. As a family counsellor with Simba Family

Care I provided your family with support, with the aim of family reintegration. You always focused on that goal. "It is possible, Brenda", you said. "We are good parents, but the addiction took over." I saw how hard you worked to make sure you stayed clean.

Empty beds

We got to know each other better. I told you about my boys, who are the same age as your children. You liked that; having a normal conversation between two mothers. As a family you took all the help and advice you were offered, which meant that in the end everyone (including the children's judge) positively decided

on family reintegration. The moment you had looked forward to for so long finally arrived before Christmas. You bought a cake, but didn't go over the top, after all, home is home.

After the children had been back for a week, you told me what it was like to walk into the bedrooms and see them sleeping in their beds again. When you spoke those words, the pain of all the previous months was unleashed. The shock you felt when you opened the bedroom door; how empty the rooms were, the realisation that your children were really gone. Now that they are back home, before you go to bed you walk past their beds, stroke their hair and give

them a kiss, ending the day on a positive note.

Real life as a family has started again, with everything that goes with it, even during the Covid-19 crisis, and home schooling. You told me that you can finally 'join in the discussion and moan', just like other parents. The twinkle in your eyes revealed your happiness. When we jointly looked back on the past year, you ask yourself how things would have turned out if our paths hadn't crossed. You said: "Perhaps our children would not have come home." In the silence that followed we both felt grateful our paths had crossed.



3.2 YOUTH EMPLOYABILITY

Young people all over the world have to cope with the challenge of becoming independent, following a (vocational) training and finding a decent job. But for young people from vulnerable families or without parental care this new phase in life is even more challenging. They cannot rely on the networks, resources or support to which their peers have access. SOS Children's Villages has developed innovative ways, together with the young people themselves and partners, to safeguard a self-assured transition to independence.

A challenge experienced all over the world

There are more than 64 million young people worldwide officially unemployed, and 145 million young people with a job live in poverty: they don't earn enough to be able to cover their basic needs. A lack of work can have devastating consequences for young people, as it puts them at risk of poverty, social exclusion and exploitation. Communities and societies also suffer from the cyclic effects if young people fail to become contributing members of society.

The importance of mentorship

A recent study, commissioned by SOS Children's Villages International, found that young people who grew up without parental care are 1.5 times more likely to be unemployed and looking for work than those who grew up with parental care. While both groups face similar challenges in their search for work, the study indicated that those who grew up without parental care valued support networks more than their peers. Having a mentor (18% vs 12%) and having connections (23% vs 18%) were considered particularly important.

Acquiring knowledge and experience

For this reason SOS Children's Villages actively supports young people who grow up in care or in vulnerable families to become independent young adults. Our youth employment programmes offer young people the opportunity to gain relevant and practical experience and knowledge and the opportunity to work on their personal skills, all to increase their chance of success on the labour market. The young people themselves are closely involved; their voice and ideas about what they need and want to achieve are vitally important if they are to successfully take the step towards self-reliance.

The consequences of Covid-19 on youth employment programmes

The youth employment programmes had to endure months in which no training took place, no internships were organised and no gatherings could be held for networking activities and graduation ceremonies. For the young people concerned this also meant a sudden halt in their growth, in the momentum of their talent development and opportunities on the labour market. Many experienced insecurity and stress as a result.

“I was getting ready to graduate and was eager to start an internship in the hospitality sector when the pandemic hit. Suddenly I found the world and all its opportunities shut down. I returned to the youth house for a while, along with many other care leavers, the stress was palpable.” – Kawtar, care leaver

The activities are now restarting, taking the rules and adapted group sizes into account. Psychological support, extra guidance and encouragement will be part of these activities in order to limit any psychological effects of Covid-19.

Extending programmes

Some institutional projects such as Sangué Novo and Constructing Jobs, Building Lives have been extended so the programmes can be properly completed in full after the lockdowns and we can move on to the second phase.

THE NEXT ECONOMY II

Mali, Nigeria, Somalia

DURATION: January 2020 - December 2023

TOTAL BUDGET: €7,254,809 – spent in 2020 €1,364,791



Project description

The aim of the Next Economy II is to break the vicious circle of poverty by enabling vulnerable but motivated young people to develop their talents and encouraging them to create their own future jobs by supporting them with their start-ups and by teaching them the right skills that respond to labour market demands, thus increasing their chances of obtaining and retaining a decent job.

It is an established and mature employment and entrepreneurship programme that creates jobs and opportunities for young people in challenging and vulnerable contexts. Partners in six locations in Nigeria (3), Mali (1) and Somalia (2) are facilitated in creating opportunities for young people. By working with young people, business incubation hubs, employment organisations, the business community and the authorities, the ambitions and career goals of young people are aligned with the needs and opportunities on the labour market. This enables young people to take the step from education/training to decent work.

Target group

Young people aged between 18 and 35 who are disadvantaged on the labour market. Due to a lack of resources and networks they have no access to work, support for entrepreneurship or services. Most currently have no decent work or are underemployed and run the risk of social exclusion.

Sustainable Development Goals



Main activities and results in 2020

Due to Covid-19 we have only completed one training cycle instead of the two planned.

- In total 7,000 young people in Mali, Nigeria and Somalia/Somaliland registered for The Next Economy II, of whom 700 young people were ultimately

selected for Core Life Skills training.

- Over 420 young people subsequently progressed to employability training, so they could eventually find a decent job in a company or institute.
- 205 young people went on to follow entrepreneurship training to start their own company.
- Various activities were carried out to fulfil the objective of preparing the corporate ecosystem in the programme countries as effectively as possible for the influx of young people on the local labour markets.
- A number of projects were developed, including
 - A strategy to generate specific attention for gender-related issues involved in finding a job;
 - Anchoring the TNE model in the local ecosystems;
 - Establishing basic principles and guidelines related to the safety and integrity of participants, as well as local implementers within the programme.

Besides the above-mentioned reduction in training cycles the restrictions resulting from Covid-19 also meant that live training sessions were not always possible. As an alternative, training courses were brought online, which participants could follow on their laptop or phone.

Two training cycles are planned in 2021. In addition, we are trying to catch up with part of the backlog from 2020. And we are starting to implement the above mentioned projects.

Impact

Young people in challenging and vulnerable situations have compiled their own career plan in order to take the step towards decent work and with that towards self-reliance and an independent, bright future.

Building confidence

Laughing proudly, Deborah welcomes us from behind her knitting machine. Deborah believes she will make it in the niche market of knitwear: “You have to make it attractive to people. I have confidence I will succeed.”

The Next Economy gave her the knowledge and base she needed to launch Faidez Wears in a good way. Deborah: “I learned the necessary skills to start a business properly. Setting up a business model, gaining financial skills, the importance of knowledge about the industry and the market, and how to market your company. And also about the important soft skills, such as business ethics, communication, building a network and perhaps, most importantly, building confidence. Because you can’t build a business without confidence. You have to be confident to make people believe in your product.” It is this confidence that led to the growth of Faidez Wears. “Knitwear is not the clothing people normally wear in this climate. You have to make it attractive to them. Show them and let them feel that wool is also comfortable when it is warm, that it is fashionable. It also challenges me to come up with new ideas such as hair bands and scarves, accessories. You have to create a need.”

Deborah took part in The Next Economy project for two years. In that time she also made good contacts. Together with other participants, they set up a platform to stay in touch, to share business opportunities with each other, refer their businesses to prospective clients and to exchange feedback.

Her goals are clear: “I want to build an eco-friendly brand that uses recycled waste products and other sustainable options leveraging technology. I want to create awareness for the knitwear industry in Nigeria and make knitwear fashionable. Not just in Nigeria, but for all of Africa.



SANGUE NOVO

Guinea-Bissau

DURATION: February 2015 – October 2020
(continuation secured for 3 years with private funding)
TOTAL BUDGET: €878,868 – spent in 2020 €79,974

Project description

The Sangue Novo youth employment programme focuses on increasing employability in the labour market and the entrepreneurship of vulnerable, low-skilled young people in the city of Bissau in Guinea-Bissau, through improving their personal and professional skills. A comprehensive approach has been applied consisting of five essential elements: literacy and numeracy training, basic life skills training, technical training, internships and coaching in the process of transitioning to self-employment or employment. The aim of this innovative and challenging programme is to tackle the problem of youth unemployment. To achieve the established goal we work with other training centres in the city to:

- Improve, expand and align the existing

range of professional training and courses to labour market demands.

- Engage in cooperation with entrepreneurs and government services;
- Make the training courses more accessible for vulnerable young people and specifically women;
- Conduct labour market research to identify the sectors that offer good job prospects, and the skills required to secure work.

The target is for 1,200 young people to follow the entire training process. And, at the end of the five and a half-year programme period, for 800 participants to have successfully found a paid job, in a company or their own small business.

Target group

Unemployed, vulnerable young women and men aged 18-35, with little to no education.

Sustainable Development Goals



Main activities and results

- 1,200 young people completed the programme successfully.
- Meanwhile, over 620 of them, including 400 women, have found a job, run their own business or are employed by a company as a self-employed person.
- Sangue Novo financed the training courses of participants at the partner organisations and thereby enabled these organisations to improve or adapt their range of training options. By, for example:
 - Adding the life skills and internship components to the training course;
- Training their trainers in educational skills and teaching methods;
- Broadening the range of training options to include courses that also appeal to women. These include courses for becoming a hairdresser, clothing designer, pastry chef and beautician.
- A coordination platform has been set up that brings together all possible actors in the field of professional training: youth associations, training centres, companies and NGOs. They discuss needs and challenges, exchange information and experiences and try and influence public policies aimed at youth employment.
- Curricula for electrician and plumber training courses have been standardised and tailored to meet the demands of the

labour market. They have been submitted to the government for accreditation.

- Several market studies have been carried out to identify the economic sectors where future graduates are most likely to find work.

Impact

Vulnerable young people with little or no education have learned a trade, improved their personal skills and found a decent job or are self-employed. They have thus taken the step towards self-reliance and an independent, bright future. The training offer in Guinea-Bissau has improved and the problem of youth unemployment has been brought more to the attention of the government.

“Women come to the salon especially for me”

Sangue Novo participant Malaquias has become a successful beautician

Malaquias, 28, appears before the camera, beaming with his open gaze. Last year, he obtained his beautician's diploma in the context of the Sangue Novo programme. A course on which he stood out being the only man among the women, and which also raised more than a few eyebrows in his group of friends. His view: “I enjoy it and believe that I can be successful precisely because I stand out.” He was absolutely right, because now he is in great demand as a beautician. For a year now, he has been employed by the woman who offered him an apprenticeship

during his training. His dream is more ambitious: a beauty salon of his own.

“I work six days a week from early morning to mid-evening. My clients are mainly women. I like to make women even more beautiful. In all areas of aesthetics, but the hands and face are my favourite.” He continues, laughing: “Some women come to the salon especially for me. If I am not there, they will come back later. They insist on me performing their treatments. Of course, that is great to hear.” Not only has he been accepted by the women in this apparently feminine profession, but the men - mainly expats from Angola and Nigeria - are also among his clientele. “They

come mainly for hand and foot treatments. Sometimes I visit them at home, but then they have to have the necessary materials available. I don't have my own materials yet and I can't always borrow it from the woman I work for.”

Dreaming of your own beauty salon

“My dream is to start my own salon. The customer base is there and that way I can earn much more. It is important, because my mother is also getting older. I want to be able to take good care of her. But at the moment I cannot put money aside. My sister lost her job because of Covid-19 and the salon is also not as busy as usual (and was

completely closed for a while due to the lockdown - ed.). All my income is needed to support us.”

Malaquias concludes hopefully: “When the Covid-19 restrictions are lifted and life gets back to normal, I will be able to save again and fulfil my dream. At Sangue Novo, I not only learnt the technical aspects of manicure, pedicure and facial treatments, but also improved my personal skills and work ethic. It is a considerable advantage, especially now that things are a bit more challenging. I look at it positively, I know I'm good at what I do and that won't change.” And his friends? “They are extremely proud of me.”

3.3 HUMANITARIAN RESPONSE AND EMERGENCY AID

We respond to the urgent needs of children and families in times of conflict, natural disaster or mass displacement. Drawing on our long-term presence in the countries and communities where we work, we are well positioned to understand the needs, identify partners and act quickly. Our focus is always on caring for children, protecting their rights and keeping families together.

Children are the most vulnerable in crisis situations. And in 2020, millions of children worldwide lived their daily lives in a crisis situation. Robbed of their right to safety, protection, food, healthcare, education and the simple right to play and be a child. Many of them without the care of their family.

Care and protection for children

Our programmes focus on the care and protection of children. We do this in different ways and in association with (local) organisations and related authorities. Our temporary care centres provide comprehensive care for unaccompanied children - and those separated from their families. We do everything to reunite these children with their families. Our child-friendly areas provide children with a safe place to play, learn and join in fun activities; to be a child. Together with their parents they have access to psychologists, social workers and other specialist support to help them overcome their traumas.

Connecting displaced people with the community

We use our local presence in crisis areas to try and build a bridge between the host communities and displaced people, who are trying to survive in these communities after they had to flee their homes. We possess the

SOS Children's Villages The Netherlands provides aid in several areas to keep children in emergency situations safe. Our expertise lies in **protecting children**.



knowledge and partner network to provide immediate protection and meet the humanitarian needs of children, while at the same time supporting the integration of children in schools, the involvement of families in the local community and the community itself. In order to enable this 'forced co-existence' as a result of the circumstances, to be harmonious.

Since we provide humanitarian response and emergency aid in the countries and territories where we are already established and working, SOS Children's Villages naturally remains active in the area after the crisis. We contribute to the rebuilding process and structural solutions. We support families to stand on their own two feet again and thus to be able to support themselves financially.

Dutch Relief Alliance humanitarian response programmes 2020

In 2020, we successfully contributed to five humanitarian Joint Responses (JR) of the DRA in various alliances.

- **DRA JR Central African Republic** – protracted JR, in which our activities focused on protection, food security and livelihoods, multi cash support, localisation and accountability. In association with: Cordaid, Plan Nederland and Stichting Vluchteling. The project is continuing in 2021.
- **DRA JR Somalia** In response to the protracted humanitarian crisis, the Somalia JR supports women, men, girls and boys affected by climate-related disasters and/or armed conflict. In association with: Oxfam Novib, Red een Kind and World Vision. The project is continuing in 2021.
- **Ethiopia Covid JR**. The Ministry of Foreign Affairs allocated additional funds to respond to the needs arising from Covid-19 in Ethiopia. Goal: to prevent the further spread of Covid-19 and to support the communities that have been hit the hardest with food aid, cash assistance, healthcare and activities related to water, sanitation and hygiene. SOS Children's Villages The Netherlands is the lead and works with Tearfund Nederland, CARE Nederland, Cordaid and Stichting Vluchteling. JR runs until 7 May 2021.
- **DRA Desert Locust JR** - report on page 31.
- **DRA Joint Response Zambia and Zimbabwe** - report on page 32.



DRA DESERT LOCUST JOINT RESPONSE

Ethiopia, Somalia and Somaliland

DURATION: April 2020 – October 2020

TOTAL BUDGET: €4,000,000 – spent in 2020 €3,954,638

Project description

A number of countries in the Horn of Africa were confronted with extreme food insecurity as a result of the desert locust plague – one of the worst ever. The desert locust is considered to be one of the most destructive, migrating plagues in the world: the plague is hyper-mobile and voraciously devours virtually any kind of vegetation. The locusts devastated farmland and grassland, land on which many people depend for their livelihoods, and thus had a major impact on the region's food security and economy. The Covid-19 pandemic exacerbated the problems experienced by the families concerned.

We led the Desert Locust Joint Response by the Dutch Relief Alliance, and worked with Cordaid, Dorcas, ICCO Cooperation, Oxfam Novib, Save the Children, Tearfund Nederland and ZOA. During this six-month intervention the aid in the different regions in Ethiopia and Somalia focused on:

- Controlling the locusts;

- Improving food security;
 - Constructing facilities to benefit livelihoods;
 - Improving access to clean drinking water;
 - Providing information about hygiene and Covid-19;
 - Financial support for extra vulnerable groups;
 - Creating awareness about Covid-19, the importance of hygiene and social distancing, and distributing hygiene packs.
- Together with all partners we were able to jointly provide 167,850 of those hit by the locust plague with the necessary humanitarian support. The eight organisations worked closely with local organisations and the authorities.

Target group

The project focuses on families hit hardest by the locust crisis and on the economic and medical effects of the Covid-19 pandemic. Special attention is devoted to children, women with children and/or pregnant women, to households run by children, the elderly, people

with a disability, the chronically ill and people with an increased safety risk and/or health risk.

Main activities and results

During the project, SOS Children's Villages focused on the most vulnerable and hardest hit communities in the Maroodi Jeex and Awdal regions in Somaliland. The main objective was to strengthen the farmers afflicted by the locusts (pastoralists & agro-pastoralists). We concentrated on controlling the locusts, improving access to basic needs and protecting and sustainably rebuilding their livelihoods so that the families and communities are also able to help themselves in the long term.

SOS Children's Villages also worked to combat the spread of Covid-19. We tried to prepare and arm the local population as much as possible against the global pandemic by providing information about the virus, emphasising the importance of good hygiene, distributing soap, water and other hygiene products.

We reached a total of 18,100 people through various activities in the following areas.

Food Security & Livelihood

- Awareness raising for 6,600 people on preparedness and mitigation focusing on coping with the locust infestation

and other current challenges.

- Providing tractor hours and land preparation support to 330 affected agro-pastoralist farming households (2,381 people).
- Providing agricultural inputs (wheelbarrow, rake, hoe, shovels, seeds, etc.) to 330 affected agro-pastoralist farming households.
- Training for 330 households in climate-resilient agriculture.

WASH

- Providing comprehensive hygiene kits to 400 households (2,625 people)
- Providing personal protective equipment and materials for staff and volunteers of SOS SX (50 people)
- Awareness raising for grassroots communities on Hygiene, Sanitation and Covid-19 prevention for 1,320 households (7,920 people)

Multi-purpose Cash / Cash for Work activities

- Multi-purpose unrestricted cash transfers for 300 households (2,005 people) for those identified as most vulnerable, supporting basic needs and livelihoods
- Cash for work activities for 130 households (1,010 people) working in soil bunds to mitigate land degradation
- Cash for work for 300 households (2,005 people) to support mechanical efforts to control the locusts under the lead of the national task force.

Impact

18,100 people affected by the locust plague, whose crops were lost and whose cattle were starving, have been helped through various activities - including cash for work initiatives to control the locusts - to get through the crisis and to rebuild their livelihoods.

Locust plague causes extreme food insecurity

“The effect of the locust plague is devastating. Many families depend on agriculture and livestock; they have to fight for their livelihoods and therefore their lives. We are providing the necessary support to the hardest hit families to prevent them from running out of food. At the same time, we are focusing on combating the locusts and strengthening food security. It is very important that we help (agro) pastoralists to arm themselves for a possible next



plague. We do this by (temporarily) providing them with mechanised agricultural tools and by properly training them to cultivate and protect their land. For example, we teach the farmers to dig trenches in which the locust eggs can be buried to

prevent them from hatching.” - project coordinator Ahmed Saed.

Watch the [video](#) in which local colleagues from the participating organisations, including Hamda Said from SOS Children's Villages Somalia, report on the desert locust situation and what we are doing to support the affected people

DRA ZAMBIA ZIMBABWE JOINT RESPONSE

Zambia and Zimbabwe

DURATION: March 2020 – November 2020
TOTAL BUDGET: €695,071 — spent in 2020 €653,522

Project description

Zimbabwe faces extreme food insecurity and water-borne diseases - due to the inaccessibility of clean water and poor hygiene practices - as a result of a prolonged drought, exacerbated by a severe economic crisis. The joint response in Zambia and Zimbabwe targets the most vulnerable households, with the aim of improving direct access to food, protecting and rebuilding livelihoods, contributing to the structural response to drought, providing access to clean drinking water and increasing hygiene and nutrition awareness, and screening and treating children under five and pregnant and breastfeeding women for malnutrition.

The design of the intervention is based on the sectors directly linked to the drought and the severe economic crisis, in line with the recommendations of the clusters, based on the expertise of the partners and the complementarity with other ongoing interventions. Partners work in both rural and urban areas depending on locally identified needs. SOS Children's Villages contributed to the intervention in Zimbabwe. We worked in the same areas as DRA partner ICCO (now: Cordaid), maximising the impact of the programme through complementary activities.

Following the outbreak of the global Covid-19 pandemic, the project's duration was extended to 30 November 2020 and additional budget was made available to meet increasing needs in both Zimbabwe and Zambia.

Target group

The targeted 72 rural communities in the Seke district were selected as there are no other humanitarian actors besides the government, who provides minimal support. Moreover, we supported people in need in the nearby Chitungwiza urban area. Vulnerable groups prioritised were households run by children and women, the elderly, disabled, chronically ill and survivors of sexual gender-based violence.

Main activities and results

SOS Children's Villages reached a total of 49,200 people through various activities in the following areas. A summary of our main activities and results.

Food Security & Livelihood

- Provision of vegetable seeds and organic fertiliser for kitchen gardens for 2,100 households (8,400 people).
- Training and coaching on vegetable

production for 2,100 households.

- Providing farming inputs (maize seed and fertiliser) for 2,100 households.
- Distribution of food in kind for 4 months for 2,100 households to save lives and improve the nutritional condition of families and children (food ration in line with the World Food Programme standard).

Protection mainstreaming

- Facilitating child protection meetings x 1 per ward targeting 15 participants per ward (45 people).
- Facilitating child protection meetings at district level for 20 people.
- Conducting a men's forum targeting 270 men.
- Conducting community awareness with 900 people to empower them with regard to their rights.

WASH

- Rehabilitation and protection of 61

water sources – reaching 49,200 people.

- Establishing and strengthening 61 water committees to maintain water points and promote the use of safe drinking water and regulate water use for irrigation and livestock.
- Capacity building of 50 community health volunteers regarding Participatory Health and Hygiene education.
- Awareness raising campaign for 8,210 households (32,840 people) to prevent water-borne diseases and diarrhoea, and promote nutritional awareness and dietary diversity.

Impact

49,200 people have been given access to clean drinking and washing water, and of these 8,400 have also been given access to food, which has helped them bridge a period of crisis.



At the community garden

◀ “The water source didn’t function and the dam was drying due to heat and poor rainfall. The Dutch Relief Alliance supported 200 villagers and 500 cattle, by rehabilitating our water point. Now, it also assists us in watering our nutritional community garden, which is one of our primary sources of food.”
Osthuizen Chirumbwana (42), Secretary of Kotiva Village Committee, Matabeleland North, Zimbabwe

Ngwenya

“Sometimes I crossed the border fence with Botswana in search for water, around midday when villagers had left for the fields. There was also the risk of being raped in the bushes, being beaten or arrested. Since our borehole was rehabilitated, I can now access water close by. The risks of being caught are behind us.” Ngwenya, mother of 6 and foster parent of 3 other children; villager of Bambadzi, a remote Zimbabwean village bordering Botswana. ▼



3.4 ADVOCACY

The SOS worldwide call to action is to provide 'A loving home for every child'. We can significantly increase the impact of our work if we share our knowledge and insights regarding the needs of these vulnerable children and the best way to protect their rights.

As a federation with over 70 years' experience in keeping families together and alternative family-based care for children, SOS Children's Villages is increasingly vocal in the field of the international rights of the child, with representatives at the United Nations in New York and Geneva and the European Union (EU) in Brussels. As a champion of children who run the risk of losing or who have already lost their parental care, we speak out at the regional, national and international levels to defend their rights. Our work also focuses on empowering children and young people, and we promote their participation in decisions that affect their lives.

With the UN Convention on the Rights of the

Child and the UN Guidelines for Alternative Care for Children as our main points of reference, we hold our governments and societies to account for ensuring children's rights are respected and that the specific needs of each child are met. Our work is connected and contributes to the Sustainable Development Goals (SDGs) as established in our federation's International Strategy 2030. In the Netherlands, SOS Children's Villages profiles itself increasingly prominent in the field of humanitarian aid and child development, and recently as a national actor in youth care (Simba Family Care), and a champion of the rights of the child.

3.4.1 ADVOCACY ACTIVITIES IN 2020

A summary of our main activities.

User-friendly version of the UN Resolution - Rights of the child

In 2020, SOS Children's Villages International launched a user-friendly version of the UN Resolution – Rights of the Child (2019) with a focus on children without parental care. This version, aimed at children who have lost their

parental care, has been designed to make the resolution more accessible and ensure that the pledges made by governments become the reality for children and young people. We have widely rolled out the document on our online channels and those of Better Care Network Netherlands, and fellow child rights organisations in the Netherlands.

Unaccompanied Minor Refugees on Greek Islands

At the beginning of 2020, Greece called on EU countries to help take in a small share of the 100,000 refugees in Greece, unaccompanied minors who need extra care that Greece is unable to offer. Children who have to try and survive in appalling conditions on the islands as well as the mainland. SOS Children's Villages, along with over a hundred former and current politicians, aid organisations, scientists, doctors, representatives of churches and mosques, municipalities and public figures jointly issued an appeal to the Dutch government to evacuate all unaccompanied minors from Greek refugee camps. We also actively spoke out via newsletters, posts on social media and appealed to our supporters to sign the petition #500kinderen (#500children)

Webinar: KROS – Youth, Civic Space and the Right to Speak up

In October, SOS Children's Villages, in association with the coalition The Rights of the Child in Development Cooperation (KROS) organised the webinar Youth, Civic Space and the Right to Speak up. The webinar brought together members of political youth organisations in the Netherlands and young people from the programmes in which the KROS organisations work, including Fatema: a participant in an SOS family-strengthening programme. The young people discussed the importance of youth participation, the obstacles that need to be overcome in order to participate and why it is important to be able to speak freely.



Advocating for keeping families together

One of our main objectives is to ensure that decision-makers understand that investments to make the family stronger can prevent children being separated from their parents unnecessarily. We are part of the NGO Committee on UNICEF: a coalition comprising over 60 social organisations that try and convince governments to invest in programmes that make families stronger, in child-protection systems and the meaningful participation of children.

Advocating for quality care

We advocate for quality alternative care in which the interests of the child are key and the actual care system is not the starting point for action.

Supervisory Board member Mariëlle Bruning provided the introduction and Joel Voordewind (ChristenUnie) shared his thoughts on the discussion. Five key takeaways were used as input for the Principles document of the international Youth@Heart forum organised by the Ministry of Foreign Affairs in November 2020.

Volkskrant Opinion Piece

In October 2020, we were co-signatory of an opinion piece in the Volkskrant, which benefited from sector-wide support and in which we called on the Dutch government to keep its word and not cut spending on Development Cooperation to cover the costs of the Covid-19 pandemic.

Minister Kaag Orphanage Tourism Study

Better Care Network Netherlands, in which SOS Children's Villages has a seat in the steering committee, played an active role in establishing the study commissioned by Minister Kaag into orphanage tourism. Lobbying on this theme shifted up a gear in relation to the #stopweeshuistoerisme campaign, written questions from House member Bente Becker and a private member's bill by House member Wybren van Haga in 2018, a hearing in the House of Representatives and a debate with Minister Kaag in 2019, in which she promised a study into orphanage tourism. The study and the government response were published in January 2021.

4

CHAPTER

FUNDRAISING, SUPPORTERS AND COMMUNICATION

Our work is only possible thanks to our supporters: donors, partners and like-minded individuals and organisations. Entering into, developing and maintaining relationships with our supporters constitutes the basis of our fundraising. They entrust us with their gifts. It is therefore up to us to conduct good stewardship. To use these funds carefully and effectively, and to constantly involve our supporters in our work. By informing them about our projects and results – even if they fall short on our expectations, and by inspiring them with stories about the children, young people and families whose lives have been positively impacted due to the help of our partners and donors.





4.1 FUNDRAISING

4.1.1 RESULTS

Despite the pandemic, total income from our fundraising in 2020 demonstrates growth for the sixth successive year. With €29.6 million raised, we have far exceeded the estimate and 6% growth was achieved compared with 2019. Below we provide a concise specification per segment.

Private individuals

During the year in review we welcomed nearly 17,000 new structural donors and 141 child sponsors. The total number of private donors – including major donors, structural donors and single donors – who made a donation in 2020, is 122,700 (103,000 structural). This represents an increase of 3.1% compared with the previous year. They collectively donated an amount of €13 million.

As a result of our personalised and data-driven approach, we were also able to reduce the number of lapsed donors from 15,100 in 2019 to 12,300 in 2020. As a whole

this resulted in growth of our donor database.

Partnerships & Major Donors

We build mutually beneficial relationships with companies and foundations that make a significant lasting impact on vulnerable children worldwide. Many of our partners are experiencing difficulties during the COVID-19 global pandemic and have their own worries about their health and finances. We therefore feel very grateful to have received so many understanding and reassuring messages from both new and long-standing partners commending us for the good work we are doing and pledging their continued support.

The impact of Covid-19 on our activities

Covid-19 has had both positive and negative effects on our fundraising and communication. It resulted in an extraordinary year in which ensuring the well-being of children, young people and families in our programmes was of prime importance. It was also heart-warming to see that our supporters shared this concern. They demonstrated their commitment en masse with (extra) donations and words of support – despite the fact that they may have had to cope with their own challenges.

Extra funds

In terms of institutional fundraising, the pandemic resulted in extra funds for the ongoing humanitarian programmes of the Dutch Relief Alliance (DRA) in Somalia and Zimbabwe – to offer additional Covid-19-related support. And SOS Children's Villages was the lead in a large-scale Covid-19-related acute crisis response in Ethiopia.

Planned activities cancelled

The pandemic and subsequent restrictions meant that various planned activities could not go ahead. This had an impact on our income and visibility. The annual insert in the Dutch daily newspaper Trouw, planned activities with ambassadors and events for and with donors, partners and major donors were cancelled. In addition a number of campaigns were postponed, or cancelled to avoid a possible incorrect interpretation of our message in relation to the rapidly changing developments and social trends.

In our communication we focused on the story of the effect of the pandemic on children and young people in our programmes who shared



their experiences, our (additional) Covid-19-related activities, stories from SOS colleagues in the field about family-based care, education, medical and psychological care, and interviews with diverse experts on these themes.

2021

While this annual report is being written, the consequences for 2021 are still largely unknown. Will an economic crisis follow, which will impact our supporters' available financial resources? What will the virus do? Will we be able to effectively continue our work - with or without restrictions in place? Only time will tell. Meanwhile, we continue our efforts for children, young people and families in vulnerable situations (due to Covid-19) and are grateful for the loyal support of our donors and partners in these efforts.

With the support of our partners we raised € 2 million in 2020, a slight decrease compared with 2019.

Good stewardship is a guiding principle in our contact with major donors: we handle their gifts carefully and effectively, and have regular personal contact to involve them in our work which has resulted in maintaining the same level of income. The financial results of major donors are included in the total fundraising results of private individuals. The total number of major donors that support our mission increased to 125.

Legacies

In 2020, we also received support from those who kindly remembered us in their will. Through their foresight and commitment to our programmes their legacy continues to make a lasting impact to the lives of children. Income from legacies increased from € 3.1 million in 2019 to € 3.7 million in 2020.

**Dutch Postcode Lottery
(Nationale Postcode Loterij)**

In 2020, we again received a contribution of €1.35 million from participants in the Dutch Postcode Lottery. We celebrated the 20th anniversary of our significant partnership in 2020. Thanks to the loyal support of the Dutch Postcode Lottery, which has donated €33.75 million over the years, we have been able to make a difference to the lives of many children and families. We gratefully look forward to our continued partnership.

Our partners and major donors collectively donated €7.5 million in 2020.

Institutional fundraising

Our institutional fundraising efforts related to youth employment and emergency aid also paid off in 2020. With the proposals submitted, over €10 million was raised in new contracts. In 2020, over €8.4 million of this was allocated to project expenditure. One project is planned

to continue in 2021 (€1.6 million).

This great result can largely be attributed to two successful applications submitted via the Dutch Relief Alliance (DRA).

- The acute Desert Locust Crisis Joint Response in Somalia and Ethiopia, with a total value of €4 million for a period of six months. We acted as coordinator of this humanitarian response.
- The acute Covid-19 Crisis Joint Response in Ethiopia, with a total value of €3 million for a period of eight months. We were again the lead.

Although the total contract value of new contracts signed showed a decrease of 40% compared with 2019 – an exceptional year with approval of the continuation of the youth employment project The Next Economy – income remained virtually the same and we closed the year in review 285% above the planned income of €3.5 million.

**4.1.2
INNOVATION**

An increasing number of fundraising and socially engaged organisations are appealing to the donor’s attention and wallet. At the same time a donor does not automatically want to be bound to a charity for a long period of time. People need to be convinced more frequently to remain committed, with transparency being the primary condition.

Interaction with donors is possible via a broad spectrum due to the transformation in technological possibilities. Options for donating are becoming easier and faster: via a mobile phone as well as social media. We make optimal use of all these options and continuously ask ourselves: what does the donor want? What contributes to the ease with which a person donates? How many options do the people who support us want?

Following the first lockdown, the international organisation made budget and time available



to support and accelerate innovation in a number of the federation’s countries, including the Netherlands. The initial result, a product for the corporate market, has been delivered in the first quarter of 2021.

Moreover, in 2020, the KPI dashboards within Fundraising and Finance were widely put into use and further developed. This is a data-based resource, which allows us to quickly obtain effective insight into the progress of results so we can proactively

make adjustments, and to produce well-substantiated management reports.

Privacy

We strictly adhere to the privacy regulations in all our fundraising activities. A ‘General Data Protection (AVG) working group’ was set up specially for this purpose and monitors and advises management on the policy to be implemented. See also Chapter 5.5 Privacy, page 52.

**4.2
SUPPORTERS**

We are extremely grateful that so many people and organisations in the Netherlands want to work with us towards social change for children and young people. Together we can build on a world in which every child and every young person can grow up in safety and with self-respect, love and opportunities. A world in which every child can become their strongest selves.

Our ambassadors and friends



Ahmad Joudeh



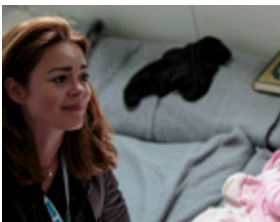
Annemarie van Gaal



Jan Smit



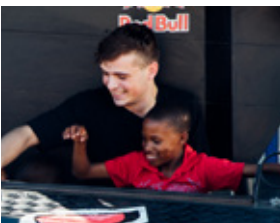
Jochem van Gelder



Kim-Lian van der Meij



Marjan Jonkman



Martin Garrix



Ron Blaauw



Winonah de Jong



Yvonne van Gennip



Our patroness Her Royal Highness Princess Margriet of the Netherlands

From donors and ambassadors to partners, like-minded organisations and experts: with their support, whatever form they take, they contribute to our mission. These relationships are extremely important to us.

4.2.1 OUR DONORS AND VOLUNTEERS

Our donors make our work possible and for that we are very grateful to them. Their support can take the form of a financial contribution, as well as fundraising, including via our Kom in Actie (Take action) platform www.actievoorsos.nl, organising or participating in events and/or by positively promoting our work in their own words in their network.

We also greatly value the help of our office volunteers. For many years Eveline and Mieke have supported our service team every Wednesday by sending letters and welcome packs to new donors and by performing diverse support and administrative tasks. Due to Covid-19 this was unfortunately not possible the past year. We are looking forward to seeing them in the office again soon.

4.2.2 OUR AMBASSADORS AND FRIENDS

Our ambassadors and international friends

are indispensable to our organisation. In 2020, they also worked and used their network and social media channels to promote our work. We are incredibly proud of our long-term, close relationships based on mutual commitment.

Patroness

We are extremely grateful for the loyal support and efforts of our patroness Her Royal Highness Princess Margriet of the Netherlands. *“I have been patroness of SOS Children’s Villages The Netherlands since 1984. I will never forget my first visit to a Children’s Village. It was to the very first Children’s Village in Austria, together with the founder Hermann Gmeiner. What moved me then, and still does today, is the realisation of how necessary and how amazing the work carried out by SOS Children’s Villages is. Children are given a great opportunity to still have a good start in life.” - HRH Princess Margriet, at the opening of the Masterclass we hosted (see page 42)*

4.2.3 OUR PARTNERSHIPS

Paired with our experience in care and prevention, the contribution of our partners and major donors makes a real difference in the lives of children and communities around

the world. We tailor each of our partnerships to support the interests of each partner in order to create alliances that tangibly improve the lives of vulnerable children and families. We form strategic partnerships that contribute to achieving the Sustainable Development Goals, putting children and young people at the center of all our actions. And we help partners deliver impact and support their business’ brand, values, goals and people.

Working together with generous and committed major donors and partners, we make lasting changes that improve children’s lives. Our trusted partners and loyal friends enable us to do good for children around the world.

Partnerships

We are grateful to have so many partners who

are committed to genuine social change for children and young people. Together, we will build a world where every child can grow up in a strong family environment. We cherish the long-term partnerships we have developed with partners such as Action, AkzoNobel, Deutsche Post DHL, Intertrust, Dr. Oetker, Australian, EY VODW, Marriott International, Radisson Hotel Group, 100% NL magazine, De Graaf Giessen BV, Constant IT and IT Donations.

We are also proud and grateful for the new partnerships with BIC World and DHL Express. We always look for ways to make more of an impact together, so the cooperation is truly a partnership with a shared mission in which we can strengthen one another. Together we make a difference.

Dutch Postcode Lottery

Many wonderful social initiatives are made possible by the Dutch Postcode Lottery. For the Dutch Postcode Lottery is one of the largest donors with which we have worked closely for many years. SOS Children’s Villages The Netherlands has been a beneficiary of the Dutch Postcode Lottery since 2000 and we celebrated the 20th anniversary of our cooperation the year of this report.

In 2020, we once again received an annual donation of €1.35 million, for which we are incredibly grateful. This contribution is extremely important, because it is not earmarked: we can use the gift where the need is greatest or where an additional contribution can boost an existing programme. Together we can make a structural difference to the lives of vulnerable children, young



people and families. We regularly inform lottery participants about how their contribution is spent on our projects and programmes that are made possible thanks to the cooperation with the Dutch Postcode Lottery. We use our own communication channels as well as those of the Dutch Postcode Lottery.

We look forward to the successful continuation of our collaboration.



Featured partners

This year we highlight a few of our partnerships, who share our vision and support and promote our work in their own way. Of course, there are also people and organisations that prefer to stay in the background or want to donate anonymously. It goes without saying that we respect their wish. What binds us is the greater purpose: to be jointly involved in a better future for children.



Australian

Australian

In 2020, Australian extended its partnership with SOS Children's Villages The Netherlands. In addition to the organic chocolate bars (Snappers), Australian now also contributes through its Feel Good coffee beans to our worldwide work. For each bag sold, €0.10 goes to SOS Children's Villages. In 2020, this provided an extra donation of €3,100. We are proud of this expansion of our partnership.

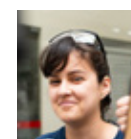


AkzoNobel

In a year like no other, AkzoNobel, a leading paints and coatings company and global partner of SOS Children's Villages, continued to support young people on their path to employability and self-reliance. 2020 marked the partnership extension after the first three successful years of working on the topics of youth employability and the renewal of living spaces. Over the years, we have trained over 4,000 young people with the support of 800 AkzoNobel employees, who volunteered their time, skills and knowledge.

In 2020, activities like training and mentoring shifted to a virtual environment, a great support for young people who are stepping

into the world of work during the pandemic. When possible, we continued improving the SOS facilities through renovation work or paint donations. Each year, the partnership receives great feedback from both young people and AkzoNobel employees.



"In the programme, I was able to open up to people, be myself. I learned to communicate and express myself in a corporate environment." – Amanda, young person from Brazil

"Once again I felt privileged to be able to move out of my comfort zone in favour of something I believe is the only way to reduce our social differences and inequalities: promoting education! Education, knowledge and the tremendous desire to be happy really changes lives." – AkzoNobel volunteer from Brazil

We are extremely grateful for AkzoNobel's commitment to our joint mission to improve youth employability and colour the lives of more children and young people around the world.



BIC®

In 2020, we worked with BIC®; famous for pens and Tipp-ex, among other things. The worldwide family-run business believes in the strength of family and wants to support our important work. During their last Back to School campaign, BIC® actively highlighted the issue of children without a safe home. For each BIC® or Tipp-Ex® product sold the company donated an amount to Simba Family Care in the Netherlands. In total this campaign raised €20,000. We are delighted with this collaboration.



ACTION

Action

To our great delight retail chain Action extended its partnership with SOS Children's Villages for another three years at the beginning of this year. Since 2018, each Action store and distribution centre team sponsors an SOS child or Children's Village. Additionally, all Action offices donate to SOS projects in Europe.

"All Action colleagues are closely involved with the partnership. With every new store opening we can help another child. As Action keeps on growing, so does SOS



Children's Villages." – Hajir Hajji, commercial director Action.



DHL Express

At the end of 2020, we received a fantastic donation from DHL Express. "Our motto is 'Think Global, Act Local'. For this reason we are keen to contribute to a charity that focuses on worldwide problems, but that doesn't forget help is needed within our borders too", DHL Express says. Deutsche Post DHL is already working with SOS Children's Villages International within the youth employability programme Go Teach. There are now plans for a structural partnership in the Netherlands.

Charitable trusts and foundations

We work together with charitable trusts and foundations to achieve our shared goals and help more vulnerable children and families. In 2020, thanks to the support of charitable trusts and foundations, we were able to run many of our vital projects and programmes. For example we took measures to limit the spread of Covid-19, strengthened vulnerable families in Guinea-Bissau and provided emergency aid to Venezuelan refugees in Colombia.

We are very grateful to all charitable trusts and foundations for their generous support in 2020. We would like to specifically thank the Anna Muntz Stichting, Stichting Den Brinker, Stichting Summer Fund, Stichting Weeshuis der Doopsgezinden and Stichting Zonnige Jeugd.

4.2.4 MAJOR DONORS Named Funds

With a Named Fund, donors contribute to the future of children in a highly personal manner. The name of each fund is chosen by the donor. In accordance with the objectives and wishes of the donor, a project is selected with proper consultation regarding on how the donations may be allocated. In 2020, SOS Children's Villages has ten Named Funds, which have supported our global work for many years:

- Casa Catharina and Morelia Fund
- Doris Tuapante Children's Fund
- Urafiki Fund
- Geijssel Africa Education Fund
- Adriana Fund
- Eenhoorn Fund
- Eric Kuster Children Development Fund
- LoGo Fund
- Temminck Groll Fund
- Aldewereld-Staal Fund

Besides the support provided by a Named Fund, there are many donors who support our mission with a major donation. In 2020, we received a major donation from 65 donors and

60 donors provided us with structural support through a periodic agreement. Some of the gifts are earmarked for a specific project, however the donor often opts to leave the choice up to SOS Children's Villages, so the donations can be used where they are needed most.

Legacies

An increasing number of people decided to donate (a part or all of) their legacy to SOS Children's Villages. Because they believe it is important that our work, relating to their ideals of a brighter future for vulnerable children, continue after they passed away. A legacy is a highly personal way of supporting our Mission. For this reason we have a dedicated contact person for testators and people who are considering including SOS Children's Villages in their will. In addition, we have an in-house notarial lawyer who predominantly handles the settlement of the legacy to which SOS Children's Villages is entitled as the heir or legatee. In certain cases we can also be appointed as the executor of the will, which we carry out in close cooperation with [executeursdiensten.nl](https://www.executeursdiensten.nl).

Networks and associations

In recent years, we have developed a close relationship with a number of extraordinary networks.

Vrouwen Bouwen

Vrouwen Bouwen and the Vrouwen Bouwen Young network have worked with boundless enthusiasm for years, to help the children, women and families in our programmes. They usually do this through various fundraising events and campaigns. This year, in relation to Covid-19, they did so through the fundraising video *Vrouwen Bouwen asks for one minute of your time*.

Lions Club Heemstede Bennebroek

With its annual Sterrengala (Gala of the Stars), Lions Club Heemstede Bennebroek

has been raising impressive amounts for Children's Villages for years. The event did not go ahead in 2020, due to Covid-19. However, in association with us, the club published an online magazine, which included an online auction, recipes from Michelin-starred chefs and several stories in which children in our programmes talk about their lives during the Covid-19 crisis.

NMHC/Blue Family Foundation

NMHC/ Blue Family Foundation was founded by Nijmegen hockey club and supports the work of SOS Children's Villages. For members of the club, who call themselves the blue family, as well as for our organisation a strong, loving family serves as the foundation for a bright future. The club raises money for SOS Children's Villages through different activities, including the annual NMHC/Blue Family Gala Dinner.

Families for Families

Families for Families is a network of family-run businesses and families who jointly work for SOS Children's Villages and make a difference to the lives of many children and families. The network supports two projects: N'Djamena Children's Village in Chad and the family-strengthening programme in Gulu, Uganda.

A number of families have been a Families for Families partner for years. We are proud of the loyal support of the Ouborg family, the Lohle family with the Con-Sense Foundation, and former Supervisory Board member Karin Doeksen with her Dux Foundation. At this point we would like to extend a special thanks to the family-run business Royal Fassin, which celebrated its 110th anniversary in 2020, for their loyalty and commitment to the children with their wonderful family-run business and the Wings of Fascination Foundation. We are looking forward to the continuation of our special collaboration.



In Memoriam

Mrs Kuiper warmly supported our organisation since 1986. With her passionate commitment and enthusiasm for our mission she was able to inspire other people to support SOS Children's Villages by naming us as heir in their will. She was the ideal person to play the main role in our legacy campaign video and did so with verve. With her support she touched the lives of many children and continues to do so with her legacy. We are incredibly grateful for her involvement and wish her relatives the love and strength to cope with their loss.

"I have great admiration for the SOS mothers. And I believe education is very important. Personally, I wish I had the chance to study when I was young. Education gives children a future." Mrs Kuiper (14-10-1922 / 22-03-2020)

Casa Catharina and Morelia Fund

Mrs Hoogland-Vinkenburg is one of our loyal donors and has supported us for 15 years this year. She does this by means of a donation agreement and her own Named Fund: Casa Catharina and Morelia, through which she supports the children in SOS Children's Village Morelia in Mexico. Mrs Hoogland-Vinkenburg funded the construction of one of the family houses and now contributes annually to the ongoing costs for the children's food, accommodation and education.

"My first visit to SOS Children's Villages was in 1975, when I visited two villages in India. I was very impressed by the work of SOS Children's Villages. The fact that children grow up in their own environment, with people who are familiar with the culture, the language and the traditions of the country appeals



greatly to me. Children are given every opportunity to become the best they can be."

In addition, Mrs Hoogland-Vinkenburg has included SOS Children's Villages in her will. *"I don't have any children of my own and I would like to continue to contribute to a better life for children who grow up in a difficult situation after I have passed away."*

SOS Expert Network



Bart Jan van Genderen
Former CEO CMI Holding, Member of the DPA Supervisory Board and Board Member of the Bart Foundation



Tineke de Groot
Former TV presenter and documentary maker



Tex Gunning
CEO LeasePlan



Michael Koutstaal
Chief Transformation Officer at Save the Children International



Teun de Nooijer
Principal Consultant Mc. Demott & Bull Europe and Business coach & inspirational speaker



Florentine Ouborg
Commercial Director at Princess Traveller B.V.



Nikki Ouborg
Founder and commercial director of Bourgini



Patrick Ruys
Managing Partner EY VODW

SOS Expert Network

Members of the SOS Expert Network apply their knowledge, network and time to actively provide support in implementing the new strategy and achieving our goals. The members are linked to individuals responsible in the organisation based on their area of expertise.

We extend our thanks to Ton Dietz, former director of the African Studies Centre and emeritus professor at Leiden University, for his many years' commitment to SOS Children's Villages within the SOS Expert Network.

Committee of Recommendation

Hans Eenhoorn (former chair of the Supervisory Board and former Senior Vice President Unilever) and the late Kees van Lede (former chair of VNO NCW and AkzoNobel) linked their names, as members

of the Committee of Recommendation to SOS Children's Villages The Netherlands and promoted our message in their network. Where possible they established contact between our organisation and their network.

4.2.5 INSTITUTIONAL DONORS

SOS Children's Villages leads and is part of a number of major programmes financed by the Ministry of Foreign Affairs and the European Commission. We thank them for their trust in our organisation.

Ministry of Foreign Affairs

We work closely with the Ministry of Foreign Affairs in diverse innovative programmes related to the themes of strengthening families, youth employment, and humanitarian response and emergency aid. In 2020, we were active partners in several areas.

DUTCH RELIEF ALLIANCE

Dutch Relief Alliance (DRA)

An alliance of 14 Dutch aid organisations that are able to respond quickly and effectively to major international crises due to the structure of the DRA. The activities can be better coordinated and achieve a greater impact as a result of the collaboration in humanitarian interventions. The alliance also serves as a knowledge platform.

The following organisations are members: CARE Nederland, Cordaid, Dorcas, Oxfam Novib, Plan International Nederland, Help a Child, Save the Children, SOS Children's Villages The Netherlands, Stichting Vluchteling, Tearfund Nederland, Terre des Hommes, War Child, World Vision and ZOA.

You can read more about our activities in the DRA programmes in Chapter 3.3 Humanitarian response and emergency aid, page 30.

LEAD

In the context of the LEAD (Local Employment in Africa for Development) funding mechanism of the Ministry of Foreign Affairs, four consortia of development organisations implement programmes related to youth employment. SOS Children's Villages The Netherlands, in its capacity as coordinator, implements the successful youth employment programme the Next Economy (running since 2016 - duration of second phase up to 2023). More information about this programme is provided on page 28.

Generation Unlimited

SOS Children's Villages International is a (global board) member in Generation Unlimited initiative. This is a high level, worldwide initiative by UNICEF to make it possible for young people to become productive and engaged members of the community, so they can reach their full

potential. We do this with them: we support young people to become co-creators and to develop their own innovative solutions for the challenges in their lives.

www.generationunlimited.org

Youth at Heart

Millions of young people do not develop the skills they need to be able to escape poverty. In order to address this problem the Dutch government organised the virtual forum Youth at Heart, with Generation Unlimited, with the aim of bringing together international actors and young people and to discuss greater investments in the future of young people. During a round-table discussion, managing director Arian Buurman called on businesses to participate in inclusive youth development by considering young people as potential employees and their employees as valuable mentors. In addition, our programme director Stefan van der Swaluw and Malou van Nieuwkoop from our partner Crosswise Works

talked about the innovative youth employment programme The Next Economy and there was a live link with former participant Deborah. (See also page 28)

Following the Y@H forum, SOS Children's Villages the Netherlands was approached by the Dutch Ministry of Foreign Affairs to reflect on a subsequent event, based on the Youth@ heart principles of the virtual forum.

European Union

The European Union (EU) has financed SOS Children's Villages programmes since 2006. In 2020, as the implementing party of the UN Capital Development Fund and in association with SNV, we entered into a four-year partnership with a value of €20 million, funded by the European Union Emergency Trust Fund (EUTF). A partnership to promote youth employment in the regions of Ashanti and the Western Region in Ghana. Including the large-scale, innovative [GrEEEn project](#). The EU also financed the youth employment

In Memoriam



foto: RuudPosPhotography

We have been deeply affected by the death of Kees van Lede, member of the Committee of Recommendation and former chair of the Advisory Board of SOS Children's Villages The Netherlands. Managing director Arian Buurman:

"Mr Van Lede always demonstrated tremendous dedication to the children and families in our programmes and continued to support the mission and vision of SOS Children's Villages. We are extremely grateful to him for all the time and knowledge he invested in our good cause. We wish his family and loved ones great strength with this terrible loss."

project [No Business as Usual](#).

DG ECHO

DG ECHO is the department at the European Commission that focuses on emergency aid. We are one of the strategic partners. There are periodic assessments, in which the collaboration and activities are evaluated in accordance with a large number of quality criteria. One such evaluation was performed in 2020, and was positive: to our delight the strategic partnership was extended for another seven years. As part of this (framework partnership) agreement we signed a number of commitments that we undertake, such as respect for humanitarian principles.

4.2.6 PARTNERSHIPS AND IMPLEMENTING PARTNERS

SOS Children's Villages is an active member of a number of partnerships, in which we represent the interests of children in vulnerable families and children without parental care, and exchange our knowledge and experience. In addition we work closely with various programme partners in our programmes. We have partnerships with, among others:

Joining Forces

Joining Forces is an alliance of the six largest child-focused international NGOs (SOS Children's Villages, ChildFund Alliance, Plan International, Save the Children International, Terre des Hommes International Federation and World Vision International), working for and with children and young people to secure their rights and end violence against them. There are two lines of action: 'Child Rights Now', which focuses on advocacy aimed at policymakers and research and 'Ending Violence against Children,' focusing on programme work at the national level.

KROS

The Coalition for the Rights of the Child in Development Cooperation is a partnership of

development organisations in the Netherlands: Unicef, Edukans, NJR, Save the Children, Red een Kind, Defence for Children, the Liliane Foundation, Terre des Hommes, Plan Nederland and SOS Children's Villages The Netherlands. We work together on themes such as the Sustainable Development Goals, child protection and youth participation to improve the position of children in developing countries.

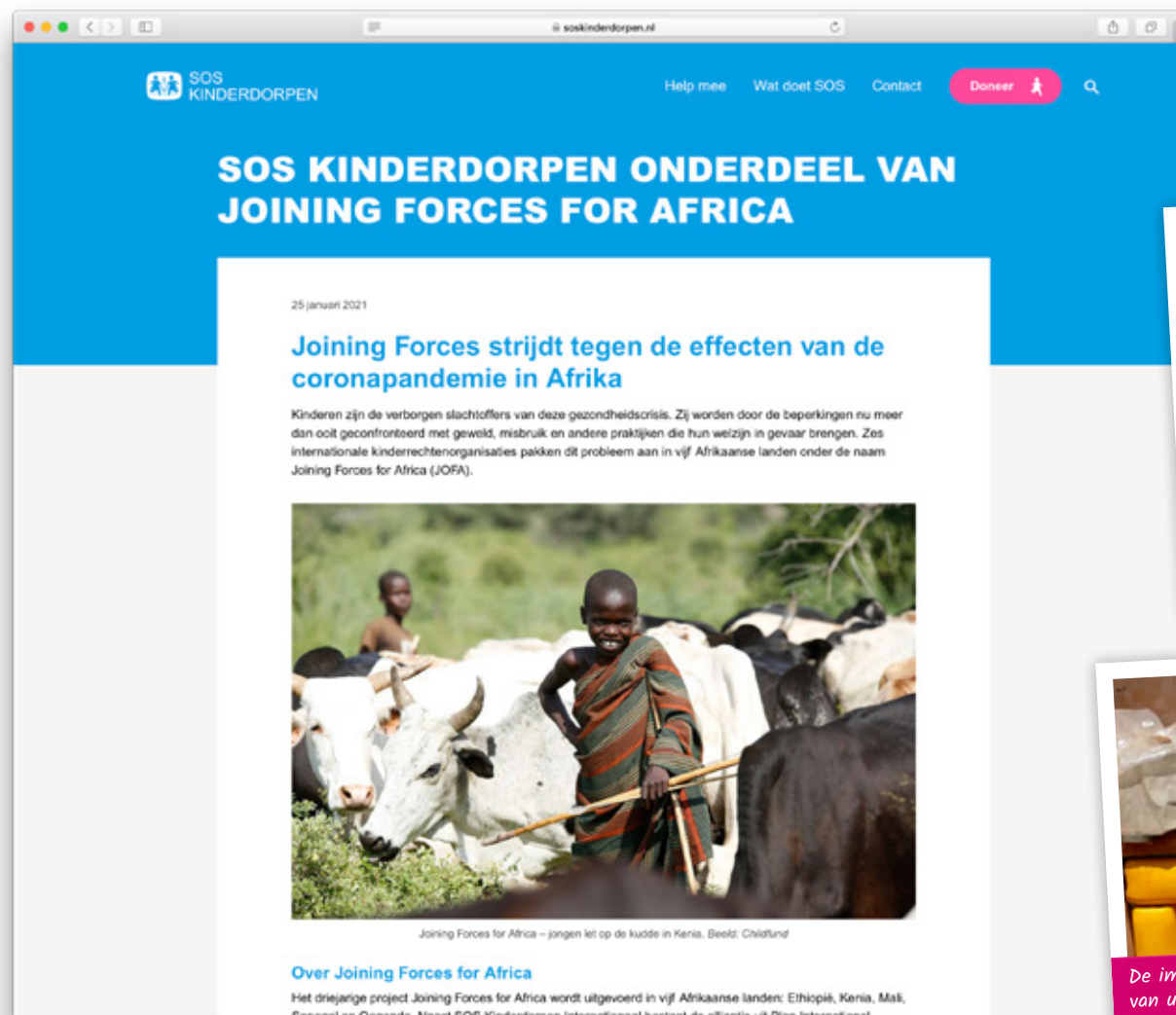
Better Care Network Netherlands

The Better Care Network Netherlands (BCN-N) is a network of organisations and individuals actively involved with children without parental care. Our aim is to improve support for these children by working together. Moreover, we advocate at the regional, national and international level for general, applicable quality criteria.

Local implementing partners

In 2020, we collaborated successfully with a number of local partners. An overview.

- Our local SOS organisations in the countries in which we implement programmes (partly) funded by the Netherlands.
- Crosswise Works: responsible for programme management of The Next Economy II. Via Crosswise Works we also work with the following hubs:
 - Nigeria: FATE foundation (Lagos), Wenvation and Aspihos (Abuja) and Black Innovations (Jos)
 - Mali: Impact Hub Bamako
 - Somalia/Somaliland: Shaqodoon (Hargeisa) and IITE Simad University (Mogadishu)
- African Child Policy Forum – multiple countries
- Central African Republic: CRADEC and Vision et Developpement
- Ethiopia: OWDA
- Ghana: local authority Asokore Mampong Municipal Assembly
- Kenya - Busia: Child Protection Network



and Area Advisory Network

- Malawi: Habitat for Humanity Malawi, Children's Fund of Malawi 'Green Malata' and Young Africa
- Uganda: Child Health and Development Centre, Makerere University and MGLSD, Ministry of Gender, Labour and Social Development

4.3 COMMUNICATION

4.3.1 CONTACT WITH OUR SUPPORTERS

There are several ways in which we keep our supporters informed of the work of SOS

Children's Villages; we share the impact of their gifts and thank donors for their support. The main resources we use are our website and social media channels, personal contact by telephone and during meetings and events, the e-mail newsletter, the (online) SOS Family Magazine, campaigns via diverse channels and our presence in various media.

On the next few pages you will find information about a selection of our main, and special contact moments.

Online Website

Our website is an important medium for communicating the work we do for children, young people and families. In addition to

programme information and results, personal stories from our programmes, the latest news, significant policy frameworks and partner information, the website is an important part of our fundraising efforts.

2020 was the new website's first full year, as it went live at the end of 2019. It was a year in which the focus was on continued optimisation and considerable attention was devoted to search engine optimisation for the website by 'claiming' relevant search words for existing donors and new visitors, and making the online forms more user-friendly.

In 2020, the website attracted 206,891 individual visitors. In quantitative terms, a decrease compared to 2019, but a qualitative

Number of followers on social media	2020	2019	2018
Facebook	30,520 (+ 0.8%)	30,268	29,137
Twitter	4,467 (+ 1.4%)	4,529	4,559
Instagram	3,242 (+ 9%)	2,966	2,698
LinkedIn	1,986 (+ 23%)	1,612	1,220
YouTube	304 (+ 11%)	273	236

improvement. The website seems to attract more people that actually want to know more about us, or to make a contribution. On average a visitor stayed on the website 17 seconds longer than in 2019. More pages were also viewed per visit.

Social media

The figures demonstrate an overall upward trend. In 2021, we are going to implement a more extensive and more intense social media plan, based on the new brand campaign, among other things. With a focus on relevance for each of the different channels and effective alignment of the organic posts (unpaid messages) in relation to our advertisements, website, and other communication activities.

Live TV show

Following publication of the Year In Review 2019, presenter Lex Uiting presented a TV show during which the main results of the Annual report 2019 were discussed and illustrated using videos and images from our programmes. This took place in our office, which was completely empty due to Covid-19, and featured our managing director Arian Buurman. Parts of the video were shared with our supporters by mail and the newsletter.

Masterclass

In honour of the 55th anniversary of SOS Children’s Villages The Netherlands, on 24 November 2020, we organised an online masterclass for our supporters, over 120 of whom participated or watched the broadcast. The opening speech was given by our patroness HRH Princess Margriet, who

shared an extremely personal message. Managing director Arian Buurman and Supervisory Board chair Menno Antal looked back on 55 years of SOS Children’s Villages The Netherlands, developments in our programmes and contemplated the future on the basis of our ambitions. They reflected on unique – personal and other – moments and important results, which we have been able to achieve partly thanks to our supporters. Professor of Child Law at Leiden University and member of our Supervisory Board, Mariëlle Bruning, presented an extremely informative masterclass on the rights of the child based on the UN Convention on the Rights of the Child. It included, for example, the importance of children’s participation and the need to respect their rights. Afterwards, Yita, who grew up in a Children’s Village in Ethiopia and who has now lived in the Netherlands for years, shared her personal life story with us. About what it was like for her to grow up in a Children’s Village and what family means to her.

Watch the online [Masterclass](#).

Lead generation and campaigns

In 2020, our lead generation campaigns resulted in nearly 1,800 new leads. This was well above budget and at the same time at lower costs (€0.84 per lead).

SOS Heroes Challenge

In October 2020, in association with DoenKids, we launched the SOS Heroes Challenge; the successor to the Aan de Bak day, once again focused on after-school daycare (BSO). During October, the campaign month, BSOs

could choose from five challenging activities, including: baking healthy mini tarts, a recycled fashion show and decorating little pots with plasters, to raise money for vulnerable children. Each activity represented the provision of a child’s basic need, respectively: food, clothing and medical care. Unfortunately, due to Covid-19 fewer BSOs participated than in previous years. The money raised was still around €8,000.

Family campaigns

In addition we launched a number of campaigns aimed at lead generation, with the propositions of ‘family recipes’ and ‘the family quiz’.

On Facebook we focused on people who do not yet know SOS Children’s Villages, but who are open to themes related to family. We try and bind them to us as donors by engaging in discussion with them and assessing their commitment to our organisation and mission – by, for example, monitoring their behaviour on the website. A process that involves lots of measurement tests.

SOS Escape Game

On 15 May, World Family Day, SOS Children’s Villages launched the online escape game sosescapegame.nl. Our idea was to offer Dutch families a fun and

challenging activity, something to do at home during the lockdown. The Kien study (see box on page 43), which we commissioned, revealed that half of the Dutch children aged between six and 15, and a fifth of their parents felt bored more often because they spent more time at home due to the Covid-19 crisis. The game involved participants solving all kinds of puzzles and brainteasers, through which they gradually became familiar with our organisation’s work. Our ambassadors Kim-Lian van der Meij and Ron Blaauw both played a major role in the game.





Kien study: 8 out of 10 Dutch families enjoy spending more time together

During the Covid-19 crisis, SOS Children's Villages highlighted the importance of a safe and loving family for children worldwide, because we know how important family is, especially in times of uncertainty. This is why we wanted to obtain an insight into how Dutch families and children were coping with the situation in which they found themselves (working from home, home schooling, social distancing etc.). The aim of the study was to bridge the gap between the impact of Covid-19 in the Netherlands and elsewhere in the world. [The study](#) was published on 15 May.

The results were positive in spite of the challenging situation. It revealed that 80% of both children and their parents enjoyed the extra time they spent together at home due to the Covid-19 crisis.

We also wanted to obtain an insight into the potential differences between children and parents concerning the way in which they viewed the Covid-19 crisis in developing countries. Is it something they think about and are worried about? And is there a willingness to offer support to those children and families, now that things at home might also be more difficult?

'Share your family love' Christmas campaign

Christmas is a time when many people celebrate with their family. Last year, this was not possible for lots of families due to Covid-19. So, we created an online campaign with the help of social influencers calling for people to: Share your family love. The influencers started the campaign by sharing fun, personal videos in which they told a particular family member why he and/or she is so important to them, in an entertaining, loving way. Afterwards they called on their followers to do the same. We reached 300,000 young people through the campaign.

Faces of the Central African Republic

Successful programme campaign on our Facebook channel, and that of one of the partners, to attract visitors to the online

exhibition [Faces of the Central African Republic](#) by the DRA Joint Response. It resulted in 10,288 visits by a total of 9,520 unique visitors, who spent an average of three minutes on the photo exhibition page.

Face-to-Face

Face-2-Face (F2F) fundraising; door-to-door donor recruitment, on the streets and during events, still represents an important source of income for our organisation.

We experienced a great shock when the first lockdown in March meant that F2F donor recruitment was no longer allowed. For us, because achieving the target number of new donors was jeopardised, but also for the agencies we work with - due to the loss of business. Fortunately, this fear appeared to be unfounded. After the lockdown there was a huge drive to catch up on the backlog and this continued to serve as an incentive for the rest of the year. And the people we approached also recognised the need for support. During the year in review we welcomed nearly 15,500 (10% more than estimated) new donors.

When recruiting donors Face-2-Face on the doorstep RIVM (National Institute for Public Health and the Environment) measures are continuously followed in order to guarantee everyone's safety. The F2F guidelines are coordinated with the sectoral organisation Goede Doelen Nederland and a separate Covid-19 monitor was established to continuously gauge the public's attitude regarding F2F. The sense of unity also created the opportunity to make improved service levels with our agencies, including better training for the donor recruiters. This ultimately also benefited the qualitative result.

DRTV

In 2020, we ran a DRTV campaign in February, March and (briefly) in July. In the commercial 5-year-old Mia and her little sister

Efi play the main roles; they were growing up in the care of their grandmother at the time. The campaign also featured on the website, where we also involve people in how the little girls are doing now.

In 2020, the whole campaign resulted in a total of 12,000 individual text messages. With the subsequent telephone contact and contact via the website we were able to bind 628 donors to us. We also raised €42,700 in donations.

Post, e-mail, print and telephone

During the year we approached our donors using a number of channels and in varying frequencies – whether or not to request an additional donation. During all these contact moments we identify the channel that is best suited to the donor, so it is as effective as possible. We do this via personal telephone conversations and using:

- The (online) SOS Family magazine, which is sent electronically or by post twice a year;
- Monthly e-mail newsletters;
- The annual report and online annual review;
- Direct mails;
- Project proposals and reports.

During the year in review we communicated even more actively with our donors. Not only to highlight the difficult circumstances of the children in our programmes, but also to encourage our supporters during this trying time. Here is a selection of the Covid-19-related communication to the different segments.

- Cards/thank you notes were sent out at different times;
- A special mailing devoted to Covid-19 aid, which received a very high response. Followed by a message to express our thanks and to demonstrate the impact of the support.
- In the various major daily newspapers and

IN DEZE FAMILIE WORDT **GELACHEN** EN **GEHULD** **ONTDEKT** EN **BEWONDERD** **GELEERD** EN **GELUMMELD** **GEDANST** EN **GEVOCHTEN** **GELIEFD** EN **GELEDEN** **GESPROKEN** EN **GEZONGEN** **GETROOST** EN **GEFEEST** IN DEZE FAMILIE WORDT VAN ELKAAR GEHOUDEN IN DEZE FAMILIE ZIJN WIJ **THUIS**

Het corona-virus zet de wereld op z'n kop. Een onzekere tijd, ook voor kinderen. Alles is anders. Kinderen hebben de steun van hun familie nu meer nodig dan ooit.

SOS Kinderdorpen weet als geen ander hoe belangrijk familie is in onzekere tijden. Al meer dan 70 jaar bieden wij een veilig thuis voor kwetsbare kinderen die er alleen voor staan. Wereldwijd hebben kinderen en collega's het nu zwaar. Wij doen er alles aan om de gezondheid en veiligheid van de kinderen, jongeren en medewerkers in al onze programma's te waarborgen. Zij kunnen op ons rekenen. En daarom is uw steun zo belangrijk. Samen slaan we ons hier doorheen.

Ook bij u thuis staat veiligheid en bescherming voorop. We zijn aangewezen op elkaar. Leren, werken, praten, huilen, balen en lachen met elkaar. We proberen de rust te bewaren en de moed er in te houden. Samen. Dat is iets om trots op te zijn. Hang daarom deze poster op in huis. Om te laten zien dat je er voor elkaar bent als familie. In 'gewone' en ook in hele rare tijden, zoals nu. Want familie is je basis, altijd, voor elk kind.

www.soskinderdorpen.nl



Our familie poster

our magazine we had our Family poster printed, for people to hang up at home or near the front door.

- In the autumn, the mailing with a donation request was repeated with an update on the Covid-19 situation in our focus countries. Feedback on the additional support that we have been able to provide to children and families in our programme thanks to our donors was also included in our Family magazine and newsletters.
- We actively enquired about the ups and downs experienced by our donors. In November, we launched the Thank-a-ton, our thank you marathon, in which we called and reached 3,150 donors. These telephone conversations were aimed at thanking our donors, but also provided the opportunity for a personal conversation. These conversations were highly appreciated.

Questions, complaints and compliments

Donor questions, complaints and compliments are received by telephone, e-mail, post and social media, and are handled as quickly as possible by, respectively, the service team and social media team. Our guideline is to respond within 24 hours. A written response must be provided within three days and the complaint must be resolved within 15 days. Our target is also to convert a complaint into a 9+ experience: a positive experience of the contact. The complaints procedure (in accordance with the Netherlands Fundraising Regulator guidelines (CBF)), which establishes the procedure for handling complaints, naturally serves as the guiding principle. It can be consulted on our [website](http://www.soskinderdorpen.nl).

In 2020, 271 complaints were registered in the donor database. This is an increase compared with 2019 (229). The largest increase was in the media category (from 24 to 33) and donor recruitment (from 97 to 122).

The increase in the media category can be attributed to greater visibility in the media, thanks to the DRTV during Covid-19. The increase in the donor recruitment category can be attributed to the need to recruit as many new donors as possible during the months when this was permitted. It led to a peak in activities and thus an increase in complaints.

Currently, the number of complaints via social media is still not registered, because it is not compatible with our complaints registration system. The use of social media is on the rise and the number of complaints originating from this channel is increasing accordingly. An estimate of the number of complaints is on average three a week, depending on the number of ongoing visible campaigns such as F2F donor recruitment and TV presence. The effective registration of complaints made via social media is on the agenda for 2021.

4.3.2 CRISIS COMMUNICATION

Sadly, being a worldwide organisation, SOS Children's Villages also has to deal with crises. Therefore, we have a policy for crisis communication. Within the organisation a number of people are appointed using a fixed protocol, who can act directly in the event of a crisis.

Possible crises are divided into two categories:

- Crises related to actual events in and around the Children's Villages worldwide: such as disasters, wars, incidents that have a direct impact on the daily operations of the Children's Villages, the children and their families.
- Crises involving the our organisation due to internal or external parties. See also Chapter 4 Integrity, page 51.

An important aspect of crisis communication concerns who we contact, and how we communicate: by telephone, by e-mail, in a project update or in the annual report. Where possible, and agreed, we do this on a one-to-one basis. At all times we take into account the privacy of those involved and do not provide information at child or individual level.

See also chapter 7.4 VUCA World, page 63 .

Brand awareness

We work with PanelWizard (part of Kien Onderzoek) to measure aided and spontaneous brand awareness. In 2020:

- Spontaneous brand awareness was on average 1% (target 1.5%), the same as in 2019;

- Aided brand awareness fell slightly to 67% (target 75%).

To measure the free publicity value achieved we work with Monalyse. In 2020, we achieved a value of €815,600, which meant we were not able to reach our target (€3 million).



5

CHAPTER

ORGANISATION, TRANSPARENCY AND ACCOUNTABILITY

SOS Children's Villages is the largest non-governmental organisation in the world focused on supporting children and young people without parental care or who run the risk of losing it. It was founded in 1949, by Hermann Gmeiner. He believed that a loving family and a safe home is essential for a child's physical, mental and emotional development. Especially for a damaged child. That was over 70 years ago, and today, our programmes are continuously developed and expanded as a result of the knowledge and experience we have acquired over time. There is and always will be one constant: the interests and the protection of the child are paramount.



5.1 INTERNATIONAL ORGANISATION

SOS Children's Villages the Netherlands is part of SOS Children's Villages International: a worldwide federation comprising 118 member associations active in 137 countries and territories. They all work based on the same mission and vision, and contribute to the international objectives. Of all the SOS organisations, eighteen are Promoting and Supporting Associations (PSAs), which are responsible for 90% of fundraising for all the international programmes. A large number of these organisations, including us, also run programmes in their own country.

International Senate

We are one of the eight fundraising SOS organisations that may designate a

Supervisory Board member, Philip van Verschuer, to the Senate of SOS Children's Villages International. The Senate convenes several times a year and has various functions, including formulating policy amendments and recording procedural guidelines.

It takes decisions on all strategic issues involved in the federation and is the regulator of SOS Children's Villages International. Besides the fundraising SOS organisations, ten National Associations also have a seat in the Senate. Senate members are appointed for four years.

General Assembly

The General Assembly, which convenes once every four years, is the federation's main decision-making body. Each SOS organisation has the right to participate and vote

during the SOS Children's Villages International General Assembly. The Assembly elects the President and Vice-President, as well as members of the International Senate, every four years.

Mandates and tasks

Furthermore, when the General Assembly convenes:

- Various decisions by the Senate are ratified;
- Decisions are taken regarding the articles of association;
- The organisations' four-year plans and corresponding financial reports are submitted for approval;
- The policy and future activities of the organisation are established.

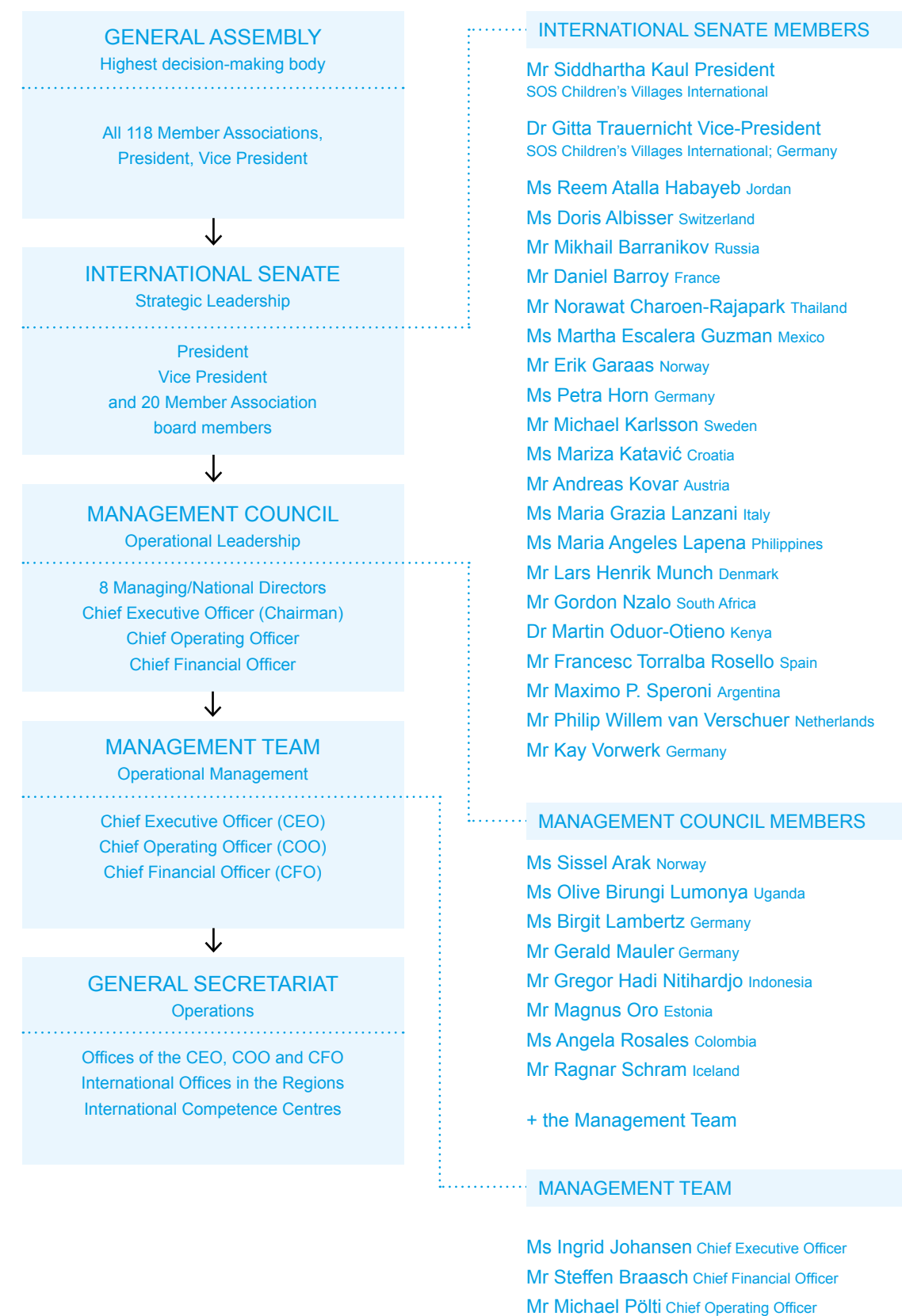
In relation the Covid-19 crisis, the 2020 General Assembly has been postponed until a date in 2021, which has not yet been determined.

5.2 SOS CHILDREN'S VILLAGES

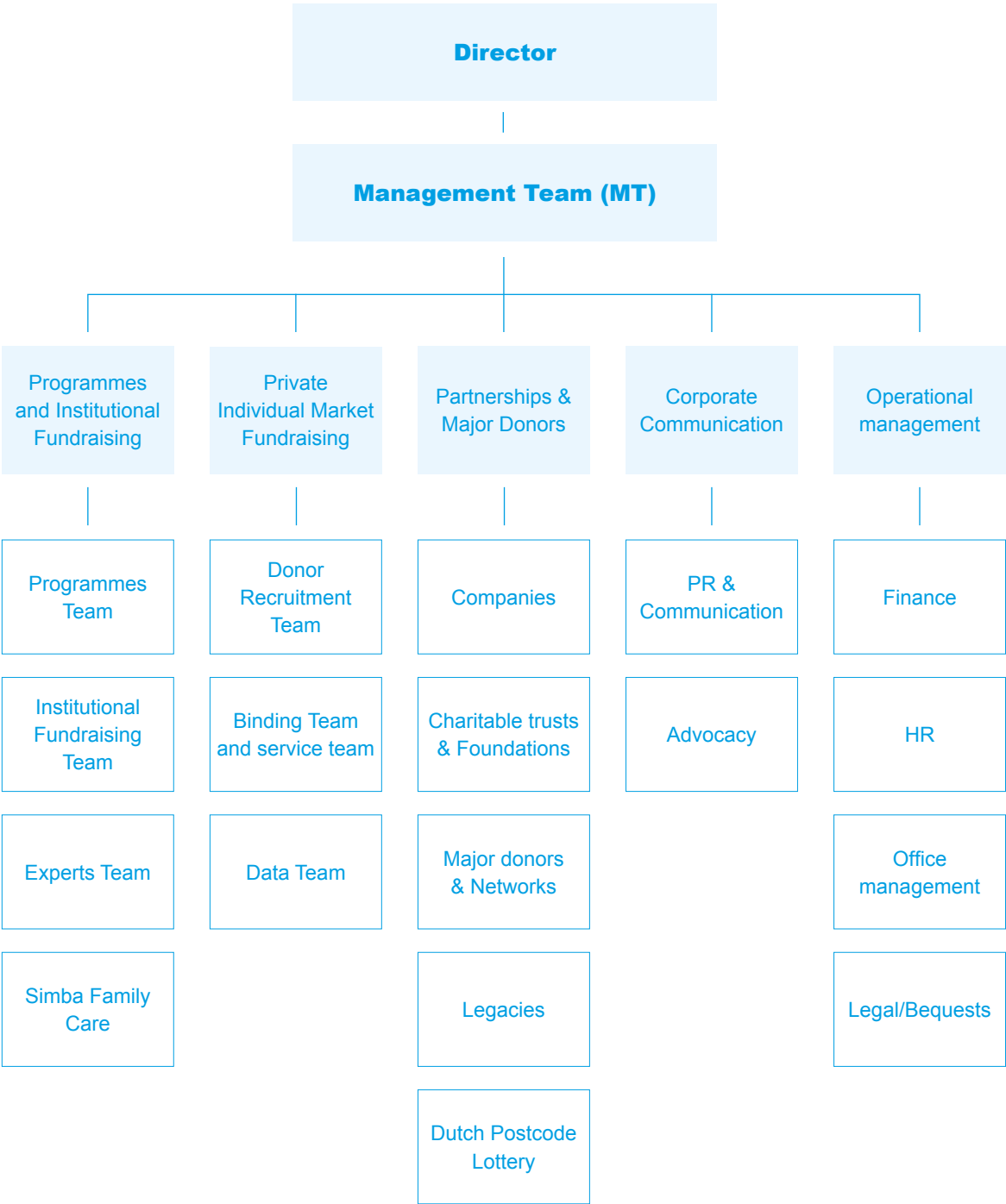
Stichting Nederlandse Vrienden der SOS Kinderdorpen (The Dutch Friends Association of SOS Children's Villages The Netherlands) in Amsterdam was founded on 24 November 1955 by Ms Yvonne Meyer – Praxmarer. Under her motto: 'Nobody can help everyone, but everyone can help someone' she provided information and presentations to raise money.

In November 2020, the organisation celebrated its 55th anniversary. An anniversary that we are not celebrating, but will use during the coming year to highlight our work and our goal to ensure many more children have the chance to develop and succeed in life. And, at the moment, with the Covid-19 crisis and all its consequences, this is desperately needed.

Statute of SOS Children's Villages International



5.2.1
ORGANISATIONAL CHART



5.2.2
INTERNAL ORGANISATION

Our supporters believe in our work. They trust us. It is thanks to this belief and trust that we can give so many children and families worldwide a better life. And that is something we cherish. This is why our organisation does its utmost to operate in a way that is as professional, results-oriented and transparent as possible. At the lowest possible cost. Because, the lower the costs, the more children, young people and families we can help.

Strong organisation

Our 2021-2024 strategy involves intensifying the 2017-2020 strategy. In order to achieve the established goals our organisation must be Fit for the Future: future-oriented, professional and resilient.

In 2020, we took significant steps in providing structure: internal processes have been refined and made more professional across the board.

- A new job classification system with job profiles and a corresponding transparent, benchmarked salary structure has been set up in collaboration with the consultants of Korn Ferry, who worked pro bono. The job classification system also provides an insight into career paths.
- The job profiles have been included in the HR cycle, so that roles and responsibilities can be discussed and fulfilled through a continuous dialogue between the employee and manager.
- The core team of the 'We are SOS' cultural project involved in many virtual meetings during the past year and made significant progress on the pillars of Purpose, Strategy, Culture, People, Leadership and the Way of Working. In 2021, the core team will finalise the results. We remain in constant dialogue with the core team and as an organisation to create an agreeable, open working atmosphere based on our core values:

passionate, enterprising, professional and cooperative, in which the knowledge and experience of our professionals come into their own. Based on the results of the process, we can create a resilient and result-oriented organisation that is agile and can quickly anticipate developments around us. A learning organisation that is Fit for the Future.

For 2021, the task of increasing the professionalism of our employee journey is on the agenda, in which our aim is to focus more on talent development. HR policy is going to concentrate on flexible working and future-oriented methods of cooperation.

Personnel Policy

The mission, vision, core values and strategy serve as the guiding principle for what we are, what we stand for, what we want to achieve, how we will do that and what is important to us. One significant strategic point is Fit For the Future: an organisation ready for the future. This involves the question of how the organisation is structured, as well as how our people feel, treat each other, how they feel connected to the organisation and last but not

least, derive satisfaction from their work. The strength of the organisation comes from the people who work here. We also believe it is important that people can develop and that their talents are used. This is why we provide scope for Personal Development plans, which not only incorporate personal development and training but also individual targets and team contributions. We aim to achieve these through, for example:

- Insight Discovery Profiles; a detailed personal report that provides an insight into the personal preferred styles of communication and work, and that also signals blind spots. A customised discussion of the report takes place with a consultant and employees are provided with tools to use the profile as a resource in talent development. By producing a 'team wheel' – an overview of the discovery profiles in a single team – an insight is obtained into the diversity, strengths and possible points for development within the team. The Insights Discovery profile is anchored in the HR cycle.
- Affording feedback and evaluations a clear role in The Way of Working: by providing

The impact of Covid-19 on our organisation

The lockdown and all the corresponding restrictions have brought considerable challenges. Challenges we have been able to cope with and that have demonstrated the resilience and flexibility of our staff.

Temporarily working from home has now become the new normal, in which the balance of work and private life and psychological well-being are closely monitored by HR and the MT. After a few initial hiccups, we have gotten used to online meetings and remote management and collaboration now all runs smoothly. The Covid-19 crisis has made us realise how much we value seeing each other in person.

As a result of the pandemic, we were forced to stop travelling to programme locations, since we did not think it was responsible to take the risk. The digital collaboration that we engaged in instead with our colleagues in our partner countries is tricky at times, but has not proved impossible.

continuous, constructive feedback, and by evaluating projects and processes staff can respectively advance the organisation and themselves.

- By making the employee the 'manager of his/her career path': the employee is given and seizes opportunities to develop, whether or not in his/her area of expertise.
- The 'I-talent' talent development system, which was updated in 2020 to make it more user-friendly, and now offers a greater facilitating capacity to promote dialogue and development.

In addition, in 2020, a fleet review session calibrated the quality of our personnel and provided greater insight into the fit between personnel requirements and our available workforce.

Personnel and remuneration

The average number of FTEs in 2020 was 46.32. At the end of 2020, 57 employees worked in the office.

- 50 women and 7 men – respectively 88% and 12%.
- Full-time: 20 (35%) employees, part-time: 37 (65%) employees.

All the jobs in our organisation are classified according to the Korn Ferry's Hay system. This is one of the many methods used to value positions in financial terms worldwide. Employee salaries at SOS Children's Villages are classified at Q1 level, which means that 75% of employers in the Netherlands pay more for a similar job. No loans, advances or guarantees are provided. Employees are not eligible for a bonus either. The director's salary complies with the VFI norm (see Chapter 5.2.3, page 49).

Staff representation

The staff representatives (PVT) convene four times a year. The representation comprises at least three staff members, preferably from

different departments. The PVT contributes to the optimal functioning of the organisation in all its objectives and stands for the organisation: it represents employees in the interest of the organisation.

In 2020, the PVT held talks with the managing director, HR and head of operations on four occasions. Besides fixed topics related to HR, operations - finances and communication, in 2020, discussions also devoted considerable attention to the well-being of employees and the working from home situation in relation to Covid-19, which stressed the importance of confidence (daring to speak out), providing a sympathetic ear and clear communication.

Furthermore, the PVT held talks with the chair and HR – committee of the Supervisory Board on two occasions. These talks concerned, for example, our roles, communication between the organisation and the Supervisory Board and between the teams, the results, the culture and the Covid-19 situation. It was agreed that from now on, a meeting between the Supervisory Board and the PVT should be scheduled at least once a year.

Internal monitoring

We monitor and evaluate the results of all our activities based on specific targets that we have established in advance. They are specified in our 2021-2024 strategy and in our annual plans, including specific Key Performance Indicators (KPIs). The indicators crop up again in the quarterly evaluations and are discussed by the MT, supervisors and employees. This enables any necessary adjustments to be carried out in a timely fashion. The HR and Audit committee of the Supervisory Board also receive a quarterly report.

Absence due to illness

In 2020, absence due to illness was 5.9%, above the national average of 4.7%, but lower than in 2019 (7.8%). Long-term and medical

– non-work-related – absence due to illness constituted the basis of this figure. In addition, a number of colleagues had Covid-19.

In 2020, all managers and team coordinators followed a 'Grip on Absence Due to Illness' training course. The tools are being applied in practice. There is regular coordination with the employee, supervisor, HR and the occupational health and safety service (Arbodienst). Throughout the year, several people suffering from long-term illness fully recovered due to gradual rehabilitation.

Furthermore, we follow our absence due to illness policy: we carefully monitor notifications of illness, provide advice and training related to recognising and coping with different types of absence due to illness, and we try and recognise the signs, so we can take preventive action in a timely manner.

Well-being and working from home

Working from home due to the pandemic has been a challenge. The psychological well-being of our employees has been a constant point of concern for HR and the MT throughout the crisis, with the work-life balance an important, additional focal point. During the first lockdown, a survey was used to obtain feedback from the employees.

Recommendations were subsequently translated into a working from home policy.

- A one-off working from home allowance was allocated, to enable employees to create a suitable home workspace.
- The office has been designed in accordance with National Institute for Public Health and the Environment (RIVM) guidelines and occupational health and safety service (ARBO) rules, in order to facilitate employees with limited working from home options.
- The theme of vitality was constantly highlighted using handy and fun tips & tricks – such as "walk and talk" meetings, steering in terms of output, and by acknowledging and expressing appreciation for the efforts

made using activities aimed at giving employees a boost.

- An online workplace was created in which employees can easily stay in touch in a fun way and campaigns such as the plank challenge and Movember: walking 55 km for SOS, were embraced.

Working from home and employees' psychological well-being is still currently a point of concern.



Staff turnover

Staff turnover at 14.3% shows a sharp decrease compared with 2019 (26%).

This is partly thanks to:

- The establishment of a standard programme within the employee journey for onboarding as well as offboarding. It means that feedback from the trial period interviews is followed up more effectively and an exit interview is conducted with every employee leaving the organisation. In addition, it is possible to provide the



Worldwide at least one billion children experience violence, causing long-term and costly emotional, social and economic consequences.

Source: WHO, 2020

5.3 INTEGRITY

5.3.1 CHILD SAFEGUARDING

As a worldwide organisation that works with children who have lost or risk losing their parental care, we see far too many cases of child abuse and neglect.

Child abuse is widespread and persistent, is exacerbated by poverty and in some cases is legitimised by harmful cultural practices such as corporal punishment. Abuse is a taboo subject in many cultures, which means that many violations are not reported. And, unfortunately, it is part of the life of many of the 220 million children worldwide, who have lost their parental care or run the risk of doing so: our target group.

We work in accordance with the UN Convention on the Rights of the Child and the UN Guidelines for the Alternative Care of Children.

[Our child safeguarding commitments](#)

Protecting children is at the heart of what we do. This has long been a part of our organisation's DNA. Our greatest responsibility is to safeguard the children and young people in our programmes from harm, and we remain ever-vigilant to improve our policies and practices.

organisation with feedback in a written format;

- The cultural project, in which major steps have been taken in strengthening the organisational culture, devoting attention to people and the way of working.

For 2021, making the employee journey more professional is a point of action, in order to continue the decrease in staff turnover.

5.2.3 MANAGEMENT

Arian Buurman has been managing director (MD) of SOS Children's Villages The Netherlands since 2019. The MD is appointed by the Supervisory Board to which she is

accountable. She bears ultimate responsibility and works closely with the management team (MT). The director's tasks are defined in the management regulations.

The MD leads the organisation and represents SOS Children's Villages The Netherlands externally. She is supported in this task by the MT consisting of the Operational, Corporate Communication, Fundraising related to Private Individuals, Partnerships & Major Donors and Programmes managers (see the organisational chart on page 47).

Current matters are discussed during the MT meetings. Financial reports are compiled

every month. In addition, the various MT managers report every quarter on the progress of their department with regard to the KPIs. Every year, the MD together with the MT establishes the new annual plan, based on the results achieved and expected developments in the market and in the field. In 2020, she established the 2021-2024 strategy.

Besides her work for SOS Children's Villages The Netherlands, Arian Buurman is a member of the Supervisory Board of the DetailResultgroep (up to and including Jan. 2021) and Mediahuis NV.

[Director's remuneration](#)

In 2020, Arian Buurman's gross salary

amounted to €117,607 (based on 37.5 hours and including holiday pay).

The SOS Children's Villages The Netherlands' managing director salary is determined and assessed using the 'Remuneration scheme for directors of charities for management and supervisory boards of 2011', as compiled by the sectoral association VFI and last updated in November 2020, and is classified as scale H at a maximum gross annual salary of €125,011. Her salary thus falls within the norm. Bonuses, loans or advances are not provided. The employment terms and conditions for the position of director have been established within the frameworks of the Code for Good Governance.

- We create a safe environment for children in all our programmes.
- We do not tolerate any abusive behaviour towards children, whether intentional or inadvertent, anywhere in our sphere of influence. We act proportionately with regard to any violation.
- We promote child protection in the communities where we work.

Guiding principles in protecting children and young people are the Code of Conduct, the *SOS Care Promise* (see also Chapter 1.5 Guiding frameworks, page 9) and the *SOS Child Protection Policy: Child safety is everybody's business*. All SOS organisations have translated this policy into a national plan, including guidelines on how to safeguard and monitor it. The policy focuses on four key areas: awareness, prevention, reporting and reacting.

The SOS Code of Conduct and Child Protection Policy can be found on our website: www.soskinderdorpen.nl/over-sos-kinderdorpen/kind-veiligheid. This

and other SOS policy documents and publications, can also be consulted on our international website: www.soschildrensvillages.org/publications/policies.

Submitting a report

By establishing the Child Protection Policy we actively encourage children, SOS employees, employees of partners and people from the community to use one of the following options to report possible illegalities:

- Each national SOS organisation, just like SOS Children's Villages The Netherlands has a child safeguarding focal person and a child safeguarding team, to which you can turn.
- Every SOS programme, including the Dutch Simba Family Care pilot programme, has a designated child safeguarding focal person.
- There are child-friendly 'complaint boxes' in which reports can be posted anonymously at locations in which we operate.
- Our international website has included a whistleblower channel, which children and

those involved can use to safely and anonymously report abuse www.sos-childrensvillages.org/report-a-child-safety-concern. Including a child-friendly version, available in six languages: English, Spanish, French, Arabic, Russian and German.

- At the international level you can also express your concerns via child-protection@sos-kd.org.

Child Safeguarding Annual Report

To truly deliver on our child safeguarding commitments, we have learned that we have to be open about how we are doing and work towards creating an environment – both within our programmes and in communities around the world – where people feel free to raise concerns.

One way we have fostered an environment of openness is through our Child Safeguarding Annual Report, which we make available publicly on our international website: www.sos-childrensvillages.org/safeguard-children. The report reflects our efforts to understand



There is never an excuse for harming children

The consequences of Covid-19 on children's safety

Lockdown measures resulting from the Covid-19 pandemic can expose children to a whole range of risks. When it comes to violence, a number of factors are likely to result in an increased risk for children. Including increased tension in the home, extra stress factors for caregivers, economic insecurity, job losses or a disruption of the family's livelihood and social isolation.¹ These are known risk factors related to domestic violence. Children may also be more

likely to witness partner violence. During the crisis, identifying children at risk in structural terms is a greater challenge since many adults who would normally recognise signs of abuse, such as teachers, childcare workers, coaches, family members and members of the community and welfare workers for children and families, no longer have regular contact with the children.

Children without parental or

family care are extremely vulnerable under the current circumstances. In most countries there is a lack of accurate and reliable figures on the number and characteristics of these children. The risk of being exposed to or infected by the virus in densely-packed environments is high, since it is difficult to respect physical distancing and due to the lack of other basic sanitary facilities.

For children in orphanages a lack of capacity and resources

or measures imposed by the authorities mean that such facilities are soon closed. Many children are sent back to their original communities, without being prepared or supported, without their safety being monitored.² Closing facilities to outsiders is likely to result in limited monitoring, which could lead to an increased risk of neglect and violence.

^{1,2} <https://data.unicef.org/topic/child-protection/covid-19/>

child safeguarding risks and the steps we are taking to improve our existing practice and mitigate these risks. It provides data on critical safeguarding incidents, including deaths of children in our programmes and child-on-child incidents. The report also describes how we are establishing a culture in which our staff and partners feel free to come forward to report concerns.

Every incident is one too many and we will not rest until we have taken every possible measure to curb all forms of abuse of and violence towards children and young people using preventive mechanisms and incorporating a moral learning process in our methodology.

Important developments in 2020

- All reports of child safeguarding incidents within the federation are registered anonymously and in a (more or less) real-time reporting system. The system is used to register incidents in the following

categories:

- Child safeguarding incidents (adult-on-child and child-on-child)
- Incidents involving sexual intimidation (staff-on-staff)
- Sexual exploitation and coercion incidents against adults in the community (staff-on-external adult)
- In 2020, we included the e-learning course (launched in 2017) on child safeguarding reporting and response procedures as a fixed and compulsory component of the onboarding programme for new employees.
- At the end of 2019, the e-learning course on child safeguarding investigation was followed mid-2020 by 397 employees in 61 countries, in all seven regions and completed by 281 employees.
- In 2020, the entire organisation in the Netherlands conducted an integrity-risk inventory. As a result we are moving towards a preventive approach to child

safeguarding risk management.

- The federation published two policy documents in January 2020 to offer youth aid professionals support and guidance:
 - The SOS Parent User Guide, which sets out the professional requirements for SOS parents;
 - The Youth Development User Guide, which provides guidelines related to care for, working with and supporting young people.
- Another important element of our efforts to improve has been the Independent Child Safeguarding Review, a project that started in 2017. We retained the services of the expert international organisation Keeping Children Safe to conduct the review, which focuses on understanding past cases and the circumstances that contributed to the occurrence of child abuse, with the ultimate

goal of helping the organisation to reduce risks in programmes today and in the future. At the time of writing this report, the review has been concluded and presented to the SOS Senate. More on page 63.

Keeping Children Safe Network

SOS Children's Villages International is a member of the 'Keeping Children Safe' (KCS) network; an international child protection organisation that developed the 'International Child Safeguarding Standards'. In 2017 SOS Children's Villages was awarded the KCS 'Level 1' certification, we are currently in the process of recertification. Our Child Protection Policy is monitored annually using an internal study, based on, for example, the following criteria: the policy in practice, compliance by staff and risk assessment.



5.3.2 INTEGRITY POLICY

International

In all its activities SOS Children's Villages imposes strict requirements related to openness, transparency and integrity. We adopt the following SOS Children's Villages International guidelines for integrity:

- 'Good Management and Accountability Quality Standards' – the guidelines related to planning, monitoring, reporting and communicating, anti-fraud and corruption and the protection of data and assets.
- Anti-fraud and anti-corruption guideline – supplementary guidelines for tackling fraud and corruption.
- Child protection policy: Child safety is everybody's business – the basis of our approach (see page 49 in Chapter 5.3.1 Child safeguarding).
- Our Code of Conduct.
- Sexual Misconduct Regulations – international policy to prevent and protect against sexual intimidation, aggression, violence, exploitation and abuse, if situations such as these arise within the federation.

Within SOS Children's Villages International there is an Integrity and compliance network.

1. Local management is responsible for integrity and compliance within the local office concerned.
2. The local integrity and compliance staff member supports employees, local management and the Supervisory Board.
3. The regional integrity and compliance staff member supports the regional office and the local integrity and compliance staff member.
4. The Integrity, Compliance and Legal department at the international office supports the three previous layers and provides everyone with resources and advice.

In addition there is an international, online whistleblower channel for reporting possible integrity violations. This is an additional channel, for both internal and external individuals. Our employees can also use it, in addition to submitting an internal report.

In the Annual Corruption Case Report of SOS Children's Villages International, available at www.sos-childrensvillages.org/integrity-and-compliance (under: We promise), we provide an insight into the reports submitted and the actions and measures we have taken.

In the Netherlands

In 2020, the following activities were undertaken to further develop the integrity policy and make it part of the HR policy.

- The Integrity Action Plan by the charities sector was used by an external integrity adviser to adapt the HR policy and Integrity policy. This resulted in an addendum to our Code of Conduct, in which the correct approach to the three areas of integrity violations: Interpersonal violations, Financial violations, Abuse of power, are described in greater detail.
 - Separate guidelines apply to the Simba Family Care project, established in a Simba Family Care Code of Conduct, and a Simba Family Care reporting procedure was set up.
- The recruitment and selection policy and reference policy have been fine-tuned. In the job vacancy descriptions we refer to the Child Protection Policy and Code of Conduct as standard. Everyone: from a potential colleague, consultant and volunteer to a photographer, and people who have to travel to our projects:
 - Must be able to present a recent Certificate of Good Conduct (VOG). The VOG is designed as a resolute condition;
 - Signs the Code of Conduct.
- The reference policy has been expanded in association with partners in the DRA and the Inter Agency Misconduct Scheme has been implemented. This means that we must request any potential candidate in the Netherlands as well as the countries in which we operate to provide references in a pre-defined manner. Including written confirmation from an integrity coordinator/ HR adviser from a previous job, stating that the person concerned has not been involved in any misconduct.
- The Partos Integrity training course is a fixed component of our onboarding process. All new colleagues followed this training course in 2020.
- An integrity team was put together at the end of 2020, with several focal persons from the organisation, so the topic is a shared responsibility of the organisation and MT. It meets on a monthly basis and integrity and child safeguarding is placed on the MT agenda once a quarter.
- An internal and external confidential counsellor has been appointed.
- The external integrity adviser has handed over his role as integrity coordinator to the HR adviser.
- During the year, attention was repeatedly devoted to moral judgement forming and recognising underlying power structures and power balances, including practical discussion sessions. Basic rules on moral judgement forming in MT decisions were subsequently drafted.
- Risk analyses were compiled and performed by all teams using the integrity policy and existing procedures. These are safeguarded through monitoring by the integrity team and an inventory is performed every six months. See also Chapter 5.6 Policy, Finances and Risk Management, page 52.

In 2020, no internal and/or external reports of integrity violations were received in the Netherlands.



5.4 ACCREDITATION AND (QUALITY) GUIDELINES

SOS Children's Villages The Netherlands is a member of Goede Doelen Nederland and adheres to its Code of Conduct when fundraising. The code relates to the basic values of a charity: respect, openness, trustworthiness and quality.

We are also a member of Partos, the Dutch sectoral association for international cooperation.



Netherlands Fundraising Regulator (CBF) recognition

The CBF regulates Accredited Charities and assesses whether they satisfy the quality requirements. Our operational management complies with the Code for Good Governance, in accordance with the guidelines of Goede Doelen Nederland. The code relates to:

- Governing charities;
- Supervision;
- Accountability;
- Good relations with all important supporters of the charity – including: donors, volunteers, partners, beneficiaries.

We have been CBF accredited since 1998. Our accreditation passport can be viewed on [cbf.nl](https://www.cbf.nl).



Public Benefit Organisation (ANBI)

The Stichting Nederlandse Vrienden der SOS Kinderdorpen is a Public Benefit Organisation (ANBI). This means we satisfy the requirements imposed on charities by the Dutch Tax and Customs Administration. This provides tax benefits for donors as well as our organisation. A donor and/or company can donate and benefit from a tax advantage and we do not have to pay tax on donations or legacies.

5.5 PRIVACY

We process privacy-sensitive information, personal data, of our supporters and employees. In some cases we do so in collaboration with other organisations or companies. We do this so we can optimally assist our donors and stakeholders and achieve our targets.

We believe it is extremely important that personal data is handled with care. We process and secure personal data with the utmost vigilance. Our privacy and cookie policy complies with current legislation, including the General Data Protection Regulation (EU) 2016/679.

This means that we:

- Specify the reasons why we process personal data;
- Limit the collection of personal data to the personal data needed for the purpose for which they are processed;
- First ask for explicit permission to process personal data in situations in which authorisation is required from the person concerned;
- Do not pass on data to third parties, unless this is necessary to be able to provide the requested service or when we are legally obliged to do so;
- Make sure that when we share data it is not used for other purposes;
- Take suitable technical and organisational security measures to protect personal data and demand the same from parties that process personal data on our behalf;
- Respect your right to consult, correct, rectify or delete your personal data.

In the privacy statement on our website: <https://www.soskinderdorpen.nl/privacy-statement/> we explain in more detail why and how we process personal data.

5.6 POLICY, FINANCES AND RISK MANAGEMENT

Expenditure accountability

Donors, partners, institutions, authorities and volunteers entrust us with their gift, in cash or in kind. We are responsible for:

- Investing as much of this money as possible on our organisation's objectives;
- Ensuring this money reaches its destination as quickly as possible;
- Guaranteeing the legality of our expenditures.

At the same time, investments in fundraising are necessary to raise more money. We strive for an expenditure percentage (expenditure on objective/total income) of around 80%. This percentage can fluctuate depending on multiple factors; such as the development of our income, the development of the costs of our new programmes and the amount spent on new programmes.

In 2020, the percentage of expenditure on our objectives compared with income amounted to 82.2%. More details are provided in the Financial Report, on page 66.

By reporting on our expenditure in a clear and transparent manner, we account for the policy implemented related to our programmes abroad and our national activities. The costs involved in programmes for which we are responsible are determined annually in a budget cycle using submitted project proposals. The desired amount we formally approve annually is determined on the basis of the budgets.

Guidelines for expenditure accountability

Various guidelines have been compiled within the federation to which every SOS organisation must adhere.

1. The 'Good Management and Accountability Quality Standards' – the guidelines related to planning, monitoring, reporting and communicating, anti-fraud and corruption and the protection of data and assets.
2. The Anti-fraud and Anti-corruption guideline that supplements this Standard.

Both SOS Children's Villages International and SOS Children's Villages The Netherlands continuously implement strict monitoring of compliance with these guidelines to guarantee the legality of the expenditure. Deviations are reported immediately and if necessary, measures are taken to prevent any repetition.

Investment policy

We deliberately opt not to invest the money available to us because we believe we cannot take any investment risks with the money we receive from our donors. See also the explanation related to the balance sheet in Chapter 8, Financial Report, on page 82.

Financial supervision

The financial management of SOS Children's Villages The Netherlands and the international organisation is carefully supervised using an internal system for the financial administration as well as an annual audit performed by external accountants. Our accountant BDO also performs a periodic evaluation of the level of internal control by the international office and an annual evaluation of the financial management of SOS Children's Villages The Netherlands.

Just like all the other SOS organisations we have close, frequent contact with the international office with regard to the financial state of affairs related to the programmes. We get access to the finances, receive accountant reports and project reports and can check invoices and through-payments of donations.

The Supervisory Board supervises our finances internally. For this purpose an Audit Committee has been appointed that regularly consults with management and the head of operations.

Risk management

Risks and impact assessment and evaluation

Our multi-year plan includes an inventory of the risks that we must take into account in our work and as an organisation. The likelihood and impact of the identified risks are mapped out as comprehensively as possible in a risk register, with the corresponding control measures. It enables us to respond in an alert and proactive manner to potential risks, to monitor any weaknesses in a timely fashion and to make adjustments to minimise any risk of damage.

Risk management features on the management team's agenda twice a year. This involves an extensive assessment, in which known and potential new risks are discussed and recorded in the risk register. Currently, identified risks exist in the following areas: financial, fiscal, fundraising, reputation, ICT and programme implementation. Here is a selection of points on which we have identified risks including a number of our measures to prevent these risks or minimise them.

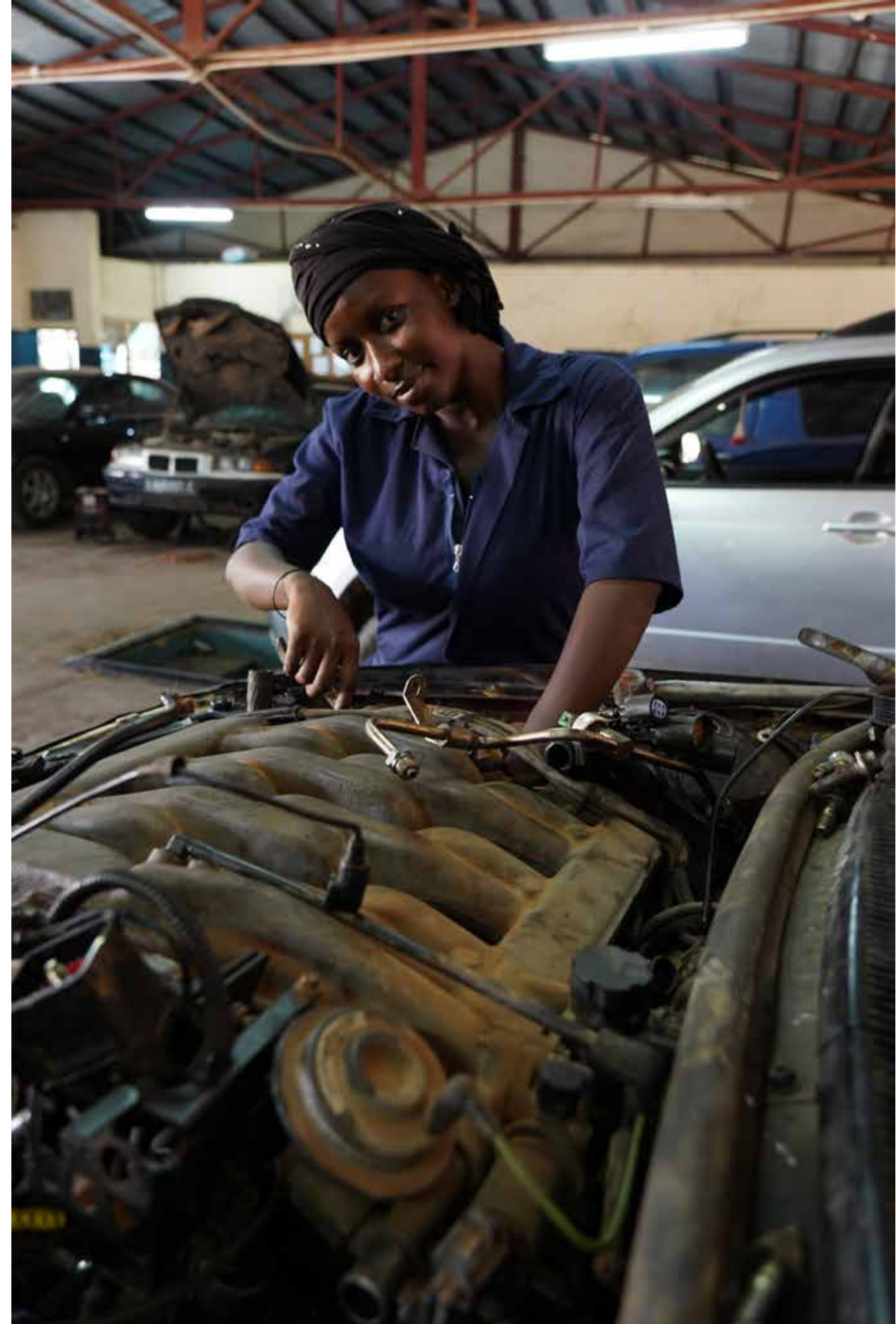
Child safeguarding – Children must be protected. Creating awareness about child protection and preventing child abuse is integrated in our work in various guidelines and reporting procedures. The impact of non-compliance is considered high. Various measures are taken to prevent and detect inappropriate behaviour. SOS Children's Villages is a member of the Keeping Children Safe network and is subject to an annual audit for this purpose. Detailed information about our policy regarding integrity and child safeguarding can be found in Chapter 5.3, on page 49.

Employee safety – The safety of (local) employees who travel to risky regions must be guaranteed. The impact if safety cannot be ensured is high. In 2019, the safety policy was reviewed and refined. As a result of the global pandemic, since March 2020 travel by employees and external colleagues was halted at the request of SOS Children's Villages, unless there was no other alternative. In 2020, this meant that travel only took place to perform mandatory evaluations of a number of programmes, in which local expertise is used as much as possible. The following is mandatory when travelling:

- It is compulsory for all employees who have to visit SOS projects as part of their job, to follow a safety training course and complete a proof of life form, which is kept in the office safe.
- The crisis management team has followed a simulation training course.
- An external party has been enlisted, which supports us with its expertise in a safety situation.

Financial – SOS Children's Villages The Netherlands has several methods to overcome the risk of fluctuating income and the consequences thereof, for the continuity of the programmes. Due to the measures taken, the remaining impact of these risks are considered low.

- We continuously monitor income and expenditure and respond immediately to any changes. In 2020, at the beginning of the global pandemic, a number of scenarios were elaborated, to assess the impact of decreasing income and discuss corrective measures. During the remainder of 2020, intense monitoring took place of income development, which included an assessment of whether corrective measures were needed.
- We ensure financial risks can be controlled by adopting a policy of income distribution. Income is obtained via multiple sources: private donors, business partners,





charitable trusts and foundations, the Dutch Postcode Lottery, private institutional donors and governments.

- Our reserve policy ensures we can cope with a possible temporary decrease in income.
- With regard to all our commitments and payments we verify the correct authorisations and signing limits, in which there is always proper separation of duties; the so-called four-eyes principle.
- We work in volatile countries and territories with moving exchange rates. To mitigate the exchange rate risk we work with the treasury department of SOS Children's Villages International, who

manages the exchange rate with currency hedges and prudent budget rates.

Operational – At the operational level there are risks in countries where we partially or fully fund and implement programmes as well as at the office in the Netherlands.

- We map out the risks involved in each new project in a risk matrix and take measures to ensure a low impact of the risks.
- We continuously examine the processes, tools and monitoring to safeguard quality and the implementation of projects in accordance with policy. We play an active role with regard to national associations – enter into strategic partnerships, give

training courses on location and have established reporting guidelines.

- We have a separate risk analysis and mitigation for our Dutch Simba Family Care programme. We have also entered into partnerships with known partners in youth care.
- Guidelines, process descriptions and transfer documents have been compiled to safeguard knowledge within the Dutch organisation.
- We use KPIs to help steer at management level. In mid-January 2020, we launched the Management Information System and further automation in the organisation, which means we are able to continuously

monitor KPIs.

- In terms of compliance and the General Data Protection Regulation we have compiled processor contracts and IT management has been entrusted to a professional organisation. In addition we have an external party that supports us to embed the GDPR.

Personnel and partners – To ensure low impact on personnel and partner risk we are vigilant when recruiting personnel. We are also selective in our partnerships and conclude unambiguous contracts with all our partners. Our integrity policy serves as the guideline in this regard. See page 51.

- In order to reduce staff turnover and absence due to illness, we perform periodic analyses of the underlying reasons, design clear work processes to safeguard knowledge and there is an implementation plan for internal communication.

Growth of our income – To be able to guarantee the continuity and distribution of our programmes and reduce impact of reduction of income in a donor segment, we continuously seek new innovative ways and sources of fundraising.

- Compiling a digital roadmap: tools for more effective use of digital support in the entire primary process.
- We have an Innovation Coordinator who is responsible for the innovation of existing channels and developing new acquisition channels.
- We keep an eye on market developments and identifying potential new business cases.
- We continuously develop the website and optimal use of online and social media channels.

Communication – We believe that transparency is an important tool for managing risks and reducing impact hereof. Therefore, we communicate in an open and honest manner about our work.

- To communicate in an unambiguous manner about our work, we have a corporate story, clear brand positioning that was developed in 2020 and an improved integral communication strategy, to be launched in 2021.
- There is a crisis communication plan ready to be implemented in the event of negative publicity or a crisis situation. A number of people in the organisation have been appointed to the Crisis Communication Team and work according to an established protocol. In addition we have an external party that can support us.

6

CHAPTER

SUPERVISORY BOARD REPORT

The task of the SOS Children's Villages The Netherlands Supervisory Board, in accordance with Article 11 of the Articles of Association, is to supervise management policy and the general state of affairs in the foundation. In fulfilling their task the members of the Supervisory Board focus on the interests of the foundation. The Board also serves as a sparring partner for the managing director and the management team.

6.1 SEPARATION OF SUPERVISION, GOVERNANCE AND EXECUTION

SOS Children's Villages is characterised by an independent structure with its own management: managing director (MD) Arian Buurman. Our organisation is governed in accordance with the Code for Good Governance, the so-called Wijffels Code aimed at fundraising organisations. This means, for example, that the daily management of the organisation and the supervision thereof are separate. The supervisory task is the responsibility of the Supervisory Board (RvT).

- The RvT is the highest body of the Stichting Nederlandse Vrienden der SOS Kinderdorpen and is responsible for supervising management's policy and the general state of affairs.
- The separation of the supervisory task and governance is formally established in the articles of association and elaborated in the management regulations.
- This means that management is responsible for the day-to-day operations and bears ultimate responsibility for implementing the Foundation's policy plan and activities. The Supervisory Board appoints the MD and supervises her actions.

6.2 COMPOSITION AND TERM OF OFFICE

The RvT chooses its own members and in doing so strives for a balance between competencies, disciplines, expertise and the ratio of men/women. Appointments are made based on a majority of votes. Members are appointed for four years and can be re-elected once for another four years. Members are appointed based on a majority of votes. They

are elected for a period of four years and may be re-elected once. Members of the RvT selflessly apply their knowledge and experience. In addition to their supervisory task, they open the door for our organisation to companies and private individuals, and actively work for our cause on a regular basis.

6.3 COOPERATION AND MAIN TASKS

Our organisation attaches great importance to open and committed cooperation between the MD and the RvT. During meetings, the MD informs the Supervisory Board members about the main developments in the organisation and keeps them up to date with regard to the implementation of the annual plan. So that the RvT can assess the results in relation to the policy and monitor progress. This is achieved using content-related and financial quarterly reports. The managing director presents the framework for the new annual plan to the RvT in the autumn.

The Supervisory Board's tasks can be summarised as follows

- Appointing and supervising the managing director and the general state of affairs within the organisation.
- Reflecting on the long-term vision, the strategy of the organisation and approving them.
- Assessing and approving annual and multi-year plans.
- Assessing and approving spending proposals and the budget.
- Establishing the annual accounts.
- Verifying achievement of the objectives and that fundraising and business operations are efficient.

The RvT has set up a number of committees in order to enhance the supervisory task: the Audit, HR, Fundraising and Simba Family Care committees. These committees discuss

matters in more detail and subsequently put them forward for approval to the full RvT. If the RvT has any questions regarding policy implementation, these are discussed with the MD. The RvT may also put forward suggestions with regard to policy amendments. The RvT evaluates its performance and that of the managing director on an annual basis.

Agenda points 2020

In 2020, the Supervisory Board convened six times in an ordinary meeting.

Besides discussing developments in the organisation and the market, HR, progress made in the implementation of plans and budgets/targets for 2020, spending proposals and the progress of programmes funded by the Netherlands and the Dutch Simba Family Care programme, the main topics in 2020 were:

- The integrity policy
- The safety policy
- Update on the *We are SOS* cultural project
- Covid-19 – campaigns and income and the well-being of employees in the organisation
- Fundraising in general
- Presentation of the fine-tuned brand strategy
- Job classification system, job profiles and salary structure
- The 2021-2024 strategy
- Programme output via the Project Information Management System
- Integral communication strategy
- Annual plans 2021
- Simba Family Care next steps
- Competencies of the Supervisory Board and the director
- Update from the federation

In addition, the Audit Committee convened six times, the HR Committee five times, the Fundraising Committee twice and the Simba Family Care Committee twice for consultation. The Audit Committee also convened twice in consultation with the staff representatives.

In 2020, the Supervisory Board comprised



**Menno
Antal**

Supervisory Board **Chair and member of the HR, Audit and Fundraising Committee**
Position **informal investor**
Secondary position **Supervising director of Action and Egeria, Board Member of Delft University Fund**
Appointed **September 2015**



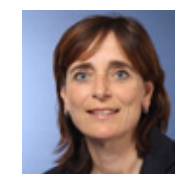
**Philip
van Verschuer**

Supervisory Board **Member and Member of the International Senate of SOS Children's Villages International**
Position **Consultant at LOYENS & LOEFF N.V.**
Secondary position **Board Member of diverse foundations focusing on nature conservation and providing individual emergency aid**
Appointed **January 2018**



**Mariëlle
Bruning**

Supervisory Board **Member and member of the Simba Family Care Committee**
Position **Professor of Child Law**
Secondary position **Deputy Judge at Amsterdam Court, Member of the Stichting de Thuisbasis Supervisory Board, Member of the Leiden University's Academic Integrity Committee**
Appointed **July 2018**



**Maurien
Wetselaar**

Supervisory Board **Member and Member of the HR and Fundraising Committee**
Position **Supporter of Vrouwen Bouwen Network**
Secondary position **Chair of Stichting Boschuyzen, Chair of Stichting Fundatie Vrijvrouwe van Renswoude, Board Member of the Benares School Foundation, Coordinator of Stichting Leergeld Wassenaar**
Appointed **September 2019**



**Martijn
van der Zee**

Supervisory Board **Member and Member of the Fundraising Committee**
Position **Chief Digital Officer Rituals**
Appointed **September 2019**



**Bart
Blommers**

Supervisory Board **Member and Member of the Audit Committee**
Position **Management Consultant Egon Zehnder**
Appointed **February 2020**



6.4 EVALUATION OF ITS PERFORMANCE

The Supervisory Board held a performance review of its activities for the Annual Report 2020. It was conducted in accordance with the Wijffels Code - using a questionnaire and an assessment interview on the subject. The topics discussed included:

1. The composition and responsibilities of the Supervisory Board;
2. The effectiveness of meetings and information provision;
3. The performance of the committees and individuals;
4. The Supervisory Board's relationship with management and the organisation.

The evaluation

In general, Supervisory Board members are satisfied with its performance and the way in which management facilitates it. The Board's diverse composition means that it feels all major areas of expertise are well covered. The Supervisory Board expresses its appreciation of the transparent and dynamic method of communication adopted by the managing director and the broader

management team. Information provision by the MD, in document form as well as verbally, is considered open and positive. Written information provided is extensive, it could be more compact. The different committees – Audit, HR, Fundraising and Simba Family Care – facilitate a more substantive discussion of sub-areas. As a whole, feedback provided by the committees to the Board generally runs efficiently.

The Board does see several points for improvement.

- Besides the necessary attention to the diverse governance topics, in the future, Supervisory Board members also need to discuss the projects in a more substantive manner.
- The Supervisory Board considers that it would also be good to perform an evaluation of management as a whole on a periodic basis.
- The Board has concluded that the Supervisory Board should also be included briefly during Zoom meetings.
- Post-Covid-19, more time should be spent together.

WORD BY MENNO ANTAL - SUPERVISORY BOARD CHAIR

Covid-19 has increased the necessity of our work

'Africa will be hit hardest by the Covid-19 pandemic' was the headline on the SOS Children's Villages website at the end of March 2020. This was also the trend in the national media. However, the consequences of Covid-19 on the African continent does not only concern the number of people killed by the virus, but the impact on the lives and the future of these people. Of the children, young people and families that SOS Children's Villages focuses on.

For example, education in many countries is not geared towards home schooling. This is due to a lack of access to online education as well as a lack of materials and space - from books, laptops and radios to a place to study. It means a delay in the development of many children, many of whom were already at a disadvantage. In addition, there are many vulnerable families. Families already living in poverty, families in which grandparents have taken over the children's care, families whereby the knowledge of and need for hygiene is lacking or is not a priority. When people have to choose between a loaf of bread and a bar of soap, they logically choose the bread. Many people live from hand to mouth. If they cannot work, the direct consequence is that there is no food on the table. And how do you keep your distance when you live on top of one another in a slum?

More people received support

It is in fact the aftermath of Covid-19 that causes the most concern and hits children and families the hardest. The food insecurity, the economic consequences of not being able to work, the impact on

family structures means children are at greater risk of being abused, neglected or abandoned. The need for our work has therefore increased in the past year. More children, young people and families need support to overcome the Covid-19 crisis.

Looking at the activities of SOS Children's Villages this past year, in which we supported and implemented large projects - as described in this annual report, I am relieved to conclude that we were able to realise the 'support more people' objective and help a large number of children, young people and parents/caregivers (176,500 people) with support from the Netherlands

Commitment of colleagues and supporters

In addition to the unconditional commitment of our colleagues in the field and the strength of the worldwide organisation, this has been made possible by the loyal support of our donors and partners, and the efforts of the Dutch team. The Board is very grateful to all our supporters who - in spite of possible concerns of their own - have freed up extra funds for the children and families, or have been willing to enter into a partnership at this time. This demonstrates their commitment and understanding of the urgency.

Immediately after the lockdown came into effect, the Supervisory Board and the organisation drew up various scenarios of what might happen. In the end, the impact in financial terms was limited. This has allowed us to fully continue our activities, while adapting to the restrictions and needs resulting from Covid-19. I am also

impressed by the performance and flexibility of the Dutch team. Despite the challenges of working from home and personal family situations, they managed to achieve all their targets. The various experiences gained are important learning points, which we can take forward after Covid-19.

Transparency and trust

Just before this report went to press, the results of independent investigations, initiated by SOS Children's Villages, in the field of child safety and integrity were released. It is our responsibility to regularly check how our protocols are functioning. These investigations revealed that violations have taken place in the protection of children, and that in others corruption and fraud have taken place. This affects the core of SOS Children's Villages. We, as SOS Children's Villages, acknowledged the findings, immediately communicated openly about them and the first steps have been taken to further tighten policies. An independent special committee will follow up on the conclusions and recommendations. With the greatest possible priority, improvements to the child safety policy will be initiated and implemented.

With the support of the Board, SOS Children's Villages will continue to work in a transparent manner in order to restore trust in our work, while continuously including our supporters in the actions undertaken. In the coming years, we will continue to realise our ambition to collectively support more children and young people, within strengthened families and in safety, on their way to a bright future.

OUTLOOK

In this annual report you can read about what we achieved in 2020, thanks to our supporters. A year in which we once again did our utmost to help as many children, young people and families as possible, despite the pandemic. We are also keen to look to the future; here's a glance at our (worldwide) objectives and ambitions for the coming period. In which we include our experiences, lessons learned and worldwide developments.

7.1 STRATEGY 2030

In the Strategy 2030, SOS Children's Villages International outlines the federation's focus: our vision of the desired situation of children without parental care or children in vulnerable families, and the strategies for achieving these objectives and ambitions.

In the Strategy 2030 the priority is to build on the successful path that began seven decades ago. We want to increase the social impact of our work and highlight the importance of our work even more effectively by mobilising people and organisations worldwide to collectively provide a safe and loving family for every child.

Sustainable Development Goals

Reaching more children is consistent with the SDGs. In order to achieve these goals, children – especially the most vulnerable and difficult to reach 'invisible' children – must take priority. This is the focus of our Strategy 2030.

We have two main objectives:

- 1. More preventive programmes** – we can help more children by shifting our focus to more (family-strengthening) preventive programmes. In accordance with the UN Guidelines for the Alternative Care of Children.
- 2. Overhauling family-based care** – divided into two components:
 - More effective integration of the Children's Village in and with the surrounding area.
 - Greater focus on family reintegration with the family of origin, if the family still exists and if it is in the best interests of the child. During the period up to 2030, SOS Children's Villages International is also focusing strategically on the seven work areas, as illustrated in the flower.

7.2 2021-2024 STRATEGY

Our 2021-2024 strategy builds on the 2017-2020 strategy and is in line with the international Strategy 2030 and the UN Guidelines for the Alternative Care of Children.

Our ambition over the next four years is to reach even more children and young people who have lost or risk losing their parental care. We aim to achieve this using the following three core objectives.

- 1. Greater impact** – applying the UN Guidelines we will focus on the systematic transition of alternative care to prevention, to strengthening families. Combined with the expansion of our family-based care programmes, our active commitment to support young people in their growth to become self-reliant young adults through sustainable youth employment programmes, and by sharing knowledge and insights, speaking out at the regional, national and international level and giving children a voice, we can reach more children, young people and families and make a real difference to their lives.
- 2. More euros** – we can help more people with increased funds. We aim to achieve this by focusing on, for example: innovation, enhancing our digital and data-driven approach to donors, retaining and intensifying our existing relationships and collaborations, and tapping into new relationships with major donors and more institutional funds.
- 3. Fit for the Future** – we must be Fit for the Future to enable our organisation to fulfil its ambitions. Our goal is to be a resilient and results-oriented organisation where it is enjoyable to work. This translates into our actions: our way of working and communicating, and in our self: our employees' well-being and opportunities for growth. Our



organisations' aim to become and remain a resilient and result-oriented organisation is everyone's responsibility. An organisation that focuses on quality, (data-driven) results and transparency, which is open to innovation and improvement. An organisation that occupies a strong and

unambiguous position, which stands out from the crowd. And an organisation that nurtures its employees, devotes attention to talent development and in which people can inspire each other and derive pleasure from their work in a good, healthy working atmosphere.

After all, Fit for the Future means that we can make a difference to the lives of more children, young people and families today, and in the future.



7.3 DEVELOPMENTS AND FOCAL POINTS

7.3.1 PROGRAMMES

Humanitarian aid and emergency response

The increasing number of humanitarian disasters and armed conflicts in the world has

intensified the pressure on international aid organisations. Institutional donors and actors such as the Dutch government, European Union and the United Nations are increasingly focusing, through the Sustainable Development Goals and the Grand Bargain, on, for example, localisation, cooperation, innovation, prevention and accountability. We support these developments; our activities have already focused on these aspects for varying periods of time.

- **Localisation:** we have a unique and long-term presence in 137 countries and territories worldwide, locally led and with local employees. Building relationships with local parties is an integral part of our activities.
- **Cooperation:** we are always looking for possibilities for cooperation and complementarity with other aid organisations – local, national and international –

because we are convinced that with active cooperation with different parties we can achieve more. We also work with local authorities and (national) governments at all times, to make them part of the sustainable solution.

- **Prevention:** with this constant presence we can offer fast and efficient aid in crisis situations. In all our programmes we actively work on resilience and prevention, on rebuilding and recovery, and always on structural and sustainable long-term solutions – also at the level of disaster and conflict prevention. The humanitarian response and emergency aid we provide and our activities as a child development organisation are not separate processes, but a coordinated set of operations.
- **Accountability:** we are committed to the Core Humanitarian Standard, transparent communication about our activities in which the IATI standard and open data serve as guidelines, and to the participation of the most vulnerable and marginalised groups: our target group, the children who have lost or risk losing their parental care. SOS Children's Villages is fully dedicated to addressing the vulnerability of children before, during and after a crisis situation, in a coherent manner.
- **Innovation:** through continuous innovation – and, where necessary, adapting our programmes, we can achieve optimal quality, efficiency and relevance for the children we support. We share successes and challenges so we can learn from them and apply them to devise innovative solutions. Research and development plays a major role in this respect, on which we are going to focus more in the coming years.

Care and protection

Led by the UN Guidelines for the Alternative Care of Children, SOS Children's Villages has

2021 objectives

- By profiling our organisation more prominently as an expert in the field of care and protection, youth employment and humanitarian aid, our aim is to demonstrate our relevance and added value in the chain and work to recruit more international funds and engage in large-scale, international, national and local cooperation.
- To raise €8 million in institutionally funded projects; consisting of a combination of retained and new contract value.
- To retain the DRA portfolio (at least two protracted crises and one acute crisis) and growth in humanitarian response projects via other donors.
- To focus on prevention and reintegration in our care and protection activities as well as humanitarian and emergency aid programmes.
- To continue the qualitative implementation of our ongoing programmes.
- To expand the social and physical integration of SOS families in the community.
- To work more closely with and contribute to an increase in professionalism and capacity building of the National Associations to achieve the strategic goals.
- To further phase out support for schools and medical centres. SOS is not the best-placed stakeholder for providing education and medical care. Our role will become a facilitating one: strengthening public schools, and supplying children with uniforms and/or materials and promoting access to quality education. Idem with regard to medical care.
- To provide family-strengthening care to more families to increase the chance of family reintegration for more children in the Netherlands after an out-of-home placement.
- To expand the Simba Family Care methodology via our partners and enter into new partnerships with youth support organisations.
- To increase attention for the themes of keeping siblings together and the reintegration of children with their families of origin in politics, among policymakers, youth support professionals and the general public.
- To develop youth employment projects, which include trends and opportunities related to the green economy and digital business developments.
- To adopt a distinctive position among all stakeholders by means of an Advocacy strategy.

initiated the transition to prevention. By making families stronger and thus preventing children from being neglected and abandoned, alternative family-based care should serve as the safety net.

The reintegration of children in their biological family is the second focal point. There are also children growing up in our Children's Villages who still have family. If it is safe and in the interest of the child we take the step towards family reintegration, applying the necessary vigilance and policy, a clear strategy, close guidance and monitoring.

Moreover, one of our objectives is to innovate family-based care, including the social and physical integration of SOS families in the community. Research and experience has revealed that growing up in a 'normal' community setting is positive for the development of children: they have greater self-confidence, assume more responsibility (are less dependent) and have more realistic life expectations. It also provides synergy between children from SOS families and children from the community: it strengthens social ties and prevents stigmatisation. It is also good for the caregivers: they have more autonomy. Here too, guidance and proper preparation is essential for a successful transition.

The Netherlands

With Simba Family Care we aim to further develop, promote and transfer our methodology, and to work together with organisations in youth care and other care professionals to reform existing youth care systems. In which siblings are kept together in out-of-home placements and intensive family strengthening form our basic principles for successful family reintegration.

Youth Employment

We are observing an increase in youth unemployment, particularly in Africa, an

increase that is likely to be exacerbated due to the effects of Covid-19. Research reveals that it is more difficult for young people from alternative care or from vulnerable families to find a decent job than for their peers who have grown up in a loving and supporting family setting. They do not have the same opportunities, which can lead to poverty, social exclusion and abuse. Our youth employment programmes focus on these young people, on inclusion.

Green and digital

We are also seeing that a number of institutional donors are increasingly prioritising the digital business development and green economy sectors. This is evident in funding programmes of the Ministry of Foreign Affairs, such as the Challenge Fund for Youth Employment and NEXUS Skills for Jobs, and in the portfolio plans of the European Union for the new Multi-Financial Framework 2021-2027. We are trying to gradually gain experience in this area, such as with the [GrEEEn Economy project in Ghana](#). In addition, we are in the process of submitting an application for digital business development, to be able to respond to technological developments.

7.3.2 FUNDRAISING

Identifying the desired and most efficient channel for reaching new and existing donors is a constant challenge. The opportunities appear to be in digitisation and automation in order to facilitate customisation. Responding as effectively as possible to individual wishes via diverse channels is the best alternative to personal contact – contact we have greatly missed this past year. Of course, there was the online masterclass for our stakeholders, and in the coming year we want to continue to develop and expand online events. Nevertheless, personal contact is important and we hope it will soon be possible once more. Fortunately we are able to resume



face-to-face donor recruitment taking the Covid-19 rules into account.

It is now known that stricter regulations regarding telemarketing are indeed on the horizon. On the one hand, to safeguard your privacy, on the other it makes it more difficult for us and many other charities to seek and maintain contact with our supporters and the Dutch public. Basically, you may be approached if you already support us, but in other cases you first have to grant consent. A similar rule applies to the increase in online payment options. It gets easier and more flexible by the day with QR codes, Social Media and Tikkie etc. At the same time it is also more anonymous due to stricter (GDPR) regulation. As a result of the strict rules related to data protection we receive less and less details from donors, which makes it increasingly difficult to communicate the impact a donation has.

Donor trends

A number of trends in 2019 continued in 2020. Young donors in particular want to decide whether and how they bind themselves to a charity. They expect a wide range of options so they can decide for themselves. The use of authentic stories still plays an important role for maintaining donor involvement. Transparency and honesty are unwavering conditions for donors of all ages.

The developments at the digital and technological level play a major role in this regard. This particularly applies to the increase in mobile applications, which offer considerable choice and autonomy. We can reach more people by diversifying our messages and touchpoints and using both existing and new options.

We are keen to be able to communicate one-on-one using customisation. The expected income from legacies has increased several years in a row. This trend will continue



for a while due to the demographic structure in the Netherlands and the increase in life expectancy.

The willingness of our donors to take action remains high. People not only want to donate, but to also make a difference. The unexpectedly high level of support for our

focus countries affected by Covid-19 clearly demonstrated this in 2020.

Partnerships

Partnerships with businesses, charitable trusts and foundations are vital for us. The impact these – often long-term – forms of cooperation have on the lives and future of

children wherever they are in the world, is huge. Our partners provide money, materials and services that SOS Children's Villages can use to help the most vulnerable children. Making a difference together, also helps improve our and their brand awareness so we can inspire even more partners to commit to our mission.

Strategic steps and targets for 2021

- To retain private donors through a personalised approach based on consumer insights and data-driven results.
- To structurally focus on lead generation, in which we establish contact based on recognisable programme points related to the theme of 'Family', with people who have shown an interest in that, but do not know us yet, to ultimately make them interested in becoming a donor.
- To focus on innovation and optimisation across the fundraising board. To focus on developing new proposals and learning from the Playbook methodology, which is also supported internationally.
- To boost our digital strategy by formulating a Digital Roadmap to plot our necessary growth in digital, data-driven and IT projects. To ensure we are Fit for the Future.
- Omnichannel approach when implementing campaigns by optimally using as many channels as possible to subsequently select the most favourable.
- To improve our market position and share of voice by rolling out our new brand strategy through the new brand campaign.
- To grow and intensify cooperation with charitable trusts and foundations, and partners with funds, financial services, networks, expertise, organising an event and/or with the direct involvement in a programme, that want to contribute to our mission.
- To increase the number of legacies, by informing more people about the possibility of including SOS Children's Villages in their will and by contacting people who have already included us in their will.
- To expand the Families for Families network to include more families and family-run businesses.



7.3.3 COMMUNICATION

A distinctive capability, recognisability, a positive association and support among the Dutch public is crucial to increase our number of donors. Clear, consistent and unambiguous communication about (the work of) SOS Children's Villages is extremely important in order for us to stand out among the countless messages people receive on a daily basis and adopt a recognisable position in the busy playing field of the charity sector. This is why the year in review began with repositioning the organisation. Our integral communication strategy was designed based on this position. Part of this strategy involves developing a strong brand campaign, which is to be launched in 2021, and contributes to improved brand awareness and developing a content strategy and PR plan.

In 2021, we also intend to share our knowledge more widely. The SOS organisation and programme staff are experts in the field of care for children who grow up without parental care or in vulnerable families and/or crisis situations. We want to share this expertise by positioning our organisation among diverse stakeholders as a thought leader in care and protection for vulnerable children and families. Our aim is to achieve this by, for example, being more active in publishing the international work carried out by SOS Children's Villages, by sharing our content, participating in events and organising meetings.

7.4 VUCA WORLD

We currently live in a world that is volatile, uncertain, complex and ambiguous. This requires the organisation to be flexible and demonstrate a fighting spirit. In the past year and in this year too, the world has been affected by an unprecedented health crisis. It

is not yet possible to estimate how long infections, restrictions and the diverse effects of the Covid-19 pandemic will be prolonged. For example: will this global health crisis be followed by an economic crisis, which could have an impact on the budgets of large and small-scale donors? It is impossible to say. We are prepared and have several scenarios ready, which respond to a number of possible events.

One thing is certain: vulnerable children, young people and families are affected incredibly hard. Many are forced even deeper into poverty, others see the life and work they have built up slip through their fingers – the risk of child-family separation increasing.

SOS Children's Villages is and will continue to be there for these children, young people and families. By providing additional Covid-19-related aid within our existing care and youth employment programmes and humanitarian

aid as part of our (Covid-19-based) emergency aid programmes.

7.4.1 CHILD SAFEGUARDING AND INTEGRITY

In response to concerns that our own child safety and integrity policies may not always have been followed when incidents were reported, our federation, SOS Children's Villages International, initiated independent investigations to review our child safety and integrity practices. These reports were presented to the SOS Senate, our highest international body, in April 2021.

To our great regret, the reports show that within our organisation there have been cases of failings including child abuse, corruption, misuse of funds, and breaches of regulations that protect children's and employees' human rights. Cases where we did not follow our own procedures correctly, where we did not take

2021 objectives

- To finalise and roll out the fine-tuned brand and positioning strategy to do justice to the programme developments in our communication, combined with a brand book as the basis for unambiguous communication.
 - New brand campaign
 - Aided brand awareness of 70%, spontaneous brand awareness of 3.4% and a free publicity value of €2.5 million
- To organise two events during the year to substantively involve our main stakeholders.
- New integral, overarching communication strategy for internal and external (marketing) communication to create the right image among the relevant target groups with the objective of increasing loyalty and the willingness to donate and claiming expertise.
- To complete and roll out the advocacy strategy: SOS Children's Villages is an expert in our target group – children who have lost their parental care or run the risk of losing it. We defend their rights and give them a voice at the national and international levels.
- To roll out the internal communication strategy; an important pillar in our organisation to increase company pride and breathe life into our core values.
- To support digital transformation with the continuous optimisation and development of our website [soskinderdorpen.nl](https://www.soskinderdorpen.nl)

sufficient action against perpetrators, where our national and international leaders did not listen to children or our own staff members. In doing so, we have not always lived up to the standards and promises we have made to ourselves. This goes against everything we stand for and affects us deeply. Child safety is our greatest asset.

SOS Children's Villages fully acknowledges the contents of the reports and has decided to communicate openly and transparently about the painful results to all our relations and the media. We will continue to do so in the coming period. The Senate has drawn up a plan of action that will be actively followed up from the beginning of May 2021.

1. An independent committee will investigate what lies behind the incidents and shortcomings reported in the reports and make recommendations for measures to be taken and/or adjustments to be made to our policies.
2. The creation of a global child safeguarding ombudsperson system to support victims/survivors and anybody seeking resolution of concerns.
3. The establishment of a support fund from which funds will be available to provide medical, psychosocial and legal support to affected children, young people and others involved.

More information on the progress of our actions on our website: soskinderdorpen.nl/over-sos-kinderdorpen/updates-in-terne-onderzoeken. If you have any questions, please send an email to info@soskinderdorpen.nl with your contact details and we will contact you for an open and personal discussion.



8

CHAPTER

2020 FINANCIAL RESULTS

The following section provides an overview of our financial results by means of a financial report and the annual account. The financial results are audited annually by an independent and esteemed national auditor according to internationally accepted accounting standards.



8.1
FINANCIAL REPORT

The 2020 financial objectives were comfortably achieved despite the impact of Covid-19 on our organisation. It meant that fundraising aimed at private individuals, in the form of direct dialogue (face-to-face), was halted in the spring. Diverse fundraising events did not go ahead either. Despite these fundraising limitations, income in 2020 in the private individual segment and income from government was higher than in 2019. Compared with the budgeted amounts,

- The private individual, business and foundation segments ended up being lower;
- Income from government was considerably higher;
- Due to restrictions imposed on fundraising, operating expenses were lower than estimated;
- International spending was higher than budgeted, a result of higher income.

Income 2020 compared with the budgeted amounts

In 2020, income was €5.2 million more than budgeted. This is thanks to the increase in institutional fundraising (€9.5 million in 2020 versus €4 million budgeted).

Increase in institutional fundraising
In 2020, thanks to the Ministry of Foreign Affairs, via the Dutch Relief Alliance (DRA), we were able to implement emergency aid programmes in the Central African Republic, Ethiopia, Somalia and Zimbabwe. In total we implemented projects worth €7.5 million via the DRA. For two projects, one in Ethiopia and one multi-country project in Somalia and Ethiopia, we acted as lead for the alliances (total €4.8 million). In addition, in 2020, the project we began in 2019 for ECHO in Colombia was completed in 2020 (2020

Amounts in thousands of euros

Income	29,623	24,460
Spent on our objectives	24,360	19,375
Fundraising costs	4,095	4,663
Management and administration costs	1,027	1,028
Financial income	494	9

Result

2020 Actual	2020 Budget
Income	24,460
Spent on our objectives	19,375
Fundraising costs	4,663
Management and administration costs	1,028
Financial income	9
Result	-596

€300,000). The three previously launched multi-year programmes funded by the European Union (EU) in Guinea-Bissau, Ghana and Malawi were continued (2020 €340,000) and in the case of Ghana and Guinea-Bissau were completed in 2020. In 2020, a multi-year programme was launched in Ghana via the EU funded by UNCDF (2020 €64,000). We are delighted that the Ministry of Foreign Affairs is funding a continuation of the Next Economy programme for a period of four years (2020-2023) (2020 €1.4 million).

Spent on our objectives

In 2020, spending on the objectives, at €24.4 million, was €5 million higher than budgeted, total income in the year in review was €5.2 higher than budgeted. The increase in income is thanks to the increase in institutional fundraising, the income of which was spent in the same year. This largely explains the increase in spending on the objectives. The expenditure percentage is 82.2% (budgeted at 79.2%).

Fundraising, management and administration costs

Fundraising, and management and administration costs are circa €0.6 million lower than budgeted. This is mainly due to lower fundraising costs. Covid-19 meant that planned events could not go ahead and investments in Face-to-Face were also lower than planned.

Financial income and expenditure result

In 2020, the financial income and expenditure result was higher than budgeted. This is due to a positive exchange rate of €0.5 million. The Netherlands, along with other fundraising countries within SOS Children's Villages International, is responsible for exchange rate risks. This result is difficult to estimate. The aim is to limit exchange rate effects as much as possible.

Income 2020 compared with 2019

Total income in 2020 increased by €1.7 million, an increase of 6.1% compared with 2019. The main increases and decreases are specified below.

Increasing segments in 2020

- Income from government subsidies was €1 million higher than in 2019. This is explained by the higher project value of the Dutch Relief Alliance projects. Via the DRA we implemented programmes in the Central African Republic, Somalia, Ethiopia and Zimbabwe.
- Income from private individuals increased by €0.9 million to a total of €16.8 million. This increase is thanks to an increase in legacies, which were €0.7 million higher than in 2019 – respectively €3.7 million and €3 million. Other income from private individuals increased by €0.2 million.

Decreasing segments in 2020

- Income from other non-profit organisations fell by €0.2 million. Foundations were asked to contribute less frequently than in 2019.

Spent on our objectives

In 2020, we spent €1.5 million more than in 2019. This can mainly be attributed to the increase in government subsidies (€1 million). Spending on our international projects increased too (€0.7 million). The expenditure percentage at 82.2% is higher than in 2019 (81.7%).

Fundraising, management and administration costs

Fundraising costs decreased by €0.4 million, compared with 2019. This is due to the fact that planned events could not go ahead because of Covid-19. Management and administration costs remained virtually unchanged.

Financial income

Financial income as a result of negative interest rates decreased from €16,000 positive interest to €21,000 negative interest. In addition, the Netherlands, along with other fundraising countries within SOS Children's Villages International, was responsible for exchange rate risks in 2020. The result of €0.5 million is almost €0.2 million higher than in 2019.



NOTES TO THE BALANCE SHEET

Development of important key figures

Solvency

At year end 2020, the solvency percentage of SOS Children's Villages The Netherlands was 74%, in line with that of 2019. As shown in the following table, some of the assets are recognised as earmarked funds and earmarked reserves. These are assets that must be spent on a specific objective.

	2018	2019	2020
Continuity reserve compared to total assets	29%	31%	30%
Earmarked reserves compared to total assets	39%	45%	50%
Earmarked funds compared to total assets	32%	24%	17%

Liquidity

Overall, a current ratio of >1 has been established as the minimum requirement. A ratio below one indicates an increased risk of insufficient funds being available at any time to settle payments due. There is also a risk that a setback (such as a receivable that is not settled on time, or an unexpected but necessary expenditure) immediately leads to liquidity issues. At year end 2020, the liquidity position of SOS Children's Villages The Netherlands was comfortably above the minimum norm and can thus be considered sound.

Current ratio

2020	3,8
2019	3,7
2018	2,7

Investments and investment policy

Our organisation has deliberately chosen not to invest the money we have received, of which we are dependent on the progress of a programme for continued payment. This is because we believe we cannot speculate with the money we receive from our donors and take investment risks as a result. For this reason we place money we receive in a deposit or savings account, so we receive a responsible return on it.

In line with this policy, investments originating from donations or legacies are converted into cash as soon as possible to finance new programmes. We have drawn up an asset management plan with guidelines regarding asset management. We regularly discuss compliance with this plan with the audit committee.

Liquid assets

Liquid assets are financial resources earmarked for SOS programmes, which have not yet been spent. The implementation of major programmes takes place in phases, with the funds also being transferred to the relevant programmes in phases.

Amounts in thousands of euros	2021 Budget	2020 Actual	2019 Actual	2018 Actual	2017 Actual
Income	28,700	29,623	27,912	26,306	23,772
Spent on our objectives	23,404	24,360	22,799	19,035	18,915
Fundraising costs	4,605	4,095	3,698	3,651	3,661
Management and administration costs	1,140	1,027	1,008	1,011	896
Financial income	0	494	362	906	67
Result	-449	635	769	3,514	367



These funds are, as explained, placed in deposit or savings accounts. This also applies to a large share of the reserves.

The liquidity position of our organisation is assessed by management every month. We provide accountability for the investment policy pursued and our liquidity position during meetings with the Supervisory Board’s audit committee.

The liquid assets are specified in point five of the note to the balance sheet (on page 74). In 2020, the total amount of liquid assets increased by €3.1 million, to €18.8 million. This is mainly explained by the large amount received from legacies.

Equity capital/asset policy

When establishing the reserve policy, the Supervisory Board decided to determine the amount of the continuity reserve on the basis of one year’s organisational costs excluding the costs for advertising and communication. For 2020, this amounts to a rounded total of €4.7 million.

With this reserve, we remain well within the CBF standards that have been drawn up for the continuity reserve. This reserve may

amount to a maximum of 1.5 times the annual work organisation costs (personnel, administrative, housing, office / general and fundraising costs) and for us amounts to a maximum of €11.1 million.

Earmarked reserve

We are responsible for the annual costs of our own children’s villages and programmes. These obligations are not included in the balance sheet as liabilities or debts. We created the earmarked reserve in order to be able to meet our obligations at all times in the future. The amount of the earmarked reserve, of €7.9 million, corresponds to the ongoing costs for one year of all the programmes funded by the Netherlands. This reserve is separate from the continuity reserve.

Earmarked funds

At year end 2020, SOS Children’s Villages The Netherlands had three earmarked funds:

- Earmarked fund for contributions: for earmarked donations from friends and earmarked legacies that could not be paid to the children’s villages for which we are responsible at the end of the reporting year.
- The Doris Tuapante Children’s Fund

- (Named Fund). Additions to the fund come from private donations and interest payments. Every year, €2,500 is made available to support the goals of SOS Children’s Village Bogota in Colombia.
- Earmarked fund for the Simba Family Care pilot programme funded by the Dutch Postcode Lottery.

Short-term obligations related to SOS projects

The obligations related to SOS projects amounted to €4.6 million as at 31 December 2020, all short-term. This is €1.9 million more than in 2019. This can be explained by the fact that we received advances for our multi-year subsidy projects that have not yet been spent. In addition, we were notified of an earmarked legacy. Donations received will of course be transferred to the relevant programmes at a later stage.

BUDGET 2021

The budget for 2021 is €0.9 million lower than the actual budget in 2020. €1.5 million less has been budgeted for government subsidies due to the fact that 2020 was an exceptional year, mainly thanks to the lead role we took in two DRA projects in Ethiopia and Somalia. The budget for Foundations is higher than the actual budget in 2020 (€0.5 million) and the budget for businesses is the same (€0.1 million).

Fundraising, management and administration costs

In order to achieve the fundraising target, a total of €9.9 million has been included in the 2021 budget for the work organisation, of which €4.6 million for fundraising and €1.1 million for management and administration costs. 2021 is the first year of our 2021-2024 strategy, in which we have to invest heavily in technology, people and knowledge development.

Spending on our objectives

The amount that can be spent on the objectives in the 2021 budget is based on 81.5% of the total income. With income budgeted at €28.7 million, this amounts to a total of €23.4 million. This is lower than the actual budget in 2020, due to the high subsidy income in 2020.

2021-2024 multi-year estimate

In 2020, SOS Children’s Villages The Netherlands determined its 2021-2024 strategy, which is consistent with the Strategy 2030 of SOS Children’s Villages International. In 2024, we want to achieve a significantly greater impact. To do so, we are focusing on three core objectives:

1. Greater impact for every euro: by expanding our family-based care

programmes and increasing cooperation with (local) organisations, we can reach and support more children and families with the same amount of money.

2. Raising more funds: so that we can help more children and families.
3. Fit for the Future: being a resilient and results-oriented organisation where it is enjoyable to work. In doing so, we focus on good brand positioning, continued digitisation and an effective personnel policy.

A more detailed explanation of the 2021-2024 strategy, the results achieved in 2020 and objectives for 2021 can be found in Chapter 7 Outlook, page 58. The strategy has also been translated into a multi-year budget (MYB), which features a number of investments in 2021 and 2022 to make the plans possible. The MYB contains the following key figures.

PROFIT & LOSS ACCOUNT

Amounts in thousands of euros	Multi-year budget			
	2021	2022	2023	2024
<i>Income from own fundraising</i>				
Income from private individuals	16,790	18,267	19,317	20,867
Income from businesses	1,250	1,300	1,400	1,500
Income from lottery organisations	1,360	1,360	1,360	1,360
Income from other non-profit organisations	1,300	1,500	1,750	2,000
Institutional fundraising	8,000	12,000	14,000	19,700
Total income	28,700	34,427	37,827	45,427
<i>Spent on objectives</i>				
Spent on objectives	22,980	28,405	31,774	39,254
Fundraising costs	4,592	4,858	4,889	4,988
Management and administration costs	1,128	1,164	1,164	1,185
Total expenditure	28,700	34,427	37,827	45,427
Financial income and expenditure	0	0	0	0
Result	0	0	0	0
Spending %	80.1%	82.5%	84.0%	86.4%
Administration %	3.9%	3.4%	3.1%	2.6%

8.2 ANNUAL ACCOUNT

BALANCE SHEET AT 31 DECEMBER 2020 (AFTER RESULT APPROPRIATION)

Amounts in euros	Explanation	31-12-2020	31-12-2019
ASSETS			
<i>Fixed assets</i>			
Intangible fixed assets	1	132,934	321,506
Tangible fixed assets	2	85,064	103,223
Financial fixed assets	3	298,622	298,622
<i>Total fixed assets</i>		<i>516,620</i>	<i>723,351</i>
<i>Current assets</i>			
Receivables and prepayments and accrued income	4	1,777,186	3,920,071
Liquid assets	5	18,849,017	15,714,651
<i>Total current assets</i>		<i>20,626,202</i>	<i>19,634,723</i>
TOTAL ASSETS		21,142,822	20,358,073
LIABILITIES			
<i>Equity capital</i>			
<i>Free assets</i>			
	6	446,357	
<i>Reserves</i>			
Continuity reserve	7	4,700,000	4,600,000
Earmarked reserves	7	7,870,998	6,749,064
<i>Funds</i>			
Earmarked funds	8	2,629,902	3,662,499
<i>Total equity capital</i>		<i>15,647,257</i>	<i>15,011,563</i>
<i>Long-term liabilities (with a term of more than one year)</i>			
	9	0	0
<i>Current liabilities (maximum one year)</i>			
<i>Short-term obligations related to SOS projects</i>			
	10	4,613,284	2,763,233
Donations received in advance	11	0	0
Other liabilities and costs still to be paid	12	882,282	2,583,277
<i>Total current liabilities</i>		<i>5,495,566</i>	<i>5,346,510</i>
TOTAL LIABILITIES		21,142,822	20,358,073

STATEMENT OF INCOME AND EXPENDITURE 2020

Amounts in euros	Explanation	Actual 2020	Budget 2020	Actual 2019
INCOME				
Income from private individuals	13	16,762,143	16,600,000	15,896,353
Income from businesses	14	1,129,935	1,500,000	1,162,323
Income from lottery organisations	15	1,354,208	1,360,000	1,364,987
Income from government subsidies	16	9,546,956	4,000,000	8,471,828
Income from affiliated non-profit organisations	17	0	0	0
Income from other non-profit organisations	18	830,065	1,000,000	1,016,380
Total income		29,623,306	24,460,000	27,911,871
EXPENDITURE				
<i>Spent on objectives</i>				
Direct aid	19	21,988,316	16,728,758	20,298,597
Public engagement and increasing awareness	19	2,371,388	2,646,416	2,500,204
<i>Total spent on objectives</i>		<i>24,359,704</i>	<i>19,375,174</i>	<i>22,798,801</i>
Fundraising costs	20	4,094,895	4,662,440	3,697,709
Management and administration costs	24	1,027,485	1,028,166	1,008,293
Total expenditure		29,482,084	25,065,780	27,504,803
<i>Balance before financial income and expenditure</i>		<i>141,223</i>	<i>(605,780)</i>	<i>407,068</i>
Balance of financial income and expenditure	25	494,467	9,000	362,093
RESULT		635,689	(596,780)	769,161
<i>Result appropriation:</i>				
Free reserve		446,357		1,258,795
Earmarked reserve for future day-to-day costs		1,328,661		500,000
Continuity reserve		100,000		-41,034
Earmarked reserve assets		-206,731		-616,938
Earmarked fund for earmarked donations		-574,657		-0
Earmarked fund for Haiti emergency aid		-57,181		-332,685
Earmarked fund for SOS Simba Family Care		-402,782		1,024
Earmarked fund Doris Tuapante		2,023		
		635,689		769,161

CASH FLOW STATEMENT 2020

Amounts in euros	Explanation	2020	2019
<i>Cash flow from operational activities</i>			
Income from fundraising and other activities		31,877,113	27,355,732
Expenditure on direct aid		-19,168,320	-23,408,094
Expenditure on the SOS organisation		-10,068,437	-6,290,844
Cash flow from business operations		2,640,356	(2,343,206)
Interest received	25	(7,655)	41,567
Cash flow from operational activities		2,632,702	-2,301,639
<i>Cash flow from investment activities</i>			
Investments in intangible fixed assets	1		(109,029)
Investments in tangible fixed assets	2	(14,849)	(56,473)
Investments/divestments in financial fixed assets	3	0	0
Cash flow from investment activities		(14,849)	(165,502)
Net cash flow		2,617,853	-2,467,140
Exchange rate result on cash		516,510	346,683
Change in cash		3,134,363	-2,120,457
Cash as at 1 January	5	15,714,651	17,835,110
Change in cash		3,134,366	(2,120,459)
Cash as at 31 December	5	18,849,017	15,714,651

GENERAL EXPLANATION

General

Statutory name and objective of the organisation and activities

Stichting Nederlandse Vrienden der SOS Kinderdorpen (Dutch Friends Association of SOS Children's Villages The Netherlands) is based in Amsterdam (Maassluisstraat 2) and was founded in 1965. Main objectives

- For more children to grow up in a strong, loving family and a safe environment so that children and young people are given the opportunity to develop and succeed in life;
- To guarantee the quality and continuity of our programmes.

Consolidation

The foundation is affiliated to SOS Children's Villages (SOS CVI), based in Innsbruck, Austria. SOS CVI is not represented on the board of SOS Children's Villages The Netherlands. However, we are represented in the SOS CVI Senate.

No consolidation takes place since there is no dominant control.

The tasks of SOS CVI mainly involve coordination and quality assurance. The annual contribution to the costs of SOS CVI is linked to the amount of aid financed.

General principles

- The financial statements are compiled in accordance with the Reporting Guidelines for Fundraising Organisations (RJ 650), part of the Annual Reporting Guidelines.
- The financial statements are compiled in euros. The financial year coincides with the calendar year.
- Unless the related item is specified differently on the balance sheet, the assets and liabilities are included at the amortised cost based on the effective interest method.
- Income and expenditure are allocated to the year to which they relate.
- Results are only included insofar as they have been achieved on the balance sheet date.

- Obligations and potential losses originating before the end of the financial year, are included in the financial statements if they are known before the financial statements are compiled.

The basic principles adopted related to valuation and determination of the results remain unchanged compared with the previous year.

Estimates

In the application of the basic principles and rules for compiling the financial statements the foundation's management formulated a number of opinions and estimates that may be essential for the amounts included in the financial statements. The actual outcomes may deviate from these estimates.

The estimates and underlying assumptions are continuously assessed. Reviewed estimates are included in the period during which the estimate was reviewed and in future periods for which the review has consequences. If necessary for providing the required insight, the nature of these opinions and estimates, including the corresponding assumptions, are included in the notes to the relevant financial statement items. In the management team's opinion the following items in the financial statements require estimates and assumptions:

- Receivables related to legacies.
- Costs included such as auditor fees.

Continuity

SOS Children's Villages The Netherlands has been affected by the consequences of the global Covid-19 outbreak and the corresponding government measures. SOS Children's Villages the Netherlands enjoys a healthy liquidity and solvency position and, based on a scenario analysis, sees no immediate risk to the organisation's continuity. The principles of valuation and determination

of the result used in these financial statements are therefore based on the assumption of the foundation's continuity. Covid-19 has no further impact on this assumption.

Foreign currency conversion

Virtually all the financial transactions were conducted in euros.

- Receivables, liabilities and obligations in foreign currencies were converted using the exchange rate on the balance sheet date.
- Transactions in foreign currencies during the reporting period are included in the financial statements at the exchange rate at settlement.
- The exchange differences arising from the conversion are included in the statement of income and expenditure as at the balance sheet date.

Cash flow statement

The cash flow statement has been compiled in accordance with the direct method to provide greater insight into the different money flows in the organisation. Cash flows in foreign currencies were converted using the exchange rate on the day of settlement, while cash in foreign currency at the end of the financial year was converted using the exchange rate on the balance sheet date.

Basic principles for valuation of the assets and liabilities

Intangible fixed assets

Intangible fixed assets are required for business operations/fundraising.

- The intangible fixed assets are valued at the acquisition price, minus the related depreciation.
- Depreciation amounts are calculated on the basis of the estimated economic lifespan.

An extraordinary value reduction of the intangible fixed assets is not necessary.



Therefore, in accordance with the Reporting Guidelines for Fundraising Organisations, an amount equal to the total book value has been retained as the earmarked reserve fund for operational management assets.

Tangible fixed assets

All tangible fixed assets are needed for operational management.

- The tangible fixed assets are valued at the acquisition price, minus the related depreciation.

Depreciation amounts are calculated on the basis of the estimated economic lifespan. Therefore, in accordance with the Reporting Guidelines for Fundraising Organisations, an amount equal to the total book value has been retained as the earmarked reserve fund for operational management assets.

Financial fixed assets

Loans are valued at the amortised cost based on the effective interest method, which corresponds to the nominal value. The initial valuation was made at fair value.

Stocks

Stocks are valued at the acquisition price, taking into account a provision for obsolete items.

Receivables

Receivables are valued at the amortised cost based on the effective interest method, (which corresponds to the nominal value), and are included after deducting a provision for possible bad debts. No provision was established in 2019 or 2018.

Liquid assets

Liquid assets include cash resources and bank account and savings balances. Liquid assets are valued at nominal value.

Continuity reserve

In 2014, the Supervisory Board established a new reserve policy in accordance with the Annual Reporting Guidelines.

This policy stipulated that a continuity reserve is established to cover short-term risks and to ensure the organisation is also able to meet its obligations in the future. To this end the organisation reserves an amount equal to one year's costs of the work organisation excluding fundraising costs.

In accordance with this decision by the Supervisory Board, as at 31 December 2020, the continuity reserve amounted to €4.7 million.

According to the VFI standard the continuity reserve may be maximum 1.5 times the annual costs of the work organisation. This means the continuity reserve may amount to a maximum of €11.1 million. The established reserve is therefore well within the limit.

Earmarked reserve

The limited allocation of the earmarked reserve is determined by the Supervisory Board and does not concern an obligation. The Supervisory Board can discontinue this limitation.

Other reserves

Other reserves concern reserve funds that remain after the previously cited allocations.

Earmarked funds

Earmarked funds concern funds that have been received and are intended for a specific purpose designated by third-parties.

Personnel wages

- *Periodically payable wages*

Wages, salaries and social security contributions are included in the statement of income and expenditure based on the employment terms and conditions, insofar as they are due to employees.

- *Pensions*

SOS Children's Villages The Netherlands applies a defined contribution scheme, in which it pays premiums to the insurance firm on a contractual basis.

Apart from payment of the premiums SOS Children's Villages The Netherlands has no further obligations arising from this pension scheme. The premiums are accounted for as personnel costs when these are due.

Prepaid premiums are included as prepayments and accrued income if this leads to a repayment, or a reduction in future payments.

Other financial obligations

Loans, creditors and other long-term and current liabilities are valued at the amortised cost based on the effective interest method (which for SOS Children's Villages The Netherlands corresponds to the nominal value).

The initial valuation was made at fair value.

Basic principles for determining the result

Earmarked and non-earmarked donations and new projects

In the organisation we differentiate between:

- Earmarked donations: donations to which the donor has explicitly linked a specific purpose. This also includes periodic donations and donations from third parties on other grounds.
- Non-earmarked donations: donations whose ultimate purpose has been left to SOS Children's Villages The Netherlands by the donor.

All donations received are spent on the objectives of SOS Children's Villages The Netherlands.

Assessing existing and new programmes

The Supervisory Board of SOS Children's Villages The Netherlands assess all existing programmes based on established criteria such as the geographic distribution, urgency and diversity in terms of programmes and approves the programmes before payment is actually made.

The same procedure applies to new programmes. In this case, in addition to the assessment of whether SOS Children's Villages The Netherlands wishes to support the project in light of its objective, the financial commitment is assessed by means of the detailed project files and a decision is made on whether the obligation is accepted and approved.



Financing existing and new programmes

The financial obligation to contribute to programmes is included in the balance sheet as an obligation ‘still to be paid to SOS projects’ and as expenditure as ‘spent on the objective, structural support’ in the statement of income and expenditure. This happens as soon as the Supervisory Board has approved the financing and the allocation of the obligation to SOS CVI has taken place. The payment of this obligation is made as soon as the financial resources are actually needed by the relevant SOS programme.

In the event that insufficient or no earmarked donations are received for an approved, new programme, the missing balance of the obligation to this project is financed through non-earmarked donations already received. If at a later date, earmarked donations for this project are received, they are allocated to and spent on the specific purpose. The same amount of previously allocated non-earmarked donations are subsequently used for other projects.

Income from legacies

Income from legacies is included in the year in which it can be reliably established. This is determined on the basis of an individual assessment. Given the nature of legacies, they are valued at fair value when first included. From 2020 onwards, all new legacies will be included on the basis of a deed of distribution, i.e. the statements of accounts or on the basis of an amount paid. In accordance with the RJ (Council for Annual Reporting) Statement 2021-3. Legacies burdened with usufruct are not included as income. Legacies burdened with usufruct are explained in the off-balance sheet rights and obligations.

Income from lottery organisations

Income from lottery organisations is

accounted for in the year the contribution is received.

If direct fundraising costs are incurred, we account for them as ‘lottery organisation costs’.

Government subsidy

Operating subsidies are credited to the statement of income and expenditure of the year in which the subsidised expenditure is received or in which revenue is lost or the operating deficit occurred.

Direct costs and costs of the work organisation

The direct costs are the costs for fundraising and promotion. Based on the nature of the type of cost, we allocate part of the costs to the objective ‘Public engagement and increasing awareness’ and a part to ‘Own fundraising costs’. This allocation has not changed compared to previous years.

For a more detailed explanation, see pages 80-82 of the financial statements.

The annual costs of the work organisation include:

- Costs related to subsidies and contributions
- Remittances
- Acquisitions and fundraising
- Outsourced work

- Personnel costs
- Housing costs
- Office and general costs
- Depreciation and interest

These costs are allocated on the basis of the following allocation key, with the exception of those expenditures that are directly allocated to the objective.

The cost allocation key is reassessed once every three years. The assessment of the cost allocation statement took place for the most recent budget and will be used from the 2019 financial statements onwards. This assessment has shown that the allocation key used from 2019 will be slightly different, because from 2019 onwards there will be a significant increase in the commitment to programme management for (institutional) funds.

In order to comply with the requirements of the CBF, the organisation’s costs must be allocated to the organisation’s main objectives before the ‘fundraising cost percentage’ can be determined. After applying this cost allocation key, fundraising costs as a percentage of income from fundraising in 2020 is 19.7% (2019 18.3%).

For 2020 and 2019, the allocation key used is:

Direct aid	19%
Public engagement and increasing awareness	26%
Fundraising	27%
Third-party campaigns	1%
Costs incurred to obtain government subsidies	7%
Management and administration	20%
	100%

NOTES TO THE BALANCE SHEET

1. INTANGIBLE FIXED ASSETS

The intangible fixed assets concern a website that serves for business operations and developed as follows:

Amounts in euros	2020	2019
Cumulative acquisition value	565,669	456,640
Cumulative depreciation	244,163	73,387
Book value as at 1 January	321,506	383,253
Investments	0	109,029
Acquisition value divestments		
Depreciation	188,572	170,776
Cumulative depreciation of divestments		
Changes during the financial year	-188,572	-61,747
Cumulative acquisition value	565,669	565,669
Cumulative depreciation	432,735	244,163
Book value as at 31 December	132,934	321,506
Depreciation percentage	33%	33%

2. TANGIBLE FIXED ASSETS

Tangible fixed assets consist entirely of the inventory and are held for business operations and evolved as follows.

Amounts in euros	2020	2019
Cumulative acquisition value	163,464	144,120
Cumulative depreciation	60,241	61,609
Book value as at 1 January	103,223	82,511
Investments	14,849	56,473
Acquisition value divestments		(37,129)
Depreciation	(33,008)	(35,762)
Cumulative depreciation of divestments		37,129
Changes during the financial year	-18,159	20,712
Cumulative acquisition value	178,313	163,464
Cumulative depreciation	93,250	60,241
Book value as at 31 December	85,064	103,223
Depreciation percentage	20%	20%

3. FINANCIAL FIXED ASSETS

The financial fixed assets consist of a loan to SOS Costa Rica and is held for this purpose and evolved as follows:

Amounts in euros	2020	2019
Cash loan paid out as at 1 January	298,622	298,622
New loans	0	0
Repayments	0	0
Situation as at 31 December	298,622	298,622

The loan will be repaid by 31 March 2021. No interest is charged on this loan.

4. RECEIVABLES AND PREPAYMENTS AND ACCRUED INCOME

Receivables and prepayments and accrued income include:

Amounts in euros	2020	2019
Receivables from legacies	1,438,611	3,867,271
Interest to be received	294	14,683
Prepaid expenses	162,007	36,697
Other receivables	176,273	1,420
Situation as at 31 December	1,777,186	3,920,071

The receivables have a term of less than one year and are held for business operations;

Receivables from legacies evolved as follows:

Amounts in euros	2020	2019
Still to be received from legacies as at 1 January	3,867,271	3,311,132
Announced legacies	3,714,770	3,048,833
Income	6,143,430	2,492,694
Still to be received from legacies as at 31 December	1,438,611	3,867,271

5. LIQUID ASSETS

Liquid assets can be specified as follows:

Amounts in euros	2020	2019
ABN AMRO Savings accounts	7,122,331	6,473,722
Rabobank Savings account	6,351,826	6,337,740
ING Savings account	282,388	282,328
Banks	5,092,472	2,620,861
Situation as at 31 December	18,849,017	15,714,651

Cash includes a guarantee account of €31,930 for the rent of the building, which is not freely available. Furthermore, all cash and cash equivalents that are not directly required for spending on the objective are transferred to a deposit account or a savings account and can be withdrawn on demand.

6. FREE ASSETS

Free assets

After applying the reserve policy and establishing the earmarked funds, free assets remain.

These free assets will be used for operations in the coming year.

Amounts in euros	2020	2019
Free assets	446,357	0
Situation as at 31 December	446,357	0

7. RESERVES

Continuity reserve

In 2014, the Supervisory Board of SOS Children's Villages The Netherlands adopted a new reserve policy. On the basis of this policy, the continuity reserve is established at one year's costs of the work organisation, without the costs for fundraising. Based on this policy, the reserve increased to €4.7 million in 2020.

The basis for the calculation of the continuity reserve is a calculation, approved by the Supervisory Board, of the organisational costs excluding the fundraising costs of SOS Children's Villages The Netherlands. According to the VFI standard the continuity reserve may be maximum 1.5 times the annual costs of the work organisation. This means the continuity reserve may amount to a maximum of €11.1 million.

Amounts in euros	2020	2019
Situation as at 1 January	4,600,000	4,100,000
Continuity reserve change	100,000	500,000
Situation as at 31 December	4,700,000	4,600,000

Earmarked reserves

The earmarked reserves can be summarised as follows.

Amounts in euros	2020	2019
Earmarked reserve fund for operational assets	217,998	424,729
Earmarked reserve for future day-to-day costs	7,653,000	6,324,335
Situation as at 31 December	7,870,998	6,749,064

Earmarked reserve fund for operational assets

This includes the operational assets fund. In the operational assets fund, the share of equity capital that cannot simply be spent, is separated, because it is used to finance tangible fixed assets for operational management. This item evolved as follows:

Amounts in euros	2020	2019
Situation as at 1 January	424,729	465,765
Result appropriation	(206,731)	(41,036)
Situation as at 31 December	217,998	424,729

The above-mentioned earmarked reserve is not subject to any obligations. The limited spending option is determined by the Supervisory Board.

Earmarked reserve for future day-to-day costs

SOS Children's Villages The Netherlands is responsible for an increasing number of its own children's villages and programmes, which means that the long-term obligations of our organisation are increasing significantly. Given the structural nature of our aid we want to be able to guarantee that we can continue to cover the day-to-day costs of our programmes at all times. In addition, we have to note that the current economic climate is putting pressure on income development. For this reason, in 2014, the decision was taken to set up an earmarked reserve to guarantee cover for the running costs of our own children's villages for the coming year. At year end 2020, this earmarked reserve amounts to €7.7 million.

Amounts in euros	2020	2019
Situation as at 1 January	6,324,335	5,065,542
Financial year result appropriation	1,328,665	1,258,793
Situation as at 31 December	7,653,000	6,324,335

The above-mentioned earmarked reserve is not subject to any obligations. The limited spending option is determined by the Supervisory Board.

8. EARMARKED FUNDS

The earmarked funds can be summarised as follows.

Amounts in euros	2020	2019
Earmarked fund for earmarked donations	1,078,586	1,653,243
Earmarked fund for Haiti emergency aid	0	57,181
Earmarked Named fund	42,812	40,789
Earmarked fund for SOS Simba Family Care	1,508,504	1,911,287
Situation as at 31 December	2,629,902	3,662,499

The limited possibility of spending the funds has been determined by third parties.

Earmarked fund for earmarked donations

This earmarked fund relates to receipts of donations with a specific purpose (earmarked donations), which have not yet been disbursed to the relevant SOS organisations as at the balance sheet date. The amounts received are to finance the daily costs of the various children's villages that are funded entirely by SOS Children's Villages The Netherlands.

Amounts in euros	2020	2019
Situation as at 1 January	1,653,243	2,270,182
Income	658	105,318
Expenditure	575,000	722,257
Situation as at 31 December	1,078,901	1,653,243

Earmarked fund for Haiti emergency aid

In early 2010, a devastating earthquake struck Haiti. For this purpose, specific funds have been raised amounting to over 1.1 million for emergency aid. Of this, €975,000 was spent in the years 2010-2016. In 2018, €52,000 was spent. In 2020, the outstanding amount has been paid. The fund evolved as follows:

Amounts in euros	2020	2019
Situation as at 1 January	57,181	57,181
Income		
Expenditure	(57,181)	0
Situation as at 31 December	0	57,181

Earmarked fund for SOS Simba Family Care

This earmarked fund relates to a Dutch pilot project financed by the Dutch Postcode Lottery. The income is taken in the year in which it is received.

Amounts in euros	2020	2019
Situation as at 1 January	1,911,287	2,243,974
Income	0	0
Expenditure	(402,782)	(332,687)
Situation as at 31 December	1,508,504	1,911,287

Earmarked named fund

This includes the Doris Tuapante Children's Fund, established in 2008. The aim of the fund is to support the objectives of SOS Children's Villages The Netherlands and specifically the SOS Children's Village Bogotá Colombia SA.

Amounts in euros	2020	2019
Situation as at 1 January	40,789	39,765
Income	2,023	1,024
Expenditure	0	0
Situation as at 31 December	42,812	40,789

9. LONG-TERM LIABILITIES (WITH A TERM OF MORE THAN ONE YEAR)

Amounts in euros	2020	2019
Situation as at 31 December	0	0

10. SHORT-TERM OBLIGATIONS RELATED TO SOS PROJECTS

Short-term obligations related to SOS projects can be specified as follows:

Amounts in euros	2020	2019
Contributions, donations and gifts	0	1,167
Campaigns	887,099	1,033,921
Donations with a special purpose	1,003,136	834,441
Legacies	602,857	5,859
Pledged contributions related to programmes	678,330	767,240
Subsidies	1,441,863	120,604
Situation as at 31 December	4,613,284	2,763,233

The above obligations relate to receipts of donations with a specific purpose (earmarked donations) that have not yet been paid out to the relevant SOS organisations as at the balance sheet date, but which have already been promised to SOS CVI. The amount listed under 'Contributions, Donations and Gifts' relates to the daily costs of a number of children's villages that have yet to be paid.

The obligations from donations with a specific purpose included under 'donations with a special purpose' consist of a large number of donations of different amounts and for different SOS programmes. These donations will continue to be paid out as much as possible in 2020 and, for multi-year programmes, also in the years thereafter.

The donations accounted for under 'legacies' are paid as soon as possible after receipt to the specific SOS programmes.

The subsidies item relates to subsidies received from subsidy providers that have yet to be spent.

The 'Pledged contributions for programmes' item includes programme commitments made by SOS Children's Villages The Netherlands with the approval of the Supervisory Board and communicated to SOS CVI and is composed as follows as at 31 December:

Country	SOS project	2020	2019
Guinea-Bissau	Educational programme		162,385
Malawi	Save my mother, phase II		28,741
Gambia	Save my mother Gambia, phase II		67,198
Togo	Education		21,990
Bangladesh	FSP Dhaka		150,855
Uganda	Alternative care consortium		62,606
Central African Republic	ER Bossangoa DRA Technical Assistance CAR	282,515	
World	Connect SOS	150,000	
Other projects		245,813	273,463
Situation as at 31 December		678,328	767,236

The above amounts relate to the unpaid share of the project commitments entered into by SOS Children's Villages The Netherlands. They are short-term obligations.

11. DONATIONS RECEIVED IN ADVANCE

Amounts in euros	2020	2019
Situation as at 1 January	0	0
Change in advance donations	0	0
Situation as at 31 December	0	0

12. OTHER LIABILITIES AND COSTS STILL TO BE PAID

The 'Other liabilities and costs to be paid' can be specified as follows:

Amounts in euros	2020	2019
Creditors	366,902	339,957
Taxes and social security contributions	76,149	164,005
Holiday pay and holidays	257,817	186,687
Other liabilities and costs still to be paid	181,414	1,892,628
Situation as at 31 December	882,282	2,583,277

Taxes and social security contributions can be specified as follows:

Amounts in euros	2020	2019
Wage tax to be deducted	45,529	100,712
Social security contributions to be deducted	30,620	63,293
Situation as at 31 December	76,149	164,005

These liabilities have a term of less than one year.

13. OFF-BALANCE SHEET RIGHTS AND OBLIGATIONS

Rent

Since 1 July 2015, office space has been rented in the 'Communication House' office building on Maassluisstraat in Amsterdam. The rental price per year, including service costs, amounts to €111,000 per year as of 1 July 2020 (subject to an annual indexation on 1 July). The contract runs until 30 June 2024 and the remaining commitment for 3.5 years is €390,000. A guarantee of €31,930 has been issued for this purpose.

Lease

SOS Children's Villages The Netherlands entered into a lease agreement for office equipment at the beginning of 2020. The total lease costs amount to €3,240 on an annual basis, under a contract term of 72 months.

Financing current expenditure for villages

Running costs for our own children's villages and programmes are not included as a liability unless it concerns a temporary programme.

Own children's villages

In 2020, SOS Children's Villages The Netherlands was responsible for the following programmes:



Right to legacies

At the end of 2020, there are no legacies encumbered with usufruct.

Entitlements arising from deeds of gifts

The following amounts were established by means of a notarial deed and/or mutual agreement with the donors as at 31/12/2020.

Multi-year financial rights and obligations

SOS Children's Villages The Netherlands has been awarded the following subsidies:

- An amount of €878,868 (including an own contribution of €223,750) has been granted by the EU for a project in Guinea-Bissau for the period 2015-2020. Of this, €589,606.73 has now been received.
- The EU has also granted €1,139,476 (including an own contribution of €439,476) for a project in Ghana for the period 2017-2021. Of this, €630,000 has already been received.
- An amount of €666,667 (including an own contribution of €266,667) has been allocated by the EU for a project in Malawi for the period 2018-2020. Of this, €323,166 has now been received.
- An amount of €639,175 (including an own contribution of €53,879) was granted by ECHO for a project in Colombia for the period 2019-2020. Of this, €500,000 has now been received.
- An amount of €909,091 has been allocated by the UNCDF for a project in Ghana for the period 2020-2024. Of this, €247,285 has now been received.
- An amount of €2,999,888 has been allocated by the DRA for a project in Ethiopia for the period of 2020-2021. Of this, the full amount of €2,999,888 has been received.
- The Ministry of Foreign Affairs has allocated €7,254,759 to the LEAD programme, which is being implemented in Mali, Somalia and Nigeria, for the period 2020-2023. €1,947,224 of this has already been received.

NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE

13. INCOME FROM PRIVATE INDIVIDUALS

Income from private individuals is structured as follows:

Amounts in euros	Actual 2020	Budget 2020	Actual 2019
Collections	0	0	0
Legacies	3,714,770	3,000,000	3,048,833
Contributions	4,449,295	4,600,000	4,620,920
Donations and gifts	8,598,078	9,000,000	8,150,535
Other income from private individuals	0	0	76,065
Total	16,762,143	16,600,000	15,896,353

14. INCOME FROM BUSINESSES

Income from businesses is structured as follows:

Amounts in euros	Actual 2020	Budget 2020	Actual 2019
Contributions	0	0	0
Donations and gifts	1,129,935	1,500,000	993,323
Other income from businesses	0	0	169,000
Total	1,129,935	1,500,000	1,162,323

15. INCOME FROM LOTTERY ORGANISATIONS

Income from lottery organisations is structured as follows:

Amounts in euros	Actual 2020	Budget 2020	Actual 2019
Dutch Postcode Lottery (Nationale Postcode Loterij) (usual contribution)	1,350,000	1,350,000	1,350,000
Charities auction and other third-party campaigns	4,208	10,000	14,987
Total	1,354,208	1,360,000	1,364,987

16. GOVERNMENT SUBSIDIES

Government subsidies can be specified as follows:

Amounts in euros	Actual 2020	Budget 2020	Actual 2019
Next Economy (LEAD)	(26,087)		1,369,569
Next Economy II (LEAD)	1,364,791	1,500,000	
EU subsidy Ghana No Business as Usual	160,724	200,000	174,084
EU subsidy Guinea-Bissau Sangué Novo	79,974	100,000	124,017
EU subsidy Malawi Constructing Jobs, Building Lives	98,393	100,000	103,645
UNCDF Ghana GrEEen	64,247		
DRA Ukraine			150,120
DRA Central African Republic	895,305	700,000	840,687
DRA Ethiopia	837,705		
DRA Somalia	1,157,456	1,000,000	1,555,293
DRA Colombia (Venezuela crisis)			
DRA Zimbabwe	653,522		
DRA Desert Locust Somalia and Ethiopia	3,954,638		3,959,995
ECHO Colombia (Venezuela crisis)	306,288	400,000	194,418
Total	9,546,956	4,000,000	8,471,828

Government subsidies are provided for a specific project (one-year or multi-year) and are thus incidental in nature.

17. INCOME FROM AFFILIATED NON-PROFIT ORGANISATIONS

Income from affiliated non-profit organisations is structured as follows:

Amounts in euros	Actual 2020	Budget 2020	Actual 2019
	0	0	0
Total	0	0	0

18. INCOME FROM OTHER NON-PROFIT ORGANISATIONS

The income from other non-profit organisations is structured as follows:

Amounts in euros	Actual 2020	Budget 2020	Actual 2019
Foundations, funds etc.	830,065	1,000,000	1,016,380
Total	830,065	1,000,000	1,016,380

19. SPENT ON OBJECTIVES

Spending on objectives during the financial year can be specified as follows:

Amounts in euros	Actual 2020	Budget 2020	Actual 2019
<i>Direct aid</i>			
Contribution to SOS Children's Villages The Netherlands in 136 countries and regions from child sponsors	3,261,588	3,300,000	3,307,350
Contribution to SOS families within our country portfolio from earmarked funds	1,315,833	1,300,000	1,316,117
Emergency aid campaigns	30,719	0	245,510
Contribution to SOS children's villages and projects	6,537,921	6,579,813	5,578,803
Project subsidies	9,017,450	3,700,000	8,057,555
Implementation costs	1,824,805	1,848,945	1,793,262
	21,988,316	16,728,758	20,298,597
<i>Public engagement and increasing awareness</i>			
Direct costs	1,044,096	1,309,800	1,208,475
Implementation costs	1,327,292	1,336,616	1,291,729
	2,371,388	2,646,416	2,500,204
Total spent on objectives	24,359,704	19,375,174	22,798,801
As a % of total income	82,2%	79,2%	81,7%
As a % of total expenditure	82,6%	77,3%	82,9%

20. ALLOCATION OF COSTS

Distribution of costs to allocation

Amounts in euros	Objective		Fundraising				Management and administration	Totaal 2020	Budget 2020	Totaal 2019
Expenditure	Direct aid	Public engagement	Fundraising	Third-party campaigns	Subsidies	Investments				
Subsidies and contributions	9,017,450							9,017,450	3,700,000	8,057,555
Remittances	12,000,921							12,000,921	12,052,000	11,308,128
Advertising and communication		1,044,096	2,308,154					3,352,250	4,172,949	3,167,316
Personnel costs	710,647	972,464	1,009,867	37,403	261,818		748,050	3,740,249	3,720,000	3,703,197
Management costs							6,491	6,491	0	7,504
Housing costs	34,054	46,600	48,393	1,792	12,546		35,846	179,231	178,500	116,466
Automation costs	82,797	113,301	117,659	4,358	30,504		87,155	435,774	310,000	259,261
General costs	95,104	130,143	135,148	5,005	35,038		100,110	500,548	658,080	531,670
Travel and accommodation costs	5,242	7,173	7,449	276	1,931		5,517	27,588	109,250	147,166
Depreciation	42,100	57,611	59,827	2,216	15,511		44,316	221,581	165,000	206,540
Totaal	21,988,316	2,371,388	3,686,497	51,050	357,348	0	1,027,485	29,482,083	25,065,779	27,504,803
Distribution	19%	26%	27%	1%	7%	0%	20%	100%		

The costs for the various subsidy projects have been allocated directly to the ‘direct aid’ objective.

When allocating costs, we first determine whether they are directly attributable to the categories: Objective 1 (structural aid), Objective 2 (public engagement & increasing awareness), third-party campaigns, subsidies, investments and Management and Administration.

The implementation costs of SOS Children’s Villages The Netherlands consist of:

- Advertising and communication related to fundraising
- Personnel costs
- Management costs
- Housing costs
- Automation
- General costs
- Travel and accommodation costs

- Depreciation
- Interest

The costs of the work organisation are divided into the following categories:

- Objective 1: Structural assistance for children who have to fend for themselves or who run the risk of losing their parental care. A distinction is made between the subsidies granted to third parties and the costs of our own activities within the framework of the objective.
- Objective 2: Public engagement and Increasing awareness about the global work of SOS Children’s Villages The Netherlands as laid down in Article 2 of the Articles of Association. This involves a consistent public engagement policy.
- Own fundraising costs. All costs incurred by activities designed to convince people to donate money to one or more of the objectives, are designated as fundraising costs.

- Third-party fundraising campaign costs. This includes costs incurred by the organisation in connection with a third-party campaign. Third party campaigns involve contributions from national lotteries, puzzle campaigns by magazines etc. and contributions from other fundraising organisations.
- Costs incurred to obtain subsidies. This includes costs incurred in order to obtain subsidies
- Costs for the acquisition of investment income. These include bank charges and third-party and in-house management costs. This includes interest income and charges.
- Management and administration costs. Management and administration costs are costs incurred by the organisation in the context of (internal) management and administration and that cannot be attributed to the objective or fundraising.

These implementation costs for our own organisation are largely charged on the basis of the number of FTEs. Exceptions to this are:

- Management costs, these are allocated 100% to the ‘management and administration costs’ item on the basis of VFI recommendations

The cost allocation key is reassessed once every three years. The assessment of the cost allocation statement took place for the most recent budget and will be used from the 2019 financial statements onwards. This assessment has shown that the allocation key used from 2019 will be slightly different, because from 2019 onwards there will be a significant increase in the commitment to programme management for (institutional) funds.

Costs allocation key	2020
Direct aid	19%
Public engagement	26%
Fundraising	27%
Third-party campaigns	1%
Subsidies	7%
Management and administration	20%

For a further explanation of the allocation key used in 2020 for the allocation of our implementation costs, see page 72 of the financial statements.

Allocation of direct costs of advertising and communication

Direct costs include the costs incurred for fundraising and promotion. The allocation to the objective of 'Public Engagement and Increasing Awareness' and to own fundraising costs is as follows:

Direct costs	Public engagement		Fundraising		Total 2020	Budget 2020	Total 2019
Direct donor marketing	25%	10,374	75%	31,122	41,496	85,000	32,072
Direct public marketing	25%	668,236	75%	2,004,709	2,672,946	3,178,199	1,997,399
SOS donor bulletin	50%	67,811	50%	67,811	135,622	164,000	320,858
Informative donor mailing	75%	21,468	25%	7,156	28,624	60,000	45,276
Advertisements	50%	23,783	50%	23,783	47,567	105,000	148,393
Representation costs	50%	800	50%	800	1,600	3,250	1,173
Other promotional costs	75%	34,965	25%	11,655	46,620	92,000	33,883
Market research	50%	5,731	50%	5,731	11,462	13,000	12,014
Public engagement material	75%	0	25%	0	0	12,500	331
Promotional material	100%	26,989	0%	0	26,989	40,000	146,303
Public TV/radio productions	75%	15,819	25%	5,273	21,093	100,000	95,940
DRTV	50%	141,111	50%	141,111	282,222	245,000	272,970
Website	75%	26,899	25%	8,966	35,866	65,000	48,216
Volunteer network	75%	108	25%	36	144	3,000	12,488
For direct aid	100%	0	0%	0	0		0
Total direct costs		1,044,096		2,308,154	3,352,250	4,165,949	3,167,316

The direct costs are the costs for fundraising and promotion. Based on the nature of the cost type, a part of the cost is allocated to the objective of 'Public engagement and Increasing awareness' and part to the fundraising costs. This allocation has not changed compared to last year.

Personnel costs

Personnel costs can be specified as follows:

Amounts in euros	Actual 2020	Budget 2020	Actual 2019
Wages	2,164,782	2,265,000	2,174,852
Social security contributions	261,224	255,000	241,515
Pension contributions	227,234	195,000	226,731
Other personnel costs	1,087,009	1,005,000	1,060,099
Total	3,740,249	3,720,000	3,703,197

21. OWN FUNDRAISING COSTS

The costs incurred as part of our fundraising activities can be specified as follows:

Amounts in euros	Actual 2020	Budget 2020	Actual 2019
Direct costs	2,308,154	3,274,416	1,958,841
Implementation costs	1,378,343	1,388,024	1,341,411
Total	3,686,497	4,662,440	3,300,252
As a % of fundraising income	19,7%	24,4%	18,3%

22. COSTS OF THIRD-PARTY CAMPAIGNS

The costs of third-party campaigns can be specified as follows:

Amounts in euros	Actual 2020	Budget 2020	Actual 2019
Direct costs	0	0	0
Implementation costs	51,050	51,408	49,683
Total	51,050	51,408	49,683
As a % of third-party campaign proceeds	3,8%	3,8%	3,6%

23. COSTS INCURRED TO OBTAIN GOVERNMENT SUBSIDIES

The costs incurred to obtain government subsidies can be specified as follows:

Amounts in euros	Actual 2020	Budget 2020	Actual 2019
Direct costs	0	0	0
Implementation costs	357,348	359,858	347,774
Total	357,348	359,858	347,774
As a % of subsidy proceeds	3,7%	9,0%	4,1%

24. MANAGEMENT AND ADMINISTRATION COSTS

Amounts in euros	Actual 2020	Budget 2020	Actual 2019
Management and administration costs	1,027,485	1,028,166	1,008,293
As a % of expenditure	3,5%	4,1%	3,7%

25. INTEREST INCOME AND INVESTMENT INCOME

Interest income and investment income can be summarised as follows:

Amounts in euros	Actual 2020	Budget 2020	Actual 2019
<i>Financial income:</i>			
Interest income	(21,702)	9,000	16,406
Exchange rate differences	516,510	0	346,683
	494,808	9,000	363,089
<i>Financial expenses:</i>			
Other income and expenditure	341	0	996
Total	494,467	9,000	362,093

SOS Children's Villages The Netherlands has drawn up an asset management plan, which states that we do not invest our cash, because we believe that speculating with our donors' money is unethical.

Savings and investment returns over the past 5 years

	Average return on savings	Savings result	Total
2020	-0.13%	-21,702	209,246
2019	0.10%	16,406	230,948
2018	0.32%	41,228	214,542
2017	0.46%	67,238	173,314
2016	0.67%	106,076	106,076
Average %	0.28%		

26. OTHER INFORMATION

Employees

The average number of full-time jobs in 2020 at the Amsterdam office was 46.32 FTEs. (budgeted 50.82 FTEs). In 2019, the number of jobs was 41.75. Of these, 0 employees worked outside the Netherlands (2019): 0)

Supervisory Board remuneration

The members of the Supervisory Board received a reimbursement of expenses incurred of €1,000 per member. No loans, advances or guarantees are paid to the members of the Supervisory Board or Board of Recommendation.

Director's remuneration 2020

Amounts in euros

Employment Contract

	Arian Buurman
Nature (duration)	Indefinite period
Hours	37,5
Part-time %	100%
Period	1/1 - 31/12

Remuneration (EUR)

Annual income:	
Gross wage/salary	109.060
Holiday pay	8.547
Year-end bonus	
Variable income	
	117.607 ¹
Social security payments (employer contribution)	9.810
Taxable allowances/additions	14.018
Pension costs (employer contribution)	14.515
Other long-term benefits	0
Employment termination benefits	0
Total 2020	155.950
Total 2019	154.857

* 1. This is the salary assessed using the Remuneration scheme for directors of charities for management and Supervisory Boards. This scheme assesses the annual income, which consists of 12 monthly salaries, holiday allowance, any year-end bonuses including 13th/14th month and allocated variable income.

The weight of the management position is assessed on the basis of the 'Regulation on the Remuneration of Directors of Charitable Organisations'. This advisory regulation was adopted by the sectoral association VFI on 7 December 2005, and last amended in November 2020. On the basis of this regulation, the position of director at SOS Children's Villages The Netherlands has a BSD score of 440 and is classified in function group H. In 2020, the maximum gross annual salary for function group H amounts to €125,011 for 12 months. The salary of our director, with an annual salary of €117,607, remains within the limit. No loans, advances or guarantees are provided.

Part of an international organisation

All payments are made through our head office in Innsbruck to the local SOS organisations in order to save on bank charges, with the exception of renovation costs and institutionally funded projects with a start date before 2020, which are transferred directly to the local SOS organisations.

The international organisation does not cover any costs for fundraising in the Netherlands.

Since we prepare our financial statements earlier, we do not have the recent figures from our international organisation. Based on the 2019 report we have included the following data to give an idea of the position of SOS Children's Villages The Netherlands in relation to SOS Children's Villages International.

The international organisation's total income for 2019 was €1,389 million (2018: €1,301 million) 7% more than in 2018. The costs for administration, public engagement and fundraising amount to a total of €205 million (2018 €203 million). This means that €1,184 million was available for our projects.

Affiliated party transactions

In 2020, only transactions related to the remittance of SOS CVI contributions took place (€1,565,508), which is earmarked for the coordination of our international projects.

Gifts in kind

In 2020, SOS Children's Villages The Netherlands benefited from various forms of sponsorship. SOS Children's Villages The Netherlands benefited from Free Publicity with an estimated value of approximately € 0.8 million (2019 € 1.0 million).

As in previous years, 2019 also saw sponsorship in the form of services and products. This concerns baby clothes and the placement of banners. These gifts in kind are not valued in the financial statements.

Events after the balance sheet date

In early May, the media reported on serious breaches of integrity at SOS Children's Villages International. These integrity violations came to light through investigations initiated by our organisation as part of our child safety policy. This has shown that reported incidents have in many cases been properly investigated and followed up, but that there have also been incidents where we have not acted in accordance with our policies. Based on the feedback we have received and the conversations we have had, it is clear that the majority of our donors are confident that we are doing everything we can to properly address this situation.

Amsterdam, 9 juni 2021



A.C. Buurman,
Managing director



Independent auditor's report

To: the Management and the Supervisory Board of Stichting Nederlandse Vrienden der SOS-Kinderdorpen

A. Report on the audit of the financial statements 2020 included in the annual report

Our opinion

We have audited the financial statements 2020 of Stichting Nederlandse Vrienden der SOS-Kinderdorpen, based in Amsterdam.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Nederlandse Vrienden der SOS-Kinderdorpen as at 31 December 2020 and of its result for 2020 in accordance with the 'RJ-Richtlijn 650 Fondsverwervende Instelling' (RJ 650) (Guideline for annual reporting 650 'Fundraising Institutions' of the Dutch Accounting Standards Board).

The financial statements comprise:

1. the balance sheet as at 31 December 2020;
2. the profit and loss account for 2020; and
3. the notes comprising of a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Nederlandse Vrienden der SOS-Kinderdorpen in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

B. Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information, that consists of:

- ▶ Summary
- ▶ The management board report
- ▶ Budget 2021
- ▶ Accountability statement

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements..

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the other information, including the management board report in accordance with RJ-Richtlijn 650.

C. Description of responsibilities regarding the financial statements

Responsibilities of management and the Supervisory Board for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the 'RJ-Richtlijn 650 Fondsverwervende Instelling' (RJ 650) (Guideline for annual reporting 650 'Fundraising Institutions' of the Dutch Accounting Standards Board). Furthermore management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the entity's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting, unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on the entity's ability to continue as a going concern in the financial statements. The Supervisory Board is responsible for overseeing the entity's financial reporting process.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- ▶ identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- ▶ obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- ▶ evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- ▶ concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern;
- ▶ evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- ▶ evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Utrecht, June 9, 2021

For and on behalf of BDO Audit & Assurance B.V.,

drs. J.S. Terlingen RA

BUDGET 2021

Amounts in euros	Budget 2021	Actual 2020	Budget 2020
INCOME			
Income from private individuals	16,790,000	16,762,143	16,600,000
Income from businesses	1,250,000	1,129,935	1,500,000
Income from Lottery organisations	1,360,000	1,354,208	1,360,000
Income from government subsidies	8,000,000	9,546,956	4,000,000
Income from affiliated non-profit organisations		-	
Income from other non-profit organisations	1,300,000	830,065	1,000,000
Total Income	28,700,000	29,623,306	24,460,000
EXPENDITURE			
Spend on objectives			
Direct aid	20,663,463	21,988,316	16,728,758
Public Engagement and increasing awareness	3,080,361	2,371,388	2,646,416
Total spend on objectives	23,743,824	24,359,704	19,375,173
Fundraising costs	4,605,827	4,094,895	4,662,440
Management and administration costs	1,139,701	1,027,485	1,028,166
Total expenditure	29,489,352	29,482,084	25,065,779
Balance before financial income and expenditure	-789,352	141,223	-605,779
Balance of financial income and expenditure	-	494,467	9,000
RESULT	-789,352	635,689	-596,779
Result appropriation			
Earmarked reserve for future day-to-day costs		446,357	pm
Continuity reserve		1,328,661	pm
Earmarked reserve assets		100,000	pm
Earmarked fund for earmarked donations		-206,731	pm
Earmarked fund for Haiti emergency aid		-574,657	pm
Earmarked fund for SOS Simba Family Care		-57,181	pm
Earmarked fund Doris Tuapante		-402,782	pm
		2,023	
Grand total		635,689	pm

ACCOUNTABILITY STATEMENT

The management and the Supervisory Board of the Stichting Nederlandse Vrienden der SOS Kinderdorpen (Dutch Friends of SOS Children’s Villages The Netherlands Foundation) endorse the three principles of good governance:

- Clear separation of supervision, management and implementation;
- Optimising the use of resources;
- Striving for optimal relations with stakeholders.

Supervising, managing and implementing

Code of Good Governance
SOS Children’s Villages The Netherlands is affiliated with SOS Children’s Villages International and has an independent structure with its own board. Our organisation is governed according to the requirements of the Code of Good Governance aimed at fundraising organisations. This means, among other things, that the day-to-day management of SOS Children’s Villages The Netherlands and the supervision thereof are separated.

Supervisory Board
Supervision of the responsible management of our organisation is in the hands of the Supervisory Board (RvT), with Menno Antal as its chair. The Supervisory Board contributes to the organisation’s long-term vision and strategy. The main tasks of the Supervisory Board are to supervise the director and the general state of affairs within the organisation, to approve spending proposals and budgets. The Supervisory Board ensures the objectives of the organisation are achieved, with a particular focus on efficient fundraising and operational management. The Supervisory Board appoints its members and in doing so strives for a balance between competencies, disciplines and expertise. Members of the

Supervisory Board selflessly apply their knowledge and experience.

Director
Arian Buurman has been the Director since 01/01/2019. The director is appointed by the Supervisory Board to which she is accountable. The director’s tasks are defined in the management regulations. The director leads the organisation and represents SOS Children’s Villages The Netherlands externally. She is responsible for the development and implementation of the strategy and policy, compiles plans, budgets and the financial statements and allocates budgets. The director bears ultimate responsibility, but works closely with the management team with whom she establishes the framework for the new annual plan each year.

Control & steering
The director and the Supervisory Board work closely together and determine the frameworks for the new annual plans and strategies. The director keeps the Supervisory Board informed of the implementation of the annual plan by means of quarterly content-related and financial reports, so that the members can assess the activities and results in relation to the policy, and monitor progress. If there are any questions regarding policy implementation, these are discussed with the director. The Supervisory Board may also put forward suggestions with regard to policy amendments.

External guidelines & external supervision
In addition to the Code for Good Governance for Charities, SOS Children’s Villages The Netherlands adheres to the following guidelines in carrying out its tasks:

- Code of Conduct of the Association of Charities in the Netherlands Vereniging Goede Doelen Nederland)

- CBF accreditation
- Public Benefit Organisation (ANBI)
- Guideline 650 Fundraising institutions for annual reporting.

External supervision is carried out by BDO. In addition to the discussions that the director and the operations manager hold with the auditors, the audit committee of the Supervisory Board also consults with the auditors.

Optimal use of resources

Fundraising
SOS Children’s Villages The Netherlands depends on donations from donors and other parties who support us. This is why we consider it extremely important that our supporters have confidence in us. Not only do we comply with all legal requirements and guidelines, we also do everything we can to raise funds in a responsible manner. By means of information provision, a professional working method and transparent reporting, we tell our supporters how, when and where their money is spent. We attach great importance to being cost-conscious in our work, so that our supporters’ money is spent carefully and efficiently.

Financial supervision
The financial management of SOS Children’s Villages The Netherlands and SOS Children’s Villages International is carefully monitored. Our parent organisation has a robust and accurate system for its financial administration, which is audited annually by external auditors. Just like all the other SOS Children’s Villages organisations we have extremely close, frequent contact with the international office with regard to the financial state of affairs. We get access to the finances, receive accountant reports and project reports and can check invoices and through-payments of donations.



Investment policy

We deliberately choose not to invest the funds we receive. If we are unable to disburse funds immediately because we are dependent on the progress of a programme for doing so, we place these funds in a deposit or savings account so that we receive a responsible return on the funds. We believe we cannot take any investment risks, and therefore speculate, with the money we receive from our donors. In line with this investment policy, investments originating from donations or legacies are converted into cash as soon as possible to finance new programmes. In

2010, we drew up an asset management plan, which sets out guidelines for our asset management.

Risk management

In order to achieve our multi-year objectives, we ensure the identified risks (financial, fiscal, fundraising, reputation, ICT and those related to programme implementation) are mapped out as effectively as possible and that the control measures in place are sufficient. Risk management features on the management team's agenda twice a year. Based on a comprehensive inventory, this is re-examined

annually and known and potential new risks are discussed and recorded in the risk register.

Remuneration

All employees earn a salary that is in line with the market in the sector. The remuneration system used was compiled in association with Hay Group. Loans, advances, guarantees and bonuses are not provided. In 2020, our director's gross annual salary was €117,607 (based on 37.5 hours and including holiday pay). This is within the established maximum in the guidelines for director salaries by Goede Doelen Nederland.

Optimal relationships with stakeholders

We believe that having a good relationship with all our stakeholders is extremely important. On the one hand these concern private donors, partners & major donors and institutional donors. On the other hand, they are employees, volunteers, the Supervisory Board, the SOS Expert Network, the Committee of Recommendation, SOS Children's Villages International, the ambassadors, external supervisors and the media.

Communication with donor groups

Fundraising activities focus on three segments: Private Individuals, Partnerships & Major Donors and Institutional Donors. Each segment is responsible for communicating with its own base. Communication with partners & major donors and institutional donors is almost always conducted one-on-one to ensure a good relationship. The group of private individual donors is broken down into child sponsors, structural donors to a programme or structural donors to our worldwide activities. Communication with these specific groups differs and is segmented using our donor database. We inform all our donors specifically about the work and programmes they donate to.

digital media and by post. Complaints from our donors are taken very seriously and handled according to the complaints procedure that can also be found on our website. Complaints and questions are always handled personally by our service team staff.

Communication with other stakeholders

We value working with a strong team of people who are intrinsically motivated to carry out our work. Clear communication with and appreciation for employees and volunteers are anchored in the internal communication policy. There is regular contact between SOS Children's Villages The Netherlands and SOS Children's Villages International with regard to the various disciplines. The meetings with the director and the Supervisory Board have been fixed for the current year. The members of the SOS Expert Network are linked to various employees, so that the knowledge, experience and networks of the advisers are optimally utilised. We are very happy with the commitment of our ambassadors and with the support of the Dutch Postcode Lottery from which we have benefited for 20 years now.

Thanks to our loyal supporters, we are able to carry out our important work for vulnerable children and their families worldwide.

Learning from feedback and complaints

We talk about the positive impact of our work, but also about challenges and things that work out differently than expected. For we are convinced that honest information about the issues and challenges our staff in the field encounter leads to greater public understanding of our work. We do not only inform our supporters, we also want to know what they think and want. We try and engage in dialogue as much as possible through personal contact, donor meetings and social media. Due to Covid-19, physical donor meetings were unfortunately not able to take place in 2020. We tried to maximise contact by telephone,

Arian Buurman

Managing director
SOS Children's Villages The Netherlands

COLOFON

**STICHTING NEDERLANDSE VRIENDEN
DER SOS KINDERDORPEN**

Patroness H.K.H. Prinses Margriet
Director Arian Buurman
Supervisory Board Chair Menno Antal

Address Maassluisstraat 2
1062 GD Amsterdam

Website www.soskinderdorpen.nl

Mail info@soskinderdorpen.nl

Tel. 020-4080190 (general),
020-3032500 (donors)

Account number
NL90INGB0000002280 (giro 2280)

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 **SOS CHILDREN'S
VILLAGES**
THE NETHERLANDS