Viva is all about life!

annual report 2014
message from our chair

**Viva is all about life – life for children and life for those who work with them.**

As God sustains us, so **Viva aims to sustain its 34 partner networks.** By training, empowering and encouraging its member churches and organisations, the networks grow and begin to influence wider society.

Last November, my wife Frances and a group of friends from our church in Surrey had the privilege of seeing this collective action through CRANE in Uganda first-hand as part of the **Viva Church Partners** programme.

They came back buzzing after seeing the new lease of life of those benefitting from CRANE’s 100+ projects in and around the capital, Kampala.

In this last year, 30 peer educators have been trained in the basics of maternal and child health. They’re helping women like Mary, who Frances met. Mary lives in the second largest slum in Kampala. Her husband had recently died of AIDS, she is HIV-positive and she has five children, two of whom are also HIV-positive.

CRANE’s Peer Healthcare Educators are counselling Mary in good nutrition, hygiene and family planning, and her most poignant question was “how can I prolong my life so I can take care of my children?”

Making Mary’s life more sustainable gives her children the hope of a better life – and in turn will positively impact generations to come.

That’s one family in one city – and a story which is being replicated every day through Viva’s network development activities across the world.

**In this last year, 30 peer educators in Uganda have been trained in the basics of maternal and child health.**

Throughout this last year I’ve been consistently encouraged by Viva’s clear strategy on network development, on its emphasis on fundraising in location and on the commitment of the global staff team. I want to express my thanks to Andy Dipper who has moved on from his full time role as CEO and to Mark Stavers and the rest of the global team who continue to make their contribution to the enduring success of Viva’s work for children.
TWENTY YEARS AGO Viva started in the UK with a simple, small prayer meeting of students for the plight of children at risk across the world.

God had given one of them, Patrick, a vision of how we can bring lasting solutions to the many issues these children of His face each day by bringing together all the many people already working with them to enable a concerted, comprehensive and credible response.

Twenty years on, I’m proud to be part of an organisation that has touched millions of children’s lives and challenged to ensure the depth and reach of our response improves year by year.

MARK STAVERS
INTERIM CEO
What are your treasured memories of growing up, of precious times with family and friends?

Millions of children around the world are robbed of a childhood because of what they see and experience every day.

Where there is no money for food – children go hungry. Where tempers explode at home – children are frightened and hurt. Where adults exert their power emotionally, physically and sexually – children are abused.

Viva’s vision is to see children safe, well and fulfilling their God-given potential.

Viva’s mission is to inspire lasting change in children’s lives through the power of collective action.

The power of the network and its collective action is demonstrated through:

- **Thriving workers** – boosting caregivers’ knowledge, experience and practical skills
- **Sustainable projects** – providing strong foundations and globally recognised standards
- **Engaged churches** – equipping congregations to be more child-friendly
- **Empowered children** – ensuring young people’s voices are heard and rights upheld
- **Effective networks** – combining different skills, resources and contacts
- **Influenced decision-makers** – building relationships with those in power

Through 34 community networks in 22 countries, Viva is increasing the unity, quality and impact of work for vulnerable children, bringing more than 2,000 churches and over 1,000 organisations together in collective action, building the capacity of 20,800 staff and caring for 918,000 children.

**objectives and activities**

- To alleviate and mitigate child poverty worldwide by enabling Christians and others to work together effectively and appropriately
- To improve quality of life for children at risk, through training and provision of quality services that enhance their protection, development, health, education, nutrition and welfare
- To work with children at risk, enabling them to identify their talents, achieve their potential and participate in changing their communities for good

The charity’s formal ‘objects’ are set out in its Memorandum of Association.
Long-term aims
The aims of Viva and its related charities are to serve the Christian response to children at risk through consulting services and the creation and support of collaborative solutions, seeking to help them:
- Improve quality
- Increase action
- Influence decision-makers for children at risk globally

Main objectives for the year
The strategic objectives for the year ended 31 March 2014 were:
- The development of effective local networks and national collaborations – focusing on producing significant outcomes or ‘solutions’ that impact children.
- The development of effective mobilisation – the sharing of Viva’s identity, story and core message, delivered to a range of identified groups in clear and compelling ways.

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I HAVE THE PLEASURE of contributing to Viva’s core value of ‘thriving workers’. I have been particularly inspired this year by the amazing volunteers who have decided to donate their skills and experience to our vision and mission.

The time given varies but the highly valued enthusiasm and commitment, in addition to competencies, has been universal.

Our mission and model will only flourish if individuals work collaboratively together and it is my joy to be able to contribute through coaching and general HR support.

SHELAGH WINDSOR-RICHARDS
HEAD OF PEOPLE DEVELOPMENT

“
achievement and performance

Development of effective local networks

During this year we have maintained our strategy of focusing our investment to deliver greater impact in existing partner networks rather than expanding these numerically.

In each network our aim has been to demonstrate the effectiveness of our model, our programmes and our consultancy. The key point of contact was our Network Consultants, who have inspired and prompted the network leadership in their planning, fundraising and implementation, supported by the wider international team.

Network Development

Viva’s prime commodity is its Network Expertise, now with 20 years of establishing, supporting and developing networks focussed on helping children at risk.

The knowledge and experiences of networks around the world are focused through Viva’s current Network Consultants, and the wider Network Development Team adds value through technical support in network development and programme design, implementation and monitoring.

The Consultants follow an annual cycle, beginning with the Network Health Check, which identifies strengths and weaknesses (and numerical scoring) and enables appropriate actions to be built into the network plans to ensure improvements are made throughout the year. The network strategies and programmes are reviewed to sharpen their impact on children. Systems, accountability and communications are targeted to attract new participants and network members along with new external donors. Agreed plans and targets are monitored and evaluated throughout the year.

There has been an improvement in the strength of governance and leadership structures

The overview report on the annual Network Health Check showed that 2013-14 was a good year for growth in the programme and the reach of the networks. There was an improvement in the strength of governance and leadership structures – particularly in the area of corporate responsibility for network programme.

For the second year running there was a significant increase in the number of churches participating in network activity – now with over 2,200 churches involved in the partner networks.

Despite this growth and improvement in health it was once again a difficult year for the networks in terms of increased pressure on funding and finance. Viva’s Network Consultants have a critical role training the networks to be better in fundraising and sustainability. The international team maintains a portfolio of programmes that networks can use and adapt to
their context. Having developed new tools for ‘network strategic planning workshops’ and in the design of larger solution type programmes the team has started to implement these as and when networks are at a sufficient stage of growth. These pave the way for advanced network development over the next five to ten years.

It is sometimes human nature to want to repeat processes or stay within the comfort zone. Networks can often do the same and therefore not push on towards the goal of bringing lasting change for children across their district or city. The role of the Consultant is to continue to press for progress towards this vision.

Good work with children is not enough – we want to see collective influence bringing a new level of change and lasting solutions across their city to end abuse, trafficking, street children – whatever the focus is of that network.

CHRISTIANS ARE DOING some great work with children at risk around the world but the current response is just not making a big enough difference as humanity continues to find new ways to abuse children.

We need to be doing something radically different. Viva’s networks are enabling large groups of churches and organisations to be working on a new scale across their cities. ‘Collective action’ uses the weight of numbers and influence of the largest civil society group (otherwise known as the church) to produce belief and hope that lasting change and solutions can be achieved.

My highlights from the year are visiting the many partner networks and seeing this hope become step by step a reality.

BRIAN WILKINSON
HEAD OF NETWORK DEVELOPMENT
viva in numbers 2013-14

- 182 collaborative programmes
- 2,272 churches
- 34 community networks
- 22 countries
- 49 cities
- 1,074 organisations
- 917,748 children
- 20,846 workers
- 917,748 children

71% of networks now have a strategic plan

37% of collaborative programmes were developed specifically as a strategic response to the local situation of children at risk.
Latin America
80,929 children
7,760 workers
536 organisations
819 churches

Argentina
Bolivia
Costa Rica
Cuba
Dominican Republic
El Salvador
Honduras
Guatemala
Nicaragua
Paraguay
Venezuela

Africa
306,854 children
4,011 workers
195 organisations
160 churches

Kenya
South Africa
Tanzania
Uganda
Zimbabwe

Asia
529,965 children
9,075 workers
343 organisations
1,293 churches

Cambodia
India
Nepal
Philippines

what an average network looks like

6 collaborative programmes

660 workers

29,000 children

107 churches & organisations
Teenage mother Martha is one of 4,000 marginalised girls in Uganda receiving an education through an innovative project being run by Viva and partner network, CRANE, supported by the British government’s Department for International Development.

Over two years, more than 1,900 girls are being educated in 20 Creative Learning Centres in Kampala, with a further 2,300 girls impacted through teacher training and family mentoring.

Research has shown that only a quarter of girls complete primary education by the expected age and less than one in five advance to secondary school.

Martha says, “I completed primary seven hoping to continue with my education but became pregnant. The father of my child offers no support. It is my mother and I that work through agriculture to survive.

“I have come to this centre to acquire practical skills and learn English. I plan to use what I learn here as a stepping stone to what I want to become. My dream is to be a teacher.”

Miriam Friday, Viva’s Network Consultant for Uganda, says, “We are really excited by the way the girls have responded to being in the centres. From hopelessness they are now confident and looking to the future.”
In Tanzania’s second biggest city – where thousands of children experience abuse and exploitation, poor sanitation and lack of education – a group of young people are making their voices heard.

Viva’s partner network Mwanza Children Action Network (MCAN) is training and empowering 12 Child Ambassadors to talk to businesspeople, city workers, parents, teachers and government officials about their rights.

Over 4,500 people attended MCAN advocacy events in two communities, Buhongwa and Igoma. The children spoke to individuals about how they have the right to access quality education, health, food and protection, giving out stickers containing positive messages about how to treat children.

Children in Mwanza are often badly treated by bus conductors – simply because their young age means they don’t pay as much as adults. They often arrive late at school, leading to further punishment from teachers.

This abuse has to stop, says bus conductor Idd Gunangwa: “From today on, I will give school children first priority to board the bus as they need to arrive in their schools earlier.”

The children’s words have even been heard by the country’s decision-makers. Government social worker Regina Maziku says, “This has reminded the government to stand firmly to speak and act against child exploitation in Mwanza.”
BOLIVIA – BENJI THE ROLE MODEL

An inspiration for children and adults alike, Benji has come a long way from life on the streets in Bolivia.

When staff at Shalom children’s home, a member of Red Viva Sucre in Bolivia, first encountered Benji they thought he was going to be difficult to handle.

Very soon though they saw Benji’s enthusiasm to help other vulnerable children, which prompted the project staff to make him a child leader. He represented his network at a national gathering, and his country at a regional children’s and youth event.

Benji believes that if he had not come into contact with Red Viva Sucre, he would likely have become one more young person living on the street.

Today he lives at El Refugio (‘The Refuge’), a halfway house that is part of Red Viva Cochabamba where he can help lots of children and young people to grow – and can keep developing himself.

El Refugio has also helped Benji keep his place at school. He says, “I am learning lots of things, as much from the children and young people as from the adults who work for their wellbeing.”

A worker with our network in Cochabamba adds, “Benji is still a teenager and needs our prayers and support for his development.”
GUATEMALA – BREAD OR BIRTH REGISTRATION

For Don and Lucia, the choice was clear: find the money to put food on the table each day or get into debts to pay the legal fees to officially register their six children.

The family lives in the village of El Rejon, on the outskirts of Guatemala City, in a community of impoverished people, where opportunities for unregistered children are severely limited.

It was in this village that field staff linked to the I Exist programme came and saw for themselves the needs of children who, through the correct advice and paperwork, could become official citizens, and finally access basic rights such as education, healthcare, legal employment, protection and food aid.

And so it was, early one morning, that 21 children and their parents – including Don and Lucia and their six children – travelled to Sumpango to be registered by the National Registry of Persons (RENAP), in association with the Community Development Committee and Viva’s partner network, Red Viva Guatemala.

Now the school in El Rejon will have some new students and the hope is that, in years to come, the community will have in its midst professionals such as teachers, nurses, doctors, lawyers and engineers.

I Exist aims to open five registration centres in local churches in co-ordination with the government, bringing life to more children and their families.
PHILIPPINES – RELIEF FOR TYPHOON VICTIMS

“I am crying seeing what happened to these people. My heart wants to burst. There is not a post of any house left standing. There is no electricity, no public transportation. Families are begging for food.”

A pastor in Samar province in the eastern Philippines described with emotion the immediate aftermath of one of the strongest typhoons in history, which swept across this country in November 2013, killing over 6,000 people and leaving 700,000 homeless.

Before a number of large, international relief and aid agencies arrived to help, Viva’s partner network, Philippine Children’s Ministries Network (PCMN) was already at the heart of the relief effort. Crucially, in the six months before Typhoon Haiyan, PCMN trained church volunteers in how to give trauma counselling to children in emergency situations. This has proved to be vital in Samar.

Following the disaster, the three local networks in Samar quickly united and gathered people from 42 local churches to lead the response.

PCMN director Fe Foronda became a pivotal figure, linking government decision-makers with local responders on the ground.

Today, PCMN is active in 100 villages in Eastern Samar, the Philippines’ poorest region, reaching out to help 20,000 children, plus supporting their families, schools, local churches and councils.
NEPAL – CHANGING HEARTS AND MINDS

The Celebrating Children Course is positively changing the attitude and behaviour of church leaders working with children in Nepal.

In addition to listening to children more, many ‘graduates’ from the course, run by Viva’s partner network CarNet Nepal, report that their previously harsh, disciplinary behaviour towards children – a hallmark of the wider culture – has been transformed into love and care.

In Nuwakot, the group of church leaders is thriving. It meets together monthly to pool resources, identify needs for specific children and to pray. The group liaises closely with village leaders, the police and local radio stations.

Pastors are an intrinsic part of a Back to School campaign, where children in school clubs identify peers who have dropped out of education for many reasons.

Other clear examples of impact in Nuwakot include the ‘Daughter’ awareness campaign which is using cartoon animation, billboards and street drama to raise awareness of the danger of trafficking, particularly amongst young girls. The church also runs child development centres which provide after-school clubs, recreational space, homework assistance and meals.

Thanks to the power of collective action, thousands of children in Nepal are now safe, well and able to fulfill their God-given potential.
mobilisation highlights

Viva’s Mobilisation Team’s focus across Europe, North America and Hong Kong is undergirded by the desire to build:

1 A brand that has RECOGNITION
2 A message that is ROBUST
3 A strategy that creates REACH
4 A target that is REALISTIC
5 A call that generates RESPONSE
6 A system that produces REPORTS
7 A journey that secures RETENTION

During 2013-14, this was achieved through the following areas:

World Weekend of Prayer
This annual global prayer initiative, powered by Viva, was held on 1-2 June 2013 on the theme of ‘What does family look like?’ A prayer booklet was produced and distributed, with other downloadable resources including set prayers, children’s activities, a video advert, PowerPoint and a virtual prayer board on Pinterest. The WWP was promoted through emails, social media, church contacts and the Christian media.

Feedback was received from over 141,000 Christians in 1,400 churches and organisations that prayed in 24 languages, with about half of all participants in the weekend aged under 18 years old – including vulnerable children themselves. It is estimated that actual participation was tenfold the numbers providing feedback.

Investors in life
Viva launched its new Investors in life proposition in February. Aimed at encouraging business leaders and people working in the corporate world to commit, invest or influence, our desire is that it will help us bring hope and lasting change for thousands more vulnerable children around the world. Resources include a dedicated webpage and investors portfolio.

“How people commit to support Viva on a regular basis, it helps us to plan more effectively and builds ongoing capacity”

Speaking at the launch, Viva’s Head of Mobilisation, Martin Thomas, said, “When people commit to support Viva on a regular basis, it helps us to plan more effectively and builds ongoing capacity and stability. We will be offering investment opportunities into Viva’s network development work as well as a range of innovative global programmes. Investors in life is a fresh initiative that will inspire others to commit, invest and influence on our behalf – including through corporate social responsibility grants in their workplace.”

At the end of March, an Investing in life dinner in Hong Kong engaged with 90 guests from the business community in that city, with a keynote address from the former Chairman of HSBC, Lord Green.

THE BIG GIVE CHRISTMAS CHALLENGE
Viva participated in The Big Give Christmas Challenge, where supporters were invited to make online donations during a three-day window in December, to raise funds for our work with street children in Guatemala.
Viva Church Partners
Launched in July 2013, the Viva Church Partners programme invites UK churches to be a part of the exciting work we’re doing around the world. Through VCP, Viva offers life for children and life for churches. We ask them to:

• **Link** with one of five networks,
• **Inspire** their congregation with moving stories of God changing children’s lives
• **Focus** their prayers and financial gifts for their chosen network
• ** Equip** their church to join with other groups to reach out to children and vulnerable families in their local communities.

VCP materials include a **wrapper, profiles, postcards and dedicated web area**, and the programme was promoted at the **Christian Resources Exhibition in Birmingham** in October 2013.

Appeal for Zimbabwe
During Summer 2013, Viva raised a call for UK Christians to pray for peace and stability at a time of elections in Zimbabwe, and a call to give hope to the children there through supporting our partner network, Viva Network Zimbabwe. (**The photo above was the appeal’s main image.**)

The Appeal was endorsed by the Archbishop of York, **Dr John Sentamu** who said, **“The children of Zimbabwe need your prayers and giving at this critical time. I urge you to join Viva to stand together and help bring lasting change – to give children a future and a hope.”**

In terms of **media** interest, staff members were interviewed on **BBC Radio Oxford, UCB Radio and Premier Radio**, plus articles on several Christian websites including the Evangelical Alliance and the Diocese of Oxford. We also sent an advert out through Premier’s Ignite email, to 90,000 people.

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The Appeal strengthened our relationships with churches. A resource pack including PowerPoint presentations, prayers and activities for children, plus web and social media content, raised significant interest in churches who are already supporting Viva, and with others who are new contacts. We were blessed and encouraged by the prayers of Christians at the time of the elections, and almost £2,000 by individuals and through church collections was donated for the Appeal. It also strengthened Viva’s credibility amongst other Christian organisations and it was a privilege to join the Zimbabwe Roundtable meetings at Lambeth Palace.

**Our Appeal for Zimbabwe was endorsed by the Archbishop of York, and it strengthened Viva’s credibility amongst other organisations**

**Walking Home From Mongolia**
Adventurer, author and Viva’s Hong Kong Director Rob Lilwall toured the UK and Hong Kong promoting his new book Walking Home From Mongolia. It is based on a 3,000-mile trek he and his cameraman friend Leon McCarron did two years previously – a follow-up to his Cycling Home From Siberia expedition.

Rob gave over 20 talks in eight different cities around the UK, as well as BBC radio and television interviews. A publishers’ book launch in London was attended by 150 people, and then around 80 came to an Oxford book launch. This was followed by the Hong Kong launch plus other speaking engagements. Rob offered his two books and two DVDs as a gift to anyone who signed up to Viva’s Who Cares? campaign.

**Fundraising feats included:**
- **Patrick took the plunge** – our Founder President skydived from 12,000 feet above the Kent countryside, in aid of Viva’s Who Cares? campaign.
- **Jo cycled** – she journeyed for 140 miles over four days on the Coast-to-Coast Cycle Challenge across northern England, her first sponsored event since primary school.
- **Jonny baked cakes** – a teenager with a love for being creative in the kitchen sold his cookies, brownies and cupcakes for Viva at the Diamond Light Source summer open day.
- **Dave, Karen and Sophie swam, rode and ran** – undertaking gruelling triathlons in London and Cheltenham is no mean feat but doing it for a good cause spurred them on.
- **John held a party with a purpose** – to celebrate turning 60, a pastor in Hong Kong, threw a big bash with no presents, but rather money given to Viva’s work in the Philippines.
- **Team Hong Kong ran the city streets** – 13 staff members and supporters took part in the HK Standard Chartered races.
- **Julie went extreme** – taking on the challenge of RacingThePlanet Iceland over seven days.

**OVER THE PAST YEAR** I have had the privilege of meeting many of Viva’s supporters – in the UK and Hong Kong. Some have recently joined us, whilst others have walked with Viva for many faithful and prayerful years.

I was also able to visit the Philippines in the aftermath of the typhoon. Here I saw firsthand the power of the local church in the most desperate of circumstances – equipped and unified to deliver collective action programmes of the highest quality. I was inspired and more determined than ever to share their stories and play my part in bringing lasting change to children’s lives.

**MARTIN THOMAS**
**HEAD OF MOBILISATION**
plans for future periods
Strategies for achieving the stated objectives

The continued development of effective local networks

We aim to continue focusing the organisational energies and the limited funding available to achieve the optimum results to demonstrate success and attract greater support and investment. The goal remains not just to ensure strong, stable network platforms with growing capacity and competence but to also see these networks delivering measurable change for children across their city and, where possible, engaging with civil society and local and national governments.

Increasing the number of networks we partner with is not a priority but we do expect to see larger numbers of organisations and churches engaging with the networks as they grow in ‘Network Health’ through the support and expertise of our Network Consultants.

We will continue to build up the capacity and capability of the Consultants to support the Partner Networks and demonstrate clear added value to their development and reach and in the value of association with the wider family of networks.

We will expand our expertise by learning new skills in the area of ‘relief’ by combining our existing expertise in child protection and child participation with researching ‘child friendly spaces’ through a church-based response.

Having developed new documentation and training materials on our network model we will be investing in evaluations and evidence-based research in a number of partner network locations to prove the potency of the model and demonstrate the progress and success to date as we work towards achieving our mission.

The continued development of effective mobilisation

Our three-year strategy (2013-16) outlines a number of key areas for focus as we continue to increase our level of public engagement across Europe, North America and Hong Kong.

The UK-based Mobilisation Team will continue to act as a management and resourcing hub for the smaller North America and Hong Kong teams, deliver UK-focused activity and oversee key aspects of Viva’s global brand development and identity. The revised key identity statements that are a part of the new strategy document will create many new opportunities to share Viva afresh, even as we engage across diverse cultures and with a range of different groups of people and organisational structures.

We will continue to build up the capacity and capability of our Network Consultants

Emphasis will be placed on the three externally-facing priorities of recognition, reach and response. We aim to increase our engagement in public relations and Christian media, to find opportunities for appropriate partnerships with other organisations and to explore new ways of securing funding from donors and trusts.

We will continue to develop Viva Church Partners, especially the challenge to churches and local Christian networks to be better equipped to engage with the life issues of children, young people and vulnerable families on their own doorsteps – and for Viva to be recognised as having a positive part to play in this process.
structure, governance and management

The charity is registered as a UK charitable company limited by guarantee and was set up by a Memorandum of Association on 22 February 1996.

Method of appointment or election of Trustees
The management of the charity is the responsibility of the trustees who are elected and co-opted under the terms of the Articles of Association. Efforts are made to recruit a range of trustees who can provide a broad spectrum of experience and knowledge to the charity.

There is an induction process for new Trustees involving meeting staff and sessions with management to help them understand the way the organisation operates. When appropriate, additional trustee meetings are organised where further information is given about the organisation, and training on the role of trustees is provided.

Organisational structure and decision-making
The charity is run on a day-to-day basis by a Chief Executive and Senior Management Team. They are responsible for everyday decisions and for ensuring the charity continues to meet its objectives. They are accountable to the Board of Trustees, which meets quarterly.

Related parties
Viva Network North America (VNNA) is a registered not for profit organisation with a 501(c)3 status, registered in Colorado, USA. Viva Network (Hong Kong) Ltd is a limited company registered in Hong Kong which has charitable status. Both serve substantially similar aims and objectives as Viva, and are the depository of much of Viva Network’s income sourced from US and Hong Kong donors. They submit appropriate statutory returns each year (an IRS 990 in the US and audited accounts in Hong Kong). They both operate to the same accounting periods as Viva. They each have boards of trustees/directors legally independent from Viva but with some members who sit on two of the three boards. Control is nevertheless exercised, as the staff of each are fully line managed by staff employed by Viva in the UK.

The boards have chosen to delegate control of strategy and use of the money raised to Viva in the UK. Accounts from both charities have been consolidated in this Financial Statement.

Viva Network Africa is a registered foreign NGO in Uganda. It has substantially similar aims and objectives to Viva. It is audited within Uganda and files appropriate returns to the Companies and NGO Boards within Uganda. Although Viva Network Africa has a separate board, Viva now has control over Viva Network Africa. Some of our work in Africa is managed by Viva Network Africa, although less so than in previous years as more control has been exercised directly from the UK charity. In previous years it has not
been consolidated, but in July 2012 a decision was made to take control of the entity and thus it is now appropriate to consolidate its results.

**Other Viva entities**
There are other legal entities across the world that bear the name “Viva” that have had some connection with us in previous years. In some cases we no longer have any connection, whilst with others we retain a close working relationship. However, in no case does control exist between the UK, US or Hong Kong charities and these other entities. Where funding passes from ourselves to one of these other entities appropriate contracts and accountability structures exist to ensure correct use of the funding.

**Risk management**
Viva regularly evaluates the risks to which it and its related charities are exposed, and seeks to identify appropriate action and controls to manage those risks.

The Board of Trustees has reviewed during the year an assessment of the risks to which the charity is exposed. The review looked at the key risks facing the charity in delivering its objectives, reviewed current action being taken to address the risks and assessed additional actions that could be taken to address the identified risks.

One of the most significant risks impacting the charity and its related charities is its dependence on gifts and donations in order for it to continue its activities and meet its objectives and obligations. Management are unable to predict with accuracy the probable inflow of funds or the long term sustainability of the charity. Despite this, they are confident that sufficient funds will be raised in order for the charity to operate.

Management seeks to manage cash flow to ensure that no commitments are entered into unless there is reasonable expectation that the funds required to service the commitment will be secured. Management prepare annual budgets and monitor cash flow regularly to manage this risk.

Another significant risk is damage to reputation through not fulfilling agreements/ contracts or meeting the expectations of donors/ partners or through activities of associated networks/ associations/ projects particularly those using Viva’s name.

These issues are being addressed by: greater attention to detail in the proposal writing process; effective delivery through improved project management skills; stronger partnership agreements between Viva and the individual networks responsible for delivery.

**Public benefit**
The Trustees consider that they have complied with the duty in section 17(5) of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.
Grant-making policies

The Memorandum of Association of Viva (the UK charity) state the objects as follows:
1. To advance the Christian faith amongst children at high risk worldwide, especially street children
2. To enable an improved quality of life through the relief of poverty, sickness and distress amongst these children.
3. To enhance through Christian education the god given talents of these children encouraging them to train for a life in the community as God intended.

The objects of the various other entities within the group of charities are compatible and substantially the same as these.

In accordance with current Charity Commission guidelines, we have devised the following grant-making policy in order to:

a) Beneficiary status
We will consider applications for grants from voluntary or charitable organisations. We will not normally consider applications from individuals or from any form of profit making organisation.

b) Geographical area
There are no geographic boundaries on the locations we support.

c) Purpose of grant
In making grants we will seek to develop collaborative action programmes that fulfil our three objects listed above.

d) Size of grants
There are no limits on the amount of grant made.

e) Assessment Process
We will normally only make grants to the 34 networks we partner with. Our partnership agreement with each network covers expectations on both parties as well as ongoing reporting requirements for the partner network. An assessment of proposed projects will be undertaken by a member of Viva staff before any grants are made.
financial review

Review of year
The year-end position showed a surplus of £11,090 on unrestricted funds compared with a deficit of £3,333 last year. Broadly speaking the results of the year were very similar to last year with very similar results across each line of the Statement of Financial Activities.

Reserves
Unrestricted funds available to be carried forward as at 31 March 2014 amounted to £259,595 and restricted funds £161,807 giving a total of £421,402. It is the policy of the charity to carry forward any surplus arising in one year to the next year. Our policy is to have our unrestricted net current assets for the group at least as high as three months’ expenditure (approximately £165,000). As of the year end this was £7,683 which is a significantly better position than a year ago. The trustees are working towards this target by trying to ensure each year’s budget generates a surplus, however given the current challenging economic climate this is not always possible.

Principal funding sources
Viva’s principal funding sources are generally categorised in two key areas based either around story or proposal-based mobilisation. Proposals related to specific projects are generally submitted to NGOs, trusts and foundations and statutory sources of income; whilst stories relating to the impact of Viva’s work are communicated to major donors, corporates, churches and individuals.

The amount of income received across these different ‘segments’ varies across the main mobilisation regions of Viva (United Kingdom, Hong Kong and North America).

During the year incoming resources totalled £1,654,608 (2012/13 £1,401,128). The costs of generating these funds amounted to £254,921 (2012/13 £239,852).

Investment policy and performance
Income is generally received to support ongoing programme, administration and operational costs. Consequently, surplus income is held in relatively accessible current accounts or on short-term deposit. The charity and all its related charities are not for profit organisations.

Volunteers
Once again Viva has benefitted from qualified people wanting to give of their time to assist us in our work, mostly on a short-term basis. The charity is extremely grateful for the unstinting efforts of these volunteers across a range of activities. It is estimated that over 5,000 volunteer hours were provided during the year (2012/13: 8,290 hours). If this is conservatively valued at £10 per hour, the volunteer effort amounts to over £50,000.

Fundraising activities/income generation
Trustees, management and volunteer staff encourage individuals and organisations to make donations to the charity. Costs incurred in direct fundraising are accounted for as cost of generating voluntary income.
Viva Annual Report 2014

Income

£1,655,000

- Individuals (38%)
- Churches and groups (4%)
- Trusts and foundations (7%)
- NGOs (20%)
- Statutory (26%)
- Corporates (5%)
expenditure

£1,579,000

- Developing local networks – inc programme delivery (70%)
- Developing international partnerships (3%)
- Developing effective mobilisation (5%)
- Support costs (7%)
- Cost of generating voluntary income (14%)
- Governance (1%)

Download the full audited accounts at viva.org/finances
trustees’ and auditor’s statements

Trustees’ statement
The summary financial statement contains information from the statement of financial activities and the balance sheet for the year ended 31 March 2014, but is not the full statutory report and accounts.

The full financial statements were approved by the trustees on 18 July 2014 and subsequently submitted to the Charity Commission and to Companies House. The auditor has issued an unmodified report on the full financial statements and on the consistency of the trustees’ annual report with those financial statements. Their report on the full annual financial statements contained no statement under sections 498 (2) (a), 498 (2) (b) or 498 (3) of the Companies Act 2006. Copies of the full annual accounts including the Trustees’ Annual Report may be obtained from the charity’s head office.

Signed on behalf of the trustees

Nicholas Bamber
Chair of Trustees

Miles Buttrick
Chair of Finance and Risk
Subcommittee of Trustees

Independent auditor’s statement
to the trustees of Viva
We have examined the summary financial statement for the year ended 31 March 2014, which comprises the statement of financial activities and the Balance Sheet.

Respective responsibilities of trustees and the auditor
The trustees are responsible for preparing the summary financial statement in accordance with applicable United Kingdom law and the recommendations of the charities SORP.

Our responsibility is to report to you our opinion on the consistency of the summary financial statement within the summary annual report and with the full annual financial statements and the Trustees’ Annual Report, and its compliance with the relevant requirements of section 427 of the Companies Act 2006 and the regulations made thereunder.

We also read the other information contained in the summary annual report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summary financial statement.

Basis of opinion
We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the charity’s full annual financial statements describes the basis of our opinion on those financial statements and on the Trustees’ Annual Report.

Opinion
In our opinion the summary financial statement is consistent with the full annual financial statements and the Trustees’ Annual Report of Viva for the year ended 31 March 2014 and complies with the applicable requirements of section 427 of the Companies Act 2006, and the regulations made thereunder. We have not considered the effects of any events between the date on which we signed our report on the full annual financial statements on 24 July 2014 and the date of this statement.

Alison Godfrey BA(Hons) FCA
Senior Statutory Auditor
For and on behalf of
Godfrey Wilson Limited
Chartered Accountants & Statutory Auditors,
Unit 5.11 Paintworks, Bath Road, Bristol BS4 3EH

24 July 2014

Viva is all about life!
# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an income and expenditure account)

<table>
<thead>
<tr>
<th>Note</th>
<th>Restricted Funds</th>
<th>Unrestricted Funds</th>
<th>Total Funds</th>
<th>Total Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>2014</td>
<td>2014</td>
<td>2013</td>
<td></td>
</tr>
</tbody>
</table>

## Incoming Resources

### Incoming resources from generated funds

- **Voluntary income (Grants & Donations)**  
  - £374,694 £525,787 £900,481 £859,164
- **Activities for generating funds**  
  - £36,309 £36,309 £20,657
- **Investment income (Interest)**  
  - £50 £50 £135

### Incoming resources from charitable activities

- £685,467 £29,894 £715,361 £519,507

### Other incoming resources

- - £2,407 £2,407 £1,665

**Total Incoming Resources**  
£1,060,161 £594,447 £1,654,608 £1,401,128

## Resources Expended

### Cost of generating funds

- **Cost of generating voluntary income**  
  - £254,921 £254,921 £239,852
- **Charitable activities**  
  - £1,006,197 £304,794 £1,310,991 £1,216,943
- **Governance costs**  
  - £13,576 £13,576 £17,065

**Total Resources Expended**  
£1,006,197 £573,291 £1,579,488 £1,473,860

## Net Incoming / (Outgoing) Resources for the Year

| 8 | £53,964 | £21,156 | £75,120 | (£72,732) |

### Transfers between Funds

- £10,066 (10,066) - -

### Net movement in Funds

- £64,030 £11,090 £75,120 (£72,732)

## Total Funds Brought Forward

- **at 1 April**  
  - £97,777 £248,505 £346,282 £347,422

### Addition of Viva Network Africa

- - - - £71,592

## Total Funds Carried Forward

- **at 31 March**  
  - £161,807 £259,595 £421,402 £346,282

The charity has no other recognised gains or losses for the year other than those set out in the Statement of Financial Activities above. All of the activities of the charity are classed as continuing. Movements in funds are shown in Note 16.
<table>
<thead>
<tr>
<th>Note</th>
<th>Group 2014</th>
<th>Group 2013</th>
<th>UK Charity 2014</th>
<th>UK Charity 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible Assets</td>
<td>10</td>
<td>£668,785</td>
<td>£686,549</td>
<td>£667,946</td>
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<tr>
<td>Investments</td>
<td>11</td>
<td>£18</td>
<td>£18</td>
<td>£18</td>
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<td></td>
<td></td>
<td><strong>£668,803</strong></td>
<td><strong>£686,567</strong></td>
<td><strong>£667,964</strong></td>
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<tr>
<td>Current Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>12</td>
<td>£8,285</td>
<td>£19,265</td>
<td>£39,428</td>
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<tr>
<td>Cash at bank and in hand</td>
<td>12</td>
<td>£271,965</td>
<td>£88,634</td>
<td>£122,892</td>
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<tr>
<td></td>
<td></td>
<td><strong>£280,250</strong></td>
<td><strong>£107,899</strong></td>
<td><strong>£162,320</strong></td>
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<tr>
<td>Current Liabilities:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors falling due within one year</td>
<td>13</td>
<td>£110,760</td>
<td>£56,028</td>
<td>£107,215</td>
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<tr>
<td>Net Current Assets</td>
<td>13</td>
<td><strong>£169,490</strong></td>
<td><strong>£51,871</strong></td>
<td><strong>£55,105</strong></td>
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<tr>
<td>Total Assets Less Current Liabilities</td>
<td>13</td>
<td><strong>£838,293</strong></td>
<td><strong>£738,438</strong></td>
<td><strong>£723,069</strong></td>
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<tr>
<td>Long Term Liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors falling due after one year</td>
<td>14</td>
<td>£409,884</td>
<td>£382,602</td>
<td>£409,884</td>
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<tr>
<td>Provisions for liabilities and charges</td>
<td>15</td>
<td>£7,007</td>
<td>£9,554</td>
<td>£7,007</td>
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<tr>
<td></td>
<td></td>
<td><strong>£416,891</strong></td>
<td><strong>£392,156</strong></td>
<td><strong>£416,891</strong></td>
</tr>
<tr>
<td>Net Assets</td>
<td>17</td>
<td><strong>£421,402</strong></td>
<td><strong>£346,282</strong></td>
<td><strong>£306,178</strong></td>
</tr>
<tr>
<td>Funds</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted Funds</td>
<td>16</td>
<td>£161,807</td>
<td>£97,777</td>
<td>£101,805</td>
</tr>
<tr>
<td>Unrestricted Funds</td>
<td>16</td>
<td>£259,595</td>
<td>£248,505</td>
<td>£204,373</td>
</tr>
<tr>
<td>Total Funds</td>
<td>16</td>
<td><strong>£421,402</strong></td>
<td><strong>£346,282</strong></td>
<td><strong>£306,178</strong></td>
</tr>
</tbody>
</table>

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The financial statements were approved and authorised for issue by the Board of Directors and trustees on 18 July 2014 and signed on their behalf by:

Nicholas Bamber, Chair of Trustees

Miles Buttrick, Chair of Finance and Risk Subcommittee
summary information

Company registration number: 3162776
Charity number: 1053389
Registered office: Unit 8, The Gallery, 54 Marston Street, Oxford, OX4 1LF

Directors and Trustees: Nicholas Bamber (Chair)
Miles Buttrick
Richard Hunter
Stuart Pascall
Scott Hannah (also chair of Viva Network North America)
Roy Huang (also chair of Viva Network (Hong Kong) Limited)
Minakhi Chowdhury-Westlake (appointed 26 April 2013)
Sarah Powley (appointed 2 May 2014)
Simon Laver (resigned 26 April 2013)
Bent Christiansen (resigned 5 October 2013)

Company Secretary: Martin Hull

Board Subcommittees: Finance and Risk
Miles Buttrick (Chair), Sarah Powley
Fundraising
Richard Hunter (Chair), Minakhi Chowdhury-Westlake
Network Development and People
Stuart Pascall (Chair), Nicholas Bamber, Martin Hull

Leadership Team: Andy Dipper – Chief Executive (until 31 March 2014)
Brian Wilkinson – Head of Network Development
Shelagh Windsor-Richards – Head of People Development
Martin Thomas – Head of Mobilisation
Mark Stavers – Head of Support Services / Interim CEO (from 1 April 2014)

Bank: Nat West Bank Plc, 189 Cowley Road, Oxford, OX4 1UY

Auditors: Godfrey Wilson Ltd, Chartered Accountants and Statutory Auditors, Unit 5.11 Paintworks, Bath Road, Bristol, BS4 3EH

The annual report and the financial statements include the results of Viva Network North America, Viva Network (Hong Kong) Ltd and Viva Network Africa which are related charities that are managed and influenced by Viva Network (referred to as “Viva” throughout this report).
support a viva programme

**FAMILY REINTEGRATION**
*UGANDA*
Getting children back home and out of institutional care

**INCOME GENERATION**
*NEPAL*
Helping vulnerable families generate an income through enterprise

**EMPOWERING CHILDREN**
*LATIN AMERICA*
Changing adults’ attitudes through the Good Treatment campaign

**BIRTH REGISTRATION**
*GUATEMALA*
Giving children an identity through the I Exist programme

**TACKLING ILLITERACY**
*NEPAL*
Giving children better life opportunities through education

**GIRLS’ EDUCATION**
*UGANDA*
Educating marginalised girls and helping them back to school

**WHO CARES?**
*GLOBAL*
Training those who care for children and saving them from burn out

**BACK TO SCHOOL**
*ZIMBABWE*
Getting children back home and out of institutional care
STREET CHILDREN
BOLIVIA

Saving children from the streets through Early Encounter

CHILD FRIENDLY CHURCH
EAST AFRICA

Making church a happy and inclusive place for children

DISASTER RESPONSE
PHILIPPINES

Being prepared to provide relief before and after natural disaster

STANDOUT
ASIA

Protecting children from sexual exploitation and trafficking

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MATERNAL HEALTH
UGANDA

Reaching mothers in the poorest parts of Kampala

QUALITY IMPROVEMENT
INDIA

Building the capacity of projects working with children

CHRISTMAS PARTIES
GLOBAL

Giving vulnerable children an unforgettable Christmas Party

CLOSE TO HOME
UK

Reaching children and vulnerable families on our doorsteps

Find out more at viva.org/give
We are **inspiring lasting change in children’s lives** through the power of **collective action** because we have a vision to see children **safe, well and fulfilling their God-given potential.**