

life impact  
ANNUAL REVIEW 2019



“The online sexual exploitation of children is a big problem here right now. **The training from PCMN is really empowering us to help children and spread awareness.** I don’t want this knowledge to stick with me; I want to share it with other people in the community. We’re just blessed that what these abused children have gone through, we have not – with that blessing comes the challenge and the responsibility to do something for them. We cannot just close our eyes.”

Kosh, a volunteer in northern Mindanao, Philippines, supported by Viva’s partner network, PCMN

“The Child Friendly Space has become a place for children from all backgrounds. This is a huge symbol of hope for the future of our country. **Children are learning how they can get to know each other and live together in a respectful way.** I have been strongly encouraged by training we’ve done for parents. One mother thanked me with all her heart for everything we are doing for the children. She was close to tears.”

George, co-ordinator of a Child Friendly Space in Damascus, Syria, supported by Viva



“Before I knew about the network, the care of children was not a priority for me. Although I was aware of the violence children faced, I did not give importance to it. Personally, my way of thinking has changed through volunteering. Now I see the future differently, and **the network has opened other spaces for us as young people to participate.** It has made me more committed to God and to the care of children.”

Lester, a volunteer with Viva’s Good Treatment campaign in Honduras

## CONTACT

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Any children referred to have had their names and photos changed in accordance with our Child Protection Policy.

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

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 Front cover image: Boy in Costa Rica © Willow Creek



# VIVA'S MULTIPLIER EFFECT

Earlier this year I sat in a meeting room in Washington, DC whilst Dr Amy Sherman of the Sagamore Institute for Public Policy explained in detail the findings from her independent assessment of Viva's effectiveness to a group of assembled guests.

She explained Viva's 'multiplier effect'. Where we have a partner network, there is more work for vulnerable children, higher quality work for vulnerable children, the work lasts longer, and those who work on the frontline with vulnerable children around the world have a louder voice within their city.

These frontline people are 'local saints' – God's hands and feet caring for vulnerable children. And Viva's part is to support them. We've summarised the multiplier effect that Viva brings as **bigger, better, longer, louder** and you will see more detail of that through this year's Annual Review.

If being a multiplier is the overarching picture of our strategy, it's also important to me that we dive into the detail of children's lives. Nobody reading this is likely to have been

sold by a human trafficker; struggled for education, lived on the streets, needed support to flourish or lived as a refugee. However, for the children with whom we work, and who you support, it is a heart-breaking reality.

However hard we work there will still be children in gut-wrenching poverty but we are called to walk with them in this. We do as much as we can, we improve every year and we're incredibly good stewards of the money you entrust us with. Our commitment is for the long-term – and we will keep at it. Please stick with us – you are making a difference.



Mark

**Mark Stavers**  
Chief Executive, Viva

## BIGGER X BETTER X LASTING X LOUDER = SUSTAINABLE IMPACT FOR VULNERABLE CHILDREN

I support Viva, because we are compelled to do something when we hear about another reality which we can barely imagine. It is a world which is a dangerous place for anyone, but especially for children. It is a world where children grow up in an environment where they suffer abuse from relatives, or are at risk of being trafficked.

A world where children may have to work as drug mules simply to survive, or they are shunned because of disabilities – or they have to queue up at shelters for food (even when there may be no food left to give out). It shocks me, and I can barely believe it is real.

**However, amid what seems like despair, I am also inspired and given hope when I hear stories of the 'local saints'.** These are the servant-hearted, local Christians, who, often at great risk and sacrifice to themselves, are working to help these vulnerable children and their communities. They

do this in all manner of creative, thoughtful and beautiful ways. It makes such a difference to the children – bringing healing, safety and hope.

Thank you so much for sharing with us in the privilege of serving in these situations.



Rob

**Rob Lilwall**  
Chair of Trustees, Viva Hong Kong




# INCREASING SCALE

Viva inspires local churches and organisations to work together and support each other with a shared vision for children.

## IN 2018-19:

- **There was a 38% increase in the number of churches and organisations participating in Viva partner networks.**
- **On average, each church and organisation in Viva's partner networks worked with 336 children outside of their regular congregations, increasing Christian witness in their communities.**
- **Over 1,600 churches and organisations outside of our partner networks took part in city-wide influence campaigns, which advocate for better treatment of children, bringing opportunities for greater engagement with the network in the future.**



Two girls at the Christmas Party in Paraguay, which had a central theme of storytelling



## Focus: Viva Christmas Parties

Although a Christmas Party is one Viva's most basic programmes, it serves as an opportunity to engage new churches and organisations in collective action to build confidence for larger programmes, and connect with previously unreached vulnerable children.

In December 2018, 443 churches and organisations from 25 partner networks ran a total of 76 Christmas Parties reaching 8,365 children. **A third of children reached were not previously reached by the network.**

The children not only have a great day but also have the opportunity of building an ongoing relationship with churches and organisations in their communities. The support of the Viva partner network can act as a catalyst for better-connected protection and care for children who are in risky situations, and vulnerable to abuse.

Most Christmas Parties took place over a whole day, with plenty of time for fun, games and good food. A 14-year-old girl in **Nepal** reported: "A month back I had a road accident and I did not think I would be able to attend this party due to my injuries. But praise to the Lord, he has a bigger plan for me! He healed my injuries so fast that I was able to go with my little brother."

Beyond the difference made to the lives of the children who attend the parties, these events can be a great encouragement for churches and organisations joining the network – and help to build the reputation of the networks.



Children in Venezuela act out the Christmas story

**94% of the organisations interviewed had increased the number of children they served specifically as a result of their participation in a Viva partner network. (Sagamore Report 2018)**

For churches and organisations who have recently joined a network, these events are often the first experience of working together and the first time they can see the difference that can be made by collective action for children across a city.

The co-ordinator of our partner network in **Venezuela**, a country which is experiencing significant economic and political crisis, said, "It was an extraordinary experience to be able to serve parents and children in a party that was born in the heart of God and to use the network as a provider agent to achieve it. It was a very emotional moment to support parents."

And in Hyderabad, **India**, our network co-ordinator wrote, "Through holding a Christmas Party in the slum, one of the Christian community leaders was inspired to restart his ministry work."



The Christmas Party in Venezuela brought some relief from the ongoing crisis there

## Viva's added value

Experience has shown that, as networks develop stronger programmes, there is a tendency to overlook active network development and member engagement that provides the essential platform for the programmes that operate. Viva's staff encourage networks to keep equal emphasis on building the network platform and improving the programmes.

# GLOBAL NUMBERS

Viva partners with **38** networks across **27** countries and regions that comprise **3,500** churches and **1,309** organisations with **29,790** staff and volunteers together serving **2.025** million vulnerable children

## Europe/ Middle East

- 15 UK
- 16 Lebanon and Syria

## Latin America

- 1 Argentina
- 2 Bolivia
- 3 Colombia
- 4 Costa Rica
- 5 Cuba
- 6 Dominican Republic
- 7 El Salvador
- 8 Guatemala
- 9 Honduras
- 10 Mexico
- 11 Nicaragua
- 12 Panama
- 13 Paraguay
- 14 Venezuela

## 4 Networks

## Africa

- 17 South Africa
- 18 Tanzania
- 19 Uganda
- 20 Zambia
- 21 Zimbabwe

## THE AVERAGE FOR EACH OF OUR 38 PARTNER NETWORKS

- 125** member churches and organisations
- 701** staff and volunteers
- 43,000** children regularly served by network members
- 10,000** children reached for the first time by the network's activities
- 7** capacity-building activities run
- 6** collective action programmes run
- 3** city-wide influence events held

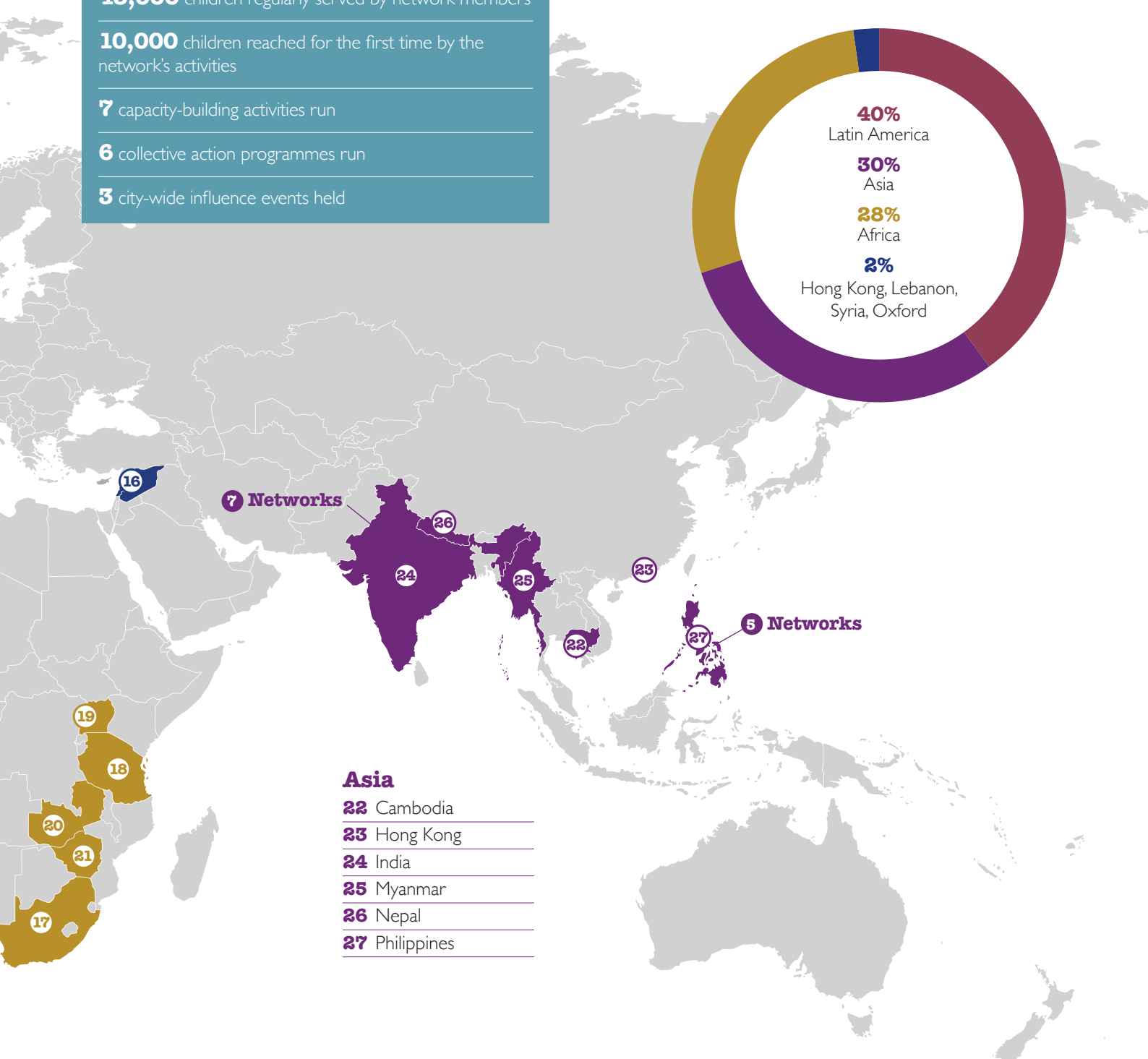
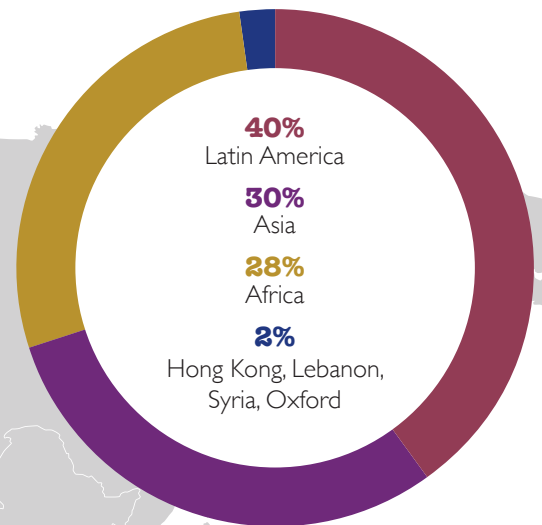
## CHILDREN SUPPORTED

**1,649,000**

children regularly supported by churches and organisations participating in partner networks and those who have benefited from Viva training

**376,000**

children not already linked to the network, reached through collective action and city-wide influence programmes



**7 Networks**

**5 Networks**

### Asia

- 22** Cambodia
- 23** Hong Kong
- 24** India
- 25** Myanmar
- 26** Nepal
- 27** Philippines



# IMPROVING QUALITY

Viva builds the capacity of churches and organisations through training, coaching and peer to peer learning to increase sustainability and quality of care for children.

## IN 2018-19:

- In total, networks ran 251 capacity-building programmes for churches and organisations in the networks (13% more than last year) with an average of 7 per network.
- An estimated 2,385 churches and organisations (half of all network members) received capacity-building training.
- 192,076 children are now better protected and better equipped to protect themselves.



In India, QIS is improving the quality of provision of vulnerable children



**80% of network leaders reported implementation of specific practices to increase programme quality.**  
(Sagamore Report 2018)

## Focus: Quality Improvement System (QIS)

QIS is a tool developed by Viva to help churches and non-government organisations comply with local regulations in governance, child protection, human resources, finance, budgeting and planning – all of which leads to sustainable improvements in the provision of care for vulnerable children. QIS develops organisational structures and systems that ensure a high level of accountability among members, and to reach international quality standards.

Last year, Viva trained 106 churches and organisations in six cities across **India** in QIS. An added incentive for the kind of training comes from the pressure of increased stringency of government authorities to satisfy growing compliance measures. In some regions of the country, growing persecution against Christians means that churches and Christian ministries are appearing to be targeted with compliance checks or immediate forced closure more rigorously.

In Hyderabad, Pastor Sampson was called to start a church and found himself with a congregation of 400 people. But he was confused with what to do and how to do it. He decided to sign up for QIS and faithfully attended all the training. His church is now far more aware of good quality care for children.

Pastor Sampson has become a keen advocate in support of Viva and encourages others to attend training and join the network. He says, "**The QIS programme was an answer to prayer**; it improved my pastoral skills and administrative skills in managing the church and the children's home".

QIS is proving effective in helping to shape the systems and structures of small organisations to ensure they can increase in efficiency and sustainability.



**QIS is equipping church leaders in India with more effective pastoral and administrative skills**



**Kanice Ho leads a child protection training session**

## Focus: Child protection training in Hong Kong

When parents in Hong Kong look for a school or extracurricular classes for their children, it is natural for the focus to be on the academic performance, or the professional qualification of the teachers. They rarely consider concerns over whether the organisation has child safeguarding measures in place.

However, without a safe environment and adequate protection measures, children are not able to develop to their full potential.

Since 2017, Kanice Ho, Viva's Child Protection Advisor in Hong Kong, has been working with schools, churches, sports clubs and private clubs to **comprehensively consider risks to children and create and reinforce child safeguarding policies**. Last year we trained ten organisations who, between them, reach and impact the lives of 42,000 children in the city.

In order for the culture to improve the way it protects children, it is essential for NGOs to first fully understand the importance of safeguarding. Stephanie, a project co-ordinator at a local NGO, attended a Viva workshop and says: "There is a clear need to enhance the public's knowledge on child protection, and Viva is enabling us to step into our role taking this training to those who need it most, particularly within NGOs."

## Viva's added value

Viva guides and supports its partner networks on having strong foundations from which to build larger and more impactful programmes. We have a series of measurement tools for networks to monitor progress and overall quality, and a series of programmes to increase the sustainability and effectiveness of local churches and organisations.

# CONTINUING LONGER

## IN 2018-19:

- Globally, partner networks directly worked with 314,915 children to have a lasting impact on their lives through 217 multi-faceted programmes looking at prevention, intervention and restoration.
- Viva introduced a new Viability and Sustainability benchmark. Our aim is for partner networks to score 100% within the next two years to create solid foundations to scale up their work for the long term.
- 44 network programmes focused on strengthening the family environment, preventing family breakdown and supporting holistic child development, reaching 21,051 adults and 18,601 children.



*Last year, CRANE helped 270 vulnerable children to be settled into a stable family situation*



Viva sustains the motivation and the capacity of committed, locally-led networks of grassroots churches and organisations, who remain present and active even when international NGOs come and go. We design and implement joint programmes that meet the needs of children on a deeper level than any one organisation could achieve alone.

## Focus: Family reintegration

Globally last year, 14 programmes benefiting 2,549 children promoted family-based care and supported organisations who are working in the institutional care of children. The programmes have helped such organisations to adapt their practice to include locating families and facilitating reintegration where possible, or training foster or adoptive parents to look after new children.

In **Uganda**, through the work of our partner network CRANE, 376 children were rescued from situations of particular risk: the streets, child labour or child trafficking. Of those, 270 were resettled while 106 were initially taken up by Child Care Institutions (CCIs), and the majority were reunited with their families after rehabilitation or after tracing their homes. Depending on the situation at home after assessment, children received support or start-up packs on reintegration.

Strong relationships between 37 CCIs and 40 local churches have continued to develop to keep children safe. CRANE held training for 33 social workers about how to handle reintegration and track families, and a workshop for 27 foster parents. There were also a series of family bonding activities held for 65 children and 69 adults to help smooth the reintegration process.

Viva and CRANE are achieving the goal of supporting sustainable families that protect vulnerable children from harm in the long-term. Fostering is a new concept in the Ugandan culture and requires physical and emotional sacrifice, but it is an opportunity to impact the lives of children in need for now and the future.

Sisters Angela (2) and Ruth (4) had been living in a CCI for nearly two years. CRANE had been looking for a loving home for them for a long time. As the Child Safeguarding team were training a group of church leaders, the team introduced an aspect of foster care and adoption and shared Angela and Ruth's story. Following this training, one particular family expressed interest in fostering the sisters. Social workers did assessments to make sure the family was fit to foster Angela and Ruth. The girls now belong to a family and Ruth is now enrolled into school. The girls are both thriving!

To continue long-term care for families, CRANE has also established Family Strengthening Groups in 40 communities.

**100% of the individual network member organisations interviewed stated that network participation had “positioned them for sustainability over the long term” with 88% of leaders reporting a reduced risk of burnout in their work with children.**  
(Sagamore Report 2018)



**Fostering requires sacrifice but radically impacts the lives of both children and their families**

With support from family coaches and family development officers, most have established Village Savings and Loans Associations to improve the economic situations for the families. A survey found that 95 per cent of the families on the programme, who were at high risk of separation, have stayed together because of the support received.

## Viva's added value

We help partner networks to achieve the Viability and Sustainability Benchmark, monitor progress through the annual Network Health Check and support them in impact measurement. Viva staff have well-established relationships with network leaders and are committed to journey with them and providing pastoral support.



# INFLUENCING

## IN 2018-19:

- **Every network ran at least one city-wide influence campaign reaching, between them, a total of 660,419 people.**
- **65,413 children in 25 networks are being trained in leadership skills.**
- **In total, networks have signed 1,490 agreements with other leaders in their cities. These include 68 agreements with city authorities and 65 agreements with governments.**



*Raising awareness through a march in Bolivia*

# DECISION-MAKERS

Viva addresses negative attitudes and behaviours towards children and engages with decision-makers using the unified and collective voice of the network. This brings about greater protection of, and opportunities for, vulnerable children across the city, and, in some situations, nationally too.

## Focus: Good Treatment Campaign

Last year, Viva's Good Treatment Campaign reached over 200,000 adults in 14 countries with positive messages about better treatment of children in their care – more than double that of 2017.

With support from adults, around 75,000 children worldwide were involved in publicly promoting the campaign, with over 2,000 trained in advocacy leadership. After the campaign, Peer Ambassadors in **Uganda** engaged other children who were not able to take part to share what they had learnt. One of the young people said, "We want our voices to be heard and this is possible only with our parents' support. They need to learn how to listen to us. So hopefully this campaign will help bridge some of these gaps."

The annual Good Treatment Campaign can radically change the mindsets of people in local communities. The network co-ordinator in **Zimbabwe** reported that the campaign resulted in improved perception of children, understanding of children's needs and rights, and overall improvement in the treatment of children.

In **Bolivia**, where the campaign has been running annually for over a decade, 14 government organisations were involved in the campaign in which 128,000 promise cards were delivered by 32,000 children and teenagers from schools, and the network.



Schoolchildren in Patna, India with their Good Treatment Campaign material

An innovation this year was to issue awards to 145 schools and businesses that promoted good treatment. Other campaign activities included three organised talent festivals with more than ten media outlets broadcasting coverage in the four participating cities.

**Over 50% of Viva's partner networks worldwide have achieved sufficient reputation and recognition from policy makers that they have formal, documented agreements with city and national authorities.**

(Sagamore Report 2018)



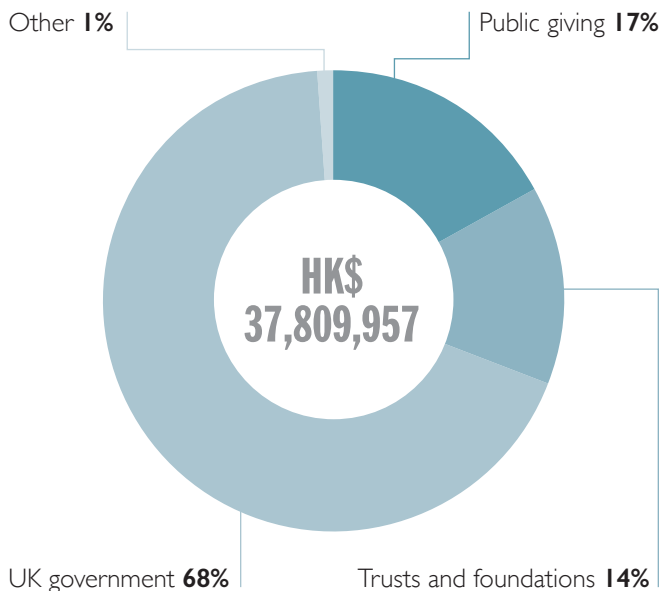
Sharing messages of better treatment for children

## Viva's added value

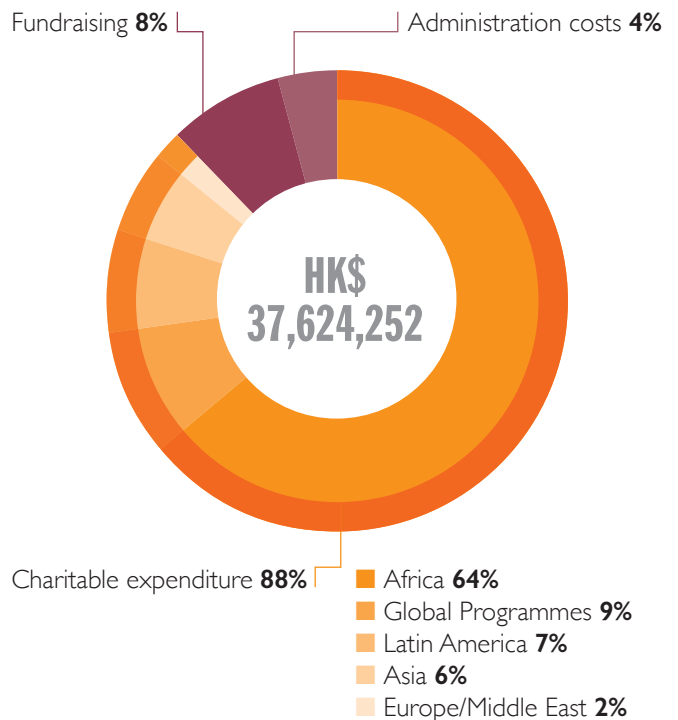
We support networks to grow the reach of their city-wide influence campaigns, including the Good Treatment Campaign, encourage partnership with media and business to help promote the campaigns more widely, and to develop higher-level relationships with the authorities.



## GLOBAL INCOME



## GLOBAL EXPENDITURE



These figures are taken from our accounts for April 2018 to March 2019. Please contact us at [info@viva.org](mailto:info@viva.org) if you would like a copy of the final audited accounts for 2018-19.

	2014-15	2015-16	2016-17	2017-18	2018-19
<b>Income</b>					
Public giving	HK\$ 8,307,662	HK\$ 7,654,516	HK\$ 7,441,237	HK\$ 6,938,175	HK\$ 6,598,589
Trusts and Foundations	HK\$ 3,380,005	HK\$ 2,567,697	HK\$ 5,602,924	HK\$ 4,738,196	HK\$ 5,361,226
UK government	HK\$ 4,528,485	HK\$ 12,833,131	HK\$ 7,522,433	HK\$ 17,809,875	HK\$ 25,535,610
Other	HK\$ 849,231	HK\$ 577,092	HK\$ 366,052	HK\$ 287,432	HK\$ 314,532
<b>Total</b>	<b>HK\$ 17,065,382</b>	<b>HK\$ 23,632,435</b>	<b>HK\$ 20,932,645</b>	<b>HK\$ 29,773,677</b>	<b>HK\$ 37,809,957</b>
<b>Expenditure</b>					
Charitable expenditure	HK\$ 11,462,510	HK\$ 15,452,144	HK\$ 19,780,363	HK\$ 28,436,627	HK\$ 33,002,064
Fundraising	HK\$ 2,774,332	HK\$ 2,652,349	HK\$ 2,637,536	HK\$ 2,835,921	HK\$ 3,098,804
Administration costs	HK\$ 415,272	HK\$ 928,096	HK\$ 791,280	HK\$ 1,848,658	HK\$ 1,523,384
<b>Total</b>	<b>HK\$ 14,652,113</b>	<b>HK\$ 19,032,589</b>	<b>HK\$ 23,209,180</b>	<b>HK\$ 33,121,206</b>	<b>HK\$ 37,624,252</b>

Viva's group accounts are prepared and audited in sterling and converted into dollars for the purposes of this document, using one exchange rate for the five-year period presented.

Over the last year, we supported 2 million vulnerable children on a budget of HK\$37.8 million. **On average 88% of this figure is spent directly on our charitable activities with vulnerable children.**

The largest proportion of income is from the UK government's Department for International Development, which is funding for a seven-year **Girls' Education Challenge (GEC)** programme in Uganda. Its significant costs is why Africa has the highest proportion of expenditure on the chart above.

**Administration costs** have reduced due to lower foreign exchange costs in 2018-19. However, they are higher than

in earlier years due to increased staffing which ensures an efficient central team to serve Viva's needs as it has grown. A proportion of the administration costs is funded by GEC.

**Fundraising costs** increased in 2018-19 as a result of recruiting a fundraising consultant to assist with support and oversight of the team, as well as development of the future fundraising strategy. The historic trend of decreased **public giving** is one which we want to reverse, and the fundraising strategy seeks to address this. Overall Viva continues to be in a healthy financial position but with a need to grow fundraising in order to support strategy roll out and achieve growth targets.



# OUR LEADERSHIP

## Staff Leadership Team    Global Network Consultants



**Mark Stavers**  
Chief Executive



**Brian Wilkinson**  
Head of Network Development



**Carmen Alvarez**  
Viva Latin America



**Joel Porras**  
Viva Latin America



**Karen Moran**  
Viva Latin America



**Mim Friday**  
Viva Africa



**Paul Kabunga**  
Viva Africa



**Katy Thompson**  
Head of People Development



**Adam Perryman**  
Chief Operating Officer



**Justine Demmer**  
Viva Asia



**Gary Kamaal**  
Viva India



**Devesh Lal**  
Viva India



**Kezia M'Clelland**  
Children in Emergencies



**Jane Travis**  
Programme Development

## Viva Hong Kong Board



**Rob Lilwall** chairs the Viva HK Board. Rob co-founded Viva's Hong Kong office. He is an adventurer, author and motivational speaker.



**Colum Bancroft** is the treasurer for Viva Hong Kong. He is a Chartered Accountant and Managing Director at AlixPartners, leading the firm's Financial Advisory Services practice in Asia.



**Stephen Barry** is the founder and managing director of branding agency Stepworks, which works with commercial organisations, as well as NGOs.



**Catherine Graham** is an Anglican priest at St John's Cathedral, where she coordinates pastoral care. She has worked with NGOs and corporates for 15 years.



**Rachel Lam** is a practising barrister in Hong Kong, dealing mainly with corporate and commercial insolvency litigation.



**Philip Niem** is Chief Investment Officer of Axiom Investment Management and in wealth management and investment banking for over 30 years.

## International Board

Stuart Pascall (Chair)  
Nicholas Bamber  
David Bright

Minu Chowdhury-Westlake  
Adrian Cooper  
Jonathan Cox

Rob Lilwall  
Michael Sloane  
James Tavener



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**“Children all came with difficult circumstances. Some have no food to eat, some have no school uniform and materials, some are regularly beaten by adults. As they shared their heartbreaking stories with our volunteer mentors, it was a very emotional time. The mentors have been able to teach the 100 children about how to protect themselves from trafficking and to get practical support for home and school life. Mentors are loving and encouraging these children, and helping to turn broken hearts into hopeful ones.”**

Khun Sokhem, Executive Director of Viva's partner network, Peace Team Cambodia, whose 49 churches and organisations are impacting the lives of more than 22,000 children.

**viva**  
together for children

[viva.org](http://viva.org)