

Your support gives flight to our children's dreams



SOS Children's Villages of India

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Together, let's give wings to children's dreams



annual report 2017-18

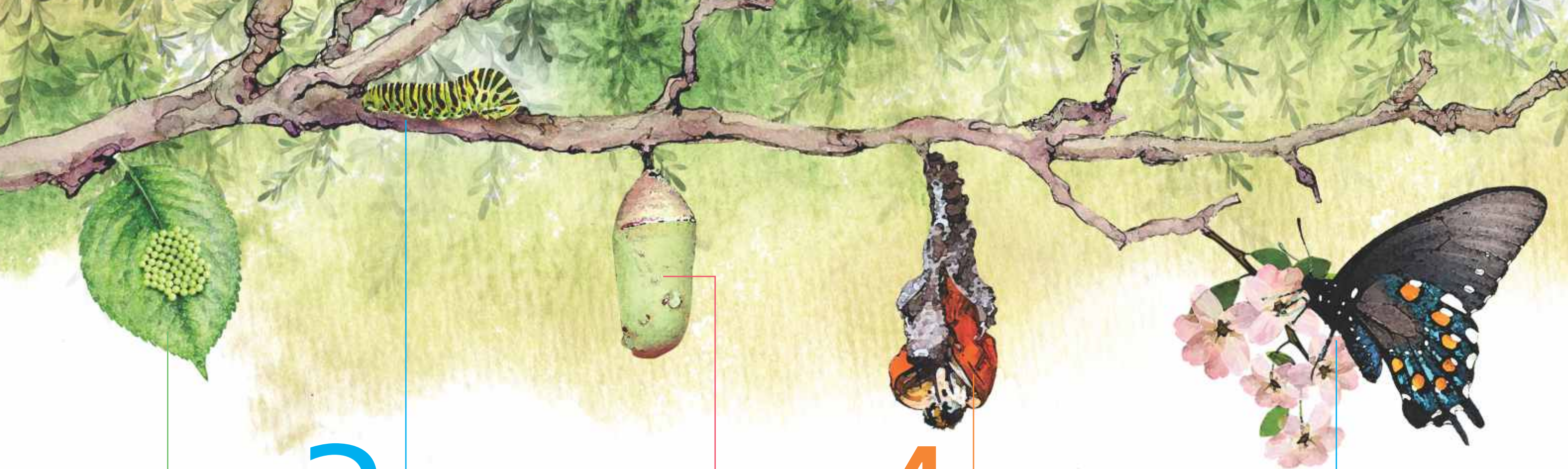
our children's pledge

From today onwards,
I will make my mother happy
If my mother is happy, my home is happy
If my home is happy, my society is happy
If societies are happy, State will be happy
If State is happy, the Nation will be happy

written and dedicated to children of
SOS Children's Villages of India by

Dr APJ Abdul Kalam
Former President of India





1.

the birth of hope

- 7 Who we are
- 8 Where we work
- 9 President's message
- 11 Secretary General's message

2.

incubating ambitions

- 15 Family Based Care (FBC)
 - Kinship Care Programme
 - Group Foster Care
- 23 SOS Children's Village Khajuri Kalan: Caring for children with special needs
- 27 SOS Children's Villages Kolkata and Jaipur celebrate 40 years of service towards children in need
- 29 Tribute to Wanteilang Jyrwa for his bravery
- 31 Achievements & Accolades
- 33 Family Strengthening Programme (FSP)
 - Livelihood, skilling and capacity building
 - Baal Panchayats

3.

transforming dreams

- 43 SOS Tarang celebrates child rights and talents of children
- 49 Hermann Gmeiner Schools
- 51 SOS Vocational Training Centres and SOS Nursing School

4.

exploring potential

- 55 Advocacy and Larger Impact
- 57 Patrons from the Government & Corporate Sector visit SOS India Villages
- 59 Fund Development and Communication
- 63 Corporate Partnerships
- 69 Human Resources
- 71 Employees and Salary Highlights
- 73 Governance and Transparency
- 74 Members of the Board
- 77 SOS India Sub-committees of the Board
- 78 Financial Report 2017

5.

giving wings to imagination

- 81 Awards and Recognitions: Commitment to excellence makes SOS India stand apart
- 85 Care Commitments
- 86 Strategy 2030



the birth of hope

With every birth springs hope. Hope to grow unimpeded; hope to explore unobstructed; and hope to experience and embrace all that life has to offer.

At SOS Children's Villages of India, children without parental care find hope and a fresh start at life. Here, children live, laugh and grow

up inside the protection of a home, with the love and care of a mother, and a family-like environment; basically a loving home. The power of education further ensures that in future, children get opportunities to nurture their talent and potential, resulting in a successful and fulfilling life for themselves.

who we are

We are a Child First, Innovative, Accountable and Impactful Organisation

With over 54 years of committed care and service provided to parentless and underprivileged children, SOS Children's Villages of India (SOS India) is one of the largest self-implementing NGOs with pan India presence across 32 projects in 22 States. It provides direct care to over 26,000 children annually. Established in 1964, SOS India is a non-government, non-profit, voluntary child care organisation. It has since been involved in providing children in distress a 'home-like' environment with a loving mother, brothers and sisters, as well as a home and a community. The mission of SOS India is to build families for children without

parental care so that they grow up with love, respect and security. SOS India also focuses on empowering families from poor and vulnerable sections to provide better care for their children and prevent abandonment of children by enhancing income generation capacity of the primary caregivers. It is a well-known and credible organisation in India and the first child-care NGO to get a CRISIL accreditation for strong delivery capability and high financial proficiency. In March 2016, SOS India was certified by TRACE, the world's leading anti-bribery standard setting organisation, which demonstrates a commitment to commercial transparency.

For more information please visit: www.soschildrensvillages.in

Key focus areas of SOS Children's Villages of India



Scan the QR code to read more about us

where we work



440+
Homes
for children



600+
Mothers
and Aunts



26,000+
Children
in India



32
SOS Children's Villages
of India in 22 States

president's message

Dear Friends,

In an ideal world, children would grow up in a loving family; if not with their mother or father, perhaps with grandparents or an uncle/ aunt. However, the reality is that the number of children in need of long term care and support in India is increasing, with more than 17 crore children who need to be cared for and protected against violence, trafficking, abuse and exploitation.

Standing true to our core value of providing 'A loving home for every child', SOS Children's Villages of India is working relentlessly to enhance its impact and reach out to vulnerable children, through its robust alternative care system called Family Based Care (FBC) and the Family Strengthening Programme (FSP). Both the programmes and models have an underpinning of innovation and creative approaches, maximising outreach and impact through direct and indirect interventions, using technology, with a focus on quality of delivery, good governance and compliance to local laws.

To provide children with the best chance for a fulfilled and happy life within their own family environment, SOS India was able to reach out to a greater number of beneficiaries through increased funding this year under the Family Strengthening Programme. Stringent monitoring and evaluation of various FSP interventions, training and capacity building towards income generation and livelihood activities of beneficiaries were undertaken for FSP co-workers throughout the year.

Our multi-sectoral approach has enabled and driven us to work with various State Governments to strengthen State-run child care facilities and structures that can make it easier for us to reach the hardest-to-reach children.

This year, we forged various strategic and long-term partnerships with corporates like Marks and Spencer, DHL, ICICI Foundation, MED-EL, Saint-Gobain, and micro, small and medium enterprises (MSMEs) to provide employment, internships and vocational training opportunities for better job prospects of our youth.

My heart is filled with delight to share that our children have accomplished so much. Under our FBC programme, 181 youth entered into first time employment after completing their education and their first average salary increased by 12.57% as compared to the previous year. Over this one year, 282 children were brought

home to SOS India and have been placed under the care and protection of trained SOS Mothers.

Our Country Strategy 2016-2030 has given us the direction to approach all programmatic interventions with the objectives of addressing the goal of 'No child should grow up alone' and 'A loving home for every child'. Aligned with the said Strategy, a Rapid Assessment of Programmes (RAP) and Mid-Term Plans 2018-2020 were conducted in all the projects of SOS India in 2017-18. The Kinship Care Programme, launched in 2016, was further strengthened to include over 81 children.

I am immensely proud of the work SOS India has accomplished during the last year. We are

especially thankful to our donors, corporates, colleagues, co-workers, volunteers, interns, well-wishers and our SOS Mothers and caregivers, who have helped us bring to life and sustain the world's leading alternative child care programme; and committed their lives to nurturing the lives of our children.

I look forward to your continued support and commitment in ensuring that we make a difference in the lives of these children.

Warm regards,



S. Sandilya



secretary general's message

Dear Friends,

"There is no trust more sacred than the one the world holds with children. There is no duty more important than ensuring that their rights are respected, that their welfare is protected, that their lives are free from fear and want and that they can grow up in peace", Kofi Annan very aptly stated in the Foreword to 'The State of the World's Children 2000'. We, at SOS Children's Villages of India (SOS India), work together with our benevolent sponsors, to ensure a happy childhood for vulnerable children.

My heart swells with pride as I look back at the past year's journey. We have come so far and our children have accomplished so much. Under Family Based Care (FBC), 181 youth entered into first time employment after completing their vocational and professional education with their first average salary at INR 14,070, an increase of 12.57% in comparison to the previous year. Over 280 young people completed the process of settlement by way of getting employed gainfully or otherwise and were successfully integrated into the society.

On the academics' front, 383 and 259 children successfully cleared their Class X and XII Board Examinations respectively with 57% of children in Class X and 48% of children in Class XII securing more than 60% marks. The graduating children from Class XII were admitted to various vocational and professional courses.

Computers were installed in Family Homes across 15 SOS Children's Villages to support learning and enhance computer skills. Each Village also has a knowledge centre with around five computers, which facilitate learning through interactive sessions of English Communication and Computer courses.

Group livelihood, Baal Panchayat (Children's Parliament) and vocational training for youth made gainful progress in our Family Strengthening Programme (FSP). Children covered under FSP increased to 19,041 in 2017 while the total number of beneficiaries, including caregivers stood at 36,311. During the period, 3,302 new beneficiaries joined the programme and 1,998 beneficiaries exited after becoming self-reliant. To make the programme sustainable, SOS India is managing and supporting 546 Self Help Groups (SHGs) under FSP.

Group Foster Care, which is considered as one of the best care models for out-of-home children, received recognition from the Indian government, due to our advocacy efforts which helped influence the recently amended Juvenile Justice Act. SOS Children's Village Shillong has been registered as a Group Foster Care Fit Facility. In addition, Fit Facility Registration has been attained by seven other Children's Villages – Guwahati, Hojai, Bengaluru, Kochi, Tirupati, Vishakhapatnam and Puducherry.

With an aim to empower and create awareness among a larger section of SOS youth, National Youth Group was formed with young people from 20 Family Based Care projects across all the four zones. A two-day National Youth Coalition meeting was conducted in September 2017 and subsequently, to capture the experiences and successes, a book "Youth Coalition 2030 – Marching Forward" was published.

A significant partnership was forged with Umang, a Jaipur-based NGO, which delivers care to children with special needs. Through this partnership, Umang provided guidance in improving quality of

education and helped upgrade our equipment and infrastructure. They helped build capacities of SOS co-workers who provide care to our specially-abled children at SOS Village Khajuri Kalan.

Relentless effort and commitment of our SOS Mothers and co-workers helped SOS India provide quality care to thousands of vulnerable children. They made sure that children were safe at all times and that they had a happy and fulfilling childhood. Last year, all our co-workers worked relentlessly towards supporting our vision of caring for children and communities.

I feel proud to share that commitment to the cause of welfare of children was reflected in the efforts of our co-workers and this resulted in us receiving widespread appreciation and recognition from all our stakeholders, including the government and donors. To name some, SOS Children's Village Bhubaneswar received the 'Best Child Care Institution' award in the NGO sector, and SOS Children's Village Chennai

received the 'Best NGO' award; both recognitions were conferred by Department of Women and Child Development of the respective States. Ms Geeta Singh, an SOS Mother from our Khajuri Kalan project, won the coveted Helmut Kutin Award for 2017.

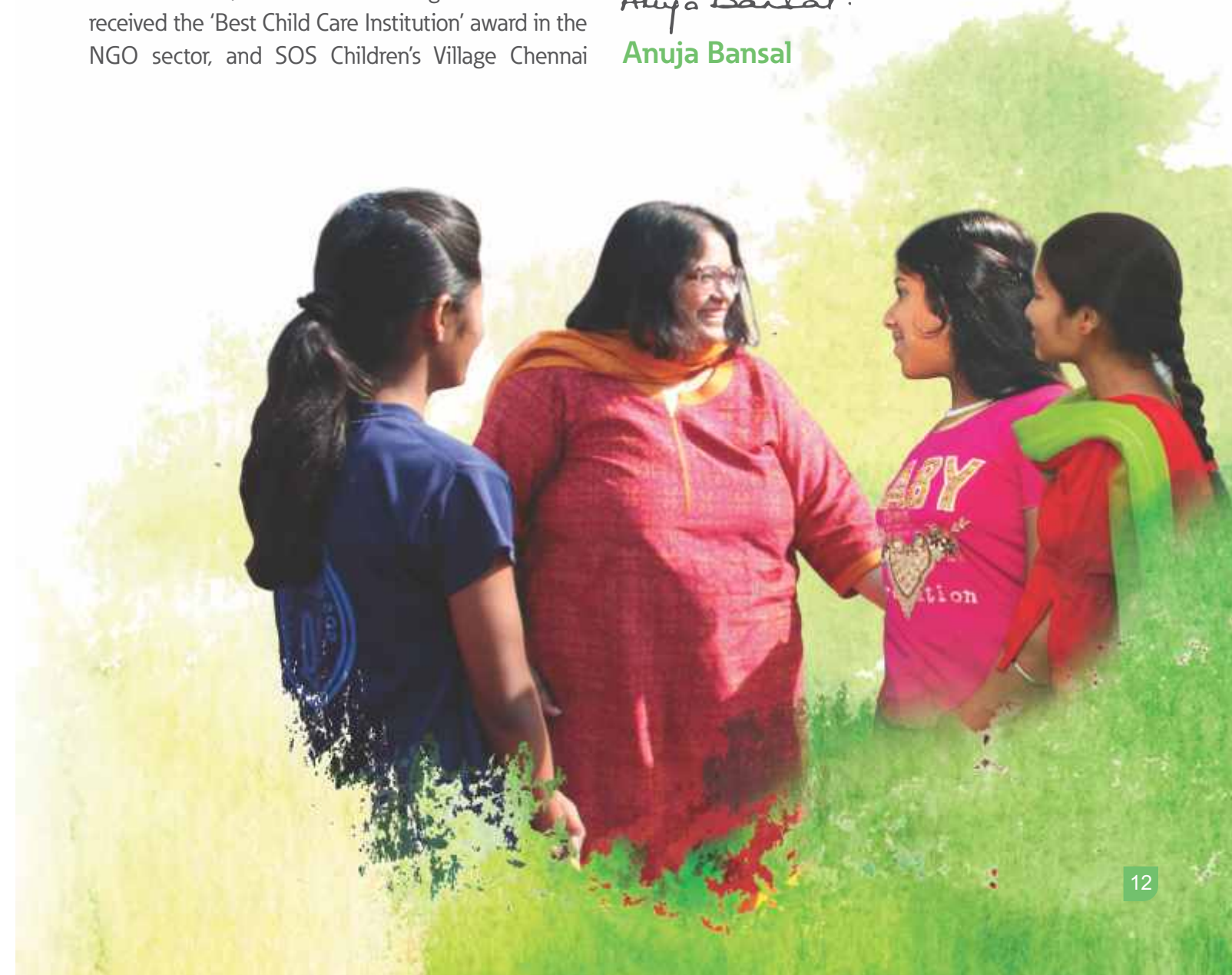
I thank all SOS Mothers and co-workers for their commitment and contribution in achieving organisational goals and success.

I would like to extend my gratitude to our well-wishers and donors for their patronage and generosity; without your support we would not have been able to dream big for our children. Together, we have marched forward in our journey to provide a safe, and happy childhood to children in need of care and protection.

Warm regards,

Anuja Bansal

Anuja Bansal



A tiger caterpillar with black, white, and orange stripes is crawling on a brown branch. The background is a vibrant blue watercolor splash. The text 'incubating ambitions' is overlaid on the bottom left.

incubating ambitions

Protection, nurturing and love are the prerequisites for a child to grow up happy, become a responsible citizen and a good human being.

As Albert Einstein rightly said, 'Everyone is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid.' We believe every child is

endowed with his or her own intrinsic potential, and that when combined with education, guidance and opportunities, finds its true expression. It is our foremost endeavour to work towards holistic development of our children and skilling youth and families to live a life of dignity and make a future they aspire for.

FAMILY BASED CARE (FBC)

FBC is a unique, curative model for children without parental care, that places them under the protection and care of an SOS Mother. These uprooted children grow up enjoying the companionship of brothers and sisters and once again learn to bond with a family, live their dreams and acquire essential life skills for a fulfilling life.

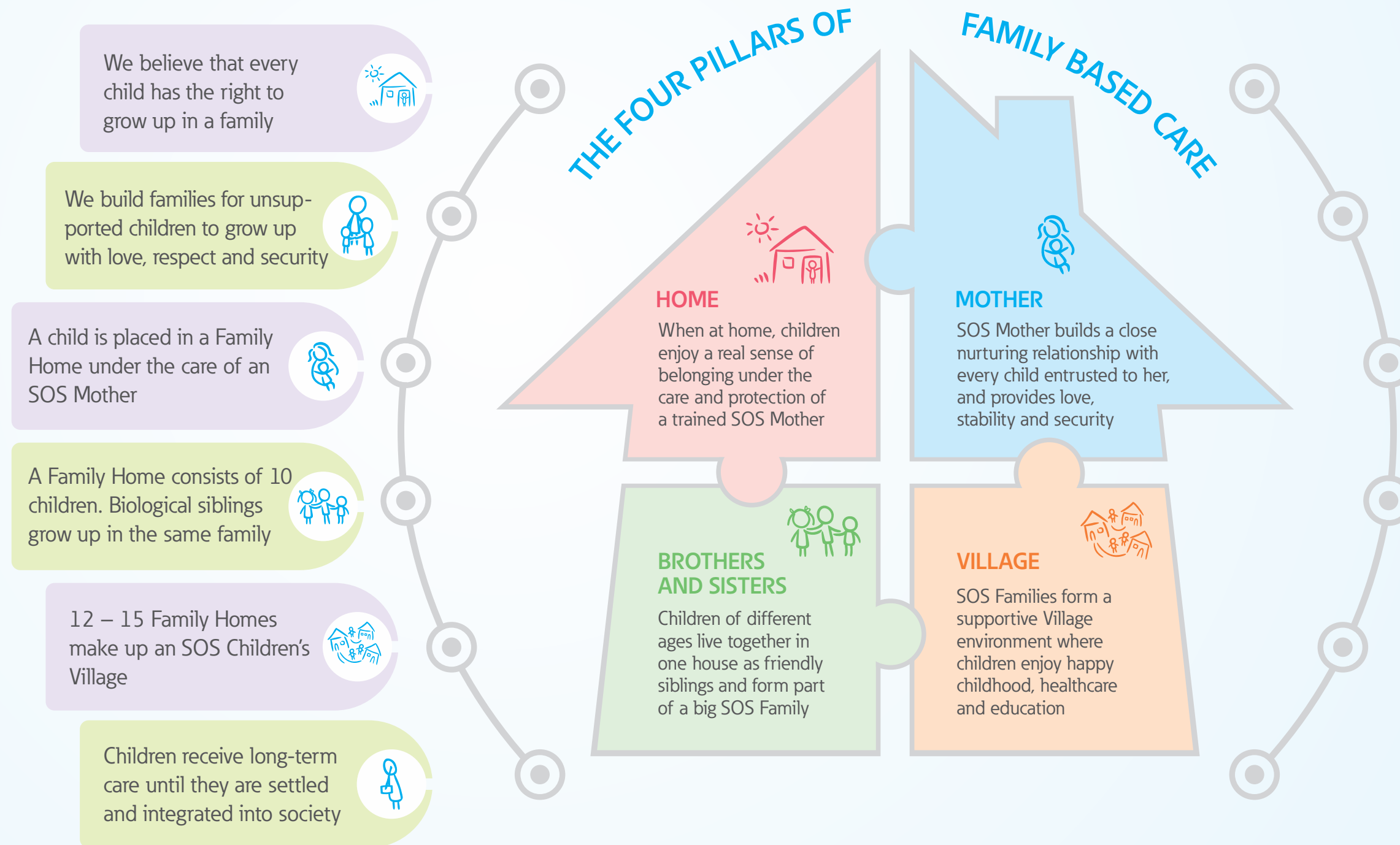
Protecting unsupported children across India

- Children who no longer have a living parent
- Children abandoned by underprivileged families

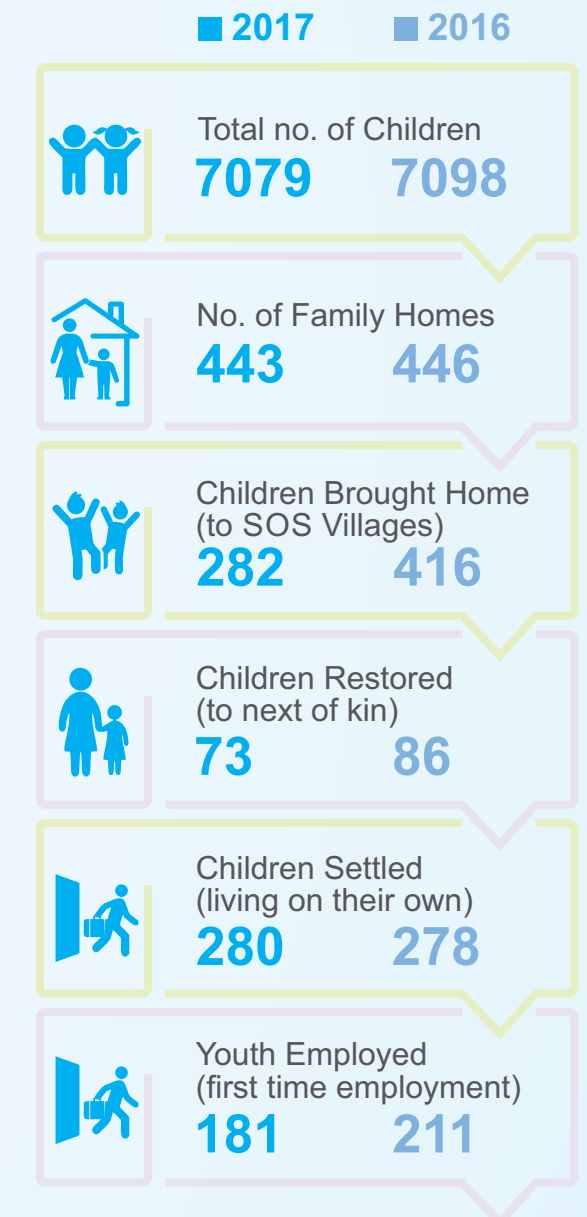
Giving children a loving home and brighter futures



Pan-India reach with 32 SOS Children's Villages in 22 States



FBC in Figures



Scan to read more about Family Based Care

Number of children in each project (as of December 2017)



WEST ZONE

Alibaug	158
Bhopal	253
Bhuj	238
Latur	225
Pune	214
Raipur	212

1300

NORTH ZONE

Bawana	286
Bhimtal	230
Faridabad	89
Greenfields	294
Jaipur	198
Jammu	180
Khajuri Kalan	112
Rajpura	225
Srinagar	93
Varanasi	271

1978

EAST ZONE

Begusarai	199
Bhubaneshwar	266
Guwahati	268
Hojai	279
Kolkata	205
Rourkela	250
Shillong	213

1680

SOUTH ZONE

Bengaluru	271
Chennai	188
Hyderabad	207
Kochi	233
Nagapattinam	174
Puducherry	210
Thrissur	295
Tirupati	167
Vishakhapatnam	295

2040

Strengthening alternative care programmes to enhance child care capacity



Kinship Care is provided to children who have lost parental care and are cared for by their extended families under difficult circumstances. This allows the parentless children to grow up in their family environment and not be separated because of lack of resources. It is the full-time care, nurture and protection of a child by relatives or other adults who have a familial relationship with the child. Relatives are a preferred resource for children who are without parental care, as it maintains the children's connect with their family's culture. We firmly believe that every child should have a loving home; and all measures should be undertaken to ensure that the children are close to their habitual place of residence to minimise disruption of their educational, cultural and social lives.

Kinship Care, introduced in 2016, was further strengthened and 81 children were added to the programme. The success indicators for the programme were developed and we intend to scale up to next level in the coming years.

Number of Children enrolled in 2017				
Locations	Boys	Girls	Total	Number of families
Begusarai	6	4	10	5
Bhubaneshwar	3	7	10	7
Shillong	5	5	10	6
Bhuj	2	9	11	5
Latur	5	5	10	7
Varanasi	6	4	10	6
Nagapattinam	2	8	10	10
Vishakhapatnam	5	5	10	8
Total	34	47	81	54

148 children
have been enrolled in the Kinship programme as of December 2017



282 children
have been brought home to SOS Children's Villages in 2017

With the number of parentless and abandoned children in India expected to grow to 2.4 crores by 2021, the need for alternative care has become very critical. Group Foster Care is considered as one of the best alternative care models for out-of-home children, and our advocacy initiatives influenced the Indian Government to recognise the Family Based Care model in the amended Juvenile Justice Act, 2015.

SOS Children's Village Bhubaneswar is the first Village to receive children from government authorities under the Group Foster Care programme. SOS Children's Village Shillong has been registered as Group Foster Care Fit Facility. Additionally, Fit Facility Registration has been attained by seven other SOS Children's Villages – Guwahati, Hojai, Bengaluru, Kochi, Tirupati, Vishakhapatnam and Puducherry. The process of registration is work in progress in other States.

We have been working with various State governments to share best practices and transfer our experience and knowledge to ensure holistic care and development of each child placed in respective child care programmes. Our efforts will be to continuously strive to strengthen linkages with respective State governments and provide care and protection to as many children as possible at our SOS homes.

Our focus is on providing quality care to our children

Ensuring wellbeing and safety of our children

Keeping children safe and providing them with a nurturing environment of complete security and protection is of utmost importance to SOS India. Our Village Directors, Mothers and Co-workers are trained on child rights related laws and policies; and regular training programmes serve to enhance their skills, capabilities and knowledge – leading to qualitative care of our children.



Last year, various awareness building workshops, trainings for Co-workers, Mothers, SOS Children and Youth were organised to enhance the protection of our children. Security and safety measures were also undertaken across all SOS Children's Villages in India.

To ensure utmost safety and security, digital surveillance cameras and networks have been installed in SOS Children's Villages of India.

Children at SOS Village Bengaluru participated in a safety and security workshop organised at their home in collaboration with Police Officers from Hulimavu Police Station, Bengaluru.

Workshop on Child Safety was organised for SOS Children in partnership with Child Line Rudrapur at SOS Children's Village Bhimtal.

Co-workers and Mothers are regularly provided orientation on safe Internet practices and optimum utilisation of the Internet.

A theatre performance "Bol Bindaas", highlighting the case of child abuse and safety, was organised by SOS Children's Village Bhopal in partnership with Bachpan, Terre Des Homes and Maharashtra Cultural Centre. The aim was to sensitise and increase awareness about the various forms of child abuse and how to ensure safety against it. SOS India conducts these theatre performances regularly across different villages.

Keeping in line with the safety and security guidelines, SOS Children's Village Bhopal conducted a safety drill to increase preparedness against disaster situations. Safety drills are conducted regularly to ensure that Villages are prepared to handle natural calamities.

Increased access to technology at SOS Homes across India

Digital learning is critical for holistic development of children in today's time and enables children to expand their mind. Computers make learning easier and fun. They are also invaluable in developing children's language and problem-solving skills. In

2017, SOS India had persistently improved the ICT standards for infrastructure, security, software and hardware by continuing to equip Family Homes and Youth Homes with computers and Internet access.



To help SOS Children expand their knowledge, ability and confidence in digital technology, we have installed a computer in each Family Home across 15 projects. Computer laboratories of all these projects have been equipped with at least five computers. There are regular interactive sessions on English Communication and Computer Learning, that are conducted in these labs.

Last year, State Bank of India donated 14 computers to SOS Children's Village Begusarai. Now, every family has its own computer to facilitate better learning of the children. A proper time table for computer usage by children has been worked out and the SOS Mothers have also been trained on computer fundamentals and usage.

We are indebted to our individual and corporate sponsors in equipping many of our Children's Villages with digital technology. Our partners support us in developing the project infrastructure and training as well as e-learning content.

However, there are still many children for whom technology is not a click away. We know that collaboration is the key to our success, and therefore, we explore synergies with various partners constantly to help make technology accessible to children under our care.



Empowering SOS Youth to participate in decision making

With an aim to empower and create awareness among a larger section of youth of SOS Children's Villages of India, National Youth Group was formed with 22 youths from 20 Children's Villages from all the four zones. **A two-day National Youth Coalition meeting was conducted in September 2017 with focus on youth taking charge of their lives. A booklet titled "Youth Coalition 2030 – Marching Forward" was also released on the occasion.**

The following items were discussed at the meet:



Youth focus and self-motivation



Early focus on career goals



Money management and self-discipline



Youth responsibilities and duties

Social integration contributes to children's sense of well-being, helps them acquire essential life skills and provides young people an important network of support for when they leave the care of SOS Children's Villages. **A guideline for effective social integration of children and youth was also developed and rolled out in all the Children's Villages.** As a follow up, a training module for induction of new children in SOS Families will also be

developed in the upcoming year.

The focus of the National Youth Coalition group in 2018 will be to enhance employability of SOS Youth through structured training on communication skills (especially in English), interview etiquettes, dressing appropriately for the job market, finding jobs based on interests and adequate and relevant skills, along with resume writing.

SOS CHILDREN'S VILLAGE KHAJURI KALAN

Caring for children with special needs

SOS Children's Village Khajuri Kalan is a home designed for children with special needs. Here, our purpose is to turn disabilities into possibilities. The Village was established in 2004 and has since then been the support system for many such children. Children with varied degrees of disabilities, both mental and physical, are brought home to our Village. Coming from diverse circumstances, these children are provided customised attention to support them in their growth so that they can get integrated into mainstream society.

Their nurturing entails focused effort and support to help them realise their highest potential and capability with long-term care, rehabilitation

services and the best possible learning environment.

SOS Children's Village Khajuri Kalan has a Medical Centre, which is regarded as a Special School for specially-abled children. The staff encompasses trained child care professionals, who have the expertise to cater to and care for children with special needs. We have a team of four special educators and two therapists who develop Individual Educational Plan (IEP) for each child. **During the year, 612 beneficiaries from different SOS families have benefitted from the Medical Centre.**



Building capacity of caregivers

SOS India entered into a partnership with Composite Regional Centre (CRC) for Persons with Disability (a service modality set up under the Ministry of Social Justice and Empowerment, Government of India), to provide periodic trainings for SOS Mothers, aunts, therapists and educators on effective strategies and methods to deal with the unique needs of these children.



Mainstreaming SOS India youth

Last year, six SOS youths from SOS Children's Village Khajuri Kalan were rehabilitated into mainstream society. One youth is engaged in a 3-star hotel in the housekeeping department, one youth at Big Bazaar Mall, two have been placed in the vocational rehabilitation programme, one has been placed at Gharaunda project of National Trust and another youth at Sanskriti Prathishthan, Pune.



KEY HIGHLIGHTS OF THE YEAR



Helping youth leverage Government benefits

Out of 112 children, 95 children have been enrolled in various social security schemes such as Samagra Social Security Scheme, which makes these children eligible for Niramaya Insurance for Handicapped Persons. These children also received railway concession and disability pension from Government of India. All of them now have their unique Aadhaar ID cards as well.



Empowering youth with Vocational training

A Vocational Training Centre (VTC) was set up to provide and equip the specially-abled youth with the necessary skills and training to enable their rehabilitation. Training related to Agricultural Practices, Horticulture, Farming and Dairy techniques, Nursery and Fruit Orchard Cultivation are provided to the youth.




Supporting children with special needs through a high impact mentoring programme by Umang




As part of the mentoring programme with Umang, a leading non-profit organisation that delivers care to children with special needs in Jaipur, SOS Children's Village Khajuri Kalan is being provided customised training and support to better cater to the needs of the children.

The mentoring programme focuses on:

- Improving quality and upgrading equipment of the Village, Youth House, Special School and Medical Centre, including physiotherapy, music therapy and other therapeutic units
- Capacity building of SOS Mothers and Co-workers

As part of the collaboration, Umang's Director and other staff visited SOS Children's Village Khajuri Kalan regularly over the last year, to provide guidance and support to SOS Mothers and Co-workers. Based on recommendation received from experts, the following actions were implemented:

-  Specialised training provided to SOS Mothers, Aunts, Special Educators, Therapists, Youth and Village Co-workers in separate batches.
-  Children at Special Activity Centre (SAC) classes were regrouped into 3 categories on the basis of intelligence, age and skills.
-  Curriculum, time table and syllabus were developed and restructured for Special Activity Centre (SAC).

-  Physiotherapy and Speech Pathology centres have been equipped with modern apparatus such as multi-activity workstation, trampoline, and a transportable continuous passive motion device.
-  Classrooms were upgraded with wooden chairs customised to meet specific needs of every child.
-  Bunk-beds have been converted to single cots.



Specially-abled children learning with their group at the Special Activity Centre



A child suffering from Cerebral Palsy stretching on physio ball with the help of physiotherapist








A physiotherapy session on Continuous Passive Motion Machine



Children using the new Teaching & Learning Material (TLM) to play and learn

Other key renovations and upgradation of facilities:

-  Basketball court renovated and a cricket pitch constructed at Youth Home.
-  Music Resource Room set up at Youth Home with new musical instruments.
-  Sports and gym equipment procured for youth: basketball, football, cricket kit, treadmill, and body-building equipment.
-  Specially designed chairs for children with non-ambulatory cerebral palsy.
-  E-Rickshaws started to enable children with special needs to commute with ease within the campus.



New body-building equipment at Youth Home facilitating exercise under trained supervision



Special chairs for children to aid mobility

SOS CHILDREN'S VILLAGES JAIPUR AND KOLKATA CELEBRATE 40 YEARS OF SERVICE TOWARDS CHILDREN IN NEED

Celebrations in SOS Children's Village Jaipur

SOS Children's Village Jaipur, also known as the Amar Jyoti Balgram, celebrated its 40th anniversary on February 10, 2018. As part of the anniversary celebrations, the Village arranged for a tree planting drive, followed by a photo exhibition, which highlighted the special moments of their journey. Settled youth from the Village shared their experiences and spoke highly of the care-oriented environment and the love received from their SOS Mothers. This was followed by a cultural programme in the presence of Ms Anuja Bansal, Secretary General, SOS India; Mrs Sarita Gandhi, Board Member, SOS India; Mrs Seema Chopra, Board Member, SOS India; Mr D.R. Puri, President, SOS Children's Village Jaipur and Board Member, SOS India, and other distinguished guests.


 **We look forward to continuing our partnership with the Government of Rajasthan in building the capacity of caregivers in government-run care homes and training them so that in addition to their physical needs of food, shelter, nutrition and healthcare, emotional needs of the children can also be met.**

Anuja Bansal
Secretary General, SOS India



Celebrations in SOS Children's Village Kolkata

SOS Children's Village Kolkata accomplished 40 glorious years of service dedicated to children without parental care, on November 04, 2017. To mark the anniversary, the Village arranged for a photo exhibition, which highlighted the special moments of their journey. This was followed by a cultural programme in the presence of Dr Shashi Panja, MoS (Independent Charge), WCD and Social Welfare, Government of West Bengal; Mr Siddhartha Kaul, President, SOS Children's Villages International; Ms M. Shubha Murthi, Deputy COO, SOS Children's Villages International; Mr S. Sandilya, President, SOS India; Ms Anuja Bansal, Secretary General, SOS India; Mr A.K. Ray, President, SOS Children's Villages Kolkata; Mr Bharat Deva, Board Member, SOS India, and other dignitaries and esteemed guests.

 **We are proud of SOS Children's Village Kolkata completing 40 years of service, as it has embraced the challenge of transforming the lives of parentless and young children; quite a few of them have settled in life. The Village has not only made them responsible citizens, but also contributed to their personal and professional growth. In the coming years, we would also like to partner with Government of West Bengal in building the capacity of caregivers in Government-run Homes and training them in order to ensure that the children are provided quality care.**

S. Sandilya
President, SOS India



Tribute to Wanteilang Jyrwa for his bravery



Wanteilang Jyrwa, a 23-year-old youth, lost his life trying to save two fellow tourists, a father and son duo, at Kudle Beach, Gokarna, Karnataka. This young man from SOS Children's Village Shillong was on a vacation with a few of his friends in Gokarna, when this tragedy struck.

While visiting the Kudle Beach on August 14, 2017, Wanteilang and his friends witnessed an increase in the water level due to high tide. Realising this, they started to return back to safety. At this moment, the boys heard a call for help from a father and son, who were drowning in the sea. Noticing this, Wanteilang turned around and ran to help them. He got swept away by the big waves along with the father-son duo. After 15 minutes, the other two tourists appeared on the shore. But Wanteilang was nowhere to be found.

It was only the next day that his body washed up on the shore and it was confirmed that we lost Wanteilang forever. His body was

flown to his home State Meghalaya on August 17, 2017 and was later taken to his native village at Diskiang for burial.

Born on September 15, 1993, Wanteilang, was brought to SOS Children's Village Shillong at the age of six with his siblings. A bright child since the beginning, he studied on a scholarship from Class II to XII. With a Bachelor's Degree in Audiology and Speech Language Pathology from MERF Institute of Speech and Hearing, Chennai, he was pursuing his Masters in Audiology at AIISH (All India Institute of Speech and Hearing) in Mysore. Wanteilang was not only good in academics but was also very active in extra-curricular activities in school and college. He was polite and humble, always eager to help others out; and was adored by everyone around him.

The braveheart, Wanteilang, will be dearly missed by each one of us at SOS India and will live forever in our hearts.

Raviram finds a place to call home

Raviram likes to play football and is quick to learn nursery rhymes. However, this wasn't the case when he first came to SOS Children's Village Hojai

On the tragic and fateful night of April 5, 2016, a group of wild elephants ran rampant in Thandapani Village in the Sonitpur district of Assam. In the darkness of the night, the elephants crushed whatever came in the way; homes, people and children. A rampaging elephant killed five members of a family, including a 15-day-old baby girl. The family was trampled to death in their sleep. That night Raviram Murmu lost both his parents and three of his siblings. However, by the grace of Almighty, two-year-old Raviram survived.

His maternal grandparents were unable to provide care, love and upbringing to Raviram because of their financial constraints. He had no other place to go and thus, he found a loving home in SOS Children's Village Hojai.



Entrusted to SOS Mother Sumi Das, Raviram now shares a special bond with his mother and siblings. His family has helped him tremendously in living a normal life again.

Since August 2017, Raviram has been enrolled in Preparatory School in Class I at SOS Children's Village Hojai. A smart and intelligent child who grasps lessons well and loves sports, Raviram also shares a good bond with his school friends. He enjoys learning rhymes, playing football and hide and seek with his brothers and sisters.



ACHIEVEMENTS & ACCOLADES

Your support propels our children's achievements



SOS Children's Village Begusarai

Kush and Rakesh Kumar represented the State of Bihar in the Under 19 National Junior Handball Championship held in Hisar Haryana.



SOS Children's Village Begusarai

Shrawan Kumar and Gorelal were selected for the **Rajya Bal Shree Honour** for the year 2018. They were among the 20 selected children from Bihar to represent and compete for the Rashtriya Bal Shree Sammaan.



SOS Youth Home Bhimtal

Rohit Singh, a Bachelor in Computer Application (BCA) from Doon Business School, has received Letter of Intent from Infosys.



SOS Children's Village Chennai

Jagadish won first prize in inter-college National Level Technical Symposium – Quiz Competition.



SOS Children's Village Faridabad

Smt. Kavita Jain, Minister of Women and Child Development, Haryana, awarded our young girls, Gauri, Sunita, Anjali, Anadi and Aditi certificates and a cash prize of INR 5,100 each for their outstanding performance in drawing, singing and painting competitions held as part of the National Girl Child Day celebrations.



SOS Children's Village Greenfields

Kavita, Sonam and Kajal won medals in STAI National Level Taekwondo Championship held at Jamia Sports Complex, New Delhi.



SOS Children's Village Kolkata

Subho Bhowmick was invited to deliver the match ball for the Indian Super League match between Atlético de Kolkata and Jamshedpur FC on January 28, 2018 at Vivekananda Yuva Bharti Kirangan. This activity was supported and sponsored by DHL.



SOS Children's Village Jaipur

Anubha Ojha was selected to represent Rajasthan in National Basketball Championship in the 'under 18' category.



SOS Children's Village Jammu

Vaishali Jhon won the **Kala Ratna Award** 2017 from All India Citizen's Development Center.



SOS Children's Village Guwahati

Sneha Bhuyan received the **Rajya Puraskar** issued by The Bharat Scouts and Guides, the highest honour given to scouts and guides at the state level.



SOS Children's Village Nagapattinam

Three children received cash awards of INR 7,500 from the Midtown Rotary Club for scoring above 90% in the Class X Board Examinations. In addition, Sneha and Durga received cash awards of INR 1,000 for scoring 100% in science and mathematics, respectively.



SOS Children's Village Rajpura

Dolly and Samreet Kaur were selected for National Championships in javelin and shot put respectively in the 'under 17 girls' category.



SOS Children's Village Rourkela

Priya Khuntia participated in National-Level Kabaddi competition and won a prize.



SOS Children's Village Shillong

Six children won medals in various categories in State-level Taekwondo competition.



SOS Children's Village Srinagar

Arjumand and Zamrooda scored 96.8% and 93.8% respectively in the Class X Board Examinations.



SOS Children's Village Srinagar

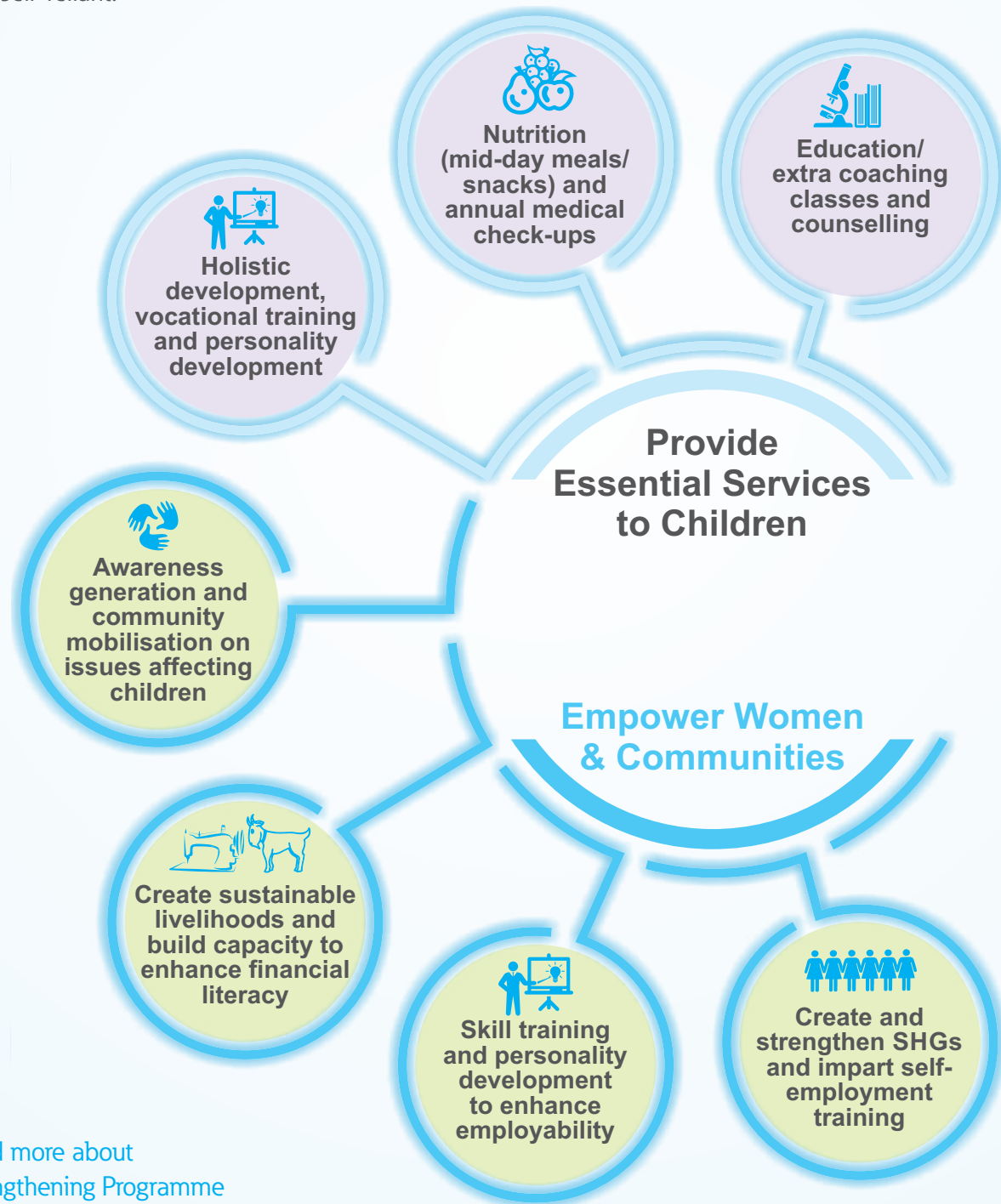
Parveena Bano topped in Class VIII among a cluster of 20 schools, securing 95%.

FAMILY STRENGTHENING PROGRAMME (FSP)

A preventive community intervention programme, FSP is designed to prevent children from losing parental care and being abandoned. We work with families and communities from poor and vulnerable cross-sections including widows, single women or below poverty line (BPL) families so that they can adequately care for their children. FSP not only strengthens the families, but also creates a vibrant network within the community that has a wide-reaching and long-lasting impact.

The Service

FSP's two pronged approach provides essential services to children, such as education and nutrition, while also empowering the women, who are the primary caregivers, with the capacity to protect and care for their children and become self-reliant.



Scan to read more about Family Strengthening Programme

The Impact

Strengthening families and communities so they can adequately care for their children



Thousands of self-reliant families with increased income and capacity to fulfil basic life needs



FSP BENEFICIARIES

■ 2017 ■ 2016

Total no. of Children
19041 17737

Children + Family
36311 33625

New beneficiaries added
3302 4608

Exited FSP beneficiaries
1998 3968

Active Self Help Groups
546 527

Successful demonstration of self-employment and income generation practices

Improved household control and better parenting methods

Families better equipped to cater to children's physical, social and emotional needs

Safe, stable and nurturing environments for children in their homes and the community

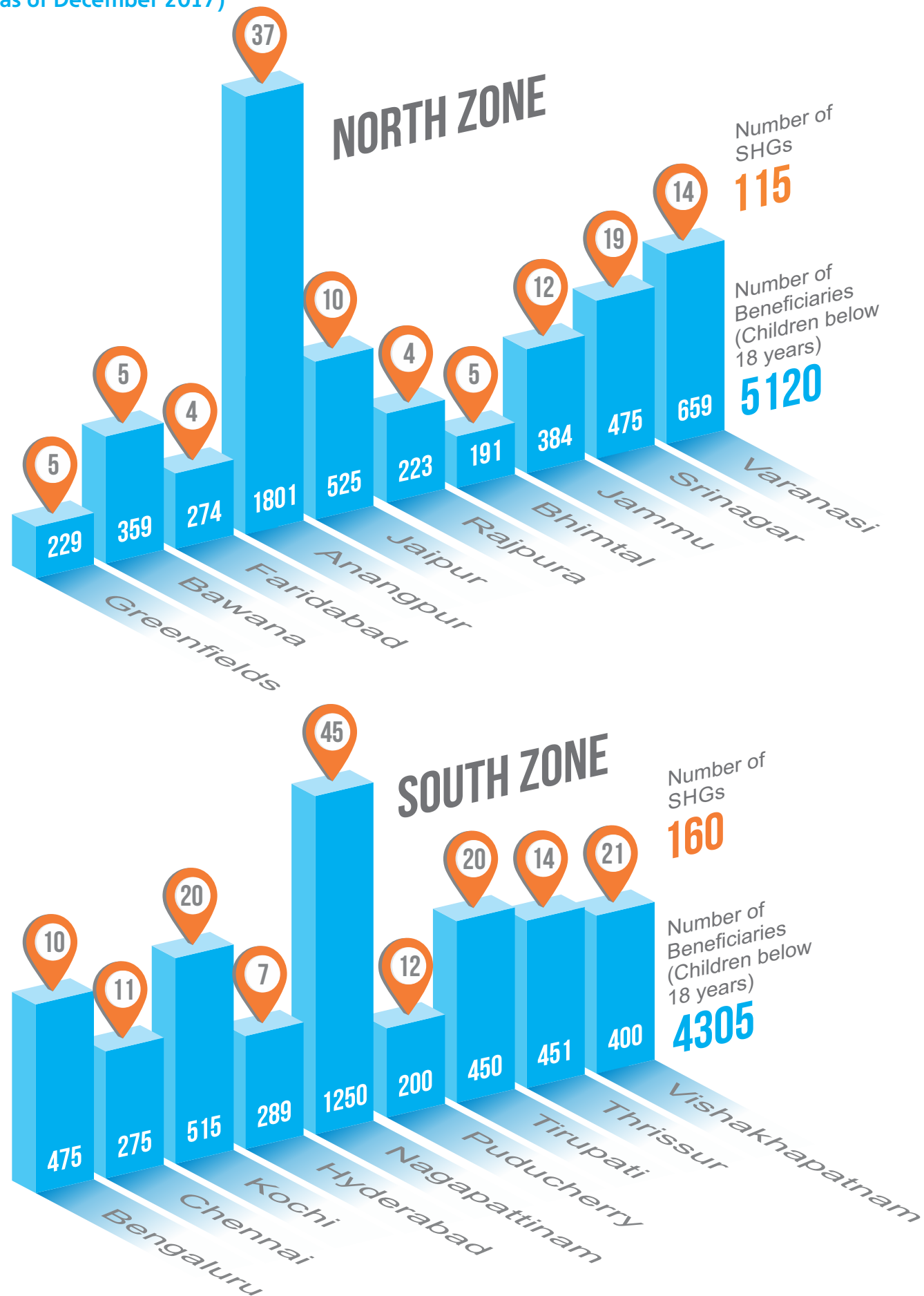


Community well-prepared to claim their rights, improve their lives and support growth and protection of their children



Number of FSP beneficiaries in each project

(as of December 2017)



Livelihood, skilling and capacity building

Changing lives through Information and Communication Technology (ICT) courses and programmes

Our work is aimed at bringing technology to rural India with the ultimate aim of removing social and economic barriers that are prevalent today. Providing digital empowerment through computer literacy is a big component of FSP and has helped our youth get employment with a steady source of income.

SOS Children's Village Chennai: Computer literacy camps were organised for the youth to equip them with skills required to operate in the high-tech marketplace they are soon to enter. These training programmes have prepared these youth to seek and apply for jobs online and to continue their education.

SOS Children's Village Puducherry: Smart Technologies organised IT and English training for 48 children and a Diploma in Computer Application (DCA) course for senior children who had appeared for their Class X and XII board exams, during the summer vacation.

SOS Children's Village Nagapattinam: 70 school going children were supported to undergo a three-month-long computer skill training programme.

SOS Children's Village Bhuj: Academically weaker students in the age group of 14-21 years were provided regular free computer training. To promote acquisition of digital skills among school going children, appropriate educational materials and transportation charges (especially for girls) are also covered in these trainings.



SOS Children's Village Anangpur: Caregivers were provided regular training to acquire digital literacy to manage their homes and children better.

SOS Children's Village Rourkela: 15 tribal children (seven boys got admission in ITI and eight girls enrolled for IT computer courses) have successfully joined specialised higher education programmes.

Ensuring sustainable livelihoods through Group Income Generation and SHGs

Income Generation Programme (IGP) is a critical component for the success and impact of FSP. Through FSP, SOS India has been able to help beneficiaries undertake activities to create entrepreneurial ventures for sustainable livelihood. Improved economic conditions have enabled parents, especially women, to enjoy financial security, improved quality of life and most importantly, a better and brighter future for their children.

Some of the income generating activities that women from our communities have been involved in:



Training and review meets

Performance review and training workshops

Zonal-level FSP review workshops-cum-training programmes were conducted for all the four zones at Faridabad, Guwahati, Bhopal and Bengaluru during the year. Progress made across various FSP interventions like Promotion of Individual and Group Livelihoods, IT Education for Girls, Promotion and Strengthening of Baal Panchayats, Leveraging Government Schemes and Programmes, Skill Building of Youths, and Empowerment of Community

Stakeholders were discussed in depth and strategic action plans were prepared for the upcoming quarters.

Capacity building workshops for co-workers

A training programme designed for sharpening the skills of co-workers in Promotion of Income Generating and Livelihood activities was organised in July 2017 for all FSP co-workers.



BAAL PANCHAYATS

Inculcating good values and leadership qualities to create responsible citizens

Baal Panchayats or Children's Parliament is a model of giving children a collective voice through a democratic platform at grassroots level. Through these Panchayats, children directly engage with adult duty bearers in order to elicit their attention and action on issues that concern them. SOS Children's Villages of India encourages formation of such platforms and active participation of children in these under its Family Strengthening Programme. The model has proved to be an empowering one where children get to learn from peers and engage with the community collectively.

NUMBER OF BAAL PANCHAYATS IN EACH PROJECT (AS OF DEC 2017)

NORTH ZONE

Greenfields	1
Bawana	4
Faridabad	1
Jammu	6
Srinagar	1
Jaipur	5
Anangpur	11
Varanasi	6
Rajpura	2
Bhimal	3

40

WEST ZONE

Alibaug	17
Bhopal	14
Bhuj	27
Latur	14
Pune	9
Raipur	8

89

EAST ZONE

Begusarai	10
Bhubaneshwar	4
Guwahati	3
Hojai	3
Kolkata	10
Rourkela	6
Shillong	7

43

SOUTH ZONE

Bengaluru	3
Chennai	3
Kochi	7
Hyderabad	3
Nagapattinam	8
Puducherry	2
Tirupati	6
Thrissur	39
Vishakhapatnam	5

76



FSP Impact

Enabling vulnerable families to take better care of their children

Radha's story of hope, strength and an aspiration for a better life

Lack of money to support her children and treatment of her ailing husband did not deter Radha (Kheda Village, Nuh, Haryana) from working hard to turn around her family's fortunes, with the help of SOS India.

When my husband Krishan was diagnosed with Aplastic Anemia, a life-threatening disease, my life turned topsy turvy. He was bedridden, and my monthly earning of INR 2,000 as a daily wager was not enough for his treatment. I have four children and two of them had to quit school. I could hardly manage two meals a day. The house was in a dilapidated condition and it got worse in the rainy season. Clueless and desperate, I was fighting this battle alone without any hope of the situation improving in the near future. I even contemplated abandoning the kids.

My fate turned around when the family got enrolled in the Family Strengthening Programme (FSP) in October 2013. SOS India staff ensured that my children went back to school and were well provided for. They gave my children uniform, books and stationery. My husband was referred to the Medical College, Nalhar and the District Hospital in Mandikheda for blood transfusions, which greatly improved his condition.



SOS India gave me valuable training in livelihood promotion, nutrition and health, immunisation of children, and child rights. They also supported me financially and arranged for a loan from my SHG. Once my husband got better, he started his own shop selling electrical items. FSP co-workers recognised my tailoring skill and provided me two sewing machines. After a quick training, I am now training the women and girls of the community. Under the Swacch Bharat Abhiyan and with help of Mewat Development Authority, we are also making cloth bags.

My husband and I now earn INR 7,500 a month. My eldest daughter Vishakha has secured 76.4% in Class

X exams and wants to become a doctor. I am motivated to work harder than ever before to sponsor her education and make her dreams come true. I am very thankful to SOS India for helping me in finding a steady source of income. The FSP by

SOS India gave me valuable training in livelihood promotion, nutrition and health, immunisation of children, and child rights. They also supported me financially and arranged for a loan from my SHG.

SOS India has changed my life, enabled me to dream and work for a better and beautiful future for my children. It has proved to be a blessing for me and my family!





transforming dreams

Education transforms and leaves a lasting impact. It gives children without parental care a dream and a purpose in life. It empowers children and opens up a world of opportunities to explore. At SOS India, every girl and boy, without discrimination, is educated and given equal opportunities. Individual talents of children in the fields of

arts, culture and sports are also celebrated with equal involvement and enthusiasm. We believe in partnering with various State Governments, Corporate Entities, Civil Society Organisations, NGOs and Individuals to create a positive impact in society and enable more transformations.

SOS TARANG CELEBRATES CHILD RIGHTS AND TALENTS OF CHILDREN

To commemorate Universal Children’s Day, SOS India organises a series of regional and zonal level competitions every year to showcase talents of SOS Children in the fields of arts, culture and sports. SOS Tarang, the National Sports and Cultural Competition 2017, was a culmination and celebration of all that SOS India stands for. The National Level Competition and the grand finale event was organised from November 18-20, 2017 in New Delhi. Children from all 32 SOS Children’s Villages participated in the following competitions:



The event commenced on November 18 with the screening of ‘SOS India Tarang’ film at Hermann Gmeiner School, Faridabad, which featured memorable moments and glimpses from the various regional and zonal competitions. Mr D. Ranganathan, Director, SOS India Board, delivered the Welcome Note and interacted with all the participating children. The final matches amongst the zonal semifinalists of Badminton, Volleyball, and Athletics, for boys and girls

respectively, were held amidst much fanfare and excitement, at the Herman Gmeiner School, Faridabad and SOS Children’s Village Greenfields, on November 19. The day ended with a fun filled and memorable cricket match between all Village Directors. It became the children’s turn to cheer for their Village Directors and everyone had a wonderful time cheering for their respective teams.



Scan to read more about SOS Tarang

The event's grand finale took place on November 20 along with the prize distribution ceremony at the Sri Sathya Sai Auditorium, Lodhi Road, New Delhi. Zonal and regional finalists of the Skit and Talent Show Competition showcased their final performances. The skits from each zone revolved around the themes of "changing trends in fashion" and "bullying in the classrooms". A special feature of SOS Tarang was the sharing of their SOS journey by two settled youths. Ms Padma, a corporate professional and Mr Arjun Singh, a software development professional, shared their experience of growing up in an SOS Home and how the support from their SOS Mothers, Aunts and siblings helped them in achieving their dreams.



The audience also witnessed a Folk Dance, performed by a group of specially-abled children from SOS Children's Village Khajuri Kalan. The Indian National Anthem presented by these children in sign language was the highlight of the day.

Children from across India performed enthusiastically and their months of hardwork and determination were visible in the exemplary quality of their performances. Live skit and talent show performances by the winners of the regional and zonal competitions kept the audience enthralled and entertained.

The audience included dignitaries like Mr S. Sandilya, President, SOS India; Ms Anuja Bansal, Secretary General, SOS India; SOS India Board Members,



Mr Ashok Behari Lall, Mrs Sarita Gandhi, Mr D. Ranganathan and Mr Ashis Kumar Ray. The National Management Team, Zonal Directors, Village Directors, Co-workers, donors, corporate partners and many others were present to witness the stellar performances.

The event concluded in high spirits and renewed vigour amongst the children to perform even better in 2018.



On the occasion of the International Children's Day, let us take a pledge to do everything in our power to protect and promote children's rights to survive, thrive, learn, grow and make their voices heard and reach their full potential. I urge all our stakeholders, especially the Media, to spread the message and remind people that it is our responsibility to protect the rights of vulnerable and parentless children.



Anuja Bansal
Secretary General, SOS India

Glory to the winners

BADMINTON

Girls' Doubles	Boys' Doubles	Mixed Doubles
1 NORTH ZONE Dolly - Rajpura Samreet - Rajpura	SOUTH ZONE Veeraviman - Chennai Tamil Selvam - Chennai	SOUTH ZONE Suhansini Bala - Tirupati Tony Thomas - Kochi
2 WEST ZONE Ritu Masih - Raipur Anjali - Raipur	NORTH ZONE Rakesh - Varanasi Rahul - Greenfields	EAST ZONE Razia Begum - Hojai Akram Ali - Hojai



VOLLEYBALL

Boys	Girls
SOUTH ZONE 1 Yogesh - Nagapattinam Harikrishna - Puducherry Madhu - Vishakhapatnam Anil Kumar - Tirupati Veera Babu - Vishakhapatnam Josheph - Bengaluru Gangadhar - Tirupati Lova Prasad - Hyderabad Vamsi - Hyderabad	WEST ZONE Laxmi Lekam - Raipur Pratiksha - Latur Rekha Kamble - Latur Prachi Wasnik - Latur Budan Kumari - Raipur Ghanshree Beghal - Raipur Monika Verma - Bhopal Riya Yadav - Bhopal Chakuli Alakunte - Latur
EAST ZONE Soffiruddin - Hojai Kanhaiya - Begusarai Zamal Hussain - Hojai Md. Akmal - Hojai Kanhayia - Begusarai Renold Bakash - Shillong Sandeep Kalita - Guwahati Tushar Ranjan - Rourkela	SOUTH ZONE 2 Tanga Lakshmi - Nagapattinam Akhila - Hyderabad Aruna - Vishakhapatnam Shankari - Nagapattinam Shilpa - Bengaluru Menaka Gandhi - Nagapattinam Anuradha - Bengaluru Padma - Hyderabad Pavithra - Bengaluru



RELAY RACE

Boys	Girls
SOUTH ZONE 1 Balakrishana - Vishakhapatnam John Babu - Vishakhapatnam Karthir Suresh - Puducherry Vignesh - Puducherry	SOUTH ZONE Babi Kumari - Vishakhapatnam Asha - Puducherry Bhavani - Vishakhapatnam Siri - Bengaluru
WEST ZONE Mangesh Dend - Latur Omkar Kambale - Latur Chandan Yadav - Raipur Pawan Mhetre - Latur	WEST ZONE Gauri Parmar - Bhuj Neha Singh - Raipur Anamika S - Raipur Shilpa Tiyate - Latur

200 METRE RACE

Boys	Girls
SOUTH ZONE 1 Bala Krishna G - Vishakhapatnam	EAST ZONE Sakhi Mormo - Rourkela
NORTH ZONE Mannat - Rajpura	SOUTH ZONE Babi Kumari - Vishakhapatnam

SKIT

1 NORTH ZONE Anju, Jyoti, Indira, Komal, Sumit Kushan, Yash (Greenfields)
2 SOUTH ZONE Devi Malika, Divya, Pavithra, Mangala Gowri, Preeti, Rachana, Sumitha (Bengaluru)

TALENT HUNT

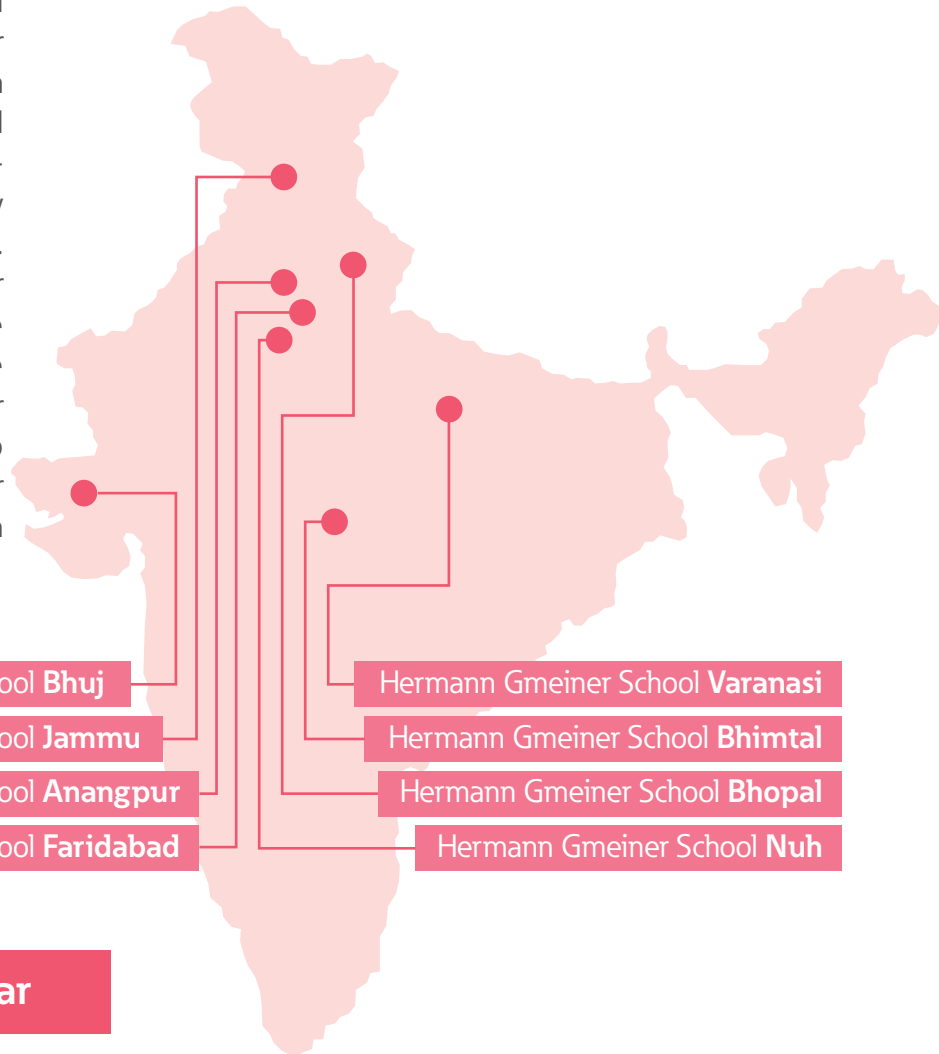
1 NORTH ZONE Meet Kaur Faridabad
2 EAST ZONE Ridamehi Shillong



HERMANN GMEINER SCHOOLS

Under its Education Programme, SOS Children's Villages of India has set up kindergarten and secondary schools to give our children the power to transform their lives. These educational institutions continue to be self-sustaining, simultaneously improving quality year after year. Branded as Hermann Gmeiner Schools, these schools make constant endeavours to inculcate great values and beliefs in all their students, to help them grow up to be responsible citizens. After all, children are the hope for a brighter future for the country.

With a Pan India presence, Hermann Gmeiner Schools are set up in the following eight locations;



Hermann Gmeiner School Bhuj

Hermann Gmeiner School Jammu

Hermann Gmeiner School Anangpur

Hermann Gmeiner School Faridabad

Hermann Gmeiner School Varanasi

Hermann Gmeiner School Bhimtal

Hermann Gmeiner School Bhopal

Hermann Gmeiner School Nuh

Highlights of the year

Global Sustainable School Award



SOS Hermann Gmeiner Schools were conferred with the Global Sustainable School Award 2017 for promoting UN Sustainable Goals through Education in the academic year of 2016-17, at a splendid ceremony held in

New Delhi. The Award is a recognition for the schools' efforts in inculcating social responsibility in the students through various social impact programmes like 'Ban Plastic Bag' Campaign, Cleanliness Drive, Visit to Old Age Homes, Adult Literacy Programmes in villages near the school, Water Management, Waste Management and Rain Water Harvesting among others.

HGS students create a social impact

HGS Varanasi, Faridabad, Bhimtal and Jammu have adopted three villages around their respective schools for adult literacy and social impact. Many beneficiaries (adults) are now able to read and write, do simple arithmetic, are aware of their basic rights, and understand the importance of educating their girl children. They have also started becoming digitally literate and can use basic machines like ATMs.

HGS Bhimtal receives funding for Government's Atal Innovation Mission (AIM) scheme

HGS Bhimtal has signed an MOU with the Government for the implementation of "Atal Innovation Mission (AIM)" scheme in the school for a period of six years. The school received a funding of INR 20 lakhs for this.

Safety Audit

For safety and security of students, safety audit of all schools and professional institutes was conducted and an action plan for gaps was prepared. Also, parents' orientation was organised for creating awareness about child safety and other related issues in all the learning centres.



Mobile App launched for HGSs

A mobile app for HGSs has been launched, which provides vital information and progress of students (such as attendance, events, holidays and exams etc.) on the go. It also enables quick and easy communication between the schools and parents.

Inter HGS Sports Meet

The enhancement of physical and mental development of children is certainly the most important contribution of sports. All Hermann Gmeiner Schools participated in the annual Inter HGS Sports Meet held at HGS Jammu in October 2017. The overall trophy was won by HGS Jammu in sub-junior and junior categories, whereas in senior category, HGS Faridabad emerged as the winner.

TOI Indian School Award for HGS Varanasi

HGS Varanasi was awarded with the Times of India "Indian School Award" for its work with underprivileged children.

Academic Accolades

Class XII Board Examinations Pass percentage

HGS Varanasi
100%

HGS Bhimtal
99%

HGS Faridabad
99%

HGS Jammu
97%

Class X Board Examinations Pass percentage

100%
all four HGS



SOS VOCATIONAL TRAINING CENTRES AND SOS NURSING SCHOOL

SOS Vocational Training Centre, Nizamuddin

SOS VTC Nizamuddin received valuable financial support from DHL Express and Association for Social and Environmental Development (ASED) in 2017. While DHL Express made the contribution to empower marginalised, vulnerable and at-risk youth with vocational training, ASED's support was for establishing a computer laboratory for 'Web Designing and Publication Assistant' course. The first batch of 40 students from economically marginalised background have taken up this course.



SOS Vocational Training Centre, Raipur

SOS VTC Raipur trains youth on four trades; Information and Communication Technology,



Automobile, Electrical and Fabrication. Post completion of their respective courses and certificates, 80% of the students are employed or self-employed. Candidates are well placed in Maruti Suzuki, Idea Cellular and Hinduja Global, among other companies. The average monthly salary of placed candidates is INR 10,000.

Two student trainees from SOS VTC Raipur won the district-level skill competition organised by Chhattisgarh State Skill Development Authority. One of the trainees was selected for the state level competition where the trainee was awarded the third position.

SOS Nursing School, Faridabad

SOS Nursing School, Faridabad is a 19-year-old institution engaged in pursuit of excellence in nursing academics. It has been granted recognition and renewal of its registration from Indian Nursing Council (INC) for the academic session 2017-18. The recognition is for Auxiliary Nursing Midwifery (ANM) and General Nursing Midwifery (GNM) courses. It is accompanied with a replacement of 10 seats of ANM to GNM. The school has a track record of 100% placements.



Muruga Sirigere defied all odds to live his dreams and find success

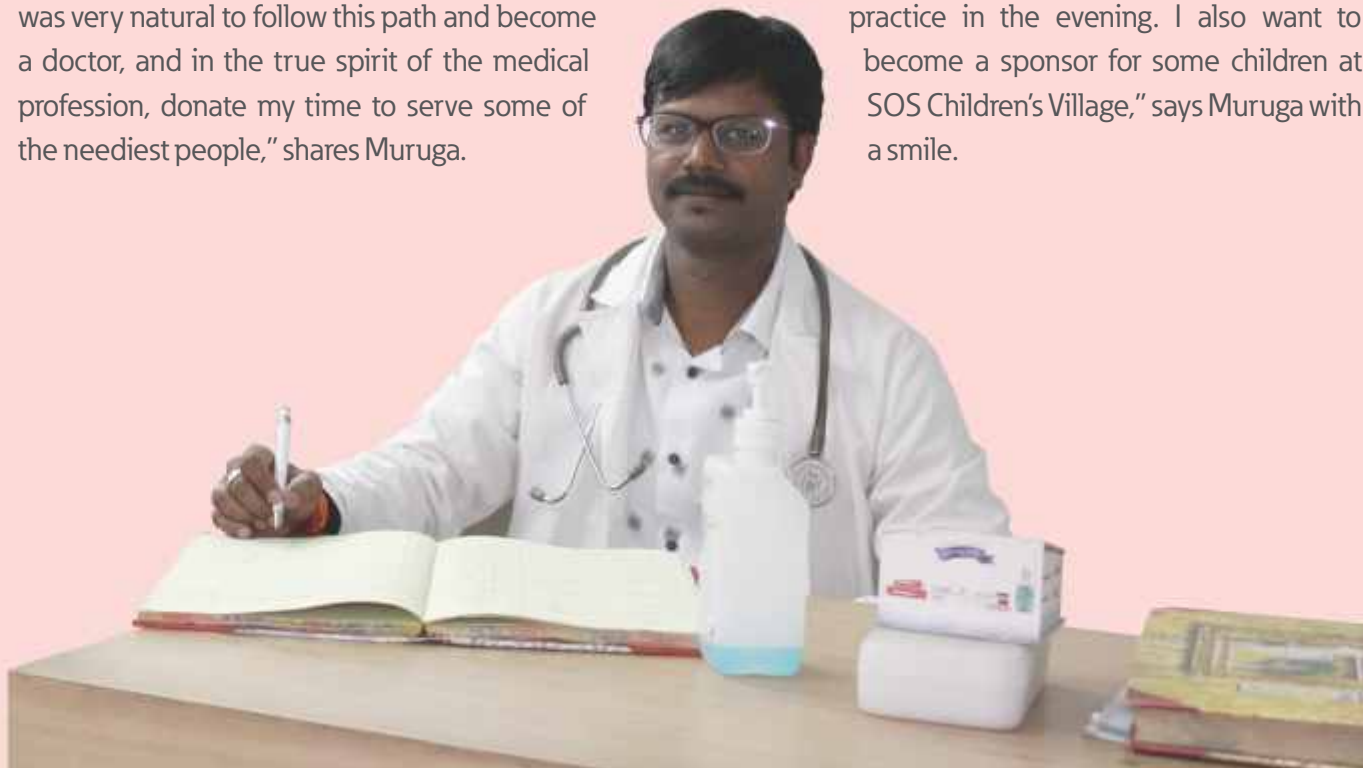
Born to a labourer and an agarbatti-maker, and having lost his father early in life, Muruga overcame all odds to create a better future for himself. Today, Muruga is a medical doctor with qualifications from India and abroad.

Muruga was only five years old when he left home along with his elder brother Girish in search of a better future. Fortunately for the brothers, they were brought home to SOS Children's Village Bengaluru, in 1992. Muruga lived there under the loving care of his SOS Mother Girijamma and moved to the Youth House along with ten other boys, after a few years.

Muruga was always a bright child, and under the care and guidance of his SOS Mother, he did well in academics all along. Recognising his academic brilliance and zeal, SOS India helped him secure a full scholarship to pursue his 10+2 studies in Lester B Pearson Pacific, Canada. After finishing it, he returned to India to pursue medicine. "Growing up in SOS Children's Village Bengaluru, I always aspired to serve the unwanted, unnoticed and unloved. For me it was very natural to follow this path and become a doctor, and in the true spirit of the medical profession, donate my time to serve some of the neediest people," shares Muruga.

After completing his MBBS degree in 2012, he became a certified medical practitioner and is now practicing medicine at JSS Hospital, Mysore. In the evenings, he is usually found at his small clinic, where he gives free medical care to the poor, in particular to children with Cerebral Palsy and Down Syndrome, as well as those who are hearing impaired. Dr Muruga also mentors young people, especially those who have dropped out of school, encouraging them to pursue their studies and their dreams.

Muruga is forever grateful for the love and encouragement he received at SOS Children's Village Bengaluru, the support from his mother, his siblings and other co-workers. "After completing my MD, I want to take up a teaching job at a medical college during the day and continue with my medical practice in the evening. I also want to become a sponsor for some children at SOS Children's Village," says Muruga with a smile.





exploring potential

We understand that collaborative partnerships are essential and mutually beneficial for SOS Children's Villages and its partners. These partnerships have helped us undertake extensive work for 'Alternative Child Care' among other advocacy efforts that need

urgent attention. By conducting self-assessment programmes and implementing them, by embracing the best in HR practices and complying with zero tolerance financial policy, we are pushing our envelope towards maximising the processes and potential.

ADVOCACY AND LARGER IMPACT

Collaborating with government and other NGOs to enhance child care and child rights

Collaborating with the Government on better child care

Continuing to play an integral role as a technical resource organisation to provide specialised trainings to respective State Governments, SOS India organised a five-day-long training workshop in collaboration with the Governments of Telangana and Meghalaya. These workshops were for Counsellors and Social Workers of child care institutions of the two Governments. More than 72 participants from Children's Homes and Juvenile Homes of Telangana and Meghalaya Governments were oriented on Positive Youth Development, Resilience Building, Alternate Methods of Discipline, Safeguarding Children and Individual Care Plan.

These partnerships are strategic efforts undertaken by SOS India to work with Government Child Care Homes in States towards transferring scientifically proven 'quality' child care skills, practised in our Family Based Care programme to personnel working in these child care institutions.

To further strengthen advocacy efforts at the State level, consultative meetings with JJ Committee members in the State of Rajasthan were organised in May 2017. The agenda of these meetings was to present and discuss SOS India's recommendations on Group Foster Care and Child Rights.

SOS Children's Village Faridabad partnered with the Government of Haryana for participating in Hausla 2017, a week-long initiative by the Department of Women and Child Development, aimed at encouraging and mainstreaming parentless and abandoned children. Children expressed their creative, academic and physical excellence by participating in Bal Sansad, painting competition, athletic events and speeches.



Child Safeguarding Training for FIPs

A two-day training for First Instance Persons (FIPs) of Eastern Zone was organised at SOS Children's Village Kolkata. FIPs from seven SOS Villages (Guwahati, Shillong, Begusarai, Rourkela, Bhubaneswar, Kolkata and Hojai) were trained on their role of FIPs along with reporting and responding procedures in line with International Manual of Child Safeguarding. The role of an FIP is to investigate and get child rights violation concerns reported to Child Protection Committee at the respective Children's Village. Each Village has a designated FIP, who is usually a lady co-worker.

Child Protection Assessments

Child Protection Assessments were carried out in four project locations during the year – SOS Children's Villages in Greenfields, Bhimtal, Bhopal and Kolkata. The assessment involved discussions with mothers, children, youth and co-workers regarding child protection processes and issues.

Working with other NGOs on empowering child rights

SOS India participated in an NGO consultation organised by National Child Rights Coalition on 'Taking stock of Children's Rights in India' in New Delhi.

SOS India was part of consulting NGOs on Review of 'National Policy for Children' in New Delhi.

SOS India participated in 'Country Consultation for India and Sustainable Development Goals' and 'Joint Strategy Meeting for Child Trafficking', both organised by India Alliance for Child Rights in New Delhi.

SOS India participated in a discussion on 'Campaign against child sexual abuse' organised by Haq Centre for Child Rights in New Delhi.

Promoting best practices in Alternative Care

Alternative care for children and young persons has gained greater prominence in the recent years. To generate greater dialogue on non-institutional services or alternative care, SOS Children's Villages of India, in collaboration with Tata Institute of Social Sciences, published a document on 'Alternative Care for Children: Policy and Practice'. This document aims to raise further awareness and promote "Alternative Care" as one of the most ideal forms of care for children who are bereft of family or family support.

PATRONS FROM THE GOVERNMENT AND CORPORATE SECTOR VISIT SOS INDIA VILLAGES

During the year, many eminent Ministers, Judicial Officers, Bureaucrats and Corporate Employees visited our projects and lauded the efforts of SOS India. A few of the visits and interactions have been highlighted below:

SOS Children's Village Puducherry: Mrs Kiran Bedi, Lt Governor of Puducherry, visited in September 2017 and had meaningful interactions with children and mothers.



SOS Children's Village Alibaug: Mr Kazutada Kobayashi, CEO and President, Canon India, and Mr Sumit Mukherjee, COO, Indus Towers visited our Village in November 2017.

SOS Children's Village Bhopal: Mr Hemant Vijayrao Deshmukh, Cabinet Minister, Rozgar Nirman Board, visited in April 2017 and met with the children.

Dr Raghvendra Sharma, Chairperson, State Commission for the Protection of Child Rights, invited our children for a painting competition where our children met Mr Shivraj Singh Chouhan, Chief Minister of Madhya Pradesh and interacted with him.

SOS Children's Village Begusarai: Mr Sunil Kumar (IAS), Director, Social Welfare, Bihar, visited the project and commended the organisation.

SOS Children's Village Kochi: Dr Virendra Kumar, Minister of State for Women and Child Development and Minority Affairs, Government of India, visited in October 2017 and appreciated our work.



SOS Children's Village Faridabad: Ms K.R. Nandini, UPSC Civil Services exam topper of 2016, visited the Village in June 2017 and interacted with our children.

SOS Children's Village Guwahati: Mr Ravi Kota (IAS), Principal Secretary, Finance visited our project in Guwahati and was delighted to see our work.

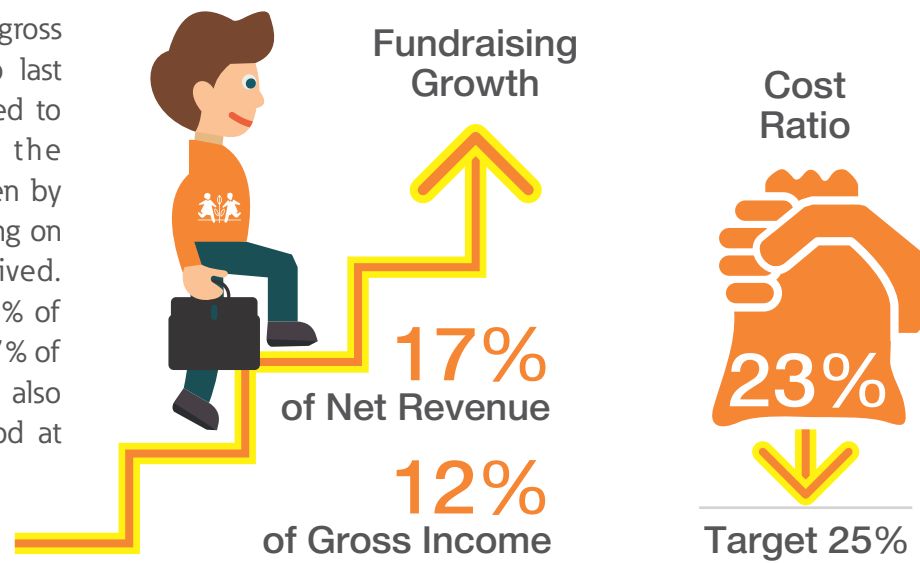
SOS Children's Village Jaipur: Mr J.C. Desai (IAS), Director and Secretary, Department for Child Rights, Rajasthan, visited the Village in May 2017.

SOS Children's Village Raipur: Mr R.K. Mahapatra (IAS), Joint Secretary, ICPS, Haryana Government, along with other officials visited our Village.

FUND DEVELOPMENT AND COMMUNICATION

Performing beyond expectations to bolster impact on children

In 2017, fundraising through gross income increased compared to last year but slowed down compared to the previous years. With the demonetisation drive undertaken by the Government, public spending on philanthropy certainly nosedived. Fundraising saw a growth of 12% of Gross Income and a growth of 17% of Net Revenue. Cost Ratios have also been managed better and stood at 23% as against the target of 25%.



Corporate Partnerships



SOS India entered into some very strategic and large partnerships during the year; including Franklin Templeton, Valmet, Huawei, Indigo, DHL and Marks and Spencer. There has also been extension of a few high-value associations into three year-long partnerships (EIH group, Newgen, HSBC). A number of branding and visibility initiatives in collaboration with our corporate partners were also undertaken throughout the year.

Corporate partnerships grew by 9% in 2017 as compared to 2016. Retention revenue grew by 103% and the **corporate revenue contribution to overall funding increased from 54% to 55% during the year.**

Individual Partnerships

Revenue from Tele-facing and Direct Mail saw an upward growth bucking the trend of the previous years.

An art exhibition of curated canvas paintings made by SOS Children was put up in Ambience Mall, Vasant Kunj, to celebrate Children’s Day. Paintings were given as a token of appreciation to the visitors in the mall who registered themselves as sponsors and donors.

SOS Buddy, SOS India’s Internship Programme, which was launched in Delhi, was scaled up to two more locations – Mumbai and Bengaluru.

Retention revenue grew by 14%, and 93% of acquisition targets were met.



A high-intensity Summer Internship Programme by SOS India

SOS India’s Summer Internship Programme, SOS Buddy offers youngsters from privileged socio-economic backgrounds a platform and opportunity to add valuable professional experience and build strong communication and leadership skills, while working and contributing meaningfully to a not-for-profit organisation such as ours.

The Programme recruits energetic youngsters from top schools and colleges across Delhi, Mumbai and Bengaluru. A three-day training workshop, which includes a field visit to a local Children’s Village, experiential workshops and role plays, equip these children to raise awareness and build understanding and support to ensure that every child has a loving home in India. The programme was launched in 2016 and was replicated

successfully in 2017.

Not only do the interns, called SOS Buddies, get to be a part of a structured programme and gain exposure to the development sector, but also learn from life like experiences which their school or college curriculum does not provide. At the end of the Programme, they receive a certificate signed by the Secretary General, along with an honorarium for their efforts and hard work. Many students, interested in higher education outside India, request for a Letter of Recommendation (LOR) as well.



Communications

Communications team successfully led SOS India to win three prestigious awards – the Helmut Kutin award, the Business Responsibility award, and the All India Management Association (AIMA) award for sustainability and CSR.

Helmut Kutin Award 2017

Geeta Singh, an SOS Mother from SOS Children's Village Khajuri Kalan was honoured with the Helmut Kutin award for the year 2017. The award, given every second year, recognises exemplary service of co-workers from SOS Children's Villages across the globe.



Geeta, aged 44, is a very committed SOS Mother, who does not believe in giving up. She joined SOS Children's Village Khajuri Kalan in 2003, and has since been selflessly caring for children with special needs. Till now, she has raised 12 children and her journey continues. SOS India Communications team filmed a documentary where Geeta recounts and reflects back on her journey with SOS.



Scan the QR code to read more

AIMA Award: All India Management Association (AIMA), the national apex body of management professionals in India, awarded SOS Children's Villages of India for **Breakthrough Innovation in**

Sustainability and Corporate Social Responsibility, as part of the 7th edition of its Innovation Practitioners Summit, held in New Delhi on December 13, 2017. The award recognised SOS India as an organisation that has incorporated sustainable care practices in their programmatic interventions and for adopting a unique approach to providing alternate care in their social development practices, thereby impacting communities. The award was given on the basis of a case study presentation on 'Innovation in Building Sustainable Families for Parentless Children and Youth'.



SOS India website was completely revamped to give our users a seamless, engaging and enjoyable experience. The website has been made mobile responsive, and the content was curated and structured according to priority and importance to users.

DMRC Campaign: An innovative awareness campaign was run across five high traffic metro stations in Delhi in collaboration with Delhi Metro Railway Corporation (DMRC). These Metro stations were Kashmiri Gate, Dilli Vishwavidyalaya, Rajiv Chowk, Janakpuri West and Anand Vihar. The campaign helped us create awareness about why a child should not grow up alone, and increased exposure to an alternative parenting model like ours. The 10-day-long campaign was executed in August 2017. Wooden canopies, standees, placards, bookmarks, pocket brochures and printed collaterals were used extensively to promote the campaign and reach maximum number of people.

#My3rdChild: Originally launched in 2013, "My 3rd Child" campaign was re-launched with a new film in 2017. The campaign detail is given on the next page.

#My3rdChild

A Campaign by SOS India to help create awareness and raise funds for parentless and abandoned children



In October 2017, SOS India launched #My3rdChild, a nationwide campaign across myriad digital platforms to mobilise support for millions of parentless and abandoned children in our country. #My3rdChild specifically promoted the idea of sponsoring an underprivileged child as the "3rd Child" of the family. The campaign was an appeal to parents, families and communities to pledge their help and contribute their time, voices, and resources to help SOS India work towards a healthier and independent next generation.

A dedicated microsite, my3rdchild.org, was set up for supporters to learn more about how SOS India provides loving homes for once parentless, abandoned and underprivileged children around the country. A short film that

invites viewers into the hearts and home of a remarkable family who sponsored a child in an SOS Children's Village, helped raise awareness that later became action and built conversation around the subject. Social Media, E-mail and Mobile advertising, and partnership with a popular FM radio channel, Radio City, in Bengaluru, Hyderabad and Chennai, helped in promoting the campaign across a diverse audience.



Donor Servicing

Donor servicing continued to streamline technology and processes. Reporting timelines for the international donors was met. The turnaround time (TAT) for direct debits banking process was reduced from 45 days to seven days by painstakingly working with the respective bank for over six months. Data

corrections on a large scale were initiated and completed. Our constant and relentless endeavour to improve servicing, especially of international donors, saw an increase of our ranking from 87% to 92% this year by IDS.

45 days → 07 days

Turn Around Time (TAT) reduced for direct debits banking process

87% → 92%

Improvement in servicing has increased ranking by IDS

CORPORATE PARTNERSHIPS

Together, creating a better world for our children

Corporate partnerships result in mutually beneficial alliances which gives an opportunity to access and share a broader range of resources and expertise. Our belief is that association with corporates in various industries and sectors, not only increases awareness of prevalent human rights violations committed against children in India, but also brings together

organisations to work for a greater cause, i.e., ensuring every child has a loving home. These partnerships result in greater resources and benefits for the children across our Projects. We succeeded in renewing our old alliances and forging new partnerships during the year.

SOS Children's Village Bengaluru gets a new basketball court courtesy Lowe's India

Mr. James Brandt, Managing Director – Lowe's India, along with members of his management team, inaugurated a basketball court at SOS Children's Village Bengaluru, on December 19, 2017. Lowe's India, the global in-house centre of Lowe's Companies Inc., a FORTUNE 50 home improvement company headquartered in the USA, is supporting this project since 2017.



Canon India inks support to our cause

Canon India, world leader in imaging technologies and SOS Children's Villages of India entered into a partnership in December 2017, whereby Canon is supporting two Family Homes at SOS Children's Villages in Greenfields and Hyderabad. Apart from this, over 170 employees of Canon India are supporting 200 children under the child sponsorship programme.

The Oberoi, Bengaluru promotes joy of giving to SOS India during Christmas

From December 24, 2017 to January 1, 2018, all restaurant tables at The Oberoi, Bengaluru displayed a tent card which invited patrons to celebrate the 'Joy of Giving' by donating to SOS India. A donation box was arranged at one of the prominent restaurants of the hotel, where guests came forward to support the cause of SOS Children's Villages of India.



SMBC India renews its commitment to SOS India

Commencing their second year of partnership with SOS India, Sumitomo Mitsui Banking Corporation (SMBC) renewed its support to nine Family Homes at SOS Children's Village Rajpura. SMBC's support will ensure that our children continue to receive holistic care for growth and development, and also maintain focus on education and other allied programmes to brighten their future.



Our association with Indus Towers enters its fifth year

Under Project Nurture, Indus Towers Limited and SOS India have commenced their fifth year of partnership in providing life transforming benefits to 280 children living in 14 SOS Children's Villages aligned with their Circles. Mr Bimal Dayal, Chief Executive Officer, Indus Towers did three interactive sessions with our children and provided them with valuable career guidance and counselling.

RITES' support growing from strength to strength

RITES Ltd has been associated with SOS India since 2013 and the partnership has grown from strength to strength over the years. Currently, RITES is supporting two Family Homes and 25 youths for higher education. In November 2017, a senior management team from RITES visited SOS Children's Village Greenfields and spent valuable time with the children.



SWISS Airlines and its Passengers funded renovation of Children's Village in Bawana, Delhi

SWISS Airlines and its passengers enabled the renovation of 20 Family Homes in SOS Children's Village Bawana, Delhi. Through this initiative, 118 children got lovingly renovated homes. In addition to the donations for the renovation of the houses, the SWISS Airlines staff and personnel raised funds under their in-house fundraising drive "Bikes for India" and gifted 41 bicycles to the children of SOS Children's Villages in Faridabad, Bawana and Greenfields.

SPAR India turns Christmas into a season of joy for our children

Last Christmas, SPAR Hypermarkets played Santa to the children of SOS Children's Villages. The hypermarket chain allotted a special area in all their stores to display photographs of our children along with their wishes for Christmas. SPAR customers fulfilled a lot of these wishes by purchasing desired products from the store and placing them at a special counter, making the season a joyful one for our children. Their joy knew no bounds when every child received a gift on Xmas.



Our Corporate Partners

NORTH

Amec Foster Wheeler India Pvt Ltd
 American Express Bank Ltd
 Ammado AG
 Anglo American Group Foundation
 Arya Samaj of Suburban New York
 Autodesk India Pvt Ltd
 AWP Assistance India Pvt Ltd
 Bajaj Allianz General Insurance Co Ltd
 Balmer Lawrie & Co Ltd
 Bank of America
 Bechtel India Pvt Ltd
 Best Seller United India Pvt Ltd
 Bestseller Fashion India Pvt Ltd
 Bestseller Wholesale India Pvt Ltd
 Bharti Airtel Ltd
 Bharti Airtel Services Ltd
 Bharti Infratel Ltd
 C&S Electric Ltd
 Canara HSBC OBC Life Insurance Co Ltd
 Canon India Pvt Ltd
 Carrier Airconditioning and Refrigeration Ltd
 Charities Aid Foundation India
 Daimler Financial Services India Pvt Ltd
 Dantal Hydraulics Pvt Ltd
 Dharampal Satyapal Charitable Trust
 Edelman India Pvt Ltd
 EIH Associated Hotels Ltd
 EIH Ltd
 Emirates NBT Bank
 Federal Mogul Goetze India Ltd
 Federal Mogul TPR India Ltd
 FIL India Business and Research Services Pvt Ltd
 Golden Agri Resources India Pvt Ltd
 Gripple Hanger & Joiner System (I) Pvt Ltd
 HDFC Life Insurance Ltd
 Hero Motocorp Ltd
 Hi-tech Gears Ltd
 HSBC Electronic Data Processing India Pvt Ltd
 HSBC Future First

Huawei Telecommunications (India) Co Pvt Ltd
 Huber+Suhner (India) Pvt Ltd
 IMI Norgren Herion Pvt Ltd
 Inditex Trent Retail India Pvt Ltd
 Indraprastha Gas Ltd
 Indus Towers Ltd
 Ingenico International India Pvt Ltd
 Interglobe Aviations Ltd
 Jakson Welfare Trust
 KPMG
 KPMG Global Services Pvt Ltd
 KPMG Resource Centre Pvt Ltd
 Mercer Consulting (India) Pvt Ltd
 NEC Technologies India Pvt Ltd
 Newgen Software Technologies Ltd
 Oriental Bank of Commerce
 Otis Elevator Company (India) Ltd
 Penguin Random House India Pvt Ltd
 Rajasthan State Industrial Development & Investment Corporation (RIICO)
 Rewards 360
 RITES Ltd
 RocSearch India
 SBI Card and Payment Services Pvt Ltd
 SBI Life Insurance Co Ltd
 Schindler India Pvt Ltd
 Seven N Consulting Pvt Ltd
 Sita Information Networking Computing (I) Pvt Ltd
 Smiths Detection Veecon Systems Pvt Ltd
 Smt Radha & Sri Venkatnarayan Memorial Trust
 State Bank of India
 Sumitomo Mitsui Banking Corporation
 Tata Steel Processing and Distribution Ltd
 Turbo Energy Pvt Ltd
 UK Online Giving Foundation
 Union Bank of India
 Vibracoustic India Pvt Ltd
 XL India Business Services Pvt Ltd

SOUTH

Ammado AG
 Apalya Technologies
 Applied Materials
 Autumn Advertising Pvt Ltd
 Bosch
 Caf Microsoft
 Charities Aid Foundation America
 Charities Aid Foundation India
 EMC Software and Services India Pvt Ltd
 Emerio Technologies Pvt Ltd
 Exide Life Insurance Company Ltd
 ExxonMobil Company India Pvt Ltd
 EYGBS (India) Pvt Ltd
 Fidelity Business Services India Pvt Ltd
 Flemingo (DFS) Pvt Ltd
 Goldman Sachs Services Pvt Ltd
 Herbalife
 Hospitality Initiatives India Pvt Ltd
 Juniper Networks India Pvt Ltd
 Lowe's Services India Pvt Ltd
 Metric Stream Infotech India Pvt Ltd
 Mphasis F1 Foundation
 Northern Operating Services Pvt Ltd
 Rane Brake Lining Ltd
 Sandisk India Device Design Centre Pvt Ltd
 Seagate Technology HDD (India) Pvt Ltd
 Sequoia Capital India Advisors Pvt Ltd
 Signal Hill Capital Advisory India Pvt Ltd
 Sony India Software Centre Pvt Ltd
 SPAR Hypermarket
 Swiss Re
 Taegutec India Pvt Ltd
 United Way of Hyderabad
 Valmet Chennai Pvt Ltd
 Vasudha Pharma Chem Ltd
 Westbridge Capital
 Yash Social Welfare Foundation
 Yourcause LLC
 Zeta Global

WEST

Blue Cross Laboratories Pvt Ltd
 Bluedart Express Ltd
 Concordia International (India) Services Pvt Ltd
 Dasra
 Deutsche Bank AG
 DHL Express India Pvt Ltd
 DHL Logistics Pvt Ltd
 DSP Merrill Lynch Capital Limited
 Emerson Electric Co Ltd
 Franklin Templeton Asset Management (India) Pvt Ltd
 Hexaware Technologies
 Hinduja Foundation
 ICICI Prudential Life Insurance Co Ltd
 Ipsos Foundation
 KMTCC India Pvt Ltd
 Latent View Analytics Pvt Ltd
 Lubrizol India Pvt Ltd
 Marvell India Pvt Ltd
 Mukul Madhav Foundation
 Nexus India Capital Advisors Pvt Ltd
 Oracle
 Pentair Valves & Controls India Pvt Ltd
 Saint Gobain Foundation
 Teradata
 United Way of Mumbai
 Volkswagen Finance Pvt Ltd

Words of encouragement from our partners



Bimal Dayal
CEO, Indus Towers

Indus has always worked towards its mission of 'Putting India First' and nation-building by enabling flawless connectivity and by contributing to the society we work in. Through our partnership with SOS Children's Villages of India and Project Nurture, our aim is to uplift that part of the society which has unfortunately been ignored, providing these children with an opportunity to make a difference and contribute to the prosperity of the country.



James Brandt
MD, Lowe's India

With a purpose to help people love where they live, we at Lowe's strongly believe that social responsibility is a foundational characteristic of our culture. It defines who we are and helps us live our value to 'make a difference in somebody's day every day'. As a home improvement company, a home is at the centre of everything that we do as a business. Our association with SOS Children's Villages of India aligns completely to our vision and core as a company.



Rajeev Krishnan
CEO and MD, SPAR India

At SPAR, we strongly believe in adding value to our community and positively impacting the lives of the people around us. In the spirit of Christmas, we were delighted to partner with SOS India to help fulfil the Christmas wishes of these children. Our customers also got the opportunity to give back to the community and be a part of these children's lives.



FBC Impact

Corporate support empowers BPL families to become self reliant

There is light at the end of the tunnel

With an alcoholic, abusive and jobless husband, and four children, Usha's family could not survive on her meager earnings. Fortunately for her, SOS India enrolled her in the Family Strengthening Programme and with the financial support of Deutsche Bank, Usha turned her life around and achieved financial security.

My husband used to drink alcohol and beat me up every day. My children and I were struggling to get two square meals. Whenever I shared my problems with my parents and relatives, they would assume that I have reached them for some monetary support. I stopped visiting them, and they didn't keep in touch. I was working as a housemaid for a meager INR 2,000 a month. My four children were thrown out of the school as I couldn't pay their fees for months. They even got severely malnourished without proper meals.

It was during the toughest time of my life, that I was approached by SOS Children's Villages of India. Looking at my grim socio-economic condition, they enrolled me in their FSP programme in 2017. SOS India came as a boon and I felt that my prayers were finally answered. The support that I was missing from my relatives had arrived in the form of this programme. All the dues at the school

were taken care of and my children started attending school again. Initially, the FSP co-workers also provided my family with adequate food and regular health check-ups.

The hardships of my life had killed my self-confidence. SOS India co-workers consoled me at that time and boosted my confidence to carry on. I enrolled in Sanjeevani SHG where I learnt about stress management, parenting skills, child rights, child nutrition, women's health, importance of education and many diverse livelihood options.

Today, I am a confident enterprising lady, and working as a supervisor at Community-based Mineral Water Filling Unit at Ragigudda, Bengaluru. Working at the filling unit, I realised that there is a business potential in selling water cans and air tight caps. My idea turned into reality when SOS India supported the business idea and helped me set it up. I make INR 2,500 per month from this business. Now, I have multiple sources of income and my total earning is INR 12,500 per month.

I want to express my gratitude to everyone at SOS India who has made this possible. Shunned by my own parents and relatives, SOS India gave me solace, a new hope and opportunity to live a life of dignity.



HUMAN RESOURCES

Evolving processes to provide the best to children

The real assets of any organisation are its people. At SOS Children's Villages of India, about 1,710 dedicated professionals and social workers are committed to the cause of child welfare and champion the vision and mission of the

organisation. They are placed in different programmes and administrative functions. The vibrant staff in the organisation ensures the implementation of appropriate development activities, in the interest of SOS children.

The Human Resources team takes special initiatives to nurture and enhance the diverse workforce of the organisation. It is essential that co-workers or employees of the organisation are equipped with the latest skills and sector knowledge. Our constant endeavour is to build capacities of the team, and encourage them to be leaders driving the organisation forward.

Great Place to Work Survey: We participated in the Great Place to Work survey organised by Great Place to Work, India and were ranked among top 100 India's

Best Companies to Work For 2017 and also featured in top 10 India's Best NGOs to Work For 2017.

Annual Co-workers' Seminar: Like every year, the Annual Co-workers' Seminar (ACS) was held in the month of November 2017. This was the 33rd ACS of SOS India with the theme of Leading by Example. In this seminar, the focus was on the importance of Organisation's Values and Ethics, Code of Conduct, helping new children unlearn inappropriate behavior and taking tangible steps for safety and security of children.

Zonal Mothers Workshop: Four workshops were conducted where topics relevant to child development, child participation, child safeguarding and social integration of children and youth were discussed.

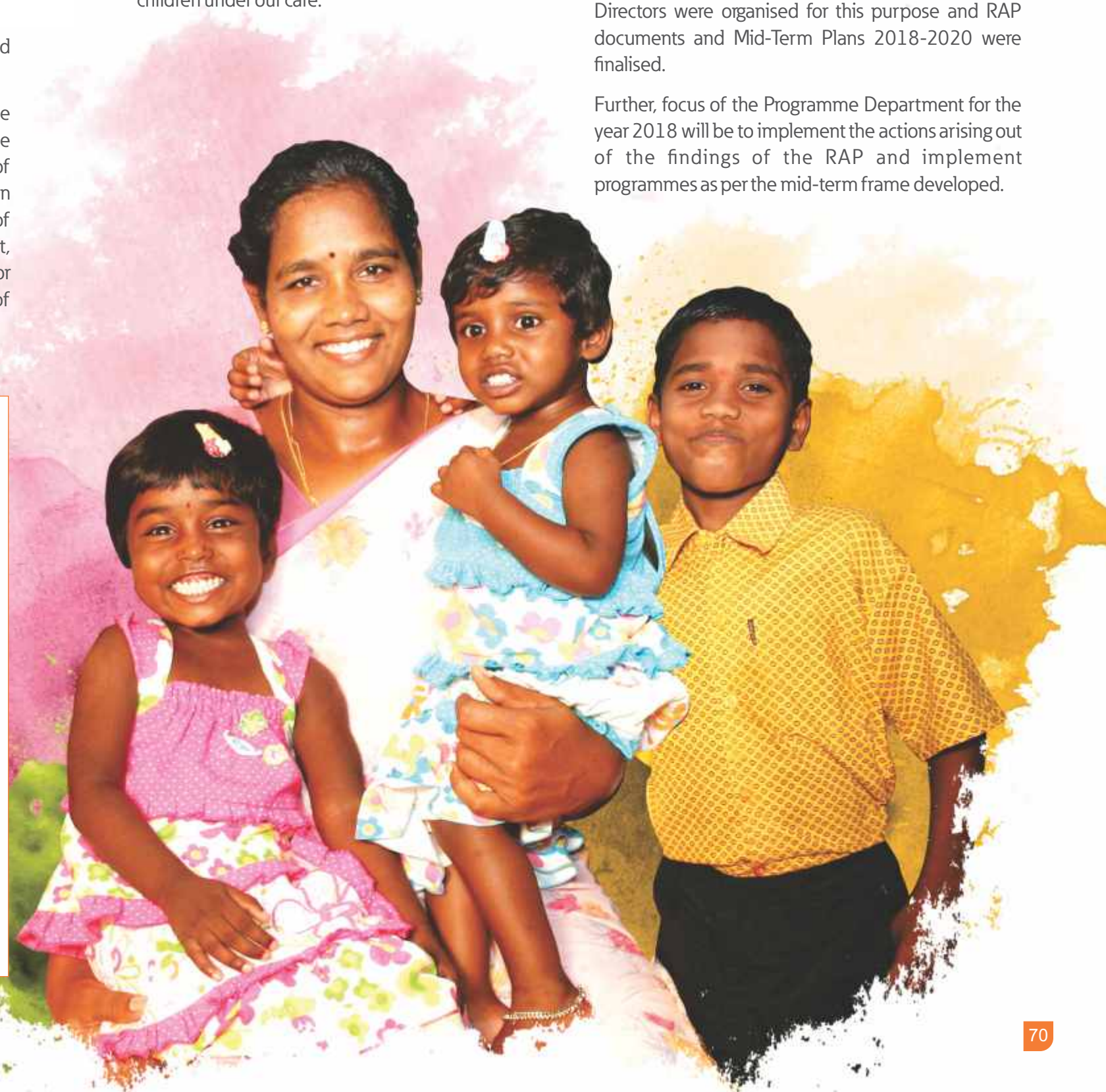


Prem Pandhi Award: Appreciating and recognising efforts by co-workers has always been a focus area and this year also we collected nominations for the Prem Pandhi award and finalised the same through a jury committee. Mr Rajesh Kumar Singh of SOS Begusarai was the winner of this coveted award who went beyond the call of duty and showed extraordinary commitment towards the cause of children under our care.

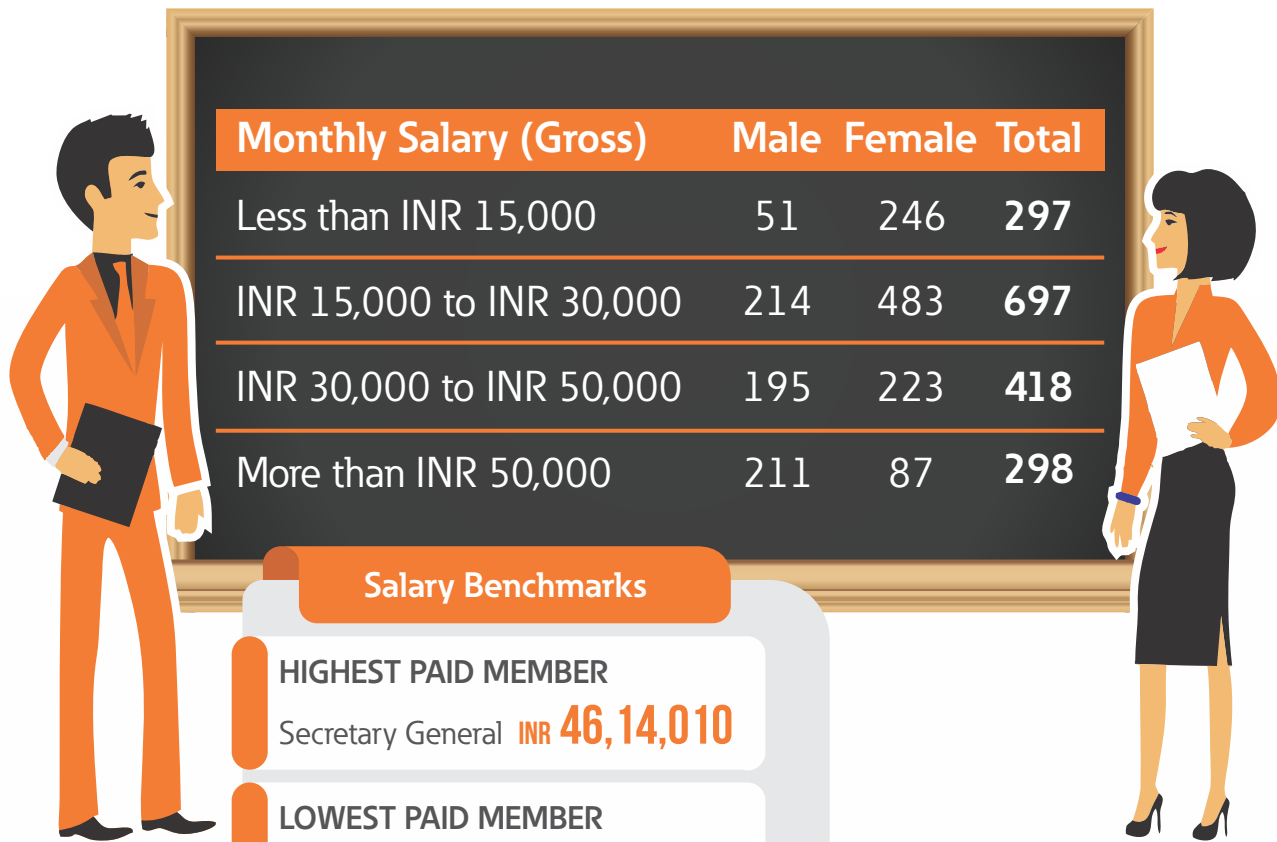
Rapid Assessment of Programmes (RAP)

Rapid Assessment of Programmes (RAP) and Mid-Term Plans 2018-2020 was the most prominent activity that was conducted in all the project units of SOS India. All the programme units were measured against their relevance, quality, impact and resource efficiency in the RAP. A number of meetings with National Management Team and the Board of Directors were organised for this purpose and RAP documents and Mid-Term Plans 2018-2020 were finalised.

Further, focus of the Programme Department for the year 2018 will be to implement the actions arising out of the findings of the RAP and implement programmes as per the mid-term frame developed.



Employees and Salary Highlights



Salary Benchmarks

HIGHEST PAID MEMBER

Secretary General **INR 46,14,010**

LOWEST PAID MEMBER

Helper **INR 1,32,527**

Out of a total of 1710 employees

- 203** ARE NEW
- 157** HAVE RESIGNED
- 32** HAVE RETIRED
- 71.42%** UNDERWENT TRAININGS



Story that Inspires | **SOS Mother** | A lifetime dedicated to the cause of parentless children

A life of selfless dedication to the well-being of her children

In a span of 14 years, Gauri has been a mother, a confidant and a protector to 18 children, giving them love and care as one would her own. Her dedication to humanity is an inspiration to each one of us, propelling our work and achievements.

Gauri's journey in SOS India began on April 24, 2004. She was initially appointed as a trainee at SOS Children's Village Vishakhapatnam, where she had applied for the post in the first place. After staying there for a month, she was further exposed to the roles and responsibilities of being an SOS Mother at the National Training Centre in Faridabad. After completing her training, she was placed in SOS Children's Village Jaipur in House No. 07 as an SOS Mother.



At first, she was hesitant and shy but it took her no time to adjust well with her peers. As she got used to her new surroundings, she gained the confidence needed to run and head a family, and ensured that she formed strong ties with all her children. More than a mother, Gauri was a friend to her children, who felt comfortable sharing everything with their mother. Till date, she has nurtured 18 children, out of which, nine are settled in life. At present, she is looking after ten children who are all enrolled in formal schools.

Gauri always feels thankful to God for having given her the opportunity to work for such a noble cause and be part of the SOS Family.



SOS Mother Swaran Gauri

When I was appointed as an SOS Mother, the first thought that struck my mind was how these children were solely my responsibility and I have to ensure their well-being and happiness in the best possible manner. Their future is what I wished to build and I am still in pursuit of the same. Over the years, I have been able to understand children in a better way. I also feel at peace with myself and am emotionally stronger than ever.

GOVERNANCE AND TRANSPARENCY

Committed to ethical and responsible conduct

Accountability is a fundamental part of our organisation, underpinning “Who we are”. Accountability, together with good management practices, helps us to maximise the impact of our work with children, build on the trust with donors and meet our legal requirements.

Financial accountability and transparency

Besides maintaining the highest standards of accountability towards the quality of child care, advocacy, fundraising ethics and governance, the most critical is financial accountability.

To maintain the confidence and trust of all internal and external stakeholders:

- all financial transactions are recorded in compliance with generally accepted accounting principles and national laws
- financial information and processes are monitored to prevent irregularities, fraud, gross negligence or error
- audited financial statements are validated by independent external auditors and comply with accounting standards and laws.

Zero-tolerance towards fraud and corruption

At SOS India, we do not accept fraud or corruption and follow a “zero-tolerance” approach. A transparent approach is in place to prevent fraud and corruption; taking into account not only illegal acts but any acts involving the misuse of a person’s position or authority in order to further personal interests.

Co-workers, Management and Board Members generally have a duty to report suspected corrupt conduct and are actively encouraged to do so, as outlined in our Code of Conduct. For this purpose, we support several reporting channels, including anonymous ones. We are committed to protecting whistleblowers who report in good faith. At SOS India, we always respond to identified corruption. This includes reasonable legal and other steps to recover lost funds and property, thus maximising impact for our programmes.

The organisation has a good governance practice and accordingly strong code of conduct, child protection policy and disciplinary action guidelines exist, including a robust complaint redressal mechanism.

Policy violations when identified are promptly dealt with and immediate action as per prescribed guidelines is taken which are then appropriately reported.

In its endeavour to strengthen the existing governance structure and standards the organisation has in place a strong internal and operational audit process.

Upholding our Core Values in all that we do

Our core values of courage, commitment, trust and accountability guide our actions, decisions and relationships. These are the core beliefs and attitudes on which our organisation has been built, and they are the cornerstones of our success. These enduring values guide our actions, decisions and relationships as we work towards fulfilling our mission.

Code of Conduct

The Core Values are the foundation of SOS Code of Conduct, developed to uphold and promote the highest standards of ethical and professional conduct among all co-workers and persons affiliated to the organisation. Broadly, it defines our behaviour in relation to children, co-workers, donors, vendors and stakeholders. This document applies to everyone employed by, contracted by or in some other formal relationship with SOS Children’s Villages and is relevant to all locations.

MEMBERS OF THE BOARD

SOS Children’s Villages of India is governed by an effective Board of Directors who are committed and dedicated to our objective of improving the lives of underprivileged children. The Board Members guide our organisation and ensure that we function in line with the laid down guidelines and rules of the

organisation. They meet regularly to discuss various issues concerning the organisation and ensure that our core objectives are met. In short, they are the ones charged with the responsibility of recognising, nurturing and polishing the talent in their care.

Names of the Board Members, except for the office bearers and chairpersons of committees have been listed in an alphabetical order.



Mr S. Sandilya, President

A commerce graduate from Madras University and an MBA from IIM Ahmedabad, Mr Sandilya is the Non-Executive President of SOS Children’s Villages of India. Apart from this, he is also the Non-Executive Chairman of Eicher Motors Limited and Mastek Limited, a member of the board of directors of a few other Indian listed companies, Chairman of Lean Management Institute of India, a National Council member of the Confederation of Indian Industry (CII), and a member of the Board of Lean Global Network, USA. In the past, he has also been the President of Society of Indian Automobile Manufacturers and President of International Motorcycle Manufacturers Association, Geneva.



Mr Ashok Behari Lall, Vice President

Mr Lall has done his B.A. (Arch. & Fine Arts) from Cambridge University, U.K. and Architectural Association Diploma from London. Mr Lall is a Member of Indian Institute of Architects, Council of Architecture (India), Indian Society of Lighting Engineers, Indian Society of Heating, Refrigeration and Air-conditioning Engineers and Academic Council (Architecture), Jodhpur University. He is also the Convener of Delhi Urban Arts Commission Workgroup on Energy.



Mrs Sarita Gandhi, Vice President

With a Postgraduate Diploma in Personnel Management and Industrial Relations from XLRI, Jamshedpur, Mrs Gandhi has worked with the Eicher Group in Corporate HR and was on the management board of three Eicher schools at Alwar, Parwanoo and Faridabad. As the Secretary of the AIWC, she was involved in managing a number of projects in education, women and children health and welfare and income generation for the underprivileged.



Mr D. Ranganathan, Treasurer

A qualified Chartered Accountant with over three decades of experience, Mr D. Ranganathan is a finance professional who is supporting development initiatives through some NGOs, educational institutions and start-ups as a member of their strategic board and working committees. He was the Honorary Vice Chairman of ‘Association for Cricket for the Blind in India’ (ACBI), a member of the World Blind Cricket Council (WBCC) from India for almost ten years and was part of the team that conceptualised and hosted the first ever World Cup Cricket for the Blind twice in India (1998 & 2002). A welcome figure in some of Delhi’s liberated circles, he is someone who intently pursues his passion and hobby and has been playing club cricket continuously for 35+ years.


Ms Anuja Bansal, Secretary General / National Director

Ms Bansal is a Chartered Accountant with over 20 years of work experience. Before SOS Children's Villages of India, she was working with Oxfam India as Director, Operations. Ms Bansal has vast experience in the social development sector and has worked with organisations like CRY – Child Rights and You, ACCESS Development Services and Bharti Foundation. Having worked in areas of child rights, livelihood promotion and disaster management, she has a very strong understanding of the development sector.


Mr Ashis Kumar Ray, Member

Mr Ray is a practicing Chartered Accountant with an independent practice. He also remained President of Gillanders Arbuthnot & Co Ltd for about 15 years, starting in 1967. Mr Ray did his postgraduation in Commerce and LLB from University of Calcutta and C.A. from Institute of Chartered Accountants of India. He is the representative of SOS Children's Village Kolkata.


Mr Bharat Bhushan Deva, Member

Mr Deva is an expert in real estate development, cold storage, horticulture and investments. He serves as a Director in Hicks Thermometers and Xenon Infraventures & Financial Services. His family has been at the forefront of social service in Begusarai for the past 90 years. His contributions to the city include schools, orphanages and land for SOS Village Begusarai. He is also the Founding Member of Varanasi Eye Bank Society. He has done his Bachelors in Technology (Mechanical Engineering) from IIT (Benaras Hindu University), Varanasi.


Mr Devinder Rai Puri, Member

Mr Puri, a retired IPS Officer, is the representative of SOS Children's Village Rajasthan. He was Senior Vice President of Jet Air and Chairman of RSRTC from 1987-90. He served the Indian Police Service from 1956 to 1987 and retired as DG Rajasthan. Mr Puri completed his graduation in BA (Hons) in 1951 and MA, LLB in 1954 from Delhi University.


Mr M.S. Ramachandran, Member

Mr Ramachandran holds a Bachelor's Degree in Mechanical Engineering. He joined Indian Oil Corporation (IndianOil) in 1969 and worked in several areas before being appointed as Executive Director, Oil Coordination Committee, set up by the Government of India in 1998. He joined the Board of IndianOil as Director (Planning & Business Development) in 2000. He was the Chairman of IndianOil Corporation Ltd from 2002 to 2005. Mr Ramachandran was conferred with Chemtech-Pharma Bio Hall of Fame Award in 2005 for outstanding contribution to the petroleum and petrochemicals industry.


Mrs Navita Srikant, Member

Mrs Srikant is a Chartered Accountant and a globally recognised expert in Forensic Accounting and Anti-corruption acknowledged by American Bar Association, OECD and other international professional bodies. Mrs Srikant has worked/ advised several global multilateral development banks including the World Bank and ADB. In 2010, she was invited to consult with India's Central Vigilance Commission, providing invaluable counsel in the drafting of the country's first Anti-Corruption Strategy.


Mrs Seema Chopra, Member

Mrs Chopra is a freelance journalist and also participates in the family business (Punjab Kesari Group). She is a member of the Indian Society of Authors. She is a Trustee and a member of the advisory board of the Mata Pushpa Gujral Nari Niketan and A.N. Gujral School run by the former Prime Minister of India, Shri I.K. Gujral. She is the Chairperson of the American Smith Institute for special needs children and also the Vice President of the Udaan Educational Society for special children in Jalandhar.


Ms Shubha Murthi, Member

After her graduation from Delhi University, Ms Murthi completed her postgraduation in Business Finance and Computer Application. She has over the years held and worked in various positions within the organisation. For the last ten years, she has been an active member of the group which defines and works on 'Core Policies' of the organisation.


Ms Subha Rajan Thampi, Member

Ms Thampi joined Confederation of Indian Industry (CII) in 1990. She was the first CEO of the Overseas Indian Facilitation Centre (OIFC), jointly organised by the Ministry of Overseas Indian Affairs and the India Economic Summit. She has been a part of the World Economic Forum and the India Economic Summit. Currently, she is a Director at CII and is involved in Counselling, CSR, Trade, Economic Promotion and Nation Building activities.


Mrs Sudha Shastri, Member

Mrs Shastri graduated from IIM Calcutta in 1985. With several years of HR experience, from Eicher and Pertech Computers, she started an HR consulting firm Inputs, which is dedicated to helping clients hire, retain and nurture the best talent in the country. She is on the Board of Directors/ Advisors to several social organisations. She is an executive coach and has worked with several CEOs and athletes, including one who has won an Olympic medal. She is an active member of TiE New Delhi, where she heads a special interest group for sports and fitness entrepreneurs.


Mrs Uma Narayanan, Member

Mrs Narayanan joined our Board of Directors in 1979 as representative of SOS Children's Village Chatnath Homes, Chennai. She founded SOS Children's Village Chatnath Homes in 1968 together with an interested group and in collaboration with SOS India. Continuing this introduction to child welfare, she established Karna Prayag Trust, an adoption-cum-foundling home in 1980. For her dedicated services, she received "Golden Badge of Honour" from SOS Children's Villages International.


Mrs Valli Alagappan, Member

An active social worker, Mrs Alagappan is also the Managing Trustee of MR Omayal Achi MR Arunachalam Trust. She has also been a member of the National Committee for Promotion of Social and Economic Welfare, Ministry of Finance, Government of India (1997-2000).

SOS INDIA SUB-COMMITTEES OF THE BOARD

SOS India Finance and Audit Committee (FAC)

The FAC assists the Board of SOS Children's Villages of India in all Finance and Audit related matters and in protecting the assets of SOS India from possible risks and misuse.

MEMBERS OF THE COMMITTEE

- **D. Ranganathan**, Chairperson
- **A.K. Ray**, Member
- **Kishore Dewani**, Member since September 2017
- **Rajneesh Jain**, Member since October 2017
- **Anuja Bansal**, Secretary General, Ex-officio Member
- **Rivu Banerjee**, Chief Financial Officer, Member

SOS India Committee on Human Resource Management

The Committee supports the Board of Directors and the Executive on matters related to planning, implementation and evaluation of Human Resource Management in SOS India. Towards this, the Committee strives to create a supportive and fair professional work environment and enhance employee satisfaction.

MEMBERS OF THE COMMITTEE

- **Sarita Gandhi**, Chairperson
- **Ashok B. Lall**, Member
- **D.R. Puri**, Member
- **Seema Chopra**, Member
- **Sudha Shastri**, Member
- **Anuja Bansal**, Secretary General, Ex-officio Member

SOS India Board Committee on Projects and Facilities Management

The purpose of this Committee is to support the Board of Directors and the Executive on matters related to Projects and Facilities Management in SOS Children's Villages of India.

MEMBERS OF THE COMMITTEE

- **Ashok B. Lall**, Chairperson
- **D.R. Puri**, Member
- **Shubha Murthi**, Member
- **Anuja Bansal**, Secretary General, Ex-officio Member
- **Pradeep K. Shrivastava**, Director – Construction, Member

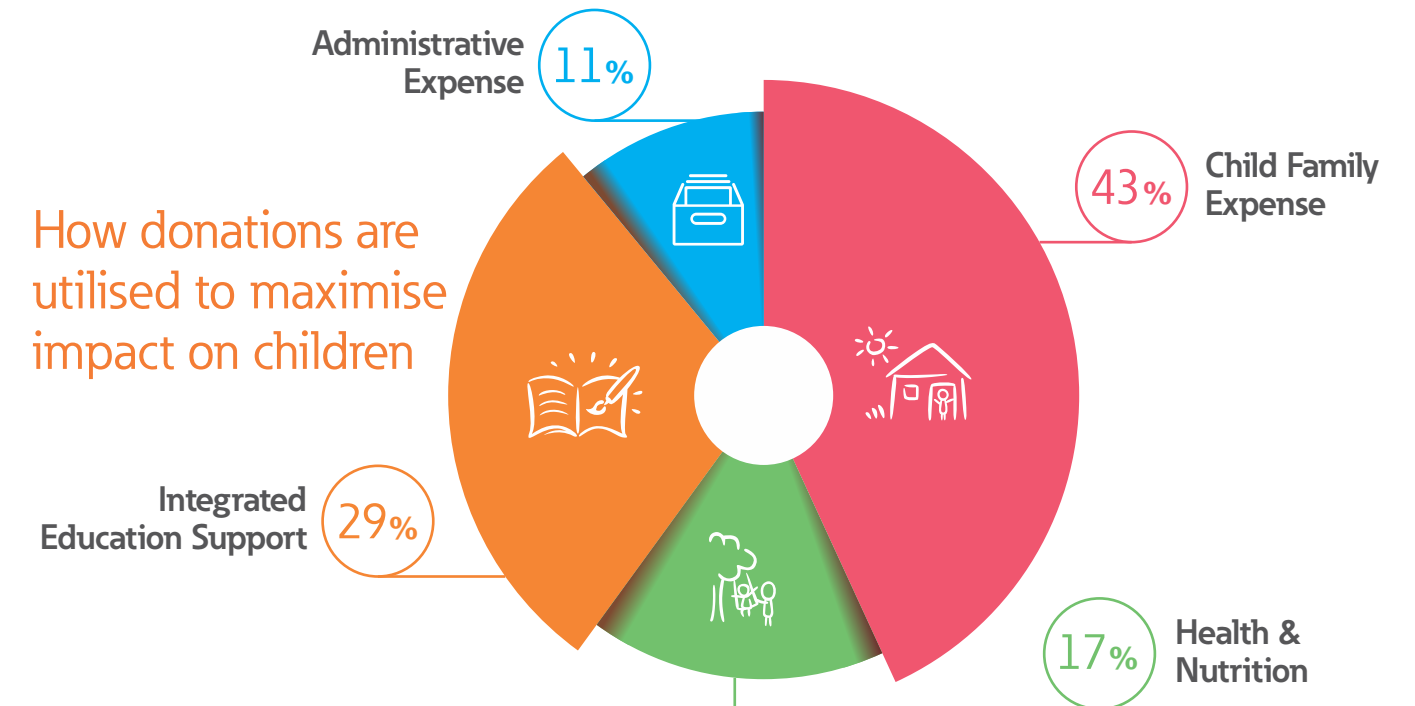
SOS India Programme Committee

The purpose of the Committee is to support the Board of Directors and the Executive on matters related to planning, implementation and evaluation of programmes for children in SOS Children's Villages of India.

MEMBERS OF THE COMMITTEE

- **Uma Narayanan**, Chairperson
- **Ashok B. Lall**, Member
- **M.S. Ramachandran**, Member
- **Navita Srikant**, Member
- **Sarita Gandhi**, Member
- **Anuja Bansal**, Secretary General, Ex-officio Member
- **Sumanta Kar**, Deputy National Director – Integrated Child Care, Member
- **Bartholomew J. Basumatary**, Director – Programmes, Member

FINANCIAL REPORT 2017



Balance Sheet

Statement of affairs as on March 31, 2018

SOS CHILDREN'S VILLAGES OF INDIA STATEMENT OF AFFAIRS AS AT 31ST MARCH 2018			
AS AT 31.03.2017 INR	LIABILITIES	SCHEDULE	AS AT 31.03.2018 INR
2,286,912,180	Project Fund	1	2,049,928,652
	Liabilities		
442,620,070	Children's Money Gift	2	451,677,359
21,189,453	Long Term	3	22,529,897
169,479,558	Short Term	4	150,898,844
	Provisions		
0	Long Term	5	277,121,418
19,070,810	Short Term	6	88,916,091
2,939,272,071	TOTAL		3,021,073,061
AS AT 31.03.2017 INR	ASSETS	SCHEDULE	AS AT 31.03.2018 INR
1,177,538,286	Fixed Assets	7	1,216,732,358
77,533,391	Capital Work in Progress	8	32,711,729
901,732,914	Investment in Approved Securities	9	866,658,218
	CURRENT ASSETS		
	Cash and Bank Balances		
509,318	Cash in Hand	10	515,813
699,453,999	Term Deposit and Balances with Banks	11	832,282,496
3,778,514	Cheques in Hand / DD in Hand	12	5,792,836
	Other Current Assets		
10,462,786	Security Deposits	13	10,598,878
35,897,317	Accrued Interest on Bank Deposits	14	26,410,811
2,259,074	TDS Recoverable	15	2,938,710
30,046,472	Other Recoverables	16	26,431,612
2,939,272,071	TOTAL		3,021,073,061

Significant Accounting policies and Notes to Accounts

30

As per our separate Audit Report of even date for Jagdish Chand & Co.
Firm registration No. 000129 N
Chartered Accountants

Ravi Goel
(Ravi Goel)
Partner
Membership No. 078748
Place of Signing: New Delhi
Date : 13th June 2018



for SOS Children's Villages of India

Rivu Banerjee
(Rivu Banerjee)
Chief Financial Officer

Anuja Bansal
(Anuja Bansal)
Secretary General



Income & Expenditure

Income and expenditure for the year ended March 31, 2018

SOS CHILDREN'S VILLAGES OF INDIA INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31.03.2018				
PREVIOUS YEAR INR	PARTICULARS	Schedule	CURRENT YEAR INR	
523,803,823	Sponsorship from SOS Children's Village		533,029,839	
162,705,292	Contribution from SOS Children's Village		108,870,197	
103,510,819	Contribution from other Overseas Donors		84,198,553	
789,819,934			726,098,589	
	INCOME			
607,854,653	Contribution from Domestic Donors			
199,664,205	Gross Receipt	17	750,223,925	
408,200,448	Less- Fund Development & Communication Expenses	18	203,541,219	
	EXPENDITURE			
45,204,903	Government Grants		35,109,852	
202,645,853	School Fees		224,914,909	
91,211,880	Bank Interest / Profit on Redemption on Mutual Funds Units	19	72,407,145	
2,536,111	Income from Rent / Lease	20	2,746,544	
27,408,072	Miscellaneous Income / receipts	22	7,259,630	
1,667,027,201	TOTAL - I		1,615,219,479	
PREVIOUS YEAR INR	PARTICULARS	Schedule	CURRENT YEAR INR	
16,752,751	Grant to Affiliated Projects	29	21,581,224	
16,752,751	Sub Total 'A'		21,581,224	
	Project expenses			
583,869,573	= Payment and benefits for beneficiaries	23	624,028,005	
120,266,801	= Salary & benefits to Mothers	24	126,578,062	
263,867,353	= Other Personnel Costs	24	418,287,844	
49,829,917	= Repair & Maintenance	25	55,443,161	
24,353,205	= Travel Expenses	26	24,656,057	
5,141,197	= Communication & Postage Expenses	27	4,908,075	
26,635,052	= Administrative Expenses (including Publicity)	28	23,498,515	
1,073,563,098	Sub Total 'B'		1,159,821,657	
	School expenses			
29,398,130	= Running Expenses	23	32,228,229	
110,555,056	= Personnel Expenses	24	120,033,377	
8,794,943	= Repair & Maintenance	25	14,654,480	
15,618,048	= Travel Expenses	26	17,577,082	
887,880	= Communication & Postage Expenses	27	939,147	
15,556,989	= Administrative Expenses (including Publicity)	28	15,144,831	
180,771,006	Sub Total 'C'		200,574,826	
	Non-project expenses			
21,242,050	= Direct Operating Expenses	23	24,495,862	
64,956,613	= Personnel Expenses	24	78,279,508	
3,996,923	= Repair & Maintenance	25	3,139,522	
4,760,475	= Travel Expenses	26	4,772,664	
1,582,348	= Communication & Postage Expenses	27	1,549,354	
5,991,922	= Administrative Expenses (including Publicity)	28	9,521,892	
102,530,331	Sub Total 'D'		121,757,792	
	Exceptional Items- Employee Benefits			
0	Provision for Gratuity	24	12,275,122	
0	Provision for Leave Encashment	24	22,930,065	
0	Sub Total 'E'		35,205,207	
1,373,617,186	Total Expenditure excluding depreciation - II (A+B+C+D+E)		1,529,940,806	
193,410,018	Surplus / (Deficit) before Depreciation - III (I - II)		85,278,672	
78,595,985	Less Depreciation for the year	7	82,682,510	
114,814,030	Net Surplus / (Deficit) for the year		2,596,162	

Significant Accounting policies and Notes to Accounts

30

As per our separate Audit Report of even date for Jagdish Chand & Co.
Firm registration No. 000129 N
Chartered Accountants

Ravi Goel
(Ravi Goel)
Partner
Membership No. 078748
Place of Signing: New Delhi
Date : 13th June 2018



for SOS Children's Villages of India

Rivu Banerjee
(Rivu Banerjee)
Chief Financial Officer

Anuja Bansal
(Anuja Bansal)
Secretary General



giving **wings** to imagination

For over 54 years, SOS India has worked with an unwavering focus – of improving the quality of care and protection provided to its children. The awards and recognitions we received in 2017 salute our commitment to the cause of children, the excellence of our programmes, and the integrity of the organisation. These awards propel us towards our vision of providing 'A loving home for every child' and wings for their imagination.



AWARDS & RECOGNITIONS

Commitment to excellence makes SOS India stand apart



**Highest CRISIL
VO Grading of 1A
for Financial Credibility**

In April 2017, SOS India was awarded a grading of VO 1A by CRISIL, the highest grading given to a voluntary organisation for very strong delivery capability and high financial proficiency for the year 2017-18. This award distinguishes SOS Children's Villages of India as the first international NGO to obtain such a rating for its work in relation to other non-profit organisations. Given the context of operating in the development sector in India and fundraising here, this rating stands as a stamp of approval on our credibility and delivery capability with respect to the stated objectives. With such a rating, SOS India not only reinforces its reliability and integrity but also shines as a beacon of excellence in the development sector.



**SOS India in Top 100
India's Best Companies
to Work For 2017**

When you place great focus in nurturing the hopes and aspirations of your workforce, such leadership rarely goes unnoticed. SOS India is ranked among top 100 India's Best Companies to Work For 2017 by Great Place to Work® Institute. This recognition deems SOS India as a powerhouse of high quality performance in our programmes resulting in not only a high impact on our beneficiaries; but also a motivating and a positive work environment.

Being a self-implementing NGO, SOS India has taken great care in sustaining its manpower without whose unstinted support, it would not have been possible for the organisation to carry out its mandate of nurturing once parentless and abandoned children in the last 54 years.



**Awarded for
commitment to
commercial transparency**

SOS Children's Villages of India has been awarded the TRACE certification 2018-19. This means that SOS India has completed a comprehensive due diligence process administered by TRACE, the world's leading anti-bribery standard setting organisation. Certification by TRACE signifies that an entity has completed internationally accepted due diligence procedures and has been forthcoming and cooperative during the review process. The successful completion of TRACE certification demonstrates our commitment to commercial transparency, allowing us to serve as a valued business partner to multinational companies.

TRACE members and clients include hundreds of multinational companies worldwide.



**Award for
Breakthrough Innovation
in Sustainability and CSR**

All India Management Association (AIMA), the national apex body of the management profession in India, awarded SOS Children's Villages of India for Breakthrough Innovation in Sustainability and Corporate Social Responsibility, as part of the 7th edition of its Innovation Practitioners Summit, held in New Delhi in December 2017. The award recognises SOS India as an organisation that has incorporated sustainable care practices in their programmatic interventions and for adopting a unique approach to providing alternative care in their social development practices, thereby impacting communities. The case study Innovation in Building Sustainable Families for Parentless Children and Youth won them the award in this category.



**CSR Leadership Award
for Developing
Sustainable Strategies**

SOS Children's Villages of India has recently won the CSR Leadership Award for 'Development and Sustainable Strategy'. The Global CSR Awards 2018 is Asia's most prestigious recognition awards programme for Corporate Social Responsibility. The programme recognises and honours companies for outstanding, innovative and world-class services, projects and programmes.

Our alternative child care model has demonstrated SOS India's leadership, sincerity and on-going commitment in incorporating ethical values, compliance with legal requirements, and respect for individuals, communities and the environment in the way we transform lives.



**SOS Village Chennai
wins 'Best NGO' Award
for 2016-17**

SOS Children's Village Chennai has been selected from among a hundred other NGOs in the Kancheepuram District of Tamil Nadu as the Best Child Care Institution for the year 2016-17. This recognition highlights the highest standards of integrity maintained throughout the organisation and honours our work in the sector. The award was presented by the District Child Protection Unit, Kancheepuram, as part of Children's Day celebrations in Tamil Nadu.

OUR CARE COMMITMENTS

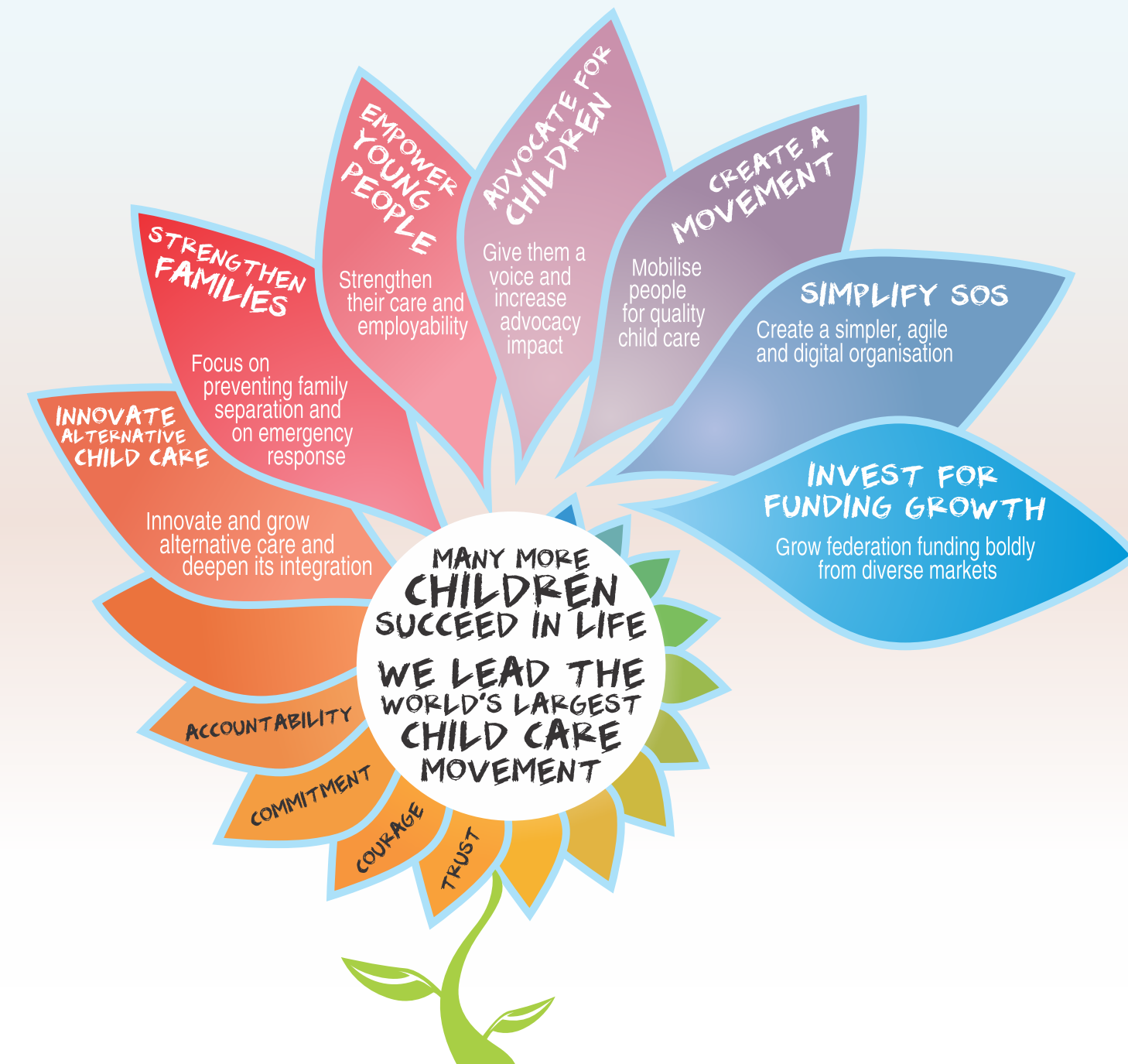


Ensuring the best care for children

At SOS India, we believe that children growing up in a stable and caring family, within a supportive community, have a greater chance to realise their full potential and lead an independent life. Our belief is backed by our commitment to provide the best of care to children, right from a very young age, until they

are ready to start a career. We seek continuous improvement in our programmes and services, and learn from our experience. When we identify deficiencies, we respond immediately, ensuring the best care and futures for our children and youth.

STRATEGY 2030



OUR VISION

Every child belongs to a family and grows with love, respect and security