



**VIVA**  
together for children

# *Life impact*

**Annual Review 2022**

# First words

**The last year has seen Viva and its partner networks yet again responding with great compassion and skill to major challenges that directly affect the lives of vulnerable children.**

Whether dealing with the impacts of renewed waves of Covid-19 – most notably, in India in mid-2021 – and Russia’s invasion of Ukraine, or enabling children to catch up on missed education, Viva has responded rapidly to provide **innovative tools and support** to churches and other grassroots organisations.

Since the **phone mentoring programme** was introduced in 2020, it has grown to provide practical support to over 14,000 families and helped protect 46,000 children.

**Learning Spaces** take post-Covid support to the next level, strengthening children’s mental wellbeing and social skills to encourage them back into school after the pandemic.

**Child protection training** remains an essential part of Viva’s work and has been especially important as millions have fled conflict. Viva has been increasingly **influential in changing government policy** towards children in cities from Kampala to Manila.

Behind the increasing impact of Viva’s work for vulnerable children is its servant-hearted CEO, Mark Stavers. **After eight years of dedicated service he will be passing on the baton of leadership towards the end of 2022.**

Viva’s Board and staff are tremendously grateful for Mark’s leadership, commitment, and the sacrifices that he and his family have made.

He has put in place **strong foundations** from which Viva can expand to work in more cities, with more networks, and partner with more donors, NGOs and governments. And, following the recent sale of our building in Oxford, we now have resources to invest to attain these goals.

We bless Mark as he moves on, but look forward with great **hope and expectation** for all that God will do through Viva in this next season.

**ADRIAN COOPER**  
Chair  
Viva’s International Board



**As I look back over my time at Viva, I see a vision and a mission that has remained unchanged – the passion for helping vulnerable children, the commitment to local churches and local Christians, and the knowledge that working together achieves so much more over the long term.**

I think about the headlines – the first government funding that has allowed so much brilliant work helping girls in **Uganda** get back to school; the **external endorsement** of our work by the Sagamore Institute for Public Policy and the amazing success of the **phone mentoring programme** as Covid hit us all some two years ago. (This initiative is now being adapted to the crisis in Ukraine.) However I know that what’s really important are **the children’s lives we’ve helped to change and the frontline workers we support.**

**I reflect on the children I’ve met:**

- Triplets in Uganda reunited with their family
- The brother and sister who live on the streets in Guatemala who broke my heart
- The young cheeky, life-filled boy I met, also in Guatemala, being trained as a baker by our wonderful partner network there
- The child with seizures being cared for at a centre in India.

**I’ve had the privilege of meeting heroes:**

- I think of Santa’s excitement when she talked about one of our capacity building programmes, and I’ve been thrilled to follow her progress and growth as a leader in India
- I think of Ate Fe’s experienced, wise, professional leadership in the Philippines where the partner network there has changed laws, responded to natural disasters and tackled the online exploitation of children
- I think of the faithful long service of Samuel and Elisa – committed to the young people in their country of El Salvador
- I think of Faith’s sense of humour, iron-will, absolute perseverance and amazing achievements in leading the growth and impact of our partner network CRANE in Uganda.

Next year there’ll be a new CEO writing and I’ll be as excited as you to see how much more Viva has achieved through supporting our partner networks around the world. Very best wishes,

**MARK STAVERS**  
Chief Executive, Viva





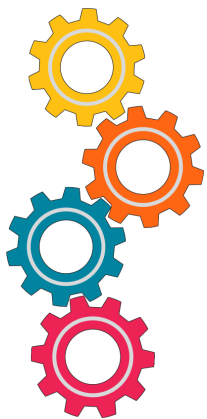
# Who we are

Viva is an international charity dedicated to changing more children's lives to fulfil their God-given potential. We build and support networks of churches and grassroots organisations to protect and provide for children.

## How we do it

Viva unites partner networks under a shared vision and strengthens their capacity through proven tools and resources, targeted coaching, and quality assurance. By working together, the voice of the faith community is amplified to influence local policy and decision-making to benefit vulnerable children.

In each city, our network-building programme has **four key 'drivers'** which work together to maximise the local Christian response to the needs of children in difficult and complex situations.



**CONNECTING:** Inspiring local churches and organisations to work together and support each other with a shared vision for children.

**CAPACITY BUILDING:** Empowering these networks through training, coaching and peer-to-peer learning to increase sustainability and quality of care for children.

**COLLECTIVE ACTION:** Mobilising churches and organisations to work together to design and implement joint programmes that meet the needs of children on a deeper level than any one organisation could achieve alone.

**CITY-WIDE INFLUENCE:** Addressing negative attitudes and behaviours towards children, and engaging with decision-makers to deliver greater protection and opportunities for children.

## An innovative approach validated by independent research

A study conducted by the Sagamore Institute of Public Policy found that Viva's model had **a multiplier effect**, catalysing grassroots action for strategic impact.

We deliver a **bigger** and **better** amount of work for vulnerable children, which is **longer lasting**, and enables those who work with vulnerable children to have a **louder** voice with city authorities.

## Why we do it

**1 in 6 of the world's children live in extreme poverty, vulnerable to hunger, disease, abuse, and neglect. (World Bank 2020)**

**While local churches and organisations are often at the forefront of efforts to protect and provide for children, their activities are often isolated, limiting both scope and effectiveness. Viva simply helps churches to help each other help vulnerable children.**

# Preventing abuse

**Our vision is that children are protected from abuse and danger, knowing how to keep themselves safe.**

**Viva's goal is to support our partner networks in helping all members understand the importance of reducing risk to children and vulnerable adults, and having a clear system to do this.**

## Child protection

For many small grassroots organisations, child protection is a new concept and network leaders need to build up knowledge in order to begin policy-writing from a secure foundation where these policies will be understood and meaningfully used.

**In total, 35 Viva partner networks ran child protection training for a total of 6,000 adults from 900 local, member churches and organisations.**

A further 1,300 adults from 310 churches and organisations not already in a network were also trained. These were done through schools and committees in 18 networks and city authorities in three networks.

Last year, our partner network Peace Team **Cambodia** ran an anti-trafficking community awareness programme in 11 different locations, reaching more than 5,000 children and adults. The sessions included a video presentation as well as a Q&A session on the topic of child trafficking.

Additionally, 1,000 children were trained in self-protection by 50 Child Advocates and 100 children were mentored through the Flourish life skills programme, which included lessons about trafficking.

As Chan, aged 13, said after the training: "Before I only thought that goods were an object to be bought and sold but now I know this can happen with humans too. I need to care for myself and my family and I will tell my parents and teacher if I notice some people are trying to contact me."

## Phone mentoring

**Viva's phone mentoring programme, developed in the early stages of the Covid-19 pandemic, has continued to support children and their families, building strong family relationships and preventing abuse.**

During the course of 2021, 16,560 children and 5,029 families were reached by the programme. In total, during the last two years, 46,000 children and 14,000 families have been supported.

Our data shows that, last year, 4,835 'connecting in' calls (the three additional calls developed from the original programme) were made, with over 3,000 families connected to additional support such as educational services, food relief and counselling services. A parent in Uganda said: "Mentors have been checking on us regularly and asking about our children's progress and our general wellbeing. We have understood positive discipline and how we are to support our children."

## Keeping children safe online

There has been a significant increase in the number of networks running child protection training in **online exploitation**, with at least 630 adults from 300 churches participating.

**Due to Covid-19 lockdowns, families in India are spending more time at home.** To reduce the risk of violence and abuse against children at home, Viva's phone mentoring programme has a session called 'Staying safe online' for parents and children.

With schools closing for extended periods of time across India, and children learning at home using the internet, our team developed resources in Hindi and English about keeping children safe online.

A total of 165 teachers and childcare workers, 144 community workers, 60 school staff and 24 NGO workers were trained in person, meaning **children in marginalised communities of seven cities in India will be safeguarded, and know how to recognise and report abuse.**

One participant said, "The information that was provided was very detailed and was explained to us in a simple manner. I will aim to communicate what I learned with more and more people."

In the **Philippines**, our partner network, PCMN, continues to raise awareness of the online sexual exploitation of children (OSEC) through advocating for improved prevention, rescue and restoration services. In collaboration with others, the network has been highly influential in a new anti-OSEC law being passed, which will see 40 million children better protected.



## Good Treatment Campaign

Last year, a quarter of a million adults in 18 countries were reached with positive messages about better treatment of children in their care through Viva's Good Treatment Campaign (GTC). A total of 1,500 churches and organisations globally worked together to reach people in their communities; about four in ten of these were not already a member of Viva partner networks.

Some 178,000 children took part in spreading the GTC message through radio programmes, street marches and social media. Networks ran activities and school events for children, plus 'Positive Parenting' training and asked adults to sign GTC promise cards.

In **Peru**, an adult who took part in GTC said that he formerly only considered things as serious as physical abuse to be 'abuse'. However, through the campaign, he understood that not listening to his children and not valuing their opinions, though not appearing to be a significant problem, is also a form of abuse and deprives children of their right to expression.

The Campaign has impact and influence in different parts of society, and is recognised as a pioneering programme. In **Myanmar**, the township authority was informed about the Campaign and the local minister was invited to participate.

A church bishop in **Tanzania** saw what the MCAN network was doing and said: "I am very excited about this campaign for the best upbringing of children. Nowadays, parents seem not to have time with their children, so I believe these messages are [more] useful in this generation than anything you can think about."

## GRACE'S STORY

**In Zimbabwe, 80% of children drop out of secondary school because of child abuse.**

Viva Network Zimbabwe (VNZ) has set up Child Safeguarding Committees in three communities in the capital, Harare to hear children's voices and to report cases of abuse.

Safeguarding training has been delivered online, and in person where possible, to VNZ's eight Learning Support Centres. These Centres, plus 20 schools, have been empowered to implement procedures to provide children with a protected environment to continue their education.

More than 100 children have been helped. One of these children is 13-year-old Grace who had been experiencing emotional and physical abuse but did not know how to get help.

Child Safeguarding Committee members built a relationship with Grace over the phone during lockdowns and she confided about the abuse she was facing.

Grace was signposted to relevant agencies for help and, with the aid of the Department for Social Services, she is now free from abuse, empowered to reach her full potential.

# Our global impact



Over  
**3**  
million  
children



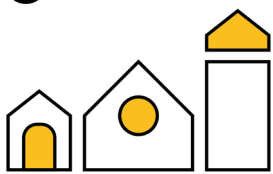
**27**  
countries



**42**  
partner  
networks



**4,188**  
churches



+

**1,215**  
organisations

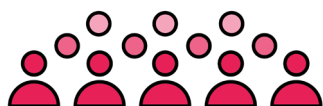


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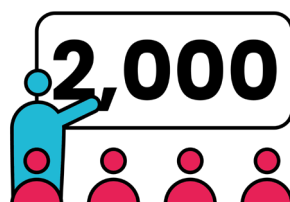
**5,403**  
churches and  
organisations



Over  
**600,000**  
congregation  
members



**2,000**  
churches and  
organisations  
trained



**44**  
laws and  
policies influenced





Infographics design by Stone Barrell (stonebarrell.com)

# An average network



\* All numerical figures exclude highest and lowest networks

\*\* This excludes top and bottom 3 networks

# Providing education

**Our vision is that children are educated for life with the skills and experience needed for holistic development.**

**Viva's goal is to locate children who are out of school or are struggling with their education and connect them with learning centres to catch up with education.**

## Girls' Education

The lives of almost 10,000 girls continue to be changed for the better through our long-running Girls' Education Challenge (GEC) programme in Kampala, **Uganda**. It is run by our partner network CRANE and supported by a British government grant.

The programme is centred around **15 Creative Learning Centres**, which provide targeted, high-quality teaching that helps girls to go into or continue in school. We also provide safe clubs for children, IT buses, mentoring for parents and training for teachers in mainstream schools.

In spite of schools being closed due to Covid lockdowns for 83 weeks from 2020–22, our data shows that **children on the programme progressed three times faster than expected this year**. This is a testimony to the community mentors tracking the girls and to the teachers who went the extra mile with the regular delivery of reading and self-study materials, phone calls and messages.

Between November 2021 and March 2022, we traced the progress of more than 6,000 GEC girls and discovered that **two-thirds of them had enrolled back into school in after two years of closures**.

This included 3,404 in mainstream primary or secondary school, 351 in tertiary, 262 girls into reopened Creative Learning Centres, 22 back into agricultural training and 19 back into teacher training school.

As a result, 415 girls completed further education and were able to begin earning, and 852 completed their national examinations.

## Some education headline statistics

Globally last year...

- Nine collective action programmes focused on educating children for life, with the skills and experience needed to develop, impacting 57,000 children.
- 29,266 adults and 61,459 children received health education on Covid-19.
- 2,931 adults & 7,047 children were educated about parenting support from 199 churches and organisations.
- 1,235 adults were given the information and the tools to receive economic empowerment.

**The project has been a critical opportunity for 458 young mothers who are part of the programme.** The majority of these came into the project after dropping out of school due to pregnancy. They were helped to get back into learning through the Creative Learning Centres and then encouraged to carry on learning.

Our household survey suggests that there was only a one per cent increase in early pregnancy during lockdown (considerably less than the national average). Viva and CRANE are working with schools and with the Church of Uganda to give a clear message that all girls who got pregnant during school closures must be allowed to return to school.

**Viva's Quality Improvement System (QIS) training has run in our partner schools in Kampala.** The GEC evaluation team reported: "School management has been transformed by QIS over the last three years in over 50 schools. The evidence from earlier training is that schools continue to improve their compliance with standards after training has been completed. Significant progress made in school management is a major contribution to sustainability."

Upon assessing the schools, the government's District Education Officers and School Inspectors found that they **stood out from others in terms of quality**. Viva and CRANE have been instrumental in proposing a new school monitoring and inspection tool and this will be adopted by the Ministry of Education and Sports as a National Inspection Tool. This would be a major and sustainable improvement in how schools are inspected.

*Go to the back cover to read the story of a Ugandan girl helped by the GEC programme.*





## Learning Spaces

Following on from phone mentoring programme, Viva's next significant, global response to the effects of Covid has been our 'Space to Grow' Learning Spaces programme, which launched in 2021.

Learning Spaces are **safe and supportive places** where mentors work with groups of children to help them receive psychosocial support and engage in **independent learning**, assisting them to set their own learning goals. The aim is to equip children in making a **smooth transition back to school**.

Our partner networks in **Venezuela and Nepal** started Learning Spaces at the end of 2021, with a further 13 planned globally during 2022.

Our partner network, CarNet Nepal, began two Learning Spaces for a total of 65 children. Children are helped to set and work on their short-term goals, using a learning journal. They also receive regular support with their academic studies, and take part in co-curriculum and holistic activities.

After just a few months of participating in the programme, Learning Space teachers observed that **children are more open, actively participate in group activities and improve in their studies**. School teachers are happy with what the spaces provide, and how they have encouraged an increase in student enrollment in schools.

According to one School Principal: **"If the Learning Space was not open, children would be irregular at school and many of them would have dropped out."**

## DEVNA'S STORY

**Devna is six years old and lives with her parents in Lalitpur, Nepal.**

Devna's father works as a daily wage labourer on construction sites. Devna has a disability and for this reason, as well as her family's difficult financial situation, the local church recommended that she be invited to attend the Learning Space run by our partner network, CarNet Nepal.

Initially, Devna did not like coming as it was a new place for her. She was shy and unconfident. The class teacher also saw that Devna was unhappy with how her parents often forced her to do things, and didn't always show her a great deal of love and care.

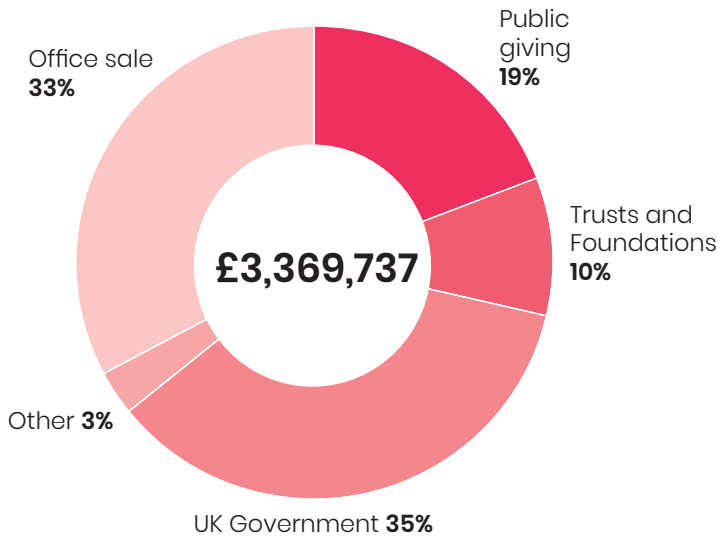
Devna's mother listened to the Learning Space teacher's suggestions and started to behave differently, which helped Devna have a greater interest in attending the Learning Space and make new friends. As the class teacher started to spend time with the girl, her handwriting improved and she became more interested and independent in her work.

Devna's teacher can see that she has lots of potential, but needs the love, care and support from the people around her – and that is what the Learning Space aims to do. Devna's parents are happy with the positive changes they are already seeing in their daughter.

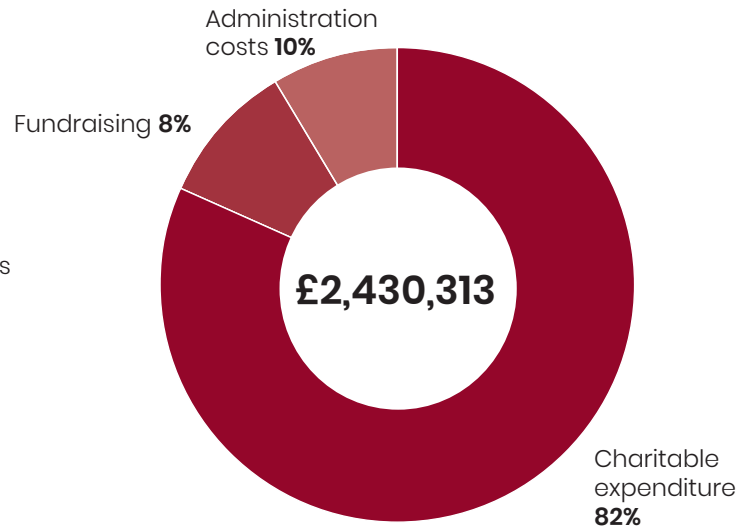
# Finances

The pie charts and the column for 2021-22 are pre-audit figures for April 2021 to March 2022. Please contact us at [info@viva.org](mailto:info@viva.org) if you would like a copy of the final audited accounts for 2021-22.

## Global income



## Global expenditure



	2017-18	2018-19	2019-20	2020-21	2021-22
<b>Income</b>					
Public giving	£678,727	£645,507	£588,351	£772,287	£651,348
Trusts and Foundations	£463,514	£524,462	£361,142	£429,818	£319,604
UK Government	£1,742,251	£2,498,021	£1,564,678	£1,413,299	£1,191,662
Other	£28,118	£30,769	£136,783	£232,007	£107,758
Office sale					£1,099,365
<b>Total</b>	<b>£2,912,610</b>	<b>£3,698,759</b>	<b>£2,650,954</b>	<b>£2,847,411</b>	<b>£3,369,737</b>
<b>Expenditure</b>					
Charitable expenditure	£2,781,813	£3,228,427	£2,427,737	£2,198,497	£1,989,942
Fundraising	£277,424	£303,141	£259,191	£228,576	£237,088
Administration costs	£180,845	£149,025	£203,654	£198,049	£203,283
<b>Total</b>	<b>£3,240,082</b>	<b>£3,680,593</b>	<b>£2,890,582</b>	<b>£2,625,122</b>	<b>£2,430,313</b>

Over the last year, we supported 3 million vulnerable children on a budget of £2.4 million.

**On average, 82p 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 Foreign, Commonwealth and Development Department, which is funding for a seven-year **Girls' Education Challenge (GEC)** programme in Uganda.

**Administration costs** have increased slightly this year due to the inclusion of costs relating to the sale of the UK office. However, other administration costs have decreased since last year. A proportion of the administration costs is funded by GEC.

**Fundraising costs** have increased due to increased activity following the most impacted pandemic year. The decrease in public giving and Trusts' income reflects the post-Covid pressures on charity donations.

**Overall Viva continues to be in a healthy financial position with strong reserves but with a need to grow fundraising in order to support strategy roll out and achieve growth targets.**

# Leadership

## Staff Leadership Team



**Mark Stavers**  
Chief Executive



**Carmen Alvarez**  
Latin America  
Director



**Anna Barker**  
International  
Director\*



**Matt Coulson**  
Asia Director



**Andrew Dubock**  
Fundraising and  
Communications Director



**Mim Friday**  
Africa Director



**Gary Kamaal**  
India Director



**Kezia M'Clelland**  
People Care  
Director



**Jane Travis**  
Acting  
International Director

\*Currently on  
maternity leave

## International Board



**Adrian Cooper is Viva's Board Chair.** He is the CEO of Oxford Economics, one of the world's leading providers of macroeconomic forecasting and economic analysis.



**David Bright** has had a career in both business with Unilever and in international development, and is currently Head of Funding for the Church of England.



**Minu Chowdhury-Westlake** has worked in media, entertainment and Christian mission. She is a public relations specialist in the commercial and voluntary sectors.



**Jonathan Cox** is a chartered accountant who worked in corporate finance before holding director roles with World Vision. He is currently Finance Director for a national medical research charity.



**Ian de Villiers** is Senior Partnering Advisor for World Vision International. He leads their approaches to partnering in programming. Ian previously served Viva, located in Asia.



**Julie Muyenje** provides strategic and technical HR support to people and business processes. She has previously worked at IRC, SOS and UNDP, and now works with Open Society Foundations with responsibility for global teams.



**Philip Niem** chairs the Viva HK Board. He is Chief Investment Officer at Axiom Investment Ltd in Hong Kong. He has previously worked at Barclays Wealth, AXA Investment Managers, HSBC Securities and Hoare Govett Asia.



**Teresa Phiri** is a Research Associate at Perrett Laver, a leading executive search firm. Teresa has experience of co-developing strategies to deliver high impact solutions for multinationals, startups and NGOs.



**Tim Pottle** is an experienced fundraiser in the not-for-profit and education sectors. Formerly Viva's Head of Development, Tim is now the Associate Director for Partnerships at the Skoll Centre for Social Entrepreneurship.



**Dave Scott** is Assistant Professor of Intercultural Studies and Children at Risk and Associate Dean of the School of Theology and the School of Intercultural Studies at the Fuller Theological Seminary.



**Michael Sloane** chairs the Viva NA Board and is based in Kentucky. He currently serves as Managing Director for Bluefire Capital, a family holding company focused on investments in emerging restaurant brands.



**James Tavener** works as a Chartered Accountant at Critchleys, an accountancy practice in Oxford. In this role, he currently supports academy trusts, but previously worked with charities.



**Katy Thompson** helped to pioneer Viva's work from 1994 and stepped down from staff in 2021. Katy and her husband are wardens of the Windsor Hill Wood community, a place of refuge in Somerset, UK.



## GIRLS' EDUCATION: UGANDA

“During the Covid-19 pandemic, Viva and CRANE gave me learning materials at home and this helped me improve my performance. They help me in my studies by providing me with helpful teachers, who explain things I don't understand. Computer lessons help me to discover subjects, such as history. I love school because I get to learn more things that I don't know. My favourite subject is social studies because I get to learn more about the environment. When I am older, I want to become a doctor. Thank you to Viva and CRANE for supporting me in my studies.”

ELIZABETH (12), KAMPALA

# Contact

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Photo credits: Stone Barrell (front), CRANE (p3 & back), Willow Creek (p5), CarNet Nepal (p7)

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



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REGULATOR**