

The image features a young child with curly hair, smiling broadly, wearing a red shirt. The background is a blurred crowd of people. In the top left corner, there is a logo for 'viva' in a bold, white, lowercase font, with the tagline 'together for children' in a smaller, lowercase font below it. The logo is set against a circular graphic that transitions from orange to yellow. The overall tone is warm and positive.

viva
together for children

NETWORK HEALTH CHECK GLOBAL REPORT 2023

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Introduction

Viva works to connect churches and organisations in cities around the world, so they can form local networks that work together to improve the lives of children in their communities.

These networks are also connected to a wider community of Viva partner networks across the globe, so they can support each other and share learning.

The Network Health Check surveys gather information on the systems, structures, programmes and reach of partner networks. Viva is able to use this information in two ways:

- 1. To support networks and increase their sustainability:** Viva produces individual, tailored reports so partner networks can know and share their impact, know which areas to focus on in the coming year and so they can receive individualised support from their Viva consultant.
- 2. To understand our global work:** The data is used to help Viva assess and share our impact, and to identify global development needs and trends so we can continue to provide quality support for partner networks.

Changes to the Network Health Check

The Network Health Check is completed annually by all Viva partner networks to help build a global picture of what is being achieved for children.

This year the Network Health Check process has changed significantly to make it more straightforward, whilst still capturing the key information we need and getting more detailed information about network activities. This includes:

- updated Network Health Check surveys
- a shift to real-time programme reporting
- a simplified sustainability benchmark, and
- updated network reports.

Whilst we have worked hard to make the transition smooth, this does mean that some of the figures may be less comparable to previous years. The changes have been beneficial and we have heard from networks that they are finding the new surveys easier to complete. Although the way we are monitoring has been updated, it is important to remember that **the work of our partner networks to protect and support children in their communities continues unabated.**

The health check has been completed by all 45 of our partner networks, and the new activity data has been submitted by 38 of our partner networks. This means that some numbers may be lower than the collective actual reach. Nonetheless, we are confident that the new real-time reporting activity data is easier for partner networks to use and will provide more accurate data. We have also shifted the Network Health Check time-scale so it lines up with the financial year for the majority of partner networks. This means that **the data in this report is for January 2022 – March 2023.** In the future the Network Health Check report will cover the 12-month period from April – March.

***Please note** – throughout this report the figures around programmes and activities (including instances of children and adults being reached and number of programmes and activities) are minimum estimates as they are only based on 38 out of our 45 partner networks who submitted their activity data.*

Executive Summary

Viva wants to see children living life in all its fullness. This means they will be Safe, they will be Thriving, and they will be Learning.

This report will give you the breadth and depth of the work and programmes that Viva's grassroots partner networks are using to support children and their families to be safe, to thrive, and to learn, and how they work to become more sustainable.

This year we have more partner networks than in recent years, with new networks in all four regions. Furthermore, this year more networks have working groups and steering groups/boards, which increases collaboration across communities so more can be achieved for children.

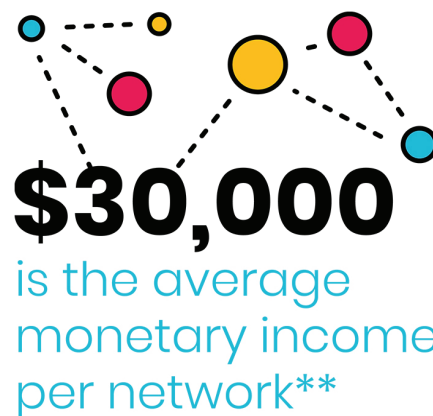
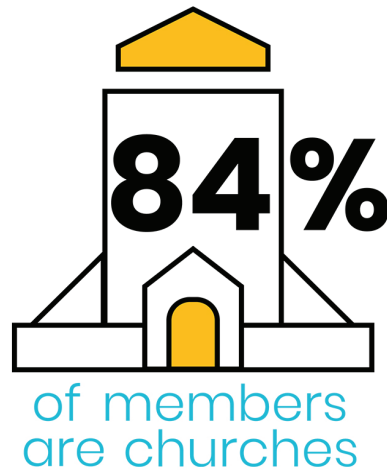
Through our city-wide influence driver, more partner networks have been involved in influencing laws and policies this year to help shape a more positive future for children. More networks have also been involved in running initiatives with city leaders, which helps grow the profile of Viva partner networks so they can achieve even more going forward. We have also started tracking the number of network activities which reach children with disabilities for the first time.

Overall, Viva partner networks have once again achieved a tremendous impact for children around the world by the collective efforts of staff and volunteers who are committed to helping children live life in all its fullness.

Global numbers



An average Viva partner network



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

Headline information

Changes to number of children reached

In the last year over one million children were reached directly by the churches and organisations who are members of Viva partner networks.

These numbers would suggest a significant drop in reach from last year, but this is mainly due to changes in the Network Health Check data collection process.

Previously, children who were reached through city-wide influence and collective action programmes, including those who were indirectly impacted through campaigns and policy changes, were counted separately but that was not the case this year.

The number of children impacted by the work of Viva partner networks, particularly the city-wide influence programmes, will be considerably more than one million, but it is hard to state how many as those children did not come into direct contact with network members.

Having said that, we are aware of some actual drops in the number of children reached, due to city-wide partnerships not continuing this year and funding difficulties. Some programme changes have also resulted in less children being reached, but those that are reached are receiving more in-depth support. Viva partner networks are continuing to have a considerable impact in communities to help children be Safe, to Thrive and to Learn.

Thirty six percent of partner networks reported an increase in the number of children they reached directly this year which is really encouraging, with seven networks at least doubling the number of children they were able to reach.

Engaging children with disabilities

It is encouraging to know that this year at least 213 activities engaged children with disabilities, which is 27% of all activities logged this year and an average of four activities per network.¹ This is the first time we have gathered this information about working with children with disabilities. We would like to see this increase in the future.

Partner networks

This year, four new partner networks have joined the Viva family from each of our four regions around the world. They are:

- Viva Nainital Network, India
- Together for children Kisumu, Kenya
- Iligan Children Ministries Network (ICMN), Philippines
- Red Viva Caaguazú, Paraguay

This brings our current total to 45 partner networks as Red Viva Juchitan (Mexico) decided not to continue as a partner network. It is encouraging that each of Viva's four regions has a new network, because it shows that all areas are actively expanding the number of partner networks in the Viva family so even more children can be reached.

¹ Excluding CRANE and MCAN as their numbers were significantly different

Churches and organisations making up Viva partner networks

In 2022, Viva partner networks brought together 5,388 churches and organisations to achieve change for children, which is an average of 120 churches and organisations per network. These churches and organisations have the opportunity to be supported by Viva by taking part in trainings to improve their practices and to introduce more programmes so that they can provide improved support for children and their families.

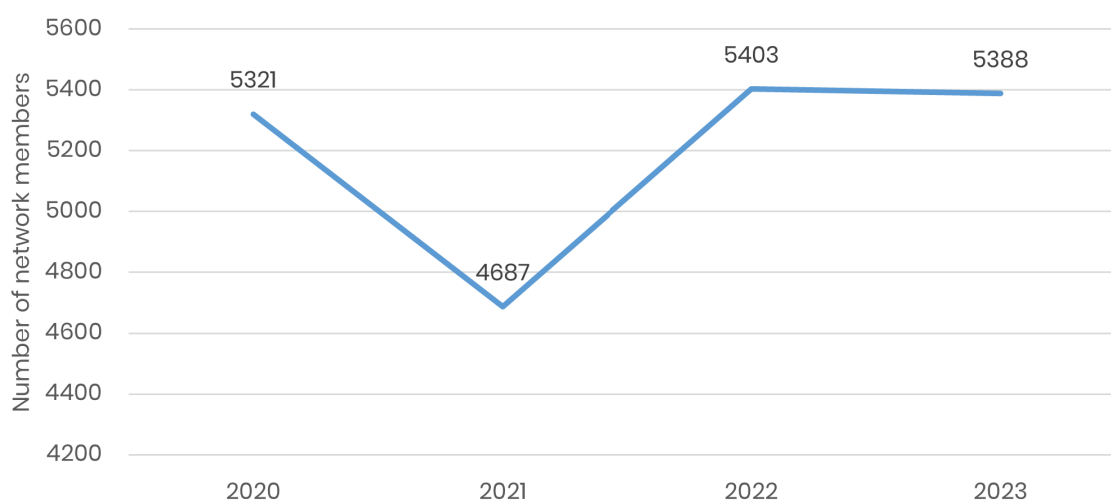


Figure 1: Number of network member churches and organisations in Viva globally, over time

As seen in Figure 1, the number of churches and organisations that are part of Viva partner networks this year is 5,388, compared to 5,403 last year. It would be good to see how this number could increase further going forward.

It is very encouraging that 36% of Viva partner networks² recorded growth in their network member sizes. Even with a challenging backdrop of political instability in many regions and funding difficulties, over a third of Viva partner networks have grown their network member base. This sets a firm foundation for partner networks to continue growing their work going forward.

The biggest increase was recorded by **Red Viva México** who grew from 51 members last year to 351 network members this year, as new churches and organisations joined the network through their four to six-month Protege course and now continue to be engaged in the network through working groups. Nineteen percent of partner networks³ had the same network membership as last year.

A number of partner networks experienced **large drops in network membership**, including Shine Hyderabad Children Network and Johar Children at Risk Network, Ranchi in **India**. This was because many network members joined the network for the phone mentoring programme, but since the pandemic has ended many have not remained as network members.

Viva's partner networks in **Bolivia**, particularly Red Viva El Alto, also experienced a significant drop in network members this year which was largely due to the serious funding issues they have faced which made continuing network activities difficult. The four new networks have a combined total of 51 churches. This a good start and it will be good to see how these networks develop in future years.

Tracking network membership

This year, 96% of networks have a database to keep track of network members and assess their engagement in network activities. This has increased from 90% last year. Viva's efforts to help networks achieve the sustainability benchmark may have contributed to this growth.

² Not including ICMN, Red Viva Caaguazú or Viva Nainital Network as they have no figures from last year so cannot be compared

³ Not including ICMN, Red Viva Caaguazú or Viva Nainital Network as they have no figures from last year so cannot be compared

Introducing Safe, Thrive and Learn

This year, programmes have been categorised into Safe, Thrive and Learn for the first time.

These are the key outcomes we are aiming to achieve for children – that they are Safe, Thriving and Learning. These sit alongside our four drivers for lasting change. The drivers capture how we work to achieve the Safe, Thrive, Learn outcomes. We work together to ensure that children are:

1. **Safe** and free from abuse, violence and exploitation.
2. **Thriving** emotionally and socially, with a better level of resilience and wellbeing.
3. **Learning** through catch-up education provision and support for schooling.

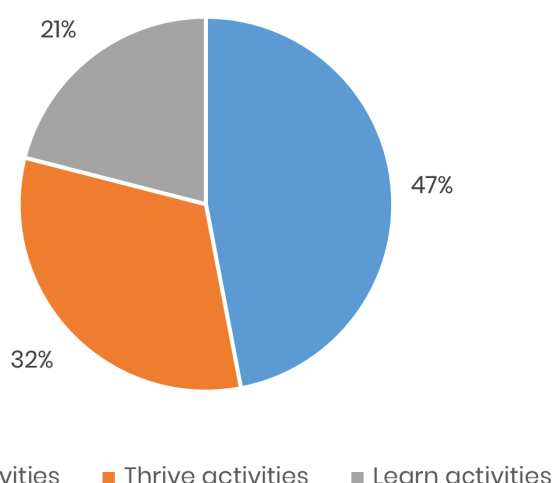


Figure 2: Proportion of activities run in the Safe, Thrive and Learn outcomes.

Figure 2 shows that most activities were run to keep children Safe with 363 activities logged, followed by Thrive with 248 activities and then Learn with 166 activities.

On average, each partner network ran three Safe programmes⁴, four Thrive programmes⁵ and two Learn programmes. There was an average count of 3,880 times children were reached by Safe activities, 5,996 times children were reached by Thrive activities, and 825 times children were reached by Learn activities.

Overall, 56% of partner networks⁶ ran at least one activity in all Safe, Thrive and Learn areas. 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.

Safe programmes include Child Friendly Church which was run by at least seven networks in Africa, Asia and Latin America; Child Protection Committees which were run by at least nine networks in Asia, Latin America and Africa and Child-led Ambassador groups which were run by at least eight networks in all four regions.

Thrive programmes include God's Heart for Children which was run by at least seven networks in Asia, Africa and India; Family Strengthening which was run by at least nine networks in all four regions; Flourish which was run by at least six networks in India and Asia; and Mentoring and Life skills which were run by at least 11 networks in all four regions and in the UK.

Learn programmes include Learning Spaces and Creative Learning Centres which were run by at least eight networks in all four regions; Learning Support for Teachers which was run by at least five networks in all four regions; and Quality Standards in Schools which was run by at least five partner networks in Africa, Asia and Latin America⁷.

⁴ Excluding CRANE, MCAN, MCMN, PCMN and VNZ who had significantly different results

⁵ Excluding CRANE, MCAN and MCMN who had significantly different results

⁶ Not including networks who are new to Viva this year

⁷ All Safe, Thrive and Learn network figures here are based on the activity data received from 38 partner networks

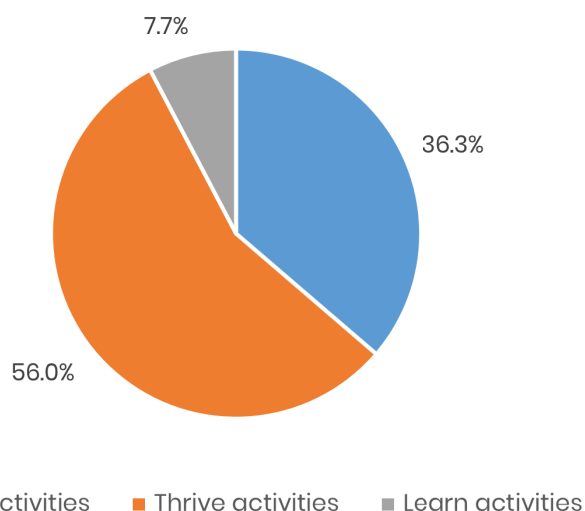


Figure 3: Proportion of instances children engaged in activities split between Safe, Thrive and Learn outcomes

Figure 3 shows how the instances children engaged in activities is split between Safe, Thrive and Learn activities – most children were engaged through Thrive activities, where there were 227,836 instances of children’s engagement, and the least children were engaged through Learn activities, with 31,351 instances.

There were 147,421 instances children were engaged in Safe activities. The main reason the Learn numbers are lower is that most Learn programmes are longer-term whereas many Thrive programmes are one-off engagements. For example, a child being supported in a Learning Space for a term or a year is only counted once, whereas a Safe or Thriving activity might happen only for one day. In addition, many Learn activities focus on training teachers which has a big longer-term impact for children, but as the children are not directly reached by network members they do not contribute to these numbers.

We are looking forward to seeing how these Safe, Thrive and Learn outcomes help drive our work in the coming years and to see how these baseline figures develop next year.

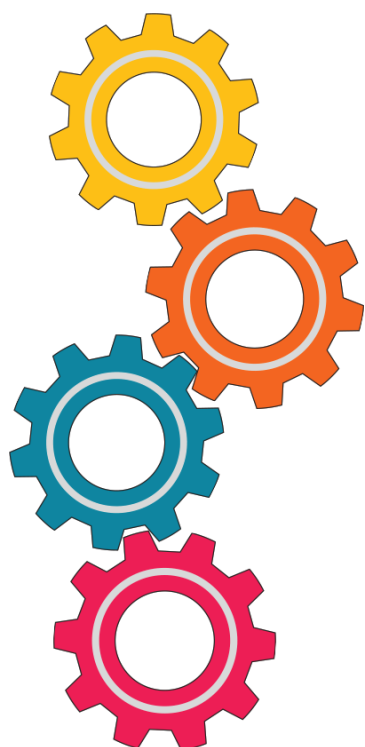


Network results

Viva's four drivers for lasting change

We have learnt that Viva partner networks are the most effective and impactful when they run a range of programmes across all four of our drivers that complement each other to help networks increase their reach and impact to create change for children.

Here is a summary of our four drivers for lasting change:



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

CAPACITY BUILDING: Building capacity of churches and organisations 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.

You can read more about the reasoning behind these drivers in [Viva's Theory of Change](#).

This year, 64% of partner networks⁹ ran programmes across all four drivers. This compares to 100% last year and 85% the year before. This percentage change is largely due to networks still getting used to submitting the new activity data and the slight change in the categorisation of activities.

This year, an average of two capacity building programmes, five collective action programmes and two city-wide influence programmes were run by partner networks¹⁰. This trend of partner networks running substantially more collective action programmes is similar to last year. Capacity building programmes were run by the least number of partner networks, which is largely due to funding limitations in Latin America.

Due to the new Network Health Check activity data survey we are unable to report an average number of connecting programmes run by each network this year, but we know that they have all run at least one.

⁹ Not including networks who are new to Viva this year

¹⁰ All of these averages are excluding the major outliers

Connecting

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

Viva partner networks exist to connect local churches and organisations together so they can achieve more for children.

This means that all partner networks have run connecting events this year as they have all worked collaboratively to address the issues affecting children in their communities.

Whilst all partner networks are connecting churches and organisations together, it is important that they continue to invest in practices which improve relationships and capacity for connecting moving forward. This includes training for the network coordination team, regular communication, working groups, prayer gatherings and regular network development meetings.

Network Training Course

Connecting programmes include the Network Training Course. This course has been used widely by Viva partner networks to help the network coordination teams to develop the skills they need to run an effective and sustainable network.

The course includes modules on defining the network's identity and understanding the network model, strategic planning and programme development and impact measurement, and is closely tied to Viva's sustainability benchmark.

It is aimed principally at new networks, but more established networks who are still working towards achieving the sustainability benchmarks can also benefit from it. This year, in addition to in-person training, we have also been able to offer the Network Training Course online through Viva's learning platform, which has greatly increased its accessibility and its potential for cross-border collaboration.

As a result, all six African networks 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.

As well as the online version of the course, at least five of the six Filipino networks participated in the Network Training Course this year, including the Philippines' newest network ICMN.

This is really encouraging because having more skilled network coordination teams helps networks increase their efficiency and contributes towards sustainable growth so more children can be supported more effectively.

Working/Action Groups

This year, 37 partner networks have had working groups, which is an increase from 27 last year. This is encouraging because working groups are an important way of connecting network members together and increasing ownership so they can form a coordinated response to shared issues.

Overall, 173 working groups have been run globally, with each network running an average of 5 working groups. Red Viva de El Salvador ran the most working groups with 20 being run this year, followed by PCMN in the Philippines who had 14 working groups.

Figure 4 (*below*) shows the trend of partner networks running working groups over the last four years. We see that more partner networks have working groups this year than in previous years. It would be good to consider what Viva can do to help this number of working groups to remain more consistent and to continue to increase.

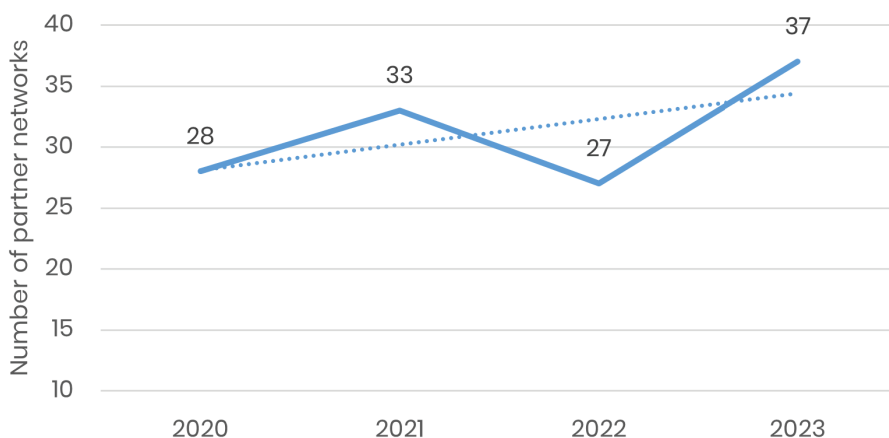


Figure 4: Number of partner networks running working groups globally, over time

Steering group/board

This year, 42 partner networks have a steering group/board which met an average of five times throughout the year. This is up from 35 partner networks last year. The most a steering group/board met was 12 times in the year, so approximately once a month. This was the case for six partner networks.

Having an active steering group/board is a really useful support for networks as it is a group of local people who are investing time and expertise in leading their network. It is really good that this year 93% of partner networks are making the most of this opportunity for support and external engagement.

Regular communication

Communicating regularly with network members is important to stay well-connected and to maintain effective partnerships and coordination. Figure 5 (*below*) shows how regularly partner networks communicated with their network members this year.

All partner networks have communicated at least once a quarter, which means that all partner networks are consistently engaging their network members with the work of the network. It is encouraging that the majority of partner networks are communicating with their network members more than once a month. Methods of communication include emails, social media, newsletters, and annual reports.

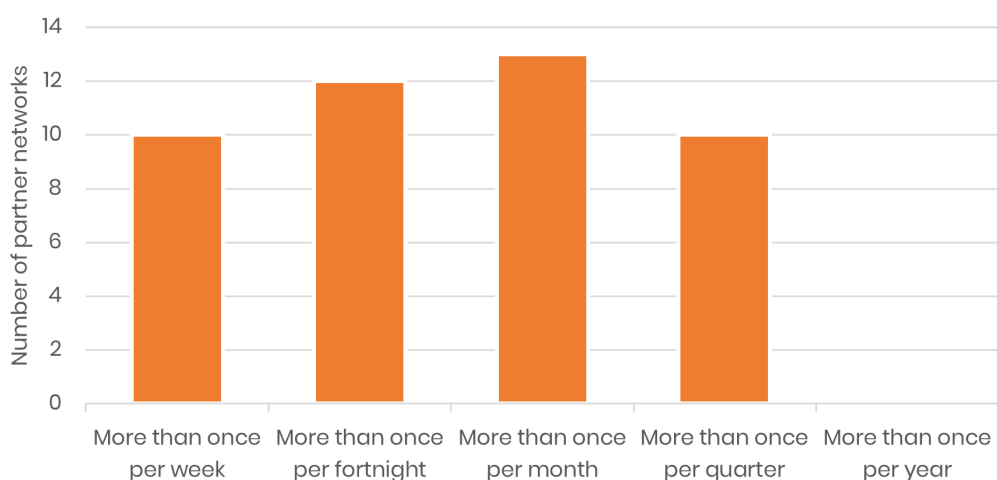


Figure 5: Frequency that partner networks communicated with their network member churches and organisations

Monitoring network membership

In last year's Network Health Check report, one of the desired actions was to consider tracking which networks have seen a decline in membership for two consecutive years.

This year that has been the case for eight partner networks: Children's Development Family Network, Myanmar; Connect Network, South Africa; Johar Children at Risk Network, India; Red Viva Argentina; Red Viva de Cochabamba, Bolivia; Red Viva de Oruro, Bolivia; Red Viva de Costa Rica and Red Viva Paraguay.

It is important to monitor the reasons for these declines so we can help networks progress. It may be a positive process of streamlining network membership to only include those who are actively engaged, but it may be a sign of network decline.

Actions to consider in 2023 to improve network member engagement:

- Viva can support the networks who do not have working groups and steering groups/boards to develop them this year
- Viva can consider how to help partner networks to run consistent working groups
- Viva can work closely with the eight partner networks who have seen a decline in network membership for two consecutive years to understand the reasons behind the declines and create action plans

Capacity building

Building capacity of churches and organisations through training, coaching and peer to peer learning to increase sustainability and quality of care for children

Over the years, Viva has developed many training materials to help churches and organisations become more sustainable and to improve their quality of care for children.

The trainings often attract new churches and organisations which helps grow the profile of Viva partner networks and increases collaboration, and this helps create child-centred communities who are better equipped to care for children.

This year, at least 183 capacity building activities were run by Viva partner networks, which is an average of two per network ¹¹. 75% of partner networks ¹² ran at least one capacity building programme, which is lower than in previous years. The majority of partner networks which did not run capacity building programmes this year were from Latin America, which is due to a lack of funding and lingering adverse impacts from the Covid-19 pandemic.

Children were engaged with capacity building programmes at least 9,113 times and adults were engaged at least 6,318 times. Capacity building programmes which have been run this year include programmes in child protection and training courses, such as Child-friendly Church, Why Families Matter, and Viva’s Quality Improvement System (QIS).

This year, 42% of the churches and organisations who took part in these programmes were not network members. This is good because it helps grow the profile of Viva partner networks, supports other organisations to develop better care for children and creates potential connections to grow network membership going forward.

Details of the most commonly run capacity building programmes by the 38 partner networks who submitted their activity data can be seen in Figure 6 (below). It is good to see that more networks have run QIS compared to last year, as 24% of partner networks ran it compared to just 14% last year.

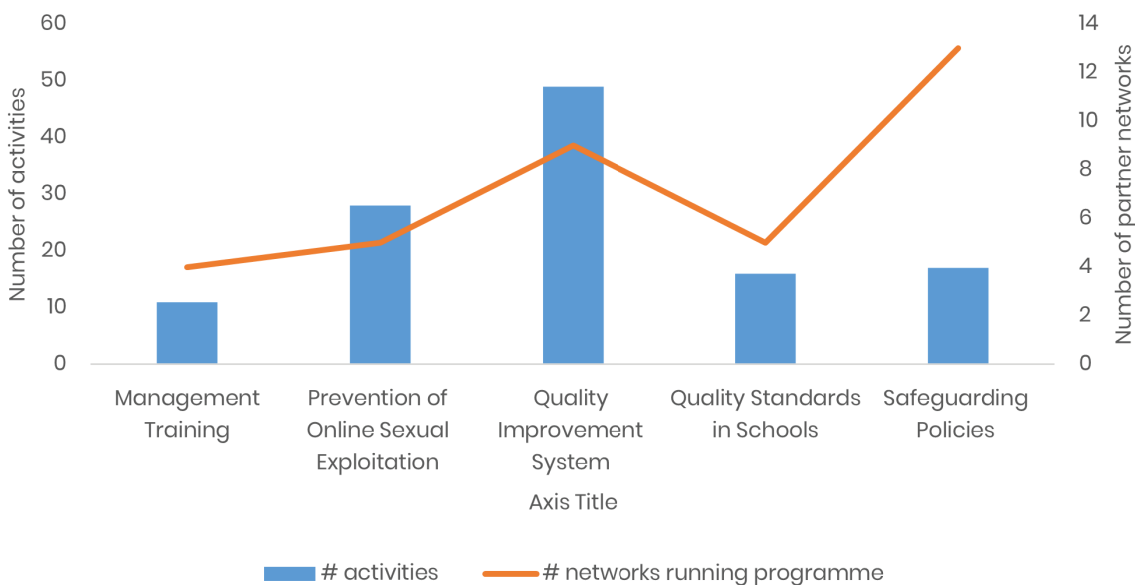


Figure 6: Number of activities run and number of partner networks who ran activities in the most commonly run capacity building programmes this year (out of 38 networks who submitted activity data)

¹¹ Excluding CRANE, MCAN, MCMN and PCMN who had significantly different results

¹² Excluding networks who are new to Viva this year

Team gatherings

Team gatherings are a great way for network team members to share learning and to train together. This year, 84% of partner networks were able to attend a Viva regional network gathering in their region. A regional gathering took place in every Viva region – Asia, India, Africa, Latin America and the UK. This is great news as last year in-person gatherings were not able to be held in Asia or parts of Latin America due to Covid-19 restrictions.

Through this year’s team meetings, 38 partner networks had the opportunity to connect, receive training, share learning, plan for the future and grow relationships which helps improve network practices going forward. It is also really encouraging for network coordination teams to know they are being supported by many other teams in their region and around the world, and that together they are having an even bigger impact for children.

Child protection

Viva is working towards all partner networks and their members having child protection policies and child protection codes of conduct on display. This will ensure all network members have the necessary processes in place to ensure the children they work with are protected.

This is a new concept for many of the grassroots churches and organisations we work with, so it requires gradually building up awareness and knowledge so the foundations are in place to write policies which have reliable accompanying structures in place.

This year there has been a significant increase in the number of network members who have child protection policies and codes of conducts on display.

56% of churches and organisations who are members of partner networks have a child protection policy and 53% have a child protection code of conduct displayed on their wall, which are both up from 25% last year.

The proportion of churches and organisations in the networks with finance policies has also increased significantly to 44% from 22%. This is partly a result of our sustainability benchmark which encourages partner networks to have these policies. The trend of network members who have these key policies over the last three years can be seen in the Figure 7 (below).

Trainings

Alongside these policies, partner networks have also run many programmes and trainings in capacity building. Overall, these programmes have allowed the network to interact with individual churches and organisations 2,341 times. 28% of these interactions were with non-network members.

Through these activities, partner networks have worked with adults 6,318 times, with 38% of these adults being male and 62% being female. This shows that partner networks are also reaching beyond network membership to improve child protection throughout their communities.

Examples of capacity building trainings which have been carried out this year include training of trainers on the safety of children in the Philippines, early childhood development training in Nepal, financial principles training in Uganda, a training workshop for the board of directors in Bolivia and Child Labour prevention training in Myanmar.

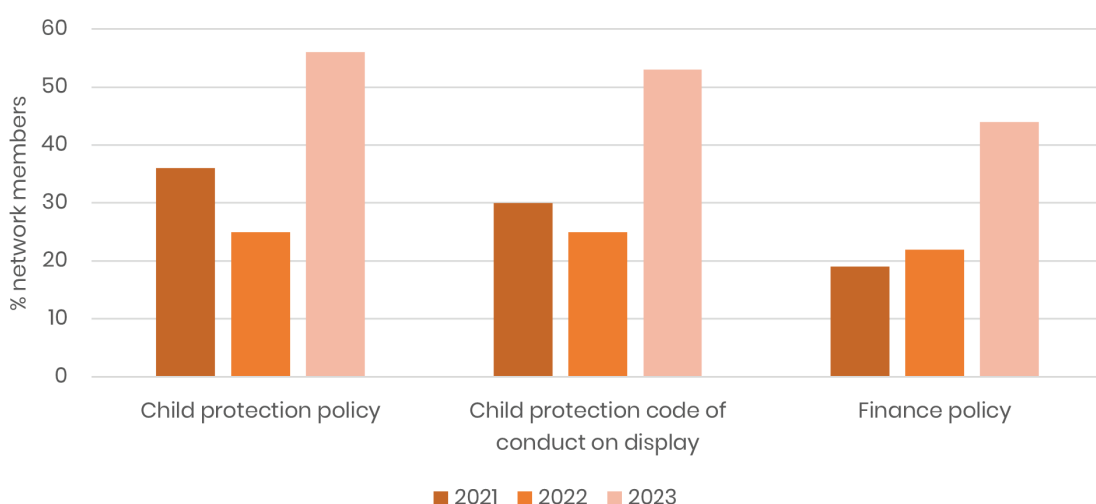


Figure 7: Percentage of network member churches and organisations who have key policies, over time



Viva's eight partner networks in India have trained 300 government and private school teachers in Viva's new online child protection training course. In Uganda, Child and Family Protection Officers noted how they were impacted by the capacity building trainings offered by CRANE and they are now able to implement child protection policies when working with children and now know how to handle children in a child friendly manner.

This year there were over 630 instances of adults being trained in Early Childhood Development by Doorsteps in Oxford, there were over 180 instances of adults receiving management training in Myanmar and Bolivia, and there were over 50 instances of childcare workers being trained in Myanmar and Uganda. Viva network consultants have also worked hard to train partner networks to develop child protection policies, codes of conduct and finance policies over the last year.

Unfortunately, with the changes to the Network Health Check process this year it has been difficult to capture the overall number of trainings that have been carried out by Viva partner networks, which is something that will be rectified in the Network Health Check process next year. Improving the Network Health Check is a process which we will continue working on and improving.

Actions to consider in 2023 to increase strength and effectiveness of individual churches and organisations:

- Make sure that Viva can capture Capacity Building trainings better in the new Network Health Check process
- Viva can think about how we can encourage non-member churches and organisations who engaged with capacity building activities this year to become network members
- Viva can consider how to overcome the funding issues which have caused less capacity building programmes to be run this year, particularly in Latin America

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

This year, Viva partner networks have brought together 5,388 churches and organisations as network members, who all aim to improve the situations of children in their communities.

These network members also partner with additional churches and organisations who are not part of the network but who want to collaborate on specific programmes. 26% of the churches and organisations who took part in collective action programmes this year were not network members. This shows that partner networks are continuing to collaborate beyond their network membership to have an even bigger impact for children.

This year, an average of five collective action programmes¹³ were run by each partner network, with at least 427 collective action activities run overall. 89% of Viva partner networks¹⁴ ran at least one collective action programme, which included child protection committees, Creative Learning Centres and Christmas Parties (you can read more about Viva Christmas Parties [here](#)).

Overall, children were impacted by collective action programmes at least 128,391 times and adults engaged with these programmes at least 26,133 times. Collective action programmes continue to impact children and strengthen networks as they work together through these programmes.

What does collective action focus on?

Viva partner networks run collective action programmes which bring churches and organisations together so they can achieve change for children more effectively than any could alone.

Previously, collective action programmes have focused on eight themes, but this year this has been simplified in line with the new Safe, Thrive and Learn outcomes. The eight themes fit well into these new outcomes, for example they included 'ensuring children complete their education' and 'reducing violence against children'.

Figure 8 (*below*) shows that this year, collective action activities have been split between all three Safe, Thrive and Learn outcomes, with the most activities run in Thrive with 171 collective action activities and with less in Learn with 111. There were 145 Safe collective action activities run.

Many of the Learn activities are big projects which give children longer-term and in-depth support, such as CAFIs in Latin America, teacher support programmes in India, Learning Spaces and Creative Learning Centres.

This means that the numbers of activities and people reached may be lower, but they are still key priorities for partner networks around the world and they have considerable impact.

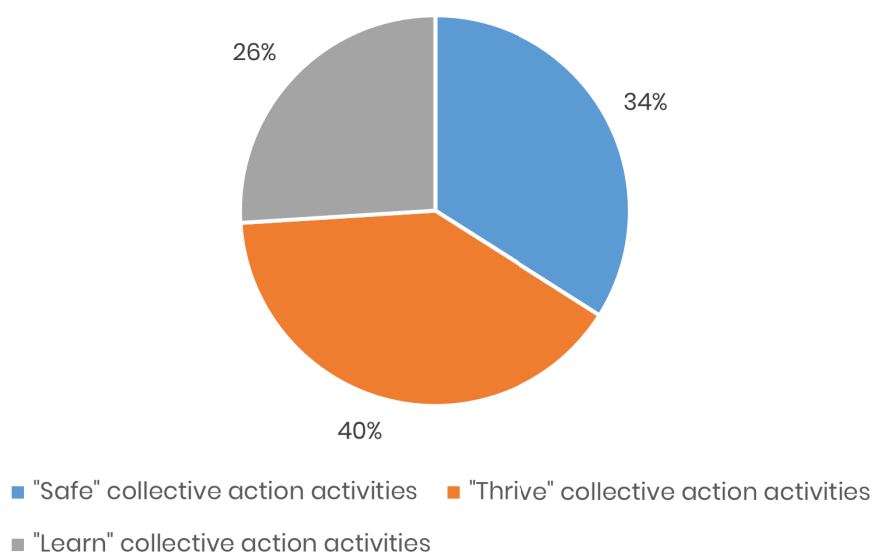


Figure 8: Proportion of collective action activities run in each of the Safe, Thrive and Learn outcomes

¹³ Excluding CRANE, MCMN, MCAN and VNZ as their results were significantly different

¹⁴ Not including networks who are new to Viva this year

The most commonly run collective action programmes by the 38 partner networks who provided activity data can be seen in Figure 9 (below).

Most collective action activities this year were associated with awareness raising with children, parents, caregivers and community members. This included a Good Touch Bad Touch and anti-trafficking awareness programme in Nepal, and a march for children’s rights in Bolivia. The highest number of partner networks took part in Christmas Parties this year, which are always a popular way to reach out into communities, connect families with the network and teach children life lessons in safety.

Overall, through collective action programmes churches and organisations work together to more effectively help children be Safe, to Thrive and to Learn so they can fulfil their God-given potential.

Actions to consider in 2023 to increase impact of collective action programmes on children:

- Consider how Viva can better capture in-depth support of learn programmes
- Consider how networks share their learning around collective action programmes with other networks

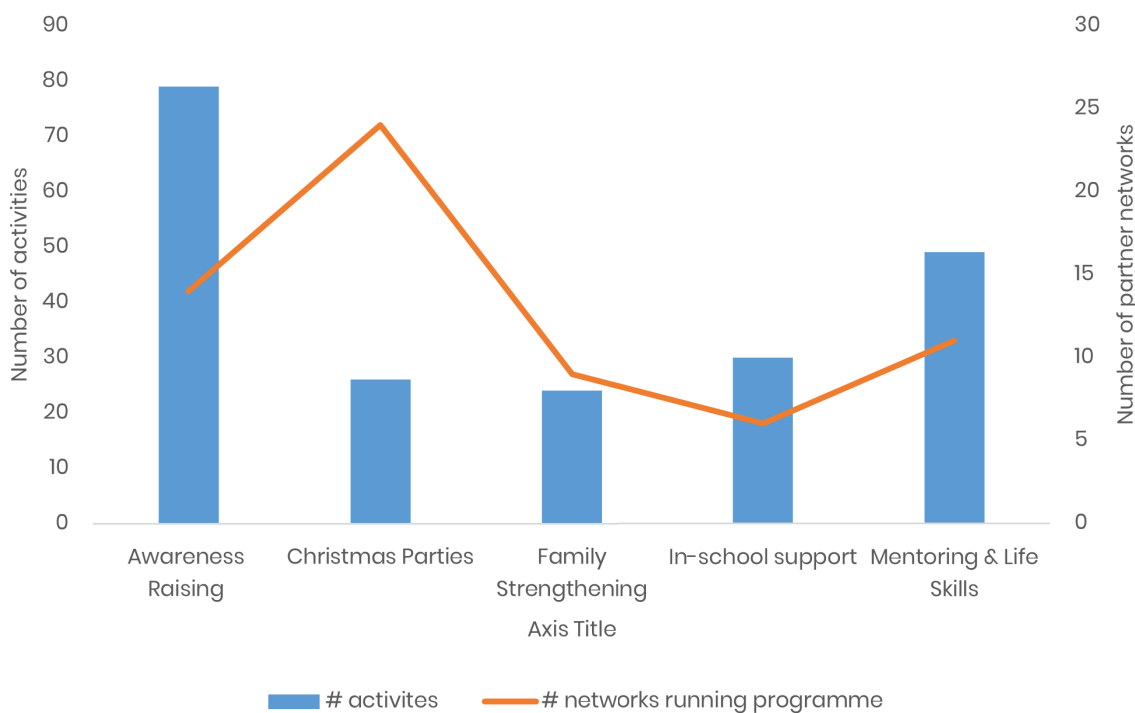


Figure 9: Number of activities run and number of partner networks who ran activities in the most commonly run collective action programmes this year (out of 38 networks who submitted activity data)

City-wide influence

Addressing negative attitudes and behaviours towards children and engaging with decision-makers to result in greater protection and opportunities for vulnerable children across the city

89% of partner networks ran one or more city-wide influence programmes this year.¹⁵

Overall, at least 111 city-wide influence activities were run, with each network running an average of two city-wide influence programmes.¹⁶

Although less city-wide influence programmes have been run compared to the other drivers, these programmes engaged with children and adults the most, with children being impacted 269,087 times and adults being impacted 185,797 times.

The new way of recording direct interactions with children means that these numbers are significantly lower than previous years. 37% of the churches and organisations who took part in these programmes were not already part of the network, which is encouraging as it shows that partner networks are continuing to expand their influence across their communities.

City-wide influence programmes often have the biggest reach because they aim to impact whole communities where partner networks are located to create more positive attitudes towards children.

This year city-wide influence programmes included the Good Treatment Campaign, the World Weekend of Prayer and advocacy with duty bearers.

Adults who can influence change at government level attended 379 of the activities run by partner networks this year. Working with external authorities and organisations helps grow the profile of the network and increases support for their work with children.

The most commonly run city-wide influence programmes by the 38 partner networks who submitted activity data this year can be seen in Figure 10 (*below*).

This year, only three different categories of programmes were itemised in city-wide influence, as shown in Figure 10. Activities around advocacy with duty bearers had the highest number of activities associated with it this year and the world weekend of prayer was implemented by the highest number of partner networks. It is hard to measure the impact of advocacy activities as they have the potential to reach a huge number of people as they influence societal norms going forward.

Examples of this year's advocacy activities include E-OSEC meetings with city councillors in the Philippines, an inter-institutional fair for the rights of children and adolescents in Bolivia, influencing child-friendly justice systems in Uganda, community seminars with traditional leaders on the impact of child marriages in Tanzania, and lobbying and dialogue with justice operators to improve child rescue procedures in Zimbabwe.

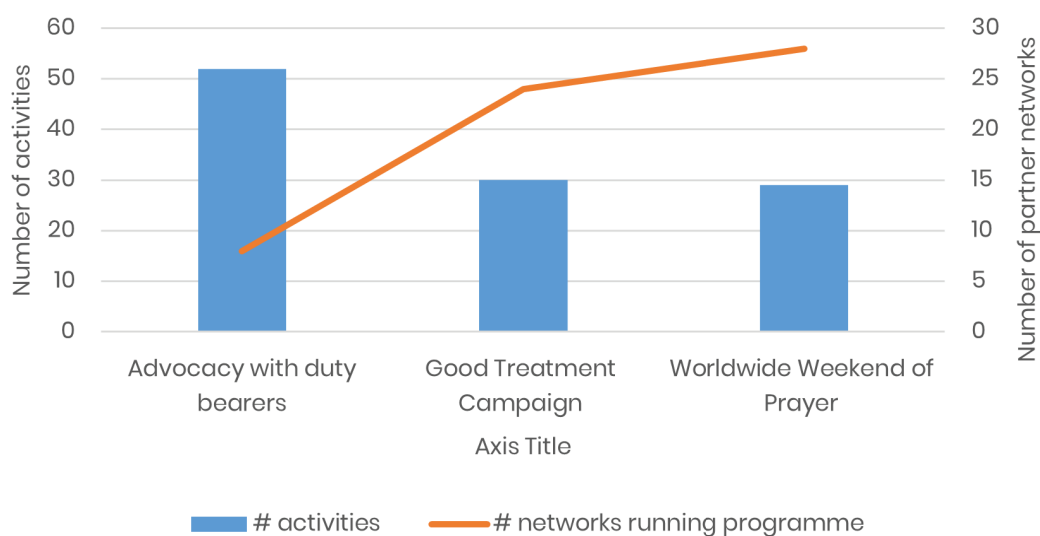
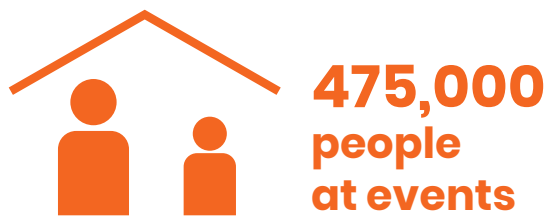


Figure 10: Number of activities run and number of partner networks who ran activities in the most commonly run city-wide influence programmes this year (out of 38 networks who submitted activity data)

¹⁵ Not including networks who were new to Viva this year

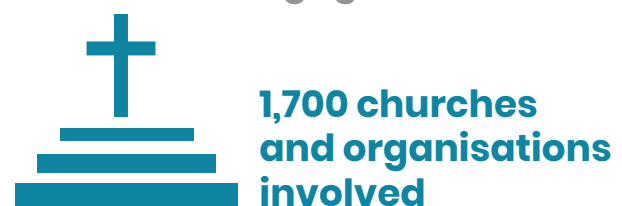
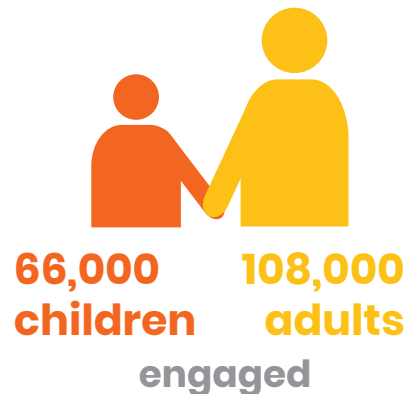
¹⁶ Not including CRANE, PCMN and VNZ as their results were significantly different

World Weekend of Prayer



Read more about the World Weekend of Prayer [here](#).

Good Treatment Campaign



Read more about the Good Treatment Campaign [here](#).

Overall, a range of city-wide influence campaigns were carried out this year reaching a vast number of children and adults. This helps increase awareness of the issues facing children and how communities can act to achieve positive, long-lasting change as child-centred communities are developed.

Influencing laws and policies

24 partner networks were involved with influencing laws and policies this year, which is a significant increase from 15 in each of the last two years. This means that over half of our partner networks around the world are using their influence to impact policies to improve the situations of children. This year, 37 national and regional policies have been influenced, which compares to 44 last year.

These policies largely focus on child protection, and include working against child marriage and human trafficking in Tanzania, Anti-OSAEC in the Philippines, helping funding flows for the NPO sector in South Africa, improving birth and death registration in Zimbabwe, and working to protect children against sexual exploitation in Argentina, Bolivia and Brazil.

These policies have the potential to increase protection for millions of children around the world today and for years to come. It is great that more partner networks have now engaged with influencing policies, so we hope the number of policy changes will also increase next year.

Initiatives with city leaders

The growing profile of Viva partner networks around the world means they have the opportunity to work with city leaders to implement positive policies for children. This year, partner networks have run 574 initiatives in partnership with government-level officials, business leaders, church leaders and with the justice, law and order sector (JLOS). More details about these initiatives can be seen in Figure 11 on the next page.

Overall, 43 partner networks were involved with initiatives with city leaders, which is 96% of partner networks. Partner networks have interacted with city leaders more than last year, when 35 partner networks signed agreements with city leaders. This year, most of the initiatives were run with church leaders. It would be good to see if we could grow the interactions with the other sectors in the future.

Many partner networks also had multiple initiatives in partnership with city leaders in the sectors mentioned above, not just one. Out of the networks who had initiatives with each sector, each network had an average of four government-level initiatives, five initiatives with business leaders, six with church leaders and three with JLOS. Some networks had considerably more than that, including CarNetNepal; Children's Development Family Network, Myanmar; and PCMN in the Philippines who each had 12 initiatives

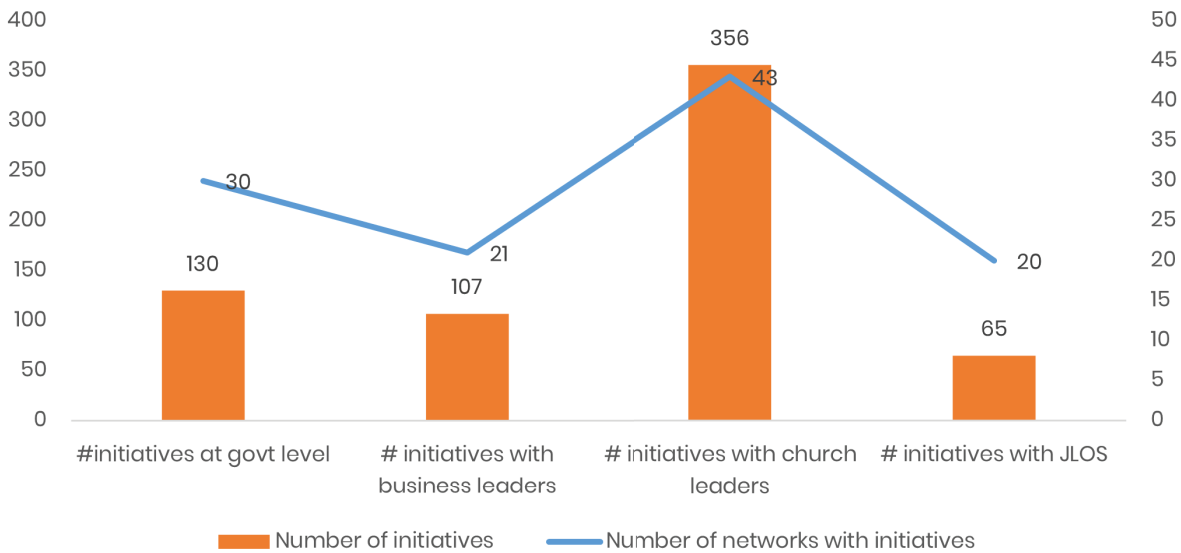


Figure 11: Number of partner networks involved in initiatives and number of initiatives run between partner networks and city-leaders in different sectors

at government level, CRANE had 26 initiatives with church leaders and Red Viva Paraguay had 10 initiatives with JLOS.

The only partner networks which did not run any of these initiatives were the new network in Kenya, Together for Children Kisumu, and Red Viva One Child in the Dominican Republic, who were a new network last year. It is encouraging that the other three new networks were able to have positive interactions with church leaders in their community in their first year of being a Viva partner network.

ICMN were able to form initiatives in partnership with city leaders in all four of the areas outlined above, and Red Viva Caaguazú had initiatives in partnership with the government, church leaders and JLOS.

This is really encouraging as it shows the recognition Viva has can quickly be picked up by

new partner networks, and it shows what is able to be achieved by strong partnerships between network coordination teams and Viva consultants.

Actions to consider in 2023 to ensure networks maintain and grow influence in their cities:

- Viva can consider how to encourage partner networks who influenced regional and national policies for the first time this year to continue engaging in this kind of activity
- Viva can consider how to grow the number of initiatives with government, business leaders and JLOS

Four drivers summary

Overall, we have seen continued efforts in all 4 drivers (connecting, capacity building, collective action and city-wide influence), though numbers are not as directly comparable to previous years as the new Network Health Check activity data captures activities as they happen throughout the year rather than as one summary figure at the end of the year.

This year we have seen progress in the proportion of network members with child protection policies, child protection codes of conduct on display and finance policies, and more networks have working groups and steering groups/boards than last year. More networks have also been involved in partnerships with city leaders this year and more partner networks have worked to influence laws and policies to achieve long-lasting change for children.

Partner networks and their members continue to work tirelessly to improve the lives of children through a huge variety of methods. Each network offers a unique approach which utilises the resources Viva has available to have the biggest impact in their context, through which children and their families are being supported and communities are being transformed.

Sustainability benchmark

Viva's sustainability benchmark has now been used for four years to support partner networks to build systems in ten key areas needed for sustainable impact.

The benchmark scoring system has been updated this year, whilst the 10 criteria remain the same. These are:

- **Benchmark 1:** Understand child needs and current response
- **Benchmark 2:** Clear purpose and vision
- **Benchmark 3:** Strategic Plan
- **Benchmark 4:** Strong relationship and communication
- **Benchmark 5:** Clear Leadership and Staff Structures
- **Benchmark 6:** Good Governance and Accountability
- **Benchmark 7:** Strong Membership
- **Benchmark 8:** Collective Action with M+E and reporting
- **Benchmark 9:** City-wide Influence
- **Benchmark 10:** Active Fundraising

We have worked hard to ensure the scores are as comparable as possible to the previous scoring system, but there are some differences. We have seen encouraging results this year, including a considerable increase in the number of partner networks who have child protection policies, child protection codes of conduct on display and finance policies, as mentioned previously in this report.

This year the average sustainability benchmark score was 82¹⁷, which is down slightly from 85 last year but is still above the three years before that. The trend over the last five years (excluding networks who have joined Viva within the last three years) can be seen in Figure 12.

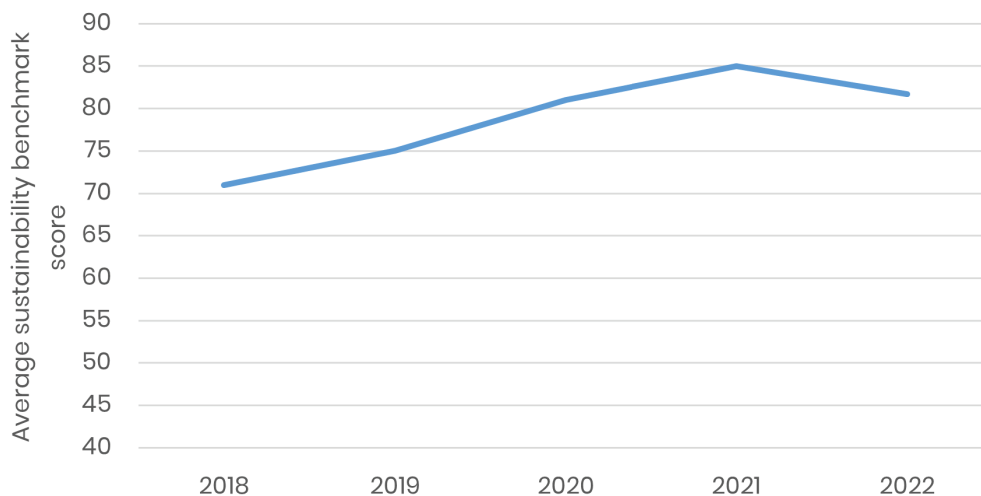


Figure 12: Average network sustainability benchmark score, over time

This year only CRANE in Uganda scored 100 in the benchmark. Last year four networks scored 100 – ACMN and PCMN in the Philippines, Peace Team Cambodia and CRANE.

This year all three networks who dropped from 100 still scored highly, with ACMN scoring 94 and PCMN and Peace Team Cambodia both scoring 96. One reason for this change is because the scoring for Benchmark 10: Active Fundraising has been updated this year and has had significant drops for most networks. Now to score the maximum of 10 in this benchmark networks now need an income of \$25,000USD. This is because having a smaller income than that would not allow networks to hire a full-time network coordinator, have consistent office space, cover additional support costs and cover programmes over a longer time period.

Benchmark 4: Strong Relationship and Communication also contributed to the changes in scores for PCMN and Peace Team Cambodia, which includes whether they attended regional team meetings.

¹⁷ Excluding networks who have joined Viva within the last three years

Although less networks scored the top mark of 100 this year, many networks still scored very highly with 13 partner networks scoring 90 or more. Furthermore, the distribution of network sustainability scores can be seen in Figure 13, excluding networks who have joined Viva within the last three years.

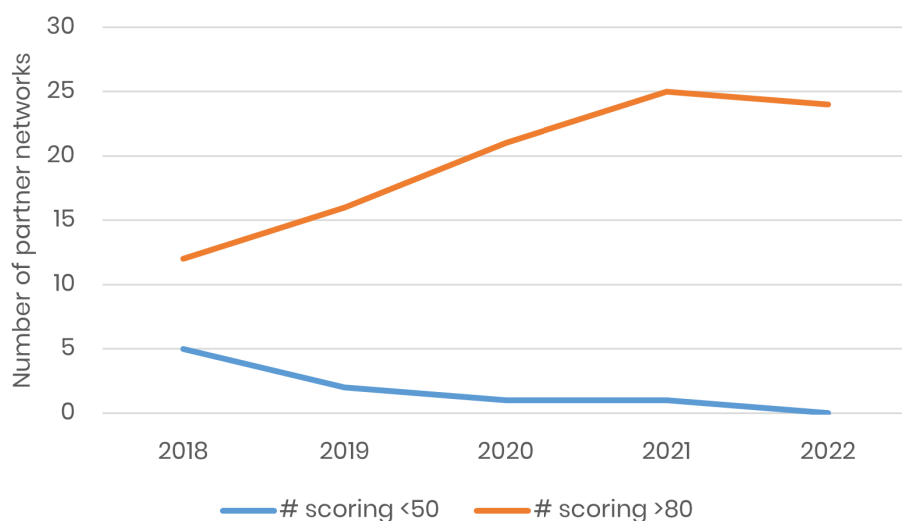


Figure 13: Number of partner networks scoring less than 50 and more than 80 in the sustainability benchmark over time

Figure 13 shows that the number of partner networks scoring below 50 in the sustainability benchmark has continued to decline since 2018, with no partner networks who have been a part of Viva for at least three years scoring less than 50 for the first time. This is encouraging as it shows that the sustainability scores are gradually moving towards the higher scores. The graph also shows that there has been a very slight decline in the number of partner networks scoring over 80, with 24 networks scoring over 80 this year¹⁸ which is higher than the figures from 2018-2020, but slightly lower than the 25 partner networks last year.

New partner networks

New partner networks work hard to put foundations in place to become more sustainable, so their sustainability benchmark scores should increase over time. The sustainability scores of partner networks which have joined Viva within the last three years can be seen in Figure 14.

Network name	2020	2021	2022
RENACSENIPEM, Peru	76	77	81
Rede Viva Protege Brasil	46	77	81
Red Viva One Child, Dominican Republic	--	26	30
REACH Pune Network, India	--	81	61
ICMN, Philippines	--	--	92
Red Viva Caaguazú, Paraguay	--	--	33
Viva Nainital Network, India	--	--	65
Together for Children Kisumu, Kenya	--	--	30

Figure 14: Sustainability benchmark scores of partner networks who have joined Viva within the last three years, over time

This shows that generally new networks have increased their sustainability scores each year, with the only exception being REACH Pune Network in India which was again largely due to Benchmark 10: Active Fundraising, and also Benchmark 3: Strategic Plan, as their plan was not updated this year. The table also shows that there is a large range of scores which Viva partner networks achieve within their first year. Lower initial scores are expected, so ICMN in the Philippines have done very well to score 92 in their first year.

¹⁸ Excluding networks who have joined Viva in the last three years

Highest and lowest scoring benchmarks

The highest scoring benchmarks this year were

- Benchmark 2: Clear purpose and vision;
- Benchmark 7: Strong Membership; and
- Benchmark 4: Strong relationship and communication.

Benchmark 4 was also one of the highest scoring benchmarks last year, but the others were Benchmark 3: Strategic Plan; and Benchmark 8: Collective Action. The changes in the highest scoring benchmarks is due to changes in the scoring system. Benchmark 3 has changed as networks now need up-to-date strategic plans, and Benchmark 8 has changed as this now comes from the activity data that networks have submitted.

The lowest scoring sustainability benchmarks over the last five years can be seen in Figure 15.

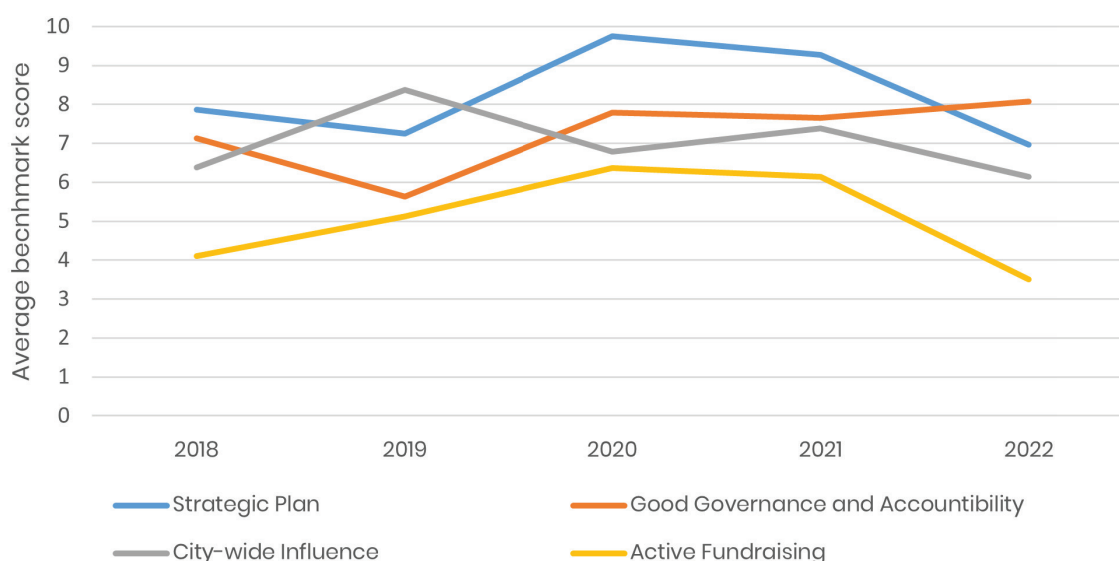


Figure 15: Average network performance in lowest scoring benchmarks, over time

Over the last four years, Benchmark 6: Good Governance and Accountability; Benchmark 9: City-wide Influence; and Benchmark 10: Active Fundraising have consistently scored the lowest. This year Benchmark 6 has increased, so the three lowest benchmarks now include Benchmark 3: Strategic Plan.

The average score for Benchmark 6 has increased from 7.6 last year to eight this year, because many more networks now have governance policies, child protection policies and finance policies than in previous years, and more networks have legally registered or are in the process of registering.

The score for Benchmark 10: Active Fundraising is significantly lower than it has been in previous years due to the new scoring system needing networks to have an income of £25,000USD in order to score 10, as explained previously.

This means that smaller networks score lower compared to last year, although they still gain points for having an income of \$5,000USD. This year there has been a decrease in funding so we would expect the benchmark score to be lower, but it has dropped considerably from 6.1 last year to 3.5 this year. The new scoring system is largely responsible for this drop.

The score for Benchmark 3: Strategic Plan has also dropped this year from approximately nine last year to seven, due to networks now needing an up-to-date strategic plan to score 10.

Network incomes

Having funding from a range of sources helps partner networks to be more sustainable because it is not dependent on any one funding source. The breakdown of partner networks' monetary funding can be seen in Figure 16¹⁹.

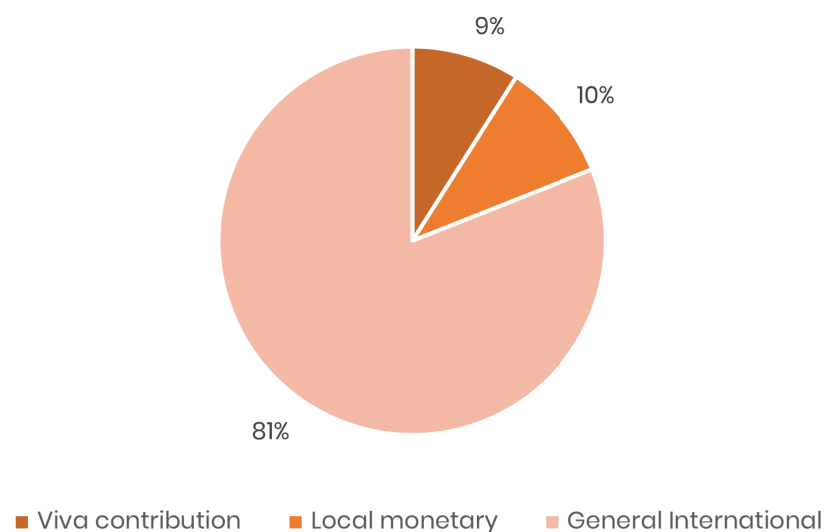


Figure 16: Breakdown of average partner network monetary income sources

It is good to see that Viva's contribution is less than the local monetary income, because this means that partner networks are less reliant on Viva funding and so are becoming more independent and therefore more sustainable.

This year at least 36 partner networks received funding from Viva. The average contribution from Viva to a partner network was \$4,974USD²⁰, but many networks received substantially less as some only received funding for Learning Spaces or Christmas parties. For example, partner networks only received an average of \$445USD each for Christmas Parties.

In addition to this income, partner networks also have local gifts in-kind which contributes to their work. This year an average of 13% of the local income raised by partner networks was monetary and 87% was gifts in-kind²¹.

This year the average monetary income of a Viva partner network was \$29,620USD²². This is lower than last year's \$38,000USD, which is expected as we have seen a decline in funding around the world this year. Some networks have had significantly less funding than previous years, which has made running network activities more difficult, including our partner networks in Bolivia who had an average income of \$1,400USD this year when last year they had an average income of \$23,000USD. We are working hard to increase our fundraising in the coming year to mitigate these funding issues.

Figure 17 (*on the next page*) shows a summary of the ranges of partner network incomes compared to last year²³.

¹⁹ This graph excludes CRANE as their data is significantly different to the other networks

²⁰ Excluding CRANE as their data is significantly different to the other networks

²¹ Both of these percentages exclude CRANE as their data is significantly different to the other networks

²² Excluding networks with the three highest and three lowest incomes, and excluding the two Dominican Republic networks as we do not have their income data

²³ Excluding the two Dominican Republic networks from the 2022 data as we do not have their income data

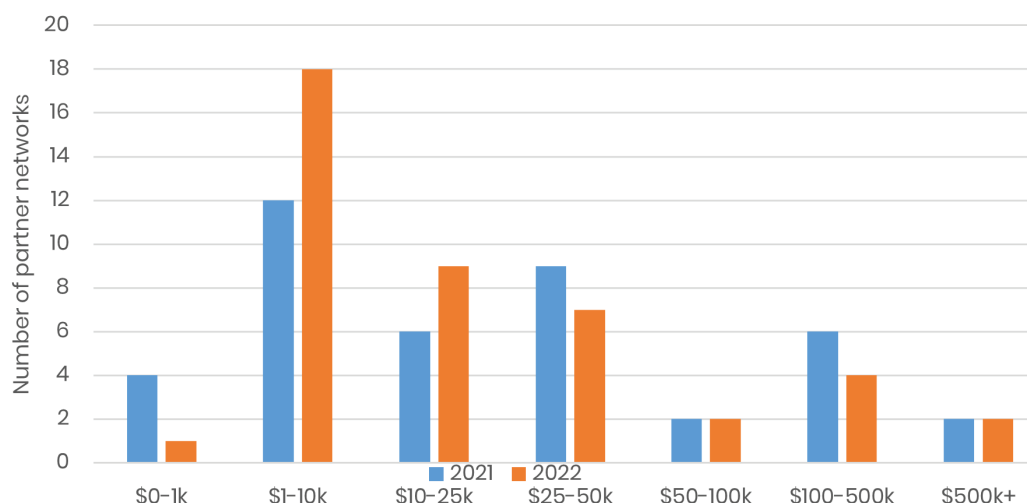


Figure 17: Summary of the ranges of partner network incomes compared to last year

Figure 17 shows that Viva partner networks have a greater skew towards the lower incomes this year, with substantially more networks with an income of just £1-10,000USD. There is a drop in the number of networks with a total income of \$0-1,000USD, but last year this included Red Viva Juchitan that is no longer a partner network and Red VINAD in the Dominican Republic who we do not have data for this year.

A decrease in funding was experienced by CRANE in Uganda, whose income went down by \$281,000USD. This was expected as the GEC programme reduces year-on-year as the girls get older and are graduated off the project.

Actions to consider in 2023 to increase network sustainability:

- Viva can consider how to help networks with active fundraising so they can grow their income. Help them to think about how to raise funds locally
- Viva can work with networks to update their strategic plan
- Explore whether all sustainability benchmarks are still achievable within three years
- All network consultants make tailored goals with each of the networks they support to work together to achieve 100% in the sustainability benchmark. Achievement of these goals will be monitored on a quarterly basis

Conclusion

Once again, Viva partner networks have impacted their local communities to help children through all four drivers, whilst still working to improve their own sustainability so they can continue protecting children and helping them to reach their full potential for many years to come.

Throughout the coming year we will work on the actions which have been identified throughout this report. Whilst there is always more work to do, it is clear that Viva's multi-faceted model of networking grassroots churches and organisations in the pursuit of seeing children Safe, Thriving and Learning is having consistently significant results for children around the world.

Appendix 1

Network key numbers

Key:

A: Number of churches
 B: Number of organisations
 C: Total number of churches and organisations

D: Full-time Equivalent Staff in network coordination team
 E: Total number of children reached directly

COUNTRY	CITY	CONSULTANT	COORDINATOR	NETWORK NAME	A	B	C	D	E
CENTRAL AMERICA & CARIBBEAN									
Costa Rica	San José, Cartago, Limón, Puntarenas	Karina Bonilla	Natalia Ugalde	Red Viva de Costa Rica	26	7	33	1	1,500
Cuba	La Habana	Elin Miranda	Elizabeth Alvarez Morín	Red Viva Tesoros del Rey (TRey)	72	8	80	1	765
Dominican Republic	Varias ciudades y municipios	Natalia Ugalde	Yan Sang	Red Viva One Child	38	0	38	11	4,900
	Santo Domingo, y Diferentes sectores del país	Natalia Ugalde	July Quiterio Cuello	Red Vida Integral para Niñez y Adolescencia (Red VINAD)	125	6	131	3	4,000
El Salvador	San Salvador	Jennifer Serrano	Samuel & Elisa Rodriguez	Red Viva de El Salvador	800	100	900	22	72,000
Guatemala	Guatemala	Isaac Saldívar	Jeannette Meza Oquendo	Asociación Viva juntos por la niñez de Guatemala	41	3	44	3	6,250
Honduras	Tegucigalpa	Omar González	María Vidal Laines de Luna	Ministerio Cristiano Red Viva Honduras	60	20	80	8	130,000
Mexico	Ciudad de México	Karina Bonilla	Aixa Marín	Red Viva México	350	1	351	0	7,000
Nicaragua	Managua	Jennifer Serrano	Rosa Mélida Méndez Gutiérrez	Asociación Viva juntos por la niñez Nicaragua	40	4	44	6	2,600
Central America & Caribbean total					1,552	149	1,701	55	229,015
SOUTH AMERICA									
Argentina	Buenos Aires	Isaac Saldívar	Adriana Magdalena Mostajo	Red Viva Argentina	109	5	114	6	4,042
Brazil	Belém do Para, Altamira y Castanhal	Isaac Saldívar	Andréa Méndes	Rede Viva Protege Brasil	7	2	9	4	3,500
Colombia	Bogotá	Elin Miranda	Carlos Bernal / Marisol Vargas	Red Viva de Colombia	67	20	87	4	3,210
Paraguay	Caaguazú	Isaac Saldívar	Zuzana Cáceres / Laura Pedrozo	Red Viva Caaguazú	7	0	7	8	460
	Gran Asuncion (Ñemby, Villa Elisa, San Antonio)	Isaac Saldívar	Elizabeth Caballero	Red Viva Paraguay	107	10	117	8	3,500
Peru	Lima	Isaac Saldívar	Isabel González	RENACSENIPEM	6	2	8	10	500
Venezuela	Caracas	Omar González	Maritza Sibila	RENACSENIIV	1,138	0	1,138	12	52,348
Bolivia	Cochabamba	Mim Friday	Andrei Via Ramirez	Red Viva de Cochabamba	8	20	28	4	2,240
	La Paz - El Alto	Mim Friday	Carlos Siñani	Red Viva El Alto	5	5	10	3	3,000
	Llallagua	Mim Friday	Santiago Vicuña	Red Viva Potosi Norte	8	0	8	2	600
	Oruro	Mim Friday	Noemi Patiño	Red Viva de Oruro	16	9	25	6	1,325
South America total					1,478	73	1,551	67	74,725
ASIA									
India	Bangalore	Gary Kamaal	Santa Sylvia	Asha Forum Bangalore	22	60	82	2	50,000
	Dehradun, Uttarakhand	Ameeta Bahadur	Ameeta Bahadur	Raunaq Forum Dehradun	5	17	22	4	5,000
	Hyderabad	Gary Kamaal	Vincent Kumar Dasari	Shine Hyderabad Children Network	35	25	60	6	27,500
	Nainital District	Gary Kamaal	Madhu Bright	Viva Nainital Network	7	1	8	2	550
	New Delhi	Gary Kamaal	Manoj Masih	Delhi Viva Network	40	15	55	4	3,000
	Patna	Gary Kamaal	Mukund Singh	Viva Children @ Risk Network, Patna	67	32	99	7	15,000
	Pune	Ameeta Bahadur	Abiel Sonkamble	REACH Pune Network	2	2	4	2	500
	Ranchi	Gary Kamaal	Premchand Hemrom	Johar Children at Risk Network	39	15	54	5	38,500
Shillong	Ameeta Bahadur	Wanskhemlang Marbaniang	Viva Shillong Network	35	21	56	4	5,500	
India total					252	188	440	36	145,550
Cambodia	Phnom Penh & Siem Reap	Matt Coulson/ Kristina Hebert Novak	Khun Sokhem (X.Quib)	Peace Team Cambodia	68	10	78	2	3,900
Myanmar	Myanmar		Naw Emerald Myaing	Children's Development Family Network	20	15	35	21	1,500
Nepal	Lalitpur		Sanjay Limbu	CarNetNepal	110	39	149	7	227,465
Philippines	Bacolod City		Jupiter Arela & Suzette A. Buala	Alliance of Children's Ministry in Negros (ACMN)	20	2	22	2	2,400
	Davao City		Leah Y. Genson	Mindanao Children's Ministries Network (MCMN)	28	22	50	7	1,166
	Eastern Samar		Ana E. Sasi	Eastern Samar Child's Rights Advocates Network (ESCRAN)	98	1	99	2	1,960
	Iligan City		Henrieto I. Pacaldo	Iligan Children Ministries Network (ICMN)	20	4	24	3	1,000
	Northern Samar		Mertyn Medala & Lordylyn Gelomio	Northern Samar Children's Ministries Network (NSCMN)	86	5	91	4	12,000
	Quezon City		Fe A. Foronda	Philippines Children's Ministries Network (PCMN)	300	50	350	29	121,718
Philippines total					552	84	636	47	140,244
Asia total					1,002	336	1,338	113	518,659

Appendix 1

Network key numbers

continued

Key:

A: Number of churches
 B: Number of organisations
 C: Total number of churches and organisations
 D: Full-time Equivalent Staff in network coordination team
 E: Total number of children reached directly

COUNTRY	CITY	CONSULTANT	COORDINATOR	NETWORK NAME	A	B	C	D	E
AFRICA									
Kenya	Kisumu	Paul Kabunga	Ishmael Shem	Together for Children Kisumu/Arc Net Kisumu	7	5	12	0	2,500
South Africa	Cape Town		Grace Nkomo	Connect Network	0	80	80	3	80,000
Tanzania	Mwanza		Iman Zadock	Mwanza Children Action Network (MCAN)	19	18	37	17	21,512
Uganda	Kampala		Faith Kembabazi	Children at Risk Action Network (CRANE)	69	122	191	55	58,305
Zambia	Lusaka		Teddy Mutuna	Samalani Children at Risk Network (SCAR)	134	5	139	2	24,000
Zimbabwe	Harare		Jonathan I. Chikumbu	Viva Network Zimbabwe (VNZ)	156	54	210	7	147,530
Africa total					385	284	669	84	333,847
EUROPE									
UK	Doorsteps	Mim Friday	Charlotte Pearson-Miles & Hannah Woods	Doorsteps	65	38	103	1	6,000
Europe total					65	38	103	1	6,000
CONSULTANCY									
Hong Kong	Hong Kong	Matt Coulson	Kazette Chan	Hong Kong Child Protection Services	5	10	15	0	15,000
Global: Children in Emergencies		Kezia M'Clelland		Children in Emergencies	3	8	11	0	1,244
GRAND TOTALS					4,490	898	5,388	320	1,178,490

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