



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 organisations 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 organisation 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 organisations come together to create CAFIs. These community centres bring together essential services for children and parents.

In Dehradun and Patna (India), I learnt how vital Viva's **capacity-building** programmes 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 organisations – 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 organisations 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

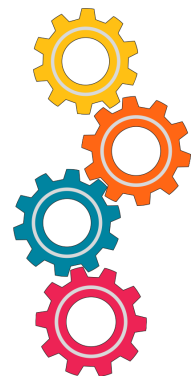
To achieve this, Viva connects and builds the capacity of churches and organisations to collectively change children’s lives through joint action programmes and increased city-wide influence.

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

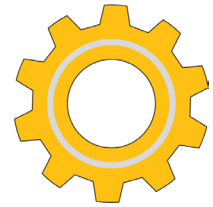
- We provide local leaders with **tried and tested tools**.
- We **support, encourage and inspire** our partner networks.
- We ensure **quality and high standards** in programmes and in the protection of children from harm.
- We bring a **bigger-picture viewpoint** that combines and builds on local achievements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

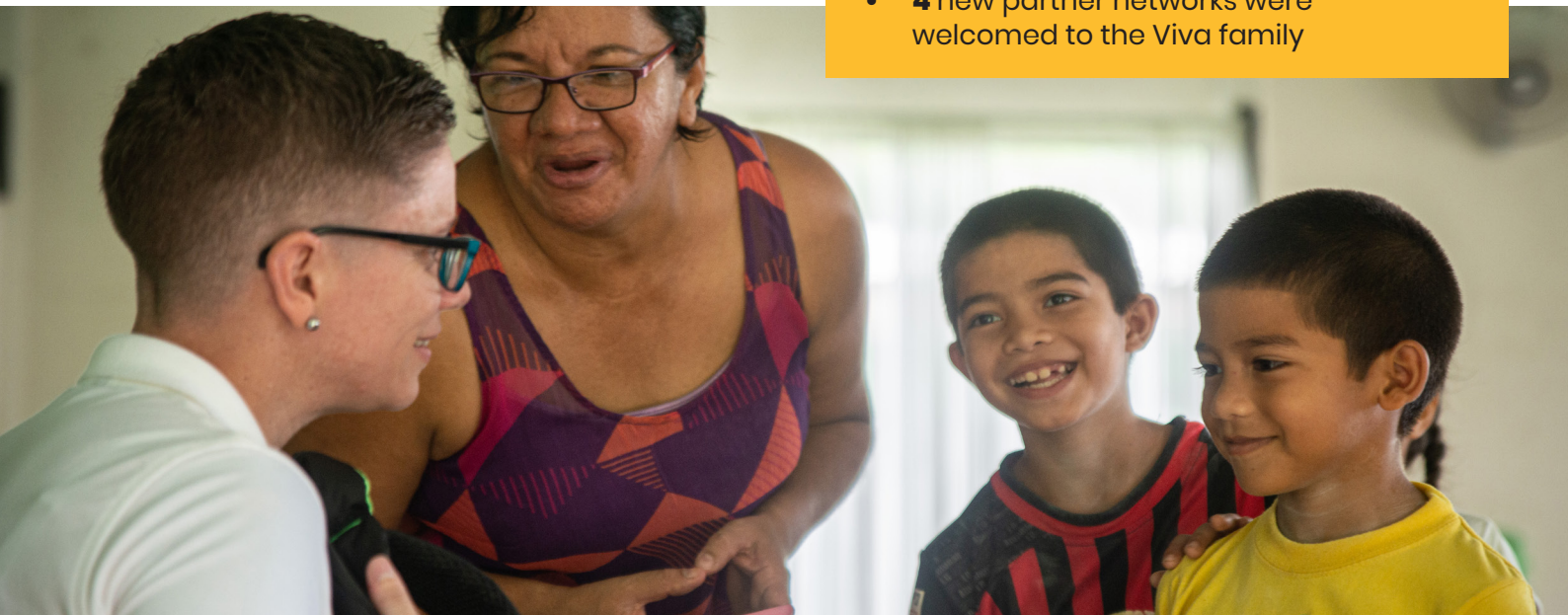
For many years, Christmas Parties (a Viva global initiative) have been an opportunity for churches and organisations to work together to organise an event for children in their localities. This builds confidence to run larger collaborative programmes and enables previously unreached vulnerable children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

Last year, 448 churches and organisations 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.

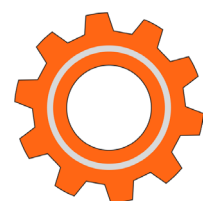
She was invited to the Christmas Party and was so excited that she went to the church the day before to help prepare, and even created a welcome dance with her friend. **This was the first children's programme she had ever attended and she had an amazing time!**

- **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 organisations 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 organisations become more sustainable and to improve their quality of care for children. Capacity-building programmes 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 organisations, 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.

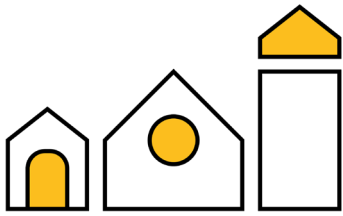
Following the course, a 13-year-old participant informed the school principal about physical abuse and ill-treatment from her own brother. Both she and her brother were given counselling and after it was confirmed that the girl was no longer at risk, their relationship is now fully reconciled. A teacher 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 organisations
- **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



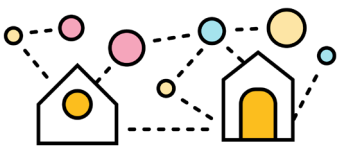
4,490
churches

+

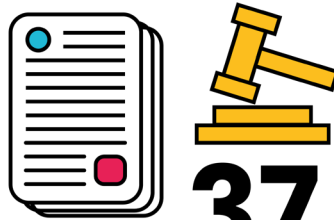


898
organisations

=



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

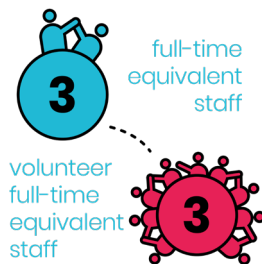


15
initiatives in partnership
with city leaders



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 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.

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

Creative Learning Centres

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 Centres, 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.

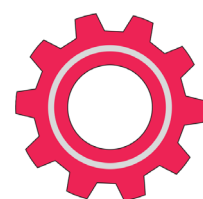
Last year, Viva's partner network in Nepal enrolled Santosh in its Learning Space and has helped him to be readmitted to school. Initially, Santosh had difficulty with reading and writing. He did not even know how to hold a pencil properly. Now he regularly attends class both in the Learning Space and 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 programmes 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 programme
- **76%** of partner networks ran at least one Safe programme, **84%** ran at least one Thrive programme and **66%** ran at least one Learn programme





City wide influence



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

City-wide influence programmes 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 organisations 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 recognising 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 councillors 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**.

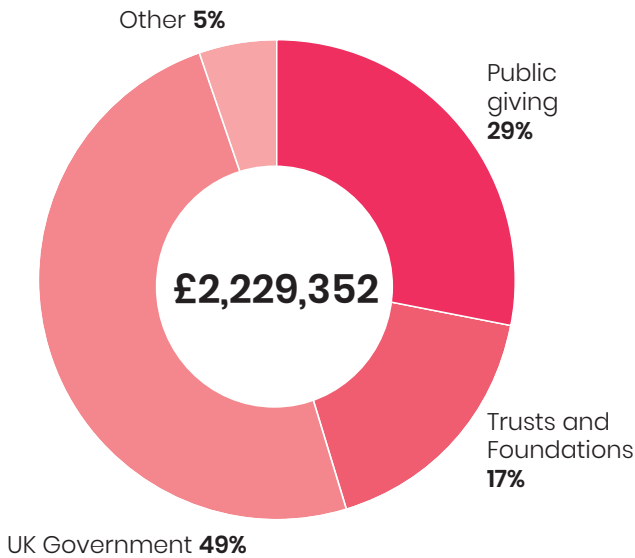
- **89%** of partner networks ran one or more city-wide influence programmes
- At least **111** city-wide influence activities were run, two per network on average
- **37%** of churches and organisations who took part in these programmes were not already part of the network
- **24** partner networks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

Finances

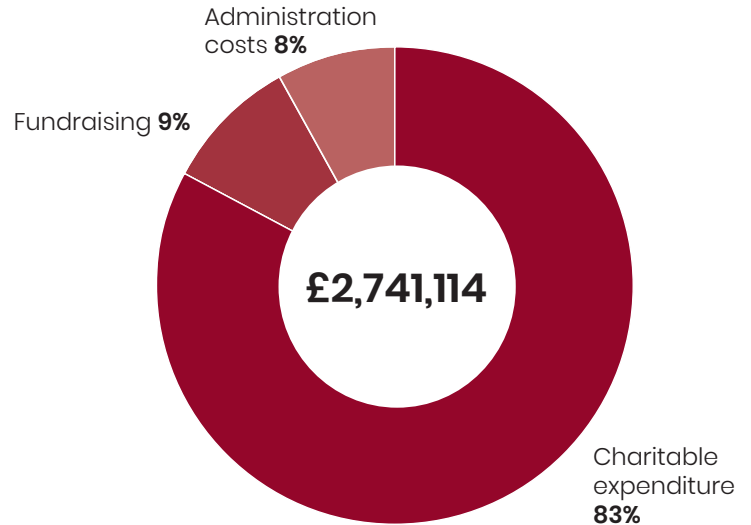
The pie charts and the column for 2022-23 have been audited but not approved by the board.

Please contact us at info@viva.org 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
Income					
Public giving	£645,507	£588,351	£772,287	£651,348	£631,321
Trusts and Foundations	£524,462	£361,142	£429,818	£319,604	£381,879
UK Government	£2,498,021	£1,564,678	£1,413,299	£1,191,662	£1,100,853
Other	£30,769	£136,783	£232,007	£107,763	£115,299
Office sale				£1,099,365	
Total	£3,698,759	£2,650,954	£2,847,411	£3,369,742	£2,229,352
Expenditure					
Charitable expenditure	£3,228,427	£2,427,737	£2,198,497	£1,991,823	£2,274,779
Fundraising	£303,141	£259,191	£228,576	£214,911	£245,614
Administration costs	£149,025	£203,654	£198,049	£229,820	£220,721
Total	£3,680,593	£2,890,582	£2,625,122	£2,436,554	£2,741,114

On average, 83p 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.

Income was £41,000 lower than the previous year (excluding the sale of the UK office). Encouragingly, unrestricted income was £72,000 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, unfavourable 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

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.



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 in 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 currently Development Director (interim) at St Peter's College in Oxford.



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 have most recently been wardens of the Windsor Hill Wood community, a place of refuge in Somerset, UK.

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 behaviour 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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youtube.com/user/Vivatgether | linkedin.com/company/viva-network

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Viva is an operating name of Viva North America. Viva North America is a registered 501(c)3 organization, registered under employer identification number 84-1541857.

Viva Network (Hong Kong) Limited is a company limited by guarantee and registered charity with company no.1857942, and registered in Hong Kong SAR at 608 Laford Centre, 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.



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