



ALDEAS  
INFANTILES SOS

# Strategic Directions Ecuador

SOS Children's  
Villages  
2021 - 2025

*Towards  
preventing  
unnecessary  
family separation*



SOS Children's Villages Ecuador  
Strategic Plan SOS Children's Villages Ecuador 2021- 2025

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# 1 |

## INTRODUCTION

The SOS Children's Villages Ecuador National Plan 2021-2025 is the document that defines strategic guidelines to follow regarding collective priorities to achieve the main objective: **children and adolescents who exercise their right to live in a family.**

It is important to mention that SOS Children's Villages Ecuador adheres to the guidelines established in the Convention on the Rights of the Child (CDN) and the provisions established by the Constitution of Ecuador, which recognizes the family as a fundamental group of society and a natural environment for growth and well-being of all its members and in particular of children and adolescents. In the same way, it works and respects different types of families in the full exercise of their human rights.

This plan is the result of the participation of all the people who directly or indirectly collaborated in analysis spaces, surveys, focus groups, workshops, and self-assessments in SOS Programmes and the National Office (main administrative office in Quito).







The Strategic Plan focuses its actions on international frameworks defined by SOS Federation as the 2030 Strategy and the 5 Priorities 2021-2024:

## 5 Priorities

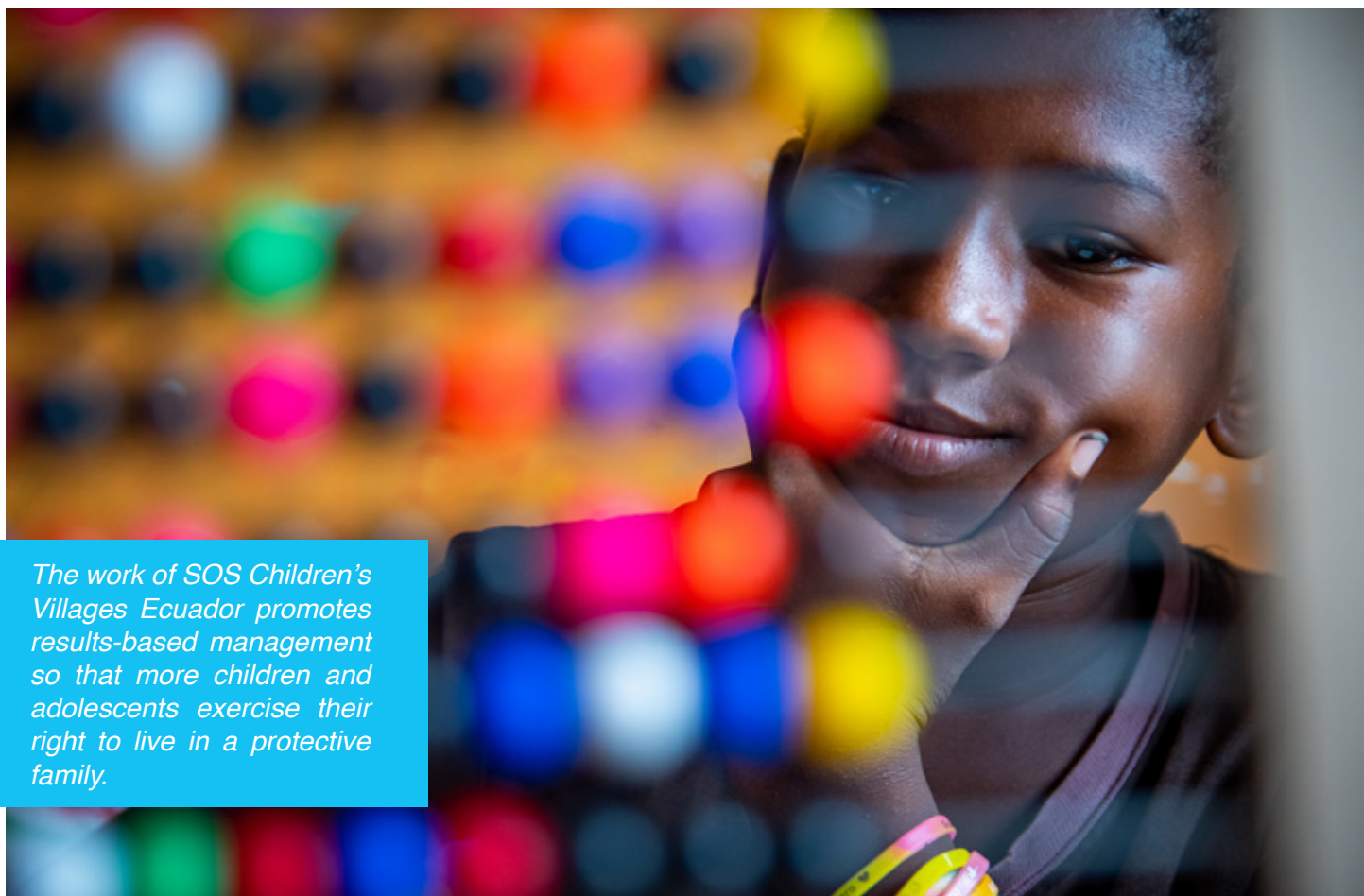
- |   |   |
|---|---|
| 1 | Ensuring programmatic quality and local relevance                         |
| 2 | Grow and diversify income   |
| 3 | Empower people to live our values and uphold our safeguarding commitments |
| 4 | Buid partnerships to scale up our impact                                  |
| 5 | Embrace digitization  |

This document was prepared by the National Directorate of SOS Children's Villages Ecuador and the Strategic Planning Unit, M&E after the National Planning Workshop held in September 2020 in Quito. For its elaboration, the line of Management, Board of Directors, SOS KDI LAAM Regional Office, as well as different areas and SOS Programmes of the Member Associations (Quito, Portoviejo, Esmeraldas, Ibarra, Cuenca, and Guayaquil) participated in person and virtually, because of restrictions due to the COVID 19 health emergency.

Under the statement **“A mission that unites us”**, This plan seeks the commitment and synergy of all of us who make up SOS Children's Villages Ecuador, to prevent unnecessary family separation in the territories where the organization intervenes, optimizing resources and alliances that enhance our impact. The approaches that this plan takes to address aspects of special protection and prevention of unnecessary family separation are based on three cross-cutting themes: human rights, gender, and results.

## Strategic Framework to 2025 (Strategy 2030)

SOS Children's Villages Ecuador is part of SOS Federation made up of 134 Members Associations around the world that, with 70 years of experience, has reaped many successes in meeting the needs of children and young people that make up its target group. Of course, there are still several aspects to be strengthened, which is why a strategy called Strategy 2030 is defined with objectives that ensure that more children and adolescents have a protective home and equal opportunities to succeed in life.



*The work of SOS Children's Villages Ecuador promotes results-based management so that more children and adolescents exercise their right to live in a protective family.*

## Vision 2030

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



## Impact

Children and Adolescents who exercise their right to live in a protective family

## Intermediate results

Increased coverage in preventive services, family-based alternative care and protective communities programmes, advocacy, financial sustainability, quality of care, data collection and analysis, results based management.

## Immediate results

Offer alternative care and protection to the children who need it.

## Products and services

Guides, protocols, methodologies, processes, training and education, recruitment and collection, campaigns, and everything defined in the Annual Operating Plans that support achievement of all elements of the Results Framework in each SOS Programme.



## Childhood and Adolescence context in Ecuador

The situation, which was already worrying in 2019 for thousands of children and adolescents, worsened in 2020 due to a COVID 19 health emergency, declared a global pandemic. In this regard, in Ecuador, by October 1st, 2020, 138,000 positive cases were registered, of which 5.6% correspond to children, adolescents, and young people between 0 and 19 years old.





Figure 2. Social and economic overview from the perspective of violation of the rights of children and adolescents.  
Source: SOS Children's Villages Ecuador.

## Social and economic panorama from the perspective of violation of rights of children and adolescents.

### The effects of the worldwide crisis

- Listed as the worst after World War II: the Great Depression



### According to the Central Bank of Ecuador

- By 2021 there will be \$2,000 million dollars in damages: about 2% of the Gross Domestic Product (GDP)



### Implications for Ecuadorian economy

- By 2021 there will be a decrease of 5.7%: a greater impact on the economy than the Banking Holiday that Ecuador went through in 1999.
- So far in 2020, GDP decreased by 4.7%.



### Implications of COVID-19 in Ecuador's economy

- It has spread rapidly, putting pressure on activity and fiscal accounts, a situation that forces the Government to prioritize its budget.



## Effects on employment

In Ecuador, 17% of young people between the ages of 18 and 29 have lost their jobs due to the health crisis.





## Childhood, Poverty and Pandemic

It is estimated that the pandemic will leave 6% more Ecuadorians in a situation of poverty. Until December 2019, poverty covered 25.03% of the population and extreme poverty 8.87%. Approximately one million people will move into this vulnerable group, during and after confinement.

However, poverty is an evil that mainly overwhelms children and adolescents. The highest incidence of poverty falls on children since 35.9% of them are in a situation of poverty. In particular, about 13% are extremely poor, which means that 35% of children, just born, are already poor.



## Violence and Pandemic

In particular, the panorama of child violence in Ecuador was aggravated by the pandemic; at least 870,000 children and adolescents of school age grow up under threats and physical punishment in their homes. According to data and reports, four out of ten children and adolescents in Ecuador suffer extreme violent abuse by their parents and caregivers, that is, in their own homes. This form of abuse includes hitting them, locking them up, bathing them in cold water, insulting them, making fun of them, taking them out of the house and leaving them without eating (Observatorio Social de Ecuador, 2019). Furthermore, quarantine has increased cases of sexual abuse towards children and adolescents, where 65% of these cases were perpetrated by relatives and close people.





## Population in a situation of human mobility and refugee

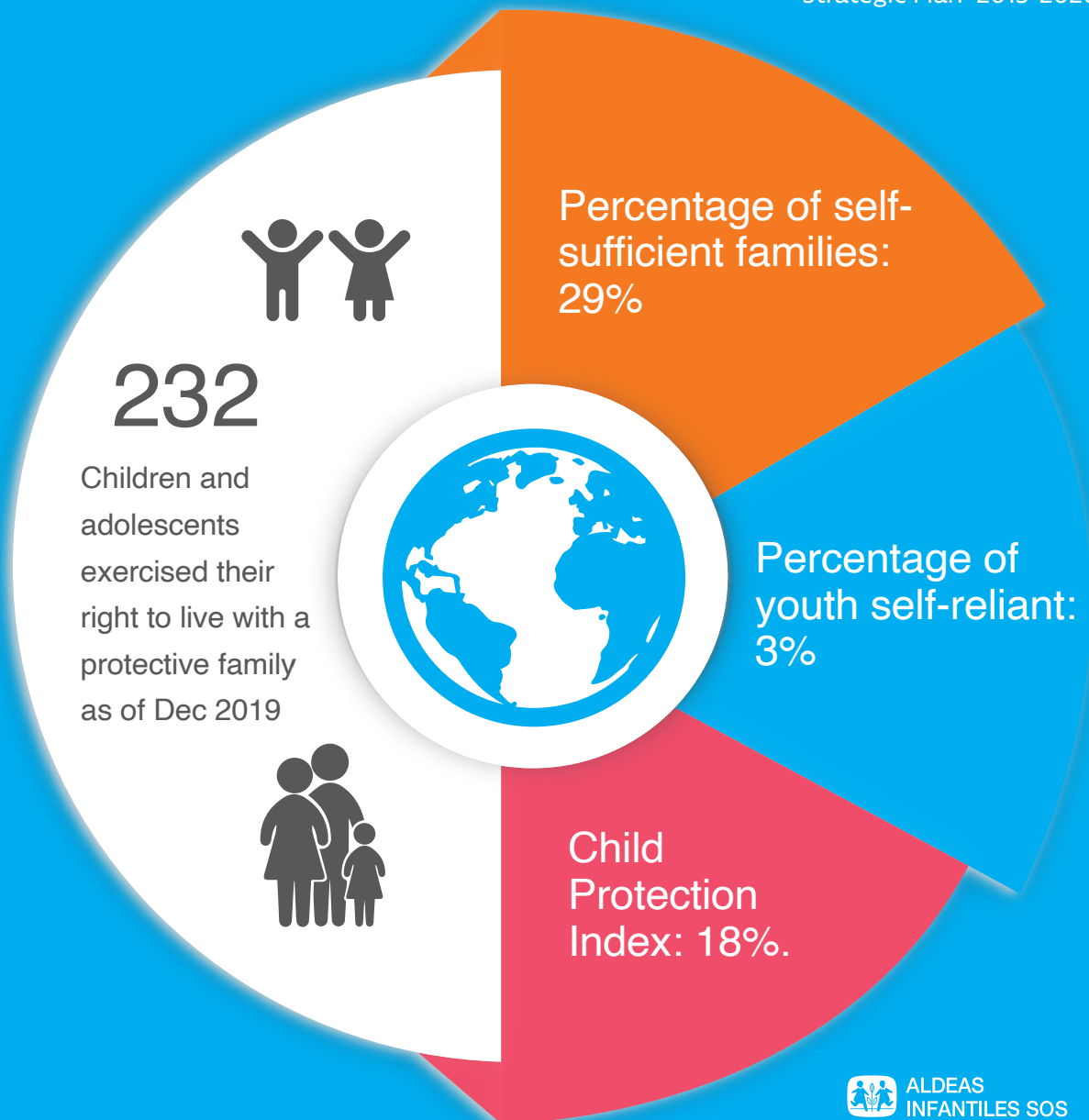
Ecuador is the country that has recognized the most refugees in Latin America and the Caribbean, including many who fled Colombia and Venezuela with humanitarian needs. Before the pandemic, Ecuador was already facing complex economic, social, and political challenges; and the impact that the health crisis has had on children and adolescents in the country is serious.

In addition, the effects on children and adolescents in situations of human mobility have much more negative impacts. For example, while the majority are in isolation due to COVID-19, many Venezuelan migrant children and adolescents have been forced to go out on the streets, drop out of the education system, retrace their steps or sleep outdoors awaiting their repatriation.



## Strategic Plan 2015 – 2020 Learnings

Figure 3. Learnings  
Strategic Plan 2015-2020



## **Main advances up to 2019:**

- Capacity Development
- Direct Care working conditions development.
- Gender perspective mainstreaming.
- Re Innovations, SOS houses construction.
- Advocacy.
- Results-Based Management.
- ICT implementations
- IPD projects.
- SOS Sponsorship.
- Reform of Statutes and renewal of SOS Members.

## **Main actions to strengthen:**

- SOS Quality Standards.
- Access to specialized services for families accompanied by SOS.
- Self-reliant in youth people.
- SOS Staff turnover.
- Internal processes optimization.
- Fundraising goals in private FDC
- Business alliances.

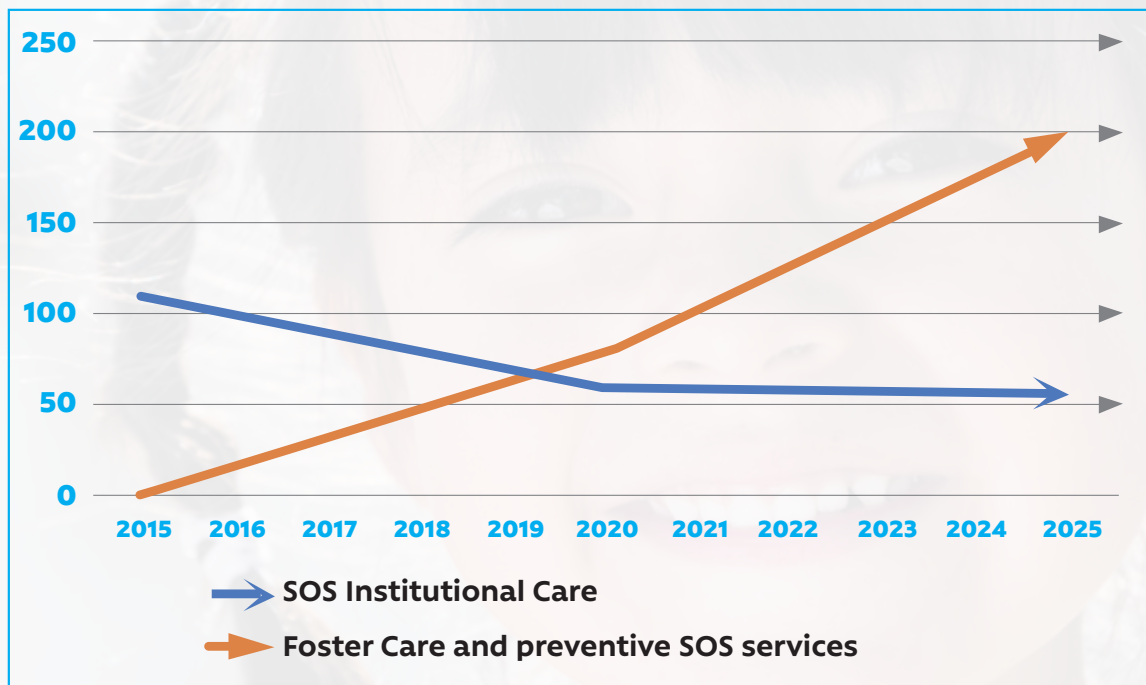
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### **Financial Sustainability**

Self-sustainability is conceived as the ability to respond to programmatic and organizational needs, ensuring financial operation in the short, medium, and long term, and implementing adequate internal control processes that guarantee transparency to all stakeholders of the organization.

By 2025, more children and adolescents exercise their right to live in a family through an SOS Ecuador Model that promotes prevention of unnecessary family separation.

## Participants SOS Programmes



## Financing SOS Children's Villages Ecuador

Figure 4. Financial Sustainability

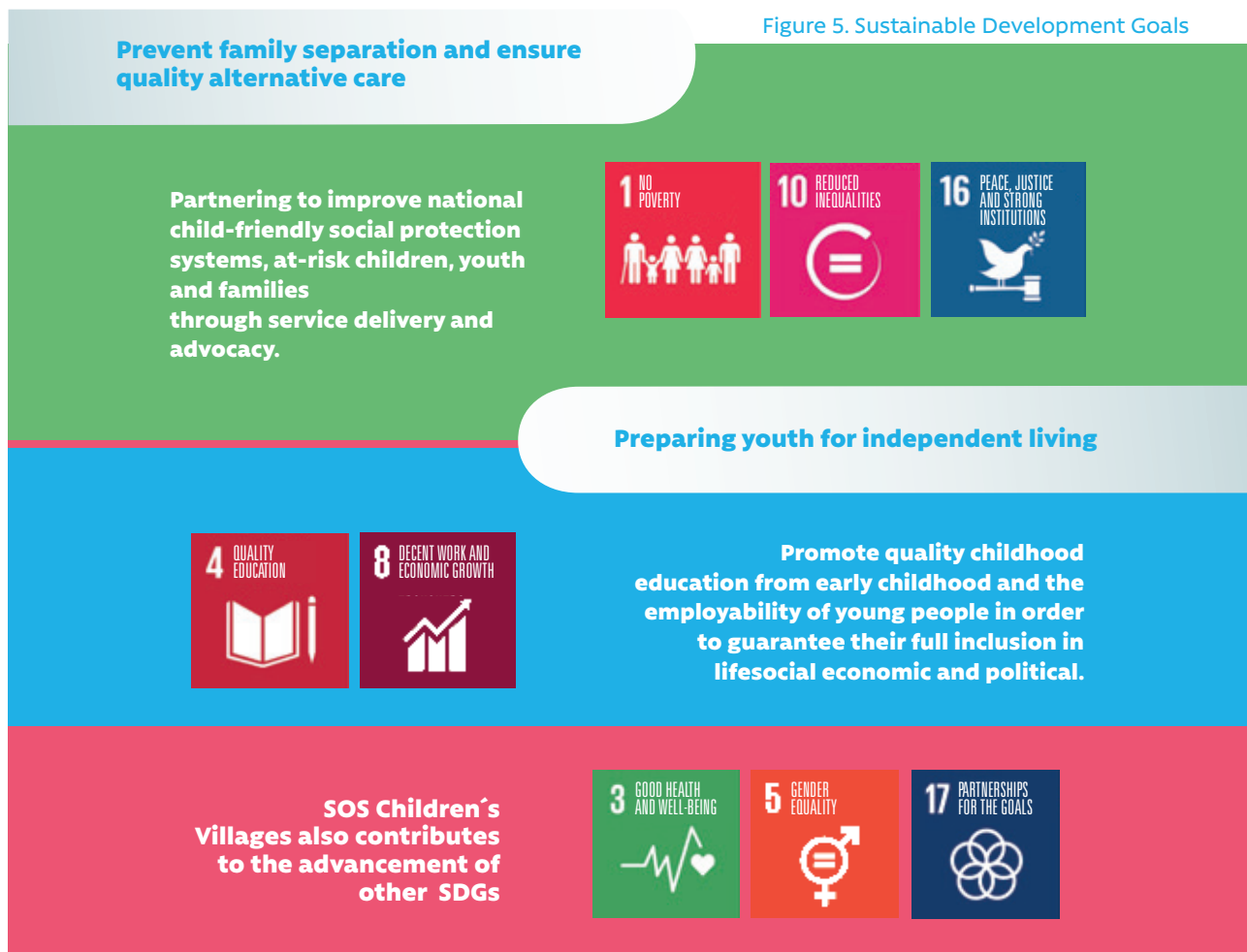


## The sustainable development goals

Globally, SOS Children's Villages expects fundamental change and impact in our programmes, specifically in children, adolescents, and young people.

This is how Children's Villages proposes a link between its lines of work towards all the Sustainable Development Goals – SDGs and will promote alliances in any national and international instance, contributing mainly to the following SDGs.

Figure 5. Sustainable Development Goals



## Childhood agenda for Ecuador.

### Commitments to be assumed by the Ecuadorian government

The axis of the agenda is to protect in an absolute and priority manner the social investment destined for children and adolescents, ensuring the quality, opportunity and effectiveness of public financing.

This, is applied in specialized services within local comprehensive protection systems. In this aspect, the progressive increase in the allocation of resources should be guaranteed, particularly in areas such as education, health and protection against all forms of violence.

It also includes ensuring, under the Constitution and the United Nations Convention, the mechanisms to guarantee the rights of children and adolescents, materialized in the following aspects of public policy:

- Functioning of the Decentralized National System for the Comprehensive Protection of Children and Adolescents established in Article 341 of the Constitution.
- Establish a real administration of specialized justice for children and adolescents as mandated by the Constitution in its article 175.
- Preparation, in a participatory manner, of a new Ten-Year Comprehensive Protection Plan for Children and Adolescents 2021-2031, ensuring that this plan is contained in the National Development Plan and the Territorial Development and Planning Plans (PDOTs) of the provinces, cantons and parishes, with the allocation of the necessary resources for its implementation.

- Promote juvenile justice with a restorative approach for adolescent offenders, as part of the specialized administration of justice for children and adolescents.
- Establish and facilitate mechanisms for participation, free expression, organization and consultation for children and adolescents.
- Provide specialized services of special protection in the territories, along with the preservation of free education and health care, rejecting co-payment mechanisms.





## Philosophy SOS Children's Villages Ecuador.

### What unites us

#### ABOUT US

**We are a social development organization that works for the rights of children and adolescents, specifically for their right to live as a family. In a safe and protective family without violence.**

#### MISION

**We work in the care and protection of children and adolescents in vulnerable situations for the full exercise of their rights in family and safe and protective communities.**

#### VISION

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

#### VALUES

##### COMMITMENT

**We keep our promise. To commit is, above all, to get involved in reality in order to transform it.**

##### CONFIDENCE

**We believe in each person. Trust generates adherence to a project and to the people who make it a reality.**

##### AUDACITY

**We undertake actions that cause a radical change in the lives of children. Boldness empowers human being to undertake great projects.**

##### RESPONSIBILITY

**We are partners who convey trust.  
Responsibility expresses a duty and a special sensitivity to respond to the needs of others.**



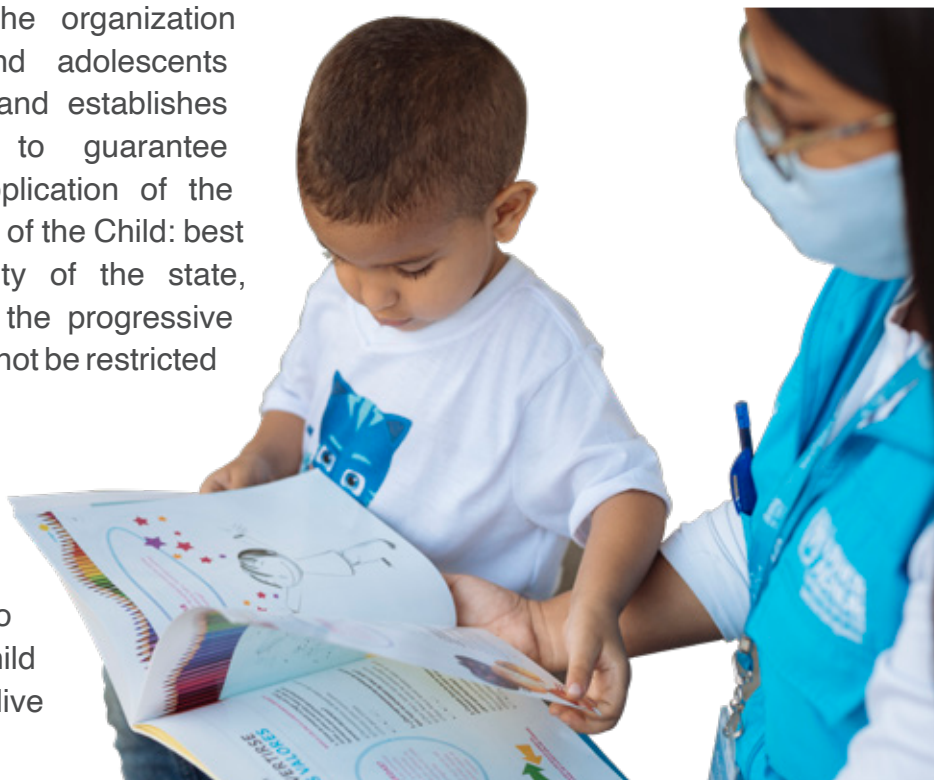
## Change management SOS Children's Villages Ecuador A look from our origins to the present

70 years ago the first SOS Village was born, founded in Imst, Austria, as a response to a world war context; and proposes an alternative model for the contemporary sphere, which promotes solidarity and care.

SOS Children's Villages settled in Ecuador in 1963 with the first Village called Ecuador Children's Village, with two families and 18 children, in the former Quito Electric Company camp, located in the current Lumbisí parish in Quito. In fact, this programme is one of the oldest in Latin America (Sembrar Esperanza, 2014).

Under the doctrine of the Comprehensive Protection of Rights, the organization recognizes children and adolescents as “subjects of rights” and establishes three key principles to guarantee and understand the application of the Convention on the Rights of the Child: best interests, co-responsibility of the state, society and family, and the progressive exercise of rights that cannot be restricted or limited for any reason.

Currently, what used to be known as Villages have been transformed into alternatives adapted to the needs of each child and adolescent who live temporarily in





SOS Houses are inserted in a community, or in SOS Houses in specialized care.

Since 2017, models of consanguineous care called “kinship foster care” have been incorporated and since 2019 non-consanguineous care, called Foster Care.

One transformation of the organization’s care model is undoubtedly Family Strengthening Programmes, which, going from care in Social Centers for Good Living until 2014, have moved towards the prevention of unnecessary family separation. In this way, it has incorporated multidisciplinary teams from SOS Children’s Villages Ecuador in communities at high risk of violation of the rights of children and adolescents, in six provinces of Ecuador (Esmeraldas, Pichincha, Guayas, Imbabura, Manabí and Azuay).

Likewise, a primary level of prevention of rights violations for children and adolescents is added, where Advocacy and the promotion of Protective Communities play a fundamental role in the Comprehensive Care Model of SOS Children’s Villages Ecuador.

As a result, you get **diversification of care modalities for the target group**, as well as a diversification of income and the organizational structure to raise the levels of impact in the future where training care professionals, Child Protection, Governance and the improvement of infrastructure is necessary.



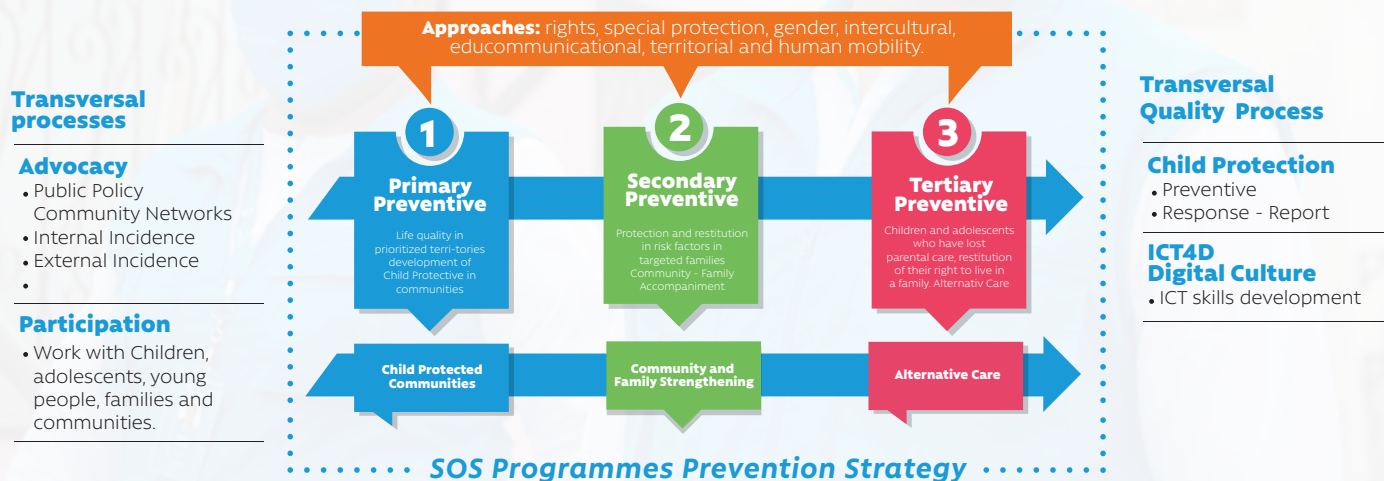


Figure 6. Timeline



## Organizational Management Model

Figure 7. Management model



### FAMILY AND COMMUNITY DEVELOPMENT CENTER

- Training and development of community leaders
- Start-up of the comprehensive community child cases gatekeeping
- Strengthened Protective Community
- Families Strengthened in the Exercise of their Family Competence
- Children with Restoration of their Right to live in a Family
- Children and adolescents trained to live a dignified life

### SUPPORT PROCESSES

- Human Management (Organizational Development-Capacity)
- Communication and Brand
- ICT
- Planning, Monitoring and Evaluation
- Finance and Control



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## Prevention - Protective Communities

Promoting community-based support to have organized and empowered community actors (families, children and adolescents) who participate actively and establishing effective gatekeeping mechanism.

Enhancing resilience, knowledge and skills in the community itself for the protection of the rights of children and adolescents and personal, family and community development, breaking dependency and strengthening their autonomy.

Sensitization and awareness to promote the change of cultural patterns by reestablishing and strengthening bonds and affective, safe and protective relationships for coexistence.



## Family and Community Strengthening

The purpose of this level of prevention is to make it easier for children and adolescents at risk of losing family care to grow up in a safe and loving environment. Work directly with families and communities at risk, empowered to effectively protect and care for their children, in cooperation with local authorities and other providers.

## Human Mobility and Refugee

The organization defines its Human Mobility Care strategy in conjunction with strategic allies, taking as input the results obtained from a baseline survey in the implementation areas in 2019.



## Result Based Management

SOS Children's Villages Ecuador is adopting, at the level of SOS Programmes, a new chain of results for the period 2021-2025.

Each SOS Programme has participatively built its levels of Impact, Effect and Product; This process is based on international concepts and aligned with the implementation of Results-Based Management of SOS Children's Villages International as a pilot in Latin America and the Caribbean in 2017.

Principles of Results-Based Management:

- Organizational goals and desired results are aligned and contribute to the achievement of national and international objectives.
- All SOS Programmes work towards previously defined products, results and impact. Organizational resources, structures, and processes are aligned along with the goals of those outcomes.
- Information about results and how they are being achieved is actively used at all levels of the organization for continuous improvement, learning, strategic decision-making and accountability.
- There is a local appropriation of the collection, analysis and use of data, as well as its use at other levels of the organization and outside it.



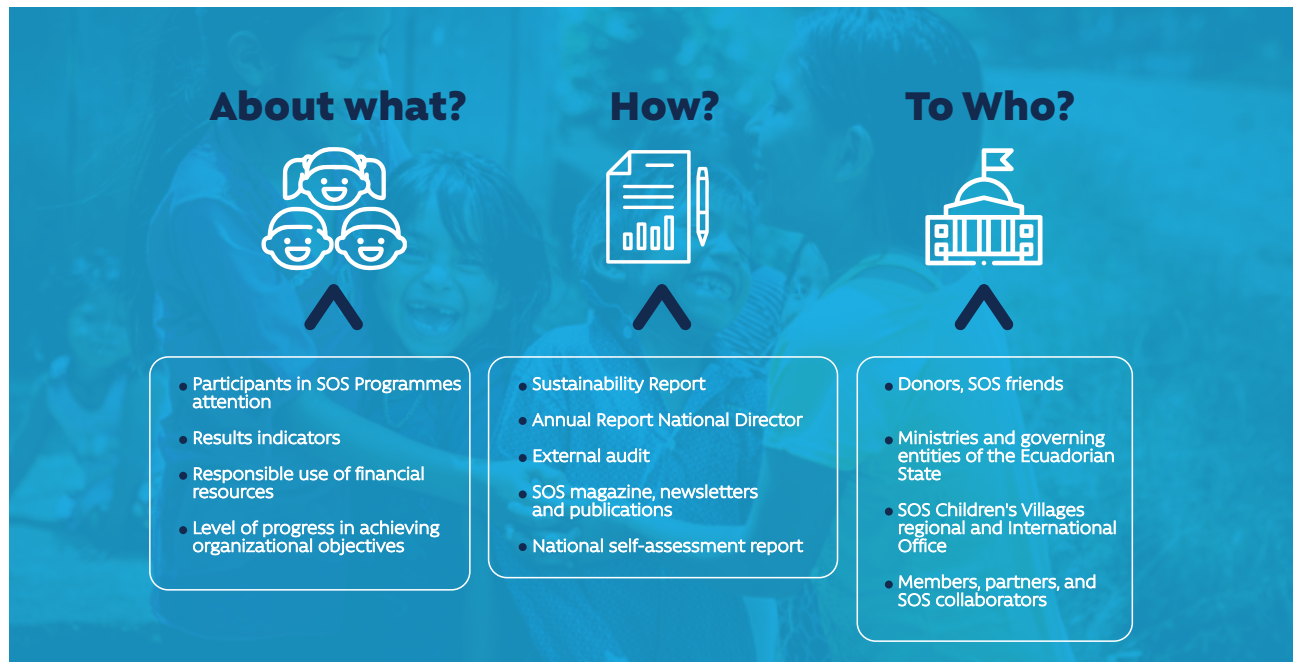
## Transparency and accountability

Accountability is a fundamental part of the organization, based on the Who We Are document. Without it, it would not be possible to maximize the impact of work with children and adolescents, generate the trust of donors, or comply with legal requirements.

SOS Children's Villages Ecuador constantly strives to systematically improve its control and accountability processes as a non-profit organization with a social purpose.

It is for this purpose that it has international anti-corruption and fraud policies, standards, good practices, sustainability reports, manuals before control bodies in Ecuador, as well as instances of internal control, integrity and compliance.

In this way, it is possible to consolidate the reputation and brand of the organization, as well as to practice accountability and good basic administration.



## Risk Management

For this strategic plan, the organization has carried out a risk analysis exercise for the Results Frameworks of the six SOS Programmes at national level. It also carried out a national global analysis in the middle of the National Strategic Planning Workshop in September 2020. Within the SOS Programmes, the three main ones are highlighted:

- Decrease in funding to SOS Children's Villages Ecuador through sponsorship, government and donors.
- The socio-economic situation of the country makes the organization estimate possible cancellations of active regular donors.
- The increase in the socioeconomic affectation of participants of the SOS Children's Villages Programs Ecuador due to the health emergency due to coronavirus in Ecuador.



## The SOS Brand

The organization has made important efforts to promote the cause of SOS Children's Villages Ecuador framed in a Communication and Brand Plan, aligned to the new Programmatic Management Model. One of the main strengths that SOS Children's Villages Ecuador recognizes is the care and protection of children and adolescents who need it, as well as ensuring their well-being (SOS Children's Villages Ecuador Brand Diagnosis, 2020).

The work of the organization, and according to the data obtained over a decade, reaches a brand positioning of 7%, being more pronounced in Esmeraldas and Ibarra, while it is lower in Guayaquil and Cuenca.

Obviously, the financial limitation for Brand positioning is a challenge for the organization, for which it must look for ways to publicize the work of SOS Children's Villages Ecuador.

It should be noted that brand positioning and communication are scarce. In this context, the new communication tools, such as social networks, are considered the best channel for disseminating and promoting the work carried out by SOS Children's Villages in Ecuador.





*We prevent domestic violence in vulnerable communities; We accompany families that are at risk of being separated due to violence, so that they strengthen their capacities as caregivers, avoiding unnecessary family separations. We also temporarily welcome children and adolescents who have lost family care.*

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### Funding and Investment

In Latin America, there are around 520 Corporate alliances with SOS Children's Villages, of which, until 2019, 6% correspond to Ecuador, with medium, large segments; and with a smaller percentage of corporate foundations. To manage this strategy, the organization has a customer relationship management platform based on Salesforce, which provides a unified view of customers.

In particular, the vision of growth in Corporate Alliances at the Latin American Regional level, to which SOS Children's Villages Ecuador belongs, is around 15%, together with the implementation of a systematized and results-oriented corporate alliance management model.

## Governmental subsidies

The organization maintains close relations with its lead ministry in Ecuador, the Ministry of Economic and Social Inclusion (MIES). Thus, year after year, it establishes inter-institutional cooperation agreements on Special Protection for around 350 children and adolescents in temporary residential care; and around 360 direct children and adolescents in Formal family-based alternative care programmes.

It is important to indicate that government contributions to the care of children and adolescents have been reduced by the fiscal economic situation (4.7% decrease in GDP for 2020), and even more so by the health emergency, a situation that forces the government to Prioritize and redirect your spending.

## The Sale of Knowledge – EDCA (School of Development Training and Consulting)



The learning acquired, result of the transformational changes that the organization has undergone, generates high expectations and is seen as a new strategy that strengthens advocacy processes in public policy, and generates awareness and capacity development in specialized care teams for children and adolescents. adolescence.

In this way, it expands the circle of influence outside the organizational spheres toward an external public in branches of the academy, state and civil society.

The integration of this strategy, together with Private Fundraising, Human Resource Management and SOS programs, projects economic income for the organization over five years through a Business Plan formulated in 2020 in SOS Children's Villages Ecuador. It also incorporates ICTs for the development of virtual and face-to-face professional training and education, as well as research, consulting and social auditing, in which Children's Villages has greater expertise.

## Projects and Institutional Alliances

Since 2018, SOS Children's Villages Ecuador has consolidated projects and alliances with strategic allies, mainly on issues of human mobility and in support actions to generate Protective Communities for each child and adolescent in the territories where the organization intervenes.

Due to the effects of the pandemic, it is expected that this type of alliance will reduce its capacity for action by up to 50% by 2021, directly affecting the level of primary prevention of Protective Communities, which should be a benchmark for SOS Children's Villages Ecuador by 2025. Therefore, this implies own investments and the strengthening of work with Desentralized Autonomous Governments (GAD), as well as other sources of financing to sustain and increase SOS impact.



## Workforce in SOS Children's Villages Ecuador



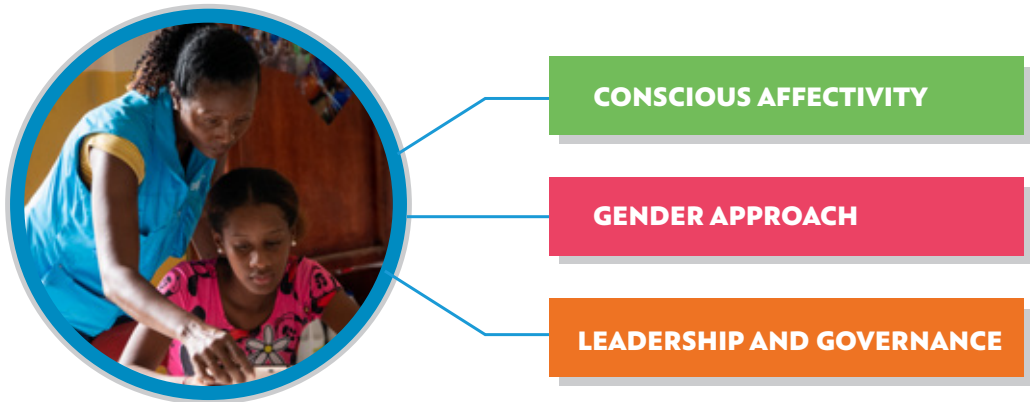


# Conscious Affectivity and Child Protection

The organization has placed the Child Protection Policy as one of the main priorities of the Sustainability Project, to ensure that children and adolescents who participate in SOS Programmes are free from all forms of violence and abuse. This also implies the mainstreaming of said policy in the management of SOS Children’s Villages in Ecuador.

In accordance, SOS Children’s Villages Ecuador is committed to creating and maintaining a protective affective environment that promotes its main values and that at the same time prevents and speaks out against child abuse and exploitation, inside and outside the organization. For this reason, the efforts ensure the establishment of mechanisms to raise awareness, launch preventive aid, promote the value of the complaint and be able to respond carefully.

On the other hand, SOS Children’s Villages Ecuador recognizes conscious affectivity as the capacity that a person has in a conscious, voluntary and systematic way to generate a protective, emotionally warm environment and establish positive affective relationships within. Therefore, conscious affectivity, from a rights approach, is a guarantee of the right to protection and full development because it enables the creation of a safe environment and good treatment. This involves several skills, in which a person can be more or less competent, either because of their relational skills, or because they have undergone a process of personal growth, training and awareness that leads to it. Thus, conscious affectivity is understood and approached as professional competence.



## Gender approach

Since 2017, the organization has begun the path towards mainstreaming the gender perspective through the consolidation of a coalition that leads change that promotes, accompanies and values the mainstreaming process. For this reason, to recognize gender disparities it is necessary to identify approaches, practices and processes that support or limit gender equality.

In the medium term, the organization will establish a National Gender Strategy with objectives, results and indicators to mainstream the gender equality approach in the organizational management model, both in its processes and sub-processes as well as in the interventions, programmes and projects that it implements through Nacional.

This conception implies going beyond the incorporation of the categories “gender” “empowerment” or “woman” in the definition and development of its methodological processes but rather means implementing a concrete action plan that contributes to the promotion of conditions of gender equality within our target population, and within our organizational structure. As well as the recognition of the rights to care and protection of children, adolescents and young people LGBTIQ+.

## Leadership and Governance

Since the transformational process began in SOS Children’s Villages Ecuador, the organizational structure has seen significant changes in profiles and attitudes that collaborators must-have amid a process of change. This, in addition, translates into formal and informal leadership that leverages the development of the organization.

As one of the last links of change, the national statutes have been adapted to the new context, approved in 2019 by the General Assembly of Members. This represents a seal of political will that the changes are pertinent, a process that also has the endorsement of the Regional Office for Latin America and the Caribbean.

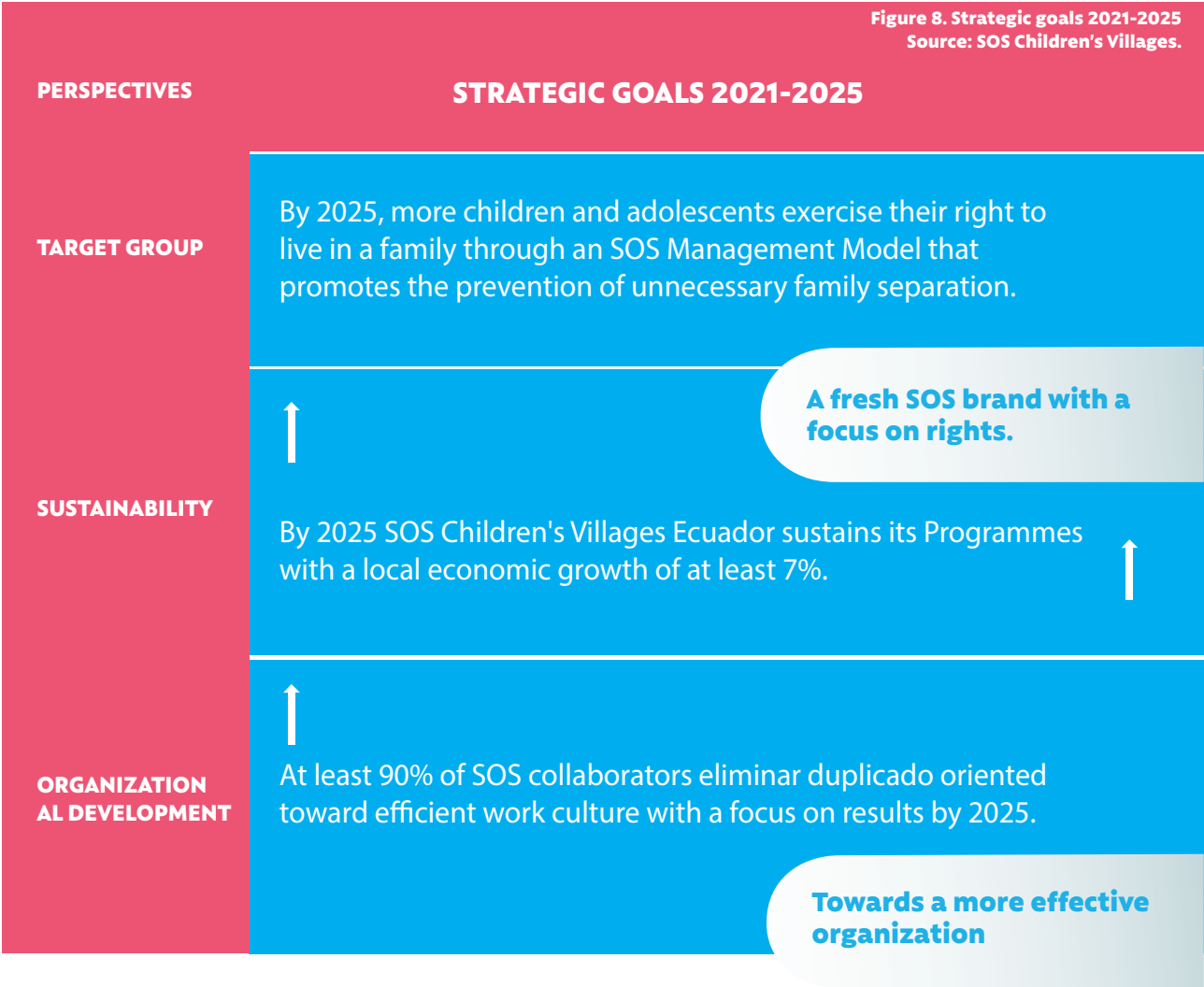
The Board of Directors, the Founding, Adherent and Honorary Members of SOS Children's Villages Ecuador ensure compliance with the objectives and purposes of the organization within the framework of ethics through the active participation of its members.

In this regard, the executive positions promote the horizontality of decisions through instances described in said statutes, the SOS Programmes directive, as well as Programmatic Technical Coordinations, make up the first front of management and mission together with multidisciplinary technical teams in the care of every child and adolescent.

**"A PARTICIPATORY AND  
SOLID GOVERNANCE  
THAT PROMOTE TO  
SUSTAINABILITY"**

# Goals and strategies to 2025

The Programmatic Management Model of SOS Children’s Villages Ecuador bases its levels of action on the prevention of unnecessary family separation as the main point of its value chain. It is part of a process of programmatic-financial sustainability and organizational culture, efficiency and focus on results after 2020.





## Our Tactical Goals

Figure 9. Tactical Goals



## 18 | Follow Up

The monitoring of the Strategic Plan, its scope and achievements will be aligned, on a semi-annual basis, to international cycles of Children's Villages.

This follow-up is related to the execution reported and recorded in all the systems, tools and reports that are carried out on a semi-annual and annual basis.

However, there are more specific follow-ups that are carried out on a monthly basis, such as the execution of budget requirements for activities, and the management of SOS Programmes.

The SOS Children's Villages Annual Report is the main document that records National Indicators, as well as an analysis of progress and challenges regarding the implementation of the National Strategic Plan 2021-2025.

This report is published and socialized to all national and international bodies in February of each year.



## Timeline and action plans

At the national level, a structure has been created to operationalize the strategy. Through a constructive and participatory process, each SOS Programme and strategic area in SOS Children’s Villages Ecuador annually formulate an Annual Operating Plan that allows the establishment of activities and tasks aligned with national results and objectives.

Over the years, under the responsibility of each director of the organization, and in close coordination with the operations, finance and control area, it has established plans and actions that allow the implementation of each proposed line of action.











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