

SOS Children's Villages project – FY2022-2023 supported by Mphasis F1 Foundation

Impact Assessment Report



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Executive Summary

The government allocates funds to support orphanages and other child welfare institutions as part of its broader efforts to address social issues and ensure the well-being of vulnerable populations. However, the allocations supported by the government only cover part of the expenses of the orphanages. Therefore, orphanages need funds to meet children's food, shelter, and education needs which they raise through various sources.

SOS Children Villages is a curative program to provide long-term, holistic, family-based care to orphaned/parentless children who are admitted to the village from age 6. During their stay at the village, they ensure that they are brought up in a family-like structure and each child is educated at least till class 12, after which they can pursue higher education and a vocation based on their aptitude. SOS aims to ensure that each child is economically independent by age 23 when they are settled out of the village.

Mphasis F1 Foundation, as part of their CSR, supported SOS villages with a grant of ₹2,02,00,000 on May 25th, 2022 & March 20th, '23, to support the education needs of 808 children from April 2022 to March 31st 2023.

The objective of this Impact Assessment study is to understand the contributions made by the project towards targeted beneficiaries and community and to gain critical insights that could positively benefit future programme implementation. The study used a mixed methods approach, relying on both quantitative and qualitative data from beneficiaries and stakeholders. For quantitative data, a survey was administered online amongst sample beneficiaries (students). SoStakes team visited SOS villages in Bangalore for qualitative data collection and In-person focus group discussions. Interviews were undertaken with the Village Directors of 3 villages and the employed youth who are settled out of the village.

The study has been analysed and presented using the DAC-OECD criteria of Relevance, Coherence, Effectiveness, Efficiency, and Impact. Within this framework, the study has focused on understanding the project design and whether it addresses children's needs adequately, if the project is aligned to the broader sectoral policies, if outlined project activities were carried out and outcomes achieved, if it was able to provide quality education and taking care of their socioeconomic needs.

This Impact Assessment Report provides an analysis of the contribution of SOS CV towards nurturing and empowering parentless children. It highlights SOS CV's impact through quantitative surveys of 164 beneficiaries. In-depth interviews were undertaken with nine alumni to better understand SOS CV's impact on the lives of the children they care for. These interactions demonstrated that students were unanimously happy with the facilities and family-like care in the children's villages. They were satisfied with their educational support and choices of educational institutions and future careers. Furthermore, the results of the surveys underscore the broader societal impact of SOS CV, with alumni emerging as successful professionals and contributing members of society. Their stories serve as a testament to the transformative power of opportunity in shaping lives and building brighter futures.

Takeaway:

The SOS village model is successful and undoubtedly has a positive impact on the lives of children. SOS CV reported actual spending of ₹ 4,86,26,600 for 808 children, whereas the Mphasis grant amount was ₹ 2,02,00,000. Thus, the grant supported a part of the total cost incurred for 808 beneficiaries. For future educational sponsorships, and to better ascertain impact attribution, SOS CV may consider structuring grants for a smaller number of children.

KEY HIGHLIGHTS

Child Education Sponsorship

₹

Grant: 2.02 Cr

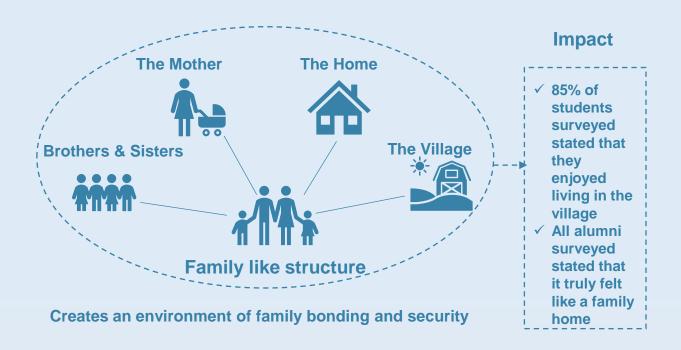
808 Beneficiaries



Across 12 Children's Villages

415 Boys







1. Introduction

1.1 Background:

There are over 3 Cr abandoned and orphaned children in India, among whom only 3000 to 4000 are adopted. The Ministry of Women and Child Development's report on Child Care Institutions¹ estimated that there are approximately 3.7 lakh children residing in 9500 Child Care Institutions (CCIs). 91% of these CCIs are directly supported by the government, with the other 9% being managed by NGOs and charitable organisations ^{2/3}.

With a large number of children to care for, government-run orphanages often find it challenging to provide individualized care and attention to each child's unique needs and circumstances. They make a concerted effort to provide safety, education, skill training, and employment to these vulnerable children. They also ensure that they are protected from child trafficking and child labour.

Non-governmental organizations (NGOs) such as SOS CV supplement government efforts and provide additional support for orphaned children and give these children a better future. SOS villages follow a 'Family strengthening' model that endeavours to create a home-like environment for children.

SOS CV's ethos is to provide holistic benefits within a nurturing environment, resulting in healthy, self-reliant adults who actively contribute to society in a career of their choice. They are instrumental in filling the gaps in the current child welfare system, acting as frontline champions for children's rights and well-being.

1.2 Corporate Social Responsibility of Mphasis:

Mphasis Ltd carries out its Corporate Social Responsibility through Mphasis F1 Foundation - an independent charitable trust established in 1998 to support innovative programs that work towards the inclusive development of society. The Foundation supports socially excluded and economically disadvantaged groups in areas of education, livelihood creation, inclusion, and sustainability.

1.3 SOS Children's Villages:

SOS Children's Villages is being supported by Mphasis's F1 Foundation as part of their Corporate Social Responsibility (CSR). SOS, which was founded by Herman Gmeiner in Austria in 1949, began its Indian operations in 1964 and has positively impacted over 83000 lives here through its 31 Children's Villages and 27 community projects.

SOS CV's family-like environment is based on establishing communities with SOS mothers and siblings and forming a familial structure, giving them a stable and supportive upbringing.

SoS villages admit children from child welfare committees (CWC). Each district has a child welfare committee, and they identify orphan children or single-parent children who are under the threat of being neglected. CWC passes an order, after which SOS villages admit the child in the SOS home. Along with the admission, a medical check and HIV test are done, and a health record is created. If the child has any special needs, these are recorded so that they get the necessary care and treatment.

- 1. https://wcd.nic.in/sites/default/files/CIF%20Report%201.pdf
- 2. https://www.epw.in/journal/2022/41/letters/orphaned-children-and-childcare-institutions.html
- https://borgenproject.org/orphans-inindia/#:~:text=About%20158.8%20million%20of%20the,them%20are%20in%20childcare%20institutions.

1.4 Project - Child Education Sponsorship

Mphasis' grant of ₹ 2.02 Cr has been used towards supporting the education of children and youth of SOS (as per MoU dated May 25th 2022). The grant was used towards admission fees, transport, books, uniforms and other related expenses for a 1-year period (April 2022 to March 2023). The grant was based on a cost of ₹ 24760 per child, benefitting 808 beneficiaries. The cost break-up is as follows:

		Cost per child (₹)
1.	School fees, admission charges	16,632
2.	Books, Stationery, school uniform	2376
3.	Cost of transport for children	3564
4.	Extracurricular activities, tuition fees	1188
5.	SOS Tarang (expenses for cultural and sports events)	1000
	Total cost	24760

The children were mapped across 12 villages. Refer to Annexure Table 2 for age/gender wise breakup.

SI. No.	Children's Village	Children mapped with Mphasis.	
1	BEGUSARAI-CV	22	
2	BHIMTAL-CV	38	
3	BHOPAL-CV	43	
4	BHUJ-CV	118	
5	HOJAI-CV	77	
6	JAMMU-CV	47	
7	NAGAPATTINAM-CV	64	
8	PONDICHERRY-CV	86	
9	RAIPUR-CV	34	
10	ROURKELA-CV	100	
11	SHILLONG-CV	58	
12	TRICHUR-CV	121	
	Total	808	



Approach and Methodology

2. Approach and Methodology:

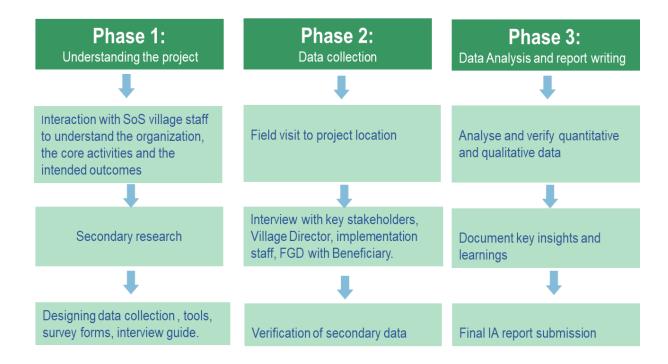
2.1. Objective:

The IA study is being to meet the following objectives:

- To assess the contribution of the project towards the education of the beneficiaries;
- To provide critical insights and learnings that can support future programme implementation.

2.2. Approach and methodology:

A purposive sampling approach was adopted to understand the extent of this project's impact on beneficiaries. Surveys were conducted along with in-depth telephonic interviews as qualitative data. Of the 808 Mphasis beneficiaries, 127 beneficiaries currently pursuing education were surveyed. 74 of the total beneficiaries were employed among whom 37 were surveyed. Telephonic interviews were conducted with nine participants who met specific criteria: they were over 23 years old, living independently outside the Children's villages, and employed with a decent salary. Utilising a semi-structured format, participants were encouraged to express their experiences and viewpoints openly.



2.3. Sources of data and stakeholders:

Primary Source :

- Qualitative data was collected from beneficiaries (students) using survey forms.
- Qualitative data was collected through Focus Group Discussions with students.
- In depth Interviews with village director and implementing staff and youth employed.

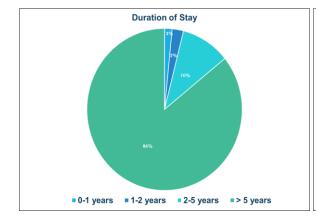
Secondary Source:

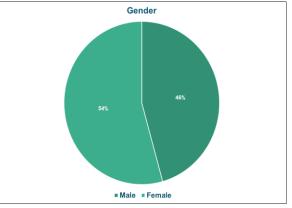
- Program database/MIS
- Data on progress of the children.
- Youth engaged in higher education
- Public reports available on SOS villages.

Stakeholders:

	Stakeholders/Beneficiaries		Data collection method
1	Students	9	Alumni
2	Village Director Thrissur	1	In-depth interview
3	Village Director Rourkela	1	In-depth interview
4	Village Director Bhuj	1	In-depth interview
5	Implementation team member	1	In-depth interview
6	Beneficiary Survey (children)	127	Questionnaire survey
7	Beneficiary (employed adults)	37	Questionnaire survey

We felt that it was essential to ascertain opinions based on the duration of time that children spent with SOS villages, and thus, survey participants pursuing education were categorised on this basis. 86% of the 127 surveyed beneficiaries have lived at SOS CV for more than 5 years. Surveyed children were represented at a ratio of 54:46 by gender M:F.





2.4. Framework for the study:

We have relied on the DAC/OECD standards of Relevance, Effectiveness, Efficiency, Sustainability and Impact for this evaluation. The OECD (Organisation for Economic Co-operation and Development) standards aim to improve the quality of and strengthen the evaluation process.

OECD criteria	Description	Indicators		
Coherence	Does the intervention fit with other interventions/policies in the sector?	Cohesion of the project with existing policies and trends in the sector such as Juvenile justice requirements/ Alignment to CCA.		
Effectiveness	Have the target outputs and outcomes been achieved, and to what extent?	 (i)Continuity of education - Primary schooling Higher education /professional courses Computer literacy (ii) Vocational /professional training leading to employment – #youth employed (iii) Integrating extracurricular activity, social and cultural activity in the villages 		
Efficiency	How efficiently have the projects been managed and resources utilised?	(i) Admission of vulnerable children (ii) Programme model SOS family model (iii) Grant utilisation /management		
Impact	What are the contributions, in terms of social value, for the beneficiaries?	(i)Addressing the needs of the children(education, sports and other activities)in a family-like atmosphere.(ii) Integrating them into society		



Findings

3. Findings

3.1. Relevance:

The fundamental distinction of SOS Children's Villages (SOS CV) from other similar establishments lies in its commitment to the holistic development of children within a nurturing, family-like structure. SOS CV prioritises empowerment and self-sufficiency, aligning its interventions with overarching goals aimed at enhancing child welfare and combating exploitation. SOS CV plays a pivotal role in the concerted efforts to ensure a promising future for India's orphaned and abandoned children. The organisation works hand in hand with government agencies such as NABARD, Childline, CWC, RSETI, WCD, and Public Health Centre, thereby supporting the ecosystem of homeless children. It specifically aims to use multiple intervention measures to provide children with comprehensive support and shelter as well as a focus on providing all the opportunities children would have in their own families, especially quality education and the opportunity to pursue careers of their choice. To this end, SOS CV has instituted a programme that prioritises the placement of children in educational institutions of their preference. This initiative aims not only to meet their basic needs but also to address their psychological well-being.

At the core of orphanages' operations in India is a commitment to meeting the basic needs of their residents, including food, shelter, clothing, and healthcare. Donations play a pivotal role in sustaining the functioning of these orphanages, enabling them to meet the diverse needs of their residents. They may also encompass financial support for day-to-day operations, infrastructure development, and healthcare provisions.

SOS CV's focus on 'quality education' allows children to work towards their aspirations. Quality education is crucial as it empowers children by giving them the confidence to pursue their dreams, creates self-sufficient adults who can actively contribute to the economy, gives them access to opportunities they may not have had in a state home, fosters their personal development and allows for meaningful integration into society. 95% of survey respondents said they were happy to be studying in a school of their choice.

SOS CVs handle all aspects of children's lives until the age of 23, after which they are required to live independently. It focuses on holistic development and ensures childrens' transition to successful adulthood. A number of SOS children's villages send their children to the affiliated Hermann Gmeiner school until class 12 if these schools are present in the region. However,

these schools are only present in Bhimtal, Bhopal (up to class VIII), Bhuj and Jammu. Centres of Nagapattinam, Pondicherry, Raipur,

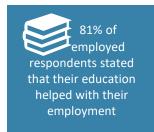
Rourkela, Hojai, and Thrissur don't have Hermann Gmeiner schools and, therefore, require additional funds to provide the same quality of education to beneficiaries in these regions.

It was thus crucial to assess whether or not the educational opportunities provided by SOS CV truly resulted in 'quality educational' experiences.

95% of surveyed respondents stated that they are studying in an educational institution of their choice.

The indicators to assess the merit of this intervention were as follows:

- Beneficiaries were asked if they were able to attend an educational institution of their choice.
- Beneficiaries were asked if they enjoyed their current studies.
- Beneficiaries were asked if they wished to pursue higher education.



3.2. Coherence:

The Indian government has established several laws and legislative measures aimed at protecting orphaned and abandoned children. Organisations, both governmental and non-governmental, are required to adhere to these laws and demonstrate coherence with the legal framework. This intervention is in alignment with Schedule VII, Section 135 of the Companies Act as CSR activities. Additionally, the project intervention aligns with Sustainable Development Goal 4: Quality Education ensures inclusive and equitable quality education and promotes lifelong learning opportunities for all⁴.

These laws and legislative measures exist to support orphans' fundamental rights to life, equality, education, freedom of expression, and protection against exploitation. They include The Orphanages and Other Charitable Homes (Supervision and Control) Act of 1960, which prescribes specific standards to be followed by these homes, overseen by state boards which the intervention aided. The project specifically aided in orphans' legal rights to a Free and Compulsory Education.

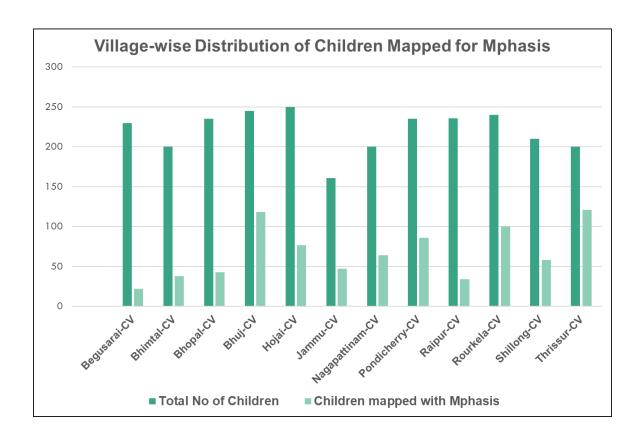
These interventions are in sync with the Child Care Institutions (CCIs) framework, complementing the efforts of both government-supported and NGO-operated institutions.

3.3. Effectiveness:

3.3.i. Education sponsorship of children/youth:

SOS runs 31 Children's villages across the country, with 4500 children living in these CVs and 1500 children living in college accommodations and youth hostels with the organisation's support. For the Mphasis grant 808 children were mapped from 12 children's villages with a total population of 2642, as elucidated in the graph below (refer to Annexure Table 2).

Children mapped with Mphasis		Gender		Age Group			
		Male	Female	Below 8	8-16Y	17-18Y	19Y and above
Total	808	415	393	7	387	139	275
Percentage of the break-up		51%	49%	1%	48%	17%	34%
Male				3	206	75	131
Female				4	181	64	144



Continuation of Education (formal education):

The beneficiaries were grouped into four age categories for ease of evaluation. These included:

- Under 8
- 8 to 16 years of age
- 16 to 18 years of age
- 19 to 23 years of age

48% of beneficiary children fell within the 8-16-year age range.

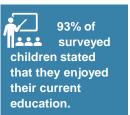
The 19-and-above age group formed the next highest demographic, at 34%.

SOS Children's Villages aims to ensure that all children are educated

until Class 12 at the very least, and beyond that, they either pursue vocational training or a professional degree so that they can be employed and are economically independent when they turn 23.

During our in-depth interviews, the respondents appreciated the value of receiving individualised career counselling and assistance to enable them to make career choices regarding their future. However, some felt that there could be an improvement in the way career counselling was approached. According to them, the emphasis is more on academic achievement than interest/passion for the job. Refer to Annexure, Table 4 for candidates pursuing higher education by location and gender.

Out of 71 surveyed beneficiaries aged 19 and above, 79% wished to pursue higher education.



3.3.ii. Computer Literacy:

363 of the 808 children completed digital literacy courses, with a gender breakdown of males and females at 52%:48%.

The computer literacy courses had two levels - CCIB is for beginners, wherein students are educated in computer systems, their parts, and the history of computers and provided with basic knowledge of using computers. CCAB, on the other hand, is more advanced; students are taught about computer performance, various generations, operating systems, Microsoft Office, etc. The courses are conducted within the villages in their well-equipped computer labs, and a resource person teaches courses over the weekends. Of the 363 students who completed these courses, 186 received CCIB certification, and 177 received CCAB certification.

65% of surveyed children received CCIB or CCAB, or both certifications.

During our discussions with the SOS team, we were informed that all children are given the opportunity to learn basic computer courses and skills themselves to support their future aspirations.

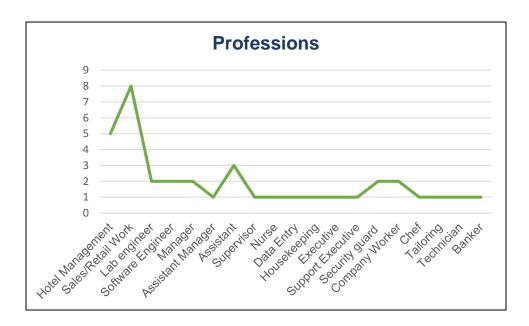
The participants of our qualitative study unanimously responded that the digital literacy courses were very helpful. It gave them a competitive edge and helped in securing employment.

Refer to Annexure Table 5. for location/gender breakup of digital literacy certification.

3.3.iii. Employed youth

Of the 808 children within the purview of the grant, 74 are now employed, and the rest of the children are in school, among whom 382 are seeking higher education. The employed youth had a gender break-up ratio of 54:46% male to female.

Survey results (37 responses) indicate that the SOS CV alumni are engaged in a wide variety of occupations ranging from software engineering and security to hotel management. The highest number (8) were employed in Sales and Retail work. The interviewees each emphasised the significance of SOS CV in aiding them in attaining their employment goals, attributing their success in the workplace to the organisation's instillation of tenacity and perseverance. This further helped those who faced some difficulties in finding gainful employment. They highlighted SOS CV's vital role in equipping them with the skills they required to succeed in any career of their choice. Refer to Annexure Table 6. for location/gender break up of employed youth.



3.4. Efficiency:

3.4.i. Family Like structure:

SOS homes create a social structure akin to families wherein children in the village live with an SOS mother who acts as a nurturer and caregiver, serving as a source of emotional support, guidance, and stability. These mothers are trained to provide emotional and physical care to their children. SOS homes maintain the health records of each child along with immunisation details and capture the special needs of each child. Mothers live in SOS homes in the villages with a group of 8 children.

85% of the surveyed children stated that they enjoyed living in the village, with 70% rating the living facilities between 4 and 5

During our interviews, respondents shared how pivotal the family structure was for each child in the CV. Participants expressed heartfelt appreciation for the guidance and mentorship they received from seniors, house mothers, and administrative staff. These relationships were crucial in both personal and professional aspects, offering valuable support and advice throughout their time at SOS CV. Participants shared that bonding and connecting with each other helped shape their identities and overcome challenges during their stay at SOS CV. They highlighted the significance of mentorship in their educational journeys, stating that their goals and career opportunities were explicitly mapped out. They relied on their peers and SOS family for support if they had any issues with their education.

3.4.ii. Career counselling and guidance:

Children receive career counselling from class 8. They take the MIMN (Multiple Intelligence Multiple Nature) test and, based on their results and aptitude, are provided with counselling on potential career options available to them. These tests are repeated until Class 12, following which road maps are drawn up for each child, allowing them to choose the career they wish to pursue. Students can then either go into higher education or receive vocational training based on their academic performance and interests with the intention that they will be able to live independently.

Some respondents interviewed during our study shared that the MIMN test lacks utility for future career prospects. Even with the chance to retake the test, it failed to offer effective guidance on career decisions. Some participants recounted feeling coerced into following specific career paths based solely on their test performance, indicating a need for more comprehensive career guidance and assessment methods within SOS CV.

3.4. iii. Extracurricular activities:

Alongside academic pursuits, engaging in extracurricular activities is crucial for the overall development of children. Recognising this, SOS CV regularly hosts a variety of extracurricular events to ensure the holistic growth of its children. These activities range from conducting workshops and awareness campaigns on Child Protection laws, such as POCSO, to hands-on activities like improving handwriting and making kites. The program also includes cultural events, educational trips, drawing and costume competitions, and observing important days such as national festivals, Environmental Day, and Yoga Day. Moreover, the extracurricular activities include training sessions on psychosocial support and child protection, creative art and clay activities, sports competitions, and intellectually stimulating quiz contests.

3.4.iv. Grant utilisation:

SOS CV reported actual spending of ₹ 4,86,26,600 for 808 children, whereas the Mphasis grant amount was ₹ 2,02,00,000. Thus, the grant supported a part of the total cost incurred for 808 beneficiaries. It is reported that the grant has been spent on expenses relating to Education, such as admission fees, tuition fees, books, Stationery, and other extracurricular activities in the village. Refer to Annexure, Table 3 for line item/age-wise breakup.

SOS Children's Village runs/operates through multiple donors, some of whom provide support over many years. This grant supported education needs for a period of 1 year from April 2022 to March 2023.

Sr. No.	Child Education Sponsorship - Budget Heads	Projected average expenses for the period April 2022 to March 2023	Actual expenses for the period April 2022 to March 2023
1	School fees, admission charges	1,35,71,720	1,95,13,425
2	Books, stationery, uniforms, hostel fees etc.	19,38,992	2,03,16,265
3	Transportation for children	29,09,064	43,13,964
4	Extracurricular activities, Tuition classes and other education related expenses	9,70,304	44,82,946
5	SOS Tarang	8,09,920	-
	TOTAL	2,02,00,000	4,86,26,600

3.5 Impact:

3.5.i. Ensuring that youth are independent and can earn well to sustain themselves:

The four pillars of this programme include home, Mother, siblings and the Village; emphasis is placed on fostering strong socio-emotional relationships.

Qualitative study participants unanimously lauded SOS CV for imparting practical life skills integral to their transition into independent adulthood. Education was highlighted as tantamount to aiding them in their journeys as independent adults. Students also stated that ancillary skills such as cooking, cleaning, and laundry were not only learned but deeply ingrained, providing a solid foundation for self-sufficiency and confidence in navigating everyday challenges.

100% of the surveyed beneficiaries stated that if they required further support with education, they would seek their SOS family's guidance

3.5.ii. Integrating them into the society:

SOS Children's Villages India focuses on allowing their beneficiaries to live and interact in society as fully functional, financially stable and independent adults who positively contribute to society.

Across the board, respondents credited SOS CV with equipping them with the necessary tools and mindset for a successful transition to independent living. The supportive environment fostered by SOS CV nurtured their personal growth and resilience, enabling them to face the complexities of adult life with confidence and determination. Participants expressed appreciation for the guidance and support received during this critical phase of their lives.

66% of the surveyed beneficiaries stated that the support programme helped them connect with and integrate into the community

All surveyed individuals had high aspirations, with many children hoping to pursue careers in the Armed forces or pursue professional courses such as becoming Doctors, lawyers, engineers, teachers, and bankers. Several children wished to pursue careers in fine arts and become dancers and fashion designers. These results demonstrated that SOS CV provides these children with holistic development, focusing on cultivating successful children and fostering their ambitions and aspirations.

The requirements outlined by students were mainly in the form of laptops, tuition support and special tutorials.

Case Study:

Atul is a 28-year-old alumnus of SOS Children's Villages. He is currently working as a software engineer at MasterCard, Pune. He has been promoted twice already and earns a salary of INR 20 lakhs per annum. He is cheerful, gracious, and highly articulate.

He grew up in an SOS CV and studied at Indraprastha University, where he pursued his Engineering course. He says he is happy and well-settled professionally and personally.

He credits the organisation for his successes in life. He particularly highlights the influence of the family-like care, educational counselling, and support he received while there. He was so close to his SOS family that following his SOS mother's retirement, he and his SOS siblings, who had aged out of the system, went to live with their SOS mother until her death and remain extremely close to this day.

His case demonstrates SOS's far-reaching impact in ensuring the social and economic upliftment of individuals from similar backgrounds.

Key Takeaways

Mphasis helped SOS CV and its beneficiaries attain a quality education by funding multiple avenues of support. Furthermore, a considerable number of beneficiaries obtained digital literacy certifications and were guided towards employment opportunities. 74 of the youth have secured employment, while others continue their education, nurturing their potential to become productive members of society and fostering social integration.

The accomplishment of this project was carried out by means of SOS CV's ethos, which involves the following main aspects:

- Providing a stable, family-like atmosphere is essential for the continuing education of children. SOS CV established a nurturing environment where children feel safe, loved, and valued within the community by emphasizing strong relationships among caregivers, mentors, and peers, which help contribute to a sense of belonging and stability for each child. Regular family-style meals, group activities, and opportunities for open communication and emotional support foster a sense of community and belonging, mirroring the dynamics of a stable family environment.
- Ensuring that all children receive formal education until Class 12 or continuing education plays a crucial role in empowering children to realise their full potential. Additionally, SOS CV offers ongoing learning and skill development opportunities beyond formal schooling. These include workshops, seminars, vocational training programs, and mentorship initiatives tailored to each child's interests and abilities. By promoting a culture of lifelong learning, children are equipped with the knowledge, skills, and confidence to succeed in a rapidly changing world.
- In addition to formal education, providing a diverse range of extracurricular activities, including digital education. Digital literacy is particularly indispensable in today's digital age. Therefore, SOS CV believes that every child should have access to digital literacy courses that impart essential computer skills, knowledge of online safety, and proficiency in using digital tools and resources. By implementing a structured digital education curriculum, such as CCIB and CCAB courses, and ensuring access to computers and internet connectivity, students have been able to bridge the digital divide and thrive in an increasingly technology-driven world.
- Integration into society requires more than just academic knowledge; it involves developing
 essential life skills, fostering independence, and actively participating in the community. SOS
 CV aims to provide for this through vocational training, internships, volunteering, and social
 activities that encourage interaction with peers and adults outside the organisation.
 Additionally, providing access to resources and support services that promote financial
 literacy, job readiness, and independent living skills empowers children to become selfsufficient and contributing members of society.