

# ANNUAL REPORT 2018



VOLUNTEER ONCE A WEEK — FRIENDSHIP FOR A LIFETIME



"I'LL TELL YOU WHAT BUDDY IS - A PROGRAM THAT HELPS THE YOUNG,  
PEOPLE WHO LOVE EACH OTHER, WHO BUILD CASTLES TOGETHER.



I SIT ALONE AND THINK THAT BUDDY WILL HELP YOU WHEN YOU'RE LOST.  
IT'LL GIVE YOU A GREAT PLAN, A VISION. IF YOU'RE WISE, ACCEPT IT.

I TOLD MYSELF A YEAR AGO - MY LIFE HAS CHANGED SO MUCH.  
GREAT PROGRAM. I THINK BUDDY WILL LAST FOREVER.



IT WAS FOUNDED BY EL KOSSAR. MANY ASK HOW COME?  
BECAUSE HE HAD A GOAL. IF YOU WANT TO ACHIEVE SOMETHING, BELIEVE IN YOURSELF.



SOMETIMES IT'S HARD AND TIRING. BUT THAT'S PROBABLY NORMAL.  
OF COURSE, HERE AS WELL. YOU SEE THE LIGHT, THE TUNNEL ENDS.



BRO, ONLY HERE I FEEL FINE. BY MY SIDE WITH THE RIGHT PEOPLE.  
THEY ALWAYS GIVE GOOD ADVICE A DIRECTION. I TOLD MYSELF, I CAN TRUST THEM.

THOSE MEETINGS, ONCE A MONTH. I KNOW THAT MANY WILL BE LOST WITHOUT YOU.  
YOU GAVE ME MORE THAN ENOUGH, THANKS TO YOU I AM WHO I AM TODAY.

I WILL TELL YOU WHAT IS BUDDY - A PROGRAM THAT HELPS THE YOUNG,  
PEOPLE WHO LOVE EACH OTHER, WHO BUILD CASTLES TOGETHER."



Freestyle rap by Janko for his BUDDY Ladi

## HOW BUDDY STARTED

In 2006 Ladislav Kossár bought a bracelet for one thousand crowns from children living in a children's home.



He visited the children's home and asked: "How can I help you?"  
The answer was simple:

**"FIND A WAY FOR THESE CHILDREN TO FILL THEIR FREE TIME AWAY FROM THE CHILDREN'S HOME."**  
That's how the BUDDY story started.

## OUR GOAL

To create (un)conventional friendships between adult volunteers and vulnerable children who are not growing up in their own families.

### VISION

So that every child not growing up in their own family has at least one person they can trust, and can lead an independent life with dignity.

### MISSION

We find, train and support volunteers so they can provide individual long-term support for vulnerable children who are not growing up in their own families.



"We grew up in a loving family, we received an education and understood that no one can manage in life alone. That's why we think that every child should have someone, someone who can help them find their place in life."

Ladislav Kossár, founder & Lucia Kossárová, co-founder

# CHILDREN HAVE HUMAN RIGHTS

In 1989 the Convention on the Rights of the Child was adopted in New York. It ensures that the dignity and rights of every child are at the core of our work.

Article 20: CARE FOR THE CHILD WITHOUT A FAMILY

"A child temporarily or permanently deprived of his or her family environment... shall be entitled to special protection and assistance provided by the State."

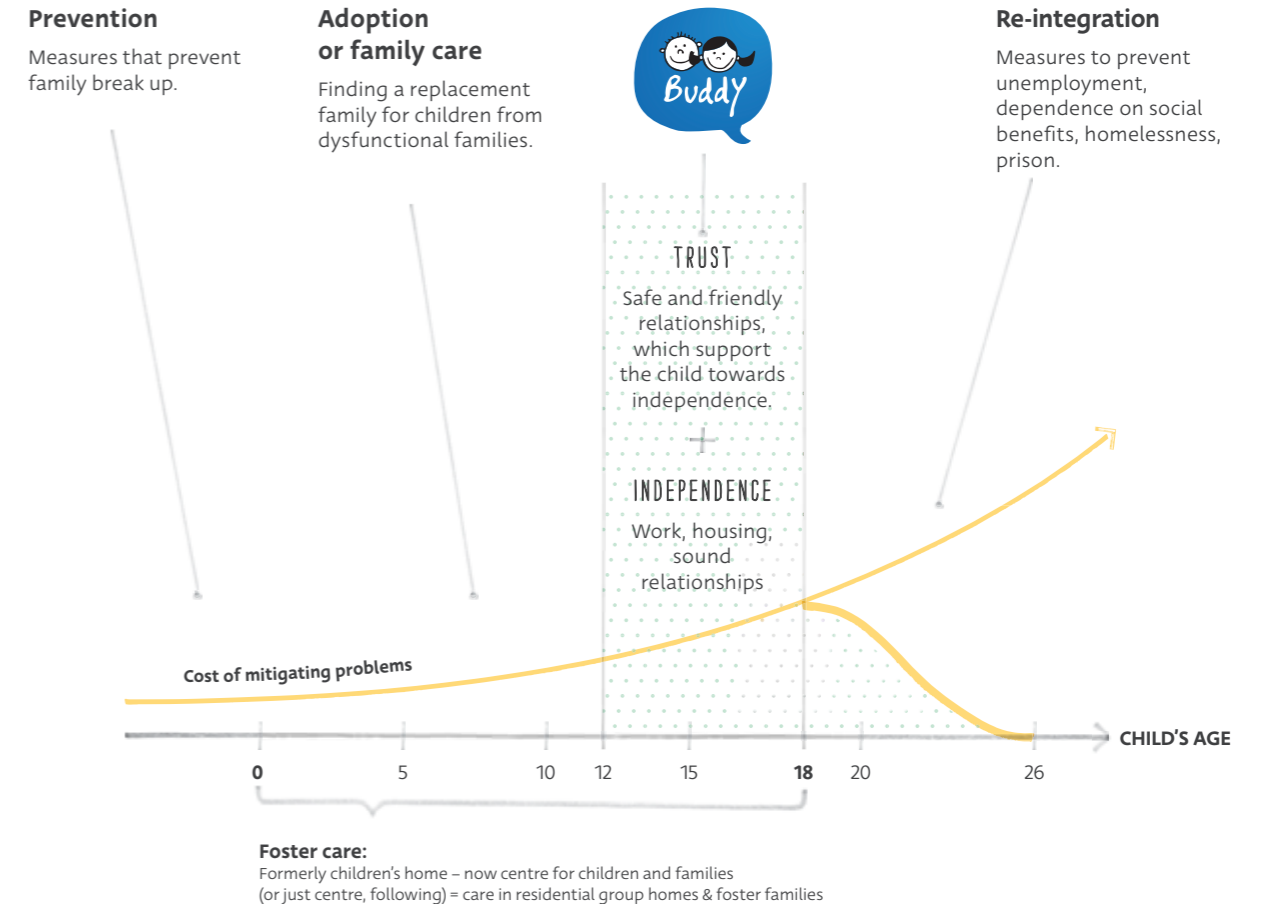
For full and balanced development, it is important that children grow up in a family environment full of joy, love and understanding. Children then receive what they need to play a fulfilling and independent role in society.

The BUDDY program was created specifically for the needs of children in Slovakia who, due to various difficult circumstances, have been removed from their families and placed into institutional care. Placement of children into institutional care continues to be common in other countries around the world.



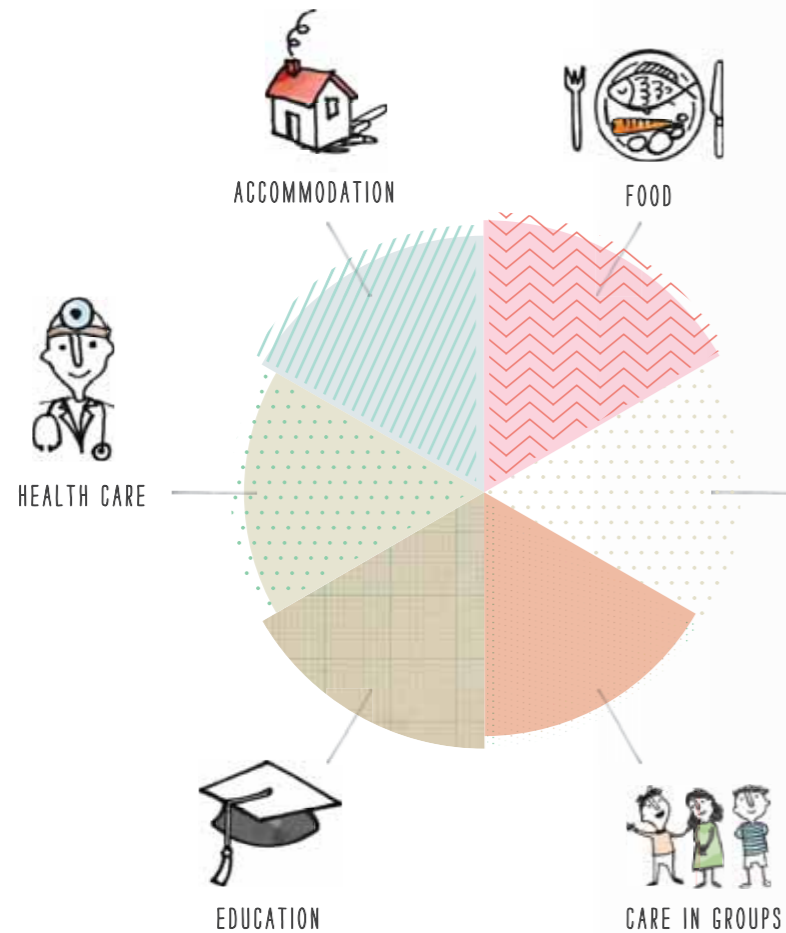
# OUR PLACE IN THE SYSTEM FOR VULNERABLE CHILDREN

BUDDY supports children and young people who cannot grow up in their own families. BUDDY steps in to complement the foster care system for children and young people. Our ultimate goal is for children not to have to grow up in institutions.



## CHILDREN'S BASIC NEEDS ARE MET...

The centres cover children's material needs.



## ...BUT THEY ARE MISSING INDIVIDUAL ATTENTION

Every child has unique social and emotional needs, which are often not being met.

### FRIENDSHIP, LOVE, TRUST

Even the most **caring staff** at children's centres **are paid for their work**. Every child deserves a relationship that is not solely based on a professional interaction.

### HEALTHY SOCIAL NETWORK

The social networks of children who grow up in centres rarely stretch beyond their institutions. Children **lack healthy family role models and real contact with the outside world**, where they would act independently.

### GUIDANCE AND MENTORSHIP

Children need **real role models** to look up to and learn from – mature, stable adult mentors **with well-established values**.

### INDIVIDUAL SUPPORT

**Every child is different**. Only targeted **individual care** can address deeply-rooted traumas and unleash potential in each child.



## PROBLEM

Almost 5,000 children in Slovakia do not grow up with their own families but in children's centres.

### Biological family

A child's biological parents are unable to care for their own child(ren). They are overwhelmed by their own life problems.



### Being placed in a centre

A centre is a facility where children are placed by court order.



### Leaving the centre

Leaving a children's centre without individual preparation and long-term support is challenging. For many young people, integrating into society is very complicated. Many become homeless, unemployed or involved in various criminal activities.



## OUR SOLUTION

Every child spends quality time with a volunteer.

The BUDDY team understands these children's needs and the system that surrounds them. It can ensure effective selection, careful matching and long-term support for volunteers, who will be entering these children's lives and guiding them over many years as they grow and develop as people.



## BUDDY IS ABOUT THE RELATIONSHIP

A **relationship that heals** and teaches children to trust adults again.



### A solution based on evidence

BUDDY is based on attachment theory (John Bowlby), which is a universally-known diagnostic and treatment approach for traumatised children growing up in dysfunctional families.

"DURING OUR LIFE, WE DEVELOP SEVERAL ATTACHMENTS, EACH OF WHICH IS MEANINGFUL. BUT THE FIRST ONE IS THE BASIC ONE. IT IS USUALLY FORMED WITH THE MOTHER, AND IT ENSURES THE FEELING OF SAFETY AND SECURITY FOR THE CHILD. THOSE WHO FEEL SAFE AS BABIES WILL HAVE AN **INNER FEELING OF SAFETY AND CERTAINTY AS ADULTS**. ATTACHMENT THEORY STATES THAT IN A CHILD'S EARLY YEARS, IT IS ESSENTIAL FOR THAT CHILD TO FEEL AND BE FULLY ACCEPTED,"

says BUDDY's expert program lead Mgr. Zuzana Zimová.

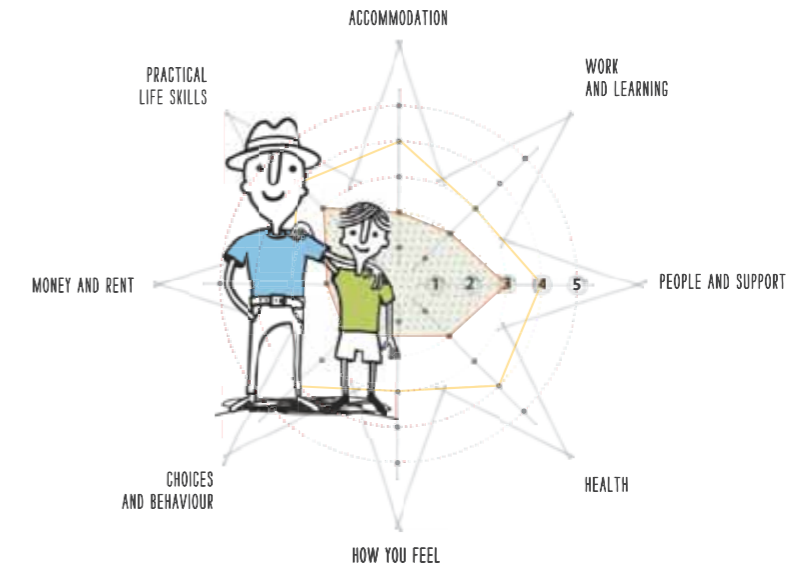
"RELATIONSHIPS ARE A DECISIVE FACTOR FOR HEALTH, HAPPINESS AND SUCCESS."

based on the findings of one of the longest adult studies by Harvard University, that lasted 75 years

([www.adultdevelopmentstudy.org](http://www.adultdevelopmentstudy.org)).

## AND ABOUT MEETING THE CHILD'S NEEDS

Once the BUDDY volunteer and the child have formed a trusting relationship, the volunteer can begin to actively support and help the child to grow in the most important aspects of his or her life.



### Journey of change towards independence

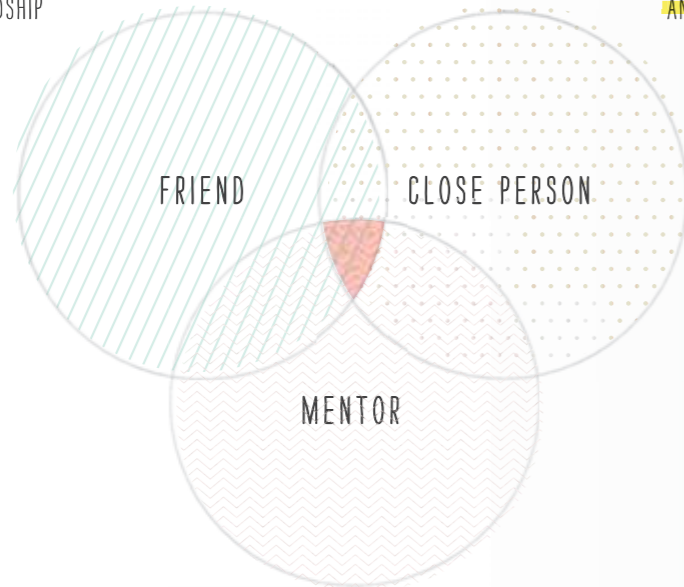
In 2018 we obtained the license for an international evidence-based tool (The Outcomes Star™) that helps to measure and support change. The Outcomes Star helps set a child's individual goals, which can be achieved by moving from "being stuck" to "independence" on the journey of change. This makes our help systematic. It is achieved through collaboration between the child and the volunteer, under the supervision of a coordinator.

1) STUCK → 2) ACCEPTING HELP → 3) TRYING TO SORT THINGS OUT → 4) GETTING THERE WITH HELP → 5) INDEPENDENCE

## BUDDY VOLUNTEER

Through the volunteer, the child will have a mature adult in his or her life **who accepts them as they are**. They meet away from the centre regularly every week. The volunteer guides the child through adolescence, helps him or her discover their talents and actively prepares him or her for an adult life with dignity.

A RELATIONSHIP WITH  
ELEMENTS OF **EQUALITY** AND  
FRIENDSHIP

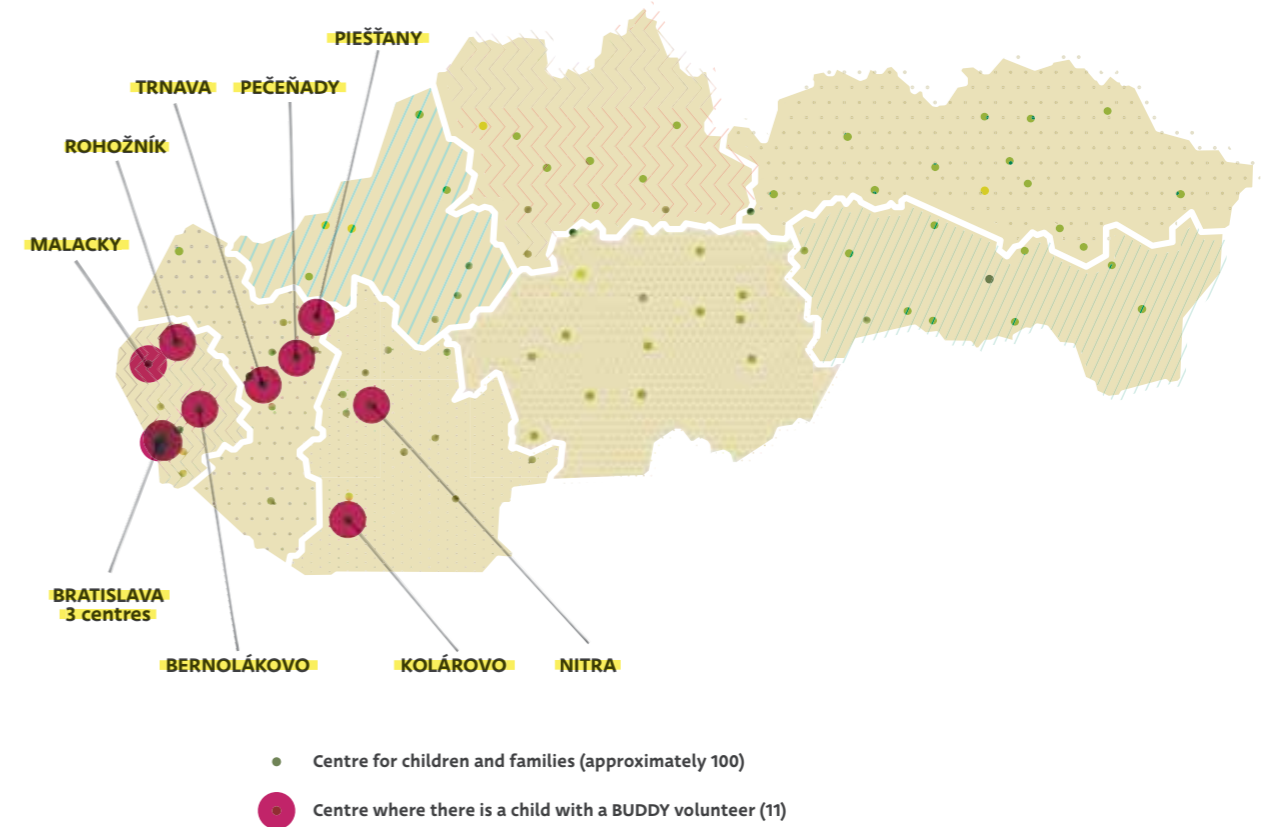


A RELATIONSHIP WITH  
ELEMENTS OF **ACCEPTANCE**  
AND **FAMILY**

A RELATIONSHIP WITH ELEMENTS OF **LEARNING**  
AND POSITIVE MOTIVATION

## BUDDY IN SLOVAKIA

We are currently helping children in 9 cities in the Bratislava, Trnava and Nitra regions.





## TOGETHER 1 YEAR

SAMKO (16)  
BRATISLAVA

**My dream:**

To become a professional football player

**With my BUDDY I enjoy:**

Biking near the Danube, watching football. But we also enjoy studying together.

**What BUDDY has taught me:**

To be able to say what I want and what I don't want. I think more about what I will do, I plan more. Dano helped with my studies.



DANIEL (38)  
BRATISLAVA

**Occupation:**

Program manager (financial industry)

**My best experience with my BUDDY:**

Any time that I spend with Samko is special, whether it's a sports activity, a walk, having an ice cream or a trip. If I had to mention a specific one, then it would be cheering for a football team together. Samko is extremely into football, we can talk about it for hours and hours. :-)

**What BUDDY has taught me:**

Firstly, I found a great friend. I am learning to see the world through the eyes of the current teenagers and compare it with the world when I was their age. ;-) The program alone, meeting up with Samko, deepened my humility and acceptance of difference. It was clear from the start that this relationship won't be about me but about Samko and us. I think so far we are "riding the same wave", which is great.

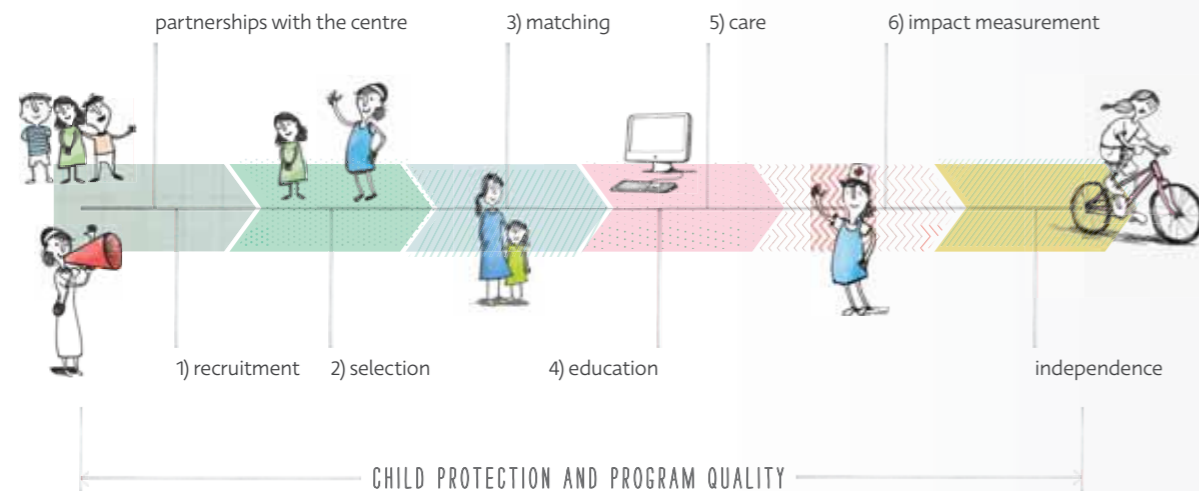


# BUDDY METHOD

An almost 10-year-long support process by the BUDDY team for the volunteer focuses on creating and maintaining long-term relationships that **guide children towards independence**.

The program starts with partnerships with the centres, where we work with children aged 12 and above, and ends approximately two years or more after they leave the centre. Creating long-term relationships and volunteer support is at the heart of the program.

The BUDDY process that aims towards making young people resilient and independent has the following stages:



# 1) RECRUITMENT

We work with children aged 12 and above. Younger children may not understand the role of the volunteer in their life and could get inappropriately attached, while older children already have their own ideas about adulthood. Using targeted communication, we search for the right volunteers for the program.

## Volunteers

- ✓ Motivation to help the child without any expectations
- ✓ Minimum 22 years old
- ✓ Mature person
- ✓ Stable life circumstances
- ✓ Geographically close to the centre where the child lives so they can stay in contact

### Targeted communication:

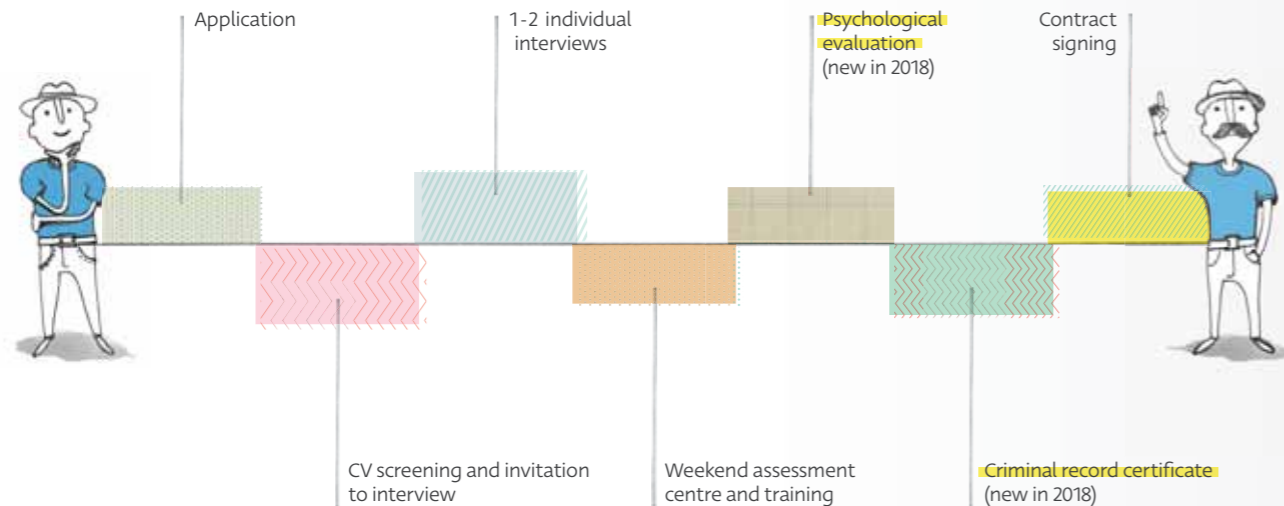


### Oldest and youngest

Our youngest volunteer is 23 years old.  
Our oldest volunteer is 62 years old.

## 2) SELECTION

Our team of internal and external psychologists meet all the candidates over a period of six months in individual and group interviews, to decide together whether the BUDDY program is suitable for them.



## 3) MATCHING

Matching a child with the volunteer happens after the volunteer has gone through a thorough selection and training procedure. Matching is a process that gives an opportunity for the BUDDY relationship to start.

### Getting to know participants and searching for pairs:

Our psychologist coordinators **get to know the children**, their needs, life stories and interests, which they use to search for the right volunteers. At the same time, they take into account the volunteer's preferences for the child's personality.

Key aspects when **choosing the right volunteer**:

- Works or lives near the centre or the child's school
- Pairs are always the same gender
- There should be a minimum 10-year difference between the child and the volunteer
- Personality and capabilities of the volunteer

### Meeting and starting the relationship:

The coordinator introduces the selected volunteer to the child during an individual meeting.

The opportunity to start building the relationship at the first BUDDY event: a group matching weekend when pre-selected volunteers and children meet, with the goal of starting their new relationship or strengthening a recently started one, while at the same time ensuring it is the right match.



Quality of matching:

**96%** of children interviewed said they would like to continue to meet with their volunteer.

## 4) EDUCATION

The BUDDY volunteer gets to know the world of the child and learns to function in it. One of our key activities is professional care and support for our volunteers.

Expert compulsory training that the volunteer has to complete includes:



The volunteer participates in two supervisions with external expert supervisors.

The BUDDY program offers additional (non-compulsory) training, for example: How to combine work, life and volunteering, or how to help the child build a healthy self-image.

## 5) CARE

Our psychologist coordinators help and support our volunteers so they can guide the children more effectively.



Intensive support from the program to help create and maintain the relationship with the child (approximately once a month).

With the coordinator's help they work with the Outcomes Star to help the child grow and meet its needs.

Approximate duration **two years**.

Continuous support from the program. The relationship works independently and is stable.

With the coordinator's help they work with the Outcomes Star to help the child grow and meet its needs.

Approximate duration **6-13 years**.

Coordinators are available when the BUDDY volunteer needs their help.

They continue to work with the Outcomes Star, and we observe their journey to independence.

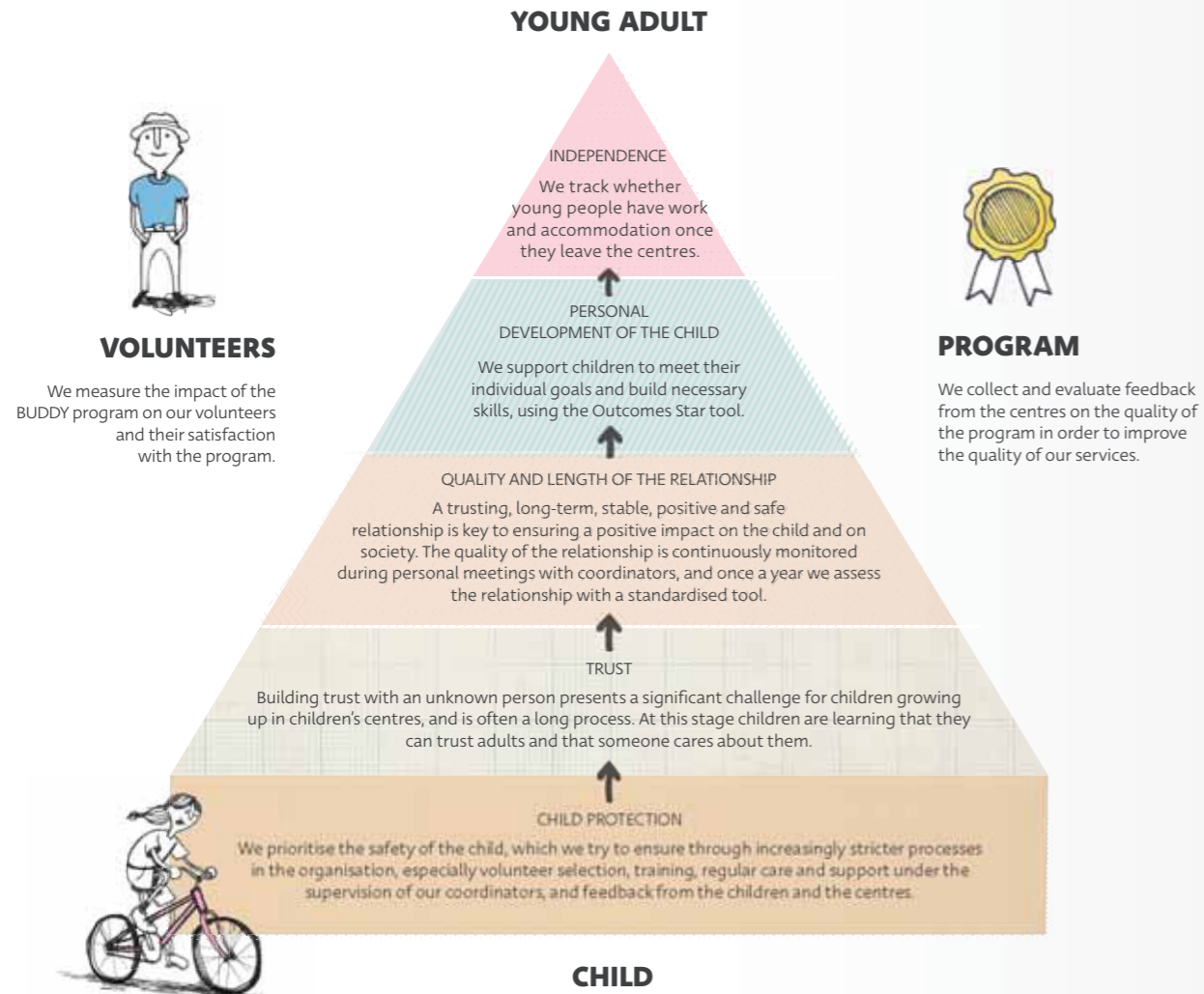
It has been at least two years since the young person left their centre and is functioning independently with the volunteer.

**Role of the support volunteer**

Apart from these key roles, we still have support volunteers who may be able to meet a child irregularly (a legacy of how the program operated in the past). As the child still needs intensive support, we are looking for a new JUNIOR volunteer for the child.

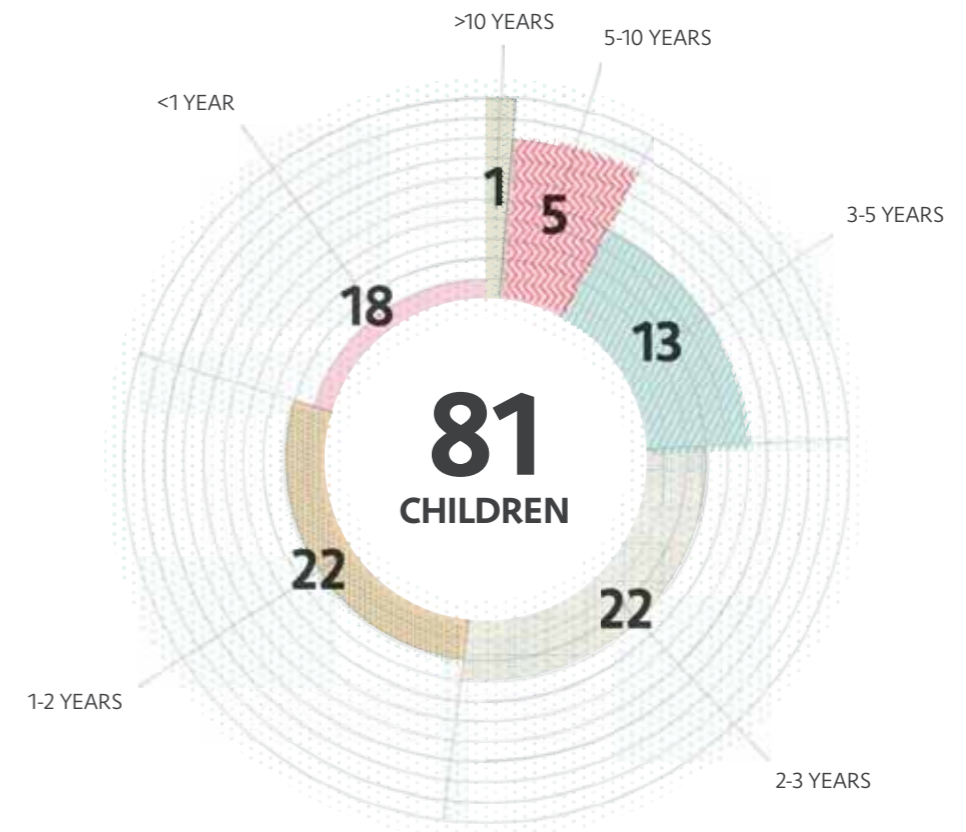
## 6) IMPACT MEASUREMENT

The BUDDY pyramid shows how we monitor program quality and impact on the child and volunteer. Safety and trust are essential for the child to thrive and succeed.



## CHILDREN IN THE PROGRAM

Long-term, safe, trusting relationships are therapeutic in themselves, and are key to achieving a positive impact on the children. In 2018 we cared for 81 children.



Number of children by time in the program

For various reasons 24 children have had more than one BUDDY relationship since enrolling in the program.

## QUALITY OF THE RELATIONSHIPS

“For the mentoring relationships to have a positive effect on children and young people, they have to be strong and long-lasting. **Satisfaction in the relationship** is a key indicator of how well the program is meeting children’s needs. When the match is good, the **frequency of meetings** goes up and so does the probability that the match will last and have a **positive effect on the child.**” (Applied Research Consulting - ARC)



In 2018 we implemented **two new standardised tools developed in the USA** by ARC and the University of Pennsylvania. Both focus on monitoring the quality of the match and the impact of external factors. They are Youth Mentoring Survey for children, and Match Quality Characteristics for volunteers. **ARC independently evaluated the BUDDY program** and compared it to similar community programs. ARC has 20 years of experience with mentoring program evaluations.

## WE ARE CREATING STRONG RELATIONSHIPS

Results of the independent evaluation carried out by ARC confirm that BUDDY creates and maintains strong relationships, which then enable the child’s development.

- 1) Overall and when compared to other similar programs, BUDDY creates **strong matches** which last sufficiently **long** to be of benefit to the children.
- 2) The length of the relationships (**average 20 months**) is also a positive result for the program and its positive effect on the children.
- 3) **“Talking and sharing emotions”** were key for children and volunteers.



### CHILDREN

**The children declared high levels of satisfaction.** The following were important to whether they felt satisfied:

“My mentor helps me get in less trouble (make better decisions, behave better, etc.)”, “My mentor is good at making me feel better when I talk about problems I’m having”, and not “Do things that are boring or that you do not like.”

Children valued when their volunteer helped them with personal and school challenges.

### VOLUNTEERS

**The openness of the children to receiving support from their volunteers is key,** as the goal of the program is for the children to grow, which at the same time is a strong motivator for the volunteers.

Volunteers who develop closeness and sharing in their relationships tend to have mentees who are more likely to seek and value their support.

## FIRST SUCCESSES

The BUDDY program has 27 young adults (18+) who no longer live in centres.

- ✓ We are still in contact with all children (100%).
- ✓ 25 of the 27 young adults from the BUDDY program (almost 93%) have a job\* or are on maternity leave, several months or years after leaving their centres. To compare, according to research from the Institute of Work and Family Research\*\*, 227 of 376 (60%) young adults who left centres between 2015 and 2017 had a job\* in the first year after leaving the centre.



- ✓ 26 of 27 young adults from the BUDDY program (96%) had accommodation\* several months or years after leaving their centres. To compare, according to research from the Institute of Work and Family Research\*\*, 384 of 386 (almost 100%) young adults who left centres between 2015 and 2017 had accommodation\* immediately after leaving the centre. Follow up information was only available for about 50% of young adults\*\*.

\* Different forms of work and accommodation

\*\* Fico, M., 2017, Work with Children from Children's Homes and Their Work Experiences After Leaving. Institute of Work and Family Research.

We will continue to monitor our sample and compare it with other available research and statistical data.

The **quality of the BUDDY program** is confirmed by the satisfaction of the volunteers, which Applied Research Consulting found to be positive and better, compared to other similar programs.

## IMPACT OF THE BUDDY PROGRAM

### FOR THE CHILD

- ✓ Not to feel lonely, to have a role model, and to get support with everything
- ✓ Self-esteem and improvement in behaviour
- ✓ School, work, accommodation

### FOR THE VOLUNTEER

- ✓ Tolerance and patience
- ✓ Humility
- ✓ Self-awareness

### FOR SOCIETY

- ✓ Engagement
- ✓ Connecting two worlds
- ✓ Better society

"SUCH A FEELING THAT I HAVE SOMEONE TO LEAN ON."

Linda  
20 years old

"HE TAUGHT ME A LOT: TO BE RESPONSIBLE, TO VALUE THINGS, THAT IF I WANT SOMETHING, TO TRY TO ACHIEVE IT AND NOT GIVE UP - FOR EXAMPLE, AT SCHOOL I IMPROVED MY GRADES, I DID NOT HAVE TO REPEAT YEAR 9. HE CAME TO STUDY WITH ME TOGETHER WITH HIS FRIEND."

Henrik  
16 years old

"SINCE I HAVE HAD MY BUDDY VOLUNTEER, EVERYTHING HAS CHANGED IN MY LIFE. I DON'T GET SO STRESSED, I'M NOT AFRAID, I GET ON WITH THINGS."

Lucia  
20 years old

"MUCH BETTER GRADES, I GET ALONG WITH OTHER CHILDREN - HE WAS THE ONE WHO TAUGHT ME, HE SHOWED ME THE WAY."

Patrik  
14 years old



Volunteer Zuzana  
32 years old

"BUDDY PUT UP A MIRROR, TAUGHT ME PATIENCE AND SHOWED ME A DIFFERENT WORLD."

Volunteer Naďa  
35 years old

"A FEELING THAT WHAT I DO IS TRULY MEANINGFUL."

## TOGETHER 2 YEARS

JANA (23)  
TRNAVA

**My dream:**

Have a nice family, inner peace, be happy.

**With my BUDDY I enjoy:**

Talking

**What BUDDY has taught me:**

Sylvia helped me care for my little daughter.  
She always heard me out and gave me her  
opinion on the situation.  
That has always helped me.



SYLVIA (47)  
BRATISLAVA

**Occupation:**

Life and business coach

**My best experience with my BUDDY:**

I met Janka soon after her daughter was born,  
so our experiences are all connected with her.  
It brings me so much joy to see how Janka  
tries to be a good mum, and give something  
she did not experience herself - love from her  
mum.

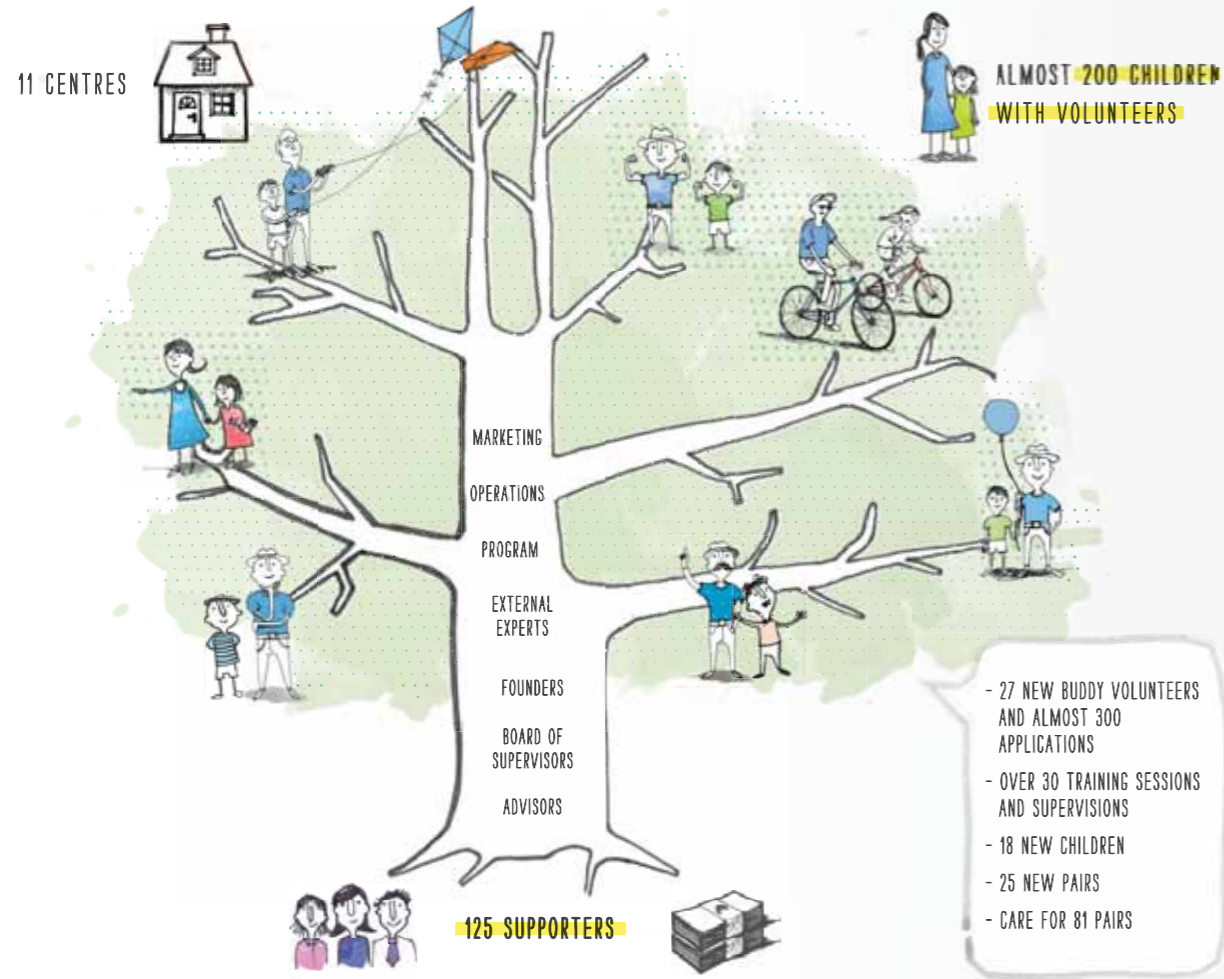
**What BUDDY has taught me:**

It has given me a view into the life of a person  
who has experienced a lot of difficulty in life  
yet still has lots of love inside that she wants  
to pass on.



# BUDDY PROGRAM IN 2018

BUDDY is a program that uses expert psychologists to transform donor funds into selfless relationships between volunteers and children. These are key for their successful integration in society.

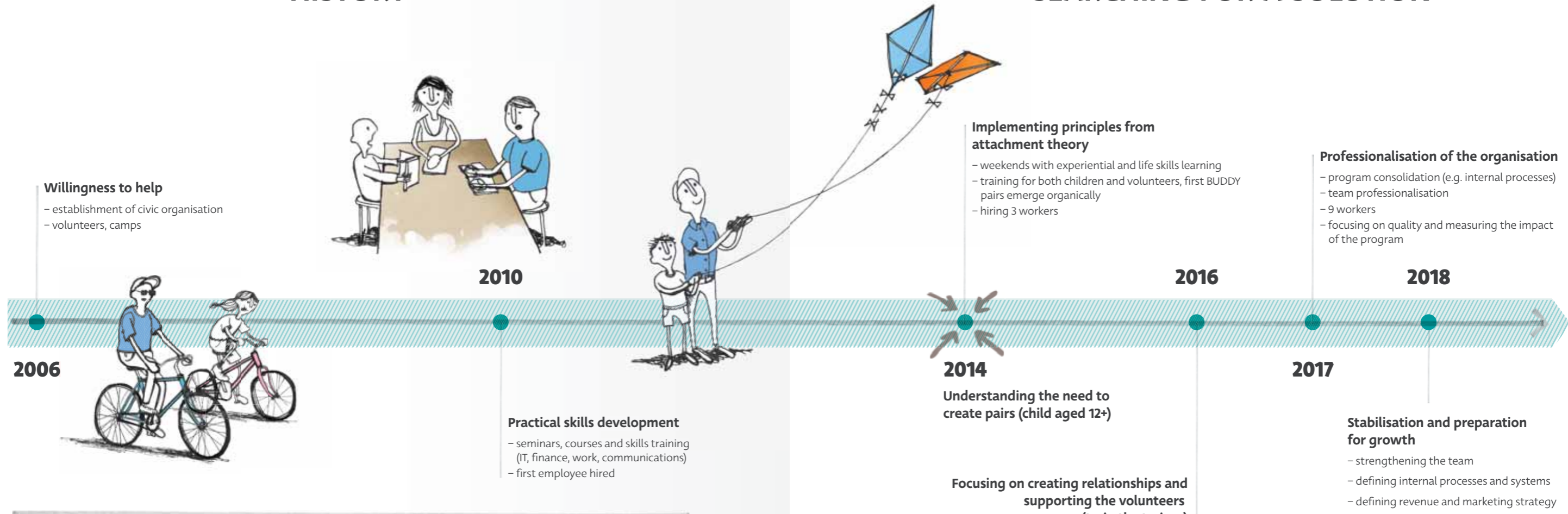


# BUDDY TEAM



# HISTORY

# SEARCHING FOR A SOLUTION



### Willingness to help

- establishment of civic organisation
- volunteers, camps

2006



2010



### Practical skills development

- seminars, courses and skills training (IT, finance, work, communications)
- first employee hired

2014

### Understanding the need to create pairs (child aged 12+)

### Focusing on creating relationships and supporting the volunteers (train the trainer)

- professionalisation of volunteer selection
- training of volunteers to allow them to better understand children and to help their relationships last longer
  - training of volunteers so they can, in turn, support children and develop their skills
    - 5 workers

2016

### Implementing principles from attachment theory

- weekends with experiential and life skills learning
- training for both children and volunteers, first BUDDY pairs emerge organically
- hiring 3 workers

2017

### Professionalisation of the organisation

- program consolidation (e.g. internal processes)
- team professionalisation
- 9 workers
- focusing on quality and measuring the impact of the program

2018

### Stabilisation and preparation for growth

- strengthening the team
- defining internal processes and systems
- defining revenue and marketing strategy
- maintaining program quality and impact measurement
- acquiring the Outcomes Star license, an evidence-based tool to monitor the progress of children towards resilience and independence



### 2006 – 2013

Volunteer work and search for the BUDDY innovation.

### 2014

Understanding the need for creating long-term relationships where the child is over 12 years old.

### 2015 – 2018

Building a professional team & focusing on quality. Defining the financial sustainability strategy.

## IN 2018 WE SUCCEEDED IN:

### PROGRAM

- ✓ Strengthening child **protection**.
- ✓ Improving quality and impact measurement tools.
- ✓ Identifying and acquiring the Outcomes Star licence - a tool to **monitor the progress of the child** and the impact of the program. Outcomes Star - training of the internal team and 3 trainings for volunteers.
- ✓ New tool to **measure the quality of the relationships** to allow us to better support our children and volunteers.
- ✓ Defining and **improving volunteer care** (Junior/Senior/Supporting/Graduate).
- ✓ Introducing a new, one-day format of volunteer training - **Workshop Day**.
- ✓ By the end of the year, hiring a new **program manager** who will relieve the co-founder and lead program expert.



### FINANCIAL SUSTAINABILITY

- ✓ Strengthening individual and company revenues through a new source of finance – large international **grants: Jacobs Foundation** awarded BUDDY a social innovation award.
- ✓ The **SozialMarie** award – the oldest award for social innovation in Europe.
- ✓ **57%** of annual expenses were already covered by regular recurrent revenues.
- ✓ Strengthening support from **individual donors**: in 2018 BUDDY was supported by senior executives of 20 medium and large companies.
- ✓ Establishing new company partnerships: **EY, Slničnice**.
- ✓ Receiving financial support from **Forbes Top Covers** personalities.

### MARKETING

- ✓ Setting up **consistent and regular communication** with the BUDDY community through a regular newsletter and Facebook page.
- ✓ Starting a **brand and web refresh** process.
- ✓ Collaborating with the **Eduworld** platform with over 28,000 Facebook friends.
- ✓ BUDDY pairs stories were featured in a **documentary film** produced by the Jacobs Foundation, which **screened worldwide**.
- ✓ Marketing-fundraising **support** from the **well-known chef Michal Kordoš** via a pop-up dinner.
- ✓ **Media collaborations**: Denník N, Forbes magazine, Rádio Slovakia, Vermont CZ, Nota bene, Sóda O2, Dámsky klub, TA3, Park online RTVS, Európa 2, Rádio Expres.

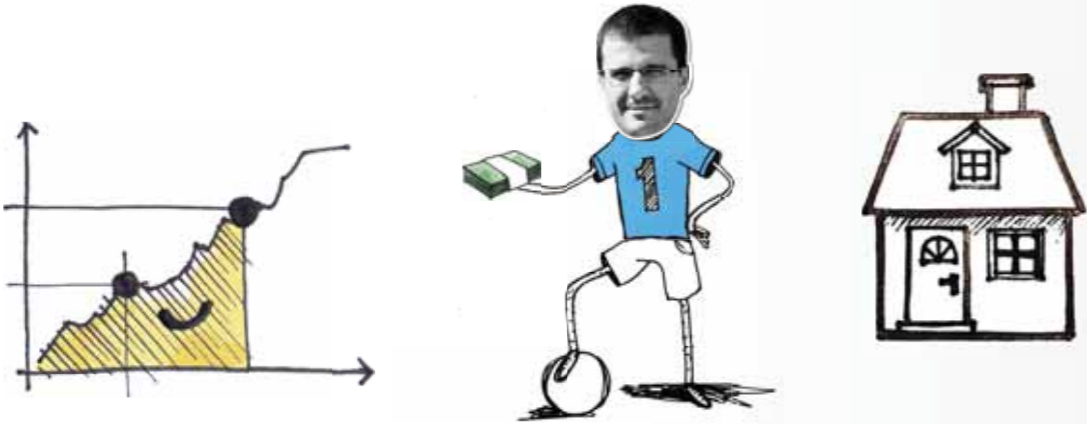
### OPERATIONS

- ✓ **Reorganising** the operations team in the area of operations and finance.
- ✓ Creating the basis for **effective and sustainable operations**.
- ✓ Setting up the **budgetary and control process**.
- ✓ Starting to pay commercial **rent** (after four years of pro bono rent support from Slovenská Sporiteľňa).
- ✓ Introducing a **new IT system**.



# IN 2018 WE DID NOT MANAGE:

- ✗ To operate a pilot “halfway home” for young adults. We will not continue with this type of support.
- ✗ Management of the organisation and donor relationships continues to be carried out by the founder on a voluntary basis. In the future we will evaluate the need to professionalise in this area.
- ✗ To introduce a social care worker into the program team who would help young adults with becoming independent once they leave their centre, and so relieve the volunteers.



## REVENUES AND COSTS

BUDDY is building **multi-sourced financing**. In 2018 the quality of the program team and donor care were significantly strengthened, and the regular donor base was increased. All costs covered the team of psychologists and marketing and management experts, who ensured care for over 81 BUDDY pairs and 125 financial supporters.

	EUR
<b>REVENUES*</b>	<b>301 418</b>
Individuals	167 934
Corporations	59 675
Foundations	52 800
Public funding	15 972
Other	5 037

\* In 2018 we were awarded a grant from the Jacobs Foundation for 100 000 Swiss Francs, which will be received and accounted for in 2019. The difference between revenues and expenses in 2018 was covered by a positive operating result to the value of 134,787 EUR, and by an operations loan.

	EUR
<b>COSTS</b>	<b>463 562</b>
Program	254 174
Fundraising and Marketing	163 448
Operations	45 940

### Program

Coordinators, psychologists, program expert lead, training, recruitment, selection, relationships with the centres, child protection, quality and impact measurement. (Proportion of operations expenses according to the average number of team members.)

### Fundraising and Marketing

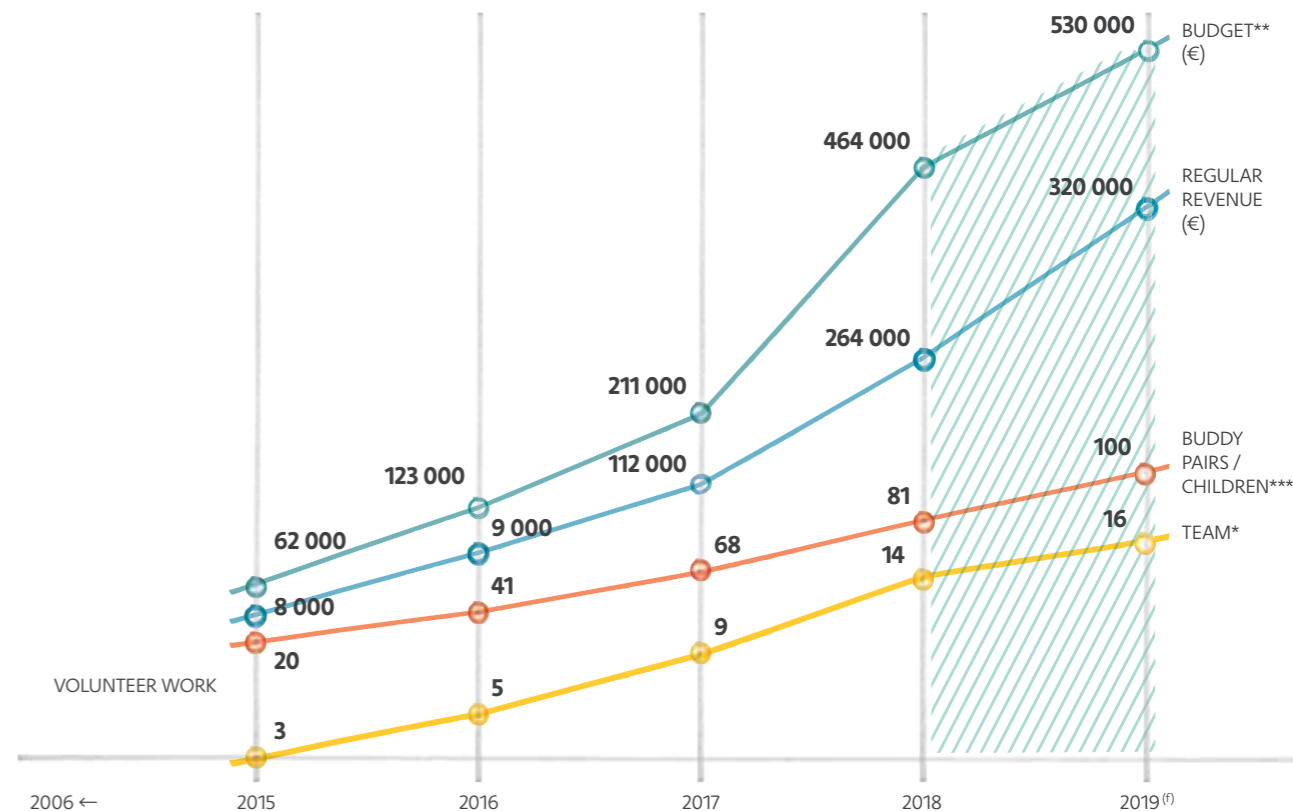
Marketing experts, events, communications, online marketing, graphics, merchandising, print, donor relationships, new partnerships, program presentations in Slovakia and abroad. (Proportion of operations expenses according to the average number of team members.)

### Operations

Ensuring the daily operations of the organisation (accounting, administration, financial management and controlling, rent, phone, IT). (Proportion of operations expenses according to the average number of team members.)

## PROGRAM DEVELOPMENT

Since 2015 our priority has been to **improve the quality** of our services for **as many children as possible**, and to **achieve the financial sustainability** of the organisation.



<sup>(f)</sup> Estimate

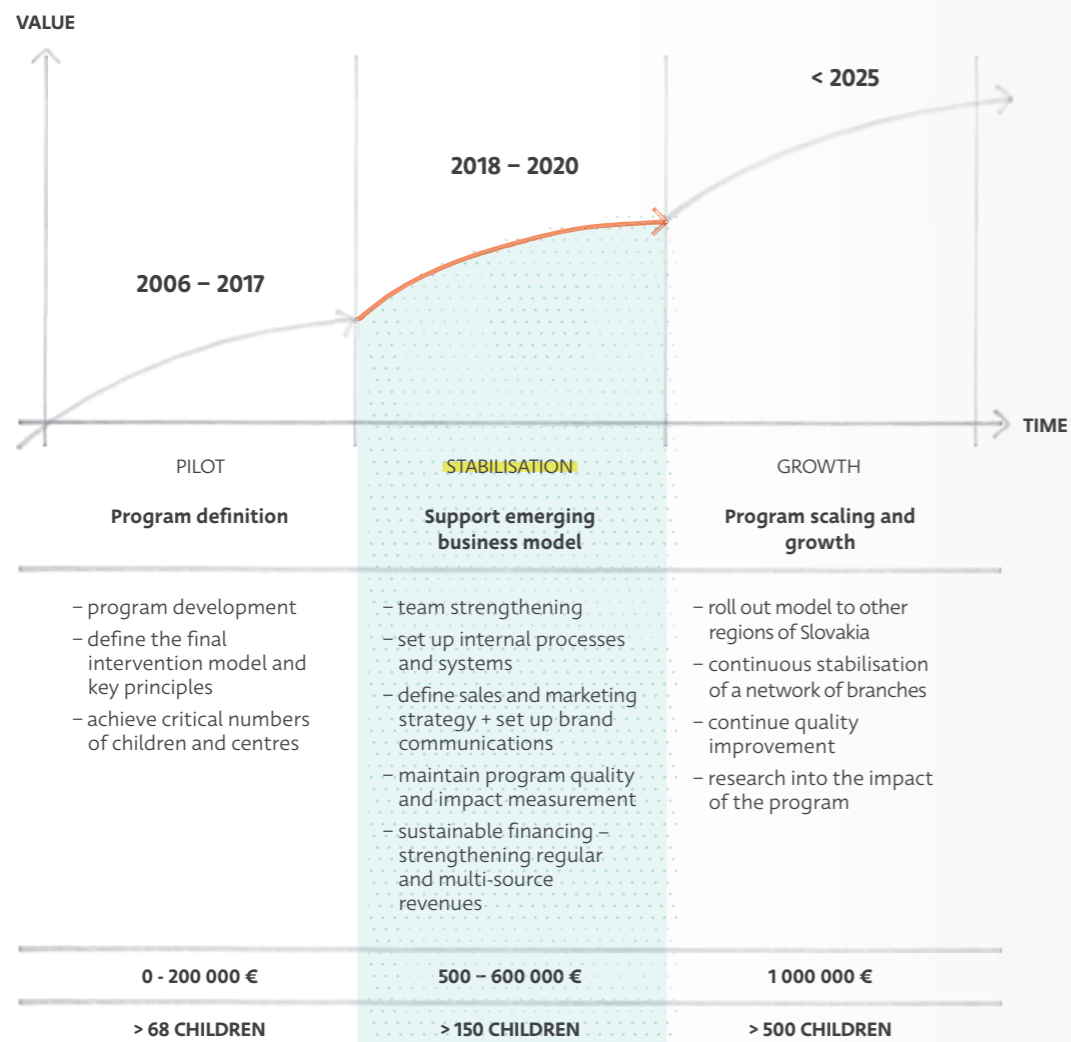
\* Includes employees, part and full-time professional advisors and volunteers.

\*\* Professionalisation of the team will allow the reduction of expenses for care per child from 2020. One coordinator cares for 20-23 pairs.

\*\*\* In 2018, the methodology for data monitoring was changed. It starts to monitor the number of children in the program. Until 2018, the number of BUDDY pairs according to the length of the relationship was monitored.

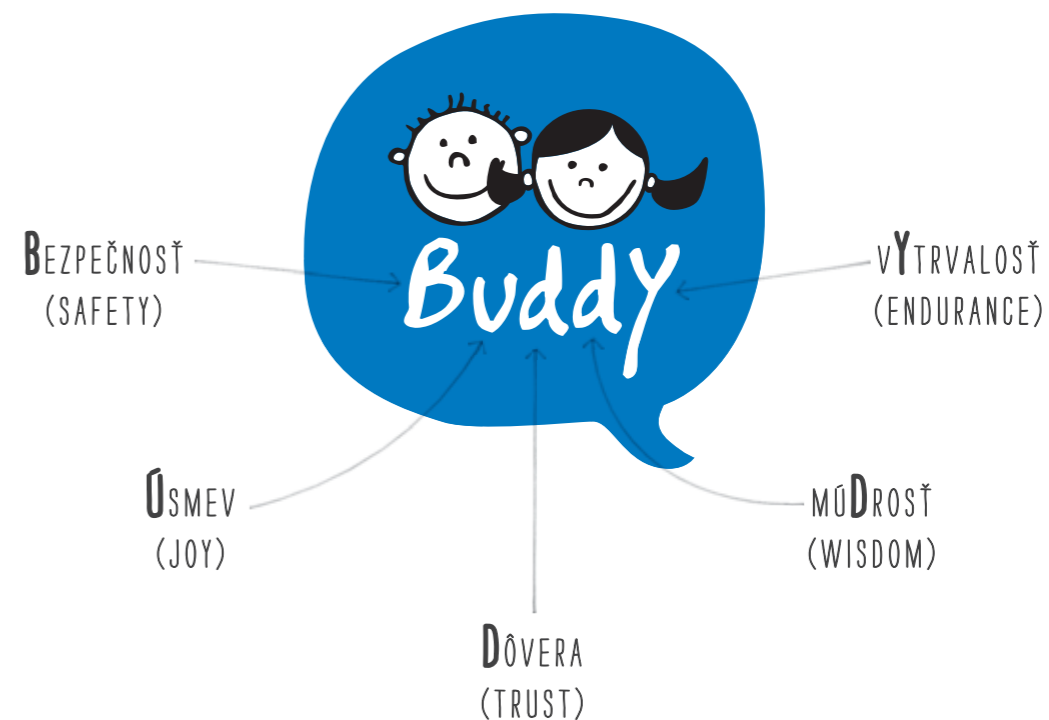
## STRATEGIC PLAN

Investments up until 2020 will target **sustainable growth** for the future.



## OUR VALUES

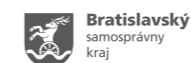
The BUDDY Program was founded with the desire of the founders to improve the lives of children who do not grow up with their families.



"AS ONE PERSON I CANNOT CHANGE THE WORLD,  
BUT I CAN CHANGE THE WORLD OF ONE PERSON."

Paul Shane Spear

## THANK YOU



**Orphan Opportunity Fund**  
an advised fund of Silicon Valley Community Foundation

**125 SUPPORTERS  
AND FRIENDS**

# YOU CAN SUPPORT THE BUDDY PROGRAM WITH

TIME



PRO BONO SERVICES



FINANCIALLY



Civic association PRO VIDA  
Strážna 11, 831 01 Bratislava

OFFICE  
Štúrova 3 (Luxorka), 811 02 Bratislava

ID: 37 927 051  
Tax ID: 2022409301  
IBAN: SK90 1100 0000 0026 2383 9960



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**EVERYBODY  
NEEDS  
SOMEBUDDY**