



**viva**  
together for children

# Life impact

**Annual Review 2023**



# First words

## Viva continues to be agile and innovative

It has been a great pleasure for both the Board of Trustees and Viva staff around the world to welcome Phil Green as our new CEO.

Phil brings deep knowledge and experience of leading charities working with the vulnerable internationally. We are excited about the **renewed energy and vision** that Phil has brought to Viva, and the **strong relationships** he has already built both with the team and our network partners.

Phil has joined at a time when geopolitical and other events, including cuts in government aid funding, have **exacerbated the challenges** facing both children at risk, and the charities and churches seeking to serve them.

**These are, of course, the circumstances where Viva's work is more important than ever** – connecting and supporting the grassroots local groups who are always the first to help and last to leave.

## The power of working together

For more than two decades, I've dedicated much of my working life to initiatives that inspire and equip churches and organizations to work together, often with a focus on improving the lives of children and young people. Therefore, it's **a privilege to now be part of the Viva team** – an organization I've admired for many years.

Since starting, I've been able to see for myself the impact of our work supporting partner networks.

In San Jose (Costa Rica), I saw the power of **connecting** as churches and organizations come together to create CAFIs. These community centers bring together essential services for children and parents.

In Dehradun and Patna (India), I learnt how vital Viva's **capacity-building** programs are. Online child protection training is ensuring that churches and schools go beyond 'just having a policy' to actually keeping children safe. *Read more on p5.*

Viva has continued to be **agile and innovative** in responding to these challenges, expanding its work. A primary example of this is the child protection, mentoring and helping children back into education after the trauma of the Covid-19 pandemic.

**We are very grateful to all of the wonderful supporters who have faithfully prayed for Viva and given generously, in many cases for over 25 years.**

This report illustrates how Viva's work really **multiplies the impact of that support**. We hope it inspires you and others to join with us and our partner networks as we work to ensure all children are safe, thriving and learning.

**Adrian Cooper**  
is Chair of Viva's  
International Board



In Kampala (Uganda), I saw the result of **collective action**, as 250 churches, schools and organizations – funded by a grant from UK Aid – have made an impact in the lives of more than 10,000 girls over the past ten years. *Read more on p8.*

In Manila (Philippines), I saw **city-wide influence** in action as 100 youth advocates are speaking up to prevent domestic violence and sexual exploitation. Their efforts are bringing about city-wide change.

**Viva exists to support our partner networks** – to support them as they come together, learn together, work together and speak out together on behalf of children. **In this report you'll read stories of children's lives transformed as a result of this.**

This is possible because of the support of our donors. If you're already one of them – thank you. If you'd like to become one – please do get in touch!

**Phil Green** is Viva's  
Chief Executive



**Life in all its  
fullness –  
that’s what  
Viva wants  
for children,  
everywhere!**



**We help children to be safe, thriving and learning. We do this by building and supporting networks that unite grassroots churches and organizations to support children.**

### **Three outcomes for children**

We work together to ensure that children are:

- **SAFE** and free from abuse, violence and exploitation.
- **THRIVING** emotionally and socially, with a better level of resilience and wellbeing.
- **LEARNING** through catch-up education provision and support for schooling.

### **How we do this**

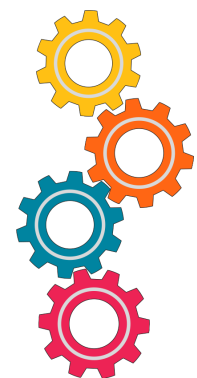
To achieve this, Viva connects and builds the capacity of churches and organizations to collectively change children’s lives through joint action programs and increased city-wide influence.

**CONNECTING** increases the scale of support

**CAPACITY BUILDING** results in better quality care

**COLLECTIVE ACTION** gives a louder voice to children and brings about more and better transformation

**CITY-WIDE INFLUENCE** leads to lasting sustainable countrywide system change



### **Viva’s added value in partnership**

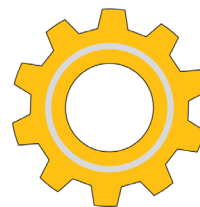
- We provide local leaders with **tried and tested tools**.
- We **support, encourage and inspire** our partner networks.
- We ensure **quality and high standards** in programs and in the protection of children from harm.
- We bring a **bigger-picture viewpoint** that combines and builds on local achievements to generate a global response to the needs of children.

### **An innovative approach validated by independent research**

Viva’s strategic, catalytic and grassroots model has been externally validated by the Sagamore Institute for Public Policy and proven to have a multiplier effect.

This means wherever we work, Viva delivers **bigger, better, longer-lasting work** for vulnerable children, that enables a **louder voice** on their behalf in their cities.

# Connecting



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

All of our partner networks held events last year to connect people serving children to work collaboratively on issues affecting children in their communities.

### Network Training Course

The Network Training Course (NTC) is used widely by Viva partner networks and has helped network coordination teams to develop the skills they need to run effective and sustainable networks.

The course, which was developed by Viva, includes modules on strategic planning for networks, developing collaborative programs and measuring their impact on children. It also enables network partners to work towards building systems in ten key areas to ensure that impact for children is sustainable.

**Having more skilled coordination teams helps networks increase their efficiency and contributes towards sustainable growth, so more children are effectively supported.**

The NTC is aimed at new networks, but more established networks can also benefit from it. This year, in addition to in-person training, we offered it online through Viva's learning platform, which greatly increased its accessibility and its potential for cross-border collaboration.

All six networks in **Africa** were able to participate in the Network Training Course together over a six-month period, sharing their expertise and experience and bringing greater depth to discussions. Five networks in the **Philippines** participated as well, including the country's newest network, ICMN.

### Viva Christmas Parties

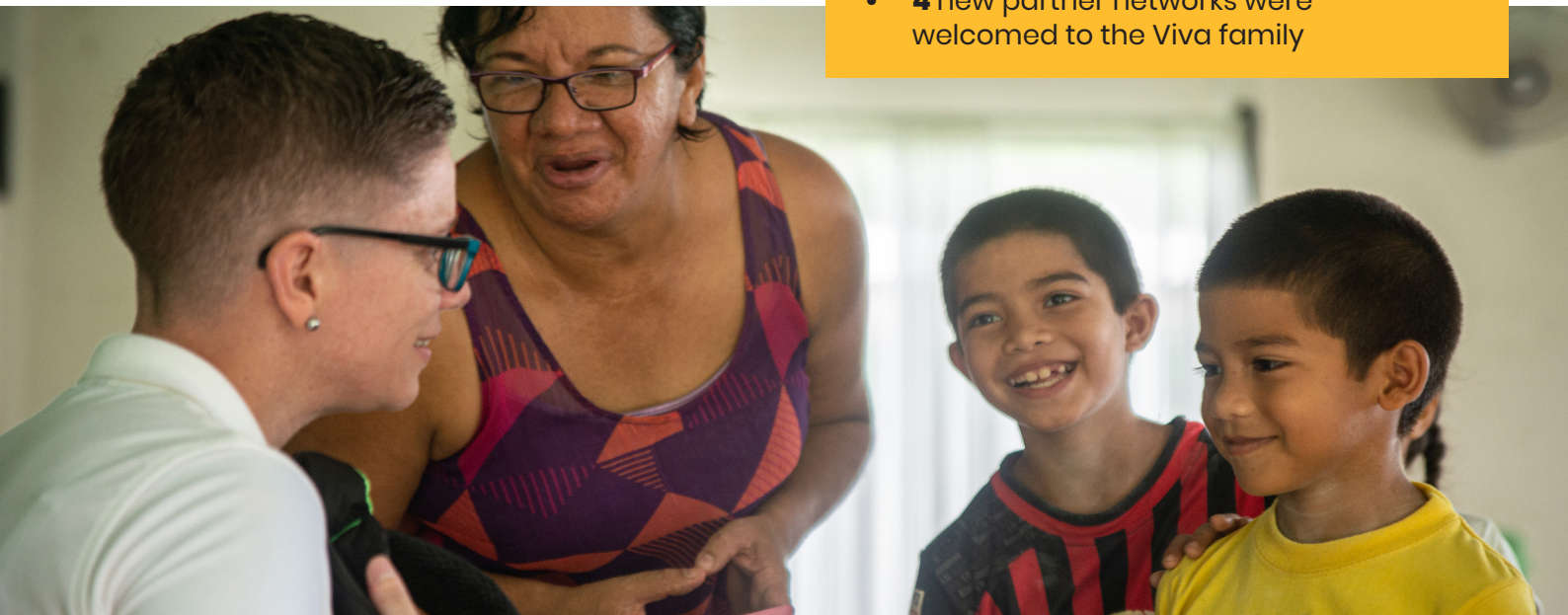
For many years, Christmas Parties (a Viva global initiative) have been an opportunity for churches and organizations to work together to organize an event for children in their localities. This builds confidence to run larger collaborative programs and enables previously unreached vulnerable children to be connected to support offered by network members.

**Last year, 448 churches and organizations from 26 partner networks ran a total of 123 Christmas Parties, reaching 11,800 children.** Around four in ten of the children who attended had not been previously reached by the network.

A 13-year-old girl who attended a party held by CarNet **Nepal**, said: ***"It was the most enjoyable time of my life – I felt loved."*** The girl's mum had passed away when she was just three years old and her father was addicted to alcohol. She makes handmade carpets to generate extra income for their family before and after school.

She was invited to the Christmas Party and was so excited that she went to the church the day before to help prepare, and even created a welcome dance with her friend. **This was the first children's program she had ever attended and she had an amazing time!**

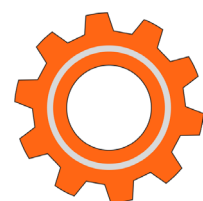
- **36%** of Viva partner networks recorded growth in network member sizes
- **62%** of our partner networks ran Viva's Network Training Course
- **4** new partner networks were welcomed to the Viva family







# Capacity building



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

Viva develops training materials to help churches and organizations become more sustainable and to improve their quality of care for children. Capacity-building programs focus on child protection and include training courses such as Child-friendly Church, Why Families Matter, and Viva's Quality Improvement System (QIS).

## **Child protection training**

**Viva aims to support partner networks to help all network members to understand the importance of reducing risk to children and have clear systems in place to do this.**

For many of the smaller, grassroots organizations, child protection and safeguarding is a new concept. Network leaders need to build members' knowledge so they can write meaningful policies that will be understood and used.

Eight partner networks in **India** were active in child protection training throughout the year, and have trained teachers and childcare workers in 150 schools and other institutions. More than 300 government and private school teachers took part in Viva's new online child protection course in 2022.

Positive feedback after our training included:  
***"The course provided helpful overviews of child rights, different kinds of abuse, and laws related to children and child rights. I appreciated the creative activities that allow for critical thinking."***

***"This course reminds me of all the necessary child rights and what to put into practice. It tells me how and when to report to the right person when something happens."***

As well as training adults, Viva India also runs **Good Touch, Bad Touch** training sessions for children at schools. The 40-minute, age-appropriate sessions help children to discern how they should be touched.

**More than 1,300 children received this training last year** through our partner networks in Patna, Bangalore and Shillong.

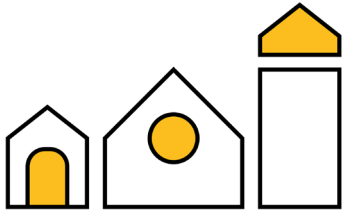
Following the course, a 13-year-old participant informed the school principal about physical abuse and ill-treatment from her own brother. Both she and her brother were given counselling and after it was confirmed that the girl was no longer at risk, their relationship is now fully reconciled. A teacher said,  
***"This is the very first time I have come to know that children have rights and the need to treat children well."***

- **183** capacity-building activities were run globally for churches and organizations
- **42%** of those who took part were not network members
- **24%** of partner networks ran QIS (up from 14% in 2021-22)

# Our global impact

**1.2**   
**million**

children  
reached directly



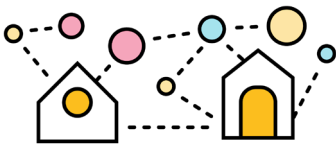
**4,490**  
churches

+

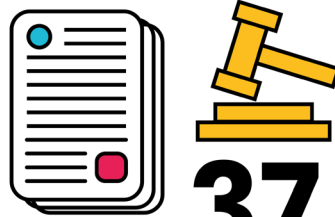


**898**  
organisations

=



**5,388**  
churches and  
organisations



laws and  
policies influenced

**37**



## An average network

**120**  
churches and  
organisations  
in the networks

**84%**  
of members  
are churches

**28**  
countries



**45**  
partner networks




Infographics design by Stone Barrell (stonebarrell.com)

**16%**  
of members are organisations



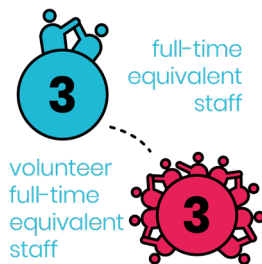
Serving **25,800**  
children through network members



**15**  
initiatives in partnership with city leaders



**3** full-time equivalent staff  
**3** volunteer full-time equivalent staff



**\$30,000**  
is the average monetary income per network\*\*



\* All numerical figures exclude highest and lowest networks

\*\* excluding networks with the three highest and three lowest incomes, and excluding the two Dominican Republic networks that did not report income data



# Collective action



**Viva mobilises churches and organizations to work together to design and implement joint programs that meet the needs of children on a deeper level than any one organization could achieve alone.**

Joint programs (or collective action programs) are focused on three main areas: children are safe, children are thriving and children are learning. **'Learn' collective action programs were run by 25 partner networks reaching out to at least 22,146 children.**

## Creative Learning Centers

Viva and partner network CRANE continued to offer quality, inclusive and holistic education through the Girls' Education Challenge Transition (GEC-T) in Kampala, **Uganda**, with support from a UK government grant.

Catch-up learning is delivered through 13 Creative Learning Centers, which provide opportunities for girls who have dropped out of school, so that they can re-enter the formal education system. In addition, parents are able to participate in savings clubs to help them start income generating activities.

With our support, **4,122 girls were back in school in 2022-23**, with trained mentors offering girls counsel and advice. CRANE also provides training and support to partner schools, bringing quality education to nearly 18,000 boys and girls, whose teachers are better equipped to provide a conducive learning environment. CRANE has trained 56 mainstream teachers in accelerated learning and support, reporting, psychosocial support, and differentiation.

In the past year, 1,586 girls made a transition, with 45 girls joining paid employment and 402 girls completing vocational training. Claire is one such graduate and says: ***"Viva and CRANE have supported me to be what I am today: a teacher with a Bachelor of Arts and a Diploma in Entrepreneurship."***

***"I'm also a role model to young children. My message to girls is they should not lose focus but always persist amidst all challenges; they should always be focused on education."***

## Learning Spaces

Born out of the gap in education created by the Covid pandemic, Learning Spaces are safe and supportive places where mentors provide children with psychosocial support and engage them in independent learning.

Viva's partner network, CarNet **Nepal**, has Learning Spaces for 65 children. One of these is ten-year-old **Santosh**. He lives with his father, grandmother and younger sister, with no mattress on his bed, and very little food in his kitchen. He dropped out of school because he was bullied about his living conditions.

Last year, Viva's partner network in Nepal enrolled Santosh in its Learning Space and has helped him to be readmitted to school. Initially, Santosh had difficulty with reading and writing. He did not even know how to hold a pencil properly. Now he regularly attends class both in the Learning Space and at school. He has made a significant improvement! One of our mentors says, ***"Children have been excited and motivated to make new goals once they achieved the previous ones. We celebrate when a child achieves his or her goal."***

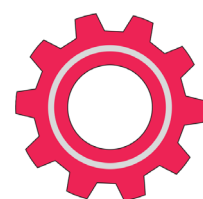
- An average of **5** collective action programs were run by each partner network with at least **427** collective action activities run overall
- **89%** of Viva partner networks ran at least one collective action program
- **76%** of partner networks ran at least one Safe program, **84%** ran at least one Thrive program and **66%** ran at least one Learn program







# City wide influence



**Viva addresses negative attitudes and behaviors towards children and engages with decision-makers to result in greater protection and opportunities for vulnerable children across the city.**

City-wide influence programs reach whole communities where partner networks are located to create more positive attitudes towards children. We have the opportunity to work alongside government-level officials, business leaders, church leaders and the justice, law and order sector to implement positive policies for children.

## Good Treatment Campaign

Last year, 174,000 people (including nearly 66,000 children) in 21 partner networks in 15 countries were reached with positive messages about better treatment of children in their care through Viva's Good Treatment Campaign (GTC). A total of 1,700 churches and organizations worked together to reach people in their communities, and about one in four of these were not already a member of a Viva partner network. Over 6,400 children were trained to lead the Campaign.

Networks spread the message through social media, poetry, illustrations, performances, sports, singing, dancing and more. Many networks also used 'promise cards' to help adults understand and commit to the good treatment of children.

The Campaign has become a consistent presence in many communities. Our partner network in **Venezuela** has seen that, for years, cases of child abuse were ignored or hidden, with very low rates of cases reported. However, throughout 2022, complaint numbers increased significantly, with more people recognizing situations of child abuse, and speaking up and seeking help. The network believes that their work, and specifically the GTC, has contributed to this significant change.

A new addition to this year's Campaign was the introduction of the theme 'Children and the environment'. The Children Development Network in **Myanmar** ran tree-planting activities for children, community clean-ups and litter-picking. The network said: ***"Through GTC, children received new hope for the future. Receiving hope and understanding the worth of children are two of the most powerful aspects of child protection."***

## Advocacy

Examples of other advocacy activities include:

- meetings with city councilors in the **Philippines** about eliminating the online sexual exploitation of children.
- an inter-institutional fair for the rights of children and young people in **Bolivia**.
- influencing child-friendly justice systems in **Uganda**.
- community seminars with traditional leaders on the impact of child marriages in **Tanzania**.

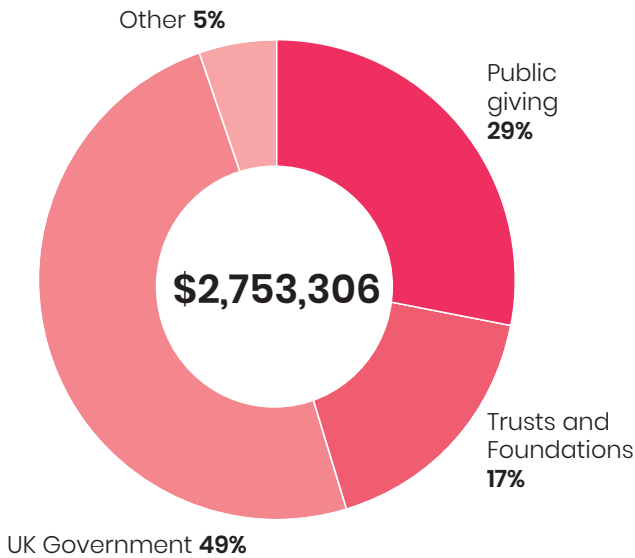
- **89%** of partner networks ran one or more city-wide influence programs
- At least **111** city-wide influence activities were run, two per network on average
- **37%** of churches and organizations who took part in these programs were not already part of the network
- **24** partner networks were involved with influencing laws and policies this year (up from 15 in 2021-22)

# Finances

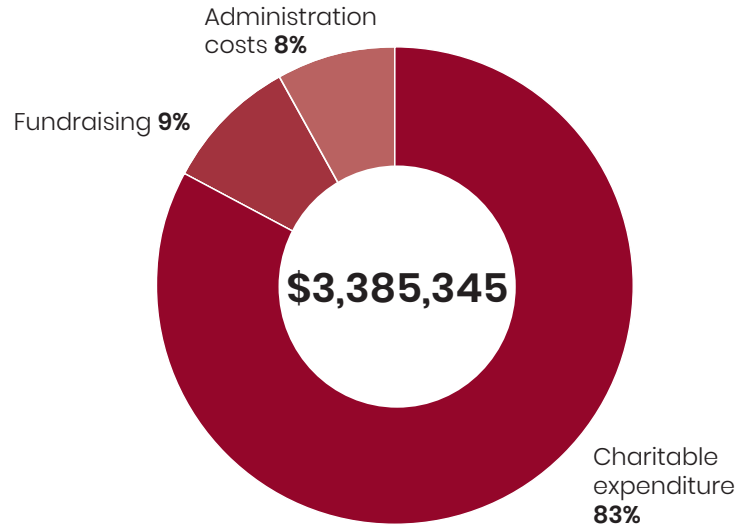
The pie charts and the column for 2022-23 have been audited but not approved by the board.

Please contact us at [info@viva.org](mailto:info@viva.org) if you would like a copy of the final audited accounts for 2022-23.

## Global income



## Global expenditure



	2018-19	2019-20	2020-21	2021-22	2022-23
<b>Income</b>					
Public giving	\$887,405	\$808,830	\$1,061,694	\$804,431	\$779,697
Trusts and Foundations	\$720,999	\$496,477	\$590,888	\$394,719	\$471,630
UK Government	\$3,434,131	\$2,151,026	\$1,942,919	\$1,471,733	\$1,359,581
Other	\$42,299	\$188,041	\$318,949	\$133,090	\$142,397
Office sale				\$1,357,744	
<b>Total</b>	<b>\$5,084,834</b>	<b>\$3,644,374</b>	<b>\$3,914,451</b>	<b>\$4,161,717</b>	<b>\$2,753,306</b>
<b>Expenditure</b>					
Charitable expenditure	\$4,438,249	\$3,337,508	\$3,022,363	£1,991,823	\$2,809,410
Fundraising	\$416,740	\$356,320	\$314,233	£214,911	\$303,340
Administration costs	\$204,871	\$279,971	\$272,266	£229,820	\$272,596
<b>Total</b>	<b>\$5,059,860</b>	<b>\$3,973,800</b>	<b>\$3,608,862</b>	<b>£2,436,554</b>	<b>\$3,385,345</b>

### On average, 83c 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)** program in Uganda.

Income was \$50,000 lower than the previous year (excluding the sale of the UK office). Encouragingly, unrestricted income was \$80,000 higher, but still

lower than had been hoped. Given the challenging fundraising climate it demonstrates the strength of our supporter base.

Administration costs were slightly lower and Fundraising costs slightly higher than last year. High inflation, unfavorable exchange rates, and the cost associated with CEO recruitment and transition all played a part in these costs.

**Given our strong reserves due to the sale of our UK office in March 2022, in 2023-24 we will invest some reserves to grow our fundraising.**



# Leadership

## Staff Leadership Team



**Phil Green**  
Chief Executive



**Carmen Alvarez**  
Latin America  
Director



**Anna Barker**  
International  
Director \*



**Matt Coulson**  
Asia Director



**Andrew Dubock**  
Fundraising and  
Communications Director



**Mim Friday**  
Director of  
Development &  
Impact



**Paul Kabunga**  
Africa Director



**Gary Kamaal**  
India Director



**Kezia M'Clelland**  
People Care  
Director



**Jane Travis**  
Acting  
International Director

\* On maternity leave 2022-23

## North American Board



**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.



**John Hightower** is Chief Strategy Officer and CEO of Arch + Tower, a Frazier & Deeter Company, where he leads strategic planning and team development. He has spent 15 years consulting companies about strategy.



**Jonathan Booth** is British but now lives on the West Coast. He has spent 30 years as a Charity Executive globally and is currently working on a social justice project, LegalShield.



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



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



**Steve Ujvarosy** is President and CEO of Telchar Systems, an Information Technology consulting practice with Financial Institutions in emerging economies.



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

## International Board

Adrian Cooper (Chair), David Bright, Minu Chowdhury-Westlake, Jonathan Cox, Ian DeVilliers, Philip Niem, Teresa Phiri, Tim Pottle, Michael Sloane, James Tavener, Katy Thompson

## PARENTING SUPPORT: NEPAL

Sarita's eight-year-old daughter is in a Learning Space supported by Viva, and she also has two younger children. Encouraged by mentors who are supporting the family, Sarita attended a 'Good Parenting' training ran at the Learning Space by Viva's partner network CarNet Nepal.

She told us how these sessions helped her to have better relationships with her children, particularly the teaching about the five love languages. Sarita started to praise her daughter for doing well in her studies or for showing good behavior and this has encouraged her daughter to do even better. The training and mentoring follow-up has enabled the two of them to become even closer each day.

## Contact

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

[facebook.com/vivatgetherforchildren](https://facebook.com/vivatgetherforchildren) | [instagram.com/vivatgether](https://instagram.com/vivatgether)  
[youtube.com/user/Vivatgether](https://youtube.com/user/Vivatgether) | [linkedin.com/company/viva-network](https://linkedin.com/company/viva-network)

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Viva Network (Hong Kong) Limited is a company limited by guarantee and registered charity with company no.1657942, and registered in Hong Kong SAR at 608 Laford Center, 838 Lai Chi Kok Road, Kowloon, Hong Kong.

Photo credits: CRANE (p8), CarNet Nepal (p9, back cover)

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

