

ANNUAL REPORT 2017



ALDEAS
INFANTILES SOS
URUGUAY



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Annual Report 2017

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CONTENTS

02 A time of opportunity and challenges

The national director's message

04 Who we are

07 SOS Children's Villages Uruguay

10 Mission, Vision and Values

11 Our team

12 Managing Board

15 Our history

26 This is how we work

29 Our coverage

30 Our services

54 How to contribute

60 Individual donors

61 A legacy of solidarity

62 International Sponsorship

63 Corporate Social Responsibility

66 Contributions in 2017

68 2018 Campaigns and events

70 Sources of financing and transparency





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A time of opportunities and challenges



SOS Children's Villages Uruguay continues immersed in the change process that will allow it to attain sustainability. Implementing these transformations requires many years and entails significant challenges. Despite the goals being ambitious and the deadlines challenging, this process represents also an opportunity, by offering the

chance to revise and rethink our services, and develop new strategies.

Since 2012 we have been innovating in the alternative modalities of child care. Accordingly, we have advanced, from providing in 2011 just one modality of care — a village-based care system— to having today a diversified and under-consolidation range of services, aligned with the Convention on the Rights of the Child, the UN Guidelines for the Alternative Care of Children and our own organizational guidelines. We have devised, for each of the children admitted into our system of alternative care, an adequate care system that allows it to be brought up under protective care, while making sure that their permanence under such a system of care, alternative to that of their family, should be for the shortest possible amount of time. We analyze on a bi-monthly basis the reasons for a child's permanence in our services, and assess what are the options open to each child and adolescent and what are their chances for deinstitutionalization. Accordingly, we arrived by year-end with a set of solutions intended to improve their physical and social integration and enhance our alternative care service.

In 2017, we have taken significant steps toward achieving the gradual growth of the Foster Care modality, and turning it in the medium term into the preferred option within the basket of assistance and care solutions offered by our programs. Likewise, the implementation in the Canelones program of the novel care protocol of shift-based carers was a significant milestone. This pilot experience was monitored by the Human Resources and Program Development teams of our National Office. The very positive outcomes of this monitoring encouraged us to proceed with the gradual implementation of this care modality on a nationwide level.

Additionally, the number of children and adolescents in the process of family restoration continues to expand since 2012. At the 2017 year-end there were 147 children and adolescents (33% of the population in Foster Care) restored to their families and assisted by teams from Aldeas Infantiles SOS. This motivates us to keep on working uninterruptedly with the families to advance toward deinstitutionalization.

During the year, we invested heavily on training our collaborators, which represents a major contribution toward improving the quality of our services. In this context, we were able to resort to the best national and international specialists on key issues of child protection. We would also like to highlight the completion of the project dedicated to analysis and research of solutions on how to improve the circumstances of adolescents and youths exiting the protection system. This research was widely shared across the country, with the participation of major stakeholders at the local and national levels.

Regarding the financial aspects, our organization is on a steady path toward self-sustainability and non-dependency from the Federation's international subsidies. In this

process, the State continues to be a key partner, and the support received from individual and corporate donors continues to be essential and necessary. We are proud to report that we closed 2017 with over 34,432 individual donors and over 60 companies lending their steady support of our activity. Firmly convinced that together we will be capable of sustaining and improving our services, we welcomed a new year 2018 replete with opportunities and challenges.



Anainés Zignago, B.A.
National Director, SOS Children's Villages Uruguay

Ms. Zignago specializes in organizational and project management, and possesses ample experience in senior management positions of a social, educational and technological profile. She worked as Project Manager and Delivery Project Executive at IBM, was a coordinator of the Rayuela Project, and manager of the Social and Training Area of the Plan Ceibal. She has been the National Director at SOS Children's Villages Uruguay since 2011.





WHO WE ARE



The Convention on the Rights of the Child (CRC), approved by the United Nations General Assembly in 1989, declared that children and adolescents are legal persons. This document is based on four principles: best interest, non-discrimination, participation and respect for life and development.

Uruguay incorporated the CRC to its national legislation one year after its approval, placing the onus on the society at large the exercise of such respect and protection.

Later, in 2004, our lawmakers created the Childhood and Adolescence Code, a national body of laws based on the fundamental principles of the CRC.

In the context of this legal framework, at SOS Children's Villages Uruguay we have worked under agreement with the Institute for Children and Adolescents (INAU) and coordinately with other civil-society organizations, together with the State, the community and the families as co-responsible partners, to assure the rights of children and adolescents.

SOS Children's Villages in Uruguay

SOS Children's Villages is a nonprofit, non-government and autonomous international organization for social development, working globally since 1949 with the goal of assuring the right of children and adolescents to family and community life. Its founder was Hermann Gmeiner, an Austrian national who was moved by the situation of children and adolescents suffering the postwar aftermath of WWII.

Currently the organization is present in 135 countries, where it cooperates with governments, civil society organizations and communities, in line with the principles stated in the CRC and the United Nations Guidelines.

Uruguayan Association of SOS Children's Villages was established in 1960 upon the initiative

of Ilse Kasdorf, and was the first of its kind in Latin America.

Since then, and working on the principle that the family is the appropriate environment for the healthy development of individuals, we provide direct care to children and adolescents, support adults in strengthening their care capabilities, and intervene when necessary with alternative modalities of assistance.

**Ilse Kasdorf
established in 1960 the
Uruguayan Association
of SOS Children's
Villages, the first one in
Latin America**

To this effect, we have in place five programs, located respectively in the departments of Montevideo, Canelones, Florida, Salto and Paysandú, through which we provide solutions adapted to the needs of each individual, through our Foster Care and Family Strengthening services.

Family Strengthening Service

With the purpose of preventing family disintegration, we focus on strengthening adults' capabilities to care for children and adolescents, so that they have the conditions they need to fulfill their protective role.

We have centers in Montevideo, Canelones, Florida, Paysandú and Salto —largely under agreements with INAU through the CAIFs (Centers for Child and Family Care)— where we provide daily care to toddlers from 0 to 3 years of age, through an educational and family-support-based approach. We also organize workshops for adults on care-related issues (upbringing, nutrition and healthcare advice).

We also offer educational and recreational activities to children of up to 12 years of age (Children's Club in Salto) and to adolescents of ages 12 to 17 years (Youth Center in Paysandú).

In Paysandú, we also have an FCTT (Family Care Territorial Team) and an FCTT FCSTT (Family Care Support Territorial Team), who work in the community with the purpose of providing assistance to families in situations of vulnerability, encouraging their active participation in society and creating networks to facilitate their access to opportunities and resources.

Foster Care Service

Foster Care

Our Foster Care Service (under agreement with INAU) provides a loving, protective environment to those children and adolescents who have been separated from their families by order of the court.

We have three villages situated in Montevideo, Florida and Salto, as well as community houses in Montevideo, Canelones, Florida and Salto. Each house contains an average of five children and adolescents in charge of a caregiver, who, jointly with the technical team of the corresponding program, implements actions favoring development.

Since each case is unique, we have developed a variety of foster care protocols, with the purpose of providing the best solution for each case.

Reintegration and re-bonding

We work with the families of children and adolescents under our Foster Care Service to strengthen their care capabilities and bring about an effective family re-bonding and reintegration.

Care in Context

We provide assistance to families in the context of their homes, with the purpose of assuring children, adolescents and their adult carers the full enjoyment of their rights. The participants of this type of assistance continue being listed in the agreement with INAU, and therefore continue receiving financial and other support, such as materials or tangible resources (baskets with supplies and food) as well as technical and institutional support.

We resort to this type of assistance whenever we implement a return to the family, in order to ensure that this process runs as smoothly as possible and that all the required support is available. It is essential being able to assure that, after having provided substitute care to children and adolescents, their families be prepared to receive them again in their midst, that such

return endures over time and that their right to family life becomes a reality.

We also resort to this type of assistance to provide families with the resources that allow them staying together, and thus prevent the loss of family care.

Adoption

Bearing in mind the best interest of the children or adolescents, whenever the conditions to make the re-bonding and reintegration are not present, another way to restore their right to family and community life is resorting to adoption.

Section 137 of the Childhood and Adolescence Code states that “the adoption of children and adolescents is an exceptional institution, the purpose of which is to assure their right to family life, and by virtue of which they enter their new family as sons or daughters, with full rights as such.”

In Uruguay, the governing and competent body for the selection of, and allocation to adoptive families is INAU. When all the adoptability requirements are met for any child or adolescent under our Foster Care Service (that is, where there is a severe deterioration of the family relationship and there are no members of legal age of either the biological or extended family expressing willingness to take charge of their care), INAU's Adoption Department initiates the process with the families included on the waiting list.

The autonomy processes

When all possibilities have been exhausted for the family reintegration or adoption of children and adolescents participating in our Foster Care Service, we work to help youths lead autonomous, independent lives as adults.

Every one of our programs has a youth counselor to assist the adolescents and youths in their process of becoming independent, by boosting their capabilities and providing them with the tools required to facilitate their social integration in diverse contexts. Once the youths exit from the protection system, the counselor continues being their go-to person, providing follow-up, support and guidance.

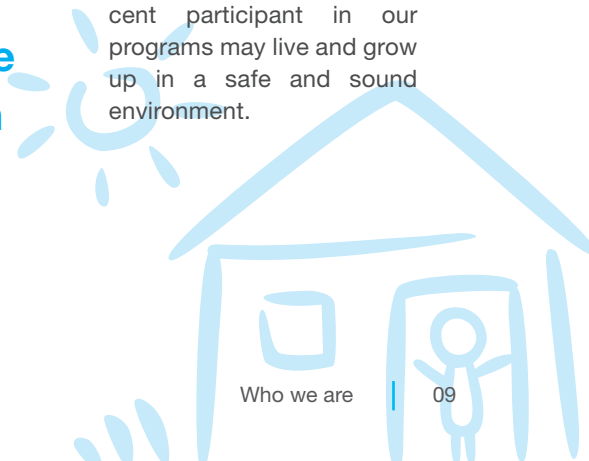
Advocacy and influencing

This is why, in addition to providing direct care, we promote initiatives associated with policies that assure the fulfillment and exercise of the rights of children and adolescents.

**Uruguay ratified the
CRC in 1990,
undertaking to assure
the rights of children
and adolescents**

Child protection

We strive to improve our methods in search of the highest levels of child protection, with the purpose that each child or adolescent participant in our programs may live and grow up in a safe and sound environment.



Vission:

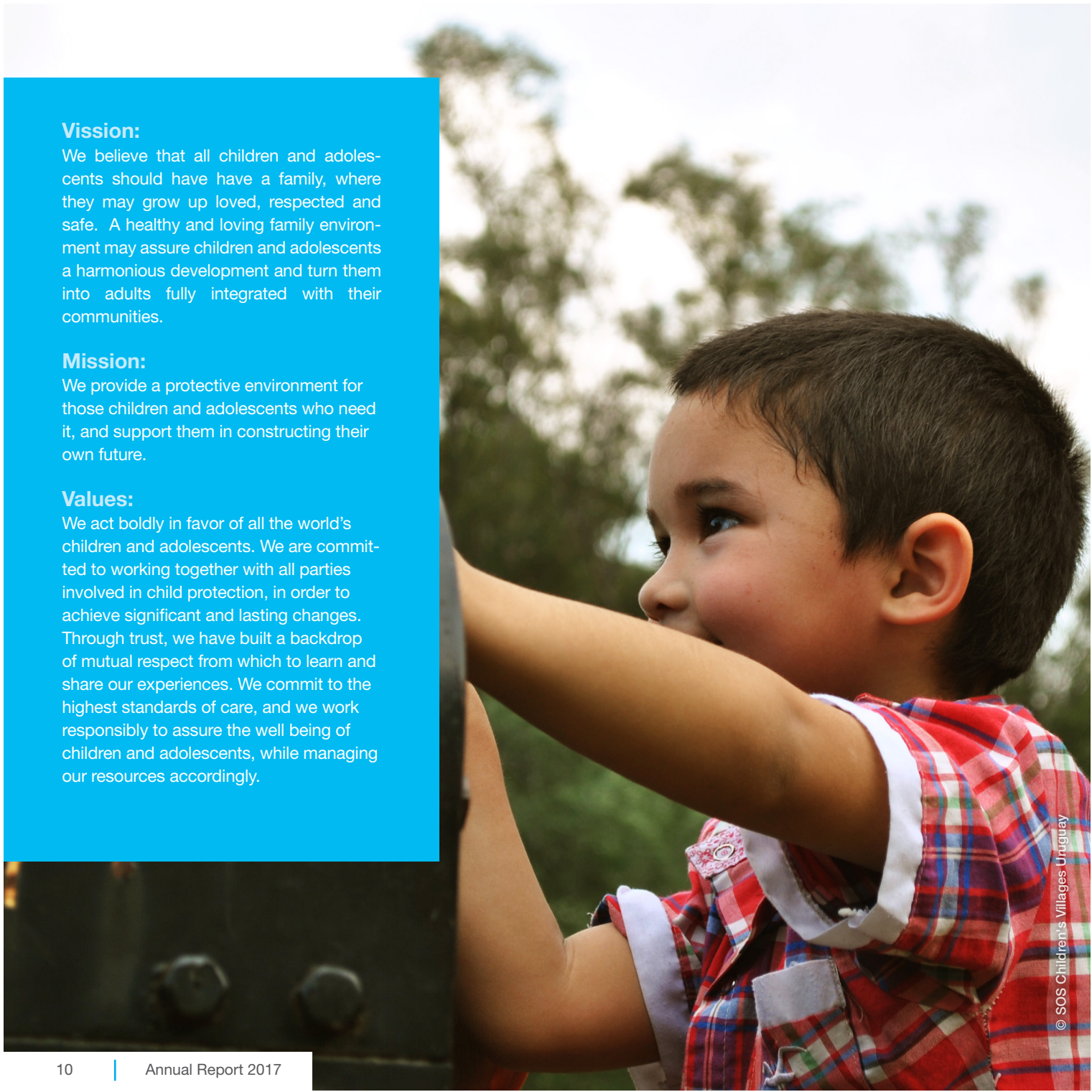
We believe that all children and adolescents should have a family, where they may grow up loved, respected and safe. A healthy and loving family environment may assure children and adolescents a harmonious development and turn them into adults fully integrated with their communities.

Mission:

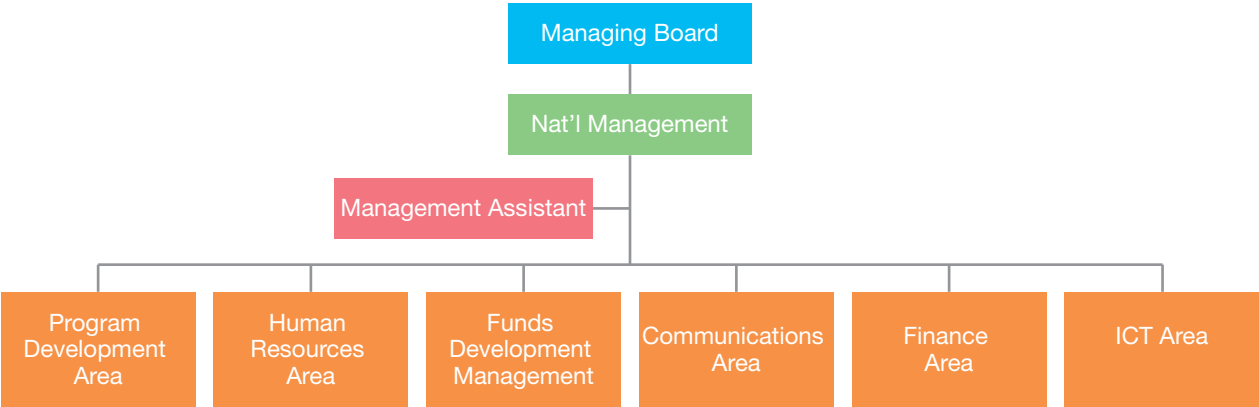
We provide a protective environment for those children and adolescents who need it, and support them in constructing their own future.

Values:

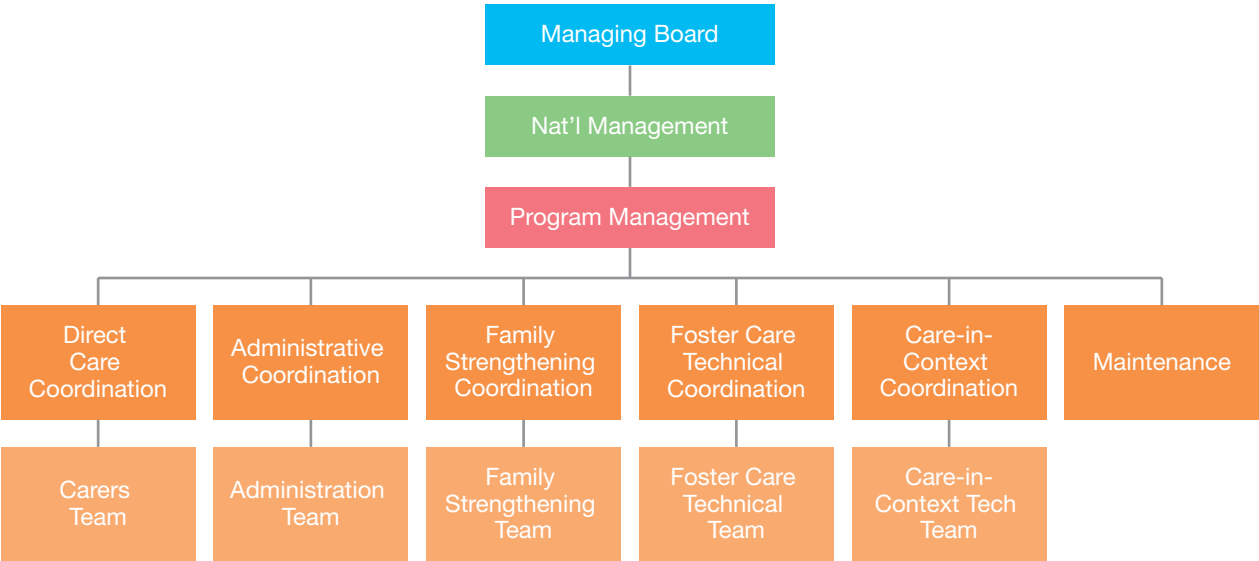
We act boldly in favor of all the world's children and adolescents. We are committed to working together with all parties involved in child protection, in order to achieve significant and lasting changes. Through trust, we have built a backdrop of mutual respect from which to learn and share our experiences. We commit to the highest standards of care, and we work responsibly to assure the well being of children and adolescents, while managing our resources accordingly.



National Headquarters



Programs



Managing Board

The Managing Board consists of seven members (five of them, with their respective surrogates, elected among the active members by the General Assembly; and the remaining two are representatives designated by SOS Kinderdorf International), whose duty is the governance and management of SOS Children's Villages Uruguay.

The position of Director is honorary in nature and the term of office is three years, being eligible for reelection for up to five consecutive terms.



María Luisa von Metzen - President

She became part of the Board in 2007 and has presided over it since 2013, but has been involved with SOS Children's Villages since its inception, thanks to her being friends with one of founder Ilse Kasdorf's daughters. Mainly dedicated to the arts, particularly drawing – which she also teaches – as well as décor and painting, she has had her works exhibited in several countries of Latin America and Europe, but has managed to combine her artistic activities with



Gonzalo Trobo - Vicepresident

He graduated as Doctor in Law and Social Sciences from the University of the Republic, also holding a Master's degree in Marriage and Family Law from the University of Navarra, and a Doctor's degree in Law from the University of Zaragoza. He is a tenured Professor [Class 3] at UdelaR (Universidad de la República), where he teaches Private Law I and VI. He has been a



Carlos Castiglioni - Secretary

He became a member of the Managing Board in 2013, and now holds the position of Secretary since March 2014. He has been involved with SOS Children's Villages Uruguay since many years ago through his father, Roberto Castiglioni, who was President of the Board from 1981 to



Ignacio Frechou - Member

He holds a CPA degree from UdelaR and is a partner in the law and accounting firm Frechou Abal. He has taught at Universidad de la Empresa and ORT University. He has been a member of the Managing Board since 2014.



Álvaro Machado - Member

He holds a bachelor's degree in Business Administration from ORT University. He has worked in multinational companies for 20 years and currently is the National Sales Manager at Sherwin Williams. He became a member of the Board in 2016.



Johann Denk - Representative of Children's Villages SOS International

He has been involved with SOS Children's Villages for 30 years now and has been a member of the Managing Board on behalf of SOS Children's Villages International since 2013. From 1985 to 1990 he led the project for the creation and launching of the Florida Village. Later on, he acted as SOS Kinderdorf International's representative and as national coordinator of the Uruguayan Association of SOS Children's Villages, leading the restructuring process of the National Office. Currently he is SOS Kinderdorf International's Deputy International Director, LAAM Region.



Miguel Helou - Representative of Children's Villages SOS International

He is an economist and joined SOS Children's Villages Internacional in September 2017. As a CVI Representative he has been a member of the Managing Board of SOS Children's Villages Uruguay since November of that year. His professional career has evolved in the field of organizational management. He was a national deputy director at INIA (National Institute for Agricultural Research), Project Development Manager of ANII (National Agency for Research and Innovation), and a consultant for Booz Allen & Hamilton.



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Our history

A road paved with dreams

“I remember the night when I conceived the idea of founding the Village. Once Dr. Lorenzo, a friend of my father’s, took me along to visit a children’s’ shelter. They hugged me when I opened up my arms to them, but the nurses told them that hugging was forbidden. I thought that was so unfair”, reminisces Ilse Kasdorf, founder of SOS Children’s Villages Uruguay.

The story begins 10 years before that night, with a young medical student in Austria. Hermann Gmeiner had witnessed the aftermath of World War II and decided to do something for the hundreds of children who had lost their families.

This was what inspired him to ask for support in order to make his project a reality. “Back then in 1949, in Imst, I started out from scratch, with some school mates and a couple of women willing to help. When we started this project, we had no money and we were unknown, but we did have one thing: our firm belief that the road we wanted to follow was right and necessary.” Two years later, the first village was inaugurated in the state of Tirol.

Ilse read the story about Gmeiner in a magazine, while waiting her turn in her dentist’s waiting room. Her father, a German philanthropist affected by the European postwar of early 20th century, had bought some years before a house in Berlin, for the purpose of providing a place to stay to people who had been rendered homeless. That unknown Austrian felt the same pain as her father had.

She then decided to write to that Quixote who had managed to make real a dream in which nobody had at first believed. “I don’t have money or influence, I work part time to provide for my two daughters, but I am filled with enthusiasm. And I am an obstinate woman”.

Fifteen days later she received a reply: “You have what is important. The rest will come.”

Gmeiner sent her literature, photographs, the organization’s bylaws, and promised his support, which materialized when she traveled to Austria and Germany.

“This had not happened before because it is hard to believe in what you do not know. And who was I? An insignificant librarian, a public employee with dreams. A dreamer!”

Ilse organized fundraisers, gave interviews to the media, organized talks to share more details about her project. In 1960 she was granted the bylaws of the Uruguayan Association of SOS Children’s Villages, and two years later, after persistently dogging Montevideo’s Municipal Council, she was awarded a tract of land next to the Lecocq park in Montevideo.

She formally took possession of the land in a ceremony held on 31 August 1962. On that day, a ceibo and a lemon tree were planted, as “a symbol of everything fruitful, of a life useful to humankind”.

The first houses were known as Casa Austria, Casa Alemania and Casa Dinamarca (the Austria, Germany and Denmark houses). Later came the other houses, the Casa Rotary, Suiza, EE.UU., Río de la Plata, Ombú and Noruega (Rotary, Switzerland, United States, River Plate, Ombú and Norway houses).

The construction of the Salto village began in the 80s, on a tract of land donated by the Municipal government. It was inaugurated in 1985, and in that same year the program also obtained a land plot in the department of Florida. In 1990, at the same time that Uruguay was ratifying the CRC, the most recent village, Aldea Florida, was opening its doors.

In the first decade of 2000, the organization started offering additional solutions for children and adolescents who had lost the care of their families, and began working in the prevention and strengthening of care capabilities.

In 2003 the Family Strengthening Service began to function, and a year later we implemented for the first time foster care in houses of the community, a modality that became definitely established by 2012.

We also consolidated the Canelones and Paysandú programs into a single service, which allowed covering the needs of each territory more efficiently.

Working with families through both these services is nowadays a priority in our organization, which is why we seek to deliver more and better solutions to allow that hundreds of children, adolescents and their families may exercise their right to family and community life.

Our entire history is based on the fact that almost 60 years ago, an enthusiastic woman believed that “small may become big, and big may become great”. And so it was.



Ilse Kasdorf presenting her project on the Uruguayan television.



SOS Children's Villages in Uruguay began with the handwritten letter I sent to the founder in Austria, Hermann Gmeiner. It was a simple letter, written from the heart. I wanted to be as sincere as possible. I wrote by hand, in German, the language in which I have always written. The first thing I told him was that I was poor (it was important that I let him know that, and besides my father's companies had already started to go bankrupt, so I was telling him nothing but the truth). The second thing, was that I was not particularly smart, but enough so as to take on a task of that caliber. And the third thing, which I believe proved to be crucial, was that I was very strong-willed (my father's tenacity) and that is why I was asking him to give me the chance to found the Villages (SOS Children's Villages) in Uruguay.

(Ilse Kasdorf)





Hermann Gmeiner, founder of SOS Children's Villages, with a carer and child participants of SOS Children's Villages in Europe



When I met Hermann Gmeiner, he showed me one of his villages in Vienna, and said to me, filled with emotion: ‘Today is a great day for this program. With you, my European SOS Children’s Villages Association will become international, because you will be taking and introducing my idea in your country, on another continent.’”

(Ilse Kasdorf)





Children at the Montevideo Village, with Polola, in 1971



The adventures of Polola

From the day that I named her Polola, she became the most original and engaging of pets that any of the kids could have ever imagined, and to tell the truth, neither could I have.

The creature immediately captured the soul of the ‘gang’, who would for a long time be her buddies, owners and constant playmates.

And to think that I, who believed myself to be so knowledgeable about all sorts of animals, on that day, I learned to deal with a white and rosy piglet that won every one of our hearts with her antics and grace.

(Paula Fernández, carer at the Montevideo Village in the 70s)





Ilse Kasdorf at the Montevideo Village house that bears her name



I have never felt pride for what I have accomplished. I
only feel gratitude.

(Ilse Kasdorf)



Hermann Gmeiner
founds SOS
Children's Villages in
Austria.

The Foster Care Service
starts operating in
Montevideo with the first
cohabitation hub in
Parque del Plata
(Canelones).

Opening of the
Montevideo Village
main building.

The Foster Care Service
starts operating in Salto.
A nine-hectare plot is
obtained in Florida

The Foster Care Service starts
operating in Florida.

A house opens in Montevideo
for the training of carers & other
of the organization's
Montevideo collaborators.

Uruguay ratifies the CRC



The Uruguayan
Association of SOS
Children's Villages is
founded.

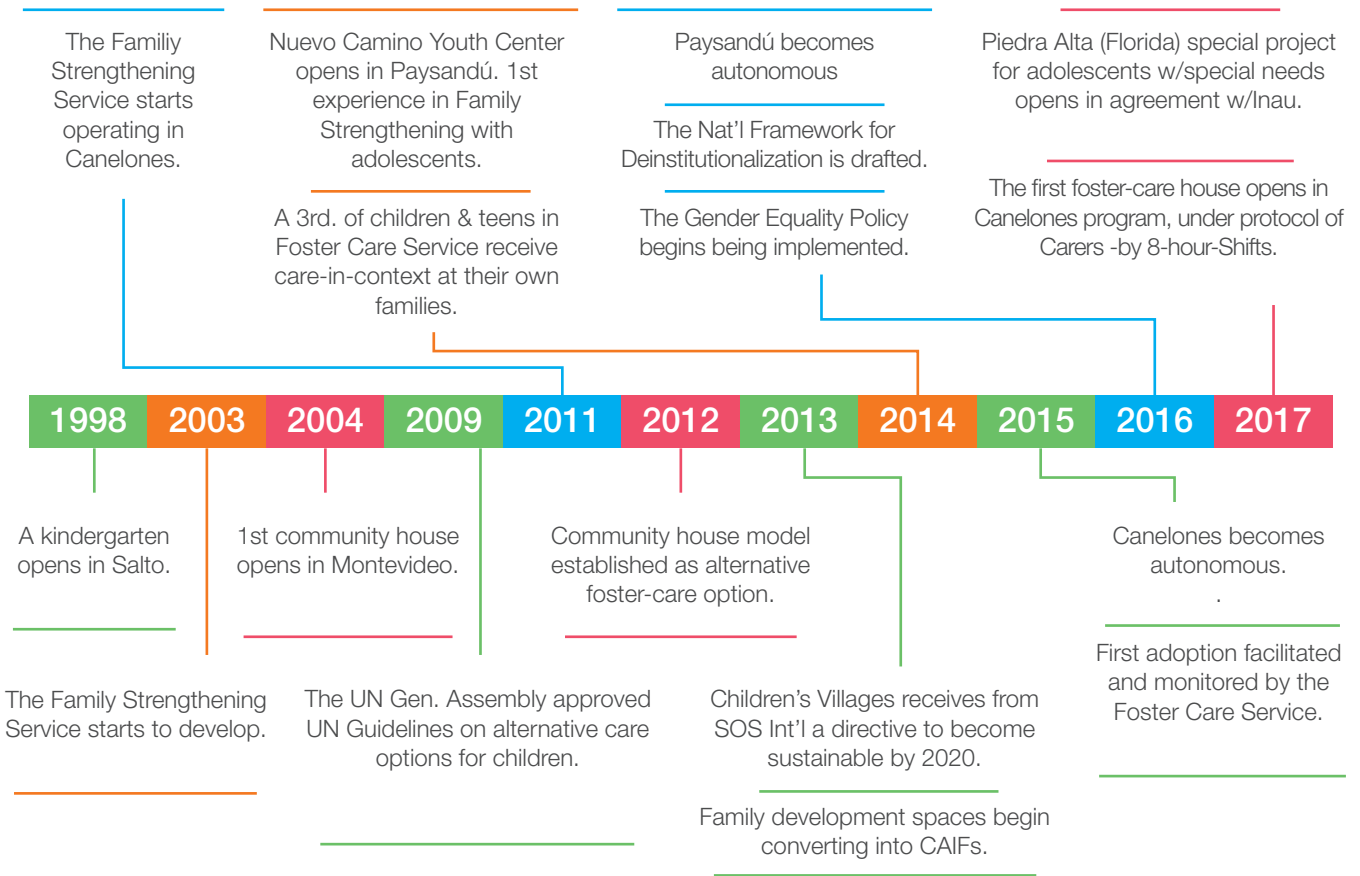
The first village house opens
on the land granted by the
Montevideo Municipality
(next to Parque Lecocq),
under the name of Casa
Dinamarca.

Construction of
the Salto Village
begins.

The United Nations
General Assembly
approves the Convention
on the Rights of the Child.

The Hermann
Gmeiner Social
Center starts
operating in
Montevideo.





THIS IS HOW
WE WORK







Our coverage

SALTO:

Foster Care Service:

- 11 houses in the Village
- 2 houses in the community
- 63 participating children and adolescents
- **Care-in-Family-Context Modality:** 47 participating children and adolescents
- 6 adolescents in the process of becoming independent

Family Strengthening Service:

- 4 CAIFs
- 1 family development space
- 1 Children's Club
- 598 participating children
- 504 participating families

PAYSANDÚ:

Foster Care Service:

- FCTT FCSTT
- 32 participating children and adolescents

Family Strengthening Service:

- 1 family development space
- 1 Youth Center
- 1 FCTT
- 208 participating children and adolescents

MONTEVIDEO:

Foster Care Service:

- houses in the Village
- 5 houses in the community
- 96 participating children and adolescents
- **Care-in-Family-Context Modality:** 33 participating children and adolescents
- 2 adolescents in the process of becoming independent

Family Strengthening Service:

- 2 CAIFs
- 108 participating children
- 109 participating families

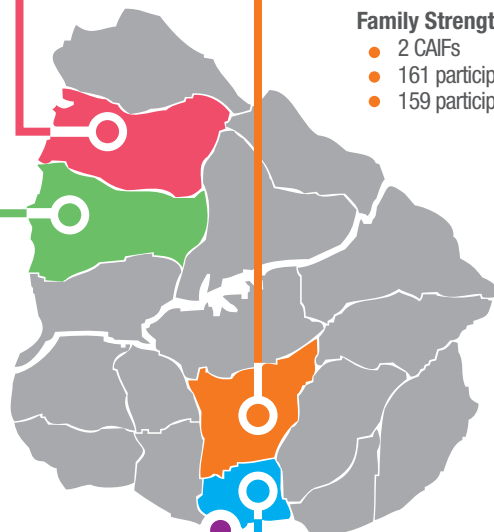
FLORIDA:

Foster Care Service:

- 12 houses in the Village
- 5 houses in the community
- 95 participating children and adolescents
- **Care-in-Family-Context Modality:** 26 participating children and adolescents
- 7 adolescents in the process of becoming independent

Family Strengthening Service:

- 2 CAIFs
- 161 participating children
- 159 participating families



CANELONES:

Foster Care Service:

- 6 houses in the community
- 41 participating children and adolescents
- **Care-in-Family-Context Modality:** 9 participating children and adolescents
- 4 adolescents in the process of becoming independent

Family Strengthening Service:

- 2 CAIFs
- 255 participating children
- 232 participating families

*The family development space Don Calabria of the Salto program closed down in December 2017 due to budget cuts in the financial aid from SOS Children's Villages International.
Information as of December 2017.

Our work in Uruguay

Program Development

We have a Program Development area which coordinates strategies, designs guidelines, makes specific contributions and monitors the work of each program, ensuring that all interventions on children, adolescents and their families are performed according to the provisions of the national and international frameworks of rights.

We would like to highlight some of the actions performed during 2017.

Innovation in care and deinstitutionalization

With the purpose of finding more and better solutions for the care of children and adolescents, in 2017 we implemented in the Canelones program, as a pilot plan, the first foster care home under a Carers-by-Shifts protocol.

This protocol of care at SOS Children's Villages is a pioneer modality in Latin America. By implementing it we sought to adapt our care to the new labor contexts, by offering to the direct-care personnel the possibility of working by shifts. This new manner of care retains the features distinctive of SOS Children's Villages, such as the existence of bonds of affection, consistently present adult caregivers, small cohabitation groups of children and adolescents and personalized attention, among others.

At the national level, we drew up a benchmark framework for the implementation of this format, and the Canelones program developed a specific project with concrete goals and outcome indicators defined for the pilot of this protocol.



Taking changes in stride

SOS Children's Villages Uruguay is the first national association in Latin America to pilot an experience of stay-by-shift carers in its Foster Care Service.

In a dynamic quest for more and better solutions for the care of children and adolescents, SOS Children's Villages Uruguay is proposing a model alternative to the one that has been implemented for over 50 years now in our organization, that is, migrating from a full-time carer in charge of a small core of children and adolescents, to a system where the carer is assigned a shift.

“From a programming standpoint, we have felt that this modality entails important benefits for the children and adolescents, in that they are thus able to relate to a larger number of adults who represent a significant role in their lives. This is, especially for the older children and adolescents, a very positive aspect for the development of their psychological structure, since it provides them with the chance to enrich their experience by relating to different adult models. Without claiming that it is the same as a family, we may however say that the child or adolescent may fall back on several carers, as it happens in most families nowadays, where a number of different adults share the upbringing of their children”, says Samuel Diogo, a counselor at Program Development.

The project, which has been in process since 2013, was finally implemented in February 2017, in a Canelones community home which houses adolescents of ages 16 to 18 years.

“It is very important for us that the project did finally materialize. We considered it necessary not only to

have an alternative model to the traditional one, but because we considered that the adolescents needed a different type of approach”, says Laura Tenchio, director of the Canelones program.

“From the outset we thought that the best way to pilot this modality would be to do it with adolescents. Canelones structured a proposal mostly centered on achieving the development of the participating subjects with high levels of autonomy, and we thought to do it by piloting the care-by-shifts modality”, adds Diogo.

The Canelones house operates with three carers during weekdays and one who fills the weekend shift. The house carers work jointly with a technical team consisting of a social worker (monitoring the processes of restoration or re-bonding with the family of origin), a psychologist (focusing on the life-story aspects of the adolescents) and the youth counselor (addressing the tools for the exit from the care system).

In between shifts, the carers hold coordination meetings, to assure that the information flows smoothly and makes consistent action possible. They also meet on a fortnightly basis together with the management and technical teams, to devise educational guidelines, agree on cohabitation arrangements, adjust operating aspects, coordinate activities and follow up on the individual plans of the children and adolescents.

The Canelones pilot also organizes general meetings where the youths participate and share their experiences. “We work with the youths on experiences they have gone through, aspects to discuss and improve, achievements they have attained, what are the difficulties they struggle with and how can the team assist them”, comments Tenchio. Moreover, the new modality implies a change of paradigm for the organization with

respect to its approach to gender, as it includes the possibility that both women and men take charge of the care of children and adolescents.

“In SOS Children's Villages, the most traditional way of caring is a full-time carer, a position characteristically filled by a female. Instead, the possibility of working on the basis of 8-hour shifts, enables us to resort to male carers. This is an important step forward in terms of gender, since the traditional paradigm is based on an outdated model linking the tasks of care and upbringing to the female figure”, states Diogo.

Although this alternative option represents important advances with respect to the traditional model, there

are other aspects which make the work of the organization distinctive, and which we wish to retain. “The traditional SOS Children's Villages paradigm needs to offer new alternatives, but there are other existing features that we do not want to lose: the personalized care, the tight cohabitation hubs, the private spaces that children may have in this type of care system, such as having their own things, their room, being cared for by permanent carers”, he adds.

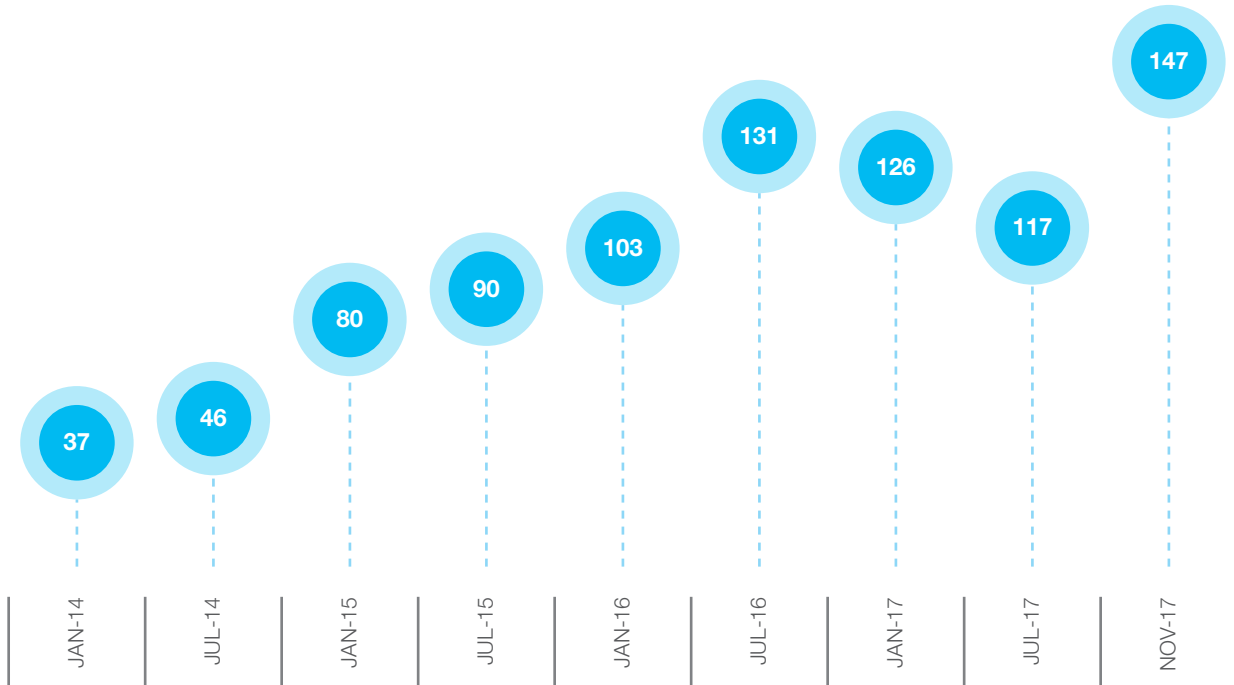
This is why it is essential that the carers are always assigned the same shifts, so as to be able to assure continuity of the emotional bonds and a personalized care.



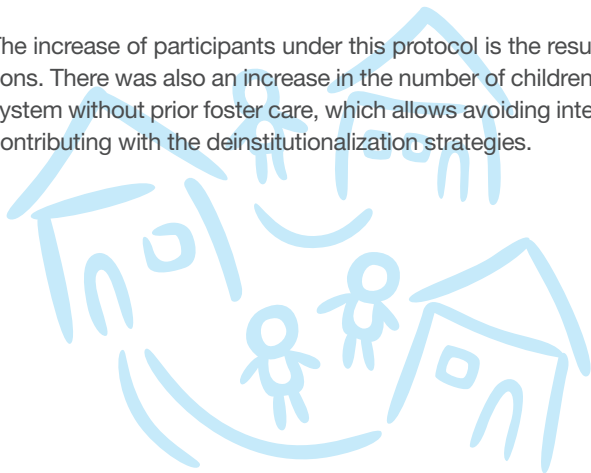
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Restoration and Care in Context

In terms of advancing toward deinstitutionalization, we claim as an accomplishment the increase in the number of children and adolescents assisted under the modality of Family Care in Context (147 children and adolescents as of November 2017).



The increase of participants under this protocol is the result of our working permanently with families to achieve restorations. There was also an increase in the number of children and adolescents who were admitted into the Care-in-Context system without prior foster care, which allows avoiding internment and providing support to the families, and thus directly contributing with the deinstitutionalization strategies.



Open doors

House for adolescents with special needs in the Florida program.

The house is located a few blocks away from the town's commercial center. Its facilities would never be guessed at from its unassuming front. Comfortable spaces, luminous, two floors, a barbecue and an interior patio. The living room features a ping-pong table and a wall board with blue, red, yellow and violet interlaced hands.

This house is and is not an ordinary house. It does have routines and schedules, as any other, but at the same time is part of a project seeking to provide adequate answers to adolescents with special needs.

This initiative is the result of having detected that some children and adolescents participating in the Foster Care Service had needs that did not adjust well to cohabitation in the village or in the community houses.

"The village houses typically include different ages and a routine devised for the average child. That is why it is necessary to implement different routines and rules that take into account these children's special needs and contemplate eventual crisis or sensitive situations that may occur", points out Verónica Burstin, Foster Care coordinator of the Florida program.

The project had several precedents. In 2014 the Proyecto Chacra (Farm Project) was implemented in a house 17 km away from the city, specially chosen because it had the space required for farming workshops. However, its being so distant from the town was the reason for setting up a new house downtown, which was named Retorno (Return). In 2017, Piedra Alta became a reality.

This new project, under agreement with Inau, has the goal to provide personalized attention by using qualified

personnel and implementing non-stigmatizing strategies to strengthen the participants' social skills, promote their autonomy, enable their participation and ensure an integral therapeutic approach.

"There are times when referral to clinics dealing with severe psychiatric issues is not always the best solution. This option functions in a house with established routines, habits and limits", comments Burstin.

It includes a general coordinator, three operator shifts and an assistant (at least two persons must be always present in the house, since these special-need projects cannot rely on a single carer), a cook, a cleaner, a psychiatrist, workshop operators, a social worker, psychologist and nurse.

The operator is the shift leader. He or she is in charge of assigning duties, controlling that necessary materials are available when a workshop is organized, detect any special situations and report them. On the other hand, the person in charge of coordination has more general duties that include, for instance, liaising with Inau's supervisory area, participating in the appointment of technical experts and controlling that the personalized attention solutions are ready.

Seven males live in the house, of ages between 10 and 16 years. They attend school, high school, the Youth Center, and Cecip (Training and Production Educational Center). One of them receives the in-house visit of a hospital classroom teacher* twice a week. In view of his progress, in 2018 he will be able to attend school.

The adolescents also participate in other activities, such as handcrafts and percussion workshops, practice soccer and swimming, and all of them attend hippotherapy**. Additionally, they help out with house chores, such as leaning and cooking, they run errands and visit their family relatives frequently.

Social integration and the possibility of providing them with tools for a hopefully autonomous life are central to the project.

“The purpose is to provide an adequate response that helps them to develop”, adds Burstin.

*Hospital classroom: Project created in 2008 by the Elementary Education Council and the Ministry of Public Health so that

children who are hospitalized or cannot attend school for health reasons do not miss out on education.

**Hippotherapy is a supplementary treatment resorting to activities with horses for the purpose of promoting integration and attaining a better quality of life. It is specially oriented to people having some sort of disability or special needs, as it impacts positively on their cognitive, physical, emotional and social development.



Exchange with other National Associations

We completed the fourth stage of an exchange project with the visit of four members of our organization to SOS Children's Villages Germany. This event allowed the incorporation of innovative elements in services and methodology.

In November we maintained an exchange with SOS Children's Villages Colombia, which allowed to assess in depth the care modality with Foster Care families that is being carried out in Bogotá and Cartagena.

Working with adolescents and youths

We presented to our programs a document entitled The exit of adolescents and youths from the protection system, a research that we carried out between 2015 and 2016 in the context of an international advocacy campaign.

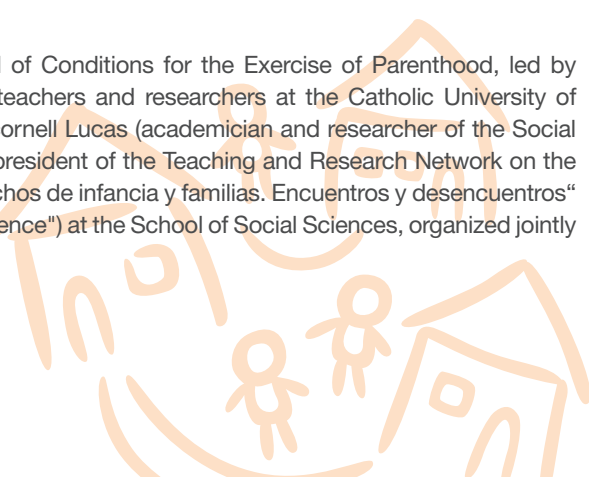
These events allowed to promote and intensify the discussion of the main difficulties, options and challenges faced by youths exiting from alternative care modalities in their process of becoming independent. The attendance at these events came close to 300 carers, including authorities, technical experts, operators and members of the local and national media.

We also advanced the implementation of a software created in 2016 which allows for improved intervention records and standardized autonomy processes of the youths participating in our Foster Care Service. We assisted the youth counselors of each program in that process and made changes to the system based on their suggestions.

Training of teams

A notable aspect of the year was the training sessions for the management teams, technical experts and personnel of direct care of the programs, held jointly with the Organizational Human Development area and which included the participation of national and foreign specialists.

- Training to direct care and management teams about positive upbringing and affection, led by the psychologist and autonomous consultant on childhood, affectivity and protection, Pepa Horno (Spain). Ms. Horno also gave an open-to-the-public talk at the Blue Room of the Montevideo Municipality, organized jointly with the School of Social Sciences and the Life and Education organization.
- Training for the implementation of the Assessment Model of Conditions for the Exercise of Parenthood, led by Magaly Cabriolé, Lilian Sanhueza and Marcela Vásquez, teachers and researchers at the Catholic University of Temuco (Chile). Ms. Vásquez, together with Dr. Antonia Picornell Lucas (academician and researcher of the Social Worker career at the University of Salamanca, Spain, and president of the Teaching and Research Network on the Rights of Children in Spain), delivered a talk on "Sobre derechos de infancia y familias. Encuentros y desencuentros" ("On children's and families' rights. Convergence and divergence") at the School of Social Sciences, organized jointly with this School and the Life and Education organization.



- Workshops on intervention in crises and decompensations, directed by Psychologist Denise Defey.
- Talk on “Violence toward children and adolescents in Uruguay. Approach and intervention methodology. Dialogs between the civil society and the State”, led by Mag. Mariela Solari in context of the First Meeting on Child Protection.

Parenting through affection

Interview with the psychologist and consultant on childhood Pepa Horno

“This is not about reading a book. It is a lot easier to educate a child with rewards and punishments. At the end of the day, the resources that you have are those that spring up from your personal history, from your own stream-of-consciousness process. What we are talking about is the process of permanent conscience and turning into yourself.”

Pepa Horno’s words are clear, concise, emphatic and unequivocal. “To question the violence on children and adolescents involves questioning our parents and our grandparents. This process of partial revision is not negotiable.”

Horno arrived in Montevideo to direct workshops with the SOS Children’s Villages teams. During that intensely busy week, she also gave an open lecture for over 600 persons in the Blue Room of the Montevideo Municipality. Hours away from boarding her return flight, while she chose a book for her 10-year old son waiting for her in Mallorca, we discussed the concept of positive upbringing and its importance in the development of children and adolescents.

What does positive upbringing imply?

Positive upbringing is about transforming the way people relate to each other in whatever context:

between adults, between adults and children. We mean any context where the child lives. School, a park, the family, a home of alternative care.

There is a part of responsibility that falls on everybody, concerning the promotion of safe environments. Maybe you don’t have children, or you don’t work with children directly, but to the extent that you change the way you relate to others, that will start off a ball that keeps on rolling. This is like emotions. Emotions are contagious. To the extent that you change your upbringing patterns and your manner of relating, an environment is being created.

What role does our own history play at the time of exercising it?

We construct ourselves on the basis of what our upbringing models gave us. A person is what she is capable of constructing from what she has been given. When you are convinced that your parents have loved you, and you must admit that they did love you, but that in certain moments they were violent toward you, that is not easy for anybody.

When you question physical punishment, people don’t feel questioned as parents, they feel questioned as sons or daughters. “See, my father used to hit me but I am a

good person. My mother hit me, and that has taught me to be who I am.” That is the resistance. Coming to understand what that implies at a visceral level, at gut level, that is something that takes a long time.

How important is the support from the environment in the case of child abuse?

A child who has been abused while an infant and does not share it, will be much more likely to be abused in school, by his or her life partner, because they have failed to process it. But if a person has been abused in infancy and receives support and therapy, he or she will turn into the sanest, most resilient person possible. The emotionally strongest persons are those who know the pain induced by violence, and will be the last ones to indulge in it. The crux of the matter does not consist on whether you experienced violence or not while you were a child, the crux lies on whether your environment has supported you and you have received professional help.

Is positive upbringing possible in foster care institutions? How important is it and what are its difficulties?

The matter is not just whether it is possible, it is mandatory. In a home of alternative care, positive upbringing is not optional, it is a professional obligation. It is about becoming aware of your history of origin, about the system’s self-care guidelines, and about understanding that you must work with a team. It is not so much a question of acquiring knowledge as a revision and awareness of the way we do things. Sometimes what we do is adequate in theory, but we do it in a violent manner.



What makes it complicated is that the children are many in number and with a serious personal history of damage.

You need a lot of technical knowledge to help you understand the behavior of children as the outcome of their personal history.

It should be an organizational position.

When you start working on positive upbringing, you realize that it involves an organizational change, a structural, not individual, change. If I want the care personnel to become aware of their life story, the organization will have to provide the spaces where they can do so. It cannot be an individual process. We are talking about changing the way of relating to each other. And that takes time. The function of the protection system must be on the one hand to prevent, so that it is not necessary that children separate from their families, working with the families on the relationship guidelines; and on the other hand, in the cases where it was necessary to sepa-

rate the children from their families, offer them an environment where they can reconstruct their history to avoid repeating it.

Have you met a lot of resistance to these concepts in your workshops?

The basic difference is whether it is an imposed process or a sought process. When people call me based on their awareness of necessity, the processes tend to work quite well. But when people go to a workshop because they have been directed to, there, the resistance is tremendous. The question resides in the awareness about the necessity of change. One of the greatest strengths of SOS Uruguay is that awareness. I have found people with an impressive technical level, and that is not usual. There is a lot of awareness on the need to transform the organization's model and to work more in unison, coordinately.

Horno received a degree in Psychology from the Universidad Pontificia of Comillas (Spain) in 1996. She is also an autonomous consultant on childhood, affectivity and protection since 2009, as a member of the *Espiraless Consultoría de Infancia* (Espirales Childhood Consultancy) group (www.espiralesci.es)

More information about Pepa Horno at www.pepahorno.es



What is positive upbringing?

It is assuring the right of the child or adolescent to their full development.

What are the conditions required to exercise it?

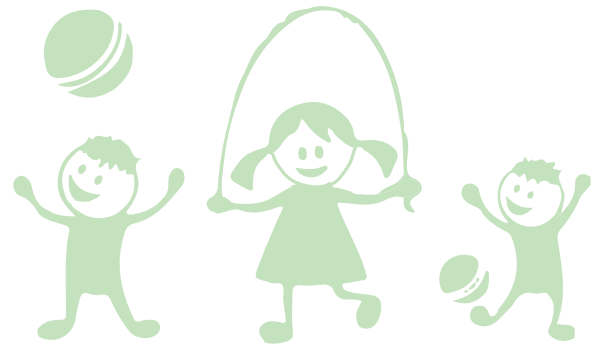
The human being has two basic needs: to feel loved and to feel safe.

To exercise a positive upbringing, it is necessary:

To be affectionate: For those who care for, educate or raise a child or adolescent, being affectionate is a responsibility.

Create safe environments: The only way that a child or adolescent develops fully is for them to feel safe.

Network upbringing: Adults need to have a network to support them in their upbringing effort.



The family at the center

Implementation of a family assessment model that is an innovation in Latin America.

A team of researchers of the Catholic University of Temuco (Chile*) created a model which allows making family diagnoses from a new approach: the Assessment Model of Conditions for Parenting (AMCP, or MECEP in Spanish).

Currently, the family assessments depend upon the approach and baggage of the technical team performing the evaluation, and start off by assessing the parenting capabilities, which places the emphasis on the individual conditions for parenting, losing sight of the context, history and the circumstances under which those persons have developed such conditions.

This new model proposes to assess the environment, being more understanding with families, more adaptable to contexts and multidimensional. Moreover, it helps the technical experts to systematize the information in a more orderly manner.

SOS Children's Villages International will be the first organization outside of Chile to implement the AMCP, thanks to an agreement signed with the University of Temuco, which includes the participation of the Academic Unit of Childhood and Family of the School of Social Sciences of Udelar (University of the Republic, Uruguay). The project is funded by the Scientific and Technological Development Promotion Fund (Fondef).

Prior to implementing the AMCP, the technical teams received training sessions, one of them on line and the other in person.

Additionally to the training sessions, the technical experts had the chance to share with the Temuco team their work experiences and comment on actual specific cases. The team of researchers (Magaly Cabrolí, Lilian Sanhueza and Marcela Vásquez) was very pleased with of our organization's work approach to families, while at the same time the technical experts expressed that the AMCP allows them to prepare solid reports, approach a diagnosis from a perspective of understanding and stay away from stigmatizing interpretations.



After the training session they held an open discussion and a series of meetings with key system stakeholders (of the Institute for Children and Adolescents-Inau and the Ministry of Social Development-Mides) with the purpose of presenting the project to them.

Our intention is to extend this new model, adapted to all the services provided by our organization (Foster Care, Family Strengthening and Care-in-Context) and work on advocacy, so that the protection system includes it into its action guidelines.

Samuel Diogo, counselor at Program Development SOS Children's Villages, assured that "the AMCP is in line in with what we believe the approach to families should be, and guides to a process that will have a positive impact. It places emphasis on diagnosis and prepares the way for the line of action. I believe that this experience is very innovative, because we will be piloting a new model that will have a wide repercussion into the future."

*In Chile, the model has been already included in the method guidelines for family assessment established by Sename (Servicio Nacional de Menores, or National Service for Minors).



Child protection

During the course of 2017 we performed a series of actions oriented to bolster implementation of our Child Protection Policy through its four pillars: raising awareness, prevention strategies, complaint mechanisms and response action. In November we held for the first time a Child Protection National Meeting, which represented an opportunity for rapprochement and joint work between all the Local Protection Committees.

Additionally, we received a Level-1 certification in Child Protection from Keeping the Children Safe, a network of organizations working to safeguard and protect children and adolescents from any and all sorts of violence.

Also during the year, we prepared collectively a document on "Intervention in cases of decompensation and crisis", and we organized training workshops for technical experts and carers, where we presented this document and discussed the approach that this type of situations requires.

Also worthy of mention was the performance of the internal audits about child protection carried out at the Foster Care services of Montevideo and Salto in November and December. The audits followed the methodology provided by the Regional Office of SOS Children's Villages, which included the use of a self-assessment tool and a later visit by the audit team for documentary examinations and interviews.

Child protection Certification

SOS Children's Villages obtained from the Keeping-the-Children-Safe organization their regional certification on child protection.

Keeping the Children Safe (KCS) is a network of organizations working to safeguard and protect children and adolescents from any and all sorts of violence.

It operates on the basis of four parameters: the organization being assessed must have in place a policy describing how does it address prevention and adequate response to the damage suffered by children and adolescents; set up clear responsibilities and expectations for its personnel and associates; create a safe environment for children and adolescents through the implementation of child protection procedures to be applied across the organization; and supervise and review its protective measures.

SOS Children's Villages received the regional approval of the certification process, with a 72% rating on complian-

ce with the parameters. The Level-1 certification assures that our organization has in place an efficient safeguard framework for children and adolescents.

This process included online interviews with collaborators from several of the Federation's member countries, in addition to the assessment of the documentation and facilities relative to child protection.

SOS Children's Villages Uruguay participated actively in this process through its Child Protection national coordinator, Cecilia Menoni, and the National Committee for Child Protection.

The award of this certification reflects our organization's efforts, and the advances it intends to implement, on the subject of child protection, inspired by the purpose of providing to the children and adolescents participating of its programs safe and violence-free environments.

In addition to the certification, KCS works on the investigation of at-risk situations, providing training to the teams and professionalizing their follow-up.



Advocacy

We actively participated in the Government and civil society workshops, which resulted in the first country report issued in context of the United Nations Sustainable Development Goals (SDGs), and accordingly prepared reports for our programs on the subject.

We also promoted coordination and awareness events with Inau on parenting and adoptions, and participated in the Uruguayan Committee on the Rights of the Child and the Pro-Care Network (Red Procuidados), a coordination space with other national organizations working with children and adolescents.

Additionally, we designed and implemented a local advocacy mapping, with the purpose of systematizing information on the territories we work in and proposing local strategies for the coordination with stakeholders involved with childhood and adolescence issues.

In November 2017 we participated, together with over 30 countries, of the global meeting Youth Can! that SOS Children's Villages International held in Amsterdam, centered on strengthening the training and job-placement capabilities of the youngsters exiting from the programs and projects. Also in November, we attended the IV Public Consultation of the Social Participation Forum of Mercosur's Institute of Human Rights Public Policies, in Asunción, Paraguay, which issued recommendations for the member States on childhood and adolescence policies, and which for the first time included the direct participation of children and adolescents.

During the year, SOS Children's Villages Uruguay participated actively of FIPAM (Private Institutions Federation for the Care of Minors), a network of organizations with 24-hour foster care projects under agreement with Inau.

A work agenda was outlined and followed during the year, to deal with sensitive issues such as deinstitutiona-

lization and transfer to FCSTTs (Family Care Support Territorial Team), work with youths, access to education, mental health and referrals, among others.

This association has a working committee whose members include authorities from Inau.

Concerned about the sustainability of the projects and the insufficient funds received from the State, the FIPAM group also strongly lobbied before Inau to obtain from them an increase of the financial aid provided for each child and adolescent.

Monitoring, Assessment and Research

The monitoring, assessment and research system that we practice at all levels of our organization allows us to acquire the necessary information, perform the required analysis and obtain the relevant knowledge for a timely and efficient decision-making process. We publish monthly statistical reports with data on the population assisted by all our services, and throughout the year we monitor key indicators on the evolution of the participating children and adolescents.

Additionally, we perform annually focalized studies devised by our National Directors and program directors, intended to produce data and input on specific topics.

During 2017 we carried out a focused study of the Carers-by-Shift modality, we processed and analyzed the grounds for the institutional stay of each child and adolescent participating under the Foster Care Service; we prepared reports on the education of children and adolescents under our Foster Care Service, and on the educational and job situation of youths in the process of becoming independent; we coordinated training on planning for the management and counselor teams; we participated in drafting institutional projects, and we contributed statistical data on projects to be financed by, or agreed with, the government and international funds.

Constructing life histories

Work with life albums in our Foster Care Service.

Looking at old photographs, reminiscing childhood songs, safekeeping meaningful objects such as a toy, a drawing, a letter from a loved one. Objects are our visceral links to the past, they are our safe place where we can go every time we wish to reconnect with who we were and with those who were a part of our history.

Working with life albums has the purpose of recording the different stages in the development of children and adolescents who have spent lengthy institutionalization periods, as a means of encouraging them to express their feelings and approach their identity from a positive perspective.

In SOS Children's Villages we have implemented this practice since 2014. Each child or adolescent is given a blank album, which will be their own property. The process of filling the albums is voluntary, and it can be done either in a group or individually, according to each one's needs. Moreover, although some triggering guidelines are given, the children will be the ones deciding what they wish to record or not into that life sheet.

At the Florida program, they started working with two groups of siblings. Then, other participants came aboard.

"We started out with the child's birth certificate. We work on their identity, we check what hospital they were born in, we add a photo of theirs, we try to find out who chose their name, we add their family tree. Then we start tracing their history, whether they were in some other places, with whom did they live before. In this way, we work on their emotions regarding each detail that we record into the album", says Laura Germino, house counselor at the Foster Care Service of the Florida Program. According to Ms. Germino, having at hand the necessary plastic materials to make the album is a motivator for the children to

start filling it. "The children's reaction is positive, they are always asking when are we going to continue with it. The album is an object that they greatly value", she adds.

In the case of the Canelones program, the implementation of this technique prioritizes working with adolescent and youths. The life album includes a network map that intends to record their different circumstances, and they can also add photos, songs, drawings and meaningful messages.

Pablo Perlaza, youth counselor at the Canelones program, comments that the deliveries from the adolescents and youths are "emotional and strongly nostalgic". "Remembering house mates, carers, places and special festivities, allows them to acknowledge retrospectively the changes in their lives and their own evolution process. It is a case of journeying from childhood to adolescence to youth. That is why we see expressions of gratitude, prompted by being able to look back in time and then advance to the present moment where they now stand", he states.

"There was this big box with photographs of the children, and we also had some that had been given by the carers or by their families. This material gave us the idea to build a timeline with some of the photos, make descriptions and raise questions", comment Rosmaría Medina and



Gina Duque, house counselors at the Salto Foster Care Service.

They point out that the albums are constructed on a free basis, according to each participant's needs and questions. "Any element that the children perceive as necessary to include, such as their birth certificate or songs, is decorated, painted or added, as the case may be."

Ximena Fernández, head of the direct-care caregivers of the Montevideo program, comments that she begins

working on the albums by adding the birth certificates, which is a very moving experience for the children, who discover the age of their parents when they were born, look at the signatures. From that starting point, each participant adds whatever photos or memories they want. They have even drawn family trees.

"In general, all the kids like it. When they leave for family reunification, the first thing they request is to take it with them, and most of them take very good care of their album", she points out.

Organizational Human Development

Our Human Resources and Organizational Development area manages the implementation and execution of all stages of the employment process (recruiting and selection, induction, training, performance assessment, communication and exit), ensuring that they are aligned with the organizational goals, legal framework and workers' rights.

We would like to highlight some of the actions performed during 2017.

Training of direct-care carers

Continuing with the process initiated in 2016, in 2017 we continued implementing the training workshops for caregivers, with the purpose of providing them with adequate tools for an optimal performance of their role. Each meeting includes a small number of caregivers, who during the course of one week participate in workshops under a theoretical and hands-on modality, segmented in modules.

We carried out 7 training events, where 32 caregivers participated. The participation since we began the training in 2016 totaled 78 caregivers.

We also held for the first time an update model, where we worked with the caregivers with over five years in the organiza-

tion or over two years in charge of a house. In this module, we focused on the changes undergone by the organization and how they impact the performance of their role.

Workshop for family assistants and hospital carers

We organized in Salto, Montevideo and Florida a training cycle on "Care and protection of children and adolescents in the SOS Children's Villages programs", specifically addressed to the family assistants and hospital carers. This training was also attended by the family assistants and carers of the Canelones program.

In these sessions, we addressed deinstitutionalization and child protection, the characteristics of families of origin and of the children and adolescents who suffer separation, as well as the actions seeking to repair the damage.

Update of organizational guidelines for the National Office staff

We also organized the cycle "Where are we and where are we going to", addressed to the National Office collaborators, with the objective of providing an update on the key guidelines of the organization. In the four meetings held in 2017, we addressed subjects related to child protection and deinstitutionalization.

Caring for the carers

Since June 2016, we have in place a continuous-training plan for the caregivers of our Foster Care Service.

“Since many years ago we detected a demand for additional working tools. The organization needs to address certain guidelines with the caregivers, explain to them where we are going to, what our policies are, what child protection is, what is our posture regarding deinstitutionalization”, says Victoria Terra, an assistant in the Human Resources area of SOS Children's Villages.

Consequently, around mid 2016 we implemented a training plan for the caregivers, segmented by modules, with the purpose of providing them with more resources for a quality care of the children and adolescents who participate in the Foster Care Service.

Each meeting includes a small number of caregivers, who during one week are made to work in workshops under a theoretical and hands-on modality. The work parameters are: the organization's structure and operation; child protection and approach to rights; development of the carer role, psychoevolutionary development; health and nutrition; integral education and management and administration.

“We have surveyed the needs they have reported, and we on our part identify training requirements, so that we are able to adjust the curriculum accordingly. In truth, this varies greatly because each group is different. We structure the subjects we will address in each module, but that varies in terms of each different group”, says Macarena Gutiérrez, Training coordinator.

In the beginning, there was some resistance to the initiative. “This had not been done ever before. At the first trainings, the caregivers had no idea what it was about. Some specific actions had been done before, but

there was no training plan in place. Initially there was some uncertainty, reasonable fears about the unknown, but as the trainings progressed, we realized that we were able to convince them that the trainings were useful”, adds Ms. Gutiérrez.

Currently, close to 60 caregivers have participated in the training cycle. Beyond the educational aspects, both Ms. Terra and Ms. Gutiérrez state that throughout this work year, they were able to ascertain additional collateral benefits, such as the feeling of belonging to a group that the caregivers started to experience.

“They find common aspects between the programs. ‘This is not happening just to me, the one from Salto went through the same, 500 km away, and see how she solved it.’ They share interesting knowledge, and this also concerns a worker's prevention and health policy”, comments Terra.

Although the training's main objective is reinforcing the knowledge and tools necessary to care for the children and adolescents, it is also a channel to providing support and care to the carers.

“In the final satisfaction survey, they say: ‘We realized the importance of our role, that we can give the children something that can change their history’”, states Ms. Terra. “If we do not care for the carer, the carer cannot provide care”, she adds.



Implementation workshops on the *Action Framework for gender equality*

Gender- and generational-based violence is one of the main causes for family separation. Apart from vulnerating the right of children and adolescents to grow up in safe and protecting environments, it severely affects their development and places at risk their physical and emotional integrity.

In 2014, SOS Children's Villages created the Gender Equality Policy, with the purpose of reinforcing this perspective in the services provided by the organization worldwide. Of the 135 countries forming part of the Federation, Malawi, Kenia, Vietnam and Uruguay were selected for implementation of the policy's pilot plans.

On the basis of assessments performed at the Salto program, SOS Children's Villages Uruguay devised a national plan contemplating the implementation of training and awareness workshops, and adaptation of

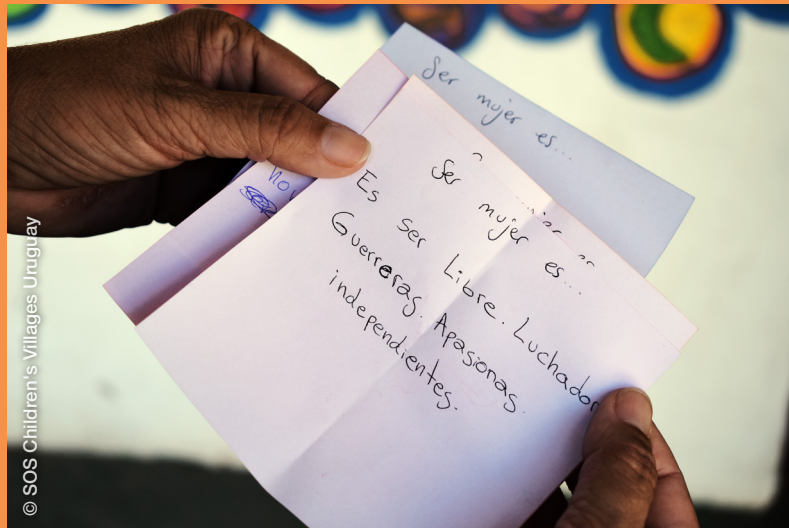
the policy to be addressed with the management and direct-care teams.

In this context, during 2016 we organized a training event with the El Paso Civil Association, and awareness workshops for gender and sexuality at the Salto program, which included adolescents, participants under the Foster Care Service and caregivers.

A year later, the document *Iguales pero diferentes* (Equal but different) was published. This document constitutes an action framework for gender equality, based on the Gender Equality Policy, and intends to perform a critical review of the organization's structures and relationships.

The principles inspiring this document are: prevent any type of violence against children and women; emphasize equal opportunities in all our programs for children to access all levels of formal and non-formal education of quality; make children and carers aware on matters of sexual and reproductive health and promote maternal medical care for girls and women; address gender barriers through the financial empowerment of the families of origin, and develop the capabilities to promote gender equality in our organization.

It also offers a glossary of terms on gender and sexuality, and a directory of resources for the direct-care and carer teams.



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During 2017 the Paysandú program carried out workshops with technical experts on implementation of the action framework. These events worked from life experiences as a starting point, especially those that had marked them in childhood and adolescence.

Cecilia Menoni, Child Protection national coordinator, comments that these guidelines gave rise to several testimonies of gender-related impositions enacted by school or family. “Many men told about experiences related to their emotional education, such as not crying, ‘being a man’; while some women told about things they were not allowed to do because they were ‘boy’s things’”.

“The goal is that the programs incorporate this action framework into their annual operating plans. Although specific activities may be carried out, the important thing is how we look at this from a wider, more general perspective in our work with children and adolescents”, she adds.

During 2018, we plan to replicate these experiences in all our organization's programs, as a means to reinforce the gender approach in the practices that are already being implemented in each service.

The Canelones Program

- We continued to intensify our work on family reunifications.
- We designed an autonomy project for the children and adolescents who are close to exiting from the protection system.
- We are carrying out a pilot project of gradual autonomy for children of school age, which also involves their carers.
- We implemented a pilot system of 8-hour-shift-based carers.
- We undertook the pertinent support and coordination with public and private institutions, for the admittance and permanence of children and adolescents into the educational system.
- We negotiated for spaces of mental health assistance with the SOMOS, Caminos and El Paso organizations.
- We engaged in coordination with companies and other private stakeholders, with the purpose of raising local funds.
- We coordinated training events for our teams in a number of areas: first aid, positive upbringing guidelines, crisis management, adoptions and, child protection.
- On the issue of occupational safety, we reinforced supervision of the prevention technique.



The Florida Program

- We incorporated the Las Palomitas CAIF to our Family Strengthening Service.
- We implemented a set of special measures for the care of male children and adolescents with disability and psychiatric disorders, a pioneer modality in Uruguay.
- We provided trainings in subjects regarding care and self-care to carers, children and organized adolescents.
- We organized local fundraisers, through which we strengthened our bond with the community.
- We increased our relationship with the department's municipal authority, who collaborated in the maintenance of the internal village roads and the lighting of its public spaces.
- We maintained our relationship with the Sin Límites equestrian center, assigning priority to the participation of children under care for special needs.
- We articulated joint work strategies with the Educational Transition program of MIDES-(Ministry of Social Development) and with CECAP-Training and Production Educational Center (of MEC-Ministry of Education and Culture), thereby reinforcing the educational continuity of children and adolescents.
- We intensified the deinstitutionalization processes and worked on proposals of Care-in-Context with no prior foster care.
- We participated with a paper in the seminar on "Advances and challenges in the promotion of early childhood parenting", organized by Inau and UdelaR at the Montevideo Municipality.



The Montevideo Program

- We expanded our offer of solutions to meet the needs of participants, including Care in Context and Friendly Family.
- We transformed two community houses into projects offering more specialized care, with the aid of wider technical assistance and social educators supporting the caregivers in their duties.
- We implemented the modality of shift-based care in a community house.
- We increased the spaces of psychotherapeutic care provided by Psychology graduates.
- We signed an agreement with CEDER (Educational, Development and Rehabilitation Center), which allowed some participants to carry out a number of activities.
- We signed an agreement with the ITER Foundation of Spain for an educational project which includes school support classes, promotion of reading, educational films, chess, sports and instruction on greenhouses, crops and agricultural research.
- We worked with the adolescents on their life histories, interpersonal relationships, future projects, cash handling and administration, healthy eating and job placement.
- We provided support to the community through the Verdisol CAIF in overcoming the housing difficulties they experienced during the year.
- We turned the Tranvía del Oeste CAIF into a reference center for the Santiago Vázquez area.
- We coordinated tasks with Inau, making good progress on the fulfillment of objectives, such as for instance Care-in-Context admittance without prior foster care.
- We held a workshop with ESET Uruguay on best practices for surfing the Internet, and participated in the Hackathon held in Montevideo with 6 adolescents of our program.



The Paysandú Program

- We established an FCSTT FCTT (Family Care Support Territorial Team), an innovative pilot project launched under Inau's Family and Parental Care program and the Cercanías program, managed by SOS Paysandú by direct appointment.
- We relocated the Nuevo Camino Youth Center to a new space with the necessary facilities to carry out the Center's activities.
- We participated in Paysandú's 4th Book Fair with our presentation of the audiovisual piece on the Nuevo Camino Youth Center's Wandering Library.
- We opened the Déborah Eguren Community Library at the Nuevo Camino Youth Center, in coordination with UCDIE (Department's Educational Integration Coordinator Unit) and the Culture Unit of the Department's Municipality.
- We launched the Local Childhood Protection Committee (LPC) for our Department at the Casa de la Cultura (House of Culture) of the Montevideo Municipality, with the purpose of fostering a culture of protection through sensitivity, awareness and prevention of violence.
- SOS Children's Villages, together with Inau, organized in Paysandú the ninth edition of the March in honor of the rights of children and adolescents.
- We participated of the Round Table for Peace, organized by the President's Secretariat of Human Rights, in the context of the Human Rights Month.
- For the ninth consecutive year, we were awarded the participation budget, which will allow us in 2018 to finance child protection workshops for caregivers and children of the Vista Hermosa family development space, as well as maintain the Center's fixed and food expenses.
- The Paysandú Municipality made a contribution financed from proceeds of the city's paid parking fund.



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The Salto Program

- We participated in different events for the promotion of rights: International Baby Day, International Day for the Elimination of Violence against Women, Month of the Rights of Children and Adolescents.
- We reinforced the spaces of therapeutic assistance according to the needs of children and adolescents.
- We prioritized the educational support to children and adolescents and our alliance with CERP (Regional Teachers' Center), by which advanced students of teaching of different subjects, supervised by 3 tenured teachers, provided educational support to adolescents attending secondary education institutions and UTU (School of Polytechnic Secondary Education of Uruguay).
- We intensified our work on deinstitutionalization strategies, either through assessing adoptability conditions or working on Care-in-Context situations, where the families receive assistance with the purpose of preventing separation and the institutionalization of children and adolescents.
- The El Paso NGO, through an agreement with Inau, provided specialized counseling on interventions in situations of commercial sexual exploitation.
- We hired a lawyer who counseled the technical and management team on issues relative to the Family and Criminal Courts.
- We celebrated the 30th anniversary of Nuevo Don Atilio, the first CAIF in Uruguay.
- Our Children's Club participated in the Interclub Annual Meeting.
- We participated in the 4th Regional Science Clubs Exhibit.

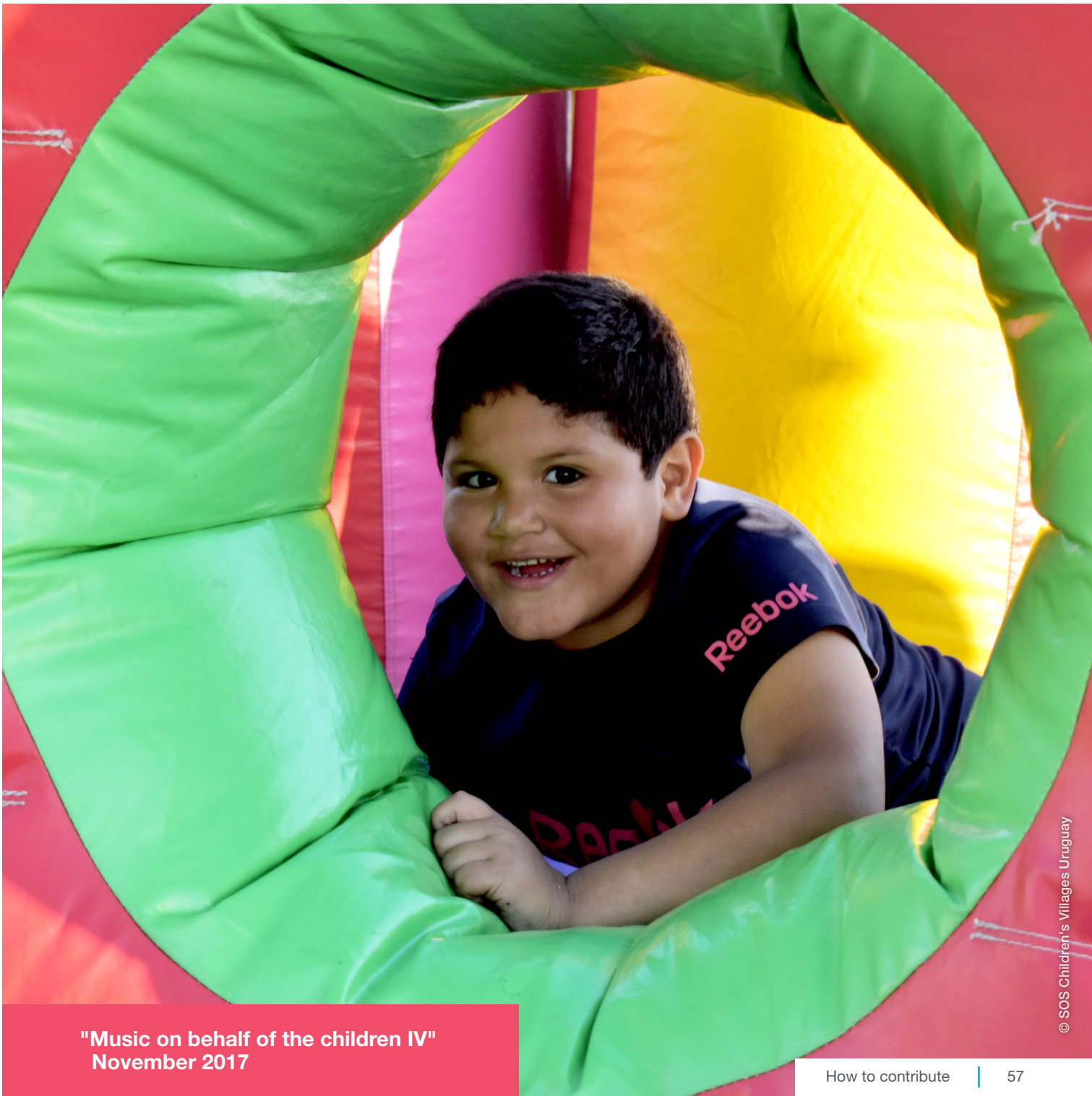






HOW TO CONTRIBUTE





"Music on behalf of the children IV"
November 2017



7

FUNDRAISING EVENTS
AND CAMPAIGNS

July – Latasónica show at the Metro Theater for the benefit of SOS Children's Villages

August – Huggies hugs Uruguay at the Montevideo village



November – “Music on behalf of the Children VI” at Kibon



May – the Devoto Campaign



¡Ayudanos a llegar al millón de estrellas para el Día del Niño!

Descargá gratis en tu el juego Ecologito por un Mundo Mejor, jugá y sumá para nosotros.

Si llegamos al millón de antes del 20 de agosto, Ecologito donará \$ 100.000 para que los más de 400 que participan del servicio de Acogimiento de Aldeas Infantiles tengan un en su día.

MyBox Game Studio

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ALDEAS INFANTILES SOS URUGUAY



April – Russian Hamlet show by BNS for the benefit of SOS Children's Villages Uruguay



October – ImpactaRSE: entrepreneurial event about children and adolescents

Individual donors: SOS Friends

A SOS Friend is the person who, by means of a monthly contribution, supports SOS Children's Villages so that we can carry out our programs throughout the national territory.

By telephone landline:



The contribution may be paid by debiting your Antel account, with a single phone call to these phone numbers:

09085050 to contribute with \$ 50 [UYU] per month.
09086015 to contribute with \$ 75 [UYU] per month.
09086001 to contribute with \$ 100 [UYU] per month.
09086016 to contribute with \$ 125 [UYU] per month.
09086017 to contribute with \$ 150 [UYU] per month.
09086002 to contribute with \$ 200 [UYU] per month.
09086003 to contribute with \$ 350 [UYU] per month.
09086004 to contribute with \$ 500 [UYU] per month.

By SMS:

You can also make a contribution by SMS text message either through Antel's prepaid or contract services. By sending a text message to **10101** with the word **ALDEAS**, you will contribute with \$ 10 [UYU] per message.



Services under agreement with: 

By credit card:

You may contribute by automatic debit from your credit card by completing an online form at our website: www.aldeasinfantiles.org.uy

We want to hear from you!

If you are already a SOS Friend and wish to increase your contribution, please contact us to continue collaborating with the children and adolescents of Uruguay.

We invite you to tell us your story and write to us at amigos@aldeasinfantiles.org.uy.

You can also call us at **24002353**, extension **3338**. or write to us via Whatsapp or SMS to **091 882 072**

To the 34,432 persons who collaborated with SOS Children's Villages in 2017, THANK YOU!





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A legacy of solidarity

The solidarity legacy is an outstanding gesture of responsibility and generosity, consisting in a written and signed statement of will from any person wishing to leave their possessions to the organization with the purpose of passing on their solidarity to the next generations.

To learn more on the procedure of how to leave your possessions to SOS Children's Villages, please call 24002353.

International sponsorship

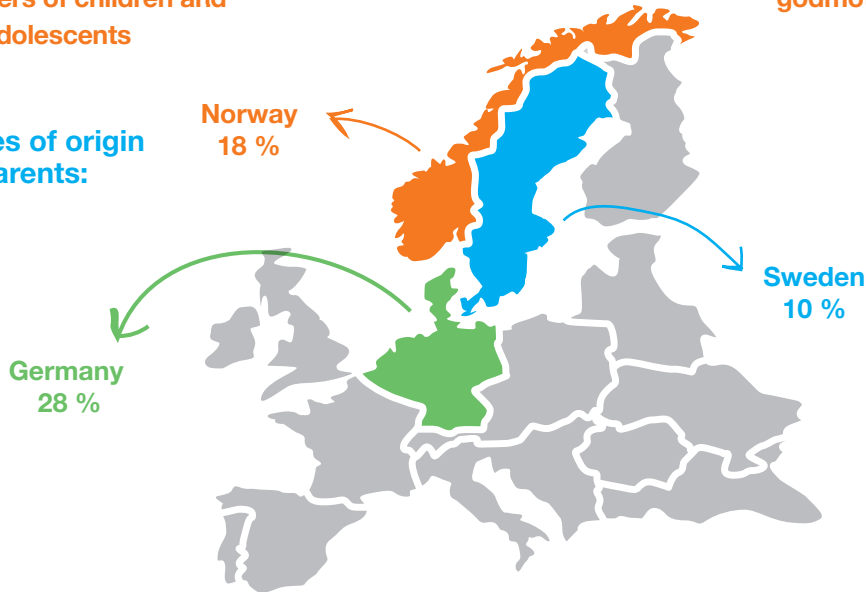
The International Sponsorship is offered to persons and organizations from abroad who wish to make a monthly contribution. The sponsor may choose whether to assist directly a boy, girl or adolescent, or rather contribute to the development of a village. The contribution from International Sponsorships collaborates with the development of Uruguayan children and adolescents in a safe, loving and protective environment, and strengthens the bond that is thus created through the flow of constant communication.

In 2017:
221 children and adolescents participating in the Foster Care Service received the support of godfathers and godmothers
3.943 godfathers and godmothers

3522 godfathers and godmothers of children and adolescents

421 Village godfathers and godmothers

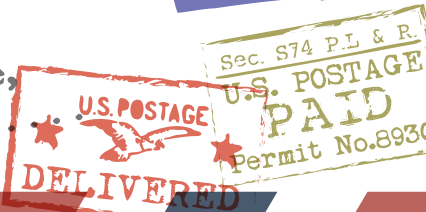
Countries of origin of godparents:



Dear Yourname,

Regards,

**BY AIR MAIL
PAR AVION**



Corporate Social Responsibility

Corporate Social Responsibility consists in a voluntary commitment of companies with the goal of contributing to the sustainable development of the community, respecting the balance between economic growth, social progress and protection of the environment.

If your company is subject to the payment of IRAE [tax on economic activity], you may contribute with our organization making use of the tax benefits under Sections 270 and 271 of Law 18.834 (Special Donations).

How can a company contribute with SOS Children's Villages?

Social projects for child protection:

These are contributions made by your company to strengthen family relationships at risk, and help to pay for the food, healthcare, education and clothing expenses of children and adolescents under the Foster Care Service, as well as for the training of caregivers.

Events Sponsorship:

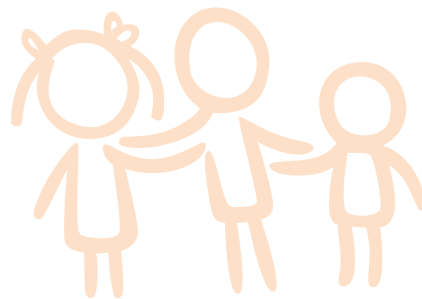
At SOS Children's Villages we organize different kind of fundraising events: concerts, artistic activities and conferences, where your company may participate as sponsor. Our organization offers in return your company's presence on the media, image consolidation and widespread publicity.

Corporate volunteering:

These are Corporate Social Responsibility (CSR) actions where the collaborators contribute with their talent, time and energy to transform not only their communities in a positive way, but also the companies where they work. Some of the benefits that your company will reap out of these actions will be motivation, a sense of pride and belonging, an improvement of the organizational climate and an enhancement of its corporate and human values.

Cause-related marketing (CRM):

This funding and promotional strategy consists in donating a percentage of the sales revenue of any product or service marketed by a company to any one of the projects managed by SOS Children's Villages in Uruguay. In this manner, the company will create a positive impact on the life of thousands of Uruguayan children and adolescents, while simultaneously increasing its sales revenue and positioning itself as a socially responsible company.



Corporate sponsorship:

Through this option, interested companies may sponsor a house and contribute, for instance, by financing the house's expenses —such as the cost of renting a house in the community or the maintenance and repairs needed for a village house— and the costs of the human resources required to care for the facility.

Although Inau contributes with a money grant equivalent to a certain number of indexed units for each child or adolescent in full-time facilities, our organization

shores up this amount with the income raised from a variety of actions, such as events, contribution of individual donors and the support of companies.

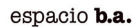
The corporate sponsorship proposes a new manner of support of, and commitment to, the development of Uruguayan children and adolescents, by which the participating companies will receive reports on the allocation of their contributions and have the chance of doing some corporate volunteer work at the organization.



During 2017 we issued two numbers of a newsletter for companies, where we informed about campaigns and events, published interviews with personalities involved in Corporate Social Responsibility (CSR), and other content of interest.



These were our 2017 contributors:



Odacor
Vivion
Al Costo SA
HSBC
Litnor Hogar

Veterinaria Bortagaray
Multijuegos Materiales Educativos
y Recreativos
Carnicería Villa España
Fonomar SA

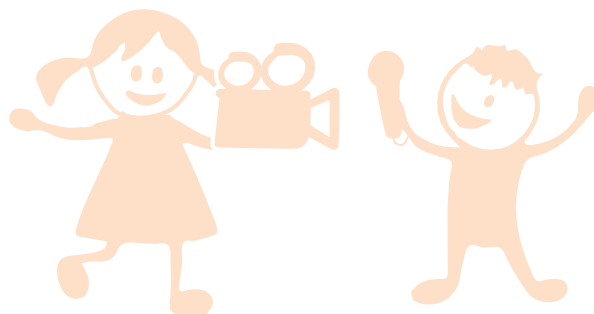
Molinos Santa Fe
Blueglass
Edgardo Luzardo
Credincop

Media supporting us during 2017

TNU
TV Ciudad
VTV
Canal 12
Canal 10
Canal 4
Asuntos Públicos TV
Búsqueda
Revista Galería
Montevideo Portal
EnPerspectiva.net
El Observador
La República
El País

El Heraldo
Revista Uy
Sociedad Uruguaya
Empresas del Uruguay
Mundo Marketing
Espectador.com
Platea VIP
Infonegocios
Deres
Marca País
Océano FM
Radio Carve
En Perspectiva Radio
Radio Universal

Radio Sarandí
Radio Montecarlo
Radiocero
Aire FM
Inolvidable FM
El Espectador
Más Bus
Publicartel
Screenmedia
Movimagen
IMPO
Pantalla de Tres Cruces



A commitment that you choose to assume
corporativos@aldeasinfantiles.org.uy



Campaigns and events in 2018

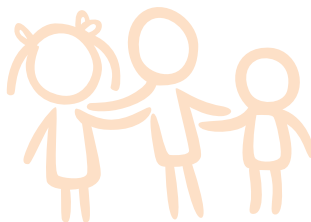
Campaign with ANDA

In February, we engaged in the campaign “Con educación, el mundo ANDA” (With education, the world moves) together with ANDA (National Association of Members). [Note: The campaign motto contains an untranslatable wordplay as the name of this organization, ANDA, is also Spanish for “moves”]. The money raised by this campaign was allocated to hiring specialized teams to assist children and adolescents in overcoming the difficulties affecting their full psychosocial development and learning capabilities.



Campaign with Unvenu

From 12 to 26 March we launched a campaign together with UNVENU (Fuel Retailers Association of Uruguay). Through the sale of specific products at the over 25 gas stations of Montevideo and Canelones who joined the campaign, we succeeded in raising funds to hire technical specialists to provide school support to children and adolescents in our Foster Care Service.



Ballet Performance

The National Sodre Ballet will hold, as it has done the last three years in a row, a charity performance on behalf of SOS Children's Villages, on May 24. This time they will perform *El corsario (The Corsair)*, at the Adela Reta National Auditorium.



Music on behalf of the children V

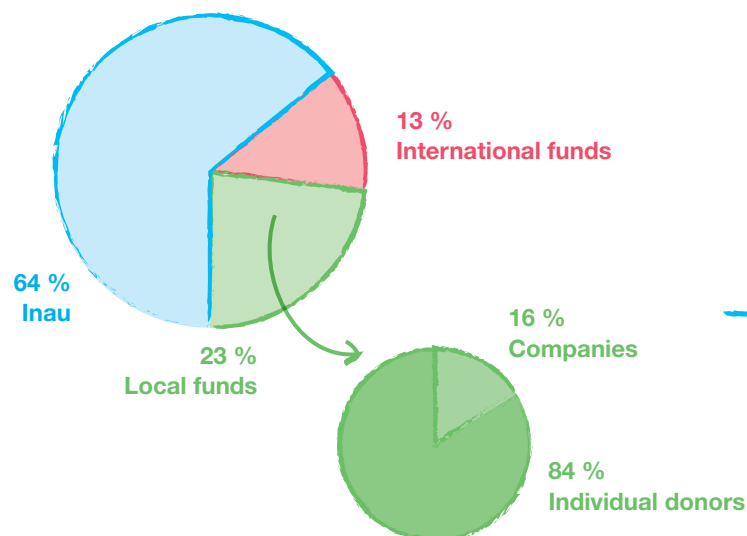
This year we will celebrate the fifth edition of "Music on behalf of the Children", with the Uruguayan singer and composer Lucas Sugo. The show will take place in November at the Ramón Collazo Summer Theater.



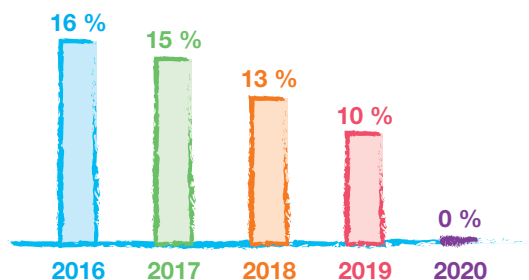
Sources of financing and transparency

Historically, our organization has financed its activities with funds originating from a variety of sources, such as international subsidies, contributions from individual donors, corporate alliances and agreements with State institutions (INAU). The agreements concluded with the State, the increase of individual donors and the development of new strategic alliances with companies committed to the cause of the rights of children and adolescents, are key factors in helping us not only to avoid the need to restrict any of our services, but also to continue improving them.

Our sources of income are:



Subsidy from International Villages



Sustainability by 2020

With the purpose of prioritizing the allocation of international subsidies to the countries with the least resources, SOS Children's Villages International singled out 35 of the 135 Federation's member countries as being in situation of attaining sustainability by 2020. Due to its social and economic situation, Uruguay is one of the 9 Latin American countries identified to move down that road. In order to avoid affecting our services, we consider that looking for local sources of funds is essential toward allowing us to continue providing a service of quality.

During 2017, we applied a strict policy of austerity and restriction of expenses. In this context, we had to close down three social centers (the financing of which depended strictly from our Association) in order to avoid affecting the quality of the rest of the services provided to children and adolescents.

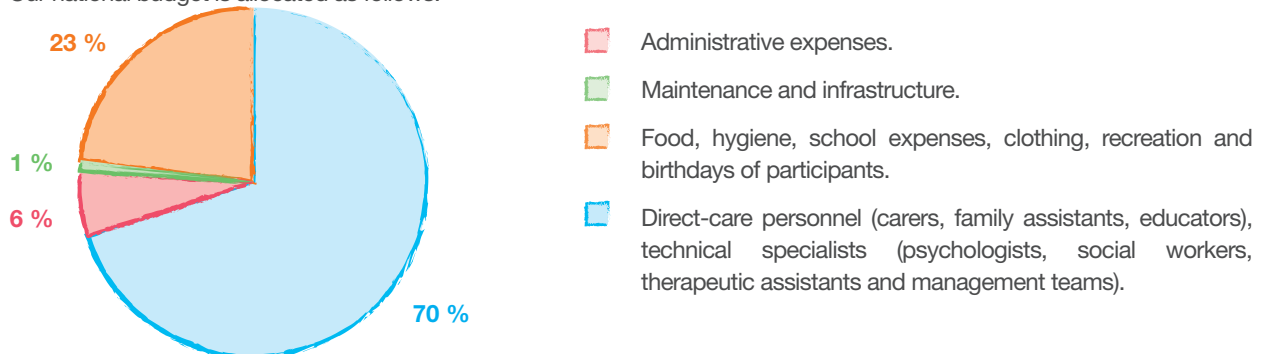
The transparency of our actions is essential, and we show it in a number of ways:

- We are audited by Children's Villages International on an ongoing basis.
- We have in place a 3-member Fiscal Committee which holds regular meetings.
- An international external firm of auditors performs an annual audit of our finances (since 2014, Deloitte). To date, each and every one of the external audit examinations has issued a clean Audit Report with no observations.
- We issue a bimonthly report accounting for all the monies that we receive from the State.
- We issue an annual report for the Ministry of Economy and Finance accounting for the use of funds raised as company donations under the special legal regime of Special Donations.
- We participate in the civil society Accountability (*Rendir Cuentas*) initiative to promote transparency, and every year we release key information through this tool.

Moreover, in 2017:

- We added an internal control area, as part of the Compliance and Integrity Federal Network.
- We updated the Administrative Handbook and issued an Internal Control Handbook aligned with the Uruguayan regulations. We complemented its implementation with an internal policy in line with the Federation's guidelines on anticorruption, antifraud and anonymous complaints.
- We held a best practices workshop at our National Office, led by the Finance team, addressed to the directors and administrative employees, with the purpose of establishing processes and guidelines.
- We delegated and decentralized the Government's contributions on individual auditors of each program, thus improving the quality and timing of distribution.

Our national budget is allocated as follows:







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