



SOS CHILDREN'S  
VILLAGES  
INDIA



SOS BALAGRAM  
BHARAT™

# SOS Children's Villages India

## *Social Impact Report 2018-2023*



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## EXECUTIVE SUMMARY

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Between 2018 and 2023, SOS Children's Villages India reached 223,000 plus children, youth, and caregivers through its constellation of care programmes. The impact is visible not only in the scale of outreach but in measurable outcomes that strengthen child protection systems in line with Mission Vatsalya.

At the heart of the work, is the legacy programme Family-Like Care (FLC) that continues to provide long-term parenting in SOS homes to nearly 39,550 children over a span of five years, with average 6,500 children supported each year. These outcomes reflect the priorities of Mission Vatsalya: in 2022–23, 77% of youth exiting care pursued higher education, 86% secured employment, and 91% transitioned to stable housing.

Through the Family Strengthening Programme (FSP), SOS supported 169,373 families in five years, including 31,500 caregivers in 2023 itself. By preventing family breakdown — FSP improved school retention from 72% in 2018 to 91% in 2023 and expanded women's leadership in SHGs from 15% to 46%. Even post-exit, 86% of SHGs and 72% of Bal Panchayats remain active, demonstrating sustainable community-based care.

For adolescents, the Youth Empowerment programme mentored and skilled 12,657 young people, while 1,285 children were reintegrated into biological or extended families through Kinship and Reunification, and 393 children with special needs were supported. In emergencies such as COVID-19, SOS extended protection to over 14,000 families, reflecting the Mission Vatsalya call for integrated crisis support.

An India-adapted Social Return on Investment (SROI) study confirms the efficiency of this model: for every ₹1 invested in FSP, ₹3.68 of social and economic value was created through higher incomes, improved food security, and universal access to legal identity.

Together, these outcomes highlight SOS as a parenting ecosystem that delivers impact at scale while directly contributing to the goals of Mission Vatsalya. By pairing measurable results with relational assets like mothers, siblinghood, and alumni networks, the report frames SOS not as a traditional NGO but as a holistic parenting ecosystem, emphasizing shared responsibility and the ongoing promise to walk alongside children and communities.

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## CHAPTER 1: SOS VISION AND MISSION

### **Vision**

***“Every child belongs to a family and grows up with love, respect and security.”***

This vision defines the core belief of SOS Children’s Villages India: that every child deserves a nurturing environment anchored in emotional safety and belonging. It affirms the organisation’s long-standing commitment to providing stable, structured, and relationship-based care.

### **Mission**

***“We build families for children in need, we help them shape their own futures, and we share in the development of their communities.”***

The mission articulates a three-fold commitment:

1. To build families for children who have lost or are at risk of losing parental care
2. To empower children and youth to shape their own life trajectories through education, skilling, and mentoring
3. To engage in community development, preventing family breakdown and promoting resilience at the household and local level

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**THIS MISSION IS NOT ONLY PROGRAMMATIC—IT IS RELATIONAL. IT  
UNDERScores THE ORGANISATION’S IDENTITY AS A PARENTING  
ECOSYSTEM RATHER THAN A SERVICE PROVIDER**

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## CHAPTER 2: INTRODUCTION:

Founded in 1964, **SOS Children’s Villages India** is one of the country’s oldest childcare organisations, built on the belief that every child deserves a stable, caring family. SOS Children’s Villages India is a registered non-profit under the Societies Registration Act, 1860. It operates autonomously while aligning with national child protection standards, ensuring ethical leadership, strategic clarity, and accountability. Refer Table/Fig 2.1- Care Continuum spans.

Today, SOS Children’s Villages India operates in over 32 locations across 22 states and union territories, implementing long-term and community-based child protection solutions. At its core, the organisation offers care not as an intervention, but as a relationship—structured, sustained, and rooted in emotional continuity.

Care, in the SOS India model, is not a response to crisis—it is a framework for stability. It is offered not episodically, but daily, through rituals of presence, trust, and long-term accompaniment.

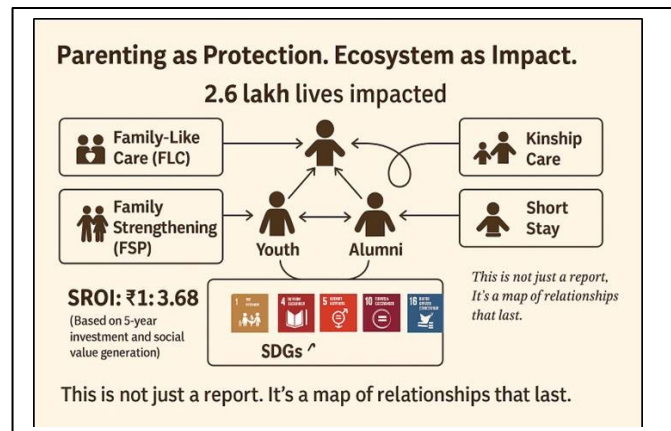
The Care Continuum spans across several interlinked programs:

- 1) **Family-Like Care (FLC)**
- 2) **Family Strengthening Program (FSP)**
- 3) **Youth Empowerment**
- 4) **Kinship & Reunification, and**
- 5) **Special Needs & Emergency Support.**

Whether through the nurturing stability of an SOS Mother in a Family-Like Care setting or the empowered caregiving of an SHG woman under the Family Strengthening Programme,

the organisation holds one core belief: **care must last, and it must anchor.** Together, they form an ecosystem of care from early childhood through adulthood.

The report is a social impact study of two programmes FLC and FSP for the period of 2018- 2023



**Fig 2.1 Care Continuum Spans**

## CHAPTER 3: OBJECTIVES:

This social impact assessment was undertaken with two primary objectives:

**1. Assess the Social Impact of Flagship Programmes (2018–2023):**

To evaluate the effectiveness and long-term impact of Family-Like Care (FLC) and the Family Strengthening Programme (FSP) over the last five years.

**2. Align Evidence with National Frameworks and Future Strategy:**

To examine how SOS India’s model of care maps onto the policy vision of *Mission Vatsalya* and the *Juvenile Justice Act*, while also generating insights to inform the *Vision 2030 Roadmap* — focusing on family-based care, caregiver wellbeing, alumni leadership, and government partnerships.

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## CHAPTER 4 FAMILY-LIKE CARE (FLC) PHILOSOPHY

### 1. The Architecture of Family-Like Care

FLC revolves around the home as the nucleus — Each SOS home functions as a stable environment where children who have lost parents grow up in sibling groups with a dedicated SOS Mother. Each child experiences stability through care routines: eating meals together, sharing festivals, school life, bedtime rituals.

Family-Like Care is designed around four anchors: the SOS Mother, the home, the siblings, and the community in the village. The FLC model includes youth homes for older children, individual care plans, and post-exit holistic support till the age



#### PROGRAMMATIC IMPACT – FAMILY-LIKE CARE (FLC)

- Family-Like Care: Long-term, relationship-based care.
- Over 6,100 children supported in FLC.
- Emotional anchoring through SOS Mothers and siblings

of 23. 3-year financial support is provided for eligible youth post-employment and

**Fig.4.1 Programmatic Impact-FLC**

emotional ties that lasts with their SOS families post their exit. The emotional spine of the system is everyday care that is consistent, structured, and familiar.

Homes are part of a larger village, enabling both intimacy and community. The care architecture includes youth homes for adolescent *boys* transitioning into adulthood and extended post-reunification support for those reintegrated with families.

The focus is not on service delivery, but on parenting. Caregivers are consistent. Routines are predictable. Celebrations are shared. And identity is nurtured over time — through schooling, documents, rituals, names, and emotional safety. (Refer Table/Fig.4.1 Programmatic Impact-FLC)

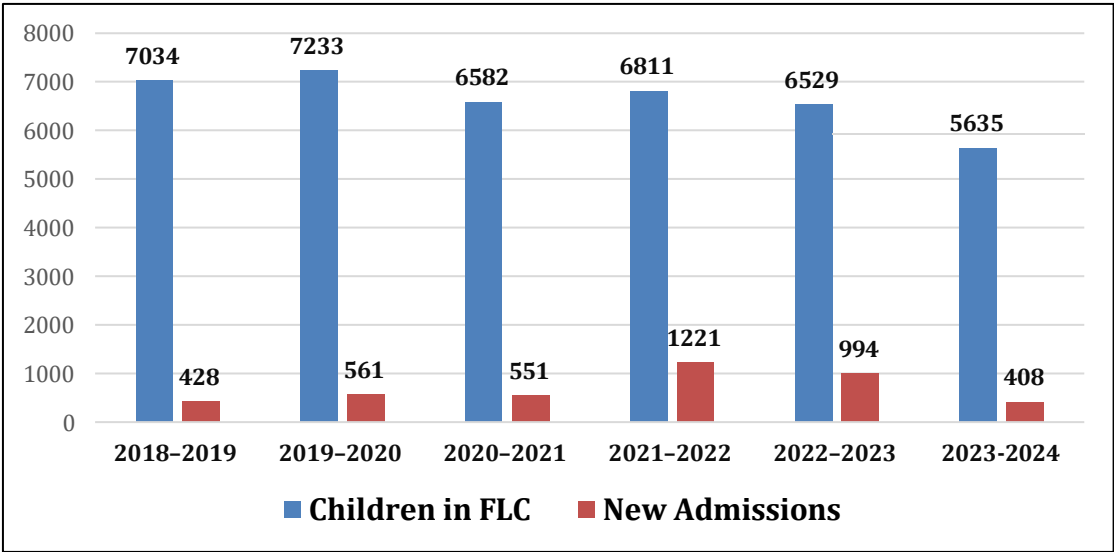
FLC is the heart of SOS India’s work and provides the legacy and best practices for its other programmes like Family Strengthening Programme (FSP). It is not about service delivery but about parenting. Children grow up in SOS homes with mothers and siblings, surrounded by love, routines, and traditions. Children’s lives are imbued with rhythms, attachments and everyday rituals (refer graph/data 4.2 for macro level impact).

**Macro-Level Impact: 2018–2024:**

The following data reflects the scale and continuity of care through the FLC model over the last 5 years:

Year	Children in FLC	New Admissions
2018–2019	7034	428
2019–2020	7233	561
2020–2021	6582	551
2021–2022	6811	1221
2022–2023	6529	994
2023-2024	5635	408

**Table. 4.2 Macro-Level Impact**



**Graph 4.2 Macro-level impact FLC**

## THE MOTHERS OF SOS & EMOTIONAL CONTINUITY

At the heart of the Family-Like Care (FLC) model are the **SOS Mothers**, whose everyday acts of care create stability, trust, and lifelong bonds. Their parenting is not defined by grand gestures, but by **consistent presence and emotional continuity**. (Refer **Fig.4.3- Family Like Care**)

What do you remember when you say, 'I had a mother'? Not a room. Not a ration. A rhythm. A rhythm of waking up to the same voice. Of a particular way the hair was braided. Of knowing your favorite plate would be used on your birthday — every year, without fail. In SOS Children's Villages India, childhood is built not through grand gestures, but through the everyday intimacy of knowing. This is the heart of Family-Like Care — not shelter but belonging.

It is knowing that Amma will ask how your test went, even if she already saw the result. It is being handed tea when you didn't ask for it — but she knew. That quiet, attentive rhythm becomes a child's internal compass. It tells them: I matter. I am seen. I am remembered.

During Pongal in Vizag, it wasn't the shopping that children remembered — it was how mothers knew who hated yellow. A girl once said, 'Even after I left, Amma called and asked if I found a red kurta this time. She remembered — even now.'

## THEMES AND ESSENCE OF MOTHERS AT SOS VILLAGES:

### Care as Everydayness:

Reflected in ordinary routines like shared meals, school tiffin, and birthdays with homemade sweets make children feel anchored emotionally.

*"Amma didn't always have the answers. But she was there — every morning and every night.*

*That was the answer."* — Former SOS Youth

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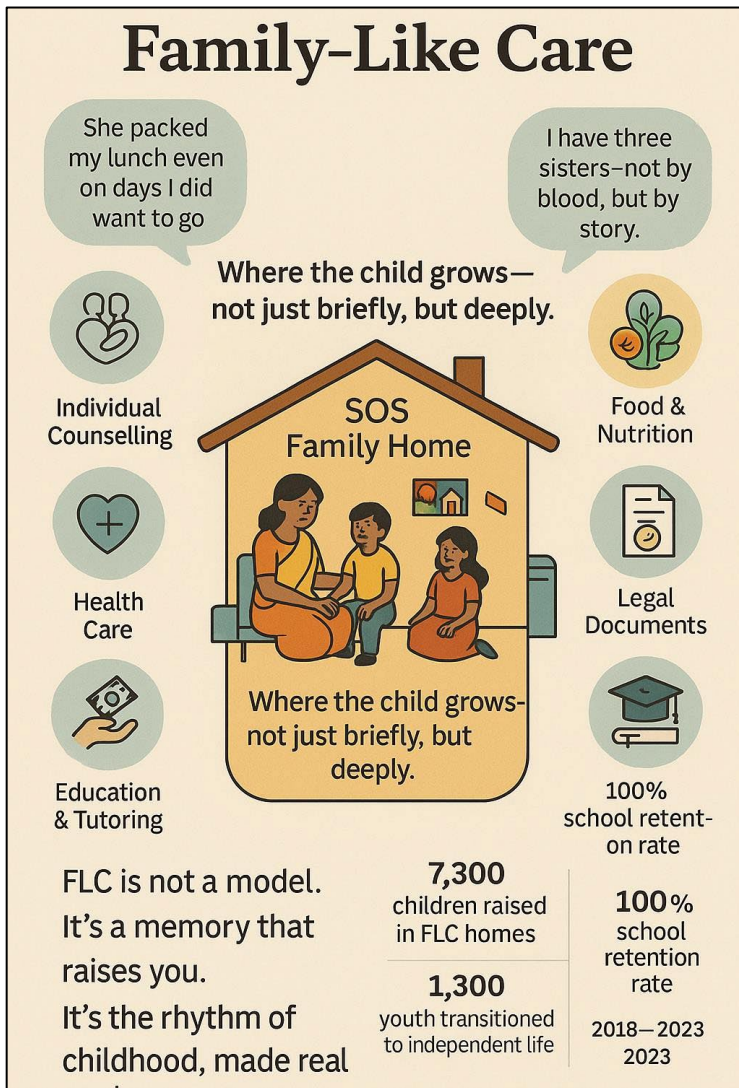
## Mothers as Emotional Anchors:

Children entering SOS often carry grief and abandonment. Healing happens through enduring

presence. Supported SOS mothers who stay through setbacks, silences, and small victories. Rekha shared: *“She sat with me, held my hand, and said we would figure it out together.”*

Muskan described her SOS Mother as the *“first person who never gave up on me — not once.”*

**The Role of Mothers in Educational Outcomes:** In SOS Children’s Villages India, **mothers are the architects of learning**, shaping the rhythms of daily education through observation, routines, and emotional presence. They intervene when children struggle — like in Alibag, where one mother restructured her son Manish’s study time until, as records note, *“by the next term, he scored 68% in math.”*



**Fig. 4.3 Family Like Care**

We believe” Emotional support is equally crucial: Shivangi’s mother in Bhubaneswar replaced scolding with empathy, asking, *“Did you sleep well the night before?”* This gentleness rebuilt trust, leading Shivangi to pursue nursing with confidence. Mothers also innovate — creating visual charts, storytelling routines, and even songs for multiplication.

As one child in Greenfields said, it was *“the song that made me smarter.”* Above all, success is nurtured by a mother’s consistent reassurance: *“Let’s try again tomorrow. I’m here.”*

**Parenting as Presence:** For children with histories of loss, presence of mother is the most profound gift: *“I am not going anywhere. I will walk with you.”* Mothers remain steady through transitions, illnesses, and teenage struggles, making belonging possible.

**Generational Continuity:** The bonds extend into adulthood. The alumni return, maintaining ties with their SOS Mothers, often recalling small, enduring acts — a cup of tea, a light left on during exams, or a favourite sweet after a hard day.

**Village as a Parenting Community:** Beyond individual mothers, SOS Villages nurture a collective caregiving culture. Shared traditions such as evening prayers, Pongal celebrations, and coordination meetings. This help shape a rhythm of empathy and belonging.

As one alumna recalled: *“We didn’t just buy new clothes — we chose them together. Amma always knew who liked checks and who hated yellow.”*

SOS Children’s Villages India goes beyond shelter, it creates **remembered childhoods**, where consistency, presence, and love form the foundation for lifelong emotional continuity.

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## SIBLINGHOOD BEYOND BIOLOGY

SOS Children's Villages India redefines siblinghood as a bond of **belonging and identity** rather than biology. For children without parental care, SOS Mothers nurture environments where siblings grow organically, offering trust, protection, and emotional security (Refer Table/Fig. 4.4 **Benefits of siblinghood bonds**).

**Shared Childhoods:** Family Homes of up to eight same-gender children

foster shared routines which include meals,

chores, prayers, and study hours. These create **collective memory and belonging**, where girls support each other through adolescence and boys learn accountability and conflict resolution.

### **Emotional Anchors:**

Siblinghood becomes a **powerful emotional anchor**. Peer care, shared rituals, and reconciliations build resilience, empathy, and trust which often providing stronger healing than adult mentorship.

**Continuity Through Transitions:** Even during major life shifts, such as moving to Youth Homes or reintegration with biological families, siblings remain the most enduring support by sharing housing, finances, guidance, and emotional care.

### **Lifelong Identity:**

SOS siblinghood extends into adulthood, forming a **lifelong family identity**. Alumni remain connected as wedding witnesses, co-applicants, business partners, and confidants. **78% of alumni still feel part of a family because of sibling bonds.** By nurturing siblinghood beyond



**Fig. 4.4 Benefits of Siblinghood Bonds**

biology, SOS Children’s Villages India ensures every child experiences **long-term belonging, continuity, and family for life.**

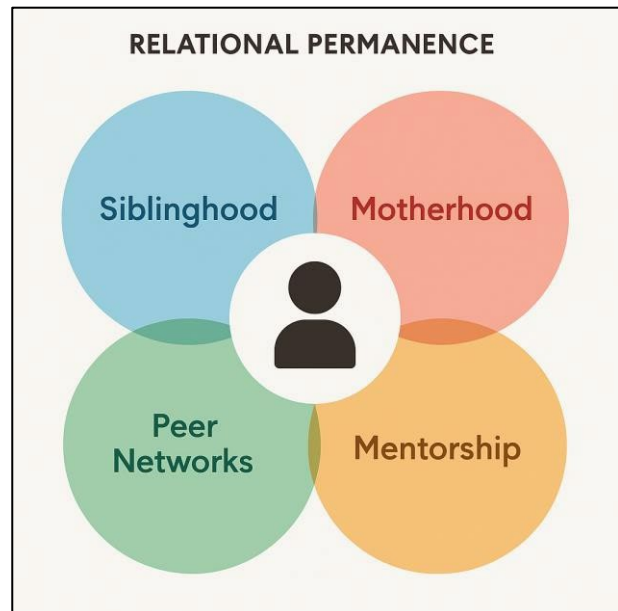
**Monitoring data highlights measurable benefits of siblinghood:**

Siblinghood, though often seen as an emotional bond, has proven **tangible effects on children’s long-term well-being, psychosocial growth, and resilience.** Evidence from SOS India’s internal monitoring data and qualitative interviews (2018–2023) shows that strong sibling bonds contribute to measurable improvements across key child development indicators, underscoring their critical role in shaping stability and positive life outcomes. (refer **Table/ Fig.4.5 -Relational Permanence**).

**Evolving Bonds in Adulthood:** Sibling ties mature into chosen kinship networks, marked by reciprocity and care. Alumni describe practical solidarity:

Some quotes to elaborate evolving bonds as follows:

1. *“We used to fight over TV. Now we fight over who pays the electricity bill first.”* — SOS Alumni, Pune
2. *“My sister’s baby calls me bua. I didn’t think I’d ever have a title like that.”* — Former resident, SOS Bhopal
3. *“I visit twice a year... I go because I know how hard it is when no one tells you how to open a bank account.”* — SOS Alumnus, Mumbai

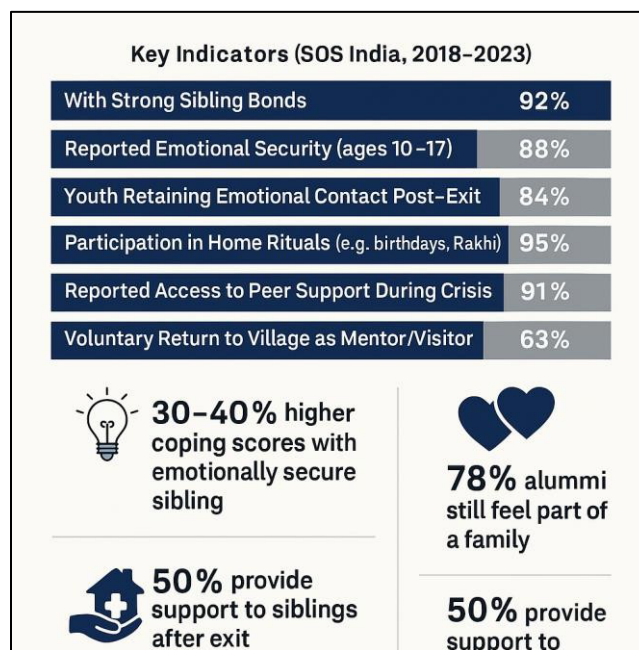


**Fig. 4.5 Relational Permanence**

## DEVELOPMENTAL OUTCOMES:

Siblinghood strengthens **regulation, reflection, ritualization, and resilience**. Elder siblings model study habits and emotional control, while rituals — shared meals, festivals, jokes — foster belonging. At its core, children internalize: *“I am not alone.”*

This visual framework helps articulate how siblinghood functions as the **most enduring** of all relationships in the SOS care model. While caregiving adults may change through staff turnover, mentors may shift, and peer circles expand or shrink—siblinghood remains. (refer Table/Fig.4.6 Key Indicators -SOS India 2018-2023)



Table/Fig.4.6 Key Indicators (SOS India 2018-23)

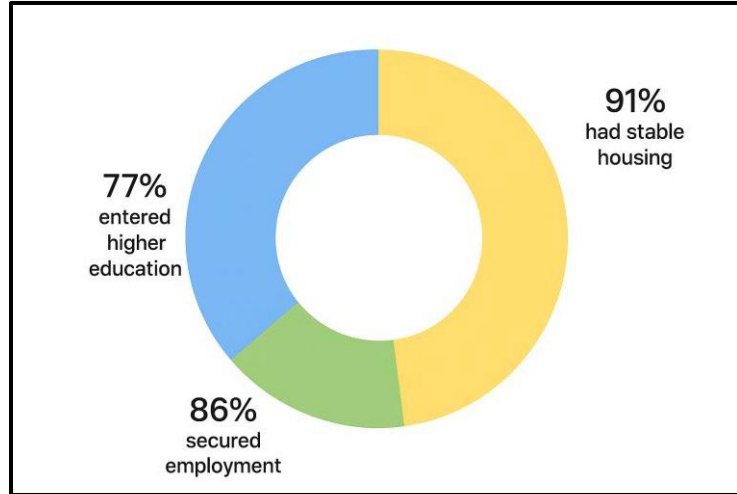
### Youth Transition and Reunification Trends:

Youth empowerment and reunification initiatives ensure that even after leaving SOS villages, children remain emotionally anchored and supported. SOS remains a lifelong emotional anchor and sometimes a source of financial and emotional support well into adulthood.

Over 6,500 children live in SOS homes annually. The youth transitioned and were supported through higher education, employment, and stable housing. For example, Youth Exiting

(2022–23) demonstrate high success rates: 77% entered higher education; 66% secured employment; 91% had stable housing. (refer below Table/Fig. 4.7/4.8- Youth Exiting 2022-23)

**5-year Exit Outcomes (2018–2023):**



**Fig. 4.7 Key Indicators (SOS India 2018-23)**

Year	Youth Exiting FLC	Higher Education (%)	Employed (%)	Stable Housing (%)
2018–2019	291	68%	74%	85%
2019–2020	293	70%	71%	87%
2020–2021	293	73%	80%	88%
2021–2022	673	75%	81%	89%
2022–2023	602	77%	86%	91%

**Table 4.8 Youth Exiting FLC 2018-2023**

## **FAMILY-LIKE CARE (FLC): EDUCATIONAL PERFORMANCE AND CARE ECOSYSTEM:**

### **A: Education as a Pillar of Parenting:**

Education is woven into parenting rather than treated as a separate intervention. For children entering Family-Like Care with histories of interrupted schooling or low confidence, learning begins with **restoring rhythm and emotional safety** — uniforms prepared, shared breakfasts, and consistent adult presence.

Mothers observe not only homework but emotional readiness: *“Has the child been able to concentrate? Are they unusually quiet after school?”*

As one Greenfields mother explained, *“They don’t resist study time because they know it comes after joy. We play first, then we sit.”*

Similarly, in Tirupati, storytelling rituals helped Vaishnavi overcome shyness until, as her mother shared, *“She began to tell her own stories... that’s when I knew she would be fine in school.”*

### **B: Educational Performance — Ground-Level Insights:**

Progress in SOS is measured not by rankings but by **recovery arcs** — from disengagement to participation, from fear of failure to joy in discovery. Like in Nagapattinam, 15 of 18 children who were battling emotional distress post losing parents in the Tsunami and had become school dropouts began passing all subjects within two years, while in Bhubaneswar, a boy once called a ‘slow learner’ became a science group topper after consistent home-based support.

Tutors noted the difference lay in *“a home where someone asks how your day went.”* In Alibaug, 80% of children improved from below 50% to above 60% within three years, credited to **structured environments, encouragement, and daily presence**. These cases reflect the core philosophy: *“Success is not a spike — it is a rhythm restored.”*

These examples show that in the FLC model, academic growth is nurtured through consistency, presence, and parenting. Success is not a spike — it is a rhythm restored. (visual depiction of village wise subject gains shared in tabular form below refer Fig. 4.9 Village -wise subject gains).

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### Village-wise Subject Gains After Remedial Sessions

	Math Gain (%)	Science Gain (%)
Nagapattinam	22	24
Bhubaneswar	26	27
Alibag	23	25

**Fig. 4.9 Village -wise subject gains**

**C: Emotional and Psychological Ecosystem — Integrating Education and Care:** For children with histories of loss and trauma, SOS ensures **healing and learning are inseparable**. Emotional security is treated as the foundation of academic success. In Bhuj, Rohan, who had lost both parents, initially resisted school until trauma-informed care and journaling restored his confidence; within 18 months he scored 78% and wrote a published poem on grief. In Tirupati, 11 high-risk children regained stability through art and storytelling, and their teacher observed, *“They stopped fearing being wrong. That’s when real learning began.”* The FLC model integrates daily routines, counseling, and rituals to reinforce belonging, ensuring care is *“not episodic — it is daily, layered, and foundational.”* Here, **academic resilience emerges not from competition, but from emotional constancy**, giving children the courage to try, fail, and grow.

**D: Complementary Educational Support Systems:**

Beyond maternal care, SOS strengthens education with **tutors, digital tools, enrichment activities, and structured spaces**. Tutors are vital bridges for first-generation learners, with one in Alibag explaining, *“We focus not just on teaching, but on building their belief that they can learn.”* In Bhubaneswar, bilingual teaching helped struggling students’ transition, and in Greenfields, activity-based science transformed fear into curiosity. Learning corners within homes became powerful tools — *“I sit under the picture of my first poem. It reminds me that I can do hard things,”* shared a child in Nagapattinam. Structured exposure widened horizons: test scores rose by 20–25%, and participation in district science fairs grew. These systems are

not add-ons but **extensions of parenting**, affirming the message: *“You are not alone in this learning journey.”*

This holistic view ensures that success is not seen merely as exam performance — but as sustained, confident engagement in the process of learning.

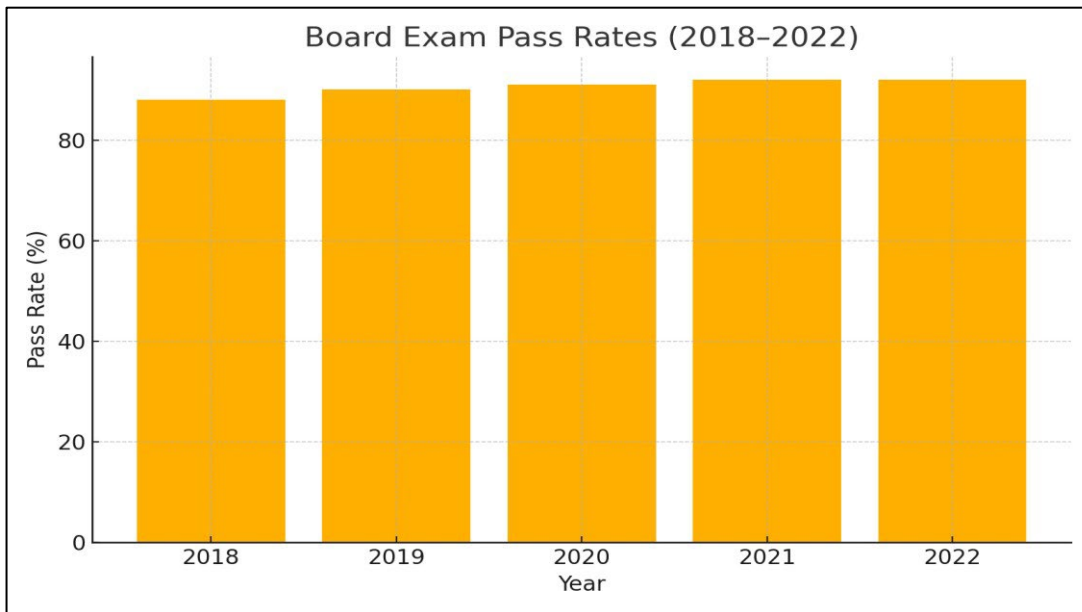
**Section 6: Measuring Impact — Educational Metrics and Performance Indicators:**

Metric	Value	Notes
Board Exam Pass Rate (Class 10/12)	92%	Above regional averages
Higher Education/Vocational Enrolment	98%	Reflects long-term engagement
Children Above Academic Average	80%	Enabled by tutors + mothers
Scholarships Awarded	150+ annually	Supports professional studies
Employment within 6 months post-FLC	85%	Linked to skills & stability
Independent Living (2 years post-FLC)	70–80%	Strong self-sufficiency
Extracurricular Participation	67%	Sports, mentoring, leadership
Year 1 Remedial Gains (Math/Language)	75%	Especially in Nagapattinam

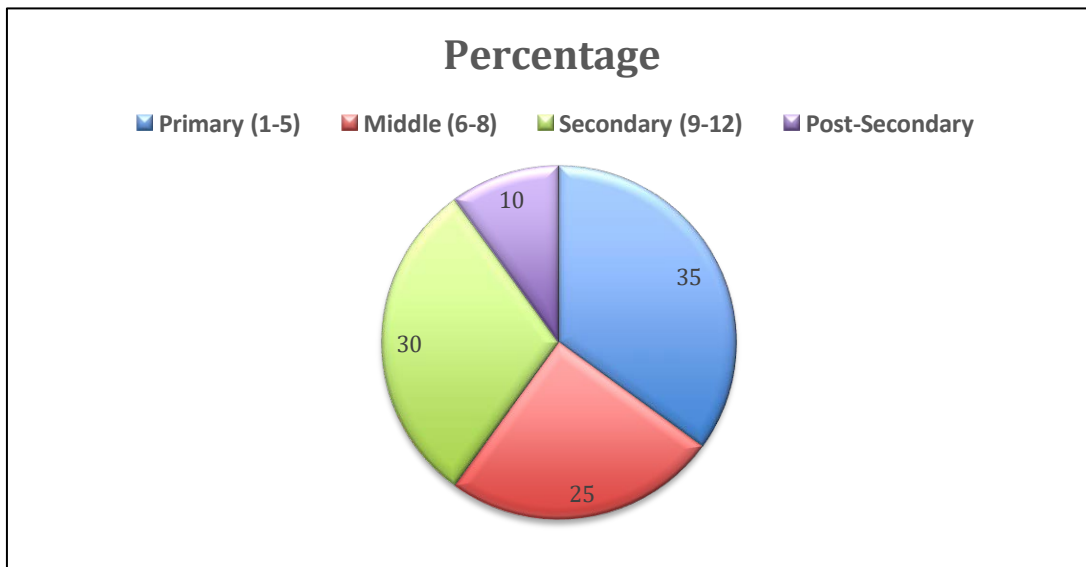
**Table: 4.10 Educational Outcomes**

In SOS Children’s Villages India, education is tracked not only by institutional benchmarks, but by child-centered progress. The Family-Like Care (FLC) model uses both quantitative metrics and narrative tracking to evaluate the effectiveness of its educational ecosystem. Refer Table/Fig. 4.10- Educational outcomes. Figures 4.11 Board exams pass rate and 4.12 Distribution of Children by Education Stage elaborate educational outcomes.

Over the last five years, longitudinal data has shown measurable outcomes in core performance areas shown below:



**Fig. 4.11 Board Exams Pass Rate**



**Fig. 4.12 Distribution of Children by Education Stage (%)**

## Integrating Trauma Recovery and Psychosocial Care into Education:

SOS's educational model is built on trauma-sensitive care—where academic support is scaffolded by emotional constancy, routines, and affirming adult presence. Learning happens when healing begins. Refer Fig. 4.13 for Strategy and Implementation in SOS for trauma recovery.

### Key Practices: What Does Trauma-Sensitive Education Look Like?

Strategy	Implementation in SOS Villages
Predictable Routines	Set study hours, mealtimes, bedtime rituals anchor emotional stability.
Emotional Regulation Support	SOS Mothers identify distress early; offer calm reassurance and structure.
Counselor Integration	Emotional triggers (exam stress, grief) are addressed with professional input.
Child-Centric Learning Corners	Visual and tactile tools co-created with children in Nagapattinam & Alibaug.
Self-Worth Beyond Marks	Praise is offered for effort and persistence, not just grades.

**Fig. 4.13 Strategy and Implementation in SOS for Trauma Recovery**

## SUCCESS STORIES AND SOME TRANSFORMATIONAL JOURNEYS INCLUDE:

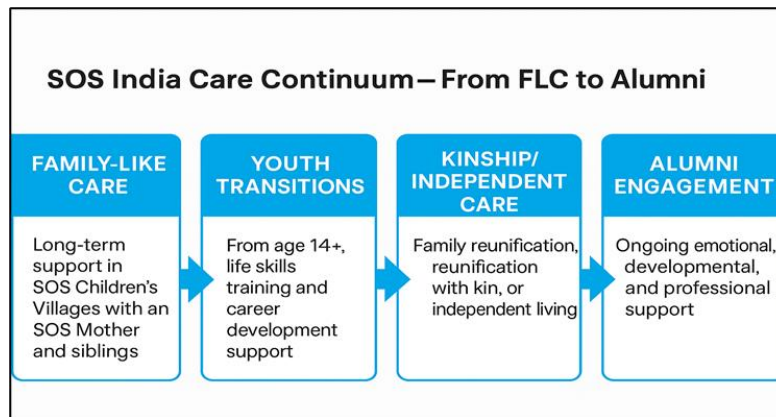
1. **Anjali (Vizag)** – From early care and structured tutoring to admission in a top medical college, showing how FLC nurtures determination and academic excellence.
2. **Vaibhav (Alibag)** – Orphaned young, he found stability in SOS, pursued microbiology, and is now a PhD scholar in Taiwan while mentoring SOS youth.
3. **Esha (Greenfields)** – Encouraged in writing, she became a published poet by Grade 4 and now works as a journalist and copywriter.
4. **Rahul (Vizag)** – Discovered coding in a Youth House, studied computer science, and founded a tech firm employing other SOS youth.
5. **Sakshi (Alibag)** – Balancing Bharatanatyam and academics, she is preparing for NEET, reflecting SOS's support for multi-dimensional identities.

SOS Children’s Villages India demonstrates that **education thrives when anchored in care**. With **92% board exam pass rates, 98% higher education enrolment, and 85% employment within six months**, the model proves that trauma-sensitive, family-like care transforms lives.

**As one child from Greenfields said:**

*“When I was scared, Amma didn’t always have the answers. But she was there every morning and every night. That was the answer.”*

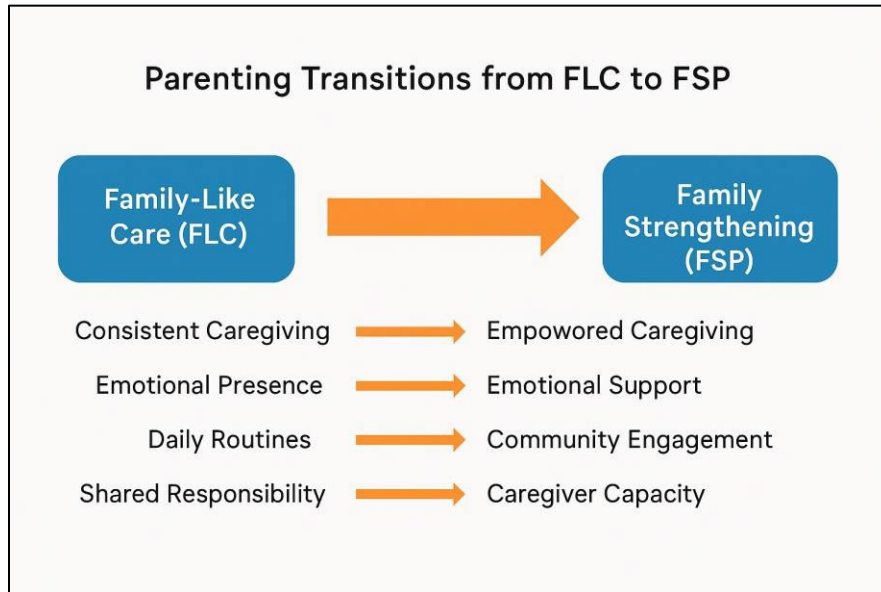
To conclude SOS India’s approach to education in FLC shows us a simple, enduring truth: when children are truly seen, truly loved, and truly supported, they do not just pass exams — they rewrite their futures. Refer Fig. 4.14 SOS India Care Continuum



**Fig. 4.14 SOS India Care Continuum**

**Core Program Areas:** From Family-Like Care to Alumni Engagement, SOS Children’s Villages India offers a structured ecosystem that supports children, families, and youth through each stage of life—ensuring continuity, dignity, and long-term belonging. The reach is depicted further in table Fig. 6,2.

## CHAPTER 5: FAMILY STRENGTHENING PROGRAMME (FSP)



**Fig. 5.1 Parenting Transitions from FLC to FSP**

The **FSP** extends the philosophy of Family-Like Care into vulnerable communities. Its goal is to prevent family breakdown and ensure children grow up in their own families with dignity, stability, and protection.

FSP builds resilience by focusing on caregivers,

forming **Self-Help Groups (SHGs)**, and offering **child-centric services** such as education, health, and psychosocial support. It is not a welfare intervention but a **parenting ecosystem** that transforms survival into stability.

“We are not replacing families. We are reinforcing them.” – SOS Social Worker, Bhubaneswar

**The programme is built on two convictions:**

1. No child should have to leave their family because of poverty, illness, or gender.
2. Caregivers—especially mothers, grandmothers, and aunts—are the first line of defense.

**FSP Same Intention, Different Form:**

This transition is not just strategic—it is deeply ethical. It recognizes that while some children need to be raised within SOS Villages, **most children are best supported within their own families**—if those families are given the tools, training, and resilience to cope. The Fig. 5.1 Parenting transitions From FLC to FSP elaborates this aspect.

Aspect	FLC Mother	FSP Caregiver
Context	Structured, formal care setting	Home-based, fragile setting
Relationship to Child	Not biological, but permanent	Usually biological, but unsupported
Training & Support	Extensive training & constant support	Ongoing mentoring & SHG-led sessions
Role	Full-time parent	Empowered community parent
Language of Identity	“Mother”	“Caregiver”

Table.5.2 Aspect of FLC Mother and FSP Caregiver

The commonality highlighted:

(Table, 5.2 gives an overview on aspects of FLC mother and FSP Caregiver)

- Both roles **are parent**.
- Both provide **continuity**.
- Both create **emotional infrastructure** — in different ways, for different children

*“What we learnt in the Villages—about being present, consistent, patient—we now take to families on the edge of breakdown. We build parenting from within the community.” – SOS Programme Coordinator, Tirupati*

## TARGET COMMUNITIES AND SELECTION PROCESS

The Family Strengthening Programme (FSP) of SOS Children’s Villages India is rooted in one principle: a child must remain with their family and thrive within it, wherever possible. It does not begin with institutions, templates, or assumptions—it begins with a child.

### Core Approach

FSP works with humility and community trust. Instead of imposing models, teams prioritize **participatory mapping, community consent, and evidence-based vulnerability identification.** Selection is not about charity, but about preventing family breakdowns before it happens.

### Community Conversations

Selection doesn’t happen at a table. It happens in whispers—through nods at self-help group meetings, unsaid words at panchayat gatherings, or concerns voiced by Anganwadi workers who notice which children are absent from school or immunization. Through resource maps, seasonal calendars, and vulnerability scoring, communities themselves identify families most at risk.

*“Selection doesn’t happen at a table. It happens in whispers—in conversations outside the Anganwadi.”*

### Household-Level Assessments

Behind every household chosen lie a child at the edge of invisibility: a widow raising children alone, a father absent too long in migration, or a family crushed by debt. For these families, FSP offers not just support but companionship and shared responsibility.

The process deepens through household-level assessments, focusing on a child’s daily life: schooling, nutrition, routines, friendships, health, and emotional safety. The home itself offers cues—whether walls display drawings, and a timetable or remain bare.

*“We asked: which children are missing from school? Who’s always unwell? Which girl dropped out quietly after puberty?” – FSP Facilitator, Bawana*

Ultimately, the FSP is about seeing the child before the crisis becomes permanent. It is relational, negotiated, and locally rooted grounded in the belief that every child deserves to stay within the embrace of family and community.

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## MAPPING RISK AND READINESS

The process begins with **Participatory Rural Appraisal (PRA)**, identifying clusters where children face high dropout rates, poor healthcare access, single or elderly caregivers, or migration pressures. PRA tools such as **resource mapping, seasonal calendars, and wealth ranking** allow communities to surface families most in need. **Trust, not just data, anchors this stage.**

### **Household-Level Vulnerability Assessment:**

Families are assessed across overlapping risks: unstable income, poor housing, dropout risk, and lack of support networks. Crucially, the lens focuses on the child enrolments in school, health and nutrition, and emotional well-being. This shifts the process from economic targeting to **child rights protection**.

As one girl shared: *“My mother said yes because they didn’t talk about money first. They talked about my dreams.”*

### **Caregiver Capacity and Community Vetting:**

Enrolment is validated through **community vetting** by SHGs, panchayats, and local leaders. Families are chosen not simply for vulnerability, but for **readiness to partner**—to join SHGs, accept mentoring, and commit to education. This ensures shared accountability.

As alumna Durga reflected: *“They didn’t just help my family. They helped me believe that I could help others too.”*

### **Family Development Plan (FDP) – A Child’s Life Map:**

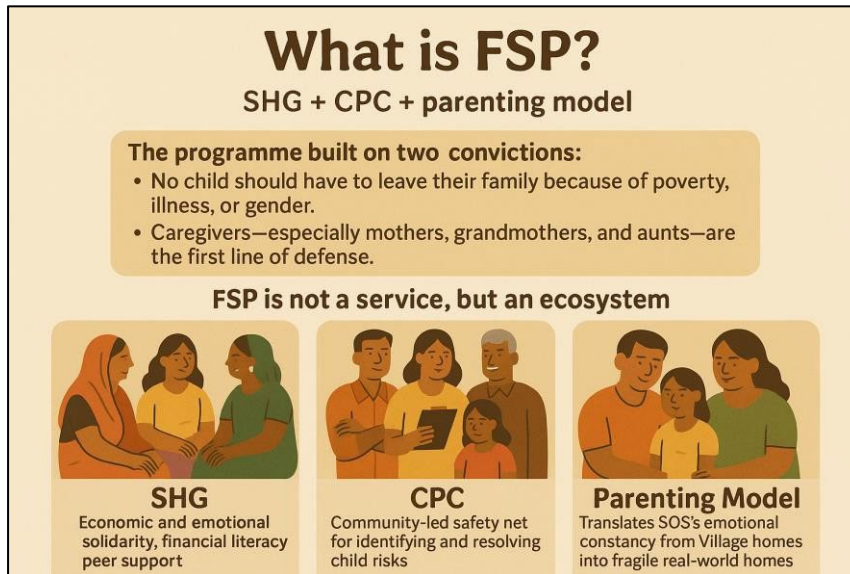
Once trust is established, each family co-creates a **Family Development Plan (FDP)**, which serves as a child’s life map. It covers education, nutrition, livelihood, health, and emotional milestones, while also including goals to prevent early marriage, child labour, or separation. Unlike bureaucratic forms, the FDP is a **care agreement** rooted in dialogue.

As Rohan, a student, recalled: *“They didn’t start with a form. They asked me what subject I liked in school.”*

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## THE FSP ECOSYSTEM CAREGIVERS, SHGS, AND CHILD-CENTRIC SERVICES

The ecosystem is built around caregivers, self-help groups (SHGs), and child-centric services. It strengthens families economically, socially, and emotionally. (refer Fig. 5.3 FSP Overview)



### 3.1 Caregivers:

Caregivers, often women receive training in financial literacy, health, hygiene, and parenting practices.

“I used to think I was just surviving. Now I know I’m raising a future.” – Savita, Alibaug

Fig. 5.3 FSP Overview



Fig. 5.4 SHG Impact Wheel

### 3.2 Self-Help Groups (SHGs):

SHGs provide financial inclusion, peer support, and collective empowerment. They also fund education and healthcare for vulnerable children. “

We saved ten rupees a week. Then we saved a school.” – Rekha Pradhan, Bhubaneswar. Refer Fig. 5.4 SHG Impact Wheel

### 3.3 Child-Centric Services:

Children benefit through tuition support, digital literacy, healthcare, and psychosocial counseling. Bal Panchayats empower children to become leaders.

*“They taught us how to speak in public. Now I teach others about child rights.” – Anjali Bhoi*

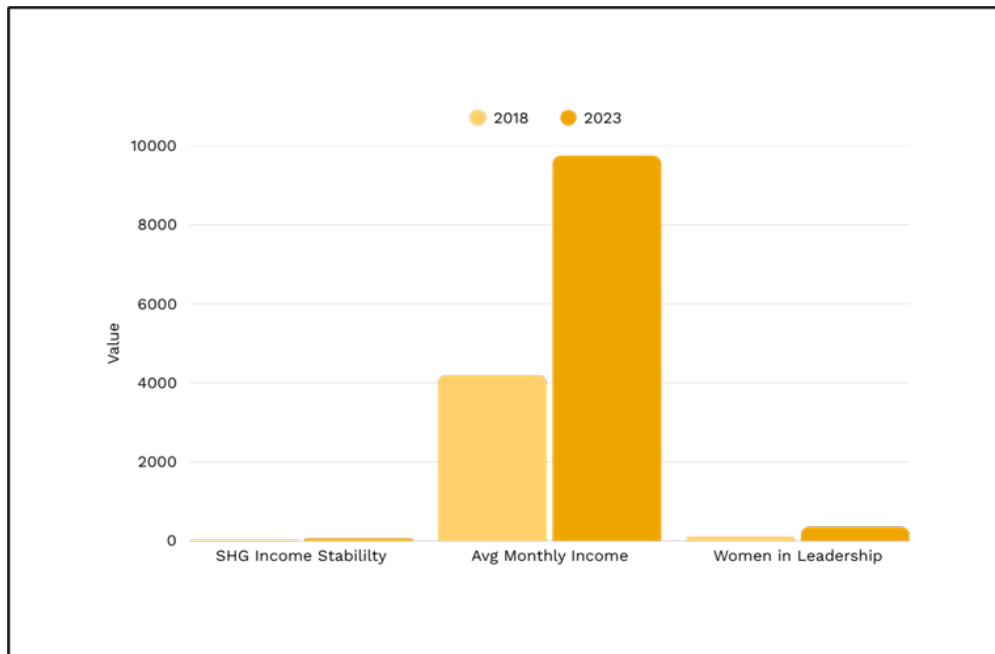
### 3.4 Village Outside the Village:

The **Family Strengthening Programme (FSP)** extends the essence of Family-Like Care into communities, creating a “village outside the village.” Through caregivers, SHGs, and tutors, it builds everyday structures of protection—ensuring children stay in school, feel supported, and are seen. The programme transforms caregivers from reacting to crises into practicing intentional parenting.

As one mother shared: *“Earlier I used to shout when he cried. Now I sit beside him.”*

(Refer below Table/Fig. 5.5/5.6 FSP LIVELIHOOD OUTCOMES -Income and Leadership -2018 vs 2023 to understand impact).

**FSP LIVELIHOOD OUTCOMES -Income and Leadership (2018 vs 2023)**



**Table/Fig. 5.5 FSP Livelihood Outcomes -Income and Leadership (2018 vs 2023)**

Indicator	2018	2019	2020	2021	2022	2023
School Retention (%)	72%	76%	80%	84%	88%	91%
Monthly Family Income (₹ Avg.)	4500	5200	5900	6700	7500	8200
Women in SHG leadership roles (%)	15%	21%	27%	34%	40%	46%
Children Linked to schools (%)	67%	73%	78%	85%	89%	92%
Families reporting parenting confidence	54%	59%	64%	70%	76%	81%

Table/Fig. 5.6 FSP Livelihood Outcomes -Income and Leadership (2018 vs 2023)

## CHILDREN WITNESS PARENTING IN MOTION

In FLC, children saw a steady caregiving presence; in FSP, they saw their own mothers grow in confidence and leadership. Figure 5.7 Journey in motion visually represents the journey.

Example: In Tirupati, Aditi (13) witnessed her mother transform from hesitant and fearful to speaking in public, budgeting, and representing her SHG. Children described this change as not sudden, but a gradual motion they could see and feel at home. For Aditi, her mother was no longer “tired” but “powerful.”

Across exited clusters, children reported that they **witnessed care in action**, learning that strength is not an end state but a process in motion.

A child in Andhra Pradesh put it simply:

*“I am being raised by someone who is becoming stronger because of me.”*

### A Journey in Motion: From Quiet Survival to Confident Care



**HESITATION**  
“Expected ration, got a diary.”



**PARTICIPATION**  
Attended SHG, saved ₹10/week



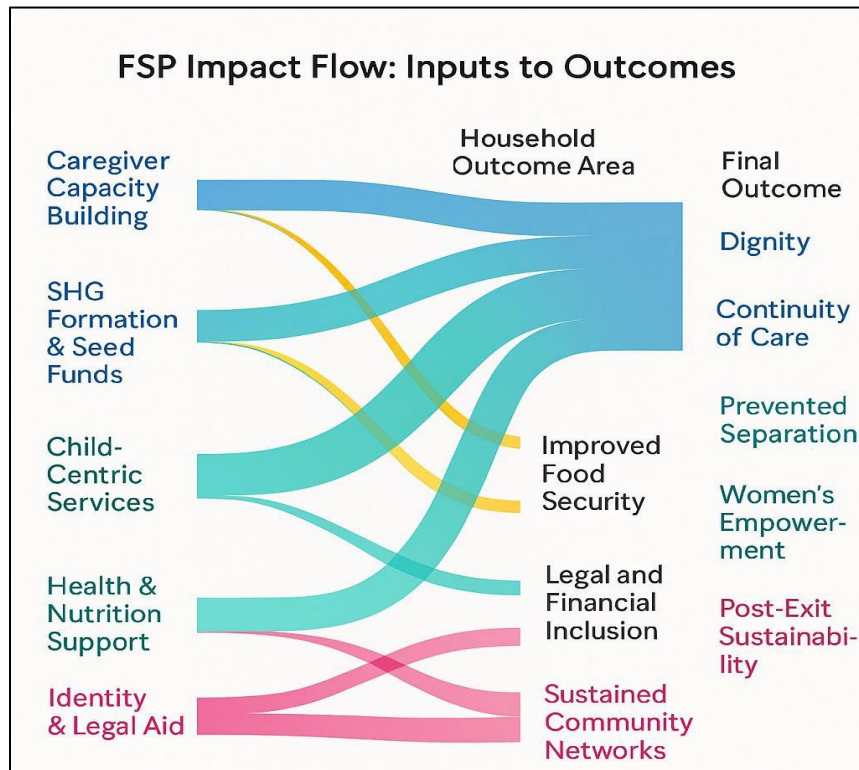
**CONFIDENCE**  
Led meetings, refused exploitative loans



**SOVEREIGNTY**  
Mentored others, said yes in civic spaces

Fig 5.7 Journey in Motion.

The **Family Strengthening Programme (FSP)** ensures sustainability not by dependence, but by



**Fig 5.8 FSP Impact Flow**

evolution — SHGs multiply, mentors spread knowledge, and children like Anjali become leaders. Post-exit, communities adapt and improve systems through peer learning and observation. (refer Fig 5.8 FSP Impact Flow).

As Durga reflected: *“They told us we were strong enough. Then they left. And they were right.”*

**Case Studies on Lives Transformed:**

Each family in the Family Strengthening Programme begins with a fragile thread—uncertain income, disrupted education, social isolation. With time, structure, and care, that thread is rewoven into a net of support strong enough to hold dreams. These stories reflect that journey—not of charity, but of continuity, dignity, and parenting regained.

**Caregivers Who Rose:**

Durga in Bhubaneswar once had no savings and no voice. Today, after starting a small printing business, she mentors other SHG women: *“My daughter used to hide behind me. Now she recites poetry in school.”*

Similarly, Savita from Alibaug rebuilt her life after widowhood. Through tailoring training, she restored her son’s education: *“I didn’t just learn stitching. I learnt that I could shape a future—mine and his.”*

In Vizag, Kavitha opened a Kirana shop after her husband left: *“I didn’t open a shop. I opened my door to a normal life again.”*

#### **Women Who Led:**

Manju’s dairy unit in Vizag enabled her to say no when others asked her daughter to skip school: *“I may not have a degree. But I know how to protect a dream.”*

Lakshmi, a tribal widow, turned to mushroom cultivation and now trains others: *“People once said I was unlucky. Now they come to me for training.”*

Mamta Sahu began as an SHG member and rose to animator, fighting domestic violence: *“I joined to save money. But I stayed to save voices.”*

#### **Children Who Found Voice:**

Rohan from Tirupati once struggled in school until an FSP tutor began a storytelling group. Now he mentors others: *“I didn’t know I was smart. I just needed someone to stay.”*

Anjali, shy at 10, found her voice in Bal Panchayat sessions and led COVID-19 awareness drives: *“I didn’t know children could lead. Now people ask me what to do.”* Communities That Grew Meenati turned dry land into green fodder fields: *“My land was dry. My hope was gone. Now both are green again.”*

And Manoj, a youth tutor, bridged language gaps for children in Odisha: *“They didn’t need coaching. They needed understanding.”*

**Together, these stories show a pattern:** resilience seeded in women, nurtured in children, and sustained in communities. What begins as fragile survival becomes continuity, dignity, and leadership. Families don’t just survive; they begin to lead—and in that, whole childhoods are protected.

## **POST-EXIT TRACKING AND SUSTAINABILITY OF FAMILY UNITS**

### **When We Step Away, What Stays?**

The success of the Family Strengthening Programme (FSP) is measured after exit—when tutors no longer visit, SHGs run independently, children remain in school, and daily routines persist. Post-exit tracking is a mirror reflecting whether parenting, planning, and presence became

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internalized practices, not temporary interventions.

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### **I. What Is Measured — and Why**

SOS Children’s Villages India uses **light-touch post-exit tracking** grounded in dignity, simplicity, and continuity. Families are seen as independent units. Key indicators include:

- Continued school attendance
  - Stable household income and SHG operations
  - Sustained community referral networks
  - Maintenance of legal identity
  - SHG-led peer mentoring or replication
- 

### **II. What the Data Shows (2021–2024)**

Across 18 exited FSP clusters:

- 86% of SHGs continued operations one-year post-exit
  - 72% of Bal Panchayats remained active with peer leadership
  - 100% of families maintained legal documents and school enrolment
  - Over 40% of caregivers became mentors or federation leaders
  - All clusters retained basic health, education, and welfare referral system...
- 

### **III. What Sustainability Feels Like**

Sustainability is lived, not just recorded:

- In Bawana, an SHG split into two due to growth, not conflict
- In Vizag, mentor mothers now facilitate neighbouring communities
- In Bhubaneswar, adolescents lead workshops inspired by earlier FSP lessons

“They told us we were strong enough. Then they left. And they were right.” — Durga, SHG Mentor

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#### IV. From Exit to Entry — A Learning Loop

Post-exit tracking informs future clusters by identifying:

- SHG structures that sustain
- Peer mentoring models that replicate
- Areas needing stronger linkages to public systems

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#### Conclusion: We Left. They Didn't Stop.

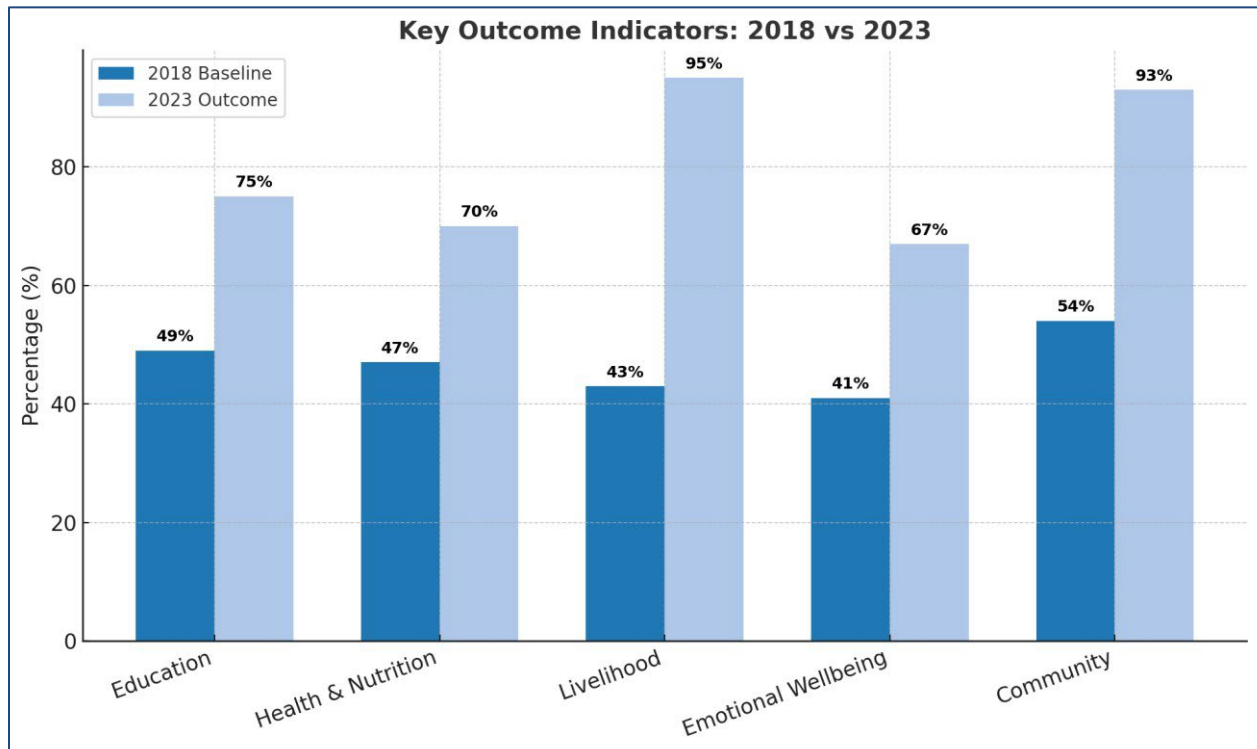
FSP's greatest achievement lies in families continuing care independently: walking to SHG meetings, guiding peers, and maintaining routines.

"I no longer wait for a tutor. I became one."






"I no longer ask for support. I offer it."

Sustainability is not the extension of external presence—it is the continuation and evolution of care.

Table/Fig. 5.9/5.10 below demonstrates impact of Education, health & nutrition, livelihood, emotional wellbeing and community from 2018 to 2023



**Table/Fig. 5.9 Impact of Education, Health & Nutrition, Livelihood, Emotional Wellbeing & Community (2018 to 2023)**

Domain	Key outcome indicators	2018 Baseline	2023 Outcome	2023 Increase
 <b>Education</b>	Children completing class 10+	49%	75%	+26%
 <b>Health &amp; Nutrition</b>	Youth in higher education/skilling	47%	70%	+23%
 <b>Livelihood</b>	Stable income (>₹ 7500/ Month)	43%	95%	+33%
 <b>Emotional Wellbeing</b>	Post-exit emotional support	41%	67%	+26%
 <b>Community</b>	Active CPCs	54%	93%	+39%

**Graph 5.10 Outcome Wise Impact 2018-2023**

## CHAPTER 6: 2023 REACH

### Geographic Reach of SOS:

Operating across 22 states with more than 32 project locations, SOS India runs villages for family like care and youth homes, aftercare units and short stay clusters, and FSP clusters in urban slums and rural blocks. Its impact has reached over 100,000 children and caregivers in the last five years. The SOS villages also have partnerships with District Child Protection Units (DCPU's), Child Welfare Committees (CWCs) and local CPCs.

### Program Reach (2018–2024)

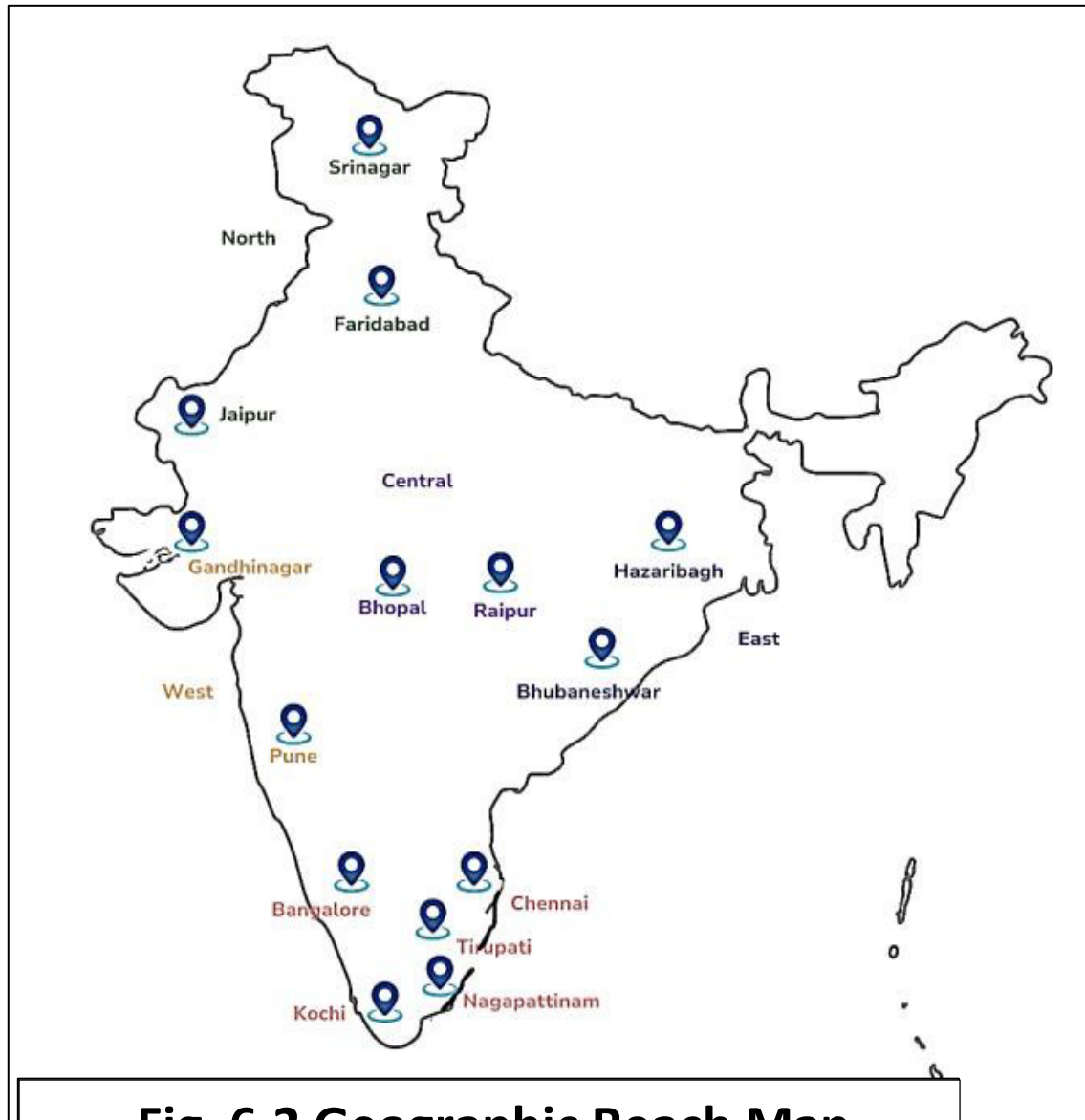
Program Area	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total (5 Years)
Family-Like Care (FLC)	7034	7233	6582	6811	6529	5635	39,824
Family Strengthening (Children & Caregivers)	40040	33332	35923	34512	60837	58413	2,63,057
Youth Empowerment	1,834	1,923	2,000	2,150	2,300	2,572	12,779
Kinship	81	261	182	422	513	510	1,969
Special Needs Care	105	105	104	110	115	119	658

Table/Fig. 6.1 Cumulative Reach

Every statistic, shares a story. Behind each number is a child who was seen, a family that found its ground again, and a future that became possible. The organisation structurally aligns parenting based care to child's rights framework.

**Regional Clusters: Placeholder: Map of India highlighting zones with SOS projects in (Refer map figure 6.2):**

1. North: Faridabad, Jaipur, Srinagar
2. West: Pune, Gandhinagar
3. East: Bhubaneswar, Hazaribagh
4. South: Bangalore, Chennai, Tirupati, Kochi
5. Central: Bhopal, Raipur, Nagapattinam

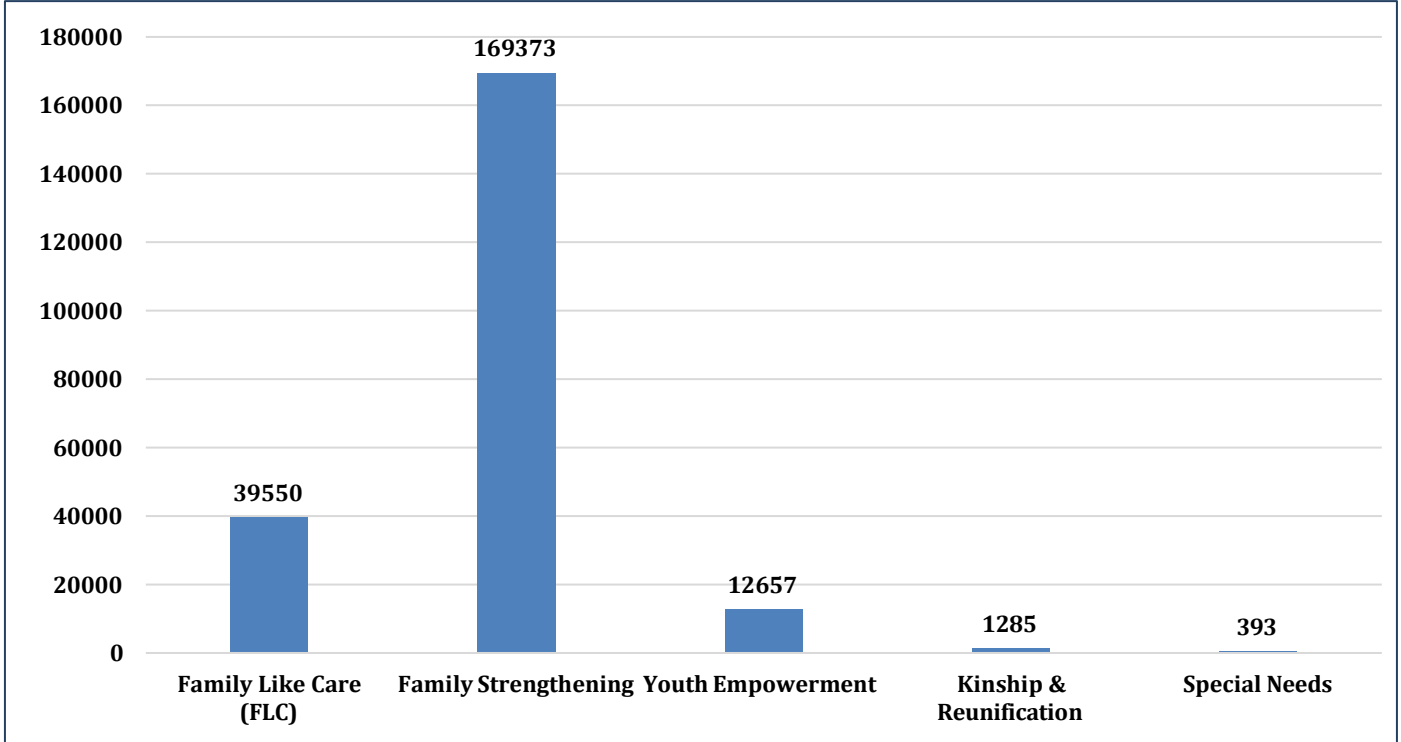


**Fig. 6.2 Geographic Reach Map**

### Five-Year Reach & Crisis Response:

SOS India scaled its programmatic impact while deepening quality of care over five years.

The following (graph 6.3 and data below for five year reach) reflects the organisation’s reach across core program areas from 2018 to 2023:



Graph 6.3 Five-Year Reach

### Key statistics (program reach 2018-2023) highlight:

1. Family-Like Care (FLC): 39,550 children cared for
  2. Family Strengthening: 169,373 Family supported
  3. Youth Empowerment: 12,657 youth mentored
  4. Kinship & Reunification: 1,285 children reintegrated
  5. Special Needs: 393 children supported
-

### **Crisis Response:**

SOS villages in India though rooted in providing family-based care has consistently stepped in during disasters and emergencies during times of national and local crises. (refer Table/Fig. 6.4)

**Examples include support in terms of Children reached during the following natural calamities:**

<b>Crisis/Event</b>	<b>Year</b>	<b>Location</b>	<b>Estimated Children Reached</b>
Latur Earthquake	1993	Maharashtra	120+ children
Bhuj Earthquake	2001	Gujarat	400+ children
Indian Ocean Tsunami	2004–2005	Tamil Nadu, Andhra Pradesh, Andaman & Nicobar	500+ children
Uttarakhand Flash Floods	2013	Uttarakhand	150 children (short-term support)
Kerala Floods	2018	Kerala	200+ families supported
COVID-19 National Emergency	2020–2021	Pan-India	14,000+ families (care kits, counselling, remote learning support)

**Table/Fig. 6.4 Crisis Management**

### **Transitional Care Homes – Key Highlights**

SOS transitional care homes operated in close collaboration with DCPUs and CWCs, serving as protective spaces for children in need. These homes provided short-term accommodation for children caught in legal limbo, while also offering immediate shelter to those rescued from abuse, abandonment, or trafficking.

In times of crisis, such as natural disasters or post-pandemic disruptions, they acted as safe placements, ensuring stability and care. Beyond emergency support, they functioned as preparation-for-reunification homes, where children received counselling, continuity in

education, and assistance with legal documentation while laying the foundation for a safe and dignified return to family or community.

**Highlights & Impact of transitional care homes:**

Transitional homes set up after disasters such as Bhuj, Latur, and the Tsunami gradually evolved into permanent SOS Villages, reflecting the long-term need for stable care. They also serve as protective shelters for children rescued from trafficking, offering care and support until reunification or transition into long-term care becomes possible. The approach remains flexible, tailoring support according to each child's age, legal status, and case severity. Mostly guided by the principle that *"every child needs a stable home, no matter how temporary the start,"* these homes act as a quiet bridge.

Purpose was providing safety, rhythm, and early stability in times of crisis.

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## CHAPTER 7: SOS LEGAL COMPLIANCE AND ALIGNMENT

Over the last two decades, child protection law in India has evolved to prioritize family-based care, reintegration, and the right of every child to grow in a safe and stable environment. The Juvenile Justice Act, the UNCRC, and Mission Vatsalya form the backbone of the policy architecture within which SOS Children’s Villages India operates. (refer below Table/Fig. 7.1/7.2 SOS LEGAL COMPLIANCE AND ALIGNMENT)

Legal Act	Key Provisions	SOS Alignment
Juvenile Justice (Care and Protection of Children) Act, 2015	Provides for alternative care arrangements, including foster care and adoption.	Family-Like Care (FLC) model offers a nurturing family environment instead of institutional care.
Mission Vatsalya (Government of India)	Ensures that children in need of care and protection receive a family-like environment.	SOS Family Strengthening Programme (FSP) supports vulnerable families to prevent child abandonment.
United Nations Convention on the Rights of the Child (UNCRC)	Recognizes every child's right to family care, education, and protection.	All children in SOS homes receive education, healthcare, and emotional support.
Child Protection Policy (National Child Protection Authority)	Establishes mandatory child protection policies for care institutions.	SOS ensures robust child protection policies and regular audits for child safety.
Right to Education Act, 2009	Guarantees free and compulsory education for all children aged 6-14.	All SOS children attend school, with consistent academic support.
Protection of Children from Sexual Offences (POCSO) Act, 2012	Protects children from sexual exploitation and abuse.	Comprehensive safeguarding policies, awareness training, and preventive measures.

**Table/Fig. 7.1 SOS Legal Compliance & Alignment**

# Legal Compliance and Alignment

## Juvenile Justice (Care and Protection of Children) Act



- Creates a family-based care environment
- Provides individualized care plans

## Mission Vatsalya



- Maintains a family-like structure
- Emphasizes child development and welfare

## UN Convention on the Rights of the Child



- Ensures a nurturing and protective environment
- Upholds children's rights within the FLC model

Fig. 7.2 SOS Legal Compliance & Alignment

## CHAPTER 8: SOCIAL RETURN ON INVESTMENT (SROI)

Between 2022–2024, for every ₹1 invested in FSP, ₹3.68 of social and economic value was generated. This includes income uplift, education continuity, health access, and women’s empowerment. Visually demonstrated in figure 8.1 below:



**Fig. 8.1 SROI Inputs, Care, Outcomes, Impact**

**Data in Table 8.2 defines value delivered from 2018-2023**

### **Tangible output linked to SROI (2018-2023)**

Output Area	Value Delivered
Children in FLC (2018-2023)	39550 children
Families in FSP supported	26998 families
Youth Transitioned to independent living	1850+ youth
Children remained in school at exit	100% retention
Caregivers with increased income	391% average income rise
Children with full legal documentation	100% Aadhar, ration card etc.
Community members in Bal Panchayats	1600+ members

**Table/Fig. 8.2 Tangible Output Linked to SROI (2018-2023)**

**“When you strengthen a family, you protect a childhood. That is the return.”**

**SOS models show how Strengthening Families Strengthens Society:**

The Family Strengthening Programme (FSP) is both a rights-based model and a strong economic investment. Through SROI modelling, SOS Children’s Villages India demonstrates its impact on income, education, health, community systems, and women’s empowerment. More than numbers, SROI highlights how investing in families today creates lasting stability and opportunity for children.

**1. Methodology: How Impact Was Calculated**

The **Social Return on Investment (SROI)** framework for FSP draws from global and national models (SROI Network, UNICEF, NABARD). It measured impact across **8,500+ families (2018–2023)**, combining quantitative outcomes with qualitative voices. Refer figure 8.3 below for a snapshot of methodology –connect and approach and refer figure 8.4 SROI- Outcome, Area, Indicators Tracked.

Component	Approach
Beneficiaries	Families enroled (entry to exit, 3–5 years)
Inputs	Program cost per family, SHG seed funding, facilitation & capacity building
Outcomes Measured	Income increase, school retention, legal inclusion, health access
Duration of Benefit	Minimum 5–7 years post-exit (conservatively modelled at 3 years)
Discount Rate Applied	5.6% (per Indian social finance norms)
Deadweight & Attribution	Adjusted SHG exit grading, external evaluator scoring

**Table/Fig. 8.3 Methodology – Connect and approach**

***“We don’t just find the most vulnerable — we work with those most ready to walk with us.” – Social Worker, Bhubaneswar***

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## 2. SROI Results from (2022–2024)

1. Cost per family: ₹29,000–₹33,000
2. Value generated per family: ₹1.2–₹1.7 lakhs

**SROI Ratio: 1: 3.68** – For every ₹1 invested, FSP generates **₹3.68 of social and economic value**

## 3. Where the Value Lies: Disaggregated Gains.

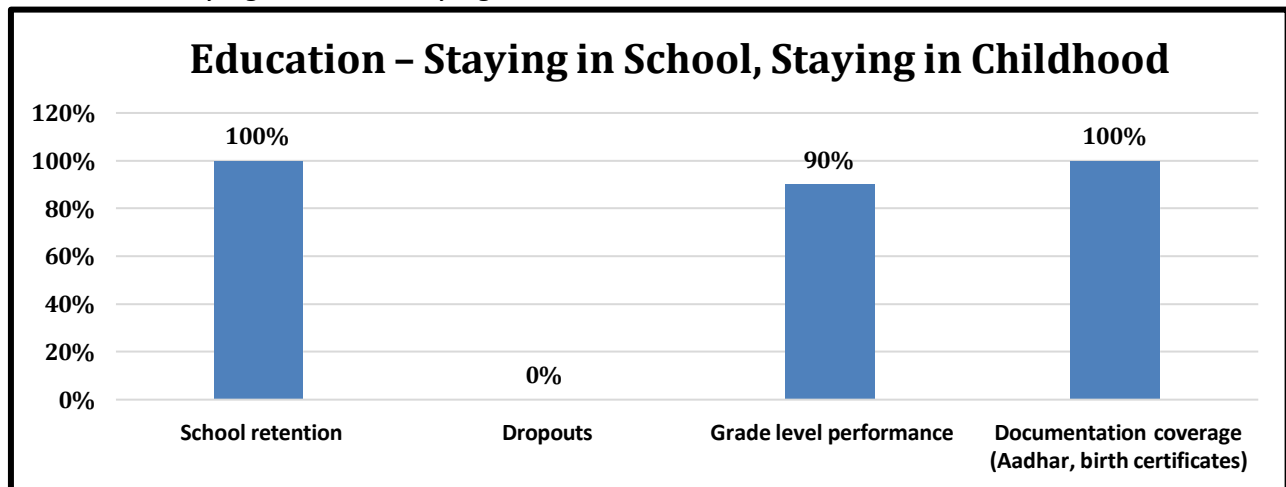
Outcome Area	Indicators Tracked	Attributed Value
Household Income Uplift	Income differential at exit × projected multiplier	₹70,000–₹90,000
Education Continuity	Avoided dropout costs + increased future earnings potential	₹25,000–₹40,000
Health Access	Reduced OOP health costs + govt. scheme linkage	₹15,000–₹20,000
Women’s Empowerment	SHG earnings, independence, and multiplier effect	₹10,000–₹15,000
Community Systems	Sustainability of Bal Panchayats, peer training, SHG linkages	Intangible but enduring

Table/Fig. 8.4 SROI- Outcome, Area, Indicators Tracked

*“When you strengthen a family, you protect a childhood. That is the return.”*

#### 4. Outcomes (2018–2023) – Holding the Arc of Childhood

Education – Staying in School, Staying in Childhood.



Graph 8.5 Outcomes of FSP on Education

The statistics show (Refer graph 8.5):

- 100% school retention at exit (2023–24)
- 0% dropouts since 2022
- 90%+ grade-level performance
- 100% documentation coverage (Aadhaar, birth certificates)
- Peer-led tuition circles sustained post-exit

*“Even when the program ended, we kept the evening study circle going. It felt wrong to stop.”*

*– Manoj, Tutor, Bhubaneswar*

#### 5. From Cost to Continuum: Framing FSP as Investment in Prevention:

The Social Return on Investment (SROI) of the Family Strengthening Programme (FSP) is not only about recovery; it is about **prevention** — the avoided costs of inaction. When families are supported, ripple effects extend across generations:

- **A child dropping out** → ₹50,000+ in future earning loss
- **Institutionalisation of a child** → ₹1.5 lakh per year
- **Women without banking access** → Lost productivity and blocked credit flow
- **Breakdown of family systems** → Irreversible childhood trauma

Every family held together represents not just an immediate intervention but a **long-term saving** — financial, psychological, and social.

## 6. Insight: What the Return Actually Means:

A **return of 3.68x** is not only an economic multiplier; it is the lived reality of prevention and resilience. Each number translates into human continuity:

- A **school bag** that stayed packed
- A **signature** learned in a Self-Help Group (SHG) meeting
- A **family** that did not fall apart
- A **girl** who stayed in school

Strengthening a family is, ultimately, about **protecting a childhood**. That is the truest form of return.

## 7. FSP Outcomes (2018–2023):

### 1. Holding the Arc of Childhood: Five Years of Measurable Resilience

When we speak of outcomes, we are not only referring to numbers, but to **what endured**. These are not temporary achievements, but lasting transformations:

- A child who continued in school because a tuition teacher called.
- A mother who said no to migration because she had a loan to repay.
- A Bal Panchayat meeting that continues, even after the programme has existed.

These outcomes reveal the heart of FSP: **resilience that outlives the intervention**.

### 2. Income and Livelihoods – From Precarity to Planning

- **391% increase in income (2018–2023):** ₹4,885 → ₹19,123/month
- **319% increase in 2024:** ₹4,078 → ₹14,023/month
- **100% families linked** to at least one social protection scheme
- **88% SHGs A-graded**, sustaining cycles post-program

*“I don’t ask for advances anymore. I make decisions with my head up.” – Savita, caregiver, Alibaug*

### 3. Health and Well-being – Building Everyday Resilience:

- **97% of family food secure**
  - **89% of children immunised**
-

- **100% adolescent girls** received menstrual hygiene education
- **All exited families linked** to primary health networks

*“I no longer panic when my child coughs. I know who to call.” – FSP caregiver, Vizag*

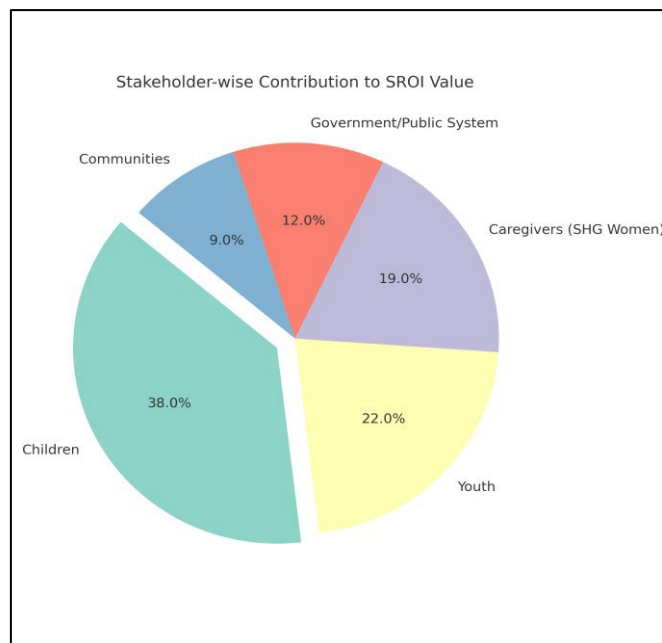
#### 4. Legal and Financial Visibility – From Margins to Systems

- **100% of caregivers operate bank accounts**
- **100% of families hold legal IDs** (Aadhaar, voter cards, ration cards)
- **85% SHGs formally linked** with financial institutions

#### Women-led SHGs now enable financial inclusion for wider communities

*“We write our names now. That changes everything.” – Mamta, SHG animator, Bhubaneswar*

This pie chart 8.6 shows the proportion of social return value attributed to different stakeholder groups across all SOS Children’s Villages India programs. Table 8.7 highlights Outcomes of FSP on education



**Figure 8.6 Stakeholder-wise Contribution to SROI Value**

Stakeholder Group	Contribution to Total Value (%)	Primary Outcome Areas
Children	38%	Education, emotional resilience
Youth	22%	Higher education, employment, mentorship
Caregivers (SHG Women)	19%	Economic uplift, community leadership
Government/Public System	12%	Cost savings via prevention
Communities	9%	Stability, reduced dropout and child marriage

**Table/Fig. 8.7 Outcomes of FSP on Education**

## CONCLUSION: FROM COST TO CONTINUUM

FSP's **3.68x return** is more than an economic multiplier—it is prevention in action. By strengthening families before breakdown, FSP avoids **future costs of dropouts, institutionalisation, and lost productivity**, while ensuring **children grow up in stable homes** (Refer Table/Fig. 8.9 SROI wheel of contribution).

As one alumna reflected:

**“A school bag that stayed packed, a family that didn’t fall apart, a girl who stayed — that is what return looks like.”**

### Measuring Impact

#### SROI and Outcomes of the Family Strengthening Programme (FSP)

Outcomes and Evidence (2018–2023) are shared in Table/Fig. 8.8 below:

Outcome Area	Key Achievements
Economic Security	391% increase in average family income (2018–2023); Income rose from ₹3,000–₹5,000 to ₹12,000–₹19,000
Education Retention	100% school retention at exit; 0% dropout; 90%+ grade-level performance
Health & Nutrition	97% of families report food security; 89% under-5s immunised; 100% adolescent girls reached with hygiene education
Legal & Financial Inclusion	100% caregivers operate bank accounts; 100% families have Aadhaar, voter ID, ration card
Community Sustainability	86% SHGs remain active post-exit; 72% Bal Panchayats active; 40% caregivers became trainers/animators

Table/Fig. 8.8 SROI & Outcomes of the Family Strengthening Programme (FSP)

**Sustainability is not a number. It is when belief becomes habit—and habit becomes culture.**

***“Even after SOS left, the women stayed. The systems stayed. The belief stayed.” – Mamta, Bhubaneswar***

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The SROI wheel (figure 8.9) below depicts percentage impact and value of every Rs. 1 invested

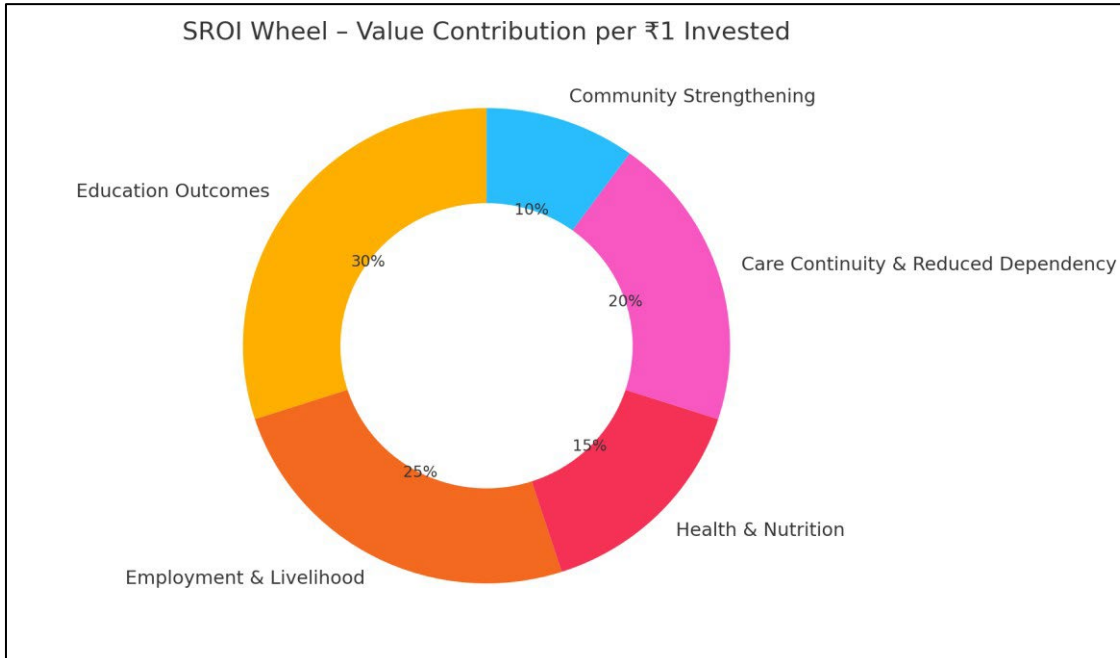


Figure 8.9 Wheel of Contribution SROI

## How We Calculated SROI (2018–2023)

**What Is SROI?**

Social Return on Investment (SROI) is a method to quantify the value created for every rupee invested in a programme.

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**Methodology**

- \$ **Total Investment**  
₹100 crore in verified programmatic investments
- 👥 **Beneficiaries Reached**  
~1.7 lakh children, caregivers, youth
- ☑️ **Adjustment**  
Based on updated reach data and proxy values

**Methodology**

- 💰 **Total Investment**
- 👥 **Beneficiaries Reached**
- 📊 **Attribution**  
60% value from Family Strengthening (FSP)

**Social Value**

- ₹140 crore Education
- ₹100 crore Livelihood
- ₹80 crore Child Protection
- ₹48 crore Care

**Result** SROI = ₹3.68 of social value generated for every ₹1 invested

Figure 8.10 above shows Calculation SROI 2018 -2023 (nutshell)

## CHAPTER 9: VISION 2030: ROADMAP-SOS CHILDREN'S VILLAGES INDIA

### Strategic Direction:

SOS India envisions care rooted in families, continuity, and community partnership. The future is anchored in five pillars: **family-based care, empowered caregivers, alumni engagement, technology for continuity, and co-creation with government and civil society.**

### Key Milestones by 2030

- **Scaling Family Models:** Mission Vatsalya adoption of SOS reunification models in 10+ states; caregivers as Child Protection Committee trainers in 150+ blocks.
- **Alumni as Leaders:** National alumni network; 500 youth mentors; alumni contributing as donors and advocates.
- **Caregiver Wellbeing:** Annual mental health audits, leadership forums, and a national training curriculum.
- **Digital Transformation:** Cloud-based MIS, interactive child portals, and integrated donor-alumni-child storytelling.
- **Partnership Leadership:** Annual *Care Futures Forum*, 5+ research collaborations, and joint advocacy briefs.

### Voices Guiding the Future

- *"Children don't belong to systems. They belong to families."*
- *"If I made it, the next one shouldn't struggle alone." – SOS Alumnus*
- *"Care is not what I give. It is how I watch them when they don't know I'm watching." – SOS Mother*

### Closing Thought

This roadmap looks beyond expansion to **continuity, resilience, and systemic influence**. It positions SOS India not only as a caregiver, but as a **care leader**—ensuring that by 2030, every child grows up not in a system, but in a family.

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## APPENDIX 1: GOVERNANCE STRUCTURE: SOS

### 1. Institutional Framework

SOS Children’s Villages India is a registered non-profit under the Societies Registration Act, 1860. It operates autonomously while aligning with national child protection standards, ensuring ethical leadership, strategic clarity, and accountability.

### 2. Board of Directors:

The National Board comprises leaders from child rights, law, corporate, education, and administration. It provides strategic direction and ensures alignment with the organisation’s mission.



Figure A.1 Organisation Structure

### Responsibilities:

1. Approving long-term strategies and annual plans.
  2. Overseeing finances and audits.
  3. Ensuring safeguarding, ethics, and risk management.
  4. Supporting leadership transitions and sustainability.
-

### **3. Executive Leadership:**

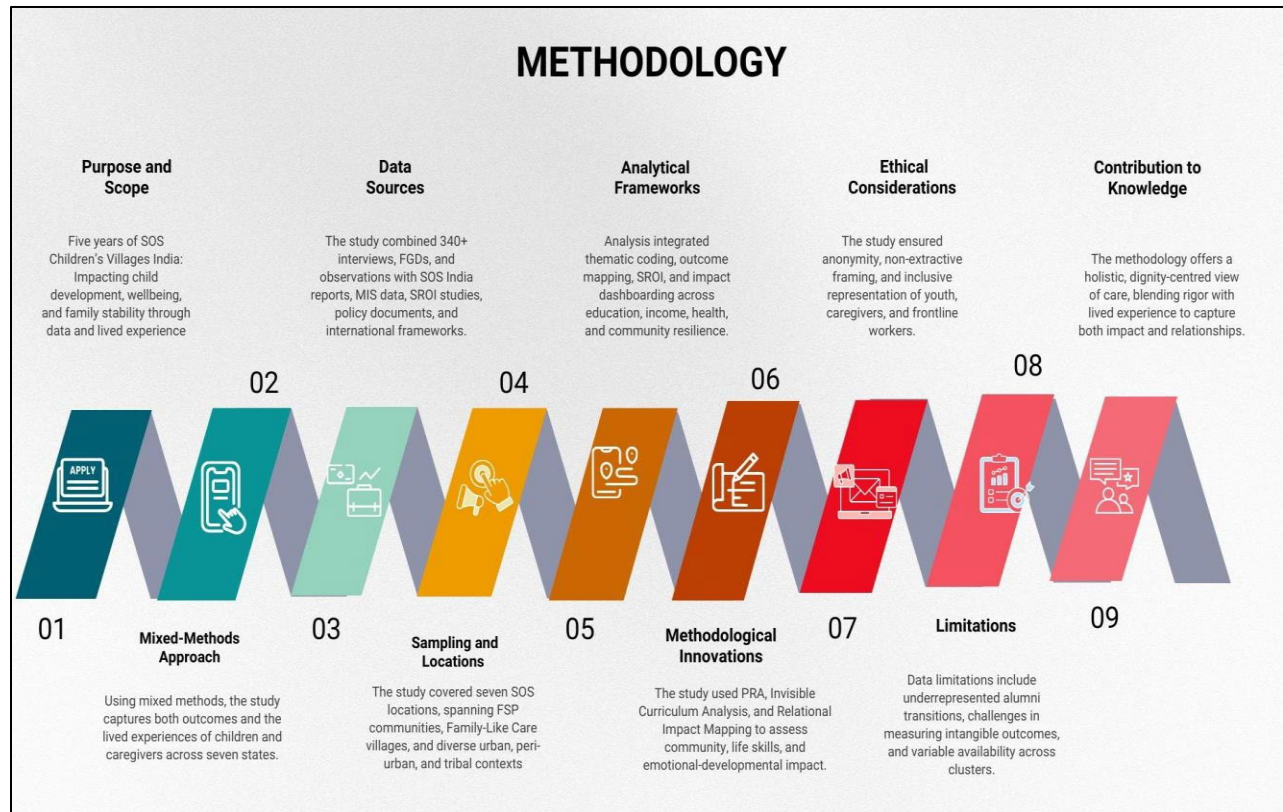
The Secretary General/CEO (currently **Mr. Sumanta Kar**) leads daily operations with a national management team covering programs, finance, HR, advocacy, and communications. Regional and Village Directors manage local projects, supported by multidisciplinary teams of social workers, educators, and youth counsellors. This decentralised structure ensures responsiveness to community needs.

### **4. Advisory Committees & Networks:**

Specialised advisory bodies focus on child safeguarding, caregiver wellbeing, alumni engagement, and program innovation. Board Committees (Finance, HR, and Program Action) and regular reviews strengthen transparency, accountability, and continuous improvement. (refer above organisational structure chart Fig A.1)

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## APPENDIX 2: METHODOLOGY



**Figure B.1 Methodology-Nutshell**

### Purpose and Scope

This social impact assessment covers the years 2018–2023 and evaluates the effectiveness of SOS Children’s Villages India’s two flagship programmes—Family-Like Care (FLC) and the Family Strengthening Programme (FSP). The study intentionally goes beyond standard program evaluation, examining not only quantitative outcomes like education, health, income, inclusion, and resilience, but also qualitative dimensions such as emotional security, family stability, and the everyday rhythms of care.

### Mixed-Methods Approach

A robust mixed-methods framework guided the research. Quantitative data from SOS’s Management Information System (MIS), program dashboards, and SROI reports were complemented by rich qualitative fieldwork. The team of 18 participants led over 340 in-depth interviews with youth, caregivers, SOS Mothers, alumni, programme heads, and select donors,

along with multiple focus group discussions (FGDs) in SHGs, Bal Panchayats, and youth collectives. Personal visits were made to these sites by Chandrika Parmar. Direct observations in homes, hostels, schools, and learning labs ensured a contextual understanding. Narrative synthesis across geographies allowed outcomes to be interpreted through the voices of children and caregivers themselves.

### **Data Sources**

Primary data included interviews, FGDs, observations, and perspectives from selected donors. Secondary sources spanned SOS India Annual Reports (2018–2023), internal MIS dashboards, SROI datasets, national policy documents (Mission Vatsalya, JJ Act), and SOS International frameworks mapped to the SDGs.

### **Sampling and Locations**

The study encompassed seven major SOS sites—Bhopal, Bhubaneswar, Faridabad, Alibag, Vizag, Tirupati, and Pune—with supplemental visits to Hyderabad and Puducherry. The sample covered 17 active FSP communities and nine phased-out clusters, incorporating SOS Villages offering long-term FLC from early childhood through youth transition, as well as a mix of urban, peri-urban, and tribal contexts.

### **Analytical Frameworks**

Thematic coding was used to analyse lived narratives—emotional security, siblinghood, empowerment—while outcome mapping charted progress in education, income, health, inclusion, and resilience. The study employed Social Return on Investment (SROI) techniques to quantify economic and social value creation. Impact dashboarding enabled pre/post comparisons for core indicators such as retention, income, and corpus growth.

### **Methodological Innovations**

Innovations included Participatory Rural Appraisal (PRA) for community diagnostics and cluster selection; Invisible Curriculum Analysis to surface non-academic life skills in FLC; and Relational Impact Mapping, integrating stories and quotes to trace emotional and developmental changes.

### **Ethical Considerations**

The research prioritised anonymity and informed consent, ensuring names were changed or used only with permission. Non-extractive framing positioned participants as agents of their own

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stories, not mere subjects. Inclusive representation gave equal weight to youth, caregivers, and frontline workers.

### **Limitations**

Some post-exit data relied on alumni networks, which may underrepresent informal transitions. Relational and intangible outcomes such as emotional security remained challenging to quantify, and data quality varied across clusters due to differing levels of digitization.

### **Contribution**

This methodology reflects SOS India's commitment to combining rigorous evidence with deep empathy. By moving beyond checklist indicators, the study yields a holistic, dignity-centred portrait of care—making it relevant for policy, research, and, most importantly, the lived realities of children and families.

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## Methodology at a Glance

<b>Purpose &amp; Scope</b>	Impact assessment of Family-Like Care (FLC) and Family Strengthening Programme (FSP), 2018–2023. Focus on child development, education, health, income, wellbeing, and family stability.
<b>Mixed Methods</b>	Quantitative: MIS, SROI, dashboards Qualitative: 340+ interviews, 17 FGDs, lived experiences, direct observation.
<b>Data Sources</b>	Primary: Interviews, FGDs, observations. Secondary: Annual Reports, MIS, policy docs (Mission Vatsalya, JJ Act), SDGs.
<b>Sampling &amp; Locations</b>	7 SOS locations (Bhopal, Bhubaneswar, Faridabad, Alibaug, Vizag, Tirupati, Pune) and visits and interviews in Hyderabad and Puducherry. 17 FSP communities + 9 phased-out clusters; urban, peri-urban, tribal mix.
<b>Analytical Frameworks</b>	<ul style="list-style-type: none"> <li>• Thematic coding: security, siblinghood, empowerment</li> <li>• Outcome mapping: education, income, health, resilience</li> <li>• SROI: income uplift, documentation, retention</li> <li>• Impact dashboarding: pre/post comparisons</li> </ul>
<b>Innovations mapping</b>	<ul style="list-style-type: none"> <li>• PRA for community diagnostics<sup>340</sup></li> <li>• Invisible Curriculum for life skills</li> <li>• Relational Impact Mapping for emotional outcomes</li> </ul>
<b>Ethics &amp; Limitations</b>	Ethics: anonymity, informed consent, non-extractive framing, inclusive voices. Limitations: reliance on alumni networks, difficulty measuring emotional security, uneven digitization.
<b>Contribution</b>	This methodology combines rigour with rhythm: evidence + lived experience → a holistic, dignity-centered portrait of care.

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