“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

“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

“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
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 summarized 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.

Viva’s unique collaborative model is helping networks reach vulnerable children. Any single church denomination, mission group or NGO cannot accomplish this task individually, but, collectively, we can. We know this instinctively, we know this from Viva’s work around the world, and now through the work of the Sagamore Institute, we know it to be proven.

This year we are trusting God to expand our territory on behalf of children with the addition of Felix Mathew, our new US Executive Director, and several new board members. I have never been more passionate, nor has Viva been so positioned, to be God’s co-laborers in this unbelievable work. I’m grateful to be a small part of it, and we are extremely grateful for your partnership in this journey.
INCREASING SCALE

Viva inspires local churches and organizations 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 organizations participating in Viva partner networks.

• On average, each church and organization 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 organizations 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.
Focus: Viva Christmas Parties

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

In December 2018, 443 churches and organizations 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 organizations 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 organizations joining the network – and help to build the reputation of the networks.

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

Viva’s added value

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

Viva partners with 38 networks across 27 countries that comprise 3,500 churches and 1,309 organizations 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

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 organizations
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 programs run
3 city-wide influence events held

CHILDREN SUPPORTED

1,649,000 children regularly supported by churches and organizations 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 programs

40% Latin America
30% Asia
28% Africa
2% Hong Kong, Lebanon, Syria, Oxford

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

Figures from Viva’s Network Health Check 2018-19.
IMPROVING QUALITY

Viva builds the capacity of churches and organizations 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 programs for churches and organizations in the networks (13% more than last year) with an average of 7 per network.

• An estimated 2,385 churches and organizations (half of all network members) received capacity-building training.

• 192,076 children are now better protected and better equipped to protect themselves.
Focus: Quality Improvement System (QIS)

QIS is a tool developed by Viva to help churches and non-government organizations 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 organizational 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 organizations 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 program 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 organizations to ensure they can increase in efficiency and sustainability.

Focus: Training to strengthen families

Globally, Viva runs three capacity-building programs to help strengthen families and promote family-based care of children. These are:

- **Being Family**, which gives information on trends in guidance and best practice for caring for children who have left or are at risk of leaving home – run by eight networks.

- **Better Homes for Children**, a technical reference tool to practically help Christians working with children, particularly those in residential care institutions – run by 19 networks.

- **Why Families Matter**, which gives a biblical foundation on the importance of strong family units for child development – run by 18 networks.

The ‘Why Families Matter’ toolkit is a resource pack designed specifically to help churches and Christian organizations working with children to understand God’s heart for children to belong in families over a six-week series.

Since using it, networks in El Salvador and Argentina have received invitations from the government to share about the need for this training. And in Uganda, where the Why Families Matter program was first piloted, training pastors using the toolkit has continued to grow, now cutting across a variety of denominations.

Viva’s added value

Viva guides and supports its partner networks on having strong foundations from which to build larger and more impactful programs. We have a series of measurement tools for networks to monitor progress and overall quality, and a series of programs to increase the sustainability and effectiveness of local churches and organizations.
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 programs 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 programs 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 organizations, who remain present and active even when international NGOs come and go. We design and implement joint programs that meet the needs of children on a deeper level than any one organization could achieve alone.

**Focus: Family reintegration**

Globally last year, 14 programs benefiting 2,549 children promoted family-based care and supported organizations who are working in the institutional care of children. The programs have helped such organizations 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 labor 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. 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 program, who were at high risk of separation, have stayed together because of the support received.

**100% of the individual network member organizations 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)**

**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.
Viva addresses negative attitudes and behaviors 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 coordinator 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 organizations were involved in the campaign in which 128,000 promise cards were delivered by 32,000 children and teenagers from schools, and the network.

**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)*

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

**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.
Over the last year, we supported 2 million vulnerable children on a budget of $4.8 million. On average 88 cents in every $1 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) program 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.
WHO WE ARE

OUR LEADERSHIP

Staff Leadership Team

Mark Stavers  Chief Executive  
Brian Wilkinson  Head of Network Development
Katy Thompson  Head of People Development  
Adam Perryman  Chief Operating Officer

Global Network Consultants

Carmen Alvarez  Viva Latin America  
Joel Porras  Viva Latin America  
Karen Moran  Viva Latin America  
Mim Friday  Viva Africa  
Paul Kabunga  Viva Africa
Justine Demmer  Viva Asia  
Gary Kamaal  Viva India  
Devesh Lal  Viva India  
Kezia M’Clelland  Children in Emergencies  
Jane Travis  Programme Development

Viva North American Board

Michael Sloane chairs the Viva North America Board. He is Managing Director for Bluefire Capital, focused on investments in emerging restaurant brands.

Scott Hannah is based in Redmond, Washington. He is a Worldwide Category Manager for Microsoft and his work focuses on sales and marketing strategy for hardware products globally.

Stuart Pascall is Viva’s international board chair. He is a church leader and has served on the board of several Christian agencies.

Jenny Evans is the treasurer for Viva North America. She has a background in bookkeeping and financial management, and is now retired.

Tim Harrell is a retired Central Intelligence Agency officer and worked in multiple countries, including Thailand, Austria, the UK and the US, holding several different positions of increasing responsibility.

Bill Reichardt is a retired businessman, having worked in the dry cleaning industry. He first connected with Viva through running a small family foundation. Bill currently lives in Chicago.

INTERNATIONAL BOARD

Stuart Pascall (Chair)  
Nicholas Bamber  
David Bright  
Minu Chowdhury-Westlake  
Adrian Cooper  
Jonathan Cox  
Rob Lilwall  
Michael Sloane  
James Tavener
“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 organizations are impacting the lives of more than 22,000 children.