



life impact
ANNUAL REVIEW 2019



“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

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

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Front cover image: Boy in Costa Rica © Willow Creek



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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

BIGGERXBETTERXLASTINGXLOUDER= SUSTAINABLE IMPACT FOR VULNERABLE CHILDREN

We have five grandchildren; three girls and two boys, ranging from (almost) ten months to ten years. Each one is different in character and ability, but all are linked in one hugely important and significant fact: they are totally secure, because they know they are an integral part of families, where they know they are loved.

And then, inevitably my mind flips: to Bangladesh, the Philippines, Guatemala, Bolivia, Costa Rica – places where I've sat and talked with other children who have known no security, no love, no hope: nothing except a few tattered clothes.

I remember, in Guatemala City, sitting alongside a team of local saints who were feeding a group of street children with nutritious soup and bread. And then... we washed and dried their not very clean feet, gave them clean socks and new trainers. I will never forget the reaction of one young teenager, who went round the group, hugging us all and saying again and

again: "Gracias, sé que soy amado; ahora tengo esperanza!"
("Thank you, I know that I am loved. I now have hope.")

Thank you for sharing with us in the privilege of serving in countless situations like this. Over the years, you've helped literally millions of vulnerable children know they are loved. And because of that, they have hope. It's the Jesus model – and it works!



Stuart

Stuart Pascall
Chair of Trustees, Viva

BIGGER X BETTER X LASTING X LOUDER = SUSTAINABLE IMPACT

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



FOR VULNERABLE CHILDREN

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.



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."

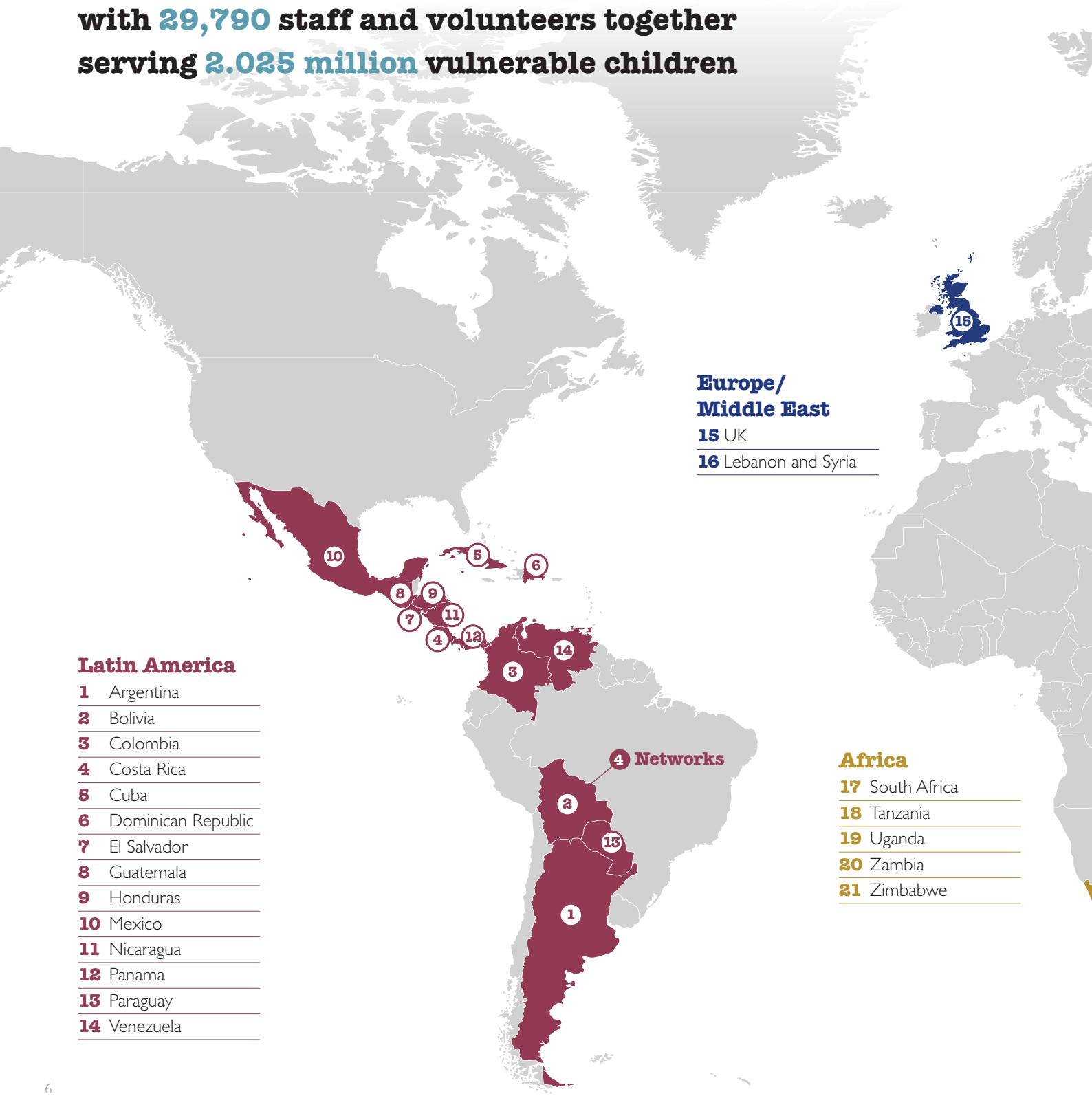
And in Hyderabad, **India**, our network co-ordinator wrote, "Through holding a Christmas Party in the slum, one of the Christian community leaders was inspired to restart his ministry work."

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 that comprise **3,500** churches and **1,309** organisations with **29,790** staff and volunteers together serving **2.025 million** vulnerable children



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

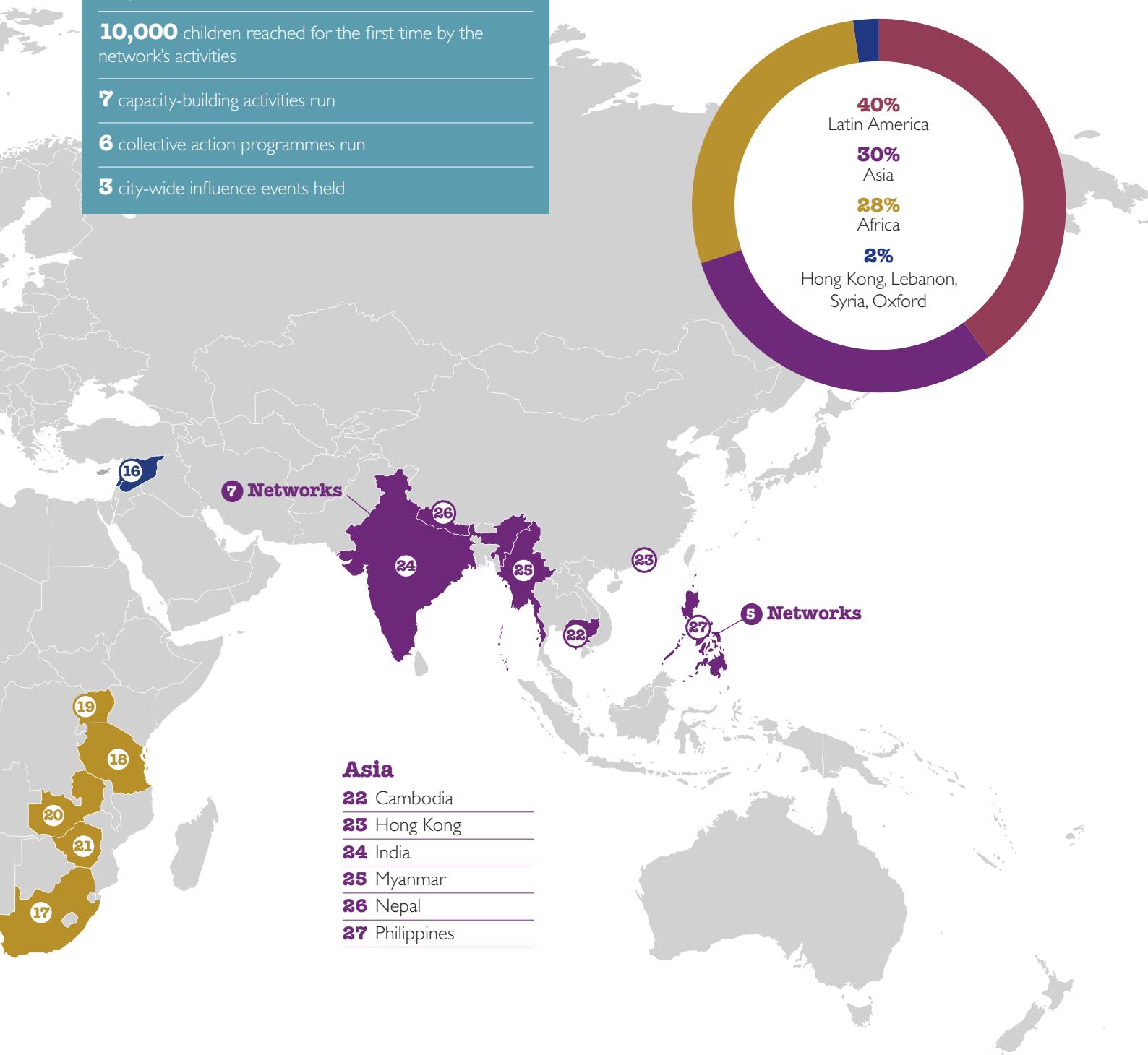
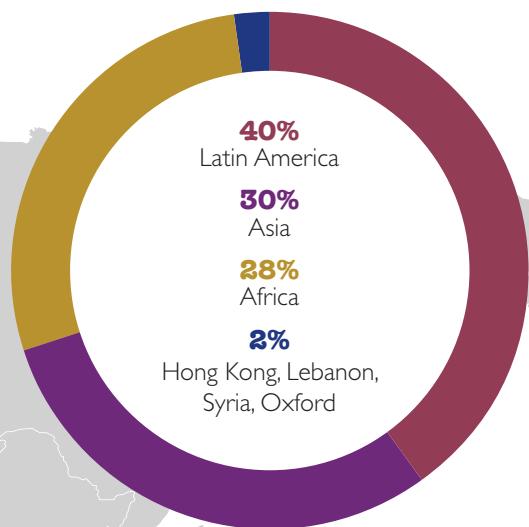
CHILDREN SUPPORTED

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



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



FOR 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



The parachute is out for under-5s training in Oxford

Focus: Doorsteps churches' under 5s provision

Since its formation in 2015, Viva's partner network in UK has been bringing hope for children and young people in **Oxford and the surrounding area**. One of the network's focus areas is in providing learning and development opportunities for local churches' under 5s provision.

Only half of Oxfordshire's disadvantaged children achieved a good level of development at the Early Years' Foundation Stage in 2018, in contrast to three-quarters of non-disadvantaged children. Oxfordshire's 'disadvantage gap' rose from 20 to 23 per cent last year; whereas the national gap remained at 17 per cent. Evidence shows that such developmental attainment gaps increase as children grow older; meaning that early intervention is vital.

In partnership with the Diocese of Oxford and Oxfordshire County Council, Doorsteps is providing training for churches seeking to support families with under 5s. This is in the shape of peer networking events, learning workshops and sharing a self-assessment health and quality form to identify strengths and areas for growth. Following a church toddler group leaders' event last year, one attendee commented, “I appreciated this opportunity to define our practice more clearly and set some goals”.

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.

BIGGER X BETTER X **LASTING** X LOUDER = SUSTAINABLE IMPACT

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



FOR VULNERABLE CHILDREN

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.

BIGGER X BETTER X LASTING X LOUDER = SUSTAINABLE IMPACT

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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

FOR VULNERABLE CHILDREN

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



Schoolchildren in Patna, India with their Good Treatment Campaign material

network. 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)



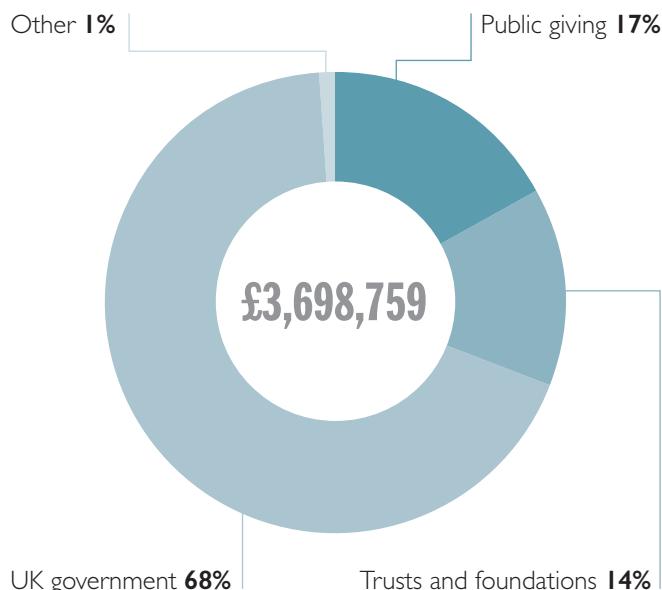
Sharing messages of better treatment for children

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.

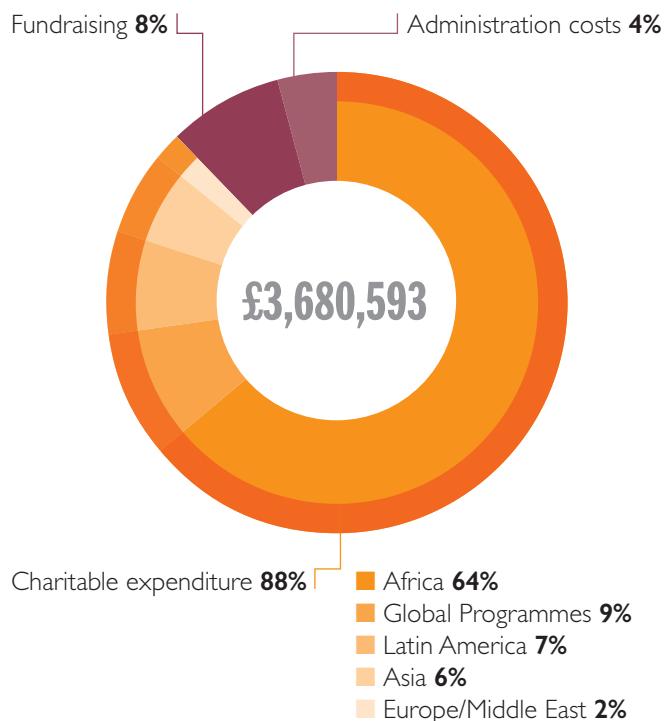
FINANCES

GLOBAL INCOME



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

GLOBAL EXPENDITURE



	2014-15	2015-16	2016-17	2017-18	2018-19
Income					
Public giving	£ 812,697	£ 748,803	£ 727,939	£ 678,727	£ 645,507
Trusts and Foundations	£ 330,649	£ 251,185	£ 548,106	£ 463,514	£ 524,462
UK government	£ 442,999	£ 1,255,401	£ 735,882	£ 1,742,251	£ 2,498,021
Other	£ 83,076	£ 56,454	£ 35,809	£ 28,118	£ 30,769
Total	£ 1,669,421	£ 2,311,843	£ 2,047,736	£ 2,912,610	£ 3,698,759
Expenditure					
Charitable expenditure	£ 1,121,320	£ 1,511,606	£ 1,935,014	£ 2,781,813	£ 3,228,427
Fundraising	£ 271,399	£ 259,466	£ 258,017	£ 277,424	£ 303,141
Administration costs	£ 40,624	£ 90,791	£ 77,407	£ 180,845	£ 149,025
Total	£ 1,433,343	£ 1,861,863	£ 2,270,438	£ 3,240,082	£ 3,680,593

Over the last year, we supported 2 million vulnerable children on a budget of £3.7 million. **On average 88p of every £1 raised 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

International Board

	Stuart Pascall is Viva's board chair. He is a church leader; has served on the board of several Christian agencies and taught at Moorlands College.		Michael Sloane chairs the Viva North America Board. He is Managing Director for Bluefire Capital, focused on investments in emerging restaurant brands.		Rob Lilwall chairs the Viva HK Board. Rob co-founded Viva's Hong Kong office. He is an adventurer; author and motivational speaker.
	Jonathan Cox is Viva's treasurer. He is a chartered accountant, and has held director roles with World Vision, and a national medical research charity.		Nicholas Bamber chaired Viva's international board for five years. He works in the unlisted private placement segment of the debt capital markets.		David Bright has worked in both business and international development. He is Director of Grants for the Open Society Foundations' Economic Advancement Programme.
	Minu Chowdhury-Westlake has worked in media, entertainment and Christian mission. She is a PR specialist in the commercial and voluntary sectors.		Adrian Cooper is the CEO of Oxford Economics, one of the world's leading providers of macroeconomic forecasting and economic analysis.		James Tavener is a Chartered Accountant at Critchleys in Oxford. In this role, he currently supports academy trusts, but previously worked with charities.



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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 heartbreakng 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