

Organisational



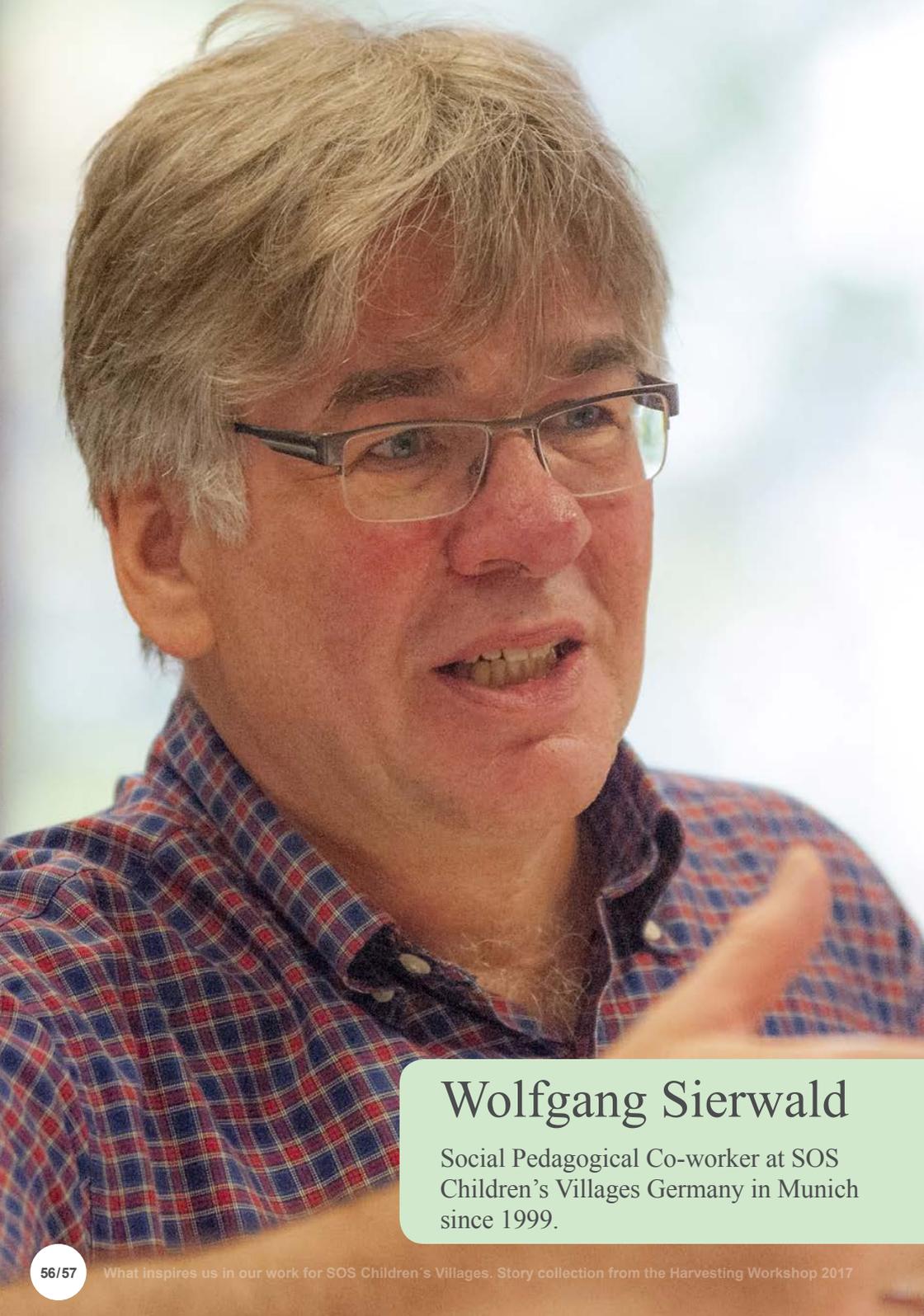
Change

We live in a time of transition. The changes that are taking place create uncertainty and instability. Turbo-capitalism as the leading paradigm goes together with the maldistribution of wealth and leads to strong competition e.g. for energy and raw materials, for labour forces but also for fundraising markets. Furthermore, the rise of information technology, the omnipresence of computers and the internet has changed societies. In order to reflect the increased complexity of the global environment, SOS Children's Villages – like any other organisation – needs to consider the need for transition by developing a holistic view of people and relationships. According to Peter Senge (1990: 3) learning organisations need to constantly adapt in order to face the increased complexity:

“...organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.”

In 2016 SOS CV endorsed the Strategy 2030 that was developed to define goals and strategic initiatives on how SOS CV will contribute to the UN Sustainable Development goals. SOS CV's strategic goals are: (1) Many more children succeed in life; (2) We lead the world's largest child care movement.

The strategic initiatives are the general framework for planning, implementing and monitoring strategic actions. The implementation of the strategy involves change processes at different levels of SOS CV. We need strong leadership capacities to drive this change. Leaders at SOS Children's Villages are empowered to drive the required change processes. The LEAD competencies (Competency Profile for Leaders & Co-workers, 2017) constitute a framework for a shared leadership culture. The term LEAD stands for “Leadership, Empowerment and Development”. Competencies are a combination of knowledge, skills and behaviour that are required to perform well, achieve results and contribute to our mission and strategic goals. Every leader and every co-worker is encouraged to contribute to our strategic goals and to our mission. “LEAD Competencies” serve as behavioural guidelines for all leaders and co-workers of SOS CV. In this regard, “leading” does not only mean to lead and supervise other co-workers, it includes leading a topic or project or to lead oneself. The following three stories are examples of ways of facing the challenges of different working conditions and requirements for SOS parents, cross-functional collaboration and thinking outside functional silos, and of ways for coping with limited resources despite volatile and rapid external changes.



Wolfgang Sierwald

Social Pedagogical Co-worker at SOS Children's Villages Germany in Munich since 1999.



Looking at both sides of the coin:

research on living and working conditions in SOS Children's Villages families

Once upon a time, some seven years ago, there were rumours in SOS Children's Villages Germany. They said "If nothing changes, in a few years there will be no more Children's Villages families (CVF)", because SOS mothers and fathers were overburdened with the strain, unable to cope with the worries and felt discontented. Unless the strain could be reduced they would soon burn out and no new mothers and fathers would be found. But this was only one side of the coin. On the other side was the story about the best job in the world, working with children and giving them a home and a loving family, often told by marketing people, fundraisers and the human resources department. In view of this situation the management board sent for the research unit to find out which side of the coin shows the truth about living and working in SOS CVF?

One question was left unanswered

So the research unit – and I am one of the researchers – looked at internal papers and standards, scientific literature and research instruments which could help them to investigate, analyse and report. We developed a questionnaire with questions on a great number of topics. But a key question was left unanswered: do SOS mothers and fathers (CVMF) see their work and the circumstances as stresses and strains, or as a rewarding challenge which gives meaning to their lives? We could find questionnaires for each side of the coin, but they still seemed unsuitable.

Why not look at both sides of the coin simultaneously?

Then one day, mulling it over at my desk, a new idea came to me: why shouldn't we, or the respondents, look at both sides of the coin at the same time? With this idea in mind it was only

“Wolfgang works as a researcher in the field of youth care with the goal of improving the work in the programmes of SOS Children's Villages. A key area of his work is to connect statistical results with the voices of children, caregivers and parents. Research for him is less about proving and more about understanding, as feedback often shows. Family is >

a short step to developing a questionnaire and this was done in a kind of flow. We asked the participants to think about one aspect (all in all there were more than sixty) of their work, e. g. living with children or documentation tasks. Then they should evaluate whether they experienced this aspect as a resource, meaning they thought it was rewarding, motivating and gave them satisfaction. And, for the same aspect, rate whether this aspect was experienced as a stressor, meaning whether it gave them strain, lowered their motivation or led to dissatisfaction. The clue was that they did not need to decide either/or but they could say that both of them – or none – is more or less true. For the most important aspects they should also write down the reasons for their assessment.

Too complicated? Let's give it a try!

Initially co-workers in the national office and members of the management board tested the questionnaire which was really long. It needed about two hours to be filled out. They thought it would be too long and complicated. In particular, they doubted whether the part on resources and stressors would lead to answers. But we wanted to give it a try and went to a nearby SOS Children's Village (CV) to test the questionnaire with some SOS parents and with educational co-workers in this village. When we gave them the questionnaire, there was some initial muttering about the length and the

quantity of questions. But after about 15 minutes a very concentrated working atmosphere developed and this kept on for the next two hours, until most of the participants had gone through all the questions.

Initial feedback: true picture of a complex situation

When we asked them afterwards how they felt about the questionnaire, they all agreed that it was truly complicated to look at so many aspects but this gave a true picture of their complex working situation. To be asked in detail showed them that the association really wanted to know how it was to live and work in a CVF and they felt really appreciated by this. In the part of the questionnaire about resources and stressors they also felt that, through this way of looking at both sides of the coin, they could really express properly how they often felt about their work.

They have to balance both sides and, as long as they can feel resources coming from their work, they can cope with the stresses and strains.

According to them the tool worked well for expressing their perspectives and allowing them be heard. Some respondents even said it helped them to better understand their own situation.

important to Wolfgang. He keeps close connections with his siblings and his adult children. He has been married for 25 years. Singing is what makes Wolfgang's day better. He sings in a choir and is also part of a theatre group. It is a highlight to connect these activities by performing in musicals. He also enjoys playing volleyball and cycling, as sports help him to

Successful inquiry: high rates of return and meaningful results for a better understanding

After this feedback we kept the questionnaire mainly as it was: long and complex. When it came to the field phase, 80% of the questionnaires sent out were returned and filled out with a high level of commitment and diligence – a big success. In the analyses “looking at both sides of the coin” was really useful. We could show different patterns of perception. We found very different patterns of balance for some aspects, e.g. for the question on how private life and vocational life could be connected. For some respondents this was a really great strain due to the long working hours, cutting them off from friends and family. For others working as a CVMF and living in the CVF is the perfect way to integrate both major aspects of life. Some felt both improvements and problems and were really ambivalent on this topic while, for the last group, it was not important at all. So we were able to show that not all CVMF and co-workers needed the same changes to feel content with their work. The majority of the SOS parents cope well with it. Nevertheless, the question of how to combine living and working in the same place – in an SOS Children’s Village programme – as well as possible, seems to be the main obstacle to deciding whether to become an SOS Children’s Village mother or father and whether to opt for this profession.

Research with impact: communication, decisions, development

In the further development process the results of this instrument and the whole questionnaire were recognised as a valid and empirically tested basis for decision. This examination has an impact and shows how working and living in CVF is perceived. It provides a good basis on important topics to be developed further. The results also provided the opportunity to enhance communication between CVMF, quality development staff and the management board.

What needs to be stabilised and enhanced in this working field is now clearer. The results help facility leaders and leaders of special services to understand problems in this field of work and, last but not least, they give SOS Children’s Village parents and co-workers a better understanding of their own situation.

This instrument therefore developed into a success for me, for the research institute, for the association and for the co-workers. It is my conviction that it will facilitate high quality care for children and young people in CVF in the end. And, as many fairy tales end: if SOS-Kinderdorf e.V. doesn’t decline, it will go on to do this work for a long, long time to come.

stay in shape and to clear his mind. Wolfgang comes from Germany. Germany is a major economic and political power of the European continent and a historic leader in many theoretical and technical fields. He has lived and worked in Munich/ Bavaria his entire life. He feels privileged to live in a peaceful country, without war or major catastrophes.





Ekaterine Demuria

National Director of Finance at SOS
Children's Villages Georgia in Tbilisi.



Fly Together

My story is related to the experience which I have acquired during 15 years working for SOS Children's Villages Georgia. I started my career in SOS as an accountant in the Children's Village Tbilisi. After two months I was promoted to the position of chief accountant and moved to the national office. On the one hand it was an incredible opportunity for my professional development but on the other I felt a great responsibility towards the people who trusted me.

Onboarding to SOS Children's Villages

I understood that if I wanted to succeed and meet the expectations I had to adapt quickly. The first big challenge I faced was during my first months of employment. It was very stressful because it was my first serious job and moreover there was no one who would provide me with professional support and mentoring in financing.

At that time there was no proper onboarding programme for finance positions as there is today.

It is worth mentioning that I managed to overcome these difficulties with the support of co-workers who encouraged me not to get frustrated and not to be demotivated.

“

Eka has been working for SOS Children's Villages Georgia since 2002. Tackling challenges and building new skills is what drives her in her work. She strives to improve herself to serve the organisation more effectively. Eka describes her family as the



In order to get a clear picture of my field I assumed that I needed a specific action plan to follow. I started my work with a self-initiative approach. I challenged myself to find information on my own, going through written papers belonging to the organisation.

Step by step I became familiar not only with my area of work but I also got an overall picture of SOS Children's Villages. The knowledge I gained gave me an opportunity to see all the strong and weak points of my field. So the next step was to keep the best experiences and reduce the gaps.

Listening and linking topics

In order to fill the gaps and ensure successful implementation of the financial work, I realised that I needed closer cooperation and open communication with the other structural units and fields. I started asking questions and listening to my colleagues at each level.

This gave me the opportunity to see how different departments are inter-linked.

I took into consideration their needs and requirements in order to deliver better financial support and simplify the various procedures. This improved communication and had a positive effect on our overall performance. It took a certain amount of time to earn the respect and trust of the others.

To achieve the goals of the department and ensure the high quality of the work I needed a strong, dedicated and engaged team.

Several activities were done in order to ensure the team's cohesion and engagement as follows:

- team building activities
- experience in sharing between locations
- development of different procedures and guidelines
- organising professional training

people she can always count on, the people she trusts and loves. When she talks about family, she also thinks of grandparents, uncles, cousins – a big family whose members feel a responsibility to support each other. Discovering new places is Eka's passion. She loves to explore the different corners of Georgia and to go hiking in the mountains and forests. Eka

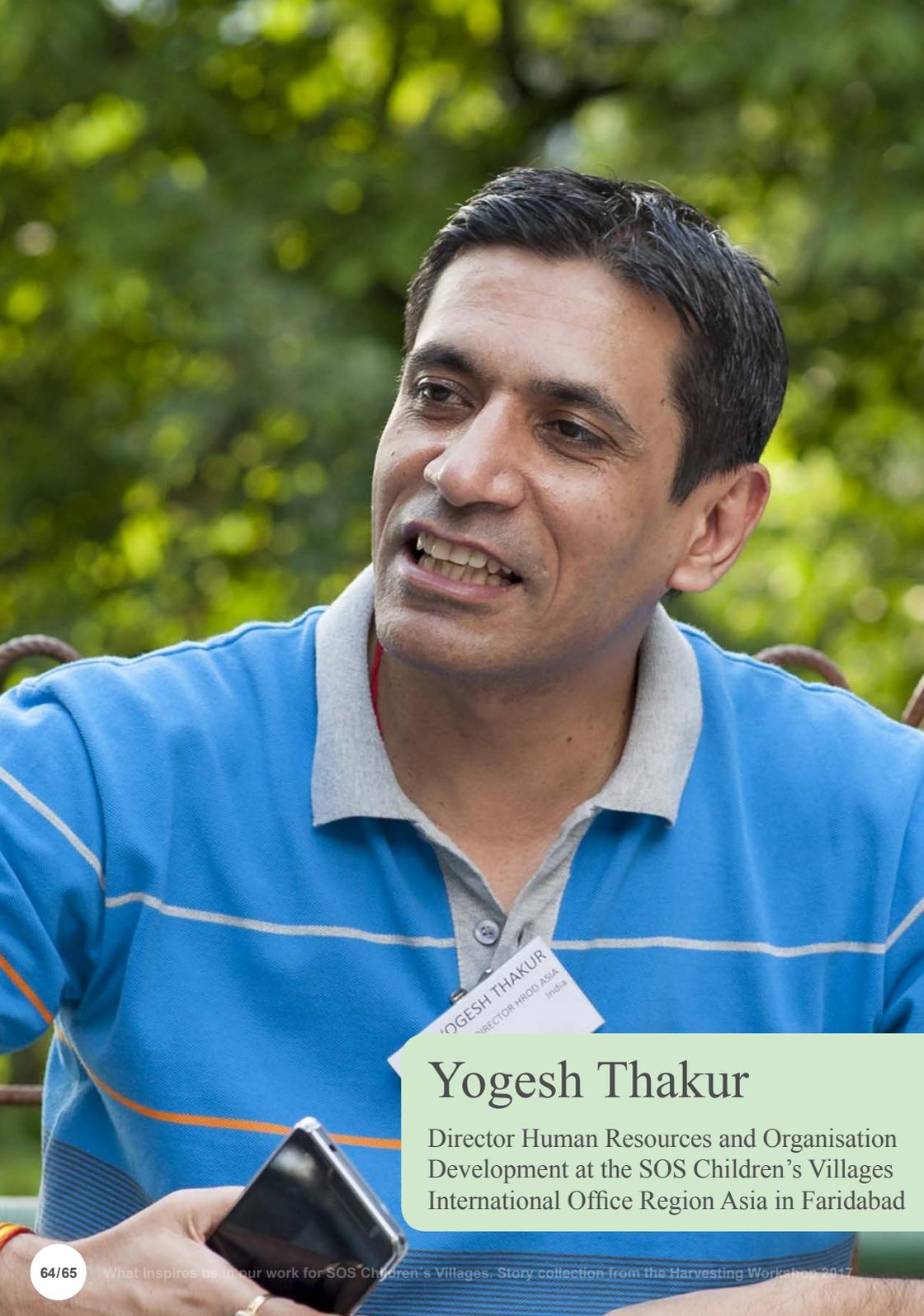
When you realise the effort was worth it

It took several years to realise that our effort was not in vain and worth it. The real flow moment for me was when our team started getting positive feedback from our co-workers and stakeholders.

Overall what I learned from my experience working for SOS Georgia is that mutual support, enthusiasm, patience, respect, proactive vision, team work and commitment are the basis of success.

was born in the beautiful seaside town of Gagra in the west of Georgia. She grew up in a multicultural and multilingual society. Her peaceful childhood was disrupted by war. After everything that happened to her family and her country, she knows what it means to live in peace and safety and how it feels to have support from others.

”



YOGESH THAKUR
DIRECTOR HR/OD ASIA
India

Yogesh Thakur

Director Human Resources and Organisation Development at the SOS Children's Villages International Office Region Asia in Faridabad



Push your own limits

a story about how a team grows together in stressful times

I don't know if what I am going to write here is a story or not. I see it more as one of the situations which all of us as individuals can come across. Such situations not only challenge us but also test our potential. In this kind of situation I believe we always have two options i.e. "accept it and face it" or "don't accept it". With both of the options it is important to know that the situation is standing at your doorstep anyway, whether you accept it or not.

So this story, if I may call it a story, is about working on a specific project called the development of the People Policies Book and the Employee Handbook. Let me give a brief on what these books are all about. The People Policies Book contains all the policies and procedures which guide employment regulations and benefits: it is like a bible of employee policies. The Employee Handbook, on the other hand, is a short summary of the People Policies Book which is handed out to new employees at the time of joining as part of their orientation kit.

“Yogesh studied human resources and after spending 10 years in the corporate world, he landed in SOS Children's Villages. Trust and the certainty of making a difference keep him going. He believes that people don't remember you as a person, but because of your work. He is married with one daughter. Family gives him a feeling of completeness and belonging. Being brought up in a conventional Indian family, he strongly believes in



From challenge to opportunity

In 2017 (April), the objective was to revisit and revise these books as the last edition had been released in 2009. However, there were certain challenges such as the lean structure of HR functions and having a limited budget to hire a consultant for writing, editing and printing the book. After having internal discussions with the HR team, it was decided to accept the challenge and deliver this project. So the work was divided up within the team and milestones were set. However, revising the books was not an easy task because it required reviewing existing policies vis-a-vis the changes which had happened over the years followed by rewriting around 130 pages. Once these 130 pages had been written, they were carefully reviewed at least 2-3 times from an editor's perspective followed by initiating discussions and reaching an agreement with various stakeholders. Once this stage had been reached, presenting the books to a legal counsellor for vetting from a legal perspective followed by in-house printing of the books by designing the cover page and selecting the right kind of paper for printing. The work was not easy because there were two important projects in the pipeline to deliver at the same time i.e. the upcoming Re-

gional HROD Meet in Indonesia and the roll-out of the Compensation Band Project in the Philippines. Keeping all three projects in focus and not missing any timelines as well as details, was a task in itself.

There was a risk of failure but HR as a team took this challenge and decided to continue. The driving force behind this decision was not to see this situation as a challenge but an opportunity to learn and achieve something extra.

...when external factors were hidden

However, the story doesn't end here. When HR was ready with the printed books for release in line with the scheduled date, a notification was published by the State (just 3-4 days prior to the book launch) bringing certain changes in maternity benefits into force. It meant we had to re-write, print, bind and obtain legal vetting of certain sections of the books, which was not practically feasible only 3-4 days prior to the launch. So, to cope with this situation, HR as a team agreed that we should go for the book launch as scheduled without making any changes to the printed books for the time being but would make the required changes in the presentation which had been prepared for the launch. The hard copies of the books

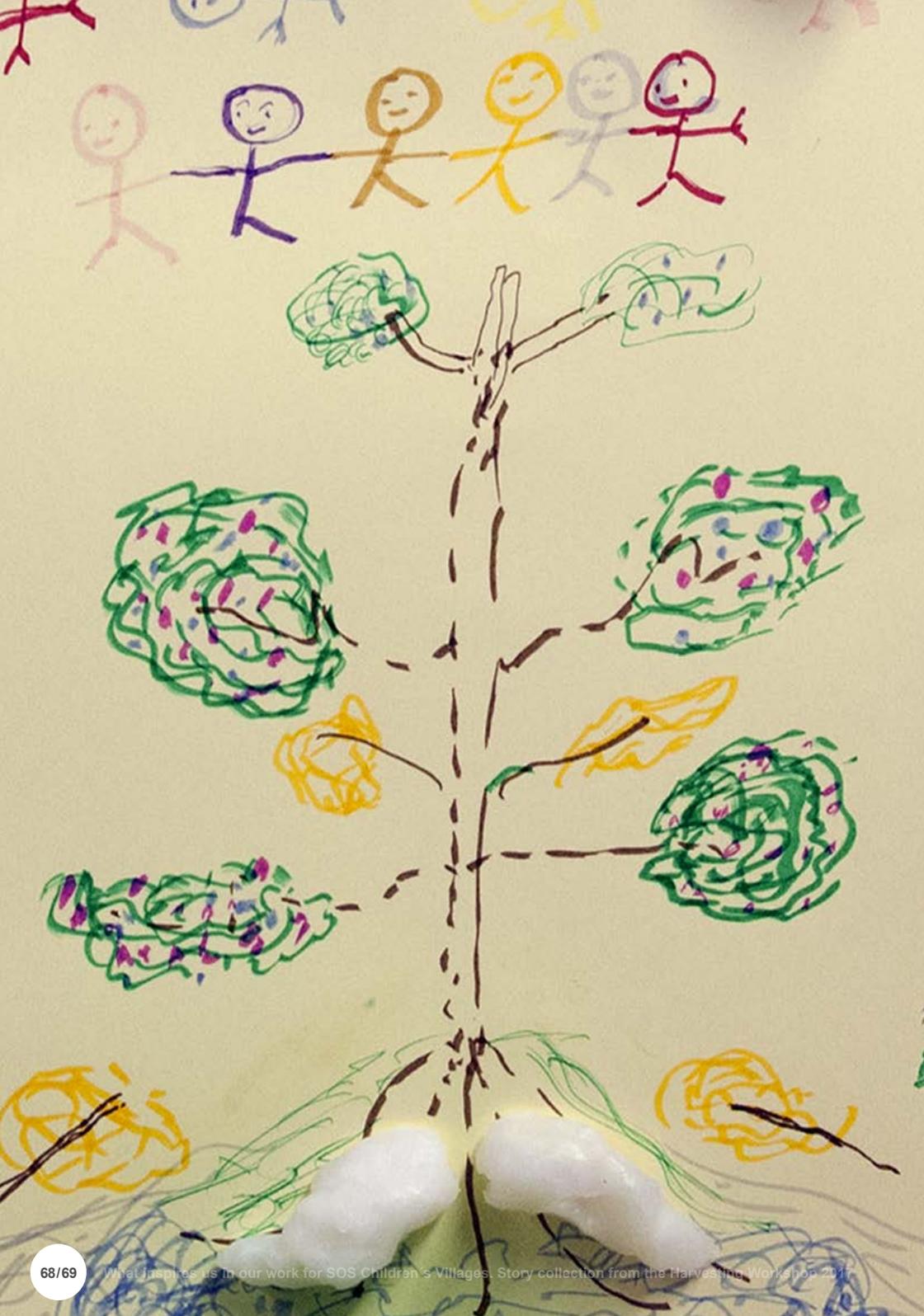
extended family systems. He loves visiting historical places and discovering the historical roots of a city, culture and its people. He is at his best when he is outside connected to fresh air, water, earth and nature. Yogesh was brought up in Delhi, a big and chaotic city. Delhi has about 18.6 million inhabitants and a high density. Delhi is known for spicy street food.

which had been planned for distribution after the presentation were put on hold. At this point it was announced that hard copies would follow in a week's time. The launch was successful. Immediately after the launch, HR rewrote the required sections (3-4 pages), had them legally vetted, removed the earlier pages and inserted the new ones in a spiral binding so that it was cost effective and did not lead to wastage of the entire printing materials. What is more, the other two objectives/workshops (Regional HROD Meet and Compensation Band Project) were also delivered successfully. It was a good feeling in the end.

Discover the undiscovered part of your personality

Now the question arises as to why I chose to share this experience (if it is not a story)? I chose this because such experiences help you to realise your strength in times of crisis, you discover the undiscovered part of your personality, you come together much more closely as a team and get a better understanding of each other's potential.

India has diverse terrain – from the Himalayan peaks to the Indian Ocean's coastline. It is the seventh largest country by area and second largest by population, with 1.32 billion inhabitants, and has 22 official languages. India is the world's largest democracy. In the last 1000 years India has never invaded another country. ”



Children grow roots in the community

Life is full of opportunities but there are also stumbling blocks, meaning challenges, to overcome. SOS Children's Villages is not an island of bliss, it is an integral part of the local community and its developments, and a protagonist for social engagement. For each and every human being it is essential to experience him- or herself as being co-responsible for all the interests in the immediate surroundings as well as in the world. Everybody wants to experience self-efficacy and meaningfulness. It is important to experience the ability to make a difference in one's own and other people's lives and, through this, contribute to a better world in the future. The stories below describe examples of making a difference in people's lives. The first story is about an initiative of young people, the second about an SOS Family Strengthening Programme and its impact. This story is a perfect example of how our second strategic goal to "Strengthen families" by "increasing our focus on preventing family separation and promoting quality care for children without parental care or at risk of losing it" can be accomplished by committed co-workers. Both stories prove that SOS Children's Villages is already on the way to reaching its goals as stated in the Care Guarantee: "We aim for greatest impact on the life of the child. Across our care solutions, we work in a way that touches all areas of a child's development (...)." (The SOS Care Guarantee, Draft Policy, p. 6)



Alexandre Pires Moreira Rocha

National Programme Development Advisor at SOS
Children's Villages Cape Verde in Achado São Filipe.



You(th) can!

Take this opportunity and chance to succeed in life

The story I will tell happened sometime during the school holidays in late 2008. It is 9 years ago now and I still remember this story as if were yesterday.

... It was a normal Monday and I was on my way to Praia – the capital city of my country Cape Verde, when suddenly my phone rang. It was my National Director, Mr. Dionísio Pereira! By that time, I was working as a youth leader in the SOS Children's Village Assomada, the first village in Cape Verde, approximately 36 km from Praia. I also held the position of national ICT coordinator and it was in that role that I was going to Praia to do the normal checks and backups on the equipment ...

Continuing ... when I look at the phone Mr. Pereira was calling...

I answered the call and, after all the greetings, he told me that we were facing a huge challenge to finish the construction of a recently built fence in the social centre Mindelo on São Vicente island. The National Association had 10,000 euros to build the fence and the proposals so far received were all above 40,000 euros. He then asked me if it would be possible for me to take the young people (boys and girls) living in the youth facility and children's village to São Vicente to build the fence?

“He has been working for SOS Children's Villages since 2001 and, since he grew up in an SOS Children's Village himself, he experiences working at SOS as being like a “fish in the water”. For him there is no better place to be. He is aware of the complexity and the rapid changes connected to his work. He counts on three principles when working with his team: dedication, team spirit and fun. Alexandre considers himself a rich man with three >

Yes, we can

After a few seconds (of reflection) to consider the potential (in)ability, strengthening and opportunity for the young people, I accepted the challenge: I answered “Yes, we can!” A sentence that, a few months later became famous because of being used by Barak Obama in his inaugural speech.

When I reached the national office in Praia we sat and discussed all the details. As a kind of reward, we agreed that the group going to Mindelo would stay one week more (after the work) to enjoy their holidays and that the maintenance officer and gardener would join the team to help.

After everything was clear and decided I went back to the village. In reality to my village, because I grew up there and made my first friends, learnt to read and write the first numbers and letters there...

We started selecting participants

Once back in the village, I quickly called all the young people from 17 years of age and above for an urgent meeting. With everybody in the meeting room I started telling them why I had called them for a meeting and, because it was a huge group, we quickly decided to establish the selection criteria. Amongst others these were: age, good performance in school, respect for internal rules and habit of collaborating with activities and events.

We then started selecting the participants until we reached the number 20. The group was then completed with me (as leader) and the two co-workers.

families: his own, the SOS family and his biological family. In his leisure time he listens to music, goes to the beach and visits friends. He would love to travel all over the world to get to know other realities and meet new people. His home country Cape Verde is a politically

Starting the exciting journey

After one week of preparation, with lots of anxiety, the group left Santiago Island bound for São Vicente. The voyage took one night and half a day. We left Santiago around 6pm and reached São Vicente around 1pm, after spending an hour on São Nicolau Island where we stopped to put some passengers ashore. All the travel was done by ferryboat.

Once in São Vicente the team started the construction and, after 2 weeks of joy, games, completed very well! It was so good that the fence remains strong and intact up to today after 9 years.

What happens when young people have a goal to complete?

Even today I cannot forget the happiness of the group working together. Boys and girls in groups cooking, painting, digging, using soldering-iron, planting and so on...

The moral/lesson of this story is to show that it is always possible and that everything depends on us!

I chose this story because I have very often heard in villages, in meetings, even in speeches, inside and outside my country, that the children and young people living in SOS families are overprotected. But in my opinion it is not about overprotection but about underestimation. I am pretty sure that in the minds of many of us we think that they can't, so we have to do it for them!

It is all about the opportunity and chance. Please let us give them the opportunity and chance to succeed in life. (You)th can!

I hope this story can rouse us to realise that the young people can!

You (co-workers, care-givers, family, sponsors) can give them the opportunity and chance to succeed in life!

stable country. Its archipelago made up of ten small islands attracts tourists and foreign investors. The Cape Verde population is estimated to be 512,000. The number of Cape Verdeans living outside the country is more than the total population living in the country.





Olena Kripak

Family Strengthening Coordinator SOS Children's Villages Programme in Kyiv & Kyiv region, Ukraine.



There are no other children...

I have been working in SOS Children's Villages for ten years, experienced many touching stories and got to know many people. However, some stories are special for me. Let me tell you one of them.

Difficult circumstances for a young family

It happened about four years ago. I had been working at the office, when I heard loud voices. I got interested and went out. I saw a young woman who was crying. Our co-worker told me about her problem: her children (a boy and a girl) had been taken to the hospital. Their mother Oksana¹ was a single mother. Her husband had left her when the daughter was two years old. Soon Oksana met Alexander, who was seven years older than herself. Alexander was a successful man. He had an apartment in Kiev which

he rented and he had some money. He had his own car. He worked as a builder. Soon a son – Maxim – was born into this family. His father was very happy, because he did not have any children from his first wife. When the son was born, the man lost his job and did not hurry to look for another one. Oksana took care of her children. When Max was eight months old, the father went away. There were attempts to start everything again, but nothing happened.

Oksana's father helped her family, giving them money for living. Unfortunately he died soon afterwards and Oksana had to manage all the expenses herself, because Oksana's mother was suffering from a severe psychological illness – schizophrenia. Sometimes there were remissions and she was normal. When the father was still alive her mother was in a state of remission for 11 years. After the

¹ Name changed to protect privacy

“SOS came into Olena's life ten years ago and helping others has become her priority. Empowering families and preventing social orphanhood is her objective. She is convinced that together with her strong team, she can contribute a lot to improving child protection in Ukraine. Her family is her fortress. She is married with one son. She plans to adopt two children, as she thinks that every child should have a family and a happy childhood. In her free time Olena loves travelling. Travelling satisfies all the demands of a



husband's death her mental health became unstable. She experienced a crisis every six months and had to be treated in hospital. During these periods, Oksana visited her mother at the hospital weekly, bringing clean clothes, bedding and food. Soon the family had big debts for electricity and heating. All the time the young woman was looking for ways to earn money, while the children were at home without an adult. As a result of all this, the representatives of the local youth welfare institution took the children to the hospital, as this was the only place for children whose custody was in question.

When SOS Children's Villages came in

We started working with the family right away. Due to the low level of parental potential and the absence of suitable living conditions for her children, Oksana was invited to participate in the course Strong Parents – Strong Children. There the mother was able to learn how to create trusting relationships with her children, how to communicate properly and effectively and how to create an emotional connection with them by looking at the world through the children's eyes and how to achieve closer relationships with each other in the family.

In the process of a comprehensive assessment, we found that Oksana was very nervous, was unable to find solutions to complex issues and was in a difficult psycho-emotional state. As a result she began work with a psychologist. Oksana increased her self-esteem significantly: she began to take responsibility for her life, her psychological state improved and she became more balanced.

Oksana also actively attended a women's club where she was able to understand that she was not alone in having difficult life circumstances. There she could share her thoughts and learn to interact with the world in a new way.

In working with her younger son, a lot of time was spent on solving the issues of Maxim's speech disorders. The boy did not speak appropriately for his age and uttered only unintelligible sounds – his "own" language – which was impossible to understand. The project speech therapist suspected that the child did not hear at all and sent him to the audiologist, where it was found that the boy had a 2 (3) degree of deafness. The boy needed special care. He needed a hearing aid, for which the family had no money.

As the elder child Marina spent a lot of time taking care of her younger broth-

good hobby – it is education and refreshment to the mind, body and soul. For her, Ukraine is still the best place in the world. Ukraine stretches from the mountains in the west to the steppes in the east, and from the marches in the north to the seas in the south. Ukraine has

er, she was not able to communicate with her peers and had no free time for children's matters. We made sure she got involved in art therapy classes, where the girl was able to express her views and feelings, solve existing conflicts and problems, develop her thoughts and feelings of harmony, and develop creative abilities which helped her to establish social contacts. The girl learned to care for herself, her body and her personal hygiene.

Life really changes for the better

Working with the family brought positive results. Oksana began to give more free time to the children, spent a family holiday, became more balanced and learned to restrain negative emotions. She went through a series of individual psychological counselling sessions, and the course on improving parenting potential and the women's club helped her to develop herself. Previously she worked as a cleaner, but now she is an administrator in a beauty salon. The daughter continues to attend art therapy classes.

Our workers found a sponsor who paid the debt for the utilities used. Heating and electricity in the house were restored and sanitary and hygienic conditions for the family were improved. During the whole period of

being in our care, the family received food, medicine, a school backpack and other necessary items. However, the main help – now Maxim can hear and speak! I believe he will have a good future.

I am a happy person, because I have the opportunity to support people. In addition, thank God SOS came into my life. Since then helping others has become my main priority. When I manage to improve someone's life, I feel happier. Nevertheless, I get the most pleasure from empowering families and preventing social orphanhood.

I am glad and thankful to my SOS Ukraine co-workers. My team motivates me a lot. It is a "dream team": I work with the right people and together we are the best child protection organisation in Ukraine.

picturesque scenery and a temperate continental climate. It has cold winters with snow and warm summers. But the greatest value in Ukraine is its generous and hospitable people and rich history.





The world constantly increases in material wealth while more and more children, young people and families become more vulnerable than ever. Hundreds of thousands of children worldwide drift to the brink of risks of all kinds.

These children are at special risk of losing their families and safety nets. In a sustained reaction to this, in 2016 SOS Children's Villages adopted the bold 2030 strategy. This carries the declared increased readiness and determination to see as many children as possible succeed in life, as the organisation aims at becoming the world's largest child care movement (SOS Children's Villages Strategy 2030). Dedication and a concerted effort are obviously necessary for this declared aim to be realised.

The pivot of such engagement is fund development and fundraising, the purpose of which "is to motivate people to support our efforts of enabling every child to grow up in a family with love,

respect and security." (The quality assurance network on international donor services 2011).

By 2030 SOS Children's Villages wants to

- Invest in high-potential and new fundraising channels, support innovative approaches and enhance co-operation with governments
- Strengthen its relationship with donors
- Diversify and intensify fundraising towards existing and new markets and partners in order to ensure sustainability of our services to families and children

SOS Children's Villages has put the most disadvantaged children at the heart of its Strategy 2030, with the central message: 'No child should grow up alone'. The strategy relates directly to the Sustainable Development Goals in key areas such as poverty, inequality, education, health, social and child protection, and decent work.

Securing Resources

Successful fundraising creates motivation for joint responsibility and a feeling of recognition and value. This includes undertaking fundraising activities keeping in mind that a broad base of supporters ensures stability, enables innovation and facilitates learning thereby leading to better results.

This is a sure step to achieving the fundraising aims of SOS Children's Villages, especially the sustainable path initiative¹.

¹ In 2012 SOS Children's Villages International launched the so-called "Sustainable Path" initiative which aims to ensure self-sustainability among SOS Member Associations in middle income countries by 2020. Simultaneously this process aims at maximising the impact of SOS programmes by strengthening the local communities' and local community-based organisations' capacity to take an active role in the development of their own community. 35 Member Associations with the greatest fundraising potential were selected, with the aim of achieving self-sufficiency in order to free up international subsidies that could be relocated to the member associations with the greatest need among our target group (Child Care for Development, 2015, SOS Children's Villages Norway).

The following stories describe actual strategies that were used by co-workers as a contribution to the fundraising efforts of SOS Children's Villages. The stories show a wide range of possible interventions – from negotiating conditions of exemption under difficult circumstances to a touching example of a fundraising campaign against all odds to a holistic and integrative approach to winning SOS buddies. All the stories stand for the strong commitment to secure the resources needed so that no child needs to grow up alone.



Mitikie Tilahun

Advisor of Finance and Controlling,
International Office Region Eastern and
Southern Africa, Addis Ababa, Ethiopia.



Knock on the untouched door.

Make a difference in your area of work.

Sometime in 2008, the SOS Children's Villages International Office circulated information to all the National Offices about dealing with their banks and getting better benefits such as exchange rates, or asking their banks for exemption from charges. I was the finance controller at the time and started discussing the issues with the finance manager (FM). His response on the matter was not positive because he believed that the internal policy of the Commercial Bank of Ethiopia (CBE) would never allow any sort of concessions like those suggested by the International Office. So the case did not look encouraging.

Never ever give up

one Saturday morning I went to the CBE, specifically to the International Banking Department (IBD) and asked for an appointment to discuss this issue with the manager. After a week I met the manager and explained the causes, objectives and mission of SOS Children's Villages Ethiopia and the International Office to him. I focussed specifically on what we do in the country and how we manage our work throughout the world. I explained how the funds come to the country and how our support for the children of Ethiopia requires this help for the long term. He gave me another appointment for further discussions.

As I have mentioned in my introduction, I have vowed to myself to "never ever give up".

“**M**itikie Tilahun has been working for SOS Children's Villages Ethiopia since 1986 and is now Finance & Controlling Advisor for the International Office Region Eastern and Southern Africa. Her personal motto is to never give up and always look for a positive outcome/solution. She sees changes as an opportunity for social, personal and professional development. She strives to contribute her best to SOS Children's Villages. Mitikie comes



I went to the bank for the third time when the manager was with his deputy. I continued my explanations about SOS-Children's Village Ethiopia. Some of their questions were about the amount of dollars coming into the country every year, others about what SOS wants from the CBE. I explained fully in answer to their questions and they were satisfied. I told them that SOS does what the government of Ethiopia ought to do and so the bank should support our organisation.

Pursuing the aim

After the explanations and detailed discussion that followed, I asked them to support SOS by at least exempting us from the commission charges on transferring USD into the local currency. They said, "Maybe we can look into the commission charges but we will not consider raising the exchange rate". They did not go any further this time, closed the meeting and requested a letter with all the details of what I had told them in writing. The letter was to be signed by the SOS authorities and to be delivered the next week.

I presented the whole issue and the process I had gone through to the management team and the international project director. They asked me to draft the letter and try my best.

Some of the management members said, "This is impossible, it is the CBE's policy issue and that of the country. They will not grant your request". However, I was determined to fight the case to the end.

Endurance demonstrated

After about two weeks, I checked back with the CBE. They said they had not yet discussed the issue due to lack of time. However, I never gave up. I visited them every week and checked if there was news for SOS. I think it was about five months later that I received a phone call from the International Banking Department.

The team wanted to talk to me again. After many discussions, they arranged for a meeting with the vice president of the bank. As usual, I explained to the higher officials there that, if SOS had to go to a private bank, CBE would be the loser and that SOS Children's Villages would prefer to work with the government's bank.

I urged them to support SOS Children's Villages and, in doing so, I reminded them that they would in fact be supporting their own children – Ethiopian children. They told me that whatever decision was made it would be communicated within two days.

from a big family. Family is the foundation for bringing up children. Mitikie is always eager to learn and to contribute in social affairs such as women's associations around her home. She strongly supports gender and child protection issues. Mitikie is proud of being from "The Land of Origins – Ethiopia" and the motherland of coffee. Ethiopia has its own unique

Capturing the harvesting

Finally we received information that the CBE/IBD had decided to waive the commission charges on all conversion transactions from USD to LCY and the bank offered us a prime rate privilege for exchanging USD to LCY. This resulted in savings of over USD 120,000 annually for SOS Children's Villages Ethiopia.

Therefore, let us choose the right track and never ever give up, as long as it is for a good cause.

history – it is the only African country that was not colonised and also supported other African countries to fight for their freedom. In the 1970s Ethiopia was affected by a very serious famine. At present, however, Ethiopia is moving forward with developments such as the construction of the great Ethiopian renaissance dam.





Motshwari Kitso

is National Director of SOS Children's Villages Botswana



Where there is a will, there is a way

A Story of a successful fundraising campaign against all odds

In the year 2004, a Child Rights Situation Analysis Study was conducted in Botswana. This was during the time when HIV/AIDS pandemic was ravaging the country and there was a lot of panic as the infection rate was on the high as one out of three people was infected in the country. The government then had not yet put any solid interventions in place and there was panic in the country. Furthermore there were quite a number of deaths of parents and caregivers, leaving many children vulnerable and orphans. There was a call from the government for participation of all stakeholders/NGO's, and community Based Organisations in the care and support for the vulnerable children.

Need for a third SOS Children's Village in Botswana

Thus we were convinced of the need for a third SOS Children's Village in Botswana. In view of the increasing number of orphans in the country SOS Children's Villages Botswana resolved to construct the third village in the country.

SOS Children's Villages International was approached for funding the project. Unfortunately it could not afford financing it. However the board reviewed and realised that there were very limited adequate care options available in the country. Thus it felt strongly that due to the high vulnerability levels in the country, there was a greater need to construct the third village. I was asked to advise the board on the different options available. Would we want to keep on realising our dream even though we were told we will not get any interna-

“Kitso has been working in human development for more than 25 years. He sees childcare as a work field in which every day presents new opportunities and challenges. Nothing is routine and this keeps him continuing to learn. He is a father of two girls who are a source of inspiration. Family for him means togetherness for a purpose. We all need >

tional funding? I thus counselled the board that the only way out was to engage in massive local fundraising. There was obviously a greater need and we needed local citizen participation to overcome challenges on the spot. Further I advised the board to launch the campaign asking for community involvement. They needed to carry out the project. I imagined pride and dignity of local stakeholders as positive side effects. So the board resolved to do local fundraising for the construction of the third SOS Village in the country.

First local fundraising campaign is a success story

In 2005, the campaign kicked off to raise P 14.000.000 and the construction was divided into four phases which were to be achieved in a period of two years. I headed a team of six people who represented the campaign team and we were distributed in different responsibility sectors according to given phases. The target for the first and second phase was achieved well ahead of time and construction was started. Target for construction was met together with the equipping of the new SOS Village. We built 10 family houses, a kinder garden, administration block, clinic, a hall, and four staff houses. The village is currently

a home to 96 children and youths. As part of the campaign, we managed to bring on board sponsors for the purchase of three vehicles as the village fleet, a furniture company donated furniture for all the houses and we also managed to drill a borehole as an additional source of water.

One really could see the impact of the involvement and bonding of local stakeholders.

Not only the construction but also the maintenance costs had to and could be obtained locally. One could say we acted from necessity and it turned into a success story.

Being a Member Association in an international Federation

In my capacity as the National Director I always had and have to ensure good working relationships between the Member Association and SOS Children's Villages International. This story shows the importance of mutual understanding and trust in working relationships. It also shows the importance of strong affiliation. Furthermore it highlights the significance of face to face debates about solution finding for challenging situations. We have to consider federation rules while we act interdependently.

family for closeness, sharing, support, love and trust. During his leisure time he read novels, newspapers and other publications to keep track of the emerging trends. He also enjoys visiting his farm which refreshes his mind and re-energises him. Motshwari lives in

Moreover it shows that SOS CVI as custodian of the brand must ensure that all member associations are familiar with its governing rules and regulations to ensure common understanding about it. Last not least one could see how important it is to consider local situations when decisions are taken within the federation and the same vice versa.

Member Associations must familiarise themselves with the statutes of the federation

In this campaign I have found out as managers we must familiarize ourselves with the international statutes so that we can advise our local Board accordingly. I also learned that SOS CVI must make an effort to ensure giving on the spot guidance so that we do not fall into potholes.

Furthermore it has shown that when people are determined they can overcome all situations. In conclusion one could say 'where there is a will, there is always a way'.

Gaborone which is the capital city of Botswana. It is home to over 400,000 people and is safe and clean. It is one of the fastest growing cities in the world and attracts many people from around the world. People in Gaborone are very welcoming, caring and compassionate. ”



Yasmin Riaz

Deputy Director Fundraising and
Communication at SOS Children's Villages
India in New Delhi since 2011.



Winning them all!

Adhering to the demands of all the stakeholders in a workplace is always difficult, but still needs to be done. Thus begins my story of winning over all the stakeholders.

It seemed almost impossible

Fundraising in SOS India has seen a consistent growth of 28% over the last 6 years. While we have received many bouquets for pulling off this feat, we have constantly had to face brickbats for not being able to acquire committed donors who pay by direct debit. While the GSC Asia team and IO were constantly reminding us to build this sustainable channel of committed donors, our board and management cautioned us about our increasing expenses for outsourced fundraising agencies. Added to this was the complete apathy of the in-house team towards recruiting committed donors. It was almost impossible to persuade them away from acquiring high value one-off sponsorships of acquiring high value one-off sponsorships.

...more challenges stared us in the face

While this was like being caught between the devil and the deep blue sea, more challenges stared us in the face. The cost of acquiring committed donors through outsourced agencies was and continues to be prohibitively high. Our internal systems were not robust enough to support the direct debit process. The banking processes of the country were not geared up at that point. Also, the few committed donors that we managed to recruit did not stay for the entire term. Lapsing rates were high. My own team was not convinced that we should invest our time and energy in this process.

Building on existing professional experiences

So while I lost a slot of sleep mulling over these problems, it strengthened my resolve to find a solution and to pilot a low-cost scalable model to acquire committed donors. The agency model in the insurance sector (where I worked before joining SOS India) leverages the

“After spending 18 years in the corporate world, Yasmin accepted the assignment at SOS India and sees this as the best decision of her life. Interactions with the children keep her focussed on the goals and the vision of the organisation. Joining SOS Children’s Villages made her more conscious of her own family. Yasmin sees her family as a great blessing and a place to share her happiness and sorrows. She is married and has a twenty- ➤

natural market of the insurance agents. Basing the idea on this fundamental thought, I came up with a plan to run a month long “internship” for 15-20 year-olds during their summer vacations to acquire committed donors. Since high school students and undergraduates seek recommendations and service certificates for volunteering with non-profits for their university admissions, most of them are very willing to volunteer.

Projections for cost and revenue were made and, luckily for me, I had two new members in the team who were willing to work on the project without any preconceived biases. My supervisor was also supportive and gave me the necessary budget approvals.

The energy was infectious

And so the campaign named “SOS Buddies” was launched in June 2016. 25 high-energy youngsters from good socioeconomic backgrounds were recruited from the top schools and colleges of Delhi. Written permission was taken from the schools and parents. Special collaterals were created which could be used by the interns. A proper 3-day training was organised with a field visit to the local children’s village. Mock sessions and role plays, negotiations and objection handling: the youngsters mastered it all.

The energy was so infectious and I was relieved to see my team members also feeling upbeat and investing their energy in the project.

Fun was vital in driving results

The group was split into five sub-groups of five members each. Each group was given a name. Contests were launched to encourage individual and group performance. A WhatsApp group was formed and a high level of engagement was ensured. Back end processes and system readiness were built.

A gamified system of points for every lead generated and every donor converted was created and the entire process was run like a fun game played to win by scoring top points. This element of fun was vital in driving results without building any competitive pressure.

My joy knew no bounds

When results started coming in on day one. After a fortnight, we saw some encouraging results. The Buddies were leaving no stone unturned in trying to convert their own family members, neighbours and friends into SOS donors. They reached out to people in malls, neighbourhoods, yoga camps, gyms, parent teacher meetings and ladies clubs and even to the employees in the corporates that their parents worked

year-old daughter. Yoga practice helps her to manage stress. She enjoys reading and gains diverse perspectives about people and places through travelling. Music is her resort in difficult and happy times. For Yasmin “India is one nation, but many worlds”. Four world religions originated here. Once known for its mystical traditions and depressive poverty, the

for. The energy and zeal was palpable and infectious.

The activity was a complete success with 152 donors acquired in one month at a cost of 8%. Of the 152 donors, 115 were committed donors who paid by direct debit. Revenue of Rs 16 lacs (approx. 21,300 euros) was raised at a cost of Rs 1.3 lac (1,700 euros), a return on investment of 12. About three interns left the group as they could not cope. The per person productivity for committed fundraising worked out at 5.2 donors per person which was unmatched by any other channel. Other than the funds raised, around 4,000 leads were generated and awareness spread on social media to at least 10,000 people.

We wrapped up the project with a gala celebration which was attended by all the senior management team members and the secretary general. The youngsters deserved every bit of their glory as they had managed to deliver what seasoned fundraisers find difficult to do.

This project helped in breaking the mindset of my team about committed giving. Some other insights gained are as follows:

- The quality of interns hired is critical to the success of fundraising

- Effectiveness of collaterals¹ through a first-hand feedback from donors
- Market/donor pulse²
- Insights for strengthening the pitch
- Importance and criticality of end-to-end planning for the project (recruitment, cost, activity plan, reporting formats, operations, communication and servicing, reward and recognition, mapping challenges and opportunities)

Although the pilot has been successful the actual success will depend on scaling this up and implementing it across many locations and at greater frequencies for maximum impact.

In an environment with not many options to innovate channels of fundraising, the intern pilot proved to meet all the demands of all the stakeholders and helped in winning over all the different stakeholders.

1 Marketing collateral is used to support a company's primary advertising message to consumers or to communicate important information to channel partners about a company's products or services. Digital media has enabled marketing collateral to assume formats beyond printed material to include Web content and point-of-sale electronic devices. (<https://yourbusiness.azcentral.com/marketing-collateral-3222.html>, Nov 2017)

2 Market Pulse is a continuous monthly tracking survey of household purchases in urban and rural India. Established in 1974, it is India's only household panel study that collects information about household purchases. (<https://en.wikipedia.org>, Nov 2017)

country has emerged as a leading economy. As the largest and youngest democracy with 1.2 billion people, India's recent developments are significant. Life expectancy has more than doubled, literacy rates have quadrupled, health conditions have improved, and a sizeable middle class has emerged.





Aguin Narcisse Essitinawa

National Pedagogical Advisor in charge of programme development at SOS Villages d'Enfants Togo in Lomé.

He is in charge of programme development and implements child protection and advocacy activities. He believes in the importance of developing strong relationships among the different actors. This is why his colleagues often call him their “ancestor”.

After losing his father in early childhood he experienced the strength of his mother, who believed in him and his development. She and the other siblings made his education possible. Today he is married and the father of three daughters. He enjoys going for a walk and listening to the stories of his friends.

Narcisse grew up in a small village in the North of Togo. Located in West Africa, Togo is a small country with a population of about 7 million inhabitants. It has a tropical hot climate. Togo ranks among the least developed countries. The economy is largely dependent on the export of raw materials. The deterioration of the Togolese economy is felt at all levels of life. Nevertheless, Togo is a peaceful country with loving people who warmly welcome foreigners.



Monika Ivanova

Filmmaker

Monika grew up in SOS Children's Villages Bulgaria and is taking part in the Harvesting workshop in this special role. She shares her story about her childhood in SOS. She is currently finishing her studies at the National Academy for Film and Theatre in Sofia, Bulgaria and sees teamwork as one of the major assets she builds on when she is directing a film. Monika describes herself as a person who loves to observe and is hungry to learn, to meet new people and to experience life. In her free time she loves travelling, reading and watching movies. She also likes to meet family and friends. Monika now lives on her own, which is a new experience for her.

Bulgaria is a country in south-eastern Europe. The majority of the population lives in the urban centres, where cultural and economic activities are concentrated. Bulgaria joined the European Union in 2007, after transitioning from a communist republic to a democracy and a market-based economy.

Workshop Phase Two

Dreaming what might be

What might be within my sphere of influence in SOS Children's Villages?

The second phase of the Appreciative Inquiry cycle, the dream phase, sets the scene for the individual to embark upon a boundless wave of inspiration and creativity and to exercise his or her potential in "creative envisioning" for the organisation.

Individually oriented work phase

In the Harvesting workshops this dream phase is individually oriented.

Rationales for this approach:

- To inspire each co-worker to action for the common good
- To experience that inspired action leverages high motivation, and that the resulting achievements are foundations for job satisfaction, great results and personal fulfilment.
- That an individual co-worker is able to dream for SOS Children's Villages with the great chance of seeing the dream come true, is evidence that the dream phase is a reliable stepping stone to consolidating a sense of responsibility, ownership, leadership, accountability and belongingness.

Having extracted in the discovery phase what gives life to and what works well in the organisation SOS Children's Villages each Harvesting workshop participant now challenges his or her creative ability, willingness and openness by envisioning from and within their "circle of influence" for the future of the organisation. "Circle of influence" is a technical term describing the closest sphere of the participant's jurisdiction at work.

The point of departure in the AI approach dream phase is to find out "what might be".

Dream Journey

The participants were introduced to this part of the workshop programme by a dream journey. After telling a captivating story, the inspiring task was: Develop a tangible symbol – find a title and some words describing your dream.

Connecting all imaginations with the life-giving forces discovered earlier (see page 23), the participants individually dreamed up ideas and concepts to be put into action as dream-projects.

Rich Diversity in Dreams

The outcomes are as diverse as the areas of work, scope of the sphere of influence, power of imagination and cultural context of the “dreamers”.

Perhaps the pictures and descriptions below will entice you, dear reader, to dream for SOS Children’s Villages as well?



Dreams about being able to care for more and more children

Ms. Mitikie Tilahun

Finance & Controlling Advisor International Office Region East and South Africa based in Addis Abeba, Ethiopia

Do more with little

This dream is about creating awareness of cost saving and how to reach more needy children.

The picture is meant to indicate how the future performance of all the member associations in East and Southern Africa could be increased. The wax symbolises performance. We start from red and end up with blue which means we can do more with less. I dream this because in my opinion no cuts in funds or limited funds should lead to leaving out the needy children. So we need to do more with less in order to still reach all of them. It is my dream to see all children as independent members of their society.

This requires:

- Combined efforts of all MAs towards a common goal
- Wise use of limited resources for the intended purposes
- Planning the strategy for the 2020 achievements together
- Closing persistent gaps in whatever form that may be in the process

All this will lead to achieving the ideal SOS Children's Villages we aspire to.

Imagine the colouring of the wax parts as red, yellow, green and blue i.e. for exceptional performance.

- Red indicates the possible challenges we will face in various forms and aspects
- Yellow is the hope that we will pass through and the good we can do
- Green stands for the achievement of the given
- Blue is the final developmental achievements to do more with less by going the extra mile by 2020

Specific steps to get there:

This can be done now (planned to be achieved by 31 Dec 2017)

- Visits to member associations with the management team
- During the stand-up meeting with international office region to the different function heads
- With FCs during FC meeting

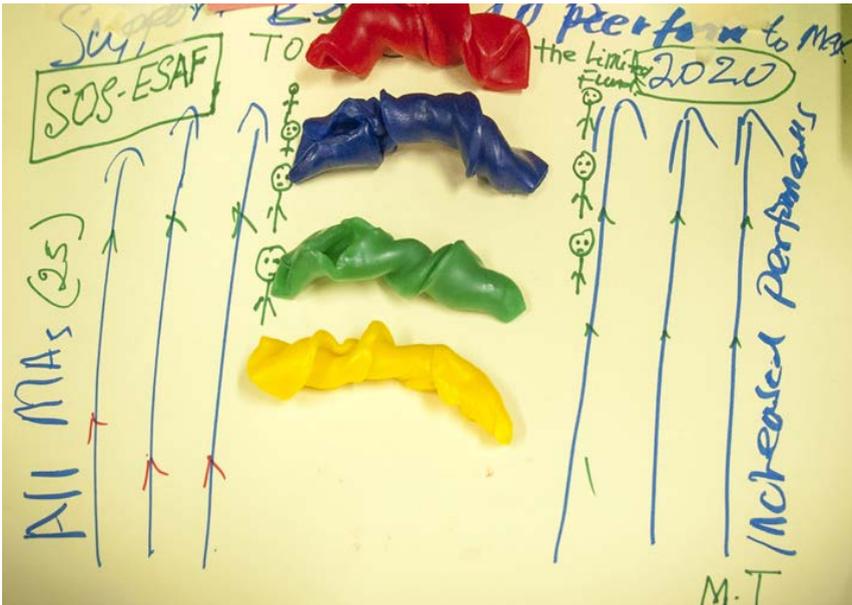
Reaching more with less can be done by 2018

- Simplifying SOS processes
- Looking for funds locally, sharing the programme with like-minded organisations / partnerships
- Knocking on the doors of authorities related to child affairs
- Finding ways of fundraising e.g. local events
- Having staff appointed at MA level

Checking the implementation (by 2020)

Evaluating the outcome

- Considerations for future improvements
- Working on its sustainability



Ms. Yasmin Riaz

Deputy National Director, Fundraising and Communications,
SOS Children's Villages India, New Delhi, India

Roots and wings

My dream is about providing roots and wings to more children in need in India and the world. India has about 20 million parentless and abandoned children and we are only supporting around 25,000 of those affected in the country. While the aim to do more drives all our strategies, another aspiration is to improve the quality of settlement of the children currently living with us. Settlement of children refers to equipping the children with appropriate employable skills and education so that they can find good jobs and financially well settled when they leave our care. It is a reference to conscious quality care. SOS India has a defined outcome for settling the children well and ensuring that the minimum salary drawn keeps increasing every year.

If we aim to nurture our children to the best of our ability and encourage better performance in academic subjects and sports, they will no doubt fare better at finding employment and live more fulfilled lives.

Both these aspects call for additional resources. First of all we need sufficient fundraising capabilities to become self-sustainable and then evaluate our processes, people and strategies to ensure that quality care is provided. By increasing our fundraising efforts we could achieve self-sustainability and also increase the number of children under our care. Though it may sound impossible, I also wish and hope and dream that we can raise enough funds to be able to lend some funding support to our immediate neighbours – Nepal, Sri Lanka and Bangladesh.

Milestones on the way to reach my goal:

Milestone 1 to be reached by Jan 2018

- Have a robust fundraising strategy in place

Milestone 2, planned to be reached by 2020

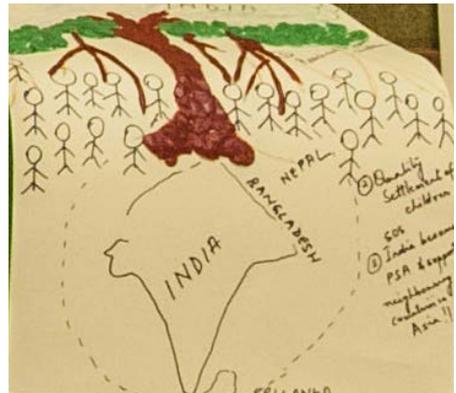
- Achieve self-sustainability
- Improve settlement of 35% of our children

Milestone 3, planned to be reached by 2025

- Expand our programmes and reach by 25% of our current reach
- Improve settlement of 60% of our children

Milestone 4, planned for Dec 31st 2030

- Raise enough funds to support some of the costs of Bangladesh, Nepal and Sri Lanka
- 100 percent settlement of children



Mr. Motshwari Kitso

National Director Botswana, SOS Children's Village Tlokweng, Botswana

Self-sustenance

The picture represents the dream that I have for my national association by 2030. It is about self-support through partnership with different stakeholders and ensuring greater government support as government has a statutory obligation towards the children in the country. Building on the momentum of a successful fundraising campaign which enabled us to build the third SOS CV in Botswana, I have seen the potential of local fundraising for self-sustenance. My dream is very important because it is in line with the federation strategy, reduces the dependence of our country on foreign funding, creates a sense of pride that we as a nation can solve our own problems and will also bring about flexibility in decision-making towards self-determination.

As depicted in the picture, we will need to hold hands as partners in order to reach our desired destination as follows:

- Robust fundraising strategy
- Build a strong team of fundraisers
- Fundraising (FR) systems and processes in place
- Formation of long-lasting partnerships
- Recruitment of evangelists who will spread the SOS message
- Strong and supportive board
- Applying for service contracts from government for implementation of alternative care programmes (service contracts)
- Having government commit to supporting SOS programmes by 50%
- Building a solid base of committed givers
- Building Institutional Partnership Development capacity to increase funding

Over and above this we will need capacity building of the FR team by the general

secretariat, to benchmark with other national associations for knowledge sharing, especially self-sustaining countries, and also to conduct a study on how to increase domestic government support. We will also have to demonstrate our impact by conducting impact assessment studies and tracking footprint studies to demonstrate our relevance. Furthermore we need to position our brand so that we become the organisation of choice and one that is worth being associated with.

As we walk on this journey towards self-sustenance there will be different milestones that we have set for ourselves as follows:

- Formation of FR teams and FR strategy in place by 2019
- Lobbying government to fund SOS programmes by 50% by 2025
- 100% self-financing by 2030 and being weaned from international funding

As the picture shows, together we can achieve self-sustenance by forming long-lasting partnerships to mobilise resources for supporting the children in our care.



Mr. Enamul Haque

Deputy National Director

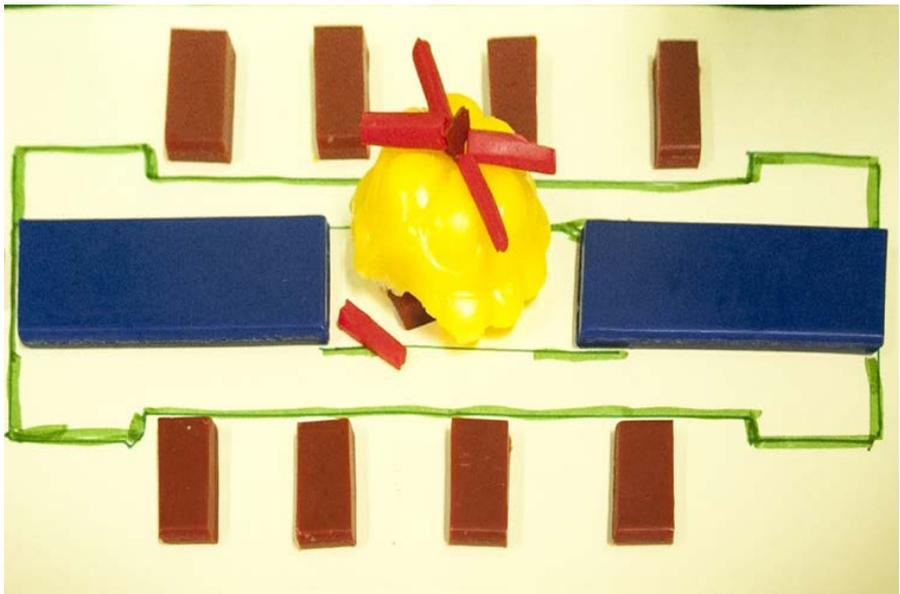
SOS Children's Villages Bangladesh, Dhaka, Bangladesh

Formation of national board in SOS Bangladesh

The picture shows a total of eight board members on both sides of the conference table who are having their board meeting chaired by the national director on the left. The green line represents the boundary of the conference table.

The process of planning to form a national association in Bangladesh started long ago with the followings milestones:

- **Milestone 1:** Exploring the legal status and requirements for formation of a national board and finding suitable people for the board by December 2020.
- **Milestone 2:** Holding a formal meeting with the board members with a specific agenda by 30 June 2021.
- **Milestone 3:** Fully functional national board with 20% financial contribution for SOS Bangladesh by 2030.



Dreams about future forms of care in SOS Children's Villages

Mr. Alexandre Pires Moreira Rocha

National Programme Development Advisor SOS Children's Villages
Cabo Verde, Praia, Isla de Santiago, Cape Verde

Child in the centre

In short...

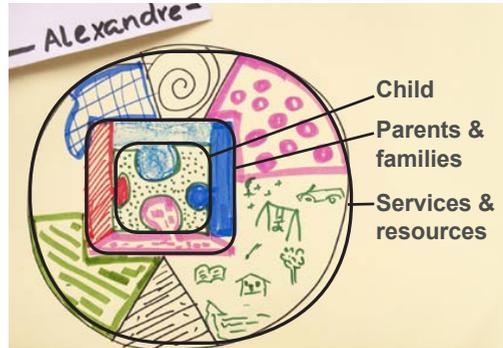
My dream is that in the near future SOS Children's Villages will be a place where children are effectively at the centre, surrounded by responsible and caring adults, developing with love, affection and self-confidence.

In detail...

The idea of a puzzle is to show that all of us have a place and duty in child care and protection and that our actions should ALWAYS be articulated and linked. Otherwise – or if one piece is missing – the care and protection of those in need will be compromised.

This picture shows that the child is in the centre, surrounded in the first and closest circle by their parents or family and in the second circle by the relevant services and resources such as: education, suitable shelter, health services, food and water, leisure time provisions, etc.

In my dream there is no space for competition over who the child(ren) "belongs" to because everybody understands their role and responsibility towards the child(ren) and acts accordingly. Everything fits as in the puzzle. And the child ALWAYS comes first! They are the gravitational force and everything revolves around them.



By 2017: Evaluation Phase1: All current programmes are evaluated taking into account:

- The impact on the target group
- The relevance to the target group
- The cost/efficiency ratio

Status quo and the trends of the target group analysed.

By 2018: Planning Phase: Action plan developed with the participation of all stakeholders taking into account:

- The results of the analysis
- The range of possible and required care settings in line with the results of the analysis (budget, responsibilities, deadlines, etc.)

Piloting Phase: Action plan piloted in one location, lessons learnt shared.

By 2019: Action plan for rollout developed taking into account:

- The resources needed
- The responsibilities
- The deadlines

Ms. Ivana Zekić

Psycho-pedagogical team leader,
SOS Children's Villages Programme Lekenik, Croatia

Future forms of love

This picture represents my dream about how my SOS Children's Village might look in the future.

In my village we are looking for future forms of love for all the children we care for and who are entrusted to us. Children in SOS find love in SOS families and receive it from their SOS mothers, aunts, brothers and sisters and other employees and associates. Children in SOS and the adults who live with them and take care of them are drawn in the middle of the picture. On the road to the future different families are going to be born in my village, e.g.:

- Classical SOS families in the SOS village, where children are cared for by SOS mothers with the help of SOS aunts and other employees
- SOS families in which the SOS mother lives with her children together with her SOS partner
- SOS families outside the village, integrated into the local community
- Families from the local community included in the family strengthening programme
- Children from local families involved in day care, learning programmes and therapeutic and leisure activities in the village

In order to have different forms of love, there is a need for a wider circle of people who work together to provide a caring home for every child. Children and their SOS families have therefore been encircled by people who help, advocate, support SOS, bring expert knowledge and encourage SOS families. These are employees of the village, employees of the national office and external associates in the village.



In the widest circle there are also those people without whom we cannot do our job: ministry employees, social welfare centres, schools, hospitals, courts, donors, the local community, SOS friends and the public. We cooperate with them to ensure that our children have all the help and support available while they grow, develop and become self-sufficient and successful young people.

- Plans and Preparations by Jan 2017
- Needs 2016
- New activities Jan 2017
- Approval Sept 2017
- Admission of 10 children to day care by 15 Jan 2018
- Reorganisation of the PP team by June 2018
- Employing a new social worker by Jan 2018
- Implementing new roles by Feb 2018
- Implementing case management by June 2018
- 5 SOS mothers create their FDPs and IDPs by Nov 2018
- Integration of FSP team in the location by 2019
- 20% of biological parents of village children enrolled in activities/support by end of 2019

Dreams about a good environment for children

Mr. Padam Bahadur Hamal

Project Director at SOS Children's Village Dhangadhi, Kailali, Nepal

Hope for the future

In the picture on the left I tried to show the real situation of the community that we as an organisation have selected for the community-based family strengthening programme. It lacks every basic human need such as roads, electricity, drinking water and a health facility.

The picture on the right shows my dreamed community after completion of the programme. The community will be completely transformed and have all the basic requirements for human beings. It will only be possible through coordination and collaboration with government agencies and like-minded INGOs.

Some work such as road construction and erecting the electricity poles has already been started under our initiation and the support of the municipal office.

- Initiate the project supported by workshops, cross-exchange and capacity building at Member Association. 30/09/2017
- Based on MA needs, roll out two projects which are conceptually agreed and have resources for implementation. 31/08/2018
- Implement the project successfully with all agreed parameters by 07/12/2018



Ms. Nosisi Gloria Skontya

Child and Youth Care worker,

SOS Children's Village Cape Town, Cape Town, South Africa

The greatest tree grows better when watered regularly

Be able to achieve better environment for the children under my care.

- To make sure that I am caring for each child holistically considering her/his needs: physical, emotional, spiritual and social.
- To ensure that I am communicating with my team so that I can improve my skills and knowledge by attending some workshops; plus other training facilities that involve a better life for children.
- Information has to be used effectively in the life space of the children.
- I have to be competent in all the trainings. 2018



Mr. Aguim Narcisse Essitinawa

National Pedagogical Advisor in charge of programme development at SOS Villages d'Enfants Togo, Lomé, Togo

The big jump

In the picture you can see a man holding a very heavy suitcase. He has to climb up to a level where SOS families live in good neighbourliness with other families in the community.

Unfortunately, there is a deep valley separating the two places. In addition, the heavy suitcase crammed with institutional practices prevents the guy from jumping easily to the other side. So, he has decided to drop the institutional practices into the valley that separates him from where he wants to be. After doing so, he becomes lighter and can feel more comfortable jumping over the valley.

Here we can see which mechanism needs to be set up for better resettlement of SOS families into communities.

- This dream is about choosing the families which will get community support (planned for 7/2017)
- Define community family support by 3/2018
- Families have settled in their communities by 12/2020



Mr. Zulu Lyford

Village Social Worker at
SOS Children's Villages Zambia, Lusaka, Zambia

A journey to a better future

Empowering children and young people to attain self-reliance through the creation of an enabling environment for them to participate in matters of significance for their development.

The boat represents SOS Children's Villages as a safety net. The sea represents the various challenges which our children and young people face in our communities. The tree and fruits represents hope for the future – my hope for their self-reliance. The young people in the boat have paddles representing the need for the young people to positively utilise the safety net which SOS has provided for them in order to overcome their challenges.

My dream is about empowering children and young people to attain self-reliance through the creation of an enabling environment for them to participate in matters of consequence for their development.

- To attain 60% of adults willing to change the practice towards children's and young people's participation by 30 Nov 2018
- To attain 90% of young people willing to participate in a life coaching programme by 2018
- To attain 70% of young people who are confident and sufficiently well informed to participate effectively in decision-making by 2019
- To attain 90% empowered and self-reliant young people who can actively and responsibly participate at a decision-making levels by 31 Dec 2020



Ms. Olena Kripak

Family Strengthening Coordinator,
SOS Children's Village Programme in Kyiv & Kyiv region, Ukraine

Happy childhood

Preparatory work by 31 Dec 2019

- Planning of costs for conducting child rights analyses by 30 Nov 2017
- Get financing by 1 Jan 2018
- Conduct child rights situation analysis by 31 Dec 2018
- Feasibility study conducted

Approximately 80% of the population is ready to create a different type of care by 31 Dec 2025

- A campaign is conducted by 30 Jun 2020 and, as a result, a good sum is raised
- Set up group of social workers by 30 Sep 2020. Identify beneficiaries according to their needs 30.9.2020
- Social work is conducted by 30 Sep 2023

By 31 Dec 2030 90% of children allocated to families according to their

needs.

Children with a physical disability admitted to specialised centres. Conduct child rights situation analysis.

- Children allocated to families by 30 Dec 2028
- 2. Monitoring and evaluation by 30 Dec 2030



Mr. Alberto Melgar Rada

Program Director Cochabamba,
One Program Tiquipaya Office, Tiquipaya, Bolivia

A vortex of welfare for children, families and communities

This dream is about a vortex. Vortex means movement, flow of energy.

My dream has to do with promoting a big movement for children in my community. There are a lot of people and institutions involved in child issues and, most of all, the children themselves.

Up until now children have not been seen as a reality, they are still treated as objects. My community should have plans and actions to accept a child as a human being with rights. We should promote a rights-based approach in the community. First of all it is important to establish an agreement with the local authorities. The aims of this agreement are: to understand the public agenda for child care and agree on how our target group is identified. We then need to define an action plan with other stakeholders. All this should happen together with programme participants: children, families and communities.

Milestones

Make a local SOS action plan:

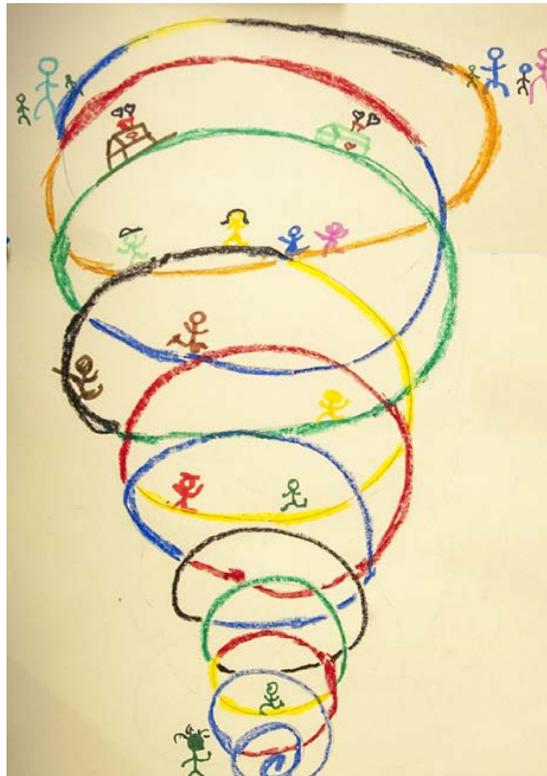
- Define objectives, responsible people, timeframe, activities; identify stakeholders (by 15 July 2017)

Study functioning

- Define with whom, place, media tour (30 July 17)

Two projects with government and other NGOs.

- Define goals, activities, budget, 2 responsible people (by 30 Sep 17)



Dreams about ideal participatory work in SOS Children's Villages

Ms. Monika Georgieva Ivanova

who grew up in an SOS Children's Village and Youth Programme in SOS Children's Villages Bulgaria in Sofia, Bulgaria

Youth participation, passing on knowledge

Monika dreams about making a film about youth participation and passing on knowledge.

Creating a script,

- Research, connecting people, scouting (by November 2018)

Pre-production:

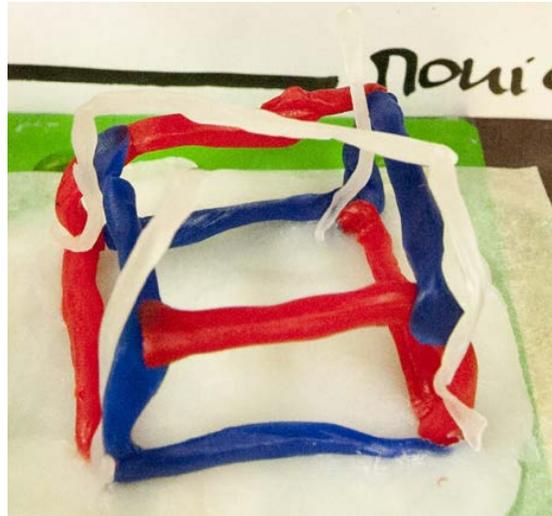
- Storyboard
- Finding a team
- Final location scouting?
- Shooting schedule (by July 2019)

Finding a producer / sponsor.

Pitching. (by June 2019)

Shooting and editing

(by September 2019 to July 2020)



Mr. Wolfgang Sierwald

Social Researcher SOS Children's Villages Germany, Munich, Germany

Give them a voice. Research for understanding.

On the left of my dream picture there are the voices of children, young people and families and those of co-workers as well. They have a lot to tell, of great importance for their own lives and for many others too, but they are often neither heard nor understood.

It is a central purpose of research and researchers, shown by the head in the middle, to listen to these voices systematically. Scientific methods and concepts inside the head are tools for combining and also differentiating these voices into a common voice or a choir. This common voice is spoken out loud by different means and media.

Others – decision-makers, politicians, scientists, students, co-workers, interested people – are made to listen to this voice. It is not the voice of science or the scientists, but the amplified voice of the people, so that there will be a better understanding of their situation and their needs.

The dream of Wolfgang Sierwald implies as a first milestone

The approval of a strategy for knowledge sharing (by 31.10.2017)

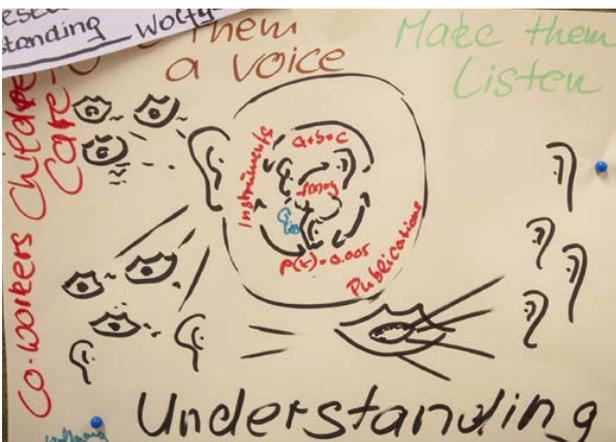
- Living and working in SOS CV families
- SOS longitudinal study, phase 2011-2017
- Define what kind of information, for whom, in which medium?

Knowledge-sharing Living and working in SOS CV families completed (by 31.6.2018)

- Two articles published
- Workshops (?? depends on strategy)

Knowledge-sharing phase SOS Longitudinal Study is ended (by 31.12.2018)

- Report for the board
- Articles in journals published
- Practice-oriented brochures published
- Workshops with co-workers held
- Two workshops with young people and care leavers



Dream about inspiring teamwork

Mr. Yogesh Thakur

Director HROD Asia, SOS Children's Villages International, Asia Office, Faridabad, India

Oneness

The picture shows that all the actions done within SOS lead to one key objective which is "Happy Child". There may be different ways and paths but I have a vision that every action shall have one common goal i.e. "Happy Child".

This requires strong bonding between people and different offices so that a helping hand can reach directly where it is needed.



Dream about a good life after a long lifespan within SOS Children's Villages

Ms. Nancy Gacheri Gicheru

SOS Mother at SOS Children's Village Buru, Buru, Kenya

My good retirement

According to Honorary President Kutin, it is not real retirement for the "mothers" but just stepping aside and giving assistance or ideas in a less stressful manner.

- In connection with my retirement framework, by next year (2018) I need to attend the first workshop at the regional training centre. It is part and parcel of the beginning of the proper and accepted method of SOS retirement. The big question to myself is: am I ready to retire?
- I then proceed with the trainings, hoping to have enough knowledge about stepping aside from being a mother.
- Mother to chip in: we share experiences and ideas of how the family should look or how they should live.

Around 2019

- By this time I expect the incoming mother and the children to be closer and to have become familiarised with each other and be set to carry on with the routine.
- By 2019 and in 2020, carry on duties gradually from outside SOS Children's Villages, supervising the success of both the children and mother. This will be done by visiting them and trying to learn what's going on from day-to-day, weekly, monthly and later annually.

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- What is Harvesting? (November 2012): <https://youtu.be/nCRUX42FJTA> (© Joachim Puls)

Harvesting workshop team



**Irene
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“ I am thankful to be involved in Harvesting! It is so enriching to see such a diverse group of people discovering their strengths jointly, to feel the trust amongst them grow, to watch the network being alive, and to grow myself by hosting this experienced colleagues together with a committed and great team.



**Christian
Honold**

Team member
Managing Director

Tel. +43 512 3316-5682

“ Harvesting to me means to enter a world of exciting labour experiences enriching me in my perception of the SOS world.



Margret Steixner

External consultant
Process facilitation & analysis

Intercultural Perspectives
www.intercultural-perspectives.com

“ Every culture has its own way to celebrate the harvesting season, but all connect it with joy, gratitude and appreciation. All these words are also true for HARVESTING and I feel privileged to be a member of the team, that prepares the room for all the special stories to be told.



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