



SOS CHILDREN'S
VILLAGES
THE NETHERLANDS

ANNUAL REPORT

2021

SUMMARY 2021



Thanks to the donations of Dutch donors we were able to make a difference to the lives of **126,200** children, young people and parents, through advocacy and:

- 15** family strengthening programmes
- 22** family-based care programmes
- 4** youth employability programmes
- 6** humanitarian aid programmes



15,000
new structural donors

84
new child sponsors

Welcome!



A big thank you to our supporters

120,571 private individual donors **105** major donors

35 companies **54** foundations

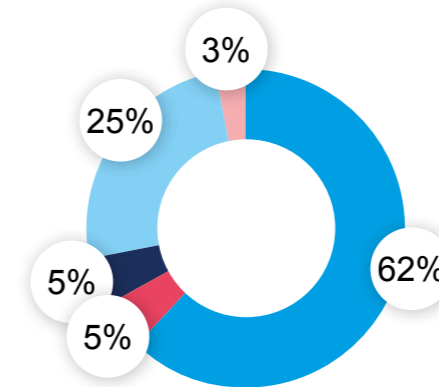


for your loyal support in 2021

Worldwide SOS Children's Villages International has reached **1,277,000** people through **2,826** programmes

€ 28.7 million

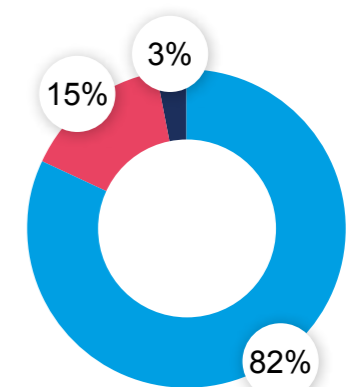
Total income



- Private individuals **62%**
- Businesses **5%**
- Lottery organisations **5%**
- Government subsidies **25%**
- Other non-profit organisations **3%**

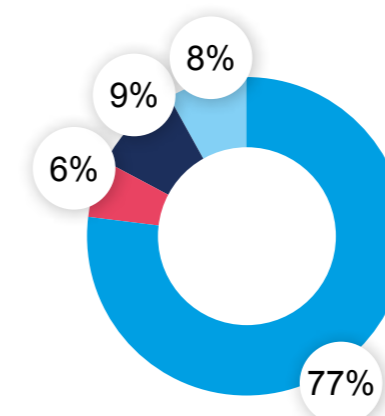
€ 29.8 million

Total expenditures



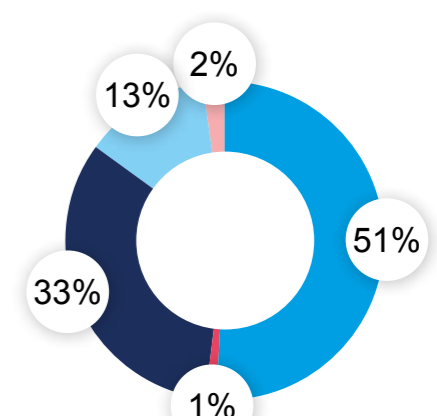
- Spent on our objectives **82%**
- Fundraising costs **15%**
- Management and administration costs **3%**

Programme expenditures Dutch donations by continent



- Afrika **77%**
- Azië **6%**
- Europa **9%**
- Amerika **8%**

Programme expenditures Dutch donations by type



- Families versterken en familiegerichte zorg **51%**
- Jeugdwerkgelegenheid **1%**
- Noodhulp **33%**
- Onderwijs **2%**
- Overig **1%**

The strength of family

The strongest among us are those supported by a loving family. A quote by an anonymous sender that perfectly encapsulates what SOS Children's Villages is all about. The strength of family. This has become our new slogan, launched in the past year as part of a targeted awareness campaign.

Children cannot grow up by themselves. They need support, a network of people who are there for them, unconditionally. A place where they can truly be themselves. Often, that's their own family. However, sometimes this is not the best place for a child to grow up. Sometimes, parents and guardians need a little help to create the best place for their children. That's where SOS Children's Villages comes in. For those children that are facing the world by themselves, and for families that could use a little help. To stay together, and ensure their children don't end up alone.

Our awareness-raising campaign 'The strength of Family' seeks to convey this message. Its distinctive style features animations portraying growing up as part of a loving family stands in stark contrast with a child alone. We want to use this campaign to raise even more awareness among donors for the necessity of our work. Our overall

communication is aimed at the SOS Children's Villages Federation's universal focus on keeping families together. This means we concentrate on our family-reinforcing programmes, our preventative programmes that prevent children from ending up alone. All of this is based on our belief that love is the foundation of a wonderful future.

[Learning to cope with Covid](#)

2020 was the year of a pandemic that took everyone by surprise. 2021 was all about 'learning to live with it'. In 2021, working from home became the new norm. Lockdowns were no longer shocking to us. Our office experienced a future-proof transformation: from fixed workspaces to a meeting hub with flexible workstations and more meeting space with technical facilities for hybrid cooperation.

Covid still severely impacted our programmes in 2021. In many countries, schools were closed for long periods of time. In Uganda, they only recently opened again. The impact will be felt for a long time. It was often difficult or even impossible to visit the families supported by SOS Children's Villages. This required creative solutions and adaptation on the part of our on-site colleagues, as a result of which a certain degree of support was achieved after all.

Moreover, in 2021, SOS Children's Villages was in charge of an emergency relief programme of the Dutch Relief Alliance (DRA) in Ethiopia, with the objective of preventing the spread of Covid and offering support where necessary. We did so through food aid, financial (cash) support, medical support and aid by providing clean water, sanitary facilities and hygiene.

Stick to your plan

Covid has taught us a number of lessons, one of which is that even a pandemic does not necessarily throw you off-course. In 2021, we steadily continued implementing our 21-24 strategy, with the following spearheads: More impact, More euros and Fit for future. The results were great: we ended 2021 on a positive note, with growth in the private segment and the companies, foundations and major donors segment.

All thanks to all our donors and partners who stayed loyal to us in the past year. Dr. Oetker and Action, for example, are valuable partners that we could once more rely on in the past year. We are incredibly proud of and grateful for these partnerships. Another partnership with Heimstaden was realised through the home for a home project.

Our focus on legacies, which saw us actively approach potential testators, proved to be an important growth factor. Additionally, we increased our focus on new fundraising methods. Donation options like Tikkie and QR codes were added to our fundraising options, and we initiated a special programme to generate leads in 2021.

In order to be able to effectively develop a flexible, manoeuvrable organisation, an employee survey was conducted in collaboration with Efectory. This is an important instrument to stay up to date on our colleagues and is indicative of the way we want to continue developing the organisation.

We will continue conducting this survey in the coming two years.

Child safety

The safety of the children and youngsters in our care is our utmost priority. This is a key element in our daily operations, as set out in the Federation's 2030 Strategy. SOS is a learning organisation that continuously aims for improvement. Are we doing the right things, and are we doing the right things effectively? Those are questions that we continuously ask ourselves. In 2021, the conclusions of the Independent Child Safeguarding Review, independent investigation into earlier incidents in the area of child safety and integrity, initiated by our own Federation, were published. We openly and transparently shared the conclusions and recommendations of this investigation with you. This was not an easy message, as it concerned incidents that were not handled properly in the past and we needed to implement policy improvements to prevent recurrence in the future. However, we did not ignore this message, and openly communicated about it with you. This, to me, is indicative of the strength of our organisation. We like telling you about our successes, but we also tell you the whole, unfiltered story when it comes to areas in which we have yet to improve.

Despite all the sound measures and procedures we implemented over the past 15 years, the Keeping Children Safe organisation still sees room for improvement. This is something that the Federation - under the new leadership of president Dereje Wordofa and CEO Ingrid Johanssen - is tackling actively and with the highest priority through a Child Safeguarding Action Plan. This includes, among other things, a worldwide ombudsman's system, new reporting systems and extra support and training for countries with an increased risk profile. An independent, dedicated committee monitors all developments in the areas of child safety and integrity.

Ukraine

At the time of writing this foreword, a gruesome war is taking place. While this annual report and accordingly, this foreword should be all about 2021, we would like to take a moment to consider our courageous colleagues in Ukraine and its neighbouring countries. SOS Children's Villages has been active in Ukraine for over twenty years. Even before the war, we evacuated most of the children and their caretakers to safer areas. The children from Ukraine now have a safe place in surrounding countries like Poland, Romania and the Czech Republic. In Ukraine, we provide emergency aid, and our colleagues risk their own lives to save as many children as possible. After all, as Serhii Lukashov, national director of SOS Children's Villages Ukraine puts it so accurately: "In this war, we are on the children's side." Let us hope the violence ends soon. Until then, and in the years of recovery that will follow, SOS Children's Villages will do everything in its power to offer the children of Ukraine a safe home. That is the strength of SOS; that is the strength of family.

In this annual report, you can read how SOS Children's Villages is putting this into practice. Impactful, and focused on the future. Thanks to your trust and support, we can guide children to a wonderful, independent future - from cradle to career.

Arian Buurman

General Director SOS Children's Villages
The Netherlands

Menno Antal

President of the Supervisory Board 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@soskinderdorpen.nl



Ukraine children from Kiev reaching Siedle in Poland



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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.

Evidence shows that 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 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 Children, the best interest of the child is paramount in all our activities. We listen to them and respect their opinion, and provide children and young people with the care they *really* need.

We fulfil our ambition by (co-) funding, co-creating, 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 the 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 that 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 intense support for parents in the form of family-strengthening and all siblings are placed in care together with the aim of preventing families breaking up for good.



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, 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.

Activities in humanitarian aid that are very specific for SOS Children's Villages are:

- Psychosocial support to aid trauma processing
- Building of community child protection support network
- Education, care, sport and play in our child-friendly spaces
- Care for children who are unaccompanied or who have been separated from their parents
- Family reunification support (transport costs, goods and sometimes social/psychosocial support)
- Distribution of Dignity Kits (survivors of Sexual or Gender Based Violence) and Hygiene kits (women/households)
- Food distribution
- Livelihood support (microcredit, training on small business management, short courses vocational training for youth+ training kits)
- If possible Cash Voucher Assistance instead of food distribution.
- Provision of water and (minor) maintenance on water points
- Awareness raising in communities on:
 - Child Protection
 - Child Rights
 - Sexual Gender based violence and peaceful communication
 - Covid-19 prevention

However, depending on the particular country context and crisis, SOS Children's Villages offers services based on the needs of vulnerable families and children and people in need (to prevent family separation). More information on the activities in the humanitarian aid responses can be found on page 27.

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 do not develop unnecessary trauma;
- 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.
- Siblings are always kept together when in their best interest.
- 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.

- We work in the community with local, dedicated SOS staff all over the world. 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 best 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. They provide governments with a technical and practical framework for 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 for the Alternative Care of Children worldwide and 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 'Inter-Agency 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 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.



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.

2. ILO Global Employment Trends for Youth



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.



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.



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?

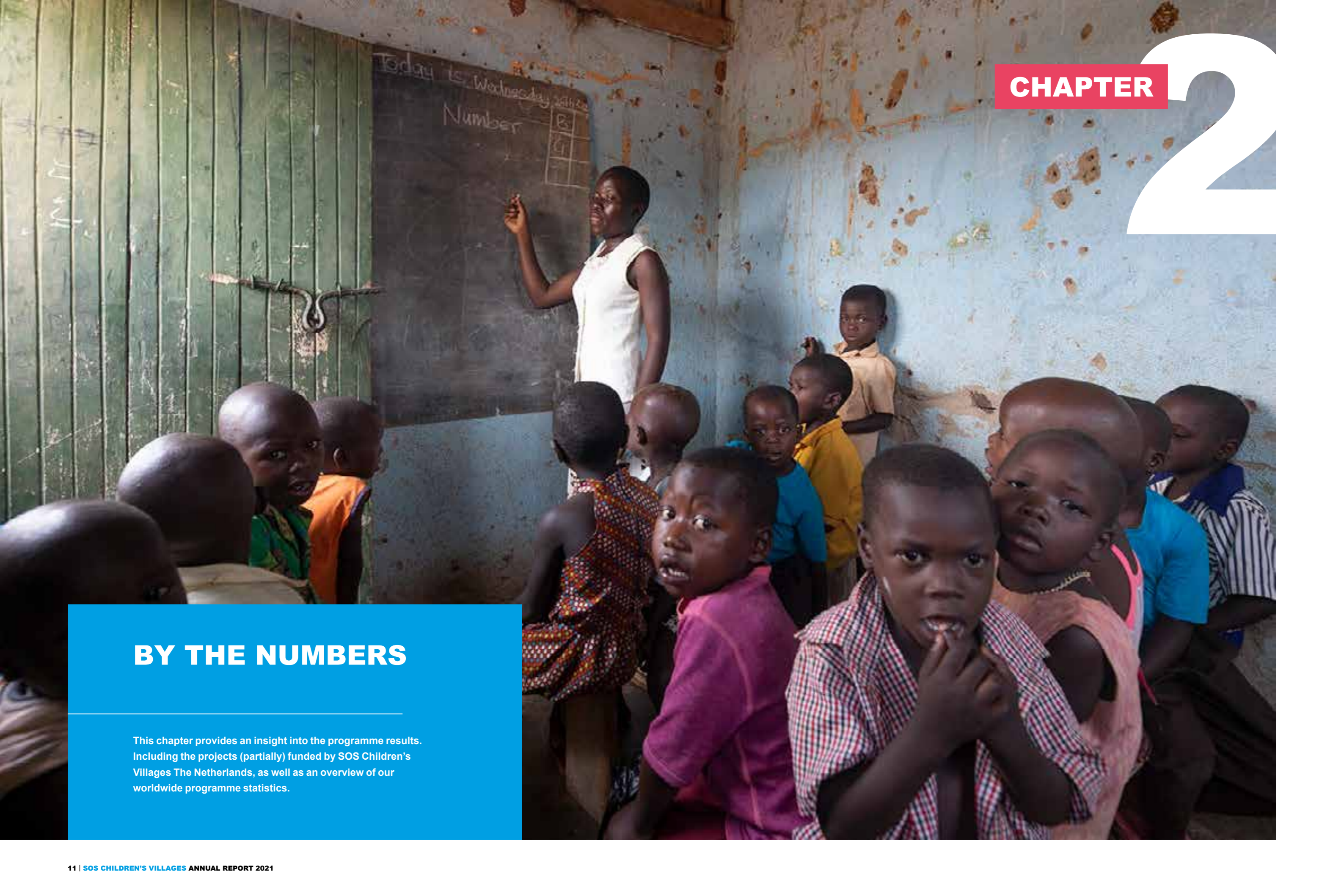


16. Peace, justice and strong institutions

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



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 2021, we were able to make a difference to the lives of

126,200

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

Preventing child-family separation

- 15 family-strengthening programmes
- 18,800 children, young people and parents

Simba Family Care

- 7 family houses
- 25 children
- 34 caregivers

Family-based care

- 22 Children's Villages
- 3,200 children

Youth Employability

- 4 Youth employment programmes
- 5,200 young people

Humanitarian response and emergency aid

- 6 programmes
- 99,000 children, young people and parents

Advocacy

- 12 countries in which we are engaging in local advocacy

The Americas

Costa Rica
Guatemala
Mexico

EUROPE

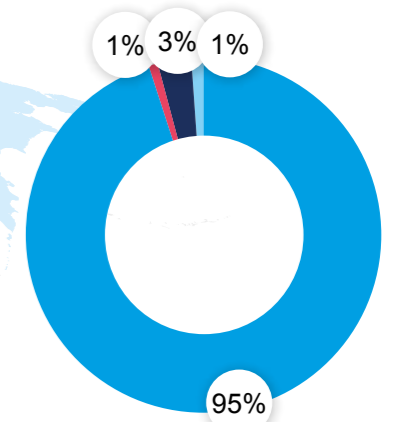
Netherlands
Germany
Romania
Russian Federation

Africa

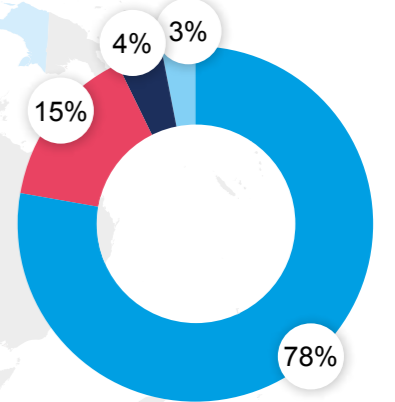
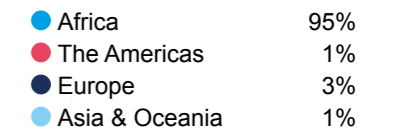
Central African Republic
Chad
Cote d'Ivoire
Ethiopia
Gambia
Ghana
Guinea-Bissau
Kenya
Mali
Mozambique
Nigeria
Somalia
Uganda
Zimbabwe

Asia & Oceania

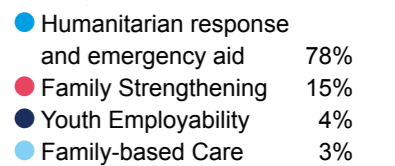
China
India
Indonesia
Syria



Participants per continent

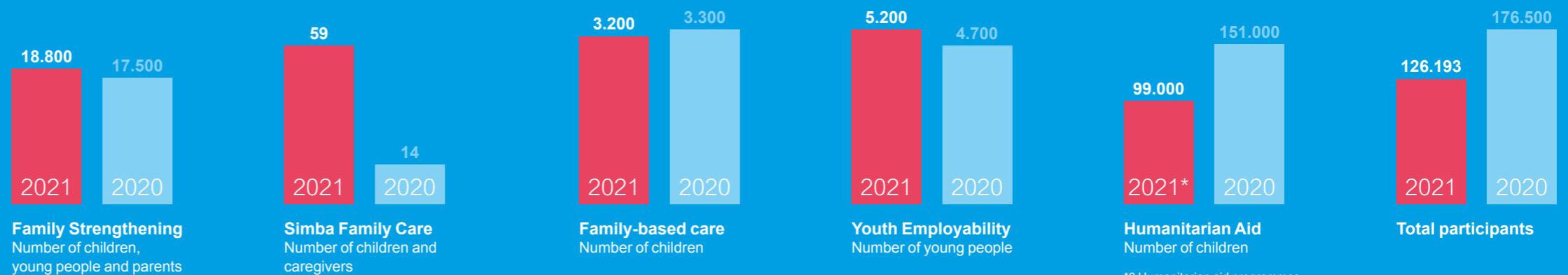


Participants per thematic area



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

Impact: comparative figures 2021 to 2020



*6 Humanitarian aid programmes in 2021 versus 7 in 2020

2.2 WORLDWIDE PRESENCE AND RESULTS

SOS Children's Villages International is a worldwide federation with locally led member associations active in 138 countries and regions.

PROGRAMMES WE OPERATED (as of 26.04.2022)

Family-based care	Africa	The Americas	Asia & Oceania	Europe	Total
Family-like care	151	124	165	99	539
Small group homes	13	12	8	64	97
Foster family care	19	20	1	43	83
Youth care	118	103	206	276	703
Other family-based care	4	38	4	11	57
Total	305	297	384	493	1,479

Prevention	Africa	The Americas	Asia & Oceania	Europe	Total
Family Strengthening	202	147	136	234	719

Education	Africa	The Americas	Asia & Oceania	Europe	Total
Early childhood care & development	74	45	10	41	170
Primary & secondary schools	85	9	58	27	179
Employment & entrepreneurship training	35	17	28	37	117
Total	194	71	96	105	466

Other activities	Africa	The Americas	Asia & Oceania	Europe	Total
	11	25	4	29	69

Health	Africa	The Americas	Asia & Oceania	Europe	Total
Health promotion & prevention	14	1	1	3	19
Mother & Child Hospital, Somalia	33	0	8	2	43
Total	47	1	9	5	62

Emergency response	Africa	The Americas	Asia & Oceania	Europe	Total
	16	6	2	7	31

Grand total	Africa	The Americas	Asia & Oceania	Europe	Total
	775	547	631	873	2,826

PEOPLE WE REACHED (as of 21.4.2021)

Alternative care	Africa	The Americas	Asia & Oceania	Europe	Total
<i>Children & young people</i>					
Family-like care	13,700	5,100	15,700	3,800	38,300
Youth care	8,400	2,500	8,200	2,900	22,000
Foster family care	800	900	0	3,300	5,000
Small group homes	300	100	100	1,100	1,600
Other family-based care ¹	300	600	100	100	1,100
Total	23,500	9,200	24,100	11,200	68,000

Prevention	Africa	The Americas	Asia & Oceania	Europe	Total
<i>Children, young people & adults</i>					
Family Strengthening	214,100	33,400	124,400 ²	83,500	455,400

Education	Africa	The Americas	Asia & Oceania	Europe	Total
<i>Children, young people & adults</i>					
Early childhood care & development	8,900	10,600	5,200	3,500	28,200
Primary & secondary schools	54,600	6,400	44,300	57,300	162,600
Employment & entrepreneurship training	3,800	1,700	2,500	4,200	12,200
Total	67,300	18,700	52,000	65,000	203,000

Other activities ³	Africa	The Americas	Asia & Oceania	Europe	Total
<i>Children, young people & adults</i>	51,800	3,300	-	2,300	57,400

Health	Africa	The Americas	Asia & Oceania	Europe	Total
<i>Children, young people & adults</i>					
Health promotion & prevention	43,700	0	0	1,100	44,800
Mother & Child Hospital, Somalia	256,000	-	-	-	256,000
Total	299,700	0	0	1,100	300,800

Emergency response	Africa	The Americas	Asia & Oceania	Europe	Total
<i>Children, young people & adults</i>	138,300	12,700	3,800	37,600	192,400

Grand total	Africa	The Americas	Asia & Oceania	Europe	Total
	794,700	77,300	204,300	200,700	1,277,000

*All figures rounded to the nearest 100.

1 Includes care in transitional settings for unaccompanied minor refugees awaiting legal decision and support to other service providers to improve the quality of their care.

2 Includes 1,000 people reached through SOS CV (HGFD) funded family strengthening project in Iraq, run by partner (Better World Organization).

3 Includes community outreach and education on children's rights, integration support, holiday camps and play buses.



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. Since the travel restrictions were lifted during 2021 many offices have also done the training in practice. The administrative processes and procedures have been initiated, in 2022 and 2023 the entire federation is expected to work according to the RBM system.

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. This requires technical and organisational adjustments which are still in full swing and expected to be implemented in all 138 countries and territories in 2023.

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

OUR PROGRAMMES

SOS Children's Villages provides a range of services to support children and young people in difficult circumstances to become the strongest they can be. 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 organizations worldwide focuses primarily on the care and protection of children, by making families stronger and thus preventing neglect and abandonment, and by providing family-based care for children who (temporarily) can no longer live at home safely or those who have lost 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, children and their environment.

Preventive and family-based care constitute a permanent aspect of our work – see the sidebar on page 17. Different types of support are provided and can be combined. Establishing contact with or reintegrating children in their biological family remains the main goal, if their family still exists and if doing so is in the best interests of the child.

We also 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 community;
- Improving community facilities, so that children can develop happily and healthily;
- Increasing cooperation with (local) governments and other organizations to bring about sustainable change and more efficient working methods.

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 doing so is in the best interests of the child. For this reason, children stay in touch with their own (wider) family, if possible and desirable. If it is safe, they visit their family several times a year to stay close and avoid potential emotional barriers that may hamper 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 a careful risk assessment. In this process, we focus 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.

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 stabilize 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 engender sustainable change. We draw up a personal, feasible family development plan with each family based on their strengths in which we identify the challenges they must face in order to effectively protect their children and look after them properly.

Our family-strengthening programmes consist of:

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 and helping them gain access to 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, we enable parents to focus on caring for their children and generating income.

Economic strengthening

Creating economic opportunities helps families stay together. We sit down with families to examine whether and how they can secure 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 micro-financing 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 these fundamentals or allow it to slip through their

fingers due to their circumstances. We support building and maintaining safe, caring home environments 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 organize workshops on what these rights are and what they mean, as well as the consequences of domestic violence, the importance of family planning and the importance of having 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 organizations 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, also known as 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 a 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 context-dependent. The situations of families, communities and countries vary. SOS Children's Villages has years of experience in various circumstances and we use the lessons learned from previous programmes to improve new and existing programmes.

How Covid-19 has affected what we do

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 hygiene education

Most of the countries in which we have projects financed by the Netherlands imposed lockdowns during the year in review. The result: most activities, including training courses and education for large groups, as part of our programmes to strengthen families – including our youth employability activities – were able to continue in an adapted form, such as training sessions in smaller groups, house visits which were replaced by telephone calls or information sharing via local radio stations. At the same time, additional measures and activities had to be taken and organized at all locations. In the communities in which we operate, most people live from day to day. For them, the lockdown meant: no work, no food. Food aid became essential, 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 or provided homeschooling (in Ghana) and solar-powered radios so children

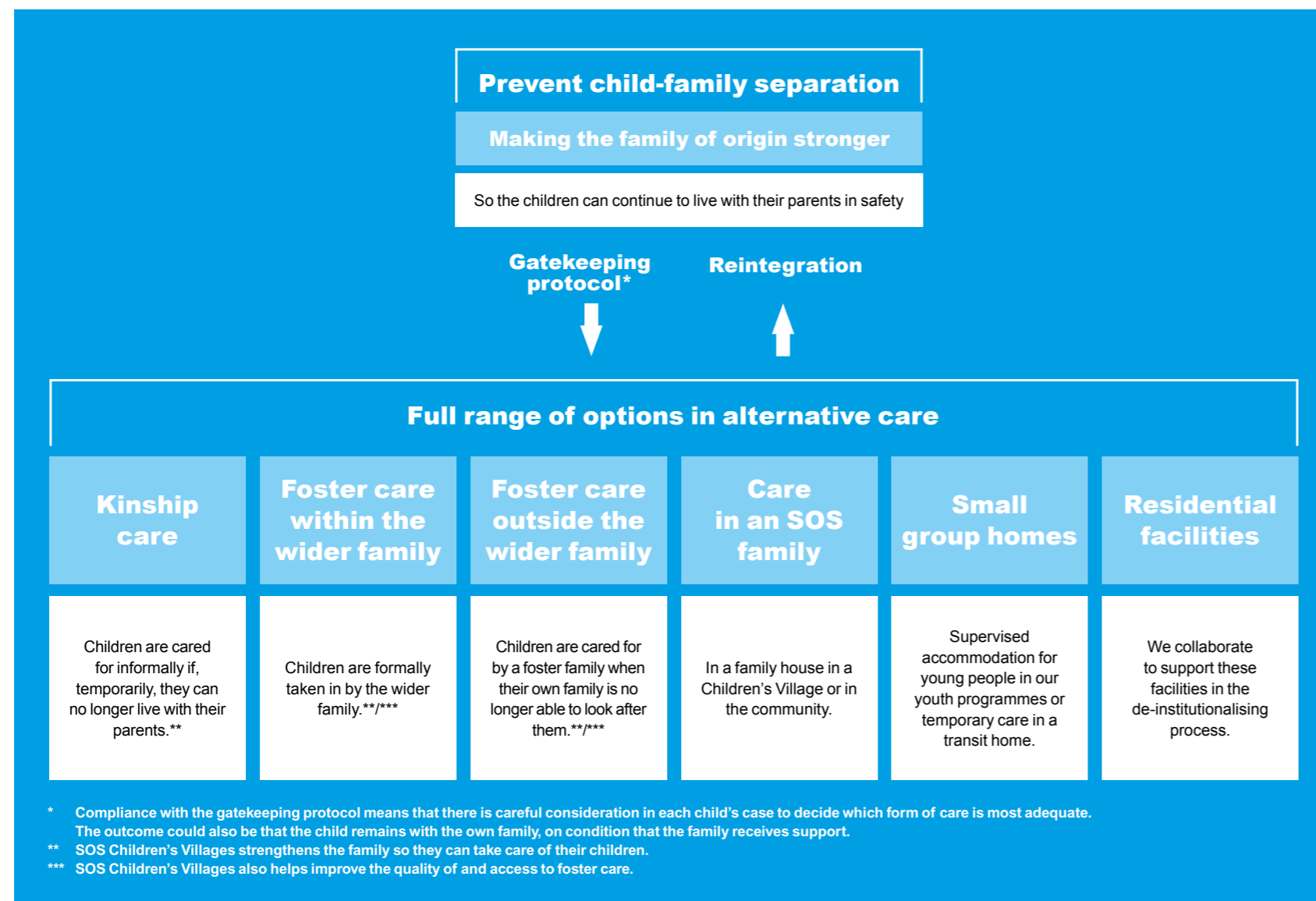
could follow national teaching programmes, as well as giving extra support over the phone. Local teachers were also brought in to provide additional support.

Home schooling was easier to facilitate and follow for the children in our children's villages. In 2021, schools reopened partially. Only in Uganda did schools remain closed, which meant that the children there could not go to school for two full years, making it the longest school closure anywhere in the world.

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 or visit their family. We paid a lot of attention 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.

Over the course of the year, restrictions were partially or completely lifted, but this varied considerably from one country to another.





FAMILY STRENGTHENING IN GHANA

Asiakwa, Kumasi, Tema

DURATION: 2019 – ongoing

TOTAL BUDGET 2021: €362,268 – spent in 2021 €383,896

Target group

Children at risk of losing parental care and their families or caregivers.

Project description

The SOS Children's Villages Family Strengthening (FS) programme is a unique support programme that ran from 2019 to 2023 and worked with families experiencing family separation, neglect or abuse as a result of economic hardship. The capacity building and resource mobilization programme empowers caregivers by teaching them parenting skills, improving the accessibility of education and healthcare and helping them secure an independent income to create a steady home for their children.

In Ghana, the family strengthening programme is currently running at three different project locations: Asiakwa, Kumasi and Tema:

- The Asiakwa location has amassed 1,438 beneficiaries, consisting of 1,013 children, 122 young people and 303 caregivers.
- The Kumasi programme has helped a total of 1,491 beneficiaries, consisting of 1,070 children, 314 caregivers and 107 young people.
- Some 1,000 children, 298 caregivers and 88 young people, totalling 1,386 people altogether, have benefited from the Tema location programme.

Main activities and results

It is evident that the family strengthening project has **succeeded in strengthening family care** by allowing vulnerable or

orphaned children to stay with a parent or arranging kinship care for children of deceased parents. Since the start of the programme, all child beneficiaries of the FS programme have remained in the care of their families. No child has been reported to have lost parental care since the start of the project.

SOS Ghana **economically empowers caregivers** and young people through grants to set up small businesses or revamp existing ones. Of the 915 caregivers involved in the programme, 169 were supported with grants to establish new businesses while 238 expanded their existing businesses with the same support. **Caregivers (many of whom are women) are now able to provide for the needs of their families.** Significantly, most project beneficiaries are now running profitable businesses and have started saving money through the Village Savings and Loans Association (VSLA) and other micro credit facilities in the communities, transforming their lives and those of their families. Many of the caregivers are now able to provide educational materials for their children, meet their healthcare needs, and provide food and other basic necessities. The programme has also collaborated with Community Based Organizations (CBOs) and other agencies to offer varied forms of training for the beneficiaries

In terms of **education**, the programme workers collaborated with the various Municipal Education Directorates in the



Family strengthening communities in all three locations are being empowered to respect and advocate for the rights of their children. In promoting and protecting child rights, the project has partnered with stakeholders in the various locations to form child protection committees at the community level and child rights clubs in schools. There are currently 39 active child rights clubs in selected schools where children are taught about their rights and how to stand up for those rights. Also, 11 child protection committees have been formed across the three (3) programme locations.

Besides, in the wake of the COVID-19 lockdowns, there was collaboration with community stakeholders to adopt home-schooling and virtual learning, which benefited hundreds of children and helped improve their learning during these difficult times. The skills of 24 School Management Committees (SMCs), Parent Teacher Associations (PTAs), Head Teachers and teachers have also been developed by training them on effective teaching and school management approaches.

Water, sanitation, and hygiene have also improved in the selected communities. The FS program renovated WASH facilities and provided consumables for several schools across the various programme locations. In locations where school children did not have access to restrooms, efforts were made to provide them with these facilities to make them comfortable and confident in school.

The programme's activities towards **empowering the youth with skill acquisition and other professional and vocational support** is yielding good outcomes in all FS programme locations.

three locations to organize on-the-job training for teachers on the right pedagogical approaches to teaching phonics.

More vulnerable children now have access to high-quality teaching and learning, particularly at elementary school level.

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 families 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 strives to find 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 which care setting is most appropriate for them. Regardless of how long they will have to remain in out-of-home care, we always consider the long term and work on building trust with each child to support them on the path towards independence.

SOS Children's Villages supports various forms of family-based care:

Short-term 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 children from further harm. If it is established that it is in the child's interests for them to return to the family, we carefully facilitate and support this process in line with the *Guidelines for the Reintegration of Children*. Should their situation at home no longer allow them to return safely, we work with the child protection authorities to find the most suitable care option for the child.

SOS Family care

Maximum efforts are made to reintegrate the children in alternative care into their families and communities. We are also innovating and

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 for care professionals, children and young people.

growing alternative care, and developing and implementing a range of care options for children who have lost parental care. In cases where it is not in the best interest of the child to return to their biological family, one of the options is an SOS family.

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 best interest, so the emotional bond between them can survive and grow.

SOS parents undergo life-long training 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

Foster care is organized differently in different countries. In some countries we provide support services to foster families, such as counselling or training, or we work with the authorities on implementing high-quality foster care through knowledge transfer or

developing and distributing high-quality materials. In other countries, our SOS parents are registered as foster parents.

Youth care

The aim of our youth programs is to equip young people with the skills and confidence they need to develop their talents and take the step towards independence. We provide personal support to help children prepare for higher education, the labour market or independent entrepreneurship. As part of this (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 young people after they leave care. We are there for them if they need support and share in the moments that matter in life.

FAMILY STRENGTHENING PROGRAMME IN CHAD

N'Djamena

DURATION: 2008 – ongoing

TOTAL BUDGET 2021: €126,721 – spent in 2021 €112,679

Target group

Children at risk of losing parental and their families or caregivers.

Problems in Chad

Chad is one of the poorest countries in the world. On the Human Development index, it scores 187 out of 189 countries and territories. The average income per person is around 50 Euro (630 per year). About 43 percent of the population lives in deep poverty. This increased in 2021 because most people are dependent on the informal economy, which has been hit hard by COVID restrictions such as lockdowns and the ban on large gatherings and markets. Women are suffering from gender inequality and they form the majority of the poorest people.

Chad is suffering from the armed rebels of Boko Haram, who enter from neighbouring Nigeria into Lac Chad province. During the past 50 years, this lake has decreased in size almost 90 percent, leading to both increased drought and flooding. Millions of people are displaced on a regular basis and have lost their livestock and means of subsistence. In 2021, the situation worsened due to the social and political crisis, caused by the armed insurgents who killed the president and tried to capture N'Djamena.

All these developments influenced the work of SOS Chad: vulnerable families suffered from increased costs of living, schools were

closed for some time, and youth find it increasingly difficult to find jobs or apprenticeship opportunities.

Main activities and results

To address all those challenges, SOS Chad modified its family strengthening programme to better serve the most vulnerable families. The Family Strengthening Programme works with 200 vulnerable families with approximately 850 children and youth in six neighbourhoods in N'Djamena. In this programme, a staggering 95% of the families are women headed households.

To meet the logistical challenges of working in 6 different communities, in 2021 SOS Chad started working with community based organisations (CBOs) as key implementing partners. After a period of introduction and training, they will be directly responsible for assisting the most vulnerable families. SOS Chad will concentrate on entering new families in the programme, thereby increased reach and impact of the programme.

In 2021, the CBOs were trained in case management, child rights, and the VSLA approach - village savings and loan associations. In these associations, consisting of approximately 20 persons, people put together their savings to lend money to members. With the funds, they start small income generating activities. In a lot of family strengthening programmes, this is already a standard approach, but for SOS Chad this is



new. Experience has shown that these groups have a lasting positive impact on the lives of participants. In 2022, the programme will start with 5 groups and 113 families.

In 2022, the programme will add 95 new participants in a 7th neighbourhood. Working with local organizations has the added advantage that they are rooted in the communities and that they know all families and their circumstances. It also increases sustainability; strong local communities are capable of sustained support to vulnerable families.

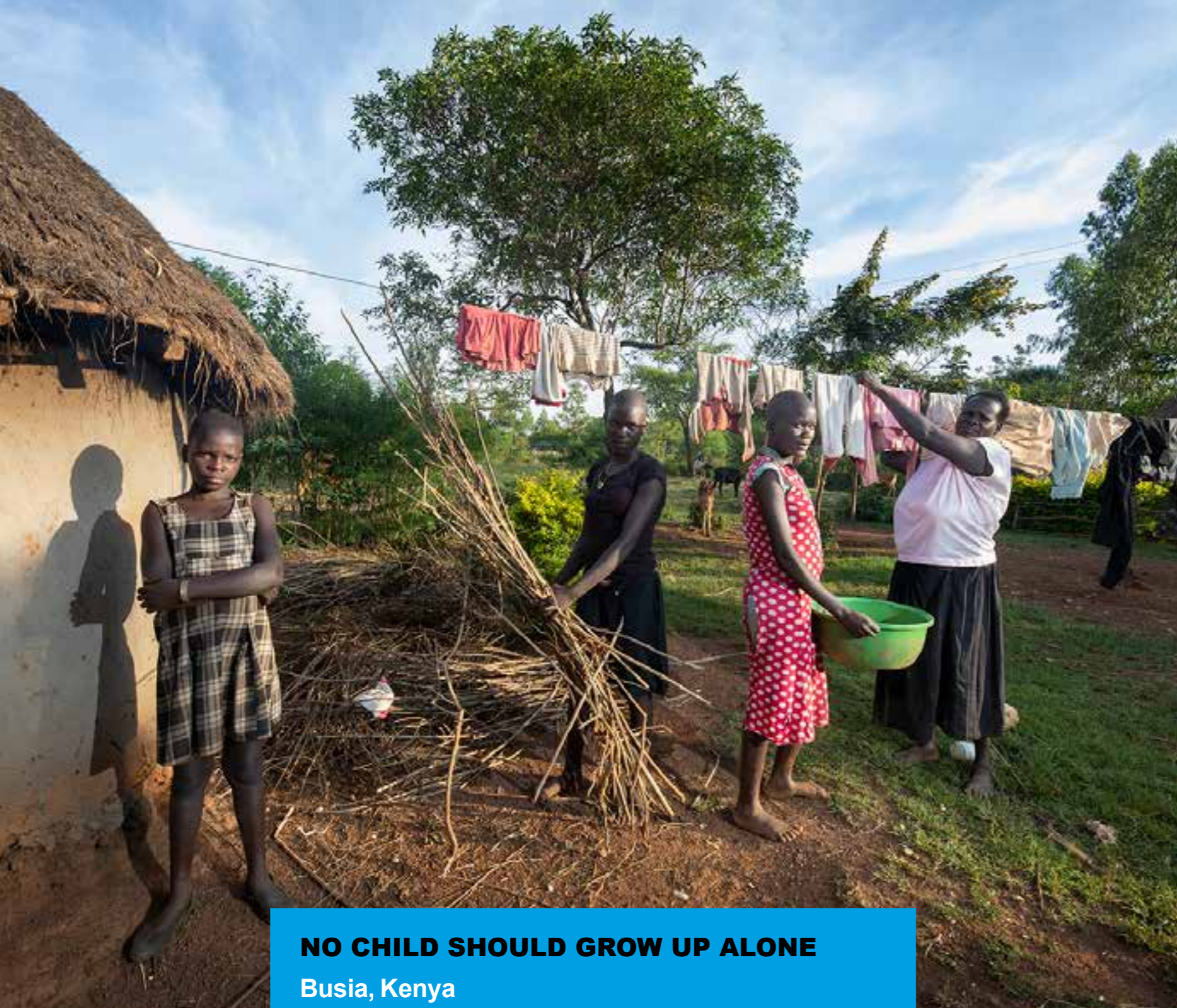
Another new approach is increased focus on youth employability, both in formal and

missed education, trainings and job opportunities. SOS Chad wants to prevent those youth from becoming future vulnerable adults. Therefore, from 2021 emphasis is put on increased access to technical and vocational training and apprenticeships. The first partnership agreements have been signed with the United Bank of Africa and the National Office for Labour Markets.

In 2021, several information meetings were held for and with young people on topics such as COVID, hygiene, sexual and reproductive health and right, access to labour markets and financial education.

Key figures 2021

- 200 families and 850 children and young people reached
- 427 children visited the SOS Medical Centre
- 733 children received sponsorships to access school: 486 to primary education – 53 visited the Hermann Gmeiner primary school, and 265 to secondary education



NO CHILD SHOULD GROW UP ALONE

Busia, Kenya

DURATION: 2016 – 2021

TOTAL BUDGET: €1 million – spent in 2021 €0.3 million

Project description

In the Busia district, we are creating high-quality and innovative family-centred forms of care for at least 1,200 vulnerable children. Thanks to National Postal Code Lottery participants, we have been able to set

up an integrated family strengthening and family-centred care programme to improve care for vulnerable children and strengthen families. Participation in joint savings and loan associations is encouraged and activities with a view to improving group and family income

are supported. SOS Children's Villages also ensures that children's basic needs are met, including education and psychosocial support.

Within the project, we work closely together with local and national organizations and authorities. Through these contacts, we can play a role in respecting the rights of the child,

improving the protection of children and setting up family-centred care for children. We do this in part by giving children a voice, sharing our knowledge and experience in drawing up new care plans, and advocating for strategies and establishing centres focused on child protection.

Problems in Busia

The rural Busia district has about 1 million inhabitants, 66% of whom live below the poverty line. These families are forced to work hard to meet their basic needs on a daily basis in order to survive. At 9.9%, HIV/Aids prevalence is twice the national average of 4.9%. This combination has caused 10% (national average is 7.5%) of all children in the district to lose parental care, amounting to 43,000 children. Fewer than half of these children have access to care through local community organizations, churches and other informal care structures. Most of these children face an uncertain future, and exploitation, prostitution, child trafficking and child labour are major concerns. The rate of teenage pregnancy and abandoned children is significantly higher in Busia than in other parts of Kenya.

Within the programme, we work with local organizations, communities, local and national authorities, and the government to indirectly help 80,000 people in the region.

The project has five goals:

- 1 Strengthening the various family-based forms of care: Strengthening 300 vulnerable families to prevent 1,000 children from losing parental care; Supporting 200 children who have lost parental care or have been abandoned by arranging for extended family, a guardian or a foster family to take them in; Improving existing alternative care options.
2. Developing and establishing a referral system for alternative family-based forms of care.

COVID

In March 2020, Corona also broke out in Kenya. In response, the government instituted a host of measures such as mandatory closure of schools and markets and restricting travel from one state to another. As in the Netherlands, the measures lasted a long time and varied in strictness, depending on the number of new cases. The lockdowns brought vulnerable families, who often had to find a new way to make money every day, to the brink of ruin: their income dropped, children no longer received meals at school, and they were all cooped up in a small house. The lockdowns also had a major impact on the Busia programme: savings and loan groups were no longer allowed to meet, training sessions ground to a standstill, and reports of domestic violence and teen pregnancy increased.

Fortunately, Dutch Postcode Lottery did not only understand the consequences of the corona pandemic in Kenya but also enabled SOS Children's Villages to provide support in these difficult times as part of the programme. SOS Kenya was able to provide vouchers to families, which they could redeem at certain stores to buy the products they needed. Voucher systems have long been used in emergency relief and tend to have good results, because it allows people to retain their dignity by being allowed to choose what they need. This also worked well in Busia. SOS Kenya also distributed solar lamps and portable radios so that children could attend the few lessons taught over the radio. It was a very difficult time, but most families managed to make it to the other side. Meanwhile, the situation in Kenya, as in the Netherlands, has improved greatly: public life is open again, and children are going back to school.

3. Strengthening communities and local civil society organizations.
4. Creating awareness of children's rights and promoting child participation.
5. Advocacy at the local and national level.

Results

Communities have a good system to monitor child abuse and refer cases

Previously, little was done with signals of child abuse because no one knew who was responsible. Communities and organizations can now refer cases to relevant authorities, such as the police or the Department of Children's Services. All authorities have been extensively trained and now know how to deal with cases.

Strengthening care in (alternative) family settings

More than a thousand children who were at risk of losing their parents now have more stable families. Families were trained to improve the care of their children, and they received support in setting up small businesses and other activities to improve their income. Most people joined a savings and loan group, an informal initiative in which members save together and provide micro-credit to each other.

Vulnerable children have their voices heard and play a role in decision-making

In any children's programme worthy of the name, children can share their own input on issues they feel are important. In Busia, children and teachers learned about child rights and child participation. A local children's committee was set up, in which children could speak up about what they thought was important in Busia. The local government has now written a child-friendly policy plan with a budget specifically for children.

Communities can now provide ongoing support to vulnerable families

SOS Children's Villages begins programmes

like the one in Busia by identifying the needs of families and provides assistance where necessary. Ultimately, communities must be able to help their own vulnerable members, either by referring them to social services (which exist in Kenya), helping children go to school, or keeping an eye on difficult family situations. Once communities are strong enough, SOS can withdraw from one community, and start again in the next, so that the project reaches more and more people in a sustainable fashion.

New community support structures have been set up

In the past, children who had lost their parents were often shuffled around between grandparents, uncles and aunts and other families, without a safe, stable home. After receiving training from SOS Kenya, the Department of Children's Services has now established a robust system that ensures that every child receives the care that is in their best interest, because no child is the same.

Partners

Our implementing partners in Busia are SOS Children's Villages Kenya, International Child Support, AMPATH, Kenya Alliance For Advancement Of Children Rights, African Network for the Prevention and Protection against Child Abuse and Negligence and several local NGOs and municipal organizations. We also work closely with governments and authorities, including the Busia County Department of Children's Services (DCS), the Area Advisory Council, and Matayos Children's Assembly. The project is made possible by the Dutch Postcode Lottery.

Sustainable Development Goals



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 family and safe environment. Although the Netherlands has an extensive infrastructure for youth assistance, there is still a world to be won for children whose situation at home is not safe.

After being placed in out-of-home care, too many children fail to reunify with their own parents, despite the fact that reintegration is a widely endorsed principle. This is evident from children's own experiences and stories and from research by children's rights organization Defence for Children and journalistic radio show Argos, among others. How many children do return home is not known.

Institutions that run child protection schemes, as well as Statistics Netherlands and agencies such as the Dutch Council for Child Protection, do not keep data on this.

Moreover, after a child is placed in out-of-home care, contact between family members; between siblings and between children and parents often dilutes. In the Netherlands, siblings do not stay together after being placed in out-of-home care in an estimated 28%* of cases, even though it is (usually) in their best interest to do so. This percentage is based on forced out-of-home placements in which multiple children were placed in out-of-home care simultaneously. With emergency out-of-home placements and when more than two children from one family are involved, the percentage of separate placements is (much) higher.

Our international programmes, which we operate in 30 countries throughout Europe, show that things can be done differently. In all SOS programmes, placing siblings together and strengthening families in vulnerable situations is an important principle. We also deploy our expertise in the Netherlands.

Methodology – Focus on family reunification

The Simba Family Care methodology is based on the principle of preventing families from falling apart permanently. Two pillars of this are intensive parental support in the form of family strengthening and taking care of siblings together in the event of an out-of-home placement. We support parents intensively, partnering with them to ask for support from their own network, with the goal of restoring the relationship between parents and children and thus enabling the return of the children to (one of) the parents.

* Source: Research on separate placement of siblings in simultaneous out-of-home placement by the University of Amsterdam commissioned by the WODC for the Ministry of Justice and Security (2022)



SIMBA FAMILY CARE

The Netherlands

DURATION: 2018 – 2022

TOTAL BUDGET: €2,4 million – spent in 2021 €0,6 million

Project description

SOS Children's Villages offers Simba Family Care to families in the Netherlands whose situation at home is unsafe, where siblings stay together in a family home or foster family if problems at home temporarily prevent them from doing so. A family counsellor works intensively with the parents on family strengthening, increasing the likelihood that the children can safely return home.

The families we focus on are dealing with a variety of problems: they are stuck in a vicious

circle that means the situation at home is (temporarily) not a safe, stimulating environment for the children. The family counsellor provides intensive support to the family, as well as seeking support from the social network of parents and children (extended family, school, sports club, friends).

Target group

Children from families with serious concerns and problems, who (temporarily) have to live with their siblings in a safe family-oriented environment.

'An out-of-home placement tears a family apart. If siblings can stay together, they can support each other; they are going through the same story. It is critical to the success of family reunification that they stay together. Without roots, children cannot grow. That makes it all the more important to focus on restoring contact between family members, and on building safety and trust.' – **THE FAMILY COUNSELLOR**

Activities and results

This project is currently in the operational phase. Key results by 2021:

- In 2020, we started counselling four families, before adding eight more in 2021. In total, we have worked with 12 families so far.
- One family was reunited in 2021, becoming the third family to be reunited as part of this project.
- The Simba Family Care methodology has been developed and improved, and the team coach role has been added. The team coach supports the family counsellor in working in a family and tracks which parts of the methodology are and are not working well. To work towards reunification, we also launched a 10-step reunification plan.
- Care has expanded: we have started family counselling for families that are not pursuing reunification. We are exploring whether the Simba Family Care methodology can also have added value for these parents and children.
- We have developed the Simba Family Care

'Like myself, my youngest sister and brother were also placed out of home, but we never lived together in the same home. We still suffer from that; we missed so much of each other's lives. We see each other, but we do not have a close emotional bond. People never looked out for our family system. I am back in touch with my mother again, but we do not have a warm, emotional connection. It would have been much better if I had been placed in one family with my sisters and brother. I am convinced that growing up together with in a single family home or with the same foster parents would have strengthened the family bond and saved us a lot of suffering.' – **THE EXPERT BY EXPERIENCE**

Methodology as an SKJ-accredited training course. Aim of the training is to enrich the knowledge of youth care professionals and incorporate into the work the principles that Simba Family Care stands for.

- Defence for Children is lobbying with SOS Children's Villages/Simba Family Care to legislate placing siblings together in out-of-home care.
- In 2021, around Brother & Sister Day, we ran an online campaign to raise awareness of this issue. In five video messages, siblings explained what they mean to each other. Xillan Macrooy, the brother of singer Jeangu Macrooy, gave an interview about this at RTL Koffietijd, together with director Arian Buurman.
- Facebook reach grew strongly, from 255,366 in 2020 to 638,588 in 2021. On Instagram, the reach grew from 14,897 in 2020 to 234,405 in 2021. Our visibility improved significantly, spreading awareness of the importance of having siblings grow up together.
- At an international meeting of the United Nations Committee on the Rights of the Child on alternative/family-centred care, SOS Children's Villages Netherlands, sister organization SOS Villages d'Enfants Belgique and Defence for Children submitted a contribution about placing siblings together in out-of-home care. This was supported by a film about two sisters who did not grow up together.
- In an adopted motion put forward by Member of Parliament Sahla (D66),

Simba Family Care has been highlighted as a form of family homes that should be spread throughout the Netherlands; with the goal of having children return home more often. This provides opportunities to continue scaling up Simba Family Care.

Partners

SOS Children's Villages' key partners in the SimbaFamily Care Programme are:

- Gezinshuis.com
- De Glind Youth Village Foundation
- Eigen Kracht Centrale
- Defence for Children
- Jeugdformat
- Entrea Lindenhout

The pilot project was made possible by participants of the Dutch Postcode Lottery.

'My biggest fear – that they would come and take my children – came true. Still, looking back, I am at peace with it. There are so many bad stories about Child Protective Services. I think if you have a good team in which you can work together, there is a way back. It would be nice if, after a child is placed in out-of-home care, there was a quick reintegration plan, with the goal of returning the children to their homes. In youth care, they are not used to parents having a say in this, while that should be the starting point. You are and always will be a parent to your children, even if you can't take care of them.' – **THE PARENT OF TWO CHILDREN PLACED IN OUT-OF-HOME CARE WHO HAVE SINCE RETURNED**



3.2 YOUTH EMPLOYMENT

SOS Children's Villages actively engages with young people who come from family-based care or vulnerable families. They often lack a good network and/or social and financial support, which they desperately need. They do not have equal opportunities, which can lead to poverty, social exclusion and abuse. Getting a degree, let alone finding a job or a place to learn, is often not an option for them, which means they often face practical challenges in finding a job. By giving them the opportunity to gain relevant

and practical experience and knowledge, and by strengthening their own talents and skills, they increase their chances on the labour market and thus on a self-reliant future.

A challenge experienced all over the world

More than 64 million young people around the world are officially unemployed and 145 million young people with a job live in poverty because they do not earn enough to be able to cover their basic needs. Unemployment 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 cyclical effects if young people fail to become contributing members of society.

Africa, in particular, is witnessing an increase in youth unemployment, which has only been accelerated by the effects of COVID-19 by as much as 300%. With our youth employment programs, we focus on these young people and on inclusion.

Our programmes serve two purposes:

- 1. supporting young people** by giving them access to connections, networks and

resources such as life skills and employability and entrepreneurship skills that help them in this important phase of life and;

- 2. prevention**, knowing that poverty is a major cause of family breakdown. Unemployment increases stress and reduces family cohesion. It is also important for us to help young people to be independent, successful and stable as future parents.

Acquiring knowledge and experience

SOS Children's Villages is now running a variety of innovative youth employment programmes, pursuing constant innovation based on core life skills that we offer as a foundation in all our programmes. At the same time, we are also expanding into new and highly relevant sectors such as the green economy and digital business development, and we have seen that several institutional donors are increasingly prioritizing these sectors. We see this mainly in the Youth@Heart Strategy, in the Ministry of Foreign Affairs and in the European Union's portfolio

plans for the new Multi-Financial Framework 2021-2027. SOS Children's Villages is gradually trying to gain experience in green economy, such as in the GrEEen Economy project in Ghana. In addition, we are also actively exploring new opportunities in digital business development, in order to be able to respond to technological developments.

Our programme model focuses on developing sound core life skills and two specialized pathways in employability - to help young people find a decent job - and entrepreneurship - to help them start their own business. Almost half of the approximately 15,000 young people who are trained and coached as part of the programmes offered by SOS Children's Villages find a job or start their own business after one year. Various final evaluations of youth employment programmes in 2021 have shown that the life skills young people gain in our training sessions are particularly highly valued and have a great impact on their lives.





THE NEXT ECONOMY II

Mali, Nigeria, Somalia

DURATION: January 2020 - December 2023

TOTAL BUDGET: €7,3 million – spent in 2021 €1,7 million

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. They are supported with their start-ups and taught the right skills to enter the labour market, increasing their chances of landing and keeping a decent job.

It is an established, 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 organizations, the business community and the authorities, the ambitions and career goals of young people are aligned with the needs of and opportunities on the labour market, empowering young people to take the step from education/training to decent jobs.

Target group

Young people aged between 18 and 35 who are disadvantaged on the labor market. Due to a lack of resources and networks, they have no access to decent work, support for entrepreneurship or services. Many young people in Nigeria, Mali and Somalia have no job or are underemployed and run the risk of social exclusion.

Main activities and results in 2021

In 2021, The Next Economy programme completed two training cycles in all its locations.

- A total of 11,794 young people in Mali, Nigeria and Somalia/Somaliland registered for The Next Economy II, 1918 of whom were selected for Core Life Skills training.
- 1144 young people subsequently progressed to employability training, so they could eventually find a decent job in a company or institute.
- 544 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 into the local labour markets.

- As part of this programme, we ran multiple projects:
 - Activities to raise specific attention for gender-related issues involved in finding a job;
 - Anchoring the TNE model in the local ecosystems;
 - Basic principles and guidelines related to the safety and integrity of participants, as well as local programme workers.
 - Learning sessions and experiments to continuously improve and reflect upon the programme.

As in 2020, there were restrictions in place caused by the Covid-19 Pandemic. If possible, training was given in person, but some sessions were organized online or given in a hybrid form (partly online, partly in person) to ensure participant safety. Participants could follow these sessions on their laptop or phone.

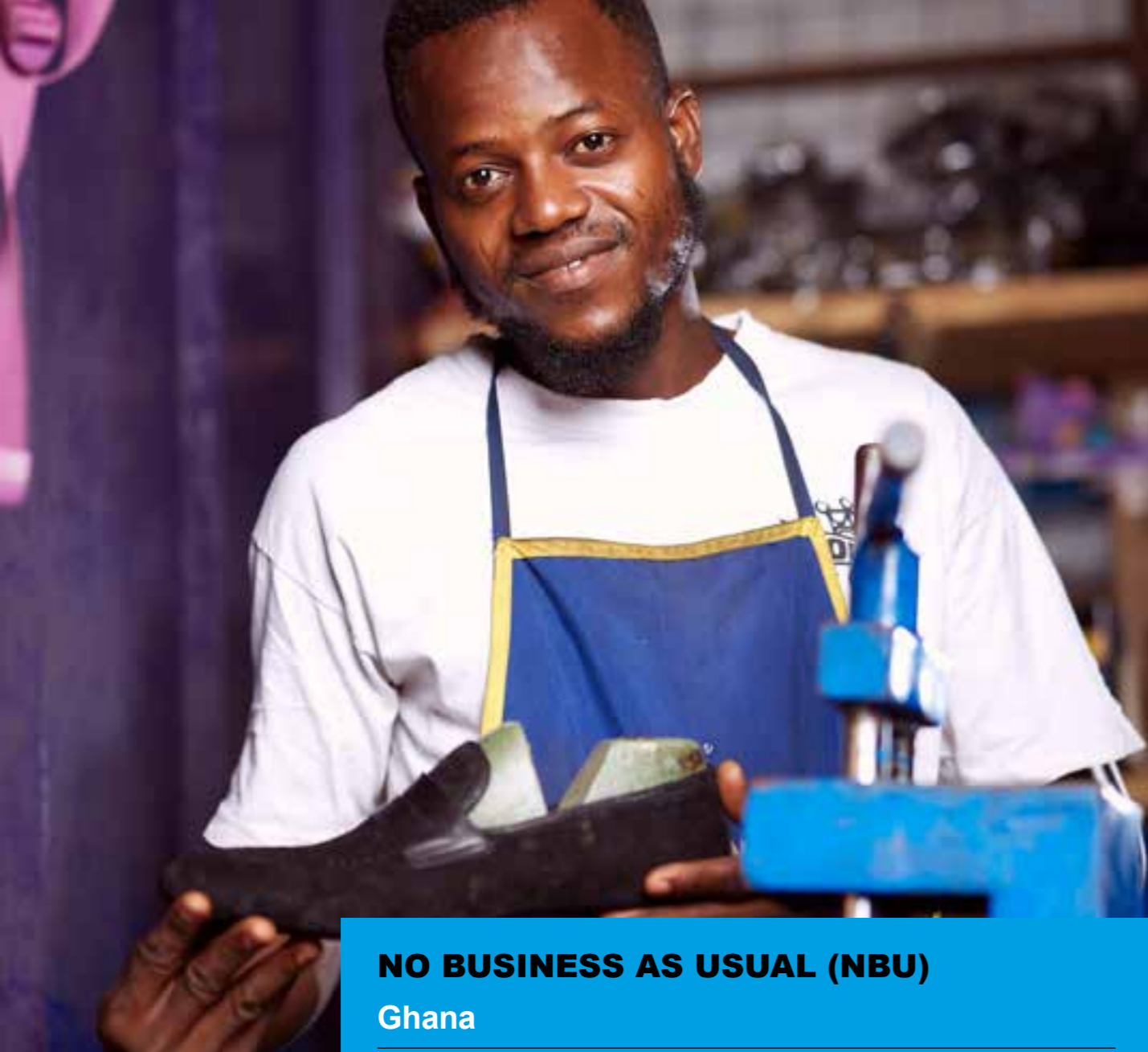
Two more training cycles are planned in 2022. In addition, we are trying to catch up with part of the backlog from 2021. The above-mentioned projects will receive ample attention in 2022.

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.

Sustainable Development Goals





NO BUSINESS AS USUAL (NBU)

Ghana

DURATION: 2017 - 2021

TOTAL BUDGET: €1,1 million - spent in 2021: €0,3 million

Project description

The No Business as Usual (NBU) Project ran for a total of 4.5 years in the Asokore Mampong Municipality in Ghana, including a 6-month No Cost Extension. The overall objective of the project was to support initiatives aimed at promoting sustainable local economic development in the Ashanti region through legislative measures, which stimulated the role of the private sector in AMM, owing to improved dialogue and collaboration.

Target group

Disadvantaged youth (age 15 - 35).

Objectives and results

Specific objective 1

Improved sustainable local economic growth and better job creation thanks to enhanced collaboration between Civil Society Organizations (CSOs), Asokore Mampong Municipal Assembly (AMMA) and other stakeholders (targeting 500 young people).

The NBU project enhanced the Socio-economic inclusion of newly skilled and employed disadvantaged young people and improved their well-being and behaviour

significantly. This included disadvantaged young people in poor AMM neighbourhoods, who took action to change their lives. The Youth Entrepreneurship and Employability Programme (YEEP) targets 500 young people and focuses on teaching them skills to improve their employability or help them to start their own businesses. In the long run, this will lead to the creation of jobs in the municipality. With all of these jobs created and young people engaged in productive activities, the project hoped to achieve sustainable local economic growth. This was done in collaboration with Civil Society Organizations in the Asokore Mampong Municipality and other stakeholders.

Applications received from motivated young people who were interested in improving their chances far exceeded the number of available spots (3003 applications, 500 places), showing the great need in the municipality. Young people were so interested in enrolling in the project due largely to the impact made on the lives of young people and the testimonies shared by beneficiaries and other stakeholders as the years went by. **A total number of 597 young people were successfully trained under the project, with 159 opting for the employability track and 438 for the entrepreneurship track.**

To make the training more relevant to the target young people, the beneficiaries were put into three categories: Alpha (Young people with little or no education), Beta (Senior high school, Vocational and technical graduates and drop-outs) and Gamma (Tertiary Graduates). The NBU training curriculum was reviewed, tested and found to meet the diverse needs of all three categories.

A total of 200 young people found employment, while 284 others launched their own start-ups in the municipality and beyond. The start-ups range across the fashion and design, beauty and cosmetology, agriculture, manufacturing and food industries.

Some of these businesses, which are scattered across the municipality, have already begun to train other young people, creating a ripple effect.

Additionally, to complement the training and increase the reach of NBU beyond the municipality, **130 business networking events were organized in and outside the NBU Hub over the course of the 4.5-year project.** The events were themed around pressing social issues and key 21st-century trends.

These events, which reached over 12,000 young people, inspired many to change their lives by starting their own entrepreneurial journeys or creating networks for internships. Conscious efforts were made to address issues affecting women and gender-related issues at these events. The NBU Project also collaborated with government agencies, other hubs in the ecosystem and private institutions within the Kumasi Metropolis and other regions for these events, which helped increase the visibility of the Hub. The NBU hub became well known for providing innovative soft skills tailored to several categories of (disadvantaged) young people.

Specific Objective 2: Enhancing the skills and capabilities of Asokore Mampong Municipal Assembly (AMMA) to collaborate with civil society and the private sector to mobilize revenues for local development while promoting transparency and accountability among citizens, and piloting 2 Social Businesses and 3 Public Private Partnerships (PPPs).

To build effective partnerships between AMMA and CSOs (Community Based Organizations) in order to promote local development, **45 meetings were held between CSOs and AMMA officials.** These meetings resulted in the development of a joint action plan, which

has been incorporated in the medium-term development plan of AMMA and was implemented from 2018 to 2022. **The skills and capabilities of AMMA and CSOs were also enhanced through monthly training sessions on revenue mobilization, social accountability and participatory planning.**

To further enhance the skills and capabilities of Civil Society Organizations to promote local development, various training workshops on themes such as Gender-based Violence, Local Resource Mobilization, Alternative Dispute Resolution, Social Audit were organized. **The Project supported and facilitated the formation of Civil Society Organizations operating within the Municipality under one umbrella. i.e Coalition of NGOS in AMMA (CONIA).**

An election was held to select the leaders of the coalition to sustain the gains made by the Project.

Two social businesses were piloted to address the problems of open defecation and illicit disposal of waste in the municipality.

To enhance AMMA's capacity to effectively collaborate with the private sector, training sessions and workshops on private sector identification and management were held for AMMA, resulting in two Build Operate and Transfer Agreements between two private investors and AMMA to provide two decent public toilet facilities and bathrooms in the Aboabo and New-Zongo electoral districts.

Two physical projects were completed and duly handed over to the Municipal Assembly. i.e. a renovated three-unit classroom block at Akurem and the construction of a mechanized borehole at New-Zongo.

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 local 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 2021, 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 families.

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) organizations and relevant authorities. Our temporary care centres provide comprehensive care to unaccompanied children and children separated from their families. We do everything in our power to reunite these children with their families. In our child-friendly areas, children have 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 fleeing their homes. We possess the

knowledge and partner network needed 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, all in order to promote harmonious co-existence.

Since we provide humanitarian assistance and emergency aid in the countries and territories where we are already established and active, SOS Children's Villages naturally continues its efforts 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.



Emergency Relief Programmes, Dutch Relief Alliance 2021

In 2021, SOS Children's Villages, as part of various alliances, successfully contributed to six DRA humanitarian Joint Responses (JR).

- **DRA JR Central African Republic** – protracted JR where the activities of SOS Children's Villages revolve around protection, food security and livelihoods, multi-cash support, localization and accountability. In cooperation with: Cordaid, Plan Nederland and Stichting Vluchteling. This project started in 2021, which was the final year of this Joint Response. From 2022 onwards SOS Netherlands will not have an active presence in Central African Republic. A final evaluation of all the interventions by all partners will be performed by the donor, the Dutch Ministry of Foreign Affairs.
- **DRA JR Somalia** – In response to the protracted humanitarian crisis in Somalia, the Somalia JR supports women, men, girls and boys affected by climate-related disasters and/or armed conflict. In 2021, the project was run in cooperation with: Oxfam Novib, Save a Child and World Vision.
- **Ethiopia Covid JR** – The Ministry of Foreign Affairs has released additional funds to respond to needs caused by Covid-19 in Ethiopia. The aim is to prevent the spread of Covid-19 and to support the most heavily affected communities with food aid, cash assistance, healthcare and activities related to water, sanitation and hygiene. SOS Kinderdorpen led

this JR and cooperates with Tearfund Nederland, CARE Nederland, Cordaid and Stichting Vluchteling. The JR ran until May 7, 2021.

- **DRA Mozambique AR** – The conflict in Mozambique is caused by Non-state armed groups attacking towns and villages, which, at the end of 2020, displaced more than 670,000 people from their homes. The conflict has disrupted agricultural activities and livelihoods, leaving 1.3 million people in need of humanitarian assistance. These people are also in dire need of protection, as the majority of IDPs are women and children. Main protection issues: family separation, unaccompanied minors, gender-based violence. The project partners are SOS NL, Plan, Oxfam Novib, Care Netherlands, Cordaid and Tearfund
- **DRA Tigray AR** – This project is an acute crisis joint response and addresses the high-priority life-saving needs of 23,500 children and adults in Tigray Ethiopia caused by conflict in the area. The target group is in dire need of nutrition, health and WASH services to ensure its survival. SOS NL, ZOA, Save the Children and Cordaid closely collaborate and coordinate the interventions in the area.
- **Syria ER project (non-DRA)** – SOS Children's Villages Syria and its family strengthening

programmes provide support to 620 children in 230 families in Damascus city and Damascus Rural, a governorate that can be compared to a county or district. This support comes in the form of material, educational, health, legal and psycho-social support, capacity building and support through income-generating activities. Despite this support, there remains a great need to protect children and get them through the upcoming winter by securing supplies that can protect them from the negative effects of low temperatures in the winter season, which may sometimes reach below freezing. On the educational level, the crisis in Syria has forced an estimated 2.1 million children - over one-third of Syria's children - out of school, while another 1.3 million children are at risk of dropping out. SOS Children's Villages uses existing educational infrastructure to organize additional educational support, to meet children's educational needs and to provide relief to care-givers. Damascus City and Rural also face frequent power outages, with around half of the population (approx. 6.5 million people) having access to less than 12 hours of electricity each day. It is therefore essential to equip all learning infrastructure emergency generators to ensure a sustainable learning process and overcome the barriers of accessing high-quality, relevant learning materials.



A COUNTRY AFFECTED BY ONGOING CRISES

DRA Ethiopia Covid Joint Response

DURATION: September 2020 – May 2021

TOTAL DRA BUDGET: €3 million - spent in 2020 and 2021: €2,9 million

TOTAL IMPLEMENTATION BUDGET: €0,7 million - spent in 2021: €0,3 million (spent in 2020: €0,34 million)

TOTAL LEAD COORDINATION BUDGET SOS: €0,1 million - spent in 2021: €0,05 million (spent in 2020: €0,02 million)

Target group

Most vulnerable households, most vulnerable to the impact of Covid-19

Project description

For years, Ethiopia has faced several severe crises. In recent years, it has been hit by a devastating locust plague, widespread

flooding, and food prices have long been rising.

On top of that, Tigray residents have been living in fear and insecurity for months due to the conflict in the northern Ethiopian region, while the corona pandemic has also caused unprecedented suffering across the country. The effects of corona are widespread and severe, with public health and food security

being affected all over the country.

To provide assistance and aid in the area, the Dutch Relief Alliance (DRA) staged an eight-month intervention in Ethiopia in 2021. The DRA is a partnership of 14 Dutch aid organizations funded by the Ministry of Foreign Affairs. We believe that we can make a difference for people in need by joining

forces. The current operation, called Ethiopia Covid Joint Response (Covid JR) lasted from September 2020 to May 2021 and was spearheaded by SOS Children's Villages, in partnership with Cordaid, CARE, Stichting Vluchteling and Tearfund. The budget for leading the consortium was €0,1 million which covered coordination and monitoring activi-

ties, peer review and learning, training courses for staff from all partners (e.g. on gender, core humanitarian standards, cash and vouchers assistance) and an overall audit.

Key results and impact

This past year we have focused on spreading corona awareness and prevention on the one hand and on supporting food security and income on the other. As part of the project, we provided 150 households with sheep and goats, as well as grants to start or support local projects. 11,428 people received food aid. In addition, soap, water filters and hygiene kits were distributed to 9,989 vulnerable households and 2,000 dignity kits to school-age girls and women. We also restored 10 health centres and set up 3 government health centres as quarantine sites.

Needless to say we also worked on restoring water points and sanitary facilities at clinics, schools and other public places. We focused our efforts on the people who were most affected by the pandemic in the following regions: Addis Ababa, Somali region, Amhara, Kelafo, Gode Town, Adadle, West and Arsi zone, and Oromia. Here we paid special attention to girls and women, as research has shown that the pandemic has left them more vulnerable.

Finally, the DRA also focused on mental health and psychosocial support in emergency response (MHPSS). By working closely with local organizations, agencies and local government, the five DRA organizations involved in this project collectively provided the necessary humanitarian support to over 329,075 people.

3.4 ADVOCACY

SOS worldwide's call to action is to provide 'A loving home for every child'. We can greatly increase the impact of our work if we share our knowledge and insights into what these vulnerable children need, and how their rights can best be protected. SOS CV is increasing its presence in the international child rights arena, sending representatives to the UN in New York and Geneva and to the EU in Brussels. As the champion of children who are at risk of losing parental care or have already lost parental care, we speak out to defend their rights. With the UN Convention on the Rights of the Child and the UN Guidelines for the Alternative Care for Children as our main points of reference, we hold our governments and our societies accountable to ensure that children's rights are respected and that their specific needs are met.

Through our advocacy we call upon the general public, civil society, the private sector, academia, the government of the Netherlands and local authorities, UN agencies and other multilateral organizations, the EU and the media, to hold each other accountable and ensure that children and young people without parental care or those at risk of losing parental care are heard, and that their rights are respected and protected by laws and policies, enabling them to achieve their full potential. We mainly advocate for policies and practices with a focus on family preservation to prevent unnecessary child-family separation and high-quality alternative care for children who have no adequate parental care.

We encourage the meaningful participation of children and young people in this advocacy and encourage them to get involved, think and decide on policies that apply to them.

3.4.1 ADVOCACY ACTIVITIES IN 2021

Input UN Committee on the Rights of the Child - Day of General Discussion

On the 16th and 17th of September 2021, the UN Committee on the Rights of the Child held a Day of General Discussion on "Children's Rights and Alternative Care." The purpose of this biennial event was to develop a more in-depth understanding of the Convention on the Rights of the Child, and how it relates to, in this case, alternative care and unnecessary separation of children from their parents and families. SOS children's Villages Netherlands, together with SOS CV Belgium and Defence for Children Netherlands submitted input on the joint placement of siblings in out-of-home care. It advocates that separating siblings is a harmful practice that should be avoided at all costs, except if it is in the best interest of the child. Gloria (16) shared her experience of growing up without her sister.

Advocating for child rights, before, during and after the elections in the Netherlands

In the run-up towards general elections in the Netherlands, SOS Children's Villages called upon all Dutch voters to vote for a party that highly values children's rights. We did so by promoting the use of the voting guide [Stemvoorkinderen.nl](https://stemvoorkinderen.nl), which shed light on how the various political parties view children's rights in the Netherlands and in Dutch foreign policy.

With the Child Rights in Development Cooperation Netherlands (KROS) we raised awareness of child rights among new Members of Parliament and spokespersons on Development Cooperation with a seesaw near the Binnenhof in the Hague.

Following the 2021 Dutch general election, the fourth Rutte cabinet was formed in 2022. Together with the coalition Child Rights in Development Cooperation Netherlands

(KROS) coalition, we wrote a letter to the official in charge of forming this government while the parties were in the process of reaching a coalition agreement to lobby for more focus on child rights in Dutch foreign policy than in previous Rutte cabinets.

Advocacy with Platform Humanitarian Aid

With the Platform Humanitarian Aid, SOS NL and 17 other emergency relief organizations such as Oxfam Novib and Cordaid sent a

letter to the Dutch Ministry of Foreign affairs, lobbying for an increased focus on quality mental health and psychosocial support for young people in particular. We also lobbied for a structural increase of the basic budget for emergency relief to mirror the annual increase in people in need of aid.

Volunteer campaign with Better Care network

In 2021, Better Care Network Netherlands ran the #WeesWijs youth campaign. SOS CV NL

is in the steering committee and actively participated in setting up this campaign, which sought to convince the large numbers of Dutch young people who want to do an internship in or volunteer in an orphanage to do something different. We do this by informing them about the exploitation of children in orphanages and the attachment problems they experience due to the many changes in caregivers. We also provide guidelines for responsible alternatives that really benefit children and families.



FUNDRAISING, SUPPORTERS AND COMMUNICATION

Our work is only possible thanks to our supporters. Entering into, developing and maintaining relationships with our supporters constitutes the basis of our fundraising activities, which is why we make sure to involve our supporters in everything we do. By informing them about our projects and results – even if they end up being less effective than anticipated, and by inspiring them with stories about the children, young people and families in whose lives our donors and partners have made a difference.



4.1 FUNDRAISING

4.1.1 RESULTS

Despite the fact that the pandemic headed into its second year, prompting a great many challenges and uncertainties, our total fundraising revenue grew to just over €29 million, marking a slight increase compared to 2020.

Private donors

In the year under review, we welcomed 15,343 new structural donors and 84 child sponsors. The total number of private donors, structural donors and one-time donors making a donation in 2021 was 120,571, of which 104,000 are structural donors. This marked a small increase compared to the previous year, with all donors donating more than €13 million altogether.

Through our personalized and data-driven approach, we were able to keep donor churn virtually identical.

Partnerships & Major Donors

From our partners and major donors, we received a total of €8.9 million in funds in 2021. An increase of €1.3 million compared to 2020. This is remarkable, because several of our fundraising events had to be cancelled due to corona.

By strengthening relationship management with our loyal partners and major donors and recruiting new relations, we were able to achieve solid growth. The total number of major donors supporting our mission is 105. We have partnerships with 35 companies and with 54 foundations. Our work is also faithfully supported by three networks, Vrouwen Bouwen, Families voor Families and Lions Club Heemstede Bennebroek. We are aware of 260 donors that have included SOS

Children's Villages in their wills. In 2022, the team will – as always – be enthusiastically looking for new, special collaborations and intensifying the great partnerships we already have.

Dutch Postcode Lottery (Nationale Postcode Loterij)

In 2021, we were once again the grateful recipient of an annual contribution of €1.35 million from participants in the Dutch Postcode Lottery. Our partnership means a lot. Thanks to the loyal support of the Dutch Postcode Lottery, which has donated €35.1 million over the years, we have been able to make a difference in the lives of many children and families. We gratefully look forward to our continued cooperation.

Legacies

Revenue from legacies has shown solid growth from €3.7 million in 2020 to €4.3 million in 2021. We are very grateful to everyone who included SOS in their wills. By doing so, they have continued to pursue their ideals, allowing more children to grow up in a safe, warm family. SOS Children's Villages has ANBI status and is therefore exempt from estate tax, which means we can use 100% of the revenue we receive through estates to further our mission.

Institutional fundraising

In 2021, eighteen proposals have been submitted to institutional donors in the areas of youth employment and emergency aid. Of these, five proposals were submitted by local SOS Children's Villages with support from SOS Children's Villages Netherlands. Total revenue from institutional donors, including spending as part of previously approved contracts, amounted to €7.1 million. Overall contract value fell by 26% compared to 2020 - which was an exceptional year with the approval of two acute crisis proposals by the Dutch Relief Alliance in which SOS Children's Villages was the lead agency.

4.1.2 INNOVATION

More and more fundraising and socially-minded organizations are appealing to donors' attention and wallets, while many donors are hesitant to automatically commit to one particular charity for an extended period of time. To stay involved and engaged, people have to be convinced more frequently, while guaranteeing full transparency.

The technological transformations around us have enabled us to rely on a broad spectrum of methods to interact with donors. It is becoming easier and quicker to donate online, on your mobile phone and even on social media. We make the best possible use of all these opportunities and always ask ourselves: what does the donor want? How can we facilitate the donation process? How many options do our supporters want?

It is now possible to donate in many different ways: supporters can scan a QR code in an e-mail or even pay with Tikkie through the Kentaa platform. In the coming year, we will focus more on new donation options by setting up a permanent working group with representatives from all fundraising disciplines. Acceptance giros are set to disappear in 2023 and we will offer donors good, easy-to-use alternatives.

After the first lockdown, the international organization released funds and time to support several countries in the federation, including the Netherlands, in pursuing accelerated innovation, aimed particularly at optimizing existing products and services and on developing truly new product and market combinations.

With our new KPI dashboard, we can view and analyse the results of our campaigns. By connecting this dashboard to our computational model, we can make better forecasts. We plan to integrate current data into the model next year to allow for even more accurate forecasts.

Privacy

In all our fundraising activities, we strictly adhere to privacy regulations. A specially created 'General Regulation Data Protection (AVG) Working Group' oversees this and advises management on the policy to be pursued. See also section 5.5 Privacy, page 47.

4.2 RELATIONS

We are very grateful that there are so many people and organizations in the Netherlands who are committed to real social change for children and young people. Together, we can build a world where every child and young person can grow up safely with self-respect, love and opportunities. A world in which every child can become their best self.

Our donors and ambassadors, our partners, like-minded organizations and experts contribute to our mission in myriad ways, which makes these relationships very important to SOS Children's Villages.

4.2.1 OUR DONORS AND VOLUNTEERS

Our donors make our work possible and we are very grateful to them. While some donors support us with financial contributions, others take action and raise funds themselves, e.g. through our Kom in Actie platform www.actievoorsos.nl, organize or participate in events and / or by spreading word of mouth about us and the work we do among their acquaintances.

The help of our office volunteers has also been invaluable. For many years, Eveline and Mieke have supported our service team every Wednesday by sending letters and welcome packages for new donors and by performing various support and administrative tasks. Due to Corona, this was virtually impossible for the second year in a row, but we look forward to welcoming them back to the office soon.

4.2.2 OUR AMBASSADORS AND FRIENDS

Our ambassadors and international friends are indispensable to our organization. In 2021, 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.

Princess Margriet visits SOS in Austria

Last summer, Princess Margriet visited SOS Children's Villages in Austria. In various villages, the princess met enthusiastic children, grateful young people and enthusiastic counsellors. *"What really appeals to me is that SOS is committed to every child, regardless of culture or religion."*



The princess first visited the programme in Schöglgasse, where SOS Children's Villages takes in refugee families and unaccompanied minors. In the Urban children's village, the princess visited a residential group of nine children between the ages of 4 and 16, who for various reasons can no longer live with their parents. It is a new-style children's village, which means that the family houses are all next to each other, but have been fully integrated into a normal residential area. Finally, the princess visited the SOS children's village in Hinterbrühl, a beautiful village that dates back to 1956, making it one of the world's oldest children's villages.

Princess Margriet first became acquainted with SOS Children's Villages in 1984 during a visit to a children's village in Salzburg. *"That trip is when I became convinced of the power of SOS Children's Villages and decided to commit to them,"* she says. Now, almost forty years later, our work is still dear to her heart.

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



Yvonne van Gennip

SOS Expert Network

The members of the SOS Expert Network actively commit their knowledge, network and time to providing support in implementing our new strategy and achieving our objectives. The members are linked to various people in the organization based on their area of expertise. The network consists of the people below.

Committee of Recommendation

Hans Eenhoorn (former Chairman of the Supervisory Board and former Senior Vice President of Unilever) has committed his efforts to SOS Children's Villages as a member of the Committee of Recommendation and is spreading our message in his network.

4.2.3 OUR PARTNERSHIPS & MAJOR DONORS

There are many ways to support vulnerable children, young people and families on the road to self-reliance, such as by committing financial resources and services, as well as by providing a network, sharing expertise, organizing events and deploying staff. Together with our partners, which range from self-employed professionals to multinationals, we can make a difference in the lives of children, young people and families all over the world. Their efforts will help us achieve the 2030 Sustainable Development Goals (SDGs, see page 10).

We are proud and grateful that we can collaborate with all our partners and major donors - foundations, Named Funds, companies and networks - to make the world a better place for children. These partnerships, mostly long-term collaborations, are crucially important for SOS Children's Villages The Netherlands.

Partnerships

2021 was another challenging year for us and some of our partners. Therefore, the support and commitment we have received the past year has been heart-warming. We cherish the collaborations we have built with partners such as Action, AkzoNobel, Australian, Deutsche Post DHL, Dr. Oetker, EY VODW, Marriott, Radisson, 100% NL magazine, De Graaf Giessen BV, Constant IT and IT Donations.

We are also proud of and grateful for the new collaborations with Heimstaden and Dijk Natural Collections. For more information on these great collaborations, see pages 34. In our partnerships, we always look for ways to make more impact together, so that the collaboration can truly be considered a partnership with a shared mission in which we strengthen each other. Together, we can make a difference.



Dutch Postcode Lottery



The participants of the Dutch Postcode Lottery have made many great social initiatives possible.

The Dutch Postcode Lottery was founded in 1989 to support charities that work to create a just and green world in which everyone seen and valued. SOS Children's Villages has been a partner of the Dutch Postcode Lottery since 2000 and we look forward to continuing our close and effective cooperation in the future.

In 2021, we received an annual contribution of €1.35 million, for which we are enormously grateful. Because it is not earmarked, we can use this support where the need is greatest or where extra funding can strengthen an existing programme. This is how we can make a real, structural difference in the lives of vulnerable children, young people and families together.

Additional contributions from the Dutch Postcode Lottery are also used to fund innovative programmes such as 'no child is born to grow up alone' in Busia, Kenya which will end in 2021 and the 'Simba Family Care' pilot. With this pilot, we

support families in the Netherlands who are dealing with an (imminent) out-of-home placement and ensure that siblings can stay together in case of an out-of-home placement. Jonne Arnoldussen, Head of Charities at Dutch Postcode Lottery: 'With Simba Family Care, SOS Children's Villages also supports and protects children in the Netherlands. This great project has already allowed us to make excellent progress and we are delighted that the participants of the Dutch Postcode Lottery have enabled us to support this process.'

SOS Expert Network



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



Tineke de Groot
Former TV presenter and documentary maker



Tex Gunning
LeasePlan CEO



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 at Bourgini



Patrick Ruys
Managing Partner at EY VODW

FEATURED PARTNERS

We are grateful for our successful partnerships, based on a shared vision on a better future for children. This year, we would especially like to acknowledge the following partnerships:



Christmas campaign 'Bake a house, give a home'

Our partnership with Dr. Oetker is one of our longest-running collaborations. This special collaboration first saw the light of day 10 years ago, with the theme "family is our favourite recipe".

Together with Dr. Oetker we organized the Bake a House, Give a Home! campaign from 15 November 2021 until 9 January 2022. As

many as 20,000 visitors visited the platform, while more than 1,000 participants baked a house, posted it on social media and raised money in the process.

Through the efforts of ambassadors, BN'ers, influencers, many baking enthusiasts and our partners, we managed to raise €29,633. This fantastic amount has allowed us to help 60 families in need with 250 children find a warm and loving home, families who so desperately need our support.



///ACTION

Action

Action continued to grow strongly in 2021. At the end of 2021, Action had 1,999 branches, but by the time you read this, the highly successful retailer will have blown past the 2,000 mark. From Indonesia to Poland, it provides support to thousands of children. Each Action store supports a child in the care of SOS Children's Villages, and as Action grows, so does its support for SOS Children's Villages.

"All Action employees are closely involved in and proud of our partnership with SOS," says Hajir Hajji, CEO of Action. "With this partnership, we can continue to work together to provide a loving home for vulnerable children around the world."

In addition to sponsoring one child per store, Action offices in the Netherlands, Belgium, Germany, Austria, Poland and France support various SOS projects in Europe. This support, a financial donation, is organized at the national level by the Action headquarters and

the SOS Children's Villages organization in the country in question.

The partnership is part of Action's Social Responsibility policy, which guides how Action does business and revolves around respect for human rights, ethical conduct and care for the environment, both within the company itself and in the supply chain. Covid-19 made 2021 a challenging year, but SOS Children's Villages is proud that Action's support, even under these challenging circumstances, has allowed it to support even more children than in previous years.



Heimstaden

Friendly Homes

Heimstaden

Heimstaden and SOS Children's Villages entered into a unique partnership in the summer of 2021, with the two organizations working together and sharing knowledge in several European countries to create a safe home for children and their families. For every home owned by Heimstaden, the originally Scandinavian home rental company will donate €100 per year to SOS Children's Villages projects.

With a Home for a Home, the name of the partnership, Heimstaden is supporting more than thirty different SOS initiatives in nineteen countries in the first year alone, including programmes that serve to strengthen vulnerable families to prevent them from disintegrating, programmes

providing (temporary) care for children in family settings, and programmes that seek to increase employment opportunities among young people so they can build self-sufficient livelihoods. Heimstaden currently lists 110,000 properties across Europe. As the organization's housing stock grows, so will their annual donations. "With this partnership, we want to do much more than just donate money," says Patrik Hall, CEO of Heimstaden. "With a Home for a Home, we are taking our sustainability ambitions to the next level, and extending our mission of providing our customers with a friendly home environment

to thousands of other children and families around the world. We see opportunities to leverage our knowledge and engage both our employees and our customers in this fantastic partnership."

In addition to its sustainability ambitions, Heimstaden wishes to use the expertise of its own employees within the projects of SOS Children's Villages. Exploratory discussions took place with the Heimstaden team in 2021, with the goal of having one of our sustainability projects receive specialized advice on solar power techniques and maintenance prevention. SOS Children's Villages is working with Heimstaden Netherlands to create a distinctive and impactful partnership.



Dijk Natural Collections

As of January 2021, SOS Children's Villages has had a great new partner: Dijk Natural Collections. As an expert in home accessories, Dijk Natural Collections knows, as we do, how important it is that your house really is a home. Making sure that your family feels safe and secure plays a huge role in this, which is why Dijk Natural Collections supports our projects in Chad, one of the poorest countries in the world. We are extremely happy with this wonderful collaboration.



Trusts and foundations

By working together, we can accomplish our common goals and reach more people. In 2021, contributions from foundations and charitable trusts enabled us to re-launch a youth employment project in Guinea-Bissau, provide emergency assistance to displaced persons and refugees in Sudan and support family strengthening programs in Ghana and Kenya among others.

We are grateful to all foundations and charitable trusts for their involvement and trust. For the year 2021, we would like to mention in particular the Anna Muntz Stichting, Stichting Summer Fund and Zonnige Jeugd Stichting, as well as highlighting the following foundations:



Achmea Foundation

Since 2021, SOS Children's Villages has partnered with the Achmea Foundation. As part of its *Expert Volunteer Assignments*. The foundation invests with their Expert Volunteer Assignments in initiatives by making knowledge and expertise available to charitable organizations. The foundation's employees can do a *volunteer assignment*; a unique way to develop themselves and engage in cross-cultural collaboration. By sharing knowledge and expertise, the Achmea Foundation contributes sustainably to impactful initiatives, enabling organizations to achieve more or faster results and creating personal development opportunities for employees.

Stichting de Lichtboei

Stichting de Lichtboei contributes to charities that support disadvantaged people, especially children. This family foundation is active in the Delft region and also worldwide. Since 2016 Stichting de Lichtboei has been of great support to vulnerable children in many of our programmes. Recently, they have provided

heartwarming support for aid during the coronavirus pandemic in Chad and emergency aid to displaced families in Sudan.

Weeshuis der Doopsgezinden Stichting

Weeshuis der Doopsgezinden Stichting is based in Haarlem and has a history dating back to 1634. Until last century, the Weeshuis der Doopsgezinden, or Mennonite Orphanage, was actually home to orphans. The foundation now focuses on supporting civil society organizations dedicated to children in alternative care, children in poverty, refugee children and/or traumatized children in the Netherlands and abroad. In their longstanding partnership with SOS Children's Villages, they have contributed to children's villages, family strengthening programmes and emergency relief. 2021 saw the end of a three-year program in N'Djamena, Chad, that supported hundreds of families to help them rebuild their lives.



4.2.4

MAJOR DONORS Named Funds

With a Named Fund, donors contribute to children's futures in a very personal way. In close consultation with the donor, a project is chosen matching their goals and wishes. In 2021, eleven Named Funds supported our work:

- Casa Catherina and Morelia Fund
- Doris Tuapante Kinderfonds
- Urafiki Fonds
- Geijssel Africa Education Fund

- Adriana Fonds
- Eenhorn Fonds
- Erik Kuster Children Development Fund
- LoGo Fonds
- Temminck Groll Fonds
- Aldewereld Staal Fonds
- Aletta Scholarship Fund

In addition to supporting us with a Named Fund, many donors who support our mission with a major donation. In 2021, we received large donations from 105 donors. Some donations are earmarked for a specific project, however the donor often opts to leave the choice (or decision) up to SOS Children's Villages, so the donations can be used where they are needed most.

Legacies

More and more people decide to include SOS Children's Villages in their will, because they wish to pursue their ideals even after death. By doing so, they contribute to securing a bright future for vulnerable children. Bequeathing a donation is therefore a very personal way of donating money, which requires a personal way of communication. A small team consisting of a relationship manager and notarial lawyer is dedicated to these relationships and their needs. Increasingly, advice is being sought on the options surrounding named funds by will or SOS executorship. In 2021, we were grateful to accept 50 legacies and bequests. The income from legacies amounted to €4.3 million, partly due to a particularly large bequest of €1.9 million.

Networks and associations

SOS Children's Villages has built a close relationship with a number of special networks in recent years.

Vrouwen Bouwen

The Vrouwen Bouwen network raised a fantastic €36,380 in 2021, despite the fact that corona meant that hardly any events could be

organized. This was mainly due to the successful Charity Dinner Party in Muiden in October 2021, where the network managed to raise a whopping €28,000.

Lions Club Heemstede Bennebroek

With the annual Star Gala, Lionsclub Heemstede Bennebroek has been raising wonderful amounts for SOS Children's Villages for years. Unfortunately, due to corona, the culinary feast did not take place in 2021 either for the second year in a row.

Families voor Families

Families voor Families is a network of families and family businesses that are sustainably committed to the mission of SOS Children's Villages. Families who want to make a difference in the lives of vulnerable families and children, because together they can achieve more than alone. The network supports two projects: Children's Village N'Djamena in Chad and the family strengthening programme in Gulu, Uganda.

Several families have been loyal partners of Families voor Families for many years. We are grateful for the loyal support of the family business Royal Fassin and their Wings Foundation, the Ouborg family, the Lohle family with the Con-sense Foundation, and former Supervisory Board member Karin Doeksen with her Dux Foundation and the Van Kesteren family of Verpakkingsindustrie Veenendaal. We would like to extend a special thanks to Florentine Ouborg from Princess Traveller and her sister Nikki Ouborg from Bourgini, not only for their many years of support, but also because they are always willing to provide SOS Children's Villages with advice and assistance.

4.2.5

INSTITUTIONAL DONORS

SOS Children's Villages leads or is part of a number of large programmes funded by the Ministry of Foreign Affairs and the European

Commission. We are grateful for their confidence in our organization.

Ministry of Foreign Affairs

We work with the Ministry of Foreign Affairs in several innovative programmes on the themes of strengthening families, youth employment and emergency aid. In 2021, we acted as partners in multiple initiatives.



Dutch Relief Alliance (DRA)

An alliance of 14 Dutch aid organizations that, as the DRA, can respond to major international crises in a timely and effective manner. By working together, the organizations can coordinate activities more easily and have a greater impact. The alliance also serves as a knowledge platform.

The following organizations are affiliated with the alliance: CARE Nederland; Cordaid; Dorcas; Oxfam Novib; Plan International Nederland; Help a Child; Save the Children; SOS Children's Villages The Netherlands; Vluchteling Foundation; Tearfund NL; Terre des Hommes; War Child; World Vision; and ZOA.

For more about our activities within DRA programmes, read Chapter 3.3 Humanitarian Aid, page 27.

LEAD

Under the LEAD (Local Employment in Africa for Development) funding mechanism of the Ministry of Foreign Affairs, four consortia of development organizations run youth employment programmes. SOS Children's Villages is co-coordinating the successful youth employment project the Next Economy (since 2016 - second phase will end in 2023). More information about this program can be found on page 25.

Generation Unlimited

SOS Children's Villages International is involved in Generation Unlimited, a high-level, global initiative by UNICEF to enable young people to become productive and engaged members of the community, reaching their full potential. We do this together with them: we support young people to become co-creators and develop their own innovative solutions to the challenges in their lives.

[generationunlimited.org](https://www.generationunlimited.org)

European Commission

DG ECHO is the European Commission's Emergency Aid department. It works with multiple organizations, including SOS Children's Villages. This partnership is subject to a regular assessment, in which the activities organized are tested against a variety of quality criteria. The partnership will run until at least 2027. As part of this agreement, we have a number of [commitments](#), such as adherence to humanitarian principles.

The European Commission has been funding programmes run by SOS Children's Villages Netherlands since 2006. In 2020, UN Capital Development Fund and SNV, started a 4-year project worth 20 million USD funded by the European Union Emergency Trust Fund (EUTF) with the aim of promoting youth employment in the Ashanti and Western Region regions of Ghana, including the large scale [GrEEEn project](#). In this project SOS CV is the implementing partner for a budget of 1 million USD.

The EU also funded the [No Business as Usual](#) youth employment project, which came to an end in late 2021.

4.2.6 PARTNERSHIPS AND IMPLEMENTING PARTNERS

SOS Children's Villages is an active member of several partnerships, in which we represent the interests of children in vulnerable families

and children without parental care and share our knowledge and experience with each other. We work closely with various programme:

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 strands of action: "Child Rights Now," which focuses on advocacy towards policymakers and research and "Ending Violence against Children," focusing on programme work on the national level.

KROS

The Coalition for Children's Rights in Development Cooperation is a partnership of development organizations in the Netherlands: Unicef, Edukans, NJR, Save the Children, Save a Child, Defence for Children, Liliane Fonds, Terre des Hommes, Plan and SOS Children's Villages. 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 organizations and individuals actively involved with children without parental care. By working together, we want to improve assistance for these children. In addition, we advocate at the regional, national and international level for generally applicable quality criteria.

PARTOS Leave No One Behind

PARTOS is the trade association of development organizations. The Leave No One Behind Platform is a learning environment for representatives of groups of people and

children who need extra attention in the context of the Sustainable Development Goals. SOS Children's Villages is on the steering committee on inclusive development.

Children's Rights Collective

The Children's Rights Collective's mission is to ensure that the rights of children in the Netherlands are safeguarded. These children's rights are enshrined in the UN Convention on the Rights of the Child. The collective wants children's rights to be guaranteed in government policy, in legislation, in the practices of organizations and of everyone who deals with children. SOS Children's Villages Netherlands is a partner of the collective.

Local partners

In 2021, we successfully collaborated with several local partners. A (non-exhaustive) list.

- Our local SOS organizations in the countries where we run programmes (partly) funded by the Netherlands.
- Young Africa: advising SOS Ghana and SOS CV Netherlands.
- CrossWise works: responsible for the programme management for The Next Economy II. Through CrossWise works, we also collaborate with the following hubs:
 - Nigeria: FATE foundation (Lagos), Winnovation and Aspilos (Abuja) and Black Innovations (Jos)
 - Mali: Impact Hub Bamako
 - Somalia/Somaliland: Shaqodoon (Hargeisa) and IITE Simad University (Mogadishu)
- African Child Policy Forum - multiple countries
- Ghana: local government Asokore Mampong Municipal Assembly
- Kenya - Busia: Child Protection Network and Area Advisory Network
- Uganda: Child Health and Development Centre, Makerere University and MGLSD, Ministry of Gender, Labour and Social Development





- Central African Republic: CRADEC and Vision et Developpement
- Ethiopia: OWDA

4.3 COMMUNICATION

4.3.1 CONTACT WITH OUR SUPPORTERS

We keep our supporters informed of the work of SOS Children's Villages in several ways, sharing the impact of their gifts and thanking 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 touchpoints and special highlights.

Online Website

Our website is an important medium to showcase 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, key policy frameworks and partner information, the website is an important part of our fundraising efforts.

With 2020 being the first full year after the launch of the revamped website, 2021 was a year in which we focused on optimization. The website was given a new look and improved options for clustering and presenting content. Due to the enormous increase in social media use, visitors have adopted a new way of navigating websites, scanning visuals first before deciding whether to continue reading. In 2021, we also focused on improving the findability of the website by "claiming" relevant keywords for both existing donors and new visitors, and making the web forms more user-friendly. We also started a so-called CRO (Conversion Ratio Optimization) process in 2021 in collaboration with an external party, to test and develop this even further.

In 2021, the website drew 208,428 unique visitors, an increase of 0.74% compared to 2020. The website appears to be attracting more people who actually want to know something about us. For example, more pages were viewed per visit than in 2020, and visitors averaged 5 seconds longer on the website than before.

Social media

We also updated our social media strategy and approach after hiring an Online Content Specialist, giving our channels a recognizable and distinctive style to match the revamped website. Social media took on an even more important role within the organization, and our number of followers and reach increased. Twitter lagged behind, due in part because it was not considered a key channel.

The numbers show an upward trend. In 2022, we will focus even more on relevance across channels.

Lead generation and campaigns

By 2021, our lead acquisition campaigns brought in a total of 10,000 new donors. A detailed look:

Lead Generation Program

We launched multiple campaigns focused on lead acquisition, with the following propositions:

- Family recipes: free download of a booklet of family recipes when you leave an email address. In the follow-up, we discuss the power of family and how food connects people, and describe how our aid gave a severely malnourished child and their family access to healthy food.

- Farmer's groceries: get a chance to win three months of groceries from a local farmer. In the follow-up, we segued to the importance of SOS Children's Villages: not all children have access to enough healthy food.

Via Facebook, we targeted people who do not yet know SOS Children's Villages, but are open to family-related topics. By engaging with them via email, we can measure their commitment to our organization and mission, e.g. by monitoring their behaviour on the website, asking them to donate, and trying to get them to become regular donors. We have already landed multiple donations with this approach, but there is a lot of testing and measuring to come.

Awareness campaign

Together with advertising agency And Now This, we developed a new awareness campaign with an increased focus on - Family - with assets for various media types. The advertising agency went to work with this input and came up with a new brand rule for us: The strength of family.

The campaign revolves around an animation, which explains the essence of the work of SOS Children's Villages in a visual and abstract way: we see children from various countries and cultures celebrating their birthdays in warm family environments, versus a lonely child who has no one to celebrate their birthday with. By showcasing these stories, the animation expresses the power of growing up in a warm family, with brothers, sisters, parents, caregivers who are there for you unconditionally.

Number of followers on social media	2021	2020	2019
Facebook	30,794 (+ 0.89%)	30,520	30,268
Twitter	4,411 (- 1.25%)	4,467	4,529
Instagram	3,690 (+ 13.8%)	3,242	2,966
LinkedIn	2,306 (+ 16.1%)	1,986	1,612
YouTube	362 (+ 19%)	304	273

The animation featured in TV commercials of various lengths, which were shown in two campaign periods (October and December) on the channels of RTL and NPO, and smaller channels such as Discovery, TLC and 24Kitchen. Online, the commercial was deployed as video and display on the platforms of Ster, Talpa and Adform.

As a radio commercial, the campaign could be heard on radio stations NPO Radio 2, Qmusic, Sky Radio, Radio Veronica, Radio 538 and Radio 10, among others.

During the campaign period, we also called attention to partnership building and the fact that people could bequeath donations through special ads on BNR Nieuwsradio and in the Financieel Dagblad, among others.

Other campaign assets included a PowerPoint template, cards for new donors recruited through Face-to-face campaigns and a birthday mailing for sponsor children.

Results

The main objective of the awareness campaign was to increase our brand awareness and proposition. The initial results look encouraging. During the campaign period the average website visits tripled.

Although the awareness campaign's main objective was not raising funds, it did do so. In the last quarter of 2021, 1120 one-off, relatively high donations were generated, and 150 new committed givers signed up, with a combined annual value of €122,000.

Face-to-Face in 2021

Face-2-Face (F2F) fundraising; canvassing at the door, on the street and during events continues to be an important source of income for our organization.

Successful F2F fundraising remained a challenge in the second year of the corona pandemic, and the tightening labour market

proved to be another major concern. Our agencies struggled to find enough recruiters, particularly in the second half of the year. There was a lot of competition from the Dutch Municipal Health Service, which was looking for young people to administer Corona tests. Thanks to a great final sprint, we still managed to arrive at about 15,000 donors. Ultimately, we welcomed a whopping 15,343 new donors in the year under review, 483 of whom were recruited through online activities.

In our door-to-door canvassing efforts, we strictly followed RIVM measures to guarantee everyone's safety. We coordinated these F2F guidelines with industry organization Charities

Netherlands and set up a separate corona monitor to continuously gauge public attitudes towards F2F. The sense of togetherness enabled us to make better agreements with our agencies, including better training for recruiters, which in turn contributed to improved results.

Questions, complaints and compliments

Questions, complaints and compliments from donors come in by phone, email, mail and social media and are handled as quickly as possible by the service team and social media team, respectively. We aim to handle all questions and complaints within 24 hours, but

the absolute deadline for a written response is 3 days, while complaints must be resolved within 15 days. Moreover, our goal is to turn a complaint into a 9+ experience: a positive experience that ultimately leaves the complainant satisfied. Naturally, the complaints procedure (in accordance with CBF guidelines), which describes how to handle complaints, still takes precedence. This procedure can be found on our [website](#).

In 2021, we registered 785 complaints in the donor database, which was more than in 2020 (271). The media (from 33 to 81) and service (from 50 to 121) categories saw the largest increases.

The increase in complaints in the media category can be explained by greater visibility in the media, caused by the roll-out of the brand campaign. The complaints about service were mostly related to how difficult it was to reach our call centre by phone. Unfortunately, this was a corona-related issue.

SOS Children's Villages responds to comments or complaints through social media 6 days a week, via an outsourced webcare team. The comments and complaints received through social media are not registered, as data for registration is mostly not available. However, all comments and complaints are taken seriously and responded to. We estimate on



average two comments / complaints a week. SOS Children's Villages does want to respond to comments or complaints received through social media and therefore outsourced all webcare to a third party. Donors and other stakeholders can now get a response to their social posts 6 days a week.

4.3.2 CRISIS COMMUNICATION

As a global organization, SOS Children's Villages unfortunately also faces crises, which is why we have drawn up a crisis communication policy. Within the organization, a number of people have been appointed who, on the basis of an established protocol, can take immediate action in the event of a crisis.

Potential crises can be classified into two categories:

- Crises related to current events in and around the children's villages worldwide: such as disasters, wars, incidents that directly affect the ins and outs of the children's villages, the children and their families.
- Crises related to the organization of SOS Children's Villages itself caused by internal or external parties. See also chapter 5.3.2 Integrity policy of SOS Children's Villages, page 45.

An important part of crisis communication is who we inform about what and in what way: by phone, by mail, in a project update or in the annual report. Where possible and where agreed, we do so in person. In doing so, we observe the privacy of those involved at all times and therefore do not provide any information about individual children or other people.



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 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.



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 sit on 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.

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

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.

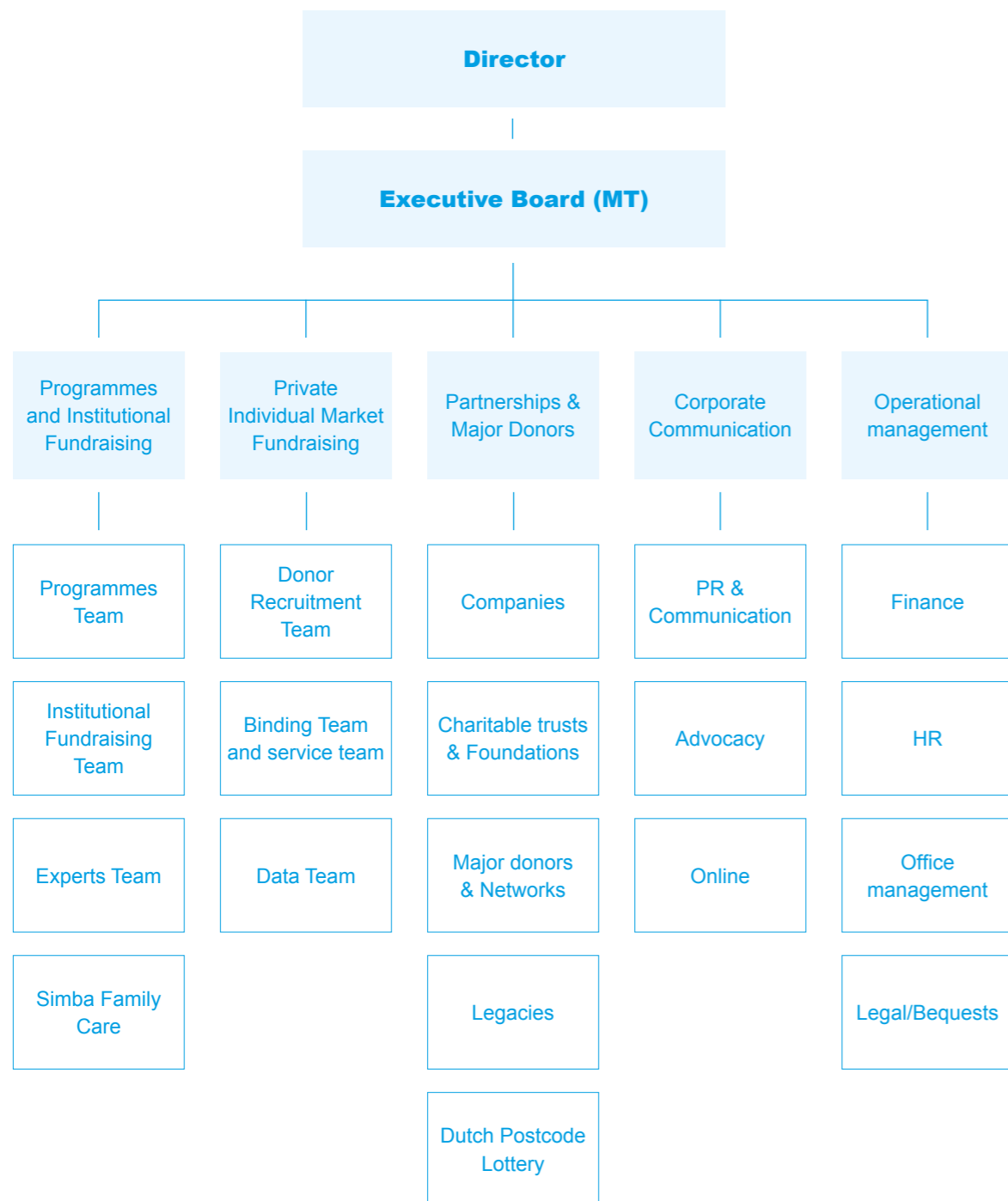
Governance of SOS Children's Villages International



5.1 INTERNATIONAL ORGANISATION

SOS Children's Villages the Netherlands is part of SOS Children's Villages International: a worldwide federation comprising 121 member associations active in 138 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

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 represents a more in-depth version of the 2017-2020 strategy. In order to be able to achieve its ambitions, our organization must be Fit for Future: future-oriented, professional and resilient. A resilient and results-oriented organization for which people enjoy to work.

In 2021, we updated our Occupational Health and Safety Policy. Using the experience gained working from home during the corona crisis, SOS Children's Villages wants to create a future-oriented work environment, in which flexible working remains an option and the nature of one's work determines where they can do it. SOS Children's Villages attaches great value to healthy, happy employees who capitalize on their strengths and talents and whose managers manage output in a coaching and inspiring manner. Employees are increasingly valuing a good work-life balance and they need to be able to arrange work more flexibly. Increased employee confidence and autonomy are important factors benefiting the physical and mental health of employees.

With the Activity Based Working (ABW) model, we put a new spin on office dynamics. The office will be used for things that require you to meet physically and that add value to the nature of this work and require working together physically. The following terms are

some of the criteria that require working in an office: connection, creativity and learning (development and knowledge sharing).

Human Resources

An organization is only as strong as the people who work there. We therefore believe that it is important for people to be able to develop themselves and for their talents to be utilized. For this reason, we encourage our employees to draw up Personal Development Plans, which also cover individual goals and team contributions in addition to personal development and training. We aim to achieve this by:

- Working with Insight Discovery Profiles; a detailed personal report that provides insight into personal preferred styles in communication and work, as well as naming blind spots.
- Giving feedback and evaluations a clear role in The Way of Working;
- Making the employee "manager of his own career": employees are given and take the opportunity to develop themselves, whether in their own field or not.
- The I-talent talent development system, which aims to encourage dialogue and development.

Continuing to improve talent development, knowledge sharing about HR resources and building training plans are on the agenda for 2022.

Staff and salaries

The average number of FTEs in 2021 was 51.62 FTEs. At the end of 2021, SOS Children's Villages Netherlands employed 64 people, including 53 women and 11 men. All positions within our organization have been evaluated according to the Hay system of Hay Group (Now Korn Ferry). The salaries of SOS Children's Villages staff have been set at the Q1 level, meaning that 75% of employers in the Netherlands pay more for a similar position. No loans, advances or

guarantees are provided, nor are employees eligible for a bonus. The salary of the director meets the VFI standard (see chapter 5.2.3, page 43).

Our salaries are examined in an annual charity benchmark by Human Capital Group, which concluded that, within the charity sector, the salary level of our job classification system was on the median, which meant it was in line with other salaries in the sector.

Staff representation

The staff representation body (SRB), now the Works Council (WC), meets four times a year. The SRB must consist of at least three staff members, preferably from different departments. The SRB contributes to the optimal functioning of the organization in all its objectives and stands for the organization: they represent staff members in the interest of the organization.

In 2021, due to the growth of the employee base, the SRB was converted into a WC at the request of the director. New regulations have been drafted, based on the guiding principle of maximizing representation across the board. Elections were held in November, after which 4 WC members took their seats in the WC. 1 seat remains vacant and a new member will be appointed in six months' time.

The SRB/WC met with the management four times. the WC was closely involved in setting out the questions and topics of the employee survey, approving the health and safety policy and the travel and safety policy

In addition, the SRB/WC met twice with the Supervisory Board (SB).

Internal monitoring

SOS Children's Villages monitors and evaluates the results of all activities based on concrete objectives that we set in advance. These are set out in our 2021-2024 strategy

and in our annual plans with concrete Key Performance Indicators (KPIs). The indicators are reflected in the quarterly evaluations and are discussed by the MT, managers and employees, so that timely adjustments can be made if necessary. The HR and Audit Committee of the Board of Supervisors also receive quarterly reports.

Absenteeism

Absenteeism in 2021 was below the national average of 4.8% at 4.21%, showing a further decrease from 2020 (5.9%). Long-term and medical - non-work-related - absenteeism are at the root of our absenteeism rate. Moreover, a number of colleagues have suffered Covid-19 or experienced inconvenience from the vaccinations.

SOS Children's Villages takes a behavioural, self-directed view of absenteeism, which means that supervisors take on the role of case manager. HR has a supporting and advisory role. The Grip on Absenteeism training courses are intervision sessions in which the participants can discuss their own cases. There are regular meetings with the employee, manager, HR and our professional; health and safety service. This helps to quickly get a grip on absenteeism.

Working from home and well-being

Corona and its multiple variants have again been a huge challenge in 2021, but SOS has shown an increasing ability to handle it. Hybrid work, a combination of working from home and from the office, has been the norm for some time now and we have learned to work together effectively.

In the employee survey by Effectory, feedback was collected from the organization to gain quantified insight into what matters to staff for achieving a resilient and results-oriented organization at which they enjoy to work. The employee survey was used as an important tool for strengthening organizational devel-

opment. SOS will gauge and adjust this over the next 3 years with interim measurements. A broad baseline survey was conducted in March, after which each team had a session to interpret the results of the survey before drawing up action plans to work on the results together. Interim measurements will allow us to keep a finger on the pulse and ensure sufficient progress.

Working from home as a result of the pandemic has been a challenge. With the crisis continuing, the psychological well-being of employees and the connection between them is an ongoing concern for HR and the MT, with work-life balance being an important additional focus. It is also important to keep connecting well with colleagues and providing proper guidance in remote work.

Recommendations were then transformed into working-from-home policies, with a focus on employee health and a redesign of the office into a meeting place with flexible workstations.

Turnover

Turnover shows a slight increase at 16.5% compared to 2020 (14.3%). While it consisted of natural employee turnover for the most part, there were also instances of unwanted turnover, for example due to a mismatch with the (changing) job or too few opportunities for advancement. In addition, it is clear to see that like other organizations, SOS is facing a tight labour market. Corona has prompted many people to rethink their own lives, what they find important in their jobs and what career suits them.

Much attention has been paid to the onboarding of new employees, with HR monitoring both the onboarding and offboarding processes.

Binding and Engaging will be a major theme in 2022. The culture programme, in which we

focus on strengthening the organizational culture, attention for our people and our way of working, will also be continued.

Professionalization of the employee journey is an action point for 2022, to help us get a grip on employee turnover.

5.2.3 BOARD

Arian Buurman has been the general director of SOS Children's Villages Netherlands since 2019. The director is appointed by the Supervisory Board and is accountable to them. She is ultimately responsible and works closely with the management team (MT). The duties of the general director are set out in the management regulations.

The director leads our organization and represents SOS Children's Villages externally. She is supported by the MT, consisting of the managers of Operations, Corporate Communications, Private Fundraising, Partnerships & Major Donors and Programmes & Institutional Fundraising (see organization chart on page 42).

In the MT meetings, current affairs are discussed. Financial reports are prepared each month. In addition, the various managers of the MT report quarterly on the progress in their department with respect to the KPIs. Each year, the director, together with the MT, draws up the new annual plan, based on results achieved and expected developments in the market and in the field. In 2020, they adopted the 2021-2024 strategy.

In addition to her work for SOS Children's Villages, Arian Buurman is a member of the Supervisory Board at DetailResultgroep (until Jan 2021) and Mediahuis NV.

Board remuneration

Arian Buurman's gross annual salary in 2021 amounted to €121.460 (based on a 37.5 hour



work week and including holiday pay). The director's salary of SOS Children's Villages is determined and tested according to the 'Regulation on the remuneration of directors of charitable organizations, as drawn up by the branch association Goede Doelen Nederland and last amended in November 2020, and set at grade H, with a maximum gross annual salary of €125,011.

As of January 1, 2022, the maximum gross annual salary is indexed to €127,511. Her salary thus falls within the 2021 norm. No bonuses, loans or advances will be given. The terms & conditions of employment for the position of General Director have been established within the framework of the Code of Good Governance.



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

Source: WHO, 2020

suspected sexual misconduct towards any person, regardless of age, gender, sexuality, sexual orientation, disability, religion or ethnic origin.

Every child safeguarding concern or incident reported is taken seriously and is assessed thoroughly. Based on the findings of the assessment, further steps are decided. The guiding principle when dealing with any reported concern is that the safety and welfare of the child always comes first.

Submitting a report

With the adoption of the Child Protection Policy, we actively encourage children, employees, partners and community members to use one of the following options to report incidents:

- Every national SOS organization, including SOS Children's Villages Netherlands, has a child safeguarding focal person and a child safeguarding team that you can turn to.
- Each SOS program, including the Dutch pilot program Simba Family Care, has a designated child safeguarding focal person.
- There are child-friendly 'complaint boxes' in which reports can be posted anonymously at the locations where we are active.
- There is a whistleblower channel on our international website where children and those involved – including people from outside the organization – can report possible abuses anonymously and safely www.sos-childrensvillages.org/report-a-

5.3 INTEGRITY

5.3.1 CHILD SAFEGUARDING

As a global organization that works with children who have lost parental care, or who are at risk of losing it, we see far too many cases of child abuse and neglect.

Child abuse is widespread and persistent, exacerbated by poverty and, in some cases, legitimized through harmful cultural practices such as corporal punishment. Child abuse is a taboo subject in many cultures and is underreported.

SOS Children's Villages does not tolerate any

form of child abuse, exploitation, neglect or violation of a child's privacy and rights. We are committed to creating and maintaining a caring and protective environment for every child we reach through our programmes. Child safeguarding consists of the actions an organization takes to do no harm to children and to not expose them to the risk of harm, neglect or abuse.

We work in accordance with the [UN Convention on the Rights of the Child](#) and the [Guidelines for the Alternative Care of Children](#).

Our child safeguarding commitments

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.

- 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 on any violation.
- We promote child protection in the communities where we work.

Our [Child Protection Policy](#) focuses on four key action areas **awareness, prevention, reporting** and **responding**. It defines the different kinds of child abuse that exist and how to safely report concerns. The policy also spells out the obligation of every SOS

Children's Villages employee and associate to report any concern, suspicion or allegation of any child abuse.

The [SOS Children's Villages Code of Conduct](#), which is binding for every employee, additionally defines appropriate and expected standards of behaviour towards children for all adults in our organisation.

The [regulation on prevention and protection against sexual harassment, exploitation and abuse](#) is based on our Code of Conduct, Child Protection Policy, [Gender Equality Policy](#) and other parts of our integrity approach. It defines our focus on prevention to create and maintain a safe environment for all involved in the work of the federation. The regulation outlines our response mechanism to cases of

[child-safety-concern](#). Includes a kid-friendly version, written in six languages: English, Spanish, French, Arabic, Russian and German.

- At an international level, you can also raise your concerns at childprotection@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 programs 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 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 programs 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.

Important developments in 2021

- The past year has included some significant developments for child safeguarding, including the conclusion of the Independent Child Safeguarding Review (ICSR). The ICSR examined past cases of abuse and identified failures in the organizational response. The report included 46 recommendations for improvement in areas such as leadership and organizational culture; oversight, governance and accountability; care quality; and justice and support for victims, survivors, and whistle-blowers.

- The publication of the ICSR report on our international website was accompanied with the publication of our Safeguarding Action Plan, identifying next steps that are crucial for the organization's further development in safeguarding (to be implemented in 2021-2024).
- The Safeguarding Action Plan includes actions such as:
 - Providing immediate support for children and other persons affected by abuse towards their healing, recovery, reconciliation and self-reliance.
 - Developing and rolling out an ombudsperson system to ensure that the organization fully meets the rights and needs of individuals who experienced abuse.
 - Establishing an Independent Special Commission to review past cases and recommend further investigation and governance improvements.
 - Providing extra support to 25 member associations operating in high-risk contexts and with high risk profiles.

All reports of child safeguarding incidents within the federation are recorded anonymously in a real-time reporting system. The system is used to register incidents in the following categories:

- Child safeguarding incidents (adult-to-child and child-to-child).
- Sexual harassment incidents (staff-to-staff).
- Sexual exploitation and coercive incidents against adults in the community (staff-to-external adult).

At SOS Children's Villages Netherlands, the e-learning course (launched in 2017) on child safeguarding reporting and responding procedures has included as a mandatory part of the onboarding programme for new employees.

5.3.2 INTEGRITY POLICY OF SOS CHILDREN'S VILLAGES

International

SOS Children's Villages sets high standards of openness, transparency and integrity in all its activities. We adhere to the following integrity guidelines established by SOS Children's Villages International:

- "Good Management and Accountability Quality Standards" - the guidelines related to planning, monitoring, reporting and communication, anti-fraud and corruption, and data and asset protection.
- Anti-fraud and anti-corruption guideline - additional guidelines for tackling fraud and corruption.
- Child protection policy: Child safety is everybody's business - and this policy outlines the basis of our actions (Code of Conduct - our code of conduct).
- Sexual Misconduct Regulations - international policy to prevent and protect against sexual harassment, aggression, violence, exploitation and abuse, when such situations occur within the Federation.

In addition to SOS Children's Villages International policies around integrity and SEA-H, SOS Children's Villages Netherlands:

- Participates in the Inter-Agency Misconduct Disclosure Scheme with the DRA in the recruitment process (the misconduct check prior to hiring new employees).
- Requires a Certificate of Conduct and acceptance of the code of conduct as part of its recruitment policy.
- Has a policy against violence and discrimination and employs a confidential advisor, as part of the health and safety policy. A summary of this policy has also been included in the staff handbook.



There is never an excuse for harming children

SOS Children's Villages International has its own Integrity and Compliance Network.

1. Local management is responsible for integrity and compliance within the respective local office.
2. The local integrity and compliance officer supports employees, local management and the Supervisory Board,
3. while the regional integrity and compliance

officer supports the regional office and the local integrity and compliance officer.

4. The Integrity, Compliance and Legal department at the international office supports the previous three layers and provides resources and advice to all.

In addition, there is an international online whistleblower channel for reporting possible

integrity violations. This is an additional channel that can be used by both internal and external whistleblowers, which means that employees of SOS Children's Villages can also use this channel.

In the annual Annual Corruption Case Report of SOS Children's Villages International, available at www.sos-childrensvillages.org/

[integrity-and-compliance](#) - under: We promise, we provide insight into the reports we have received and the actions and measures we have taken in response.

In the Netherlands

In 2021, the activities we started in 2020 were further embedded in the implementation of the integrity policy as part of the HR policy.

- Based on the Charities Sector Integrity Action Plan, an external integrity consultant adapted the HR Policy and Integrity Policy, e.g. by issuing an addendum to our Code of Conduct to lay out proper conduct in responding to the three areas of integrity violations: Interpersonal violations, Financial violations, Abuse of power.
 - There are separate guidelines for the Simba Family Care project, which are laid out in a Code of Conduct for Simba Family Care, and we have also set up a Simba Family Care reporting policy.
- Moreover, we have tightened our recruitment and hiring policy, as well as our reference policy. In job postings, we routinely refer to the Child Protection Policy and Code of Conduct. Everyone; from a potential colleague, consultant and volunteer to photographers and people who travel to our projects should:
 - be able to provide a recent Certificate of Conduct (Verklaring Omtrent Gedrag, or VOG). This CoC is a resolute condition;
 - sign the code of conduct.
- The reference policy has been expanded in collaboration with partners within the DRA and the Inter Agency Misconduct Scheme has been implemented, which means that we have to request references for every potential candidate in both the Netherlands and the countries in which we operate in a set way, including written confirmation from an integrity coordinator/HR advisor from a previous job, confirming that the person in question has not committed misconduct.
- The online training course on Partos

Integrity is a regular part of our onboarding process, with all new employees taking this course in 2021.

- At the end of 2020, an integrity team composed of several focal persons from the organization was set up, making the issue the shared responsibility of the organization and the MT. This team meets monthly and integrity and child safeguarding are discussed at the MT meeting once every quarter. They were trained to further embed the driving role on the subject of integrity in the company and to make moral dilemmas discussable. They facilitated a dilemma workshop with the team managers for several teams to provide guidance on how to further follow up on integrity risk inventories.
- Within Partos, there is also a monthly integrity meeting in which the integrity coordinator and focal person for child safeguarding participate to share knowledge within the charity network on this topic.
- A total of six reports were made to the internal and/or external confidential counsellor, showing that employees are familiar with the channels available for them. These reports have since been dealt with. The reports will be discussed in an annual report to the Director and HR - prepared by the confidential counsellors.
- Throughout the year, hands-on discussion sessions were organized to shed more light on moral judgment and recognizing underlying power structures and power balances. We then set basic rules on moral judgment in MT decisions.

In 2021, no internal and/or external reports of integrity violations were received in the Netherlands.





5.4 ACCREDITATION AND (QUALITY) GUIDELINES

SOS Kinderdorpen is a member of Goede Doelen Nederland and adheres to their code of conduct for fundraising. This code outlines the basic values of a charity: respect, openness, reliability and quality.

In addition, we are members of Partos, the Dutch trade association for international cooperation.



CBF accreditation

The CBF supervises Accredited Charities and tests whether they meet the quality requirements. The business operations of SOS Kinderdorpen comply with the Code for Good Governance, in accordance with the guidelines of Goede Doelen

Nederland. The code covers:

- governing charities;
- monitoring;
- accountability;
- good dealings with all key relations of the charity - including: donors, volunteers, partners, beneficiaries.

We have been CBF-accredited since 1998. Visit cbf.nl for our accreditation passport.



Algemeen Nut Beogende Instelling (Institution for General Benefit)

The Dutch Friends of SOS Children's Villages Foundation is a so-called ANBI, or Institution for General Benefit, which means that we meet the requirements set by the tax authorities for charities. This has tax benefits for donors and for our organization, as it means that donors and companies can reap tax benefits from their donations and that we do not have to pay taxes on donations and estates.

5.5 PRIVACY

SOS children's villages processes privacy-sensitive information, so-called personal data, from its business relations and employees. In some cases, we work with other organizations or companies in doing so in order to best serve our donors and stakeholders and achieve our goals.

We believe it is very important to handle personal data with care, which is why we exercise the utmost care in processing and protecting personal data. Our privacy and cookie policy is in line with current legislation, including the General Data Protection Regulation (EU) 2016/679

This means, among other things, that we:

- state the purposes for which we process personal data;
- limit the collection of personal data to only those personal data that are necessary for the purposes for which they are processed;
- first ask for explicit consent to process personal data in situations where personal consent is required;
- do not provide data to third parties, unless this is necessary to provide the requested service or when we are legally obliged to do so;
- ensure that any data we share is not used for other purposes;

- take appropriate technical and organizational security measures to protect personal data and also require this of parties who process personal data on our behalf;
- respect the right to access, correct, rectify or delete personal data upon request.

In the privacy statement on our website soskinderdorpen.nl/privacystatement/, we explain in more detail why and in what way we process personal data.

5.6 POLICY, FINANCE AND RISK MANAGEMENT

Accountability for expenditures

Donors, partners, institutions, government agencies and volunteers entrust us with their donations, in cash or in kind. We have a responsibility

- to spend as much of these funds as possible on our organization's objective;
- ensure that these funds reach their destination as quickly as possible;
- ensure the legality of our spending.

At the same time, investments in fundraising are necessary to increase our revenue. We aim for a spending rate (spending on objective/total income) of around 80%. This percentage can fluctuate depending on several factors; such as our revenues, the cost of our programmes, and the degree of spending on new programmes.

In 2021, the percentage of spending to revenue reached 82,1%. Further explanation in the Financial Report, page 64.

By reporting clearly and transparently on our spending, we account for the policies pursued on our programmes abroad and our activities in the Netherlands. Costs for programmes for which we are responsible are established

annually within a budget cycle based on submitted project proposals. The budgets are used to determine the desired contribution, which we formally approve each year.

Guidelines for accounting for expenditures

Several guidelines have been established within the federation that every SOS organization must adhere to.

1. The Good Management and Accountability Quality Standard - guidelines related to planning, monitoring, reporting and communication, anti-fraud and corruption, and data and asset protection.
2. The Anti-Fraud and Anti-Corruption Directive that complements this Standard.

Both SOS Children's Villages International and SOS Children's Villages Netherlands continuously monitor compliance with these guidelines to ensure the legality of spending. Abnormalities are reported immediately and, if necessary, measures are taken to prevent recurrence.

Investment policy

We deliberately choose not to invest the funds we receive, because we believe that we should not run any investment risks with the money we have received from our donors. See also the notes to the balance sheet in Chapter 8 Financial Report, page 62.

Financial Supervision

The financial management of SOS Children's Villages and the international organization is carefully monitored through an internal financial accounting system as well as through an annual audit by external auditors. Our auditor BDO also conducts a periodic evaluation of the level of internal control of the international office and annually on assesses the financial housekeeping of SOS Children's Villages.

We, like all other SOS organizations, are in very close and frequent contact with the

international office regarding the financial affairs of the programmes. We request access to financial details, accountant report and programme reports, and can verify invoices and donations.

The Supervisory Board is responsible for the internal supervision of the finances of SOS Children's Villages. To this end, an Audit Committee has been established that meets regularly with the Board and the Operations manager.

Risk Management

Risk, probability and impact assessment

Our long-term plans also identify the risks that we need to consider in our work and as an organization. The probability and impact of the identified risks, together with associated controls, are mapped out as completely as possible in a risk register. This enables us to react alertly and proactively to possible risks, to monitor and adjust any weaknesses in a timely manner, and thus to minimize the risk of harm.

At the beginning 2021 we discussed the risk assessment with our audit committee and Supervisory board. We decided to improve our risk monitoring by reporting in our quarterly reports on our top risks and mitigating measures. For 2021 the top risks were: diversification of fundraising, corruption/fraud and abuse in our programmes and projects, result based management for our programmes and projects and the requirements for institutional funds.

Twice a year, the management team discusses risk management based on a comprehensive risk assessment, where known and potential new risks are discussed and added to the risk register. Currently, we have identified risks in the following areas: financial, fiscal, fundraising, reputation, ICT and programme implementation.

Here is a list of several highlighted areas in which we have identified risks along with some

of our controls to prevent or minimize these risks.

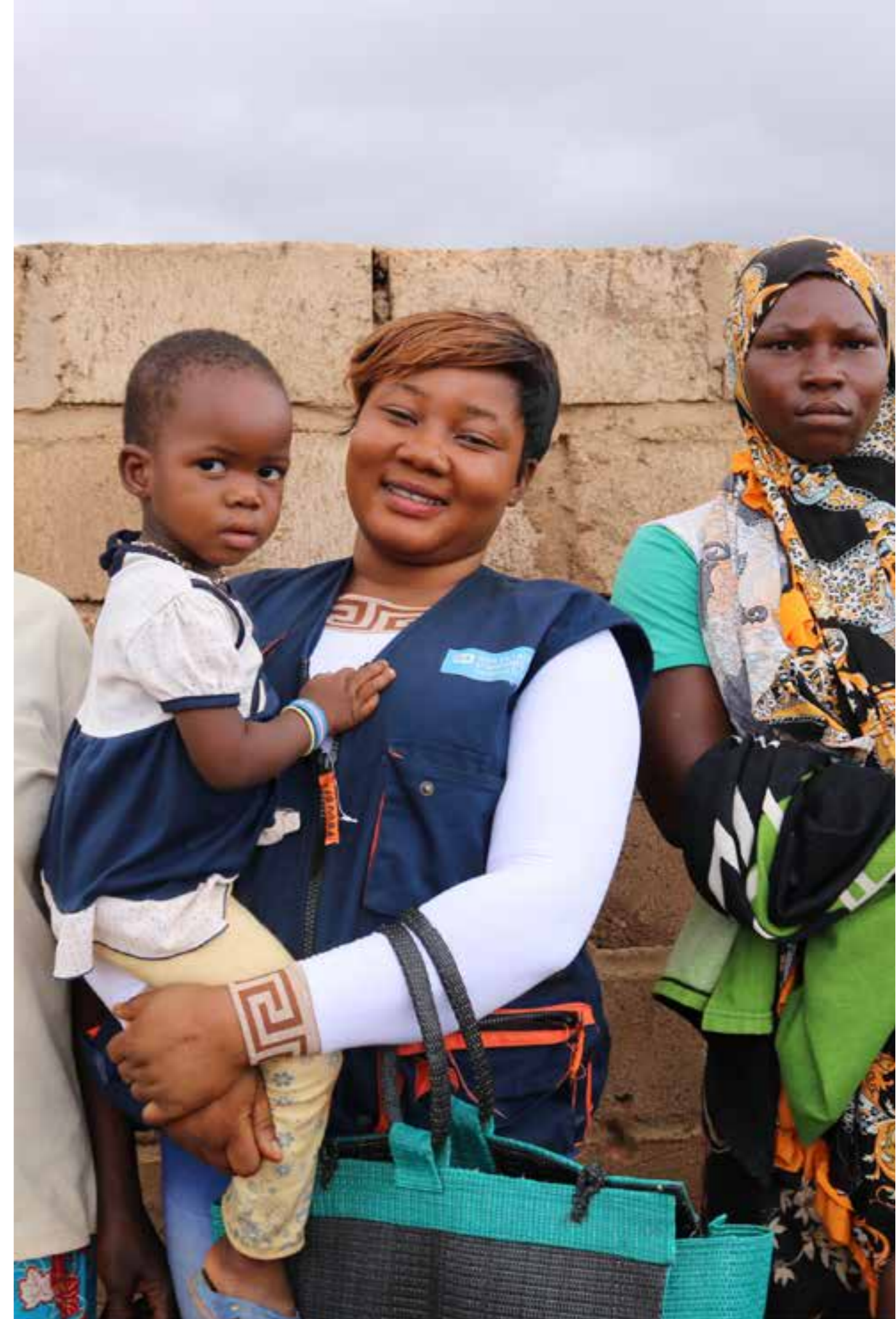
Child safety – Children must be protected. Awareness about child safeguarding and the prevention of child abuse are integrated into our work by means of various guidelines and reporting procedures. In the event of a potential violation of the guidelines, immediate action is taken to ensure the safety of the children. SOS Children's Villages is a member of the Keeping Children Safe network and conducts an internal audit every year. Detailed information on our policies regarding integrity and safeguarding children can be found in section 5.3, page 44.

Employee safety – We must guarantee the safety of (local) employees traveling to high-risk areas. In 2021, the safety policy was revised and improved. As a result of the global pandemic, employees or third parties did not travel in 2021 unless absolutely necessary at the request of SOS Children's Villages. This has meant that people only travelled to conduct the mandatory evaluations of a handful of programmes, making use of local expertise as much as possible. When traveling, employees and third parties must meet the following requirements:

- All employees whose work requires them to visit SOS projects are required to undergo mandatory safety training and complete a proof of life form, which is kept in the office safe.
- The crisis management team underwent simulation training.
- We brought in a third party for expert support in security situations.

Financial – SOS Children's Villages has taken several measures to address the risk of fluctuating revenue and its impact on programme continuity.

- We constantly monitor revenue and expenses and respond immediately to changes. In 2020, a number of scenarios were developed at the onset of the global





pandemic, to assess the impact of revenue decline and discuss potential measures to mitigate negative impact. In the remainder of 2020, we closely monitored revenue, assessing whether adjustment measures were necessary.

- We manage financial risks by adopting a policy of revenue diversification. Revenue flows in through multiple sources: private donors, corporate partners, equity funds, the National Postcode Lottery, private institutional donors and government agencies.
- Our reserve policy ensures that we can absorb any temporary decline in revenue.
- We check for proper authorizations and signing limits in all of our pledges and

payments, always ensuring proper segregation of duties; the so-called four-eye 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 – Operationally, there are risks both in the countries where we (co) finance and implement programs and at our Dutch headquarters.

- With each new project, we identify the risks

in a risk matrix and set up controls to mitigate them.

- To ensure quality and guarantee that projects are implemented according to policy, we keep a close eye on processes, tools and monitoring. We take an active role towards the national associations - entering into strategic partnerships, conducting on-site training and setting up reporting guidelines.
- For our Dutch Simba Family Care programme, we have a separate risk analysis and mitigation measures. We have also entered into partnerships with recognized youth care partners.
- To set up sound knowledge assurance

structures in the Dutch organization, we have drawn up guidelines, process descriptions and transfer documents.

- We also have KPIs to monitor and guarantee our effectiveness. The new Management Information System, which was launched in January 2020, along with the continued automation within the organization, enables us to continuously monitor the KPIs.
- In terms of compliance and the General Data Protection Regulation, we have established processor agreements and have outsourced IT management to a third party. We also work with a third party who supports us in embedding GDPR.

Staff and Partners – We are diligent in hiring staff. We are also selective in our partnerships and enter into clear contracts with all of our partners. Our integrity policy is the guiding principle in this regard. See page 44.

- To reduce employee turnover and absenteeism, we regularly analyse reasons for turnover and absenteeism, set up clear work processes for knowledge assurance and have an internal communication plan.

Growing our revenues – To ensure continuity and spread of our programmes, we are constantly looking for new innovative fundraising methods and sources.

- Creating a digital roadmap: tools to make better use of digital support throughout the primary process.
- Innovation Coordinator working on the innovation of existing channels and the development of new acquisition channels.
- Keeping a close eye on market development and exploring potential business cases.
- Continuous development of the website and optimal use of (social) online channels.

Communication – We believe that transparency is an important tool for managing risk. That is why we communicate about our work in an open and honest way.

- To communicate unambiguously about our work, we have a clear brand positioning and an improved integrated communication strategy. In the end of 2021, we rolled out our branding campaign based on this approach.
- We have drawn up a crisis communication plan to respond effectively in the event of negative publicity or a crisis situation. We also have a Crisis Communication Team, which consists of several people from the organization who work according to a set protocol, as well as a third party who can provide support.

SUPERVISORY BOARD REPORT

The SOS Children's Villages Supervisory Board, in accordance with Article 11 of the Articles of Association, has the task of supervising the policies of the Board and the general affairs of the foundation. In discharging their duties, the members of the Supervisory Board shall be guided by the interests of the Foundation. In addition, the Supervisory Board acts as a sparring partner for the Managing Board and the management team.



6.1 SEPARATION OF SUPERVISION, MANAGEMENT AND IMPLEMENTATION

SOS Children's Villages Netherlands has an independent structure with its own board; managing director Arian Buurman. Our organization is governed according to the requirements set by the Code of Good Governance, known as the Wiffels Code, for fundraising organizations. Among other things, this means that the day-to-day management of SOS Children's Villages and its supervision are separate. The supervisory role lies with our Supervisory Board (SB).

- The Supervisory Board (SB) is the highest body of the Dutch Friends of SOS Children's Villages Foundation and is charged with supervising the policy of the Managing Board and the general affairs of the foundation.
- The separation of supervision and management is formally laid down in the articles of association and elaborated in the so-called governance regulations.
- This means that the Managing Board is in charge of the day-to-day management and has ultimate responsibility for the implementation of the Foundation's policy plan and activities. The Supervisory Board appoints the management and supervises its performance.

6.2 MEMBERS AND TERM OF OFFICE

The SB selects its own members, striving for a balanced distribution of competencies, disciplines, expertise and male/female ratio. Members are appointed by a majority vote. Members serve four-year terms and may be

re-elected once. Members are appointed by a majority vote. They are elected for a four-year term and may be re-elected once. The members of the SB receive no compensation for contributing their experience and knowledge. In addition to their supervisory role, they open doors for our organization with companies and individuals, and regularly make an active effort to promote our work.

6.3 COOPERATION AND MAIN DUTIES

Our organization places great importance on open and engaged collaboration between the Managing Director and the Supervisory Board. During their meetings, the director informs the SB members about the important developments in the organization and keeps them informed about the implementation of the annual plan, enabling the SB to check the activities and results against the organization's policy and monitor progress. This is done through quarterly reports on the organization's activities and finances. In autumn, the director submits the frameworks of the new annual plan to the SB.

The duties of the SB can be summarized as follows.

- Appointing the Managing Director and supervising the general affairs of the organization.
- Collaborating on and approving the long-term vision and strategy of the organization.
- Reviewing and approving annual and long-term plans.
- Reviewing and approving spending proposals and budget.
- Adoption of Financial Statements.
- Overseeing that goals are achieved and that fundraising and operations are efficient.

To strengthen the supervisory role, the SB has established several SB committees: the Audit Committee, the HR Committee, the Fundraising Committee and the Simba Committee. In these committees, issues are discussed in more detail and then presented to the full SB for approval. When the SB has questions about the implementation of organizational policy, they are discussed with the Managing Director. The SB may also make suggestions regarding adjustments to the policy. The SB annually evaluates its own performance and that of the Managing Director.

Agenda points 2021

The SB had six regular meetings in 2021. In addition to discussing developments in the organization and the market, HR, the progress of the implementation of plans and budgets/goals for 2021, spending proposals and the progress of programmes funded by the Netherlands and the Dutch programme Simba Family Care, the main topics covered in 2021 were:

- Fundraising in general, private fundraising and partnerships, and Major Donors
- SOS Children's Villages positioning and brand strategy
- ICSR, Integrity and Security Policy
- Risk Management
- Annual plans 2022
- Next steps Simba Family Care
- Shifting the power, localization
- Digital roadmap
- Employee survey results
- Off-portfolio project in Chad
- Update from the federation

In addition, the Audit Committee met five times, the HR Committee four times, the Fundraising Committee four times and the Simba Committee met twice for consultation. The HR Committee also met twice with the staff representation body.



6.4 EVALUATION OF ITS PERFORMANCE

The Supervisory Board held a performance review of its activities for the Annual Report 2021. It was conducted in accordance with the Wijffels Code, using a questionnaire and assessment. 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

As a follow up from last years points of improvement, the inclusive meetings between management and the Supervisory Board has

proven to be useful and has given more insight in the activities of the entire team. The meetings have also zoomed in on some of the topics in more detail. However, this still remains a point of improvement going forward. The extension of the Covid rules until the first quarter 2022 regrettably had its impact on the possibility of physical meetings.

The evaluation

Like last year, Supervisory Board members are satisfied in general with its performance and the way in which management facilitates it. There is appreciation for the improvement of the materials in terms of clarity and compactness. For the period when reports on Child Safety were released, a special appreciation was given for management's assertiveness and determination in both communicating with our donors and ensuring the organization took all necessary steps going forward. The Supervisory Board

appreciated increased informal communication of management on several current topics.

The different committees – Audit, HR, Fundraising and Simba Family care – continue to work well in more substantive discussion of sub-areas.

The Supervisory Board sees the following points for improvement:

- Extend two meetings per year to facilitate even more in-depth discussions on specific topics for the combined Management & Supervisory Board.
- Further deepen understanding of larger programmes.
- Spend more frequently time with Supervisory Board only.
- Introduce a moment to assess where we as an organization can further innovate and expand our impact.

In 2021, the Supervisory Board consisted of



Menno Antal

Supervisory Board **Chairman and member of HR**, Audit committee
Job **informal investor**
Other positions **Supervisory Board member 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**
Job **Advisor LOYENS & LOEFF S.A.**
Other positions **Board member of various foundations focused on environmental protection and individual emergency response**
Appointed **January 2018**



Mariëlle Bruning

Supervisory Board **Member, Simba Committee**
Job **Professor of Juvenile Law**
Other positions **Deputy judge of the Court of Amsterdam**, member of the Supervisory Board of De Thuisbasis Foundation, member of the Scientific Integrity Committee of Leiden University
Appointed **July 2018**



Maurien Wetselaar

Supervisory Board **Member and member of the HR, Fundraising Committee and Simba Function**
Function **Board member of various foundations focused on vulnerable children and families in the Netherlands and abroad.**
Appointed **September 2019**



Martijn van der Zee

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



Bart Blommers

Supervisory Board **Member and chairman of the Audit committee**
Job **Management Consultant Egon Zehnder**
Appointed **February 2020**



FORECAST

In this annual report, we took you through everything SOS Children's Villages has been able to achieve in 2021 thanks to the support of its donors and business relations. It was a year in which the pandemic still played a significant role, and in which we tightened our focus on child safety. In 2021, we once again put our heart and soul into helping as many children, young people and families as possible. Now is also a time to look ahead at our global objectives and ambitions for the future, with a view to our experiences, learning points and developments across the world.

7.1 STRATEGY 2030

Our Strategy 2030 is SOS Children's Villages' overall guiding strategy for making a substantial impact by 2030 on the well-being of children and young people without parental care or at risk of losing it. Development of the strategy began in early 2015 and was finalized in June 2016 after receiving approval for implementation at the 2016 General Assembly. The final product represents an inclusive global federation strategy whose creation was based on inputs and consultations all along the process with member associations in 134 countries and territories and 200 young people from 10 countries.

Strategy 2030 fully considers the [United Nations Guidelines for the Alternative Care of Children](#) as an internationally recognized framework to support implementation of the United Nations Convention on the Rights of the Child.

During a history of over 70 years, SOS Children's Villages has been able to directly reach over 4 million children and young people by building strong bonds through quality programmes that are tailored to their individual needs. While this is a remarkable achievement, 10% of the world's children continue to live without appropriate parental care. As an organization, we are called upon to reinforce our efforts and extend our impact in order to reach more of these children. This is the key ambition of Strategy 2030.

Three goals are at the heart of Strategy 2030. In 2016, we set off with two goals. In 2021 a third goal was added to demonstrate our commitment to and prioritization of safeguarding throughout the federation, as well as to reflect our increased work on safeguarding.

GOAL 1 – We ensure that many more children have a loving home and an equal chance to succeed in life.

GOAL 2 – we lead the world's most effective childcare movement to make sure each child has the bonds they need to become their strongest selves.

GOAL 3 – We ensure and live safeguarding in our daily actions.

Over the next years until 2030, we aim to further our efforts and continue flourishing as an organization, steadily building on our values, which provide a solid and stable base for a growing flower.

A journey to 2030 in 3 phases

Implementation of Strategy 2030 follows three phases:

- Phase 1 (2016-2020)** – focused on building capacity and improving quality in fundamental areas of work throughout the federation through 7 Strategic Initiatives.
- **SI 1 Innovate alternative child care** by ensuring our alternative care programmes are integrated into the community and promoting a range of alternative care options.
 - **SI 2 Strengthen families** by increasing our efforts to prevent the loss of care and responding in emergencies.
 - **SI 3 Empower young people** by strengthening their care and improving their employability.
 - **SI 4 Advocate for children** through giving a stronger voice to our target group and increasing our advocacy impact.
 - **SI 5 Create a movement** as a result of mobilizing people for quality childcare and by sharing our experience and knowledge with partners.
 - **SI 6 Simplify SOS** by creating a simpler, agile and digital organization and thereby continuing our efforts to improve our

efficiency.

- **SI 7 Invest for funding growth** through diverse markets in order to raise more money to allow us to carry out our mission.

Phase 1 corresponds with the strategy 2017-2020 for SOS Children's village's in the Netherlands. In this phase we have been able to innovate alternative care options in several

programmes we support (SI 1), to set up a family strengthening program in all the locations we support (SI 2), improve employability by supporting several youth employability programmes in several countries, for example Guinea Bissau, Ghana, Malawi, Mali, Nigeria and Somaliland (SI3). In the Netherlands we advocate for children together with Defence for Children (SI 4) and

we have set steps for simplifying SOS due to increased digitalization (SI 6). Furthermore we have grown in funding in the years 2017-2020 with the help of all our donors, private, companies, foundations and institutional funds (SI 7). We could achieve this by sharing our experience and knowledge with our partners (SI 5).





These Strategic Initiatives will continue to provide guidance during the next phases of Strategy 2030 implementation worldwide and in the Dutch strategy 2021-2024.

Phase 2 (2021-2024) – concentrates on growing quality and extending the impact of our efforts under the guide of 5 priorities.

These 5 priorities build upon the framework of the Strategic Initiatives and allow us to focus on areas with the greatest potential for achieving our desired results for this phase.

- **Priority 1:** Ensure programme quality and local relevance
- **Priority 2:** Grow and diversify income
- **Priority 3:** Empower people to live our values and uphold our safeguarding commitments
- **Priority 4:** Build partnerships to scale up our impact
- **Priority 5:** Embrace digitalization

Phase 3 (2025-2030) – will build upon the foundation laid by the first two phases for a

final push to scale up our impact and reach Strategy 2030's three goals.

Sustainable Development Goals

Reaching more children is in line with the Sustainable Development Goals. To achieve these goals, children - especially the most vulnerable and hard-to-reach "invisible" children - must be put centre stage. This is exactly what our Strategy 2030 aims to do.

7.2 STRATEGY 2021-2024

The 2021-2024 strategy of SOS Children's Villages in the Netherlands 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 is to reach even more children and youth who have lost or are at risk of losing the care of their families. We want to achieve

this by accomplishing the following three core objectives.

1. **More impact** – following the UN Guidelines, we are committed to the systematic transition from alternative care to prevention, to strengthening families. Also in the Netherlands. Combined with the broadening in our family-centred care programs, our active commitment to supporting young people with sustainable youth employment programmes to grow into self-reliant young adults, and by sharing our knowledge and insights, speaking out regionally, nationally and internationally, and giving children a voice, we can reach more children, young people and families and make a genuine difference in their lives (priority 1 and 3 of the international strategy).
2. **More euros** – with more money, we can help more people. We want to achieve this by focusing on, among other things: innovation, strengthening our digital and data-driven approach to donors, maintaining and deepening our existing relationships and collaborations, and tapping into new relationships with major donors and more institutional funding (priority 2 and 4 of the international strategy).
3. **Fit for the Future** – in order for our organization to achieve our ambitions, we must be fit for future. Our goal is a resilient and results-oriented organization that people enjoy to work for. This translates into our conduct: how we work and communicate, and our identity: the well-being and growth opportunities of employees. This includes: clear positioning, clear process agreements and results-oriented and data-driven methods. Because being fit for future means we can make a difference in the lives of more children, young and families now and in the future (priority 5 of the international strategy).

7.3 DEVELOPMENTS AND FOCUS 2022

The war in Ukraine

When designing the budget and the plan for 2022, we did not anticipate on such a large scale event as what happened in the first quarter of 2022, the war in the Ukraine. First of all, the effect on Ukrainian people and children is tremendous. SOS Children's Villages has started an emergency response programme for the Ukraine. The impact of the war is felt all around the world. The inflation all over the world is high, and together with an extreme drought in part of Africa, the food security in the many countries in Africa is under severe pressure. We expect an increase in required humanitarian aid. Furthermore, we also expect higher costs of our care and youth employability projects. With the plans for 2022, we are confident that we are able to engage more donors with our work and to increase our impact. Important in this time were the need is higher than before.

7.3.1 STRATEGIC PILLAR: MORE IMPACT

Care and protection

By strengthening families, we prevent children from being neglected and abandoned, making alternative family-centred care the safety net it should be. The reintegration of children into their biological families is also an important focal point. Some of the children growing up in our children's villages still have families, and the situation in their family home may improve over time. When it is possible to do so safely and when it is in the best interest of the child, we take steps towards family reunification.

In addition, one of our goals is to innovate family-centred care, including moving SOS families from the children's village into the

community. This will connect children from SOS families and children from the community, strengthening social bonds and preventing stigmatization.

Examples of strategic projects in 2022:

SOS Children's Village 2.0: Canchungo

Together with our partner Heimstaden SOS NL is preparing an extensive renovation of the children's village in Canchungo. This renovation ensures that the village is ready for its new function in the future: a care hub with a wide range of care services. The children's village is now already the hub of the family strengthening programme. In the future, the premises will provide shelter for emergency help an temporary care, a youth training centre and a social centre for training. Besides that, there still will be twelve family homes where about 90 children grow up in a loving family and a primary school for pupils from the village and nearby community. The renovation focuses on sustainability, not only in the materials that are used to renovate, but also solar panels are installed.

Uganda, My life, my responsibility *Empowering vulnerable families and children in Uganda to regain control over their lives*

There is need for a change in the way the child and family care support policies and systems are structured in Uganda. Policies are high level developed from a service provider perspective (we offer-you take) and less from a user's perspective (what is the need), and guidelines on reintegration of children and gatekeeping are very new and not yet implemented. The project My life, my responsibility - supported by our partner Heimstaden - will focus on integrated and comprehensive system strengthening (national and regional, community and family level), child reintegration, and youth employability, to break the cycle of intergenerational vulnerability.

Youth employability

Youth unemployment has surged in Africa in particular, and the consequences of the corona pandemic are likely to exacerbate this rise. Research also shows that it is harder for young people from alternative care or vulnerable families to find decent jobs than for peers who grew up in parental care. They do not have the same opportunities, which can lead to poverty, social exclusion and abuse. With our youth employment programs, we focus on these young people and on inclusion.

Our current youth employability projects in 2022:

- **GrEEn-Kumasi-Ghana** the implementation of the GrEEn project, in partnership with UNCDF and SNV, focussing on Green economy and Green Employment will be expanded to an additional four Municipalities on top of the six already taken up in the project. SOS Ghana, with support from SOS NL, will continue its participative training in core life skills an provide orientational training for Green business opportunities in the regions of Ashanti and Western Region, targeting 4.000 youth, women and migrants. Training session are given as an intensive boot camp of two weeks in the rural areas.
- **Sangue Novo, Guinea Bissau** in the second phase the implementation of the Youth Employment project Sangue Novo II will be expanded from the capital Bissau to more rural city Canchungo. In total 600-800 vulnerable youth from neighbouring communities together with the youth under the care of SOS CV will receive training in core life skills such as 'identify your strengths and opportunities', communication, self-awareness, entrepreneurship etc. The training will be given in the newly established training centre on the premises of the SOS village of Canchungo. The youth will also receive



professional training in for example hairdressing, seamstress, agriculture, solar energy technology and usage, either at the SOS training centre or at locations of partner organisations. The youth will receive coaching throughout the trajectory and internship will be organised to gain work experience.

- **The Next Economy** an established and mature youth employment and entrepreneurship programme that creates jobs and opportunities in Nigeria, Mali, Somaliland and Somalia for young people in challenging and fragile contexts. The project is led by SOS NL. By working with young people, business incubation hubs, employability organisations, the private

sector and government, it matches youth ambitions and career goals with needs and opportunities in the labour market. It allows youth to transition from school to decent work.

Humanitarian aid

The increasing number of humanitarian disasters and armed conflicts around the world has heaped more pressure on international aid organizations. Institutional donors and actors such as the Dutch government, European Commission and the United Nations, with the Sustainable Development Goals and the Grand Bargain as guiding frameworks, are increasingly focusing on localization, collaboration, innovation, prevention and accountability, among other things. SOS Children's Villages supports these developments; our activities have been focused on them for a longer or shorter period of time.

Our current humanitarian aid projects in 2022 are:

Ethiopia Joint Response – Dutch Relief Alliance (DRA)

The Ethiopia Joint response (EJR) project directly targets 360,123 people in need. The response is led by SOS NL in cooperation with DRA members: Cordaid, Plan International, Terre des Hommes, Tearfund/FHE, SOS Kinderdorpen / SOS Children's Villages Ethiopia, Stichting Vluchteling /IRC. SOS NL will focus on food security and livelihoods, health and multi-purpose cash distributions and will aim to reach 19.000 people in need with this.

Somalia Joint Response – Dutch Relief Alliance (DRA)

Drought, recurring locust invasions and the socioeconomic impacts of COVID-19 – the so-called 'Triple Threat' - are continuously affecting the livelihoods of Somalia's pastoralist and farming communities leading to displacement - on top of conflict/violence in many parts of the country. This joint response

will focus on the areas in country where the food security needs are the highest and will aim to reach 392.965 people in need. SOS will focus on working in Somaliland, addressing the needs in the food security and livelihoods, WASH, multi-purpose cash and protection sectors. With this, SOS targets 29.500 people in need. Responsible for the response are DRA members Help a Child,

Oxfam Novib (lead), SOS Children's Villages, World Visio, lead is Oxfam Novib.

Sudan Emergency preparatory project

The emergency preparatory project in Jabal Aulia in Karthoum State in Sudan will contribute to directly provide lifesaving support to families and improve the SOS CV Sudan capacity in humanitarian aid to

respond to the current and long-term emergency, natural disasters and shocks. These families will receive goats and fodder as livelihood support, a means to rebuild their lives and earning a living. Also non-food items (stoves and kitchen utensils, shelter, bedding, hygiene materials, clothes and shoes) are distributed to support regaining dignity and building a life. SOS CV Sudan will receive



More impact: goals 2022

- Closer cooperation with and contribution to an increase in professionalism and capacity building of the National Associations to achieve strategic goals
- To focus on prevention and reintegration or continue family reunification, in our care and protection activities as well as humanitarian aid.
- To continue the qualitative implementation of our ongoing programmes.
- To expand the social and physical integration of SOS families in the community
- To develop youth employment projects, in which trends and opportunities related to the green economy and digital business developments are included.
- To adopt a distinctive position among all stakeholders by means of an Advocacy strategy.
- To increase attention for the themes of keeping brothers and sisters together and family reunification in politics, among policymakers, youth support professionals and the general public.



support to build its organizational capacity in developing and implementing humanitarian aid programs.

Ethiopia Tigray Joint Response

In the Ethiopian Tigray region more than 4.5 million people are in need of life-saving humanitarian aid. Many of them are internally displaced, with vulnerable children, pregnant and lactating women and disabled people experiencing additional barriers to access essential services. The conflict in the region, on top of ongoing shocks, has destroyed livelihoods and devastated critical Health and WASH infrastructure.

SOS CV has implemented an integrated health, WASH and nutrition response for 23.500 people in Mekele city and Enderta Woreda in Tigray Ethiopia.

Madagascar Joint Response

(22-12-2021 – 21-06-2022)

Madagascar has been facing a severe food and nutrition crisis following 3 consecutive years of extreme drought conditions with 1.13 mil. people affected by severe food insecurity. The situation is harmful, especially for women and children. The spread of COVID19 has also challenged and contributed to chronic vulnerabilities by limiting livelihood opportunities and restricting household access to markets. SOS aims at reducing food insecurities and will work on rebuilding livelihoods caused by drought, mitigating the spread of COVID-19, while also ensuring to improve longer-term coping mechanism of affected communities beyond the project span. We will provide resources such as seeds to protect and rebuild livelihoods, enable availability and access to food for 7.500 households or 7.500 households. Apart from seed distribution, food distributions will take place. Beneficiary selection, and all activities are done without large gatherings, using the help of village committee networks. Priority will be given to households.

Ukraine, international humanitarian appeal SOS CV

SOS NL supports the international humanitarian appeal of SOS Children's Villages. An emergency programme is launched to support the children and families in our programmes in Ukraine, as well as the many thousands of children in foster care, kinship care, boarding schools and residential institutions. Our regional Ukraine emergency response and longer-term actions are:

- Immediate support to children - and their families – in foster, kinship care and state residential institutions. Children and their foster parents supported by SOS Children's Villages in Ukraine have been relocated to SOS Children's Villages in Poland. In cooperation with local partner organizations we will provide food, supplies, psychosocial support, and the relocation of other children in state residential institutions, as well as in foster and kinship care families.
- Aid to refugees. Teams in neighboring countries, including SOS Children's Villages Poland and SOS Children's Villages Romania, are scaling up efforts to receive refugees.
- Strengthen families in the future. In the long-term, we will work with partners to support families to recover and rebuild.

7.3.2 STRATEGIC PILLAR: MORE EURO'S

Distinctiveness, recognisability, a positive association and support among the Dutch public is essential to achieve growth in donors. To stand out in the crowd of messages that people encounter every day and to take up a recognizable position in the busy playing field of charities, clear, consistent and unambiguous communication about (the work of) SOS Children's Villages is of great importance. With our new awareness campaign (started in Q4 2021), the Strength

of Family, we intend to have this distinctive recognisable association.

Finding the preferred and most efficient channel for reaching new and existing donors is an ongoing challenge, with online, digitization and automation appearing to harbour the most promising opportunities. Responding to individual needs as best as possible through various channels is the best alternative to personal contact - which we have really missed over the past two years. We organized online masterclasses for our stakeholders, of course, but for 2022 we plan to organize live events with audiences again.

Donor trends

Younger donors in particular want to decide for themselves whether and how to commit to a charity. They expect to have a wide range of options available, from which they can take their own pick. Therefore, SOS Children's Villages is present on as many channels as

More euro's: goals 2022

- Retaining private donors through a personalized approach.
- Focus on innovation and optimization of fundraising.
- Strengthening our digital strategy
- Strengthening our market position and share of voice
- Growth and deepening in collaborations with foundations and equity funds with a shared mission.
- More partners working with us in a shared mission, providing funds, services, networks and expertise.
- Achieving growth on legacies by informing more people about the possibility of including SOS Children's Villages in their will.
- Inspiring more major donors and their networks so that they commit to us or take action on our behalf.

possible (omnichannel). Authentic stories still play an important role in keeping donors engaged. Transparency and honesty are the key requirements for both young and older donors.

Digital and technological developments are playing an increasingly important role, with mobile applications, via phone or tablet, skyrocketing, offering a wide variety of choices and autonomy. By diversifying our messages and touchpoints, and thus tapping into both existing and new opportunities, we can reach more people. Ultimately, through customization, we would like to reach people one-on-one.

For several years in a row, expected revenue from legacies among charities has been increasing. Because of the demographic makeup of the Netherlands and increasing life expectancy, this trend will continue for some time. We have awareness campaigns for (potential) donors for the possibility of supporting SOS Children's village by means of a legacy.

Our donors' readiness for action remains as high as ever. People do not just want to give, they want to make a real difference.

7.3.3 STRATEGIC PILLAR: FIT FOR FUTURE

In order to achieve our strategy 2021-2024 and goals for more impact and more euro's, we also need to be fit for future. We are working on improving the way we work and communicate, improving the well-being and growth opportunities of employees and increasing digitalization.

In 2021 we started with an employee survey. During 2021 and 2022 we will implement the lessons learned from this survey and will monitor improvement by conducting these

survey's twice a year. We are encouraging employees to keep themselves trained and increase growth possibilities for themselves in current or future jobs. We will develop a training plan to support them in this.

In 2022 we will set the next steps in result based management and digitalization. Within SOS International a new result based management system will be implemented, which will enable us to gain quicker insight in the impact of our programmes. Furthermore we will increase digitalization in fundraising in the Netherlands.

Fit for future: goals 2022

- Stimulate growth for our employees.
- Improve wellbeing of employees by implementing lessons learned from employee survey.
- Roll out of our digital roadmap, in the Netherlands, as well as within SOS International.





2021 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 year 2021 was a challenging year, due to the continued impact of Covid. Despite these challenging times, we achieved growth in income from private donors, companies and foundations. We were able to achieve this growth due to continuous involvement of our donors with our programs. Institutional funds were slightly lower than budget, and decreased compared to 2020 due to a different mix of programmes.

Outlines compared to budget

Actual income in 2021 was very close to our budget. We achieved higher income on private donors, due to more income from legacies (€0.8 million), and higher income from companies (€0.3 million), due to all our corporate partners. Income from *institutional funds* is €0.9 million lower than budget, due to a number of programmes being slightly delayed.

Institutional fundraising

In 2021, the Ministry of Foreign Affairs, through the Dutch Relief Alliance (DRA), allowed us to launch a number of emergency relief programmes in Somalia, Central African Republic, Ethiopia (Tigray) and Mozambique. In total, we ran projects worth €5.0 million through the DRA. In 2020, a multi-year UNCDF-funded programme started in Ghana through the EU (2021 €0.2 million). The EU-funded programme in Ghana (NBU) was completed in 2021 (2021 €0.2 million). In addition, the Ministry of Foreign Affairs is funding a continuation of the Next Economy programme for a period of 4 years (2020-2023), of which €1.7 million will be spent in 2021.

OUTLINES COMPARED TO BUDGET

Amounts in thousands of euros

	2021 Actual	2021 Budget
Income	28,651	28,700
Spent on our objectives	24,494	23,745
Fundraising costs	4,330	4,606
Management and administration costs	972	1,140
Financial income	578	0
Result	(567)	(789)

OUTLINES COMPARED TO 2020

Amounts in thousands of euros

	2021	2020
Income	28,651	29,623
Spent on our objectives	24,494	24,360
Fundraising costs	4,330	4,095
Management and administration costs	972	1,027
Financial income	578	494
Result	(567)	635

Spent on objective

Spending on the objective was €0.8 million higher than budget. Besides the programmes we fund long term, contributions were made available to a number of new projects: the renovation of our village in Canchungo in Guinea Bissau, an emergency relief programme in Chad and a capacity building programme in Sudan. The spending rate is 85.5% (budgeted 82.7%).

Fundraising, management and administrative costs

The cost of fundraising and the management and administration costs are approximately €0.4 million lower than budget, due to lower staffing costs and general overheads.

Financial income

In 2021, the financial income was higher than budget, due to a positive exchange rate result

of almost €0.7 million. The Netherlands bears joint responsibility for the exchange rate risk together with the other fundraising countries within SOS Children's Villages International. This result is difficult to estimate, but the overall objective is to minimise exchange rate effects wherever possible.

Outlines compared to 2020

Total income decreased by almost €1 million in 2021. The donations received from private individuals, corporates and foundations increased, where income from institutional funds decreased. Private individuals increased by €0.9 to €17.6 million. Donations received from corporates increased by €0.4 million to €1.6 million and donations received from donors increased by €0.2 million to €1.0 million. We are pleased to see that our donors value our work and are willing to contribute more to enhance the impact possibilities for us. The



decrease in institutional funds is not due to a difference in the number of projects, but in 2020 we were coordinator for two Joint Responses within the Dutch Relief Alliance, where in 2021 we were coordinator for one Joint Response.

Spent on objective

In 2021, we spent over €0.1 million more on our objectives than in 2020. Spending on direct aid decreased by €0.4 million, while spending on public engagement increased by €0.5 million. The decrease in direct aid is due to less institutional funds. Due to increase in income from private individuals, corporations and foundations, we were able to make a commitment to fund several new projects: the renovation of our village in Chanchungo in Guinea Bissau, an emergency relief programme in Chad and a capacity building programme in Sudan. We have stepped up our public engagement efforts after launching a large-scale campaign in 2021, highlighting the problems faced by children without parental care or at risk of losing parental care. At 85.5%, the spending rate is higher than in 2020 (82.2%).

Fundraising, management and administrative costs

Fundraising costs increased by €0.2 million compared to 2020. We developed and launched a new TV and social media campaign in 2021, and Direct Dialogue costs have also risen because of the increase in the average amount raised. Management and administrative costs are €0.1 million lower. Staff costs, overheads and depreciation costs were lower than last year.

Financial income

As a result of negative interest rates, financial income is €0.1 million negative interest. The Netherlands bore joint responsibility for the exchange rate risk together with the other fundraising countries within SOS Children's Villages International in 2021. The result of almost €0.7 million is almost €0.2 million higher than in 2020.

NOTES TO THE BALANCE SHEET

Development of key figures

Solvency

As of the end of 2021, SOS Children's Villages has a solvency rate of 71%, which is in line with 2020 (74%). As shown in the table below, part of the assets are accounted for as earmarked funds and earmarked reserves. This refers to assets that are committed to a specific purpose.

	2019	2020	2021
Continuity reserve compared to total assets	31%	30%	30%
Earmarked reserves compared to total assets	45%	50%	52%
Earmarked funds compared to total assets	24%	17%	10%

Liquidity

Generally, a current ratio of > 1 is the minimum requirement. A ratio below 1 indicates an increased risk that insufficient funds will be available at any time to make payments due. This also involves the risk that a setback (for example, overdue payment of a receivable or unexpected but necessary expenses) will immediately lead to liquidity problems. However, the liquidity position of SOS Children's Villages at the end of 2021 is well above the minimum required level and can therefore be classed as healthy.

Amounts in thousands of euros	2022 Budget	2021 Actual	2020 Actual	2019 Actual	2018 Actual
Income	32,310	28,651	29,623	27,912	26,306
Spent on our objectives	26,534	24,494	24,360	22,799	19,035
Fundraising costs	4,578	4,330	4,095	3,698	3,651
Management and administration costs	1,193	972	1,027	1,008	1,011
Financial income	0	578	494	363	906
Result	5	(567)	635	769	3,514

Current ratio

2021	3,4
2020	3,8
2019	3,7

Investments and investment policy

As an organisation, we have deliberately decided against investing the funds that we have received relating to which disbursement depends on the progress of a programme. This is because we believe that we should not speculate with our donors' committed funds and potentially run investment risks. For this reason, we put all received funds in a deposit or savings account allowing for receiving a responsible return.

As part of this policy, we liquidate donations or legacies as soon as possible to fund new programmes. We have an asset management plan that sets out asset management guidelines, and regularly discuss compliance with this plan with the audit committee.

Cash

Cash and cash equivalents are the financial resources earmarked for SOS programmes that have not yet been spent. Major programmes are typically implemented in phases, and the funds are also transferred to the relevant programmes in phases. These funds, as explained, are tied up in deposit or savings accounts. This also



applies to a large portion of the reserves. Management assesses the liquidity position of the organisation on a monthly basis. In meetings with the Audit Committee of the Supervisory Board, we justify the investment policy pursued and our liquidity position. Cash and cash equivalents are specified in item five of the notes to the balance sheet (page 64). In 2021, total cash and cash equivalents increased from €18.9 million to €19.9 million.

Equity/capital policy

In adopting the reserve policy, the Supervisory Board decided to set the amount of the continuity reserve to one year of organisational costs excluding publicity and communication costs. For 2021, this amounted to a rounded total of €4.5 million. With this reserve, we remain well within the CBF standards established for the continuity reserve. This reserve is capped at 1.5 times the annual organisation costs (staff, board, lease, office/overhead and fundraising costs), which amounts to a maximum of €11.2 million. We are well below this maximum limit.

Earmarked reserve

We are responsible for the annual costs of our children's villages and programmes. These commitments have not been recorded as liabilities or debts on the balance sheet.

We have formed the earmarked reserve to be able to meet our commitments at all times in the future. The earmarked reserve, currently at €7.9 million, corresponds to the current costs for one year of all programmes financed by the Netherlands. This reserve is separate from the continuity reserve.

Earmarked funds

SOS Children's Villages has three earmarked funds at the end of 2021:

- Earmarked fund for contributions: for earmarked donations from Friends of the organisation and earmarked estates, which at the end of the reporting year could not yet be paid out to the children's villages for which we are responsible.
- The Doris Tuapante Children's Fund (Named Fund). Additions to the fund are sourced from private donations and interest income. Every year, €2,500 is made available to support the goals of the SOS Children's Village Bogota in Colombia.
- Earmarked fund for NPL-funded Simba Family Care.

Short-term SOS project commitments

Commitments on SOS projects amount to €4.6 million as of 31 December 2021, all of which are current, which is the same as in

2020. This is explained by the fact that we have received advance payments for our multi-year grant projects that are yet to be spent. We also received a pledge of an earmarked estate. Donations received will of course be remitted to the relevant programmes at a later stage.

BUDGET 2022

The income included in the 2022 budget is €3.6 million higher than actual revenue in 2021, mainly due to government subsidies, for which €3.6 million was added to the budget because we have more institutional projects.

Fundraising, management and administrative costs

In order to accomplish our fundraising ambitions, the 2022 budget sets aside a total of €9.98 million for organisational costs, including €4.6 million for fundraising costs and €1.2 million to cover management and administrative costs. 2022 is the second year in our 2021-2024 strategy, which calls for significant investments in technology, people and knowledge development.

Spending on objective

In the 2022 budget, the amount expected to be spent on the organisation's objectives is based on 82.1% of total revenue. With income budgeted at €32.3 million, this amounts to a total of €26.5 million.

Long-term forecast 2021-2024

In 2020, SOS Children's Villages set out its 2021-2024 strategy in line with SOS Children's Villages International's Strategy 2030. By 2024, we want to create significantly more impact. To achieve this, we will focus on three core objectives:

1. Increasing the impact of each euro spent: by expanding our family-oriented care programmes and through increased

collaboration with (local) organisations, we can reach and support more children and families with the same euro.

2. Raising more funds: so we can help more children and families.
3. Fit for future: good brand positioning, continued digitisation and a sound staff policy.

A more detailed explanation of the 2021-2024 strategy, the results achieved in 2021 and targets for 2022 can be found in Chapter 7, page 53. The strategy has also been translated into a long-term budget (LTB), with several investments being made in 2021 and 2022 to enable our plans for the future. The key figures of the LTB are as follows.

In autumn 2021, based on the forecast, the 2022 budget was adjusted from the long-term budget established in Strategy 21-24. Due to

various reasons in 2021 (corona and ISCR), the target increase in individual fundraising and the foundations segment was not fully achieved. The actual 2021 results on individual fundraising is higher than budget which was mainly thanks to a significantly higher contribution from legacies. For 2022, a downward adjustment was applied to the forecast growth in these segments compared with the long-term budget. The growth on institutional fundraising was lower than estimated in the multi-year budget, but we continue our growth scenario.

The budget income growth in 2022 does show that our efforts to achieve growth across all segments are paying off. Although our growth has not quite matched our multiyear budget, we are pleased with the upward trend we have achieved.

PROFIT & LOSS ACCOUNT

	Result	Budget	Multi-year budget		
	2021	2022	2022	2023	2024
<i>Amounts in thousands of euros</i>					
<i>Income from own fundraising</i>					
Income from private individuals	17,620	17,700	18,267	19,317	20,867
Income from businesses	1,552	1,250	1,300	1,400	1,500
Income from lottery organisations	1,353	1,360	1,360	1,360	1,360
Income from other non-profit organisations	1,022	1,300	1,500	1,750	2,000
Institutional fundraising	7,104	10,700	12,000	14,000	19,700
Total income	28,651	32,310	34,427	37,827	45,427
<i>Spending on objectives</i>					
Spent on objectives	24,495	26,534	28,405	31,774	39,254
Fundraising costs	4,330	4,578	4,858	4,889	4,988
Management and administration costs	972	1,193	1,164	1,164	1,185
Total expenditure	29,796	32,305	34,427	37,827	45,427
Financial income and expenditure	578	0	0	0	0
Result	(567)	5	0	0	0

8.2 ANNUAL ACCOUNT

BALANCE SHEET AT 31 DECEMBER 2021 (AFTER RESULT APPROPRIATION)

Amounts in euros	Explanation	31-12-2021	31-12-2020
ASSETS			
<i>Fixed assets</i>			
Intangible fixed assets	1	17,762	132,934
Tangible fixed assets	2	75,486	85,064
Financial fixed assets	3	0	298,622
Total fixed assets		93,248	516,620
<i>Current assets</i>			
Receivables and prepayments and accrued income	4	1,332,791	1,777,186
Liquid assets	5	19,947,175	18,849,017
Total current assets		21,279,966	20,626,202
TOTAL ASSETS		21,373,214	21,142,822
LIABILITIES			
<i>Equity capital</i>			
<i>Free assets</i>	6	1,140,839	446,357
<i>Reserves</i>			
Continuity reserve	7	4,500,000	4,700,000
Earmarked reserves	7	7,876,248	7,870,998
<i>Funds</i>			
Earmarked funds	8	1,562,828	2,629,902
Total equity capital		15,079,915	15,647,257
<i>Long-term liabilities (with a term of more than one year)</i>			
	9	450,000	0
<i>Current liabilities (maximum one year)</i>			
<i>Short-term obligations related to SOS projects</i>			
Donations received in advance		0	0
Other liabilities and costs still to be paid	11	1,686,261	882,282
Total current liabilities		5,843,299	5,495,566
TOTAL LIABILITIES		21,373,214	21,142,822

STATEMENT OF INCOME AND EXPENDITURE 2021

Amounts in euros	Explanation	Actual 2021	Budget 2021	Actual 2020
INCOME				
Income from private individuals	13	17,619,653	16,790,000	16,762,143
Income from companies	14	1,551,854	1,250,000	1,129,935
Income from lottery organisations	15	1,353,372	1,360,000	1,354,208
Income from government subsidies	16	7,103,653	8,000,000	9,546,956
Income from affiliated non-profit organisations		0	0	0
Income from other non-profit organisations	17	1,022,180	1,300,000	830,065
Total income		28,650,712	28,700,000	29,623,306
EXPENDITURE				
<i>Spent on objectives</i>				
Direct aid	18	21,562,795	20,663,463	21,988,316
Public engagement and increasing awareness	18	2,931,834	3,080,361	2,371,388
Total spent on objectives		24,494,629	23,743,824	24,359,704
Fundraising costs	19	4,329,914	4,605,827	4,094,895
Management and administration costs	23	971,700	1,139,701	1,027,485
Total expenditure		29,796,243	29,489,352	29,482,084
<i>Balance before financial income and expenditure</i>		<i>(1,145,531)</i>	<i>(789,352)</i>	<i>141,223</i>
Balance of financial income and expenditure	24	578,189	0	494,467
RESULT		(567,342)	(789,352)	635,689
<i>Result appropriation:</i>				
Free reserve		694,482	0	446,357
Earmarked reserve for future day-to-day costs		130,000	0	1,328,661
Continuity reserve		(200,000)	0	100,000
Earmarked reserve assets		(124,750)	0	(206,731)
Earmarked fund for earmarked donations		(481,393)	0	(574,657)
Earmarked fund for Haiti emergency aid		0	0	(57,181)
Earmarked fund for SOS Simba Family Care		(595,606)	0	(402,782)
Earmarked fund Doris Tuapante		9,925	0	2,023
		(567,342)	0	635,689

CASH FLOW STATEMENT 2021

Amounts in euros	Explanation	2021	2020
<i>Cash flow from operational activities</i>			
	Income from fundraising and other activities	29,016,483	31,877,113
	Expenditure on direct aid	(20,651,768)	(19,168,320)
	Expenditure on the SOS organisation	(8,118,676)	(10,068,437)
	Cash flow from business operations	246,039	2,640,356
	Interest received	23 (98,533)	(7,655)
	Cash flow from operational activities	147,506	2,632,702
<i>Cash flow from investment activities</i>			
	Investments in intangible fixed assets	1 0	0
	Investments in tangible fixed assets	2 (24,986)	(14,849)
	Investments/divestments in financial fixed assets	3 298,622	0
	Cash flow from investment activities	273,636	(14,849)
	Net cash flow	421,142	2,617,853
	Exchange rate result on cash	677,016	516,510
	Change in cash	1,098,158	3,134,363
	Cash as at 1 January	5 18,849,017	15,714,651
	Change in cash	1,098,158	3,134,366
	Cash as at 31 December	5 19,947,175	18,849,017

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 2021 or 2020.

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 2021, the continuity reserve amounted to €4.5 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 €11.2 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 74 - 75 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 2021 is 19.5% (2020 19.7%).

For 2021 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	2021	2020
Cumulative acquisition value	565,669	565,669
Cumulative depreciation	432,735	244,163
Book value as at 1 January	132,934	321,506
Investments		
Acquisition value divestments		
Depreciation	115,172	188,572
Cumulative depreciation of divestments		
Changes during the financial year	(115,172)	(188,572)
Cumulative acquisition value	565,669	565,669
Cumulative depreciation	547,907	432,735
Book value as at 31 December	17,762	132,934
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	2021	2020
Cumulative acquisition value	178,313	163,464
Cumulative depreciation	93,250	60,241
Book value as at 1 January	85,064	103,223
Investments	24,986	14,849
Acquisition value divestments		
Depreciation	(34,564)	(33,008)
Cumulative depreciation of divestments		
Changes during the financial year	(9,578)	(18,159)
Cumulative acquisition value	203,299	178,313
Cumulative depreciation	127,814	93,250
Book value as at 31 December	75,486	85,064
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	2021	2020
Cash loan paid out as at 1 January	298,622	298,622
New loans		
Closing	298,622	0
Situation as at 31 December	0	298,622

In 2021 the loan was waived.

4. RECEIVABLES AND PREPAYMENTS AND ACCRUED INCOME

Receivables and prepayments and accrued income include:

Amounts in euros	2021	2020
Receivables from legacies	645,301	1,438,611
Interest to be received	0	294
Prepaid expenses	83,677	162,007
Other receivables	603,814	176,273
Situation as at 31 December	1,332,791	1,777,186

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	2021	2020
Still to be received from legacies as at 1 January	1,438,611	3,867,271
Announced legacies	4,328,643	3,714,770
Received legacies	5,121,953	6,143,430
Still to be received from legacies as at 31 December	645,301	1,438,611

5. LIQUID ASSETS

Liquid assets can be specified as follows:

Amounts in euros	2021	2020
ABN AMRO Savings accounts	5,933,611	7,122,331
Rabobank Savings account	6,338,120	6,351,826
ING Savings account	281,912	282,388
Banks	7,393,532	5,092,472
Situation as at 31 December	19,947,175	18,849,017

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	2021	2020
Free assets	1,140,839	446,357
Situation as at 31 December	1,140,839	446,357

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 decreased to €4.5 million in 2021.

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 €11.2 million.

Amounts in euros	2021	2020
Situation as at 1 January	4,700,000	4,600,000
Continuity reserve change	(200,000)	100,000
Situation as at 31 December	4,500,000	4,700,000

Earmarked reserves

The earmarked reserves can be summarised as follows.

Amounts in euros	2021	2020
Earmarked reserve fund for operational assets	93,248	217,998
Earmarked reserve for future day-to-day costs	7,783,000	7,653,000
Situation as at 31 December	7,876,248	7,870,998

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	2021	2020
Situation as at 1 January	217,998	424,729
Result appropriation	(124,750)	(206,731)
Situation as at 31 December	93,248	217,998

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 2021, this earmarked reserve amounts to €7.8 million.

Amounts in euros	2021	2020
Situation as at 1 January	7,653,000	6,324,335
Financial year result appropriation	130,000	1,328,665
Situation as at 31 December	7,783,000	7,653,000

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	2021	2020
Earmarked fund for earmarked donations	597,193	1,078,586
Earmarked fund for Haiti emergency aid	0	0
Earmarked Named fund	52,737	42,812
Earmarked fund for SOS Simba Family Care	912,898	1,508,504
Situation as at 31 December	1,562,828	2,629,902

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	2021	2020
Situation as at 1 January	1,078,901	1,653,243
Income	24,236	658
Expenditure	505,944	575,000
Situation as at 31 December	597,193	1,078,901

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	2021	2020
Situation as at 1 January	0	57.181
Income	0	0
Expenditure	0	(57.181)
Situation as at 31 December	0	0

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	2021	2020
Situation as at 1 January	1,508,504	1,911,287
Income	0	0
Expenditure	(595,606)	(402,782)
Situation as at 31 December	912,898	1,508,504

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	2021	2020
Situation as at 1 January	42,812	40,789
Income	21,175	2,023
Expenditure	(11,250)	0
Situation as at 31 December	52,737	42,812

9. LONG-TERM LIABILITIES (WITH A TERM OF MORE THAN ONE YEAR)

Amounts in euros	2021	2020
Situation as at 31 December	450,000	0

In 2021 SOS Children's Villages The Netherlands made a pledged contribution for the programme Emergency Response Lake Chad 2022-2023, with the approval of the Supervisory Board and communicated to SOS CVI. As this programme has a duration of 2 years, the pledge is accounted for under the long term liabilities for the part for 2023 (€450,000).

10. SHORT-TERM OBLIGATIONS RELATED TO SOS PROJECTS

Short-term obligations related to SOS projects can be specified as follows:

Amounts in euros	2021	2020
Contributions, donations and gifts		
Campaigns	286,221	887,099
Donations with a special purpose	692,253	1,003,136
Legacies	2,859	602,857
Pledged contributions related to programmes	1,829,558	678,330
Subsidies	1,346,147	1,441,863
Situation as at 31 December	4,157,037	4,613,284

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 2022 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	2021	2020
Central African Republic	ER Bossangoa DRA Technical Assistance CAR	0	282,515
World	Connect SOS	0	150,000
Guinea-Bissau	Renovation Canchungo Guinea Bissau	1,227,000	0
Chad	Emergency Response Lake Chad 2022-2023	450,000	0
World	Other projects	152,558	245,813
Situation as at 31 December		1,829,558	678,328

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. OTHER LIABILITIES AND COSTS STILL TO BE PAID

The 'Other liabilities and costs to be paid' can be specified as follows:

Amounts in euros	2021	2020
Creditors	600,307	366,902
Taxes and social security contributions	261,469	76,149
Holiday pay and holidays	285,546	257,817
Other liabilities and costs still to be paid	538,939	181,414
Situation as at 31 December	1,686,261	882,282

Taxes and social security contributions can be specified as follows:

Amounts in euros	2021	2020
Wage tax to be deducted	59,906	45,529
VAT to be deducted	36,612	30,620
Social security contributions to be deducted	164,951	0
Situation as at 31 December	261,469	76,149

These liabilities have a term of less than one year.

12. 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 2.5 years is €280,000. 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 2021, SOS Children's Villages The Netherlands was responsible for the following programmes:



Right to legacies

At the end of 2021, there are no legacies encumbered with usufruct.

Year	Value
2022	€1,901,362.94
2023	€1,670,011.94
2024	€1,574,038.94
2025	€1,549,872.94
2026	€1,504,513.94
later	€1,422,023.94

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 31/12/2021.

Multi-year financial rights and obligations

SOS Children's Villages The Netherlands has been awarded the following subsidies:

- An amount of €909,091 has been allocated by the UNCDF for a project in Ghana for the period 2020-2024. Of this, €280,377 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 2021-2021. 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. €3,063,460 of this has already been received.
- The Ministry of Foreign Affairs has allocated €529,069,53 to the DRA programme, which is implemented in Ethiopia, Region Tigray. Ending date is May 31 2022. Of this €417,493 has now 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 2021	Budget 2021	Actual 2020
Collections	0	0	0
Legacies	4,328,643	3,100,000	3,714,770
Contributions	4,307,844	4,600,000	4,449,295
Donations and gifts	8,983,166	9,090,000	8,598,078
Other income from private individuals	0	0	0
Total	17,619,653	16,790,000	16,762,143

14. INCOME FROM COMPANIES

Income from companies is structured as follows:

Amounts in euros	Actual 2021	Budget 2021	Actual 2020
Contributions	0	0	0
Donations and gifts	1,551,854	1,250,000	1,129,935
Other income from businesses	0	0	0
Total	1,551,854	1,250,000	1,129,935

15. INCOME FROM LOTTERY ORGANISATIONS

Income from lottery organisations is structured as follows:

Amounts in euros	Actual 2021	Budget 2021	Actual 2020
Dutch Postcode Lottery (Nationale Postcode Loterij) (usual contribution)	1,350,000	1,350,000	1,350,000
Charities auction and other third-party campaigns	3,372	10,000	4,208
Total	1,353,372	1,360,000	1,354,208

16. GOVERNMENT SUBSIDIES

Government subsidies can be specified as follows:

Amounts in euros	Actual 2021	Budget 2021	Actual 2020
Next Economy (LEAD)	0	0	(26,087)
Next Economy II (LEAD)	1,698,669	2,242,946	1,364,791
EU subsidy Ghana No Business as Usual	210,131	337,362	160,724
EU subsidy Guinea-Bissau Sangue Novo	0	0	79,974
EU subsidy Malawi Constructing Jobs, Building Lives	0	0	98,393
UNCDF Ghana GrEEen	216,090	227,688	64,247
DRA Ukraine			895,305
DRA Central African Republic	885,727	888,241	837,705
DRA Ethiopia	2,088,231	2,166,216	
DRA Somalia	417,493	529,081	1,157,456
DRA Colombia (Venezuela crisis)	1,118,517	1,126,105	
DRA Zimbabwe	468,795	482,361	653,522
DRA Desert Locust Somalia and Ethiopia	0	0	3,954,638
ECHO Colombia (Venezuela crisis)	0	0	306,288
Total	7,103,653	8,000,000	9,546,956

Government subsidies are provided for a specific project (one-year or multi-year) and are thus incidental in nature.

17. INCOME FROM OTHER NON-PROFIT ORGANISATIONS

The income from other non-profit organisations is structured as follows:

Amounts in euros	Actual 2021	Budget 2021	Actual 2020
Foundations, funds etc.	1,022,180	1,300,000	830,065
Total	1,022,180	1,300,000	830,065

18. SPENT ON OBJECTIVES

Spending on objectives during the financial year can be specified as follows:

Amounts in euros	Actual 2021	Budget 2021	Actual 2020
<i>Direct aid</i>			
Contribution to SOS Children's Villages The Netherlands in 136 countries and regions from child sponsors	2,599,030	2,900,000	3,261,588
Contribution to SOS families within our country portfolio from earmarked funds	1,322,000	1,300,000	1,315,833
Emergency aid campaigns	36,700	0	30,719
Contribution to SOS children's villages and projects	2,676,000	0	0
Project subsidies	5,808,658	7,049,527	6,537,921
Implementation costs	6,618,836	6,960,000	9,017,450
	21,562,795	20,663,463	21,988,316
<i>Public engagement and increasing awareness</i>			
Direct costs	1,676,617	1,611,750	1,044,096
Implementation costs	1,255,216	1,468,611	1,327,292
	2,931,834	3,080,361	2,371,388
Total spent on objectives	24,494,629	23,743,824	24,359,704
As a % of total income	85,5%	82,7%	82,2%
As a % of total expenditure	82,2%	80,5%	82,6%

19. ALLOCATION OF COSTS

Distribution of costs to allocation

Amounts in euros	Objective		Fundraising				Management and administration	Totaal 2021	Budget 2021	Totaal 2020
	Direct aid	Public engagement	Fundraising	Third-party campaigns	Subsidies	Investments				
Expenditure										
Subsidies and contributions	6,618,836	0	0	0	0	0	0	6,618,836	6,960,000	9,017,450
Remittances	14,026,686	0	0	0	0	0	0	14,026,686	12,630,747	12,000,921
Advertising and communication	0	1,676,617	2,640,199	0	0	0	0	4,316,817	4,240,600	3,352,250
Personnel costs	684,637	936,872	972,906	36,034	252,235	0	720,671	3,603,354	4,312,000	3,740,249
Management costs	0	0	0	0	0	0	6,149	6,149	10,000	6,491
Housing costs	35,330	48,346	50,205	1,859	13,016	0	37,189	185,946	180,500	179,231
Automation costs	81,289	111,238	115,516	4,278	29,949	0	85,568	427,838	385,000	435,774
General costs	84,485	115,611	120,058	4,447	31,126	0	88,932	444,658	531,255	500,548
Travel and accommodation costs	3,083	4,218	4,381	162	1,136	0	3,245	16,224	84,250	27,588
Depreciation	28,450	38,931	40,429	1,497	10,482	0	29,947	149,736	155,000	221,581
Totaal	21,562,795	2,931,834	3,943,693	48,278	337,943	0	971,700	29,796,243	29,489,352	29,482,083
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

	2021
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 2021 for the allocation of our implementation costs, see page 67 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 2021	Budget 2021	Total 2020
Direct donor marketing	25%	10,630	75%	31,891		42,521	95,000	41,496
Direct public marketing	25%	709,836	75%	2,129,507		2,839,342	2,673,000	2,672,946
SOS donor bulletin	50%	64,957	50%	64,957		129,914	168,000	135,622
Informative donor mailing	75%	29,224	25%	9,741		38,965	55,000	28,624
Advertisements	50%	46,846	50%	46,846		93,692	200,000	47,567
Representation costs	50%	309	50%	309		619	2,100	1,600
Other promotional costs	75%	37,727	25%	12,576		50,303	73,500	46,620
Market research	50%	11,664	50%	11,664		23,329	22,500	11,462
Public engagement material	75%	14,119	25%	4,706		18,826	116,500	0
Promotional material	100%	37,194	0%	0		37,194	79,000	26,989
Public TV/radio productions	75%	543,134	25%	181,045		724,179	435,000	21,093
DRTV	50%	134,948	50%	134,948		269,896	300,000	282,222
Website	75%	36,029	25%	12,010		48,038	21,000	35,866
Volunteer network	75%	0	25%	0		0	0	144
For direct aid	100%	0	0%	0		0	0	0
Total direct costs		1,676,617		2,640,199		4,316,817	4,240,600	3,352,250

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 2021	Budget 2021	Actual 2020
Wages	2,247,858	2,750,000	2,164,782
Social security contributions	239,008	350,000	261,224
Pension contributions	259,563	275,000	227,234
Other personnel costs	856,925	937,000	1,087,009
Total	3,603,354	4,312,000	3,740,249

20. OWN FUNDRAISING COSTS

The costs incurred as part of our fundraising activities can be specified as follows:

Amounts in euros	Actual 2021	Budget 2021	Actual 2020
Direct costs	2,640,199	2,628,850	2,308,154
Implementation costs	1,303,494	1,976,977	1,378,343
Total	3,943,693	4,605,827	3,686,497
As a % of fundraising income	19,5%	23,8%	19,7%

21. COSTS OF THIRD-PARTY CAMPAIGNS

The costs of third-party campaigns can be specified as follows:

Amounts in euros	Actual 2021	Budget 2021	Actual 2020
Direct costs			
Implementation costs	48,278	56,485	51,050
Total	48,278	56,485	51,050
As a % of third-party campaign proceeds	3,6%	4,2%	3,8%

22. COSTS INCURRED TO OBTAIN GOVERNMENT SUBSIDIES

The costs incurred to obtain government subsidies can be specified as follows:

Amounts in euros	Actual 2021	Budget 2021	Actual 2020
Direct costs			
Implementation costs	337,943	395,395	357,348
Total	337,943	395,395	357,348
As a % of subsidy proceeds	4,8%	4,9%	3,7%

23. MANAGEMENT AND ADMINISTRATION COSTS

Amounts in euros	Actual 2021	Budget 2021	Actual 2020
Management and administration costs	971,700	1,139,701	1,027,485
As a % of expenditure	3,3%	3,9%	3,5%

24. INTEREST INCOME AND INVESTMENT INCOME

Interest income and investment income can be summarised as follows:

Amounts in euros	Actual 2021	Budget 2021	Actual 2020
<i>Financial income:</i>			
Interest income	(92,373)		(21,702)
Exchange rate differences	677,016		516,510
	584,643		494,808
<i>Financial expenses:</i>			
Other income and expenditure	6,454		341
Total	578,189		494,467

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
2021	(0,46%)	(92,373)	116,873
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
Average %	0,06%		

25. OTHER INFORMATION

Employees

The average number of full-time jobs in 2021 at the Amsterdam office was 51.62 FTEs. (budgeted 55.7 FTEs). In 2020, the number of jobs was 47.26. Of these, 0 employees worked outside the Netherlands (2020): 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 2021

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	112,688
Holiday pay	8,772
Year-end bonus	
Variable income	121,460 ¹
Social security payments (employer contribution)	13,180
Taxable allowances/additions	14,996
Pension costs (employer contribution)	14,515
Other long-term benefits	0
Employment termination benefits	0
Total 2021	159,250
Total 2020	155,950

* 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 2021. 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 2021, 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 €121,460, 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 2021, 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 2020 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 2020 was €1,381 billion (2019: €1,389 billion) 1% less than in 2019. The costs for administration, public engagement and fundraising amount to a total of €202 million (2019 €205 million). This means that €1,197 million was available for our projects.

Affiliated party transactions

In 2021, only transactions related to the remittance of SOS CVI contributions took place (€2,268,935), which is earmarked for the coordination of our international projects.

Gifts in kind

In 2021, SOS Children's Villages The Netherlands benefited from Free Publicity with an estimated value of approximately €1.6 million (2020 €0.8 million).

Amsterdam, 3 juni 2022

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 2021 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 2021 and of its result for 2021 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 2021;
2. the profit and loss account for 2021; 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 2022
- ▶ 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, 3 June 2022

For and on behalf of
BDO Audit & Assurance B.V.,

Initials for identification purposes:



Digitaal ondertekend door:
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3 juni 2022 14:37 +02:00



J. de Groot MSc RA

BUDGET 2022

Amounts in euros	Budget 2022	Actual 2021	Budget 2021
INCOME			
Income from private individuals	17,700,000	17,619,653	16,790,000
Income from businesses	1,250,000	1,551,854	1,250,000
Income from Lottery organisations	1,360,000	1,353,372	1,360,000
Income from government subsidies	10,700,000	7,103,653	8,000,000
Income from affiliated non-profit organisations			
Income from other non-profit organisations	1,300,000	1,022,180	1,300,000
Total Income	32,310,000	28,650,712	28,700,000
EXPENDITURE			
<i>Spend on objectives</i>			
Direct aid	23,923,137	21,562,795	20,663,463
Public Engagement and increasing awareness	3,085,866	2,931,834	3,080,361
Total spend on objectives	27,009,002	24,494,629	23,743,824
Fundraising costs	4,103,662	4,329,914	4,605,827
Management and administration costs	1,192,916	971,700	1,139,701
Total expenditure	32,305,580	29,796,243	29,489,352
<i>Balance before financial income and expenditure</i>	4,420	(1,145,531)	-789,352
Balance of financial income and expenditure		578,189	
RESULT	4,420	-567,342	-789,352
Result appropriation			
Free reserve		694,482	pm
Earmarked reserve for future day to day costs		130,000	pm
Continuity reserve		(200,000)	pm
Earmarked reserve assets		(124,750)	pm
Earmarked fund for earmarked donations		(481,393)	pm
Earmarked fund for SOS Simba Family Care		(595,606)	pm
Earmarked fund Doris Tuapante		9,925	pm
Grand total		(567,342)	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 01/01/2020. 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 2021, 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.

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 2021. We tried to maximise contact by telephone,

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.

Arian Burman

Managing director
SOS Children's Villages The Netherlands

COLOPHON

**STICHTING NEDERLANDSE VRIENDEN
DER SOS KINDERDORPEN**

Patroness H.K.H. Prinses Margriet
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**SOS CHILDREN'S
VILLAGES**
THE NETHERLANDS