



Member association:	SOS Children's Villages Botswana
National director:	Motshwari Kitso
Reporting period:	2020
Date & MEDIABOX-ID of most recent child rights situation analysis:	31.08.2014 Click or tap here to enter text.
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Date of report:	29.03.2021

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1. National context and stakeholders

Botswana has made significant strides and has transformed itself from one of the poorest country in the world to an upper middle-income country. In view of the slowdown in the economy, government had to shelve some projects and introduce some cost recovery measures in education and health. Furthermore, government had to review its expenditure pattern and introduced some budget cuts on grants to non-governmental organisations. The country's decades of robust growth and huge budget surpluses are being put to the test by the global financial crisis that resulted in sluggish demand for and consequent decline in the prices of diamonds, the mainstay of the economy. The country's economy is heavily reliant on an undiversified economy hence the high youth unemployment rate reaching as high as 22%. Many graduates are roaming the streets without jobs and the industry opts for highly experienced workforce as opposed to fresh graduates from colleges.

The **deinstitutionalisation** trends have also been a serious challenge to the organisation as we continue to realise a decline in the demand for our family care model as governments opts to place children in other forms as care. **Staff turnover** has significantly declined in 2020 after the implementation of the recommendations of the Rapid Assessment, as we had to close other programmes- the Serowe and Francistown Kindergartens. The year under review was characterised by stability in leadership after a turbulent 2019 and we have been able to replace /fill positions in senior management, which were vacant.

In terms of the legislative framework, there was the review of the 1952 Adoption Act and the adoption by Parliament the motion on Sex Offenders Register. This will go a long way in addressing the national outcry on the many child sexual abuse in our society.

The Member Association has collaborated with quite a number of stakeholders in order to discharge its mandate. We have a Memorandum of Understanding with the government of Botswana and several other partnerships with other stakeholders and funding organisations notably Kentucky Fried Chicken through its ADD Hope campaign, Herbal Life and several Corporates for house sponsorship and village sponsorships.

1.1 Key partners of the SOS Children's Village Programme

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Name	Description of cooperation (name of partner, purpose of partnership, key actions taken)	Progress in last year (if applicable)	Formal partnership agreement signed (please tick)
Kentucky Fried Chicken	Indefinite	Add Hope Campaign – Nutritious feeding for children. They buy grocery for families in our programmes	<input checked="" type="checkbox"/> yes
Department of Social Protection	MOU for care and support of orphans and other vulnerable children in the country	DSP increased the orphan grant;	<input checked="" type="checkbox"/> yes

		revision of the new MOU	
Herbalife Nutrition	Feeding- 1 year contract	Provision of funding for feeding	<input checked="" type="checkbox"/> yes
Forschini	Indefinite	Educational Support	<input checked="" type="checkbox"/> yes
Skills Builders	Indefinite	Mentorship and coaching for job readiness	<input checked="" type="checkbox"/> no
DHL	Indefinite	Youth internship and employment	<input checked="" type="checkbox"/> yes
Masa Hotel	Indefinite	Job shadowing and Internship	<input checked="" type="checkbox"/> no
Veggie Land	Indefinite	On the job coaching and employment for the youths	<input checked="" type="checkbox"/> no
Masedi Private Clinic	Indefinite – Medical Care consultations	Medical care consultations and minor surgery for SOS parents	<input checked="" type="checkbox"/> yes
Ministry of Education	School fees exemption for orphans	73 children exempted in Serowe; 85 children and young people in Francistown and Tlokweng	<input checked="" type="checkbox"/> yes
Imperial School	Indefinite – Tertiary education	Enrolments in tertiary education	<input checked="" type="checkbox"/> no
Francistown College of Programming	Indefinite - Tertiary Education	10 students enrolled for certificate courses	<input checked="" type="checkbox"/> no
Institute of Development Management	2019-2023 – Property leasing	Rental of kindergartens; Provision of office space for National Office	<input checked="" type="checkbox"/> yes

2. Member association analysis

SOS Children's Villages Botswana in the quest to implement our SOS Strategy 2030 specifically focused on Strategic Initiative number one, of innovate alternative childcare in the year 2019. In a drive to embrace other alternative forms of care, SOS CV Botswana exited sixteen (16) families in the FS Programme and reunified 21 children and young people with their biological families.

As a way to share the historical, experience of SOS Children's Villages in the area of childcare, SOS CV Botswana begun negotiations of a social contract with Government of Botswana in order to increase government subsidies for the MA. Strategic Initiative number six, simplify SOS will be impacted by this contract especially the SOS Care Model and lobbying for the registration of integrated families under the Foster Care Programme. Tlokweng Children's Village is chosen as a pilot due to the concluded Programme Idea and Concept Note. The rollout will be in a phased approach. In addition, negotiations begun with government of Botswana and other stakeholders for housing especially where there are a number of unutilized housing structures in the community owned by government.

To effectively interact with potential donors and improve visibility, the MA moved the National Office from Tlokweng Children's Village to an independent location in Gaborone. An agreement with the Institute of Development Management was set up to take over our Kindergarten in Tlokweng in exchange for renting National Coordinating Office an adequate office space.

2.1 Governance

In order to strengthen governance, four Board sub committees were put in place and the terms of reference were approved. This will strengthen the governance structure and ensure efficiency and effectiveness of the Board. The following committees that have been put in place are: a) Finance and Audit Sub-committee, b) HR and Legal Sub-committee, c) Programmes and Child Safeguarding Sub-committee and the Fund Development and Communications Sub Committee. The Terms of Reference for each committee were drawn and approved by the Board.

Another initiative that was done in order to strengthen internal controls, eleven policies were promulgated. The policies that have been developed are Transport Policy, Travel Policy, Terms and conditions of Employment, Gratuity Policy, Internship Policy, Anti-Harassment Policy, Whistleblowing Policy, Donations In-kind Manual, Procurement Policy, Asset Disposal Policy and various other motivations to improve staff welfare and general operations of the organization. The policies have undergone scrutiny at the IOR and a further approval by the Board. The rollout of the policies will be in 2021.

Further, the strengthening leadership, a new Senior Management Team is in place and all positions have been filled. These were vacant after the resignation of the Financial Controller, Programmes Director and the Human Resources Manager in 2019. Recruitment took place with the support of the IOR and the team has undergone induction and orientation and have settled very well and looking forward to their positive contribution towards the advancement of the best interest of the children. The percentage turnover of staff has greatly improved as it went down from almost 8% to 1.28% in the year 2020. This effort is highly commendable due to several efforts that were put in place especially for team building by the HR department.

In the year 2020, the IOR put together a Cross Functional Team to support the MA to get back to its feet after a disruptive 2019. A Cross Functional Plan was put together, which included gaps that were identified in the MA through internal audit and MA investigation reports. An office was seconded to the MA for a period of three months to give the MA support. Many milestones were reached and a direction for the MA was set. I can confidently report that over 70% of the actions were achieved. I should also indicate that the positioning of the MA had to be revised because of progress made.

2.2 COVID 19

In the year 2020, the member association was greatly affected by COVID 19 in various ways as some staff and programme beneficiaries were directly affected. The pandemic brought about a complete change in terms of behaviour patterns, attitude towards life and our general way of life. A response and mitigation plan was put in place to respond to the pandemic. However, there were challenges in terms of resources as it came in the middle of the year and resources had to be diverted from other programme activities to respond to the pandemic. This literally translated that we had to do a reprioritization of our programme activities and carried some forward into the New Year. Furthermore, we had to reorganize our working programme as our schedules were affected by many lockdowns and movement restrictions as part of adherence to COVID regulations. Embracing technology became the order of the day as we had to do the work remotely and even attend meetings virtually. The major challenge was the state of connectivity in the MA and the stability of internet in the country as the demand was very high.

2.3 Programmes

As for programmes, it was a year of mixed fortunes, as the well laid out plan could not be fully implemented. There were several disruptions resulting from adherence to COVID-19 protocols. As indicated above almost all group activities were halted, movement was restricted and communication with other external stakeholders was almost impossible, as everything had to be done remotely. Activities such as workshops, trainings, reintegration and the oral health programme had to come to a complete halt, as participants were inaccessible. The country experienced three lockdowns, a curfew and continue to be under state of emergency. The mental state of both caregivers and children was stretched as they could not move and were confined to their villages (programmes). This had negative consequences resulting in the need for counselling. We were fortunate to get counsellors to support our programmes, both children and the mothers. The programmes department remains fully staffed as all the posts filled.

Overall, the year 2020 has been a challenging year worldwide and MA Botswana included. COVID 19 presented some new challenges, which tested all areas of our work and tested our creativity and strength. We had to innovate in order to stay afloat and relevant. It has also presented us with opportunities that we could tap into that were unknown to the organization.

Social and physical integration of SOS families in the community

SOS Children's Villages Botswana has been piloting the integration of SOS families in the community. To this, date seven families have been integrated with four families in Serowe, two families in Francistown and one family in Tlokweng. The families have fitted and adjusted very well in the community. The children have formed lasting relationships and have fully embraced living in the community. We have so far recorded positive feedback from both caregivers and the children. An impact assessment of the integration model will be conducted in 2021 and with the lessons learnt; it shall form a basis for the SOS Foster care in Botswana.

3. Summary Of Strategy Implementation

SOS Children's Villages Botswana in the quest to implement our SOS Strategy 2030 specifically focused on five of the seven Strategic Initiatives: The following is a summary achievement of each strategic initiative.

3.1 Alternative Care

A total of 306 children and young people were placed in the care of SOS CV Botswana by year-end 2020. In comparison to the previous year 2019 where 376 children were admitted, the year 2020 experienced a decline for SI 1 innovate alternative care. This could be justified by the community capacity building carried out by family strengthening and various stakeholders during child protection forums. MA Botswana reunified 21 children and young people with their biological families in the year 2020. Emotional and mental well-being of children and young people was provided through group sessions addressing COVID-19 trauma and additionally those needing specialised counselling due to mental and behavioural disorders were referred to specialists (16 children).

In social and physical integration, one new family was integrated, making a total of seven families across the MA. Since its inception in 2015 the new model of care is due for evaluation in the upcoming year 2021 where successes, best practices, challenges and areas for improvement will be documented.

As a way to share the historical experience and competence of SOS Children's Villages in the area of childcare, SOS CV Botswana negotiations for a social contract with Government of Botswana in order to increase government subsidies for the MA were ongoing. A proposal was submitted to Government of Botswana to increase the government subsidy. The unitization of Tlokweng CV needs funding since the first steps were taken and more funding is needed to carry out other phases.

Furthermore, terms and conditions of service for staff including SOS parents were revised, improved and confirmed by the Board.

3.2 Family Strengthening

In a drive to embrace other alternative forms of care, SOS CV Botswana exited sixteen (16) families in the FS Programme. The implementation of Champions of Change strategy continues within the new locations where year 2020 had 1694 children and young people. The strategy will need to be evaluated in the upcoming year to establish impact and initiate preparation for exit.

Strategic Initiative number six, simplify SOS will be impacted by this contract especially the SOS Care Model and lobbying for the registration of integrated families under the Foster Care Programme. Tlokweng Children's Village is chosen as a pilot due to the concluded Programme Idea and Concept Note. The rollout will be in a phased approach. The concept note will be updated in 2020 to share latest progress and areas for improvement. In addition, negotiations begun with government of Botswana and other stakeholders for housing especially where there are a number of unutilized housing structures in the community owned by government. There is however need to solicit funding to expedite unitization within Tlokweng SOS CV.

3.3 Youth Care

The Youth Development User Guide which serves as a global tool to ensure continuous provision of quality youth care and development was approved and released to replace existing youth related guidelines and policies within SOS Children's Villages. The user guide explains how to work with young people across all services in SOS programmes. It outlines how we live youth development in partnership with young people throughout different care options, in the fields of emotional and social development, physical and mental health, education and skills development and in leaving care and after care processes. As well as addressing, the professionals working with young people, and their

capacity building and training regarding youth-related issues. SOS Botswana will review its 2007 Youth Policy in the year 2021 to ensure adaptation and contextualization to the local youth situation.

Youth Care program unit continued to provide educational support, entrepreneurship coaching, job placement and partnership to young people in alternative care. During 2020, majority of the planned employability activities became disrupted by COVID-19 as companies halted job placements due to downscaling of staff. 20 young people were re-integrated into their communities in 2020. In order to facilitate opportunities for career development through partnerships, job placements, access to funding for youth, six new partnerships were established.

Support for youth to attain life skills on parenting for young mothers, sport and recreation and sexual reproductive health was emphasized particularly sexual reproductive health. Sports camps such as *tennis, judo, kungfu* were carried out in adherence to COVID-19 protocols. Young mothers received financial support, family planning and parenting skills awareness sessions.

3.4 Child safeguarding

There has been significant improvement in terms of adherence to the child protection policy. The number of child safeguarding incidents reduced in the year 2020 in comparison to the last three years. This is mainly due to changing attitudes of people towards child safeguarding and a lot of education embarked on in the programmes. Furthermore, the Sexual Reproductive Health programme introduced in our programming is paying dividends. In view of COVID 19, children spent most of the time in the CVs with their caregivers, which improved communication and bonding with the caregivers. Outstanding in CS calendar is the training for the Board and CS investigators and the roll out of CS guidelines,

Activities descriptions	Remarks
CS briefing sessions for newly admitted children in Francistown	Francistown facility conducted follow-up CS session with newly admitted children to check on the level of understanding of CS. The outcome was positive as most of children showed that they do understand what CS entails except that they did not know exactly who to report CS incidences to in case they occur. It was made clear to them about the reporting and responding procedures.
Training of all staff member on the code of conduct and Child Protection Policy	95% of staff members were trained on the code of conduct and child protection policy. All those trained signed the two policies and were sent to HR for filing
Francistown CV held child protection refresher sessions for children aged 10 to 18 years	Social work department held child protection refresher sessions; these were discussions focusing on, the definition of child protection, stakeholders of child protection, types of child abuse, reporting, COVID-19 safety protocols. The main intention of the sessions was not to teach but have discussions on the above topics, the targeted group was from the age of 10 to 18, and the group was split into two (10-14 and 15-18) to observe social distancing.
CS Training for all new CS team members for programme staff	At national level, we managed to conduct a CS training for all new CS team members for programmes staff. The training

	included introduction to CS, Risk assessment, local mapping and the new reporting and responding procedures.
CS Risk register	All programmes as well as the NCO completed the annual CS risk assessment and completed the risk registers
Others	Due to covid-19 protocols, all programmes were mostly dealing with one on one sessions with children as well as family visits to support them to cope with covid-19 related stress as well as for general support to avoid many CS cases and incidents.

Annual CS incidents statistical report for SOS Children's Villages Botswana

	<i>Form / Type of incident</i>		<i>Number of Incidents</i>	<i>Number of Victims</i>	<i>Number of perpetrators</i>
1	Physical Abuse	Child – to- Child			
		Adult – to – Child	1	1	1
2	Sexual Abuse	Child – to- Child	1	1	3
		Adult – to – Child	2	2	6
3	Emotional Abuse	Child – to- Child			
		Adult – to – Child			
4	Neglect and Negligent treatment	Child – to- Child			
		Adult – to – Child			
	Totals		4	4	10

3.5 Advocacy

MA Botswana has an established advocacy team which comprises of the Advocacy and Child Safeguarding Coordinator, Fund Development and Communications Manager, Corporate Fundraiser, Alternative Care Coordinators, Family Strengthening Coordinators, Social Workers and Community Development Officers. National Programmes Development Director and the National Director are ex-officios.

SOS CV Botswana is a member and the pioneer of Botswana Child Rights Network. The National Director on behalf of the association chairs the Board of Child Rights Network for Southern Africa (CRNSA)

The major milestone for the period included the increase in domestic government funding, engagement with the lawmakers through a budget analysis session with the legislators. This was done during the review of Botswana budget development stage and to see how much money goes to the children. The findings established that Botswana does not have a child friendly budget and the process is not people centred.

Other activities included

- ⇒ *Drafting of the Sexual Offenders Register, which has since been adopted by parliament.*
- ⇒ *Development of a concept note for alternative care in the country which is a major milestone towards the childcare reforms agenda in the country.*
- ⇒ *Submission of a petition to parliament to ban members of parliament who are involved in some criminal cases to continue debating bills in parliament and also to draw a parliamentary code of conduct to regulate conduct of parliamentarians.*

- ⇒ *SOS Botswana through the Botswana Child Rights Network was involved in the SADC protocol on children.*
- ⇒ *It was a busy year for advocacy as relationships were built with a number of stakeholders, the voice of the MA has been heard, and we were able to influence some national policies.*
- ⇒ *Developed the advocacy training plan and HR approved it.*
- ⇒ *Developed a draft concept note for the initiation of development of the guideline on alternative care and shared it with other alternative care providers (Childline Botswana, HGM Children's home and Lorato House Rescue Centre).*
- ⇒ *SOS CV made efforts to influence the government of Botswana to increase allocation of financial resources towards orphan care support. Several meetings with government were held to lobby to increasing government funding for children and young people.*
- ⇒ *A consultant whose report showed that the budget was not child friendly conducted Botswana 2020/2021 budget analysis. The findings were such ministries supporting children experienced budget cuts and there was no mention of children in the budget. The produced report will be used as an advocacy tool.*
- ⇒ *A meeting was held with parliamentarians where the 2020/2021 budget analysis was shared with them. It was for the first time they learnt that Botswana budget does not specifically address children's issues as they are imbedded in other items. The parliamentarians assured the network that they will raise the matter at the next budget cycle to ensure it is child friendly. The budget was also found not to be people friendly but rather economy driven.*
- ⇒ *SOS CV within the BCRN in partnership with CRNSA participated on a meeting to discuss the proposed SADC Protocol for Children. The purpose of the meeting was to obtain feedback from CSOs on the proposed SADC Protocol for children, Concluding Observations from Human Rights Mechanisms, and Child Rights and Business Principles.*
- ⇒ *BCRN submitted a petition to the Botswana parliament against the participation of one honourable Member of Parliament participating in parliament whilst having a pending case of defilement. The statement also requested the house of parliament to develop code of conduct that will not allow any member of parliament to participate in parliament business when he/she is having a pending criminal case until it is closed.*
- ⇒ *SOS CV Participated in reviewing of the bill for registration of sexual offenders, which was launched in 2020.*
- ⇒ *BCRN held the second Civil Society Child Rights Convention under the theme 'remaining resolute for safety of children in the midst of global pandemic'. It was attended by 50 Child rights organisations that are members of the BCRN, Government officials, Non-state actors and Corporates. The different organisations were able to share services they provide, challenges they face and innovations during the COVID-19 era.*
- ⇒ *SOS CV Botswana attended the 17th Civil Society Organisations to the African Charter on the Welfare and Rights of the Child Forum (CSO Forum). The Forum focus was on Charter@30 (30 years anniversary) where CSOs discussed their achievements and opportunities to catalyse the realization of children's rights.*

Key results:

- i. Government increased its subsidy for the year 2020.

- ii. In 2020, The Advocacy and Child Safeguarding Coordinator participated and completed the online course on Getting Care right for all children: Implementing the UN Guidelines for the Alternative Care of Children from University of Strathclyde and Celsis.
- iii. The launch of the child Sexual Offenders 'Register.

Challenges

- i. COVID-19 outbreak and restrictions resulted in delay, deferring and stopping majority of activities. The activities were rescheduled to 2021.
- ii. Shortage of funds in the MA. The plan for 2021 is to ensure activities are executed before the end of year period especially around October.

4. Governance

In order to strengthen governance, four Board sub committees were put in place and the terms of reference were also approved. These will strengthen the governance structure and ensure efficiency and effectiveness of the Board. Another initiative aimed at strengthening internal controls was the development and approval eleven policies. The policies went through scrutiny at the IOR and a further approval by the Board. The rollout and dissemination to staff is planned in 2021.

Further, a new Senior Management Team was put in place and all positions filled. The team went through induction and orientation and have settled very well and looking forward to their positive contribution towards the advancement of the best interest of the children.

5. Financial Reporting

The headline inflation rate was 0.9% in June 2020, lower than the 2.2% headline inflation rate that was recorded in March 2020. This is the lowest recorded rate of inflation in Botswana's history and is well below the Bank of Botswana's objective range of 3-6%. The fall in inflation is due to a number factors providing downward inflationary pressure; these include the large drop in domestic fuel prices that took place during Q2 2020, the freeze in public sector pay rises and the very low international inflationary pressures due to the COVID-19 outbreak. However, these effects are not expected to persist and will only be present in the short term; as such, inflation is projected to rise in the medium term, reaching the Bank of Botswana's objective range by March 2021.

A total amount of P14, 740,880 (2019: P14, 732,520) was received by the Association during the period under review. International funding remained the same due to Covid-19 interventions and international office stepping up to continue support during the pandemic

The total income from domestic sources decreased drastically from 2019: P12, 739,903 To 2020 at P10, 514,722 that a due to Covid-19 impact with a 17% decrease mainly from Events and corporate donors, Some planned fundraising initiatives like digital fundraising and online donation platforms proved to take longer to implement due to the technicalities involved. We remain very grateful for the donations that we receive from both the International and the local donors.

The funding from The Government of Botswana which was received during the year amounted to P6, 085, 000 (2019: P7, 972,586) including the annual grant of P1, 000,000. As a Member Association, we greatly appreciate the material and financial support that we receive from The Government of Botswana. We believe that the Government will in future increase the contribution as the Member Association is on the path of moving towards 100% local funding.

The total expenditure incurred by the Member Association amounted to P27, 003,151 (2019:P26, 572,816). This represented a marginal decrease of 2% and was predominantly due to late donations from Government that resulted in some activities halted due to non-availability of funds. It is worth noting that over 40% of the total costs relate to salary and training expenses. To this end, this represents a fixed cost structure wherein a reduction in income cannot be matched with corresponding cost reduction measures.

**SOS CHILDREN'S VILLAGES ASSOCIATION OF BOTSWANA
STATEMENT OF FINANCIAL POSITION
as at 31 December 2020**

	Notes	<u>2020</u> P	<u>2019</u> P
ASSETS			
Non-current assets			
Property, plant and equipment	10	69,678,251	72,048,234
Intangible assets		-	208,118
		<u>69,678,251</u>	<u>72,256,352</u>
Current assets			
Trade and other receivables	11	291,311	316,901
Cash and cash equivalents - Restricted funds	12	4,710,461	4,538,239
Cash and cash equivalents - Operations	12	3,596,476	2,592,254
		<u>8,598,248</u>	<u>7,447,394</u>
Total assets		<u><u>78,276,499</u></u>	<u><u>79,703,746</u></u>
EQUITY AND LIABILITIES			
Equity			
Revaluation reserve		56,134,697	52,006,512
Accumulated surplus		14,722,056	17,949,945
		<u>70,856,753</u>	<u>69,956,457</u>
Liabilities			
Non-current liabilities			
Funds held in trust	13	4,716,495	4,538,239
Deferred income	14	281,768	325,746
		<u>4,998,264</u>	<u>4,863,985</u>
Current liabilities			
Trade and other payables	15	2,390,173	2,202,621
Deferred income	14	31,309	33,527
		<u>2,421,482</u>	<u>2,236,148</u>
Total liabilities		<u>2,421,482</u>	<u>7,100,133</u>
Total equity and liabilities		<u>78,276,499</u>	<u>77,056,590</u>

**SOS CHILDREN'S VILLAGES ASSOCIATION OF BOTSWANA
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2020**

	Notes	<u>2020</u> P	<u>2019</u> P
Income from abroad			
Income from promoting and supporting associations for running costs	1	14,740,880	14,732,520
Local income			
Local income from fundraising	2	3,836,085	4,489,574
Local income from government and other institutions	3	6,085,800	7,972,586
Other local income	4	591,744	277,153
Interest received	7	1,094	590
		10,514,722	12,739,903
Total income		25,255,602	27,472,423
Expenditure			
Administration and project / programme expenses	5	23,739,430	23,909,174
Other expenses	6	3,263,721	2,663,642
		27,003,151	26,572,816
Surplus/(deficit) for the year		(1,747,549)	899,607
Total comprehensive income/(loss) for the year		(1,747,549)	899,607

6. Local Fundraising

The effect of COVID 19 was greatly felt in our fundraising initiatives resulting in the MA not meeting its target. The MA had planned a number of fundraising activities such as dinners and tournaments. These could not take place, as we had to adhere to COVID 19 restrictions and protocols as pronounced by the Ministry of Health and Wellness. There were restrictions on the number of people in gatherings, hours of meetings and meetings and other group activities completely suspended. This resulted in the MA not meeting its fundraising targets and automatically translate that the programme activities were affected, as we had to reprioritize looking at the available funds.

The effects of COVID 19 will be felt even in the long term as we have recorded some cancellation of sponsorships both house sponsors and individual child sponsors. This is attributed to the bad economic climate, which has resulted in some businesses downsizing or closing down . It will take some time for the road to recovery of the economy.

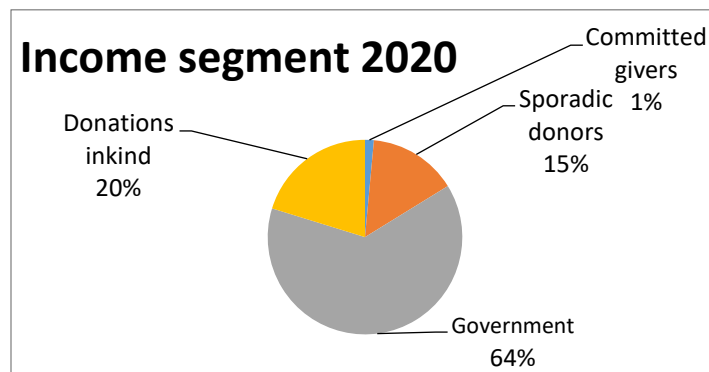
SOS Children's Botswana has adopted the strategy of raising funds through different income streams. This decision was reached after thorough assessment of the market as well as realising the risk that lie in focusing in one income stream. This approach also gives room for creativity and strengthening the country's donor base.

In 2020 SOS Botswana, through the GSC support devised a strategy to engage the government in order to increase her contribution towards the running cost and this bore the fruits as 64% of the total local income was from government grant as well as orphan care support.

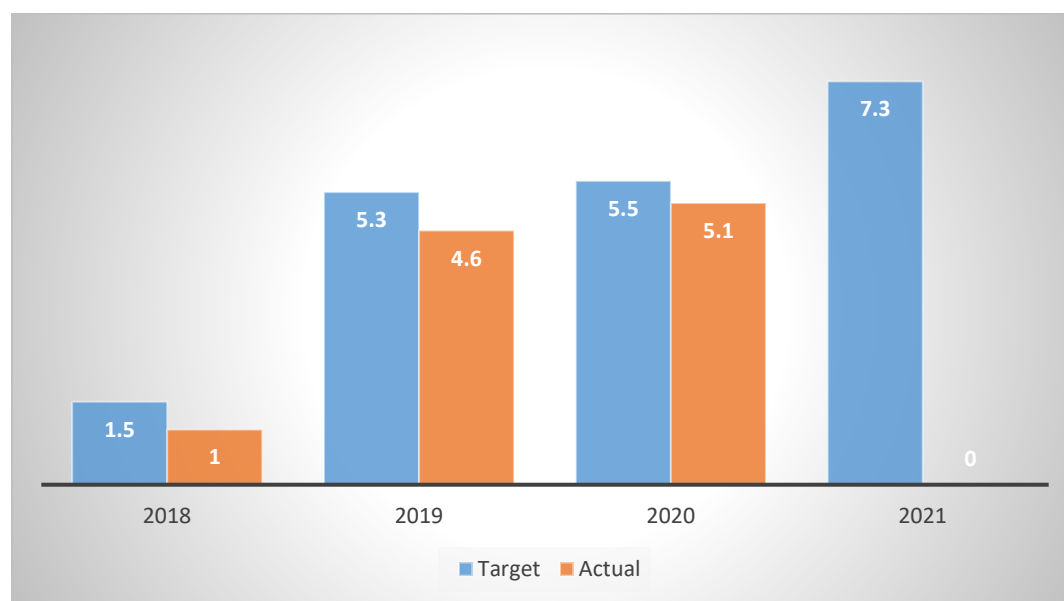
With the arrival of COVID-19 the private fundraising did not yield planned and desired results. Most of the fundraising activities were grossly impacted by the numerous total shut downs, restricted movements as well as protocols on gatherings. Physical meetings with potential donors were next to impossible as well as fundraising events which were already planned.

However in-kind donations increased in 2020 as the public response to our appeal for COVID-19 support. Most companies and individuals gave food and cleaning detergents.

Most companies went into survival mode as the State of emergency instructed that they should not retrench their workers. Doubled with loss of income during lockdowns, they did not give out large sums of money except for in kind donations of their branded masks as well as sanitizers and food in some instances



Focus continues to be on government contributions. A number of activities are lined up, including participation in the government budget, in order to receive as much support from the government as possible. From 2018 until 2021, the government contribution increased yearly as shown below.



In view of the changed environment, SOS Botswana has adapted to the use of virtual mode of contact with both existing donors as well as potential ones. Since it is a new normal it may take time for both SOS Botswana and its traditional supporters to embrace the change. For 2021, new initiatives are being explored such as digital fundraising as well as digital marketing.

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In cash	Value of in kind	Total	% of target
BWP8 945 940	BWP1 617 773.63	BWP10 563 713.63	84.5

6.1 International Sponsorship

The number of children in the sponsorship programme increased. The number increased from 272 in 2019 to 289 in 2020. The number of sponsors increased from 3450 to 3561. In 2020 the MA managed to rollout DSapp to all programmes and there was a major improvement in our sponsorship work as overall we scored 93%.

The MA also piloted the Virtual Village project, which is sponsorship programme for the Family Strengthening beneficiaries. We have enrolled a total of 50 beneficiaries in the programme and the programme is going on smoothly and of course with a few challenges. The biggest challenge is the re organization of our staffing patterns in the Sponsorship department as the workload increases.

Sponsorships as the main source of funding for MA Botswana continues to ensure supporters feel valued, appreciated and informed about the impact of their support towards building families for children including in communities. SOS CV Botswana started piloting the Virtual Village Project in 2018 that continues to improve the lives of children in vulnerable families.

In 2020, MA Botswana increased their number of international active sponsors to approximately 3500 (2950 Child sponsors, 650 Facility sponsors). Francistown SOS CV had the highest number of both child and village sponsors with more than 1300 sponsors, Tlokweng SOS CV had at least 1200 while Serowe had at least 900. The total number of children registered in the sponsorship programme was at 261 from all our four programmes, 3 SFCs and 1 FS by the end of 2020.

There were 193 departures in 2020 for children and young people who were re-united with their family of origin and young people were re-integrated back into the community.

Achievements

- All sponsorship communication to sponsors (profile updates, bi-annual letters accompanied with their photos and the digital sponsorship lab content) were uploaded on time.
- Physical trainings such as Photography and Videography workshop and Regional Sponsorship workshop did not take place, IOR managed to prepare a virtual regional sponsorship workshop where all sponsorship co-workers attended. The workshop covered additions to the Sponsorship Policy support document, Sharing's from previous Videography course, Individual Giving Data Asset Management practical tips and best practices, writing of different letters to sponsors and the registering of children in sponsorship for the different programmes. The topics were led by the NSPOs.
- A tremendous achievement was the increase of the overall Sponsorship quality feedback which increased from 88% TO 95% for the year 2020.



Challenges

Collection of stories, photos and videos during the restrictions brought by COVID-19 was the main challenge. Guidance in the production of letters and digital lab content was provided including the introduction of suitable clusters from IOR to make the job easy. Online workshops were also introduced to replace the physical meetings and workshops due to the restrictions brought about by the pandemic.

6.2 Future Funding opportunities

SOS CV Botswana's fund development strategic direction is to maximize;

- Seeking funding from Foundations
- Partnering and seeking support from Institutional funders
- Advancing into Digital fundraising

7. ICT

The year 2020 tremendously changed the ICT landscape (internet, platforms, networks, phones, apps, databases, infrastructure) in SOS Botswana. ICT maintained the social order of the organization in ensuring continuity of service provision despite extreme social distancing (total lockdown). **ICT**

The MA was graded at level two by IOR standards, which translate that there is the right infrastructure in place, right gadgets and users. There has been a lot of investment on ICT including purchase of equipment. The Digital Village project needs some further development and with the support of IOR ICT, gaps were identified and mitigation plan has been put in place. In 2021, major focus will be on the Digital Village project and the conclusion of the revised ICT usage policy.

Achievements

- **Increased internet coverage and connectivity-** All locations including NCO are now at 20 meg speed.
- **ICT enablers (routers, bundles, dongle, ICT Devices)** for staff to ensure work continuity especially family strengthening, Senior Management team were accessible. Electronic
- **Digital village Project** – a project survey was carried that resulted in a project for the digital village. The team also drafted the curriculum that will be used for training the mothers and children in 2021.
- **ICT Devices & accessories-** 12 brand new laptops were given to staff across locations for continuity. 20 HP laptop bags were given to staff. 10 access points were procured to be installed in 2021.
- **Capacity development for staff-** all staff were given orientation and support on how to use microsoft teams which later became business of the day for communications including meetings, trainings. ICT C also provided remote support through teams.

Challenges:

- **COVID- 19 Impact** – restrictions, protocols and regulations delayed projects especially in consultative feedback with the mothers and children's input in the preparation of the curriculum.
- **Lack of funds** – projects implementations were delayed due to unavailability of funds.
- **Capacity building** – user capacity building is continuously needed for some of the staff to familiarise themselves with SOS internal systems.
- **Slow Internet** – nation-wide internet problem as all organizations including government implements home office for its employees henceforth suppliers were not able to meet with rapidly increased demand for internet connectivity.

8. Human Resources

The year 2020 was a very busy year for the Human resources Department as a lot of ground work was covered after the MA HR assessment was concluded. The MA through the IOR HR Advisor carried out the MA assessment, which identified a number of gaps and some good practices as well. Overall the MA was graded at level 3 which translates that there is still some work that has to be done especially in the following areas of safety, security and travel policy, new employee orientation, benefits package, fair and transparent salary system and employment documentation files.

A motivation for the normalization of SOS Parents salaries was done and sent to IOR for consideration. A total of eight new policies were done to improve the HR practice in the MA and were approved by the Board after a thorough scrutiny by IOR to ensure alignment with the federation. The main challenge, which remains for the MA, is the compensation and benefits structure of the MA. The MA budget frame is very limiting and cannot accommodate, salary increases hence this is long overdue and contribute to the staff turnover, and people go for greener pastures as our salaries are below the market rates. Restructuring and compensation review then becomes our top priority for the year 2021 and 2022.

SOS CV Botswana believes that effective management of its human resources is critical to delivering on its strategic direction. It is on that basis that the organization continues to focus on improving its retention strategies, building its talent and teams and improving on employee engagement. SOS CV Botswana intends to put effort into developing a change management strategy in order to have a place of work where organizational design and team behaviour promotes high motivation, innovation and results orientation; and where every supervisor makes 'people management' a top priority.

Staff Complement and Retention: During the period under review, the MA had three (3) terminations from the different Programmes but same departments. These terminations were due to retirements and expiration of a contract which put the turnover rate at 2.36% and the retention rate at 97.64% against the strategic target of 95%. The organization will continue to monitor and contain the turnover rate through the implementation of a robust retention strategy and employee engagement initiatives. The organization's staff complement as at 31st December 2020 was at 127.

Employee Engagement: SOS CV Botswana views employee engagement as a top business priority, with the ultimate intention of creating a high-performance and results driven culture. It recognizes that a highly engaged workforce that is fully involved and enthusiastic about work can yield increased innovation and productivity. The organization continued to implement and monitor the initiatives aimed at improving engagement levels and motivation of employees. This was done through team building activities planned at facility level. The organization plans to have team building initiatives aimed at improving employee engagement and teamwork, as well as drive non-monetary retention interventions

Employee Wellness: SOS CV Botswana came up with interventions/strategies to deal with the Covid-19 pandemic. The interventions were but not limited to setting up of the COVID -19

Committee team aimed at both preventative and responsive interventions at all levels. The organization further assigned Safety Representatives at all facilities to deal with safety issues. SOS CV Botswana also engaged counsellors to deal with the psychological aspect of the pandemic in the organization. The National Director played a huge role in counselling employees, providing information and proving reassurance during the hard time.

Talent Development: Although Covid-19 limited the organization from fulfilling its training objective, the organization never stopped considering talent development as another critical investment that the SOS CV Botswana continued to make during this financial year. The organization took advantage of the online training platforms and had an opportunity to attend developmental and networking opportunities as follows:

- | | | |
|----------------------------|---|---|
| 1. Gate Keeping Guidelines | 6. Youth Development for Co-workers | 10. Family Development Process |
| 2. Code of Conduct | 7. Programme Database | 11. Digital content for sponsorship best practice sharing |
| 3. Child Protection policy | 8. Getting Care right-The UN guideline for the Alternative Care of Children | 12. DSAPP |
| 4. Needs Assessment | | |
| 5. Results Framework | 9. Statistical key Figures | |

Notable Achievements

All HR policies were approved and signed off by the Board and these include:

1. Terms and Conditions of Service
 2. Disciplinary and Grievance Policy
 3. Gratuity Policy
 4. Travel Policy
 5. Transport Policy
 6. Internship Policy
- a) The Board approved suggested interventions geared towards improvement of employee benefits namely
- ⇒ A pension fund scheme
 - ⇒ A Group Life Assurance Cover
 - ⇒ An improved Group Funeral scheme and a
 - ⇒ SOS Parents salary increment
- b) An improved employee filing system was introduced to address issues of misfiling and information integrity and security
- c) A job description review was done and completed
- d) An MOU between SOS CV Botswana a private Health Service Provider was entered into to provide SOS Parents free medical assistance

CHALLENGES

- The Human Resources function could not implement some approved projects due to budgetary constraints
- The COVID-19 Pandemic prevented group gatherings which had a major negative impact on training and meetings some of which had to be deferred or cancelled therefore causing delays in decision making
- The MA experienced low employee moral which had a negative impact on overall output
- Lock downs initially meant complete shutdown, which meant that the MA delayed in implementing strategic goals.
- Performance Management proved to be a challenge during lockdowns as there were no tools to track down performance during employees' physical absence from work

9. Summary Reports from programmes :

9.1 SOS Francistown

Main Achievements

Alternative Care provided re-integration of one young person and reunified seven children with their biological families. Short-term care was offered in one house in Francistown CV.

Family Strengthening programme, despite the pandemic, initiated 2 VSLAs, exited 40 families and trained 100 caregivers on financial literacy and parenting skills.

Main Challenges and how these were addressed

- The major challenge was mainly the continuous lockdowns that were announced by the government which were aimed at curbing the spread of COVID-19. The lockdown disrupted the operations leading to programme activities being cancelled and moved to 2021.
- Furthermore, there were unexpected expenditure for COVID-19 mitigation and response. We had to purchase disinfectants, and job enablers for staff to work from home. Productivity levels were low to medium as we had to cope with the new normal.
- The declaration of State of Emergency restricted movement and a lot of activities such as campaigns were stopped, people were not visit others households and schools had prioritized academics as co-curricular activities and clubs were stopped.

Good Practice

- In FSP, face to face meetings with beneficiaries were on hold, but review of beneficiaries and referrals were done through phone calls.
- Capacity building in child safeguarding for SOS CV Botswana's core workers including the SOS parents was conducted to strengthen care quality and protection of children and young people during COVID-19 pandemic.
- Monthly programme support meetings are important.
- Timely reporting and meeting deadlines.
- Community engagement and conducting needs assessment before doing trainings.

Learnings

- There is need to form support groups for children who are a). HIV Positive, b) Orphaned, c). Who have no family of origin and d). Those who have been sexually abused
- Health and safety should be key issues within the programme.
- Team work is crucial for the success of the programme.

Actions leading towards sustainability

- Partnerships and collaborations are important for youths.

9.2 SOS Tlokweng

Main Achievements

Tlokweng SOS Children's Villages Botswana continues to serve as the 'SOS development partner hub'. This location was established in 1987 receives visitors, volunteers, donors and local leadership support frequently. The Alternative Care Programme supports, 136 children and young people in 18 family houses. The programme closed the year 2020 with 92 children and young people (44 female, 48 male). Approximately 10 children were re-unified with their families of origin in 2020. The successful collaborative working relationships with Social and Community Development officers ensured children were re-unified with their families after completion of reconstruction interventions. The capacity building of communities and empowerment of families provided by the Family Strengthening Program continues to bear results as institutional alternative care options demand declines. It therefore necessitates the program capacity review in the next coming year to ensure maximum and quality care provision. Alternative Care had two SOS Mothers retire after spending their productive years to serving, providing care and a homely environment to children and young people in SOS CV Botswana. Short-term care was offered in three houses in Tlokweng CV.

Family Strengthening programme, despite the pandemic, trained 100 caregivers, one beneficiary was built a house and 3 were given land including the one with a house.

Health Prevention and Promotion (Oral Health) evaluation results were shared in February 2020 and the evaluation report. Oral Health was successfully merged with FS and during mid-year the inventory was distributed to schools, households and various stakeholders by locations. SOS CV Botswana and SOS Sweden drafted the partnership agreement for the year 2021 which is to be concluded in January 2021.

Main Challenges and how these were addressed

- The major challenge was mainly the continuous lockdowns that were announced by the government which were aimed at curbing the spread of COVID-19. The lockdown disrupted the operations leading to programme activities being cancelled and moved to 2021.
- Furthermore, there were unexpected expenditure for COVID-19 mitigation and response. We had to purchase disinfectants, and job enablers for staff to work from home. Productivity levels were low to medium as we had to cope with the new normal.

- Inadequate funding for the MA affected reprioritized activity implementation during the third quarter as actions were halted.
- Child safety could have been compromised due to the reactive manner we responded to the pandemic. The upside was that children's safe and protection awareness's were conducted.
- The much needed capacity building initiatives were halted, thereby negatively impacting on the anticipated results.
- Accessing pupils towards year end is a challenge as the schools prioritize examination preparation initiatives.
- Introduction of dual system affected the school program for OHP.
- Time limitations due to COVID -19, consequently it limited awareness raising in schools as we briefly met with children in schools. The dissemination of merchandise also took a lot of time therefore in the next year we shall not combine education and dissemination in one day.

Good Practices

- SOS Family model and Community interventions bear results as we see a decline in placement of children in SOS CV Botswana. This is due to community capacity building, feedback and collaboration with stakeholders within communities we serve.
- Staff were able to embrace the new normal of working from home, and adapt to COVID-19 lifestyle of handwashing, hand sanitizing, wearing a mask and social distancing.
- Activities related to Sponsorship were done before the Coronavirus outbreak, for example obtaining child consent early 2020 for each and every child in both AC and FSP.
- In FSP, face to face meetings with beneficiaries were on hold, but review of beneficiaries was done through phone calls.
- Capacity building in child safeguarding for SOS CV Botswana's core workers including the SOS Parents was conducted to strengthen care quality and protection of children and young people during COVID-19 pandemic.

Learnings

- The COVID-19 experience has taught us that work can effectively be conducted from home and flexi hours can still get equal output.
- The same COVID-19 taught us a prudent lesson to save the little resources we have for 'rainy' days.
- Technology was the highlight of the COVID-19 experience, facilitation minimal interaction and risk of infections.
- Tough, risky situations brought the facility even closer than before. We experienced levels of closeness and cooperation from staff and visiting partners. We assisted the best way we could towards suppressing the anxiety and apprehension people felt. Counselling services were

provided and minimal basic food support (near expiry date food handouts) was provided to the staff that was on location throughout COVID-19 season.

Actions leading towards sustainability

- Program managers were urged to fundraise within their localities and nurture stakeholder collaboration relationships.
- Intentional stakeholders forum with senior management and officers to address challenges faced by SOS CV and referring councils especially in relation to dis-engagement and re-integration of young people.

9.3 SOS Serowe

Main Achievements

Despite the global pandemic, core Care services continued to be provided where re-integration of three young people, reunification of 4 children with their biological families were carried out. Short-term care was provided in one house and one family was integrated into the community.

Main Challenges and how these were addressed

- Young people during the reporting year portrayed problematic behaviours such as breaking into other people's homes. There is need to devise plans on how to handle and respond to such challenges especially in working together with the young person's Social Worker from the referring council.
- The major challenge was mainly the continuous lockdowns that were announced by the government which were aimed at curbing the spread of COVID-19. The lockdown disrupted the operations leading to programme activities being cancelled and moved to 2021.
- Furthermore, there were unexpected expenditure for COVID-19 mitigation and response. We had to purchase disinfectants, and job enablers for staff to work from home. Productivity levels were low to medium as we had to cope with the new normal.
- Inadequate funding for the MA affected reprioritized activity implementation during the third quarter as actions were halted.

Good Practices

- Serowe CV continues to lead the implementation of the family integration model where now four families have been integrated.
- Staff were able to embrace the new normal of working from home, and adapt to COVID-19 lifestyle of handwashing, hand sanitizing, wearing a mask and social distancing. The year 2020 was closed with one staff positive case.

- Capacity building in child safeguarding for SOS CV Botswana's core workers including the SOS Parents was conducted to strengthen care quality and protection of children and young people during COVID-19 pandemic.

Learnings

- The use of technological means to receive and send youth information. For example WhatsApp
- Working from home is a new normal for the team.

Actions leading towards sustainability

- Program managers were urged to fundraise within their localities and nurture stakeholder collaboration relationships.
- Intentional stakeholders forum with senior management and officers to address challenges faced by SOS CV and referring councils especially in relation to dis-engagement and re-integration of young people.

10. Annexures

8.1 MA 2021 ANNUAL CALENDAR

Date	Activity	Location	Participant (s)	Function
January				
29	Risk Register Update	NCO, Tlokweng, Serowe, Francistown	All Co-Workers	Finance Programs HR, FS, FBC, FDC, ICT
19	Internal Audit Action Plan	NCO, Tlokweng, Serowe, Francistown	All Co-Workers	Finance Programs HR, FS, FBC, FDC, ICT
February				
1-5	LP1	NCO, Tlokweng, Serowe, Francistown	All Co-Workers	Finance Programs HR, FS, FBC, FDC, ICT
11 - 12	Safety and Awareness Training	NCO, COVID-19 task team & Focal persons	COVID-19 Team	Finance Programs HR, FBC, FDC, ICT
4 - 5	National Management Meeting & Final year Review	NCO, Tlokweng, Serowe, Francistown	All Co-Workers	Finance Programs HR, FS, FBC, FDC, ICT
25 - 26	IPD Training	NCO, Virtual	Village Administrators, Finance, FS Coordinators, 1 FS field officer per location, YCW, AC Coordinator	Finance Programs, HR, FS, FBC, FDC, ICT
22 – 5 Mar	External Audit	NCO	NMT, VA	Finance Programs, HR, FS, FBC, FDC, ICT

	Program Support Visit, HR policy roll out	Tlokweng, Serowe, Francistown	NPD, ADV & CS, HRM	Programs, HR, CS
March				
1	2020 Annual Report	NCO, Tlokweng, Serowe, Francistown	Managers	Finance Programs, HR, FS, FBC, FDC, ICT
April				
5-9	LP2	NCO, Tlokweng, Serowe, Francistown	All Co-Workers	Finance Programs HR FS, FBC, FDC, ICT
6	FDC Training	NCO	Facility heads, Administrators	FDC, IOR
TBD	Finance Policy Roll-out	NCO, Tlokweng, Serowe, Francistown	Location management, committees	Finance, Programs
TBD	Review of the National Youth Policy	NCO, Tlokweng, Serowe, Francistown	Co-Workers, Children, Young people	Programs
12- 16	Government Financial Report & Narrative	NCO	Finance, NPDD, ND	Finance, Programs
15	Board Meeting	National Office	Board, ND	ND
May				
TBD	Program Self-evaluation	FS & FBC	All Core Workers	Programs
TBD	Advocacy Training for Advocacy team	All programmes and NCO	Advocacy dream team	Advocacy
TBD	Basic Mother Training	Tlokweng, Serowe, Francistown	NPD, ACC & IOR	Programs
TBD	Skills audit		All Core Workers	HR
June				
TBD	Board Meeting	Tlokweng	Board, ND	ND
1-4	LP3	NCO, Tlokweng, Serowe, Francistown	All Co-Workers	Finance Programs HR FS FBC FDC

				ICT
TBD	Mothers's Day celebration	Tlokweng, Serowe, Francistown	SOS Parents	HR, Programs, Finance
TBD	Deadline for mid-year letter mailing			
TBD	SOS Parent Profession User guide rollout	Tlokweng, Serowe, Francistown, NCO	All co-workers	Finance, HR, FBC, ICT, Programs
TBD	Family Fun Day	Francistown	All Co-workers	Programmes, HR, Finance
TBD	Wellness Day	NCO	All Co-workers	HR
July				
TBD	Annual Plan Half year-review	NCO, Serowe, Francistown, Tlokweng	All co-workers	Finance, HR, FS, FBC, ICT, Programs
TBD	SOS Day Celebration	NCO, Serowe, Francistown, Tlokweng	All co-workers	Finance, HR, FS, FBC, ICT, Programs
8	AGM	Tlokweng	Board	ND
August				
TBD	Program Support Visit	Serowe, Francistown, Tlokweng	All co-workers	Programs
September				
6 - 10	LP4	NCO, Tlokweng, Serowe, Francistown	All Co-Workers	Finance Programs, HR, FS, FBC, FDC, ICT
TBD	Annual Planning 2022	NCO, Tlokweng, Serowe, Francistown	All Co-Workers	Finance, Programs, HR, FS, FBC, FDC, ICT
October				
7	Board Meeting	Serowe	Board, ND	ND
12, 13, 14	Brand Workshop	Tlokweng, Serowe, Francistown	All Co-Workers	FDC & IOR
November				
TBD	Deadline for End of year	NCO	Sponsorship	Sponsorship

TBD	CS Training for 128 employees	NCO, Tlokweng, Serowe, Francistown	All staff members	CS
December				
TBD	Report Writing	NCO, Tlokweng, Serowe, Francistown	Managers & MSA	Programmes
3	Board Meeting	Francistown	Board, ND	ND

11 List of Board Members

BOARD MEMBERS OF ASSOCIATION			
NAME MEMBER ASSOCIATION	BOTSWANA	Date Prepared	5-Dec-19
No.	Name of Board Member	Position	
1	Major General Bakwena Oitsile	Board Chairperson	
2	Mr. Gaamanwe Mathame	Deputy Board Chairperson	
3	Mr. Donald Gaetsaloe	Treasurer	
4	Ms. Pauline Jonas	Secretary	
5	Mr. Love Majoka	Additional Member	
6	Ms. Irene Mokobi	Additional Member	
7	Ms. Esther Kanaimba Senai	Additional Member	
8	Ms. Malebogo Modiakgotla	Additional Member	
9	Mr. Claudio Croce	SOS International Rep	
10	Mr. Motshwari Kitso	National Director	
11			
12			
13			
14			
15			
Chairman of Board Address:		Major General Bakwena Oitsile	
Tel. / Fax / e-mail:		P O Box 1471, Mogoditshane	
		(00267 71300034) bkoitsile@gmail.com	

12 Success story



Being an SOS Parent

Mother Kebaetse joined SOS Children's Villages Botswana in 2001. She is one of the longest serving mothers who is passionate about working with children and providing them with love, care, support, encouragement and hope. Throughout her years as a mother, she has raised children who have reached independence and self-sufficiency who still reach out to her through visits and gifts.

Currently she is raising five children and two young people in one of the integrated families in Serowe. Her family was selected because of her ability to make autonomous decisions, support her children and commitment to being an SOS Mother.

"Being at SOS has been an eye opener for me. I have learnt a lot about child care." She says

Mother Kebaetse enjoys working at SOS as she participates in capacity building activities where she acquire skills and knowledge on childcare. Every year SOS mothers participate in workshops and trainings to learn about child

protection, parenting skills, stress management etc.

She added that her best moments in SOS was watching her daughter being employed as a teacher in a government school. She said watching her children progress in life gives her motivation to continue working hard. When asked about her challenges she said,

"Working in SOS has not always been a walk in the park because we raise children from different backgrounds. Some with health issues and we have to learn to live with their conditions and give them maximum support. Some children have behavioural challenges and we had to give them support and show them the right path. However, at the end of the day some realised that we were only doing what was best for them."

Mother Kebaetse extends her appreciation to the support that she continues to receive with her children from SOS staff, donors and stakeholders. She is proud to be providing a loving and caring home for children.

13 Pictures



Botswana Open University during their sponsored house refurbishment ceremony



Parliamentarians during Budget analysis (*front row*) meeting