



**viva**  
together for children



**NETWORK HEALTH  
CHECK 2021**

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# Dedication

We dedicate this year's Network Health Check to our late friend and colleague **Devesh Lal** who we sadly lost this year. Devesh was a long-serving member of Viva India, working closely with the network in Patna, Ranchi and Shillong.

He was a strong leader and advocate for the rights of girls, with a commitment to make cities safe for girls, and he continually challenged us to improve and grow our work.

Devesh is sorely missed by all of us at Viva and we are grateful for the wisdom he shared during his time with us.



# Introduction

**Every year, Viva produces the Network Health Check Global Report to aid our evaluation and learn how our work is growing and developing, and how we can support further improvement to build network strength and sustainability.**

The Network Health Check survey asks our partner networks a series of questions, gathering information on their systems, structures, programmes and reach. We are able to use this information in three ways:

1. To measure network sustainability: each year, our Network Development Team analyses the findings from each network, producing a tailored report with recommendations to support each partner network to grow in sustainability and reach through the course of the year.
2. To understand our global reach: we use information to update our global numbers, knowing what range of programmes are being used to support vulnerable children and equip churches and organisations to increase their ministries.
3. To track trends and identify global development needs. The Network Health Check was completed by 38 of our 39 partner networks in December 2020, giving an overview of programmes and activities achieved with children in that year.

# Executive Summary

**This year was a year like no other, with the Covid pandemic permeating through all areas of our work, causing pain and immense challenge as well as leading to new opportunities.**

It has been inspiring to see the strength, resilience and adaptability of each of Viva's partner networks through the course of the year. In this report, you will read how the majority of networks were able to achieve excellent work for children, families and communities by adapting in order to ensure safety for all involved.

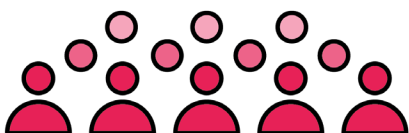
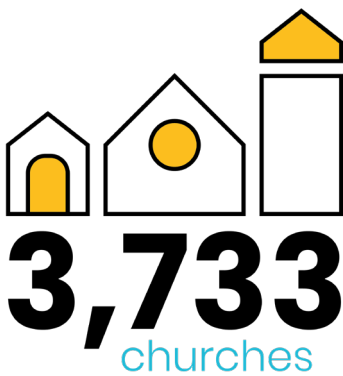
There was a large increase in collective action programmes, as many networks took on new relief work and phone mentoring to respond to urgent needs of children and families. This was countered by a reduction in capacity building programmes as attention was focussed elsewhere, but despite that, networks still averaged 4 capacity building programmes each, often by training churches and organisations online or in small groups.

There was a decline in the reach of children through city-wide influence which has led to an overall drop in Viva's child reach this year. Nevertheless, partner networks built new relationships with city leaders, gaining permissions to work with children through lockdowns. They were able to prove themselves as strong supporters of children, there to help governments, children and families through this crisis and having maintained and built new relationships that they can grow in coming years to support more children and families.

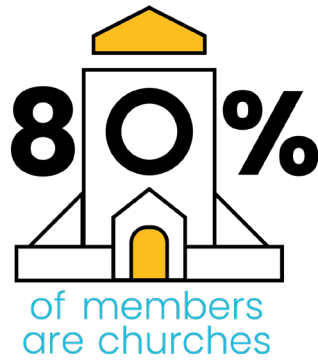
You will find recommendations throughout the report as we will draw on learning from the year to refine and shape our work going forwards.

**As you read this report, we are confident you will be inspired and encouraged by the work Viva and our partner networks have achieved this year.**

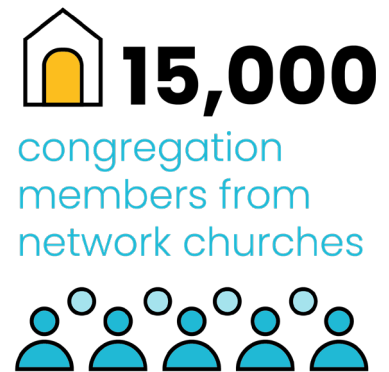
# Global numbers



# An average Viva partner network



(collective action and city-wide influence)



\* All numerical figures exclude highest and lowest networks

\*\* This excludes top and bottom 3 networks

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# Impact of Covid-19

**During this year, the whole world was struck by the Covid-19 pandemic which changed the nature of our work in many ways.**

All of us have experienced grief and loss with many networks reporting deaths of pastors, local leaders and Viva International also losing our friend and colleague Devesh Lal. We have journeyed together and it is in the context of the pandemic that the work in this report was achieved. This section explains some of the negative impact as well as the ways networks have been able to innovate in this challenging year.

**Unsurprisingly, all of the Viva's partner networks who completed the Covid-19 section of our NHC survey experienced at least one negative effect from the Covid-19 pandemic on their work.**

The most recognised negative side-effect was that the networks experienced 'less interaction with children in person', with 97% of the networks experiencing this. Furthermore, 89% of networks experienced 'less interaction with network participants in person' and 86% of networks had to stop some of their activities due to the Covid-19 pandemic. A significant number of networks also experienced 'feel[ing] less connected with network participants', 'less funding opportunities' and 'less staff able to work and people able to volunteer'.

**Having said that, many networks also experienced some positive outcomes from the pandemic.** All of our partner networks have responded to the difficulties of the past year to ensure they are still doing everything they can to support and protect children in their communities. 94% of networks who completed the Covid-19 section of the NHC survey reported 'more regular use of Zoom', 86% 'started online training' and 72% reported 'more interaction with network participants online'. **This year has certainly increased the online capabilities of our partner networks all around the world, which will be really useful moving forward beyond the Covid emergency.**

92% of networks also 'started new activities to respond to Covid-19'. For example, the Family Phone Mentoring Programme has been used widely across the globe. **The work of partner networks has always included response to emergency situations so many are well-equipped and ready to act**, which has really benefitted the communities surrounding our partner networks during this global crisis.

As well as the benefits already mentioned, some Viva partner networks have also noticed 'feel[ing] more connected with network participants', 'more funding opportunities', 'more opportunities to engage with city leaders' and 'more partnerships with others outside of the networks'. 69% of the networks also noticed they were acting with 'more innovation and creative thinking' in order to overcome the challenges of the past year. This year has been a challenging process of learning, but many networks have developed new skills and systems this year which they will keep into the future.

**Many networks identified the increased use of online technologies as the change from the past year that they will keep for the long-term.** Networks found that working online reduced travel time and improved the ease of communication and collaboration over large distances. Working online also increased the reach some programmes were able to achieve. Zoom and social media channels such as Facebook and WhatsApp will continue to be used in the future to stay connected and share news about network activities.

As well as the benefit of learning valuable online skills, networks have also found the **Phone Mentoring programme** to be a powerful tool to support families, so they hope to continue using this method into the future too. Viva's partner network in Zambia also hopes to continue with their **radio programme** beyond the Covid pandemic, which has the potential to reach 5.1 million people at any given time through the radio station.

# Network results

## Viva's four drivers for lasting change

**A healthy and impactful Viva partner network will run a range of programmes across each of the 4 drivers for lasting change.**

Our programmes are centred around these 4 drivers as each complement each other to help networks increase their reach, effectiveness and influence to impact more children more effectively. You can read more about the reasoning behind this in Viva's Theory of Change with a short explanation at the start of each section below.

This year was a challenging year. Many networks had to make decisions to pause, adapt or stop activities. Nevertheless:

- **33 partner networks ran programmes across all 4 drivers with an average of 3 programmes in connecting, 4 in capacity building, 8 in collective action and 3 in city-wide influence.**
- **5 networks completed programmes in 3 out of the 4 drivers.**

The reasons for not completing action in all four drivers vary from being a new network (Brazil), refreshing with new leadership (Dehradun and Colombia), internet connectivity challenges (Cuba) or political situation (Guatemala) and all in the context of the Covid pandemic.

**With the challenges of Covid permeating through the year, we are inspired by the determination and resilience of our partner networks, that all have been able to run a range of programmes and initiatives for children, churches, families and community members through the year.**

## Connecting

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

**Leaders of our partner networks use a range of techniques to build relationships between churches and organisations in the networks.**

Each partner network brings together an average of 100 churches and organisations in their cities. In an average network, churches and organisations are regularly working with 35,000 children.

Strong relationships mean those working with children are better supported and can reach more children by working together.

### Network membership

After a 3-year growth trend, there has been a reduction in network size in the past year dropping from 5,321 churches and organisations in the network in 2020 to 4,687 this year.

This decrease is largely a result of a drop in membership recorded in Manila, The Philippines, where membership dropped from 1,099 to 351 due to changes in the network's formal registration process, which now requires members to attend PCMN events but many were unable to this year as a result of Covid. PCMN are looking into adjusting their membership recognition criteria in future as a result of this.

Other networks did also experience some reduction in membership size as a result of Covid, but encouragingly, **60% Viva partner networks actually recorded growth in network member sizes despite the pandemic.**

This demonstrates immense resilience and is a reflection of the innovation in networks, who were able to respond to challenges and invite other churches and organisations to get involved in helping children and families through this challenging time.

31 networks have a database to track their membership and keep them engaged. This is a 14% increase from last year and a target from the Sustainability Benchmark (See page 17 for more details) so network consultants are working with networks to ensure they all have a membership tracking system within three years. We should expect to see this increase next year.

### Events building connectivity

Whilst all network activities connect churches and organisations, it is important for networks to offer opportunities for more intentional relationship-building between network members. Each partner network brought together an average of 53 churches and organisations in the city through an average of 2 types of events to connect people.

In total 72 connecting event types were held by the networks, including Annual General Meetings and regular prayer meetings.

- 20 partner networks held **regular prayer meetings** with attendance at prayer meetings growing by 70% from an average of 91 to 155 network members attending. 65% networks held prayer meetings monthly or more and 4 networks held prayer meetings more than once a week.
- There was a drop in the number of partner networks running **AGMs** with 16 running AGMs, down from 20 networks the year before. AGMs bring the whole network together to envision, encourage and launch new programmes or initiatives. This year an average of 40 churches and organisations attended (excluding in Venezuela where the network broadcast their AGM to 4,537 churches and organisations reaching many new churches and organisations over and above the 1,060 members in the network).
- 18 networks brought an average of 40 churches and organisations together through 222 **vision/launch events**. 32 of these were run in Venezuela where they engaged 2,269 churches and organisations across the events.
- **Other connecting events** included:
  - Planning meetings for Christmas Parties
  - Zoom networking to build partnerships around Early Years work
  - Quarterly meetings
  - Presentations of new materials
  - Christian Love Concert
  - Freedom Sunday in the Philippines, sharing video in groups
  - Church opening support
  - Virtual café

## Working/Action Groups

33 Partner Networks ran an average of 5 working/action groups each, with a total of 169 working groups being run overall. These groups include practical action, planning programmes and monitoring implementation including for regular programmes such as Christmas parties or the World Weekend of Prayer, as well as for new programmes such as Covid response, or planning training for churches.

Other groups are thematic, bringing people together to think and pray about specific issues such as strengthening families and child protection. In Oruro, Bolivia, the network has a working group focussed on child ownership and network development.

**It is encouraging to see growth in engagement with working groups** as these help to increase network sustainability and engagement of network members in thinking about solutions to problems faced in the community, with network members

increasingly taking responsibility for issues and programmes.

## Regular communication

Regular communications help to keep churches and organisations connected with each other and the work of the network even when they are not meeting. This has been particularly important this year given social distancing and restrictions on public meetings globally at different points in the year.

**Online:** All partner networks apart from in Cuba where internet connectivity is challenging, were using online means to regularly connect with their members with a total reach of 10,801 people receiving these online communications. 60% networks are connecting members online at least once a week with 7 networks communicating daily.

**Written media:** 22 networks are producing written media such as newsletters to communicate with members and supporters with a distribution list averaging 350 people (Excluding Venezuela with a distribution of 37,872 people). 50% of these networks send written media quarterly and 20% send at least once a month.

**Annual Report:** 15 networks produced and distributed their Annual reports to an average of 160 people (again excluding Venezuela with distribution of 4,552 people).

In 2020, Covid-19 has changed the way we are able to connect together. We have seen many more meetings online and as lockdown's ease, in smaller groups. Each of our network consultants have supported partner networks to adapt and we will continue to learn and try new things.

## Considerations we are taking in 2021-22 to improve network member engagement:

- Track networks that have seen a decline in membership for 2 consecutive years
- Consider how we can capitalise on increase in attendance at regular prayer events
- Consider how to capitalise on Venezuela connectivity and reach, and see if there are lessons we can take for other partner networks (for example 3,000 other churches that attended Venezuela's AGM)
- Many coordinators hold individual meetings with members to check in and keep them engaged as well as visiting individual new churches and organisations to invite them to join the network. Explore next year how many networks use this technique
- We expect to see a large increase in online communication for connectivity so will better include this in the NHC for next year



# 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*

**Viva has developed a rich portfolio of training materials to help increase sustainability of churches and organisations and their quality of care for children.** The trainings act as a springboard for greater collaboration for people working together for children and they ensure that churches and organisations are able to develop and maintain high standards in their care and support for vulnerable children. This year 159 Capacity Building Programmes were run by the networks, including Child Protection, 'Why Families Matter?' and 'Celebrating Children'. That's an average of 4 capacity building programmes per network.

**A total of 2,400 churches and organisations received training from our partner networks in one or more area.** This is marginally less than last year, but shows that networks were able to adapt to the Covid situation, offering training online or in smaller groups. Below we have summarised the reach of key training areas.

## Child protection (CP)

We have a goal for all members of our partner networks to have child protection policies and a code of conduct displayed to ensure all members understanding the importance of reducing risk to children and vulnerable adults and have a clear system to do this. For many small grassroots organisations, child protection is a new concept and network leaders need to introduce the subject softly, building up knowledge in order to begin policy-writing from a secure foundation where these policies will be understood and meaningfully used.

35 partner networks ran an average of 3 training courses each on child protection for 9,853 adults from 2,400 local churches and organisations in the network. A further 11,576 adults from outside the networks were also trained in child protection through giving child protection training to schools and child protection committees (in 12 networks), city authorities (6 networks) and city services such as police (4 networks).

In total, 1,616 (36%) churches and organisations taking part in the networks have a child protection policy and 1,405 (30%) churches and organisations have a child protection code of conduct displayed on their wall. This is less than last year and worth investigating. It could be a result of an unclear question in the NHC survey rather than a real drop.

- **Trainings offered are broken down here:** Introduction to child protection training: 25 networks ran introduction to child protection trainings for members, up from 19 last year. And 19 networks ran child protection policy writing trainings.
- **Child protection online:** There was also an increase in training to support child safety online with 7 networks running training on the topic, up from 2 networks last year. In total, these 7 networks trained 4,804 adults from 582 churches and organisations on the topic.
- **Quality Improvement System (QIS) and Celebrating Children:** The use of QIS and Celebrating Children remained consistent with 12 networks running child protection through QIS and 8 networks through Celebrating Children. If we want to grow the number of networks using these programmes, we may need to consider funding and/or re-launching. A launch through Viva's new online training platform could be one method.
- **Child protection policy writing:** 1,756 churches and organisations received help from their network to write or improve their child protection policy. If we want to see an increase in reach here, we may need to create an online training for child protection of churches and organisations.

## Sustainability and Accountability

17 partner networks ran training in topics to help them have strong systems to last and ensure good transparency for a total of 627 churches and organisations. This is less than last year when 24 networks ran training in this topic and could be a result of lower network capacity due to Covid. We shall monitor this next year.

276 churches and organisations in 7 networks were trained in – focussed on organisational strength helping organisations reach international standards in topics including Child protection, financial accountability, project planning and design, HR etc. and 151 churches from 6 networks ran QIS for churches (an introductory version for smaller groups to gain foundation levels).

13 networks ran training for 351 churches and organisations on financial accountability. Again, we have set a goal to support all network members to have a finance policy. This year 847 (19%) churches and organisations in the networks have their own finance policies. Our

baseline figure last year was 1,722. To increase the proportion we need to be supporting more networks to offer training for their members on this topic or review our goal. Online training could help to reduce the burden on the network coordination teams.

7 networks (half that of last year) also ran training on staff care and development for 196 churches and organisations to ensure they have a strong and well-supported team. 2 networks ran training on this through QIS training, and the network in Venezuela ran a course called Lidres Que Impacten (Leaders who Impact). Whilst this was less of a feature this year, network member staff will have experienced a challenging year, so if networks can off training for staff support in the coming year tis would be really valuable.

This subject area seems to have less take-up than other capacity building topics and we should review the reasons behind this, and consider how we can support greater work in this area to ensure local churches and organisations working with children are sustainable. We could also consider how to record if members are getting stronger and there is therefore less appetite for this training, perhaps with a way to assess members to see if networks might recommend alternative training to suit their needs.

### Holistic Child Development

Viva offers a broad range of programmes to increase church engagement with children and build the quality of their care for children and you can see the spread of the programmes used in the chart below.

1,285 churches and organisations were also trained in Child Theology by RENACSENIV, our partner network in Venezuela. This year no other networks ran training in Child Theology.

The 'Other' programmes included training on child trafficking, mental health for youth workers, child rights, early years, youth development sessions and special protection of children in situations of armed conflict.

### Overall, there was an increase in the number of churches and organisations trained in holistic child development topics this year.

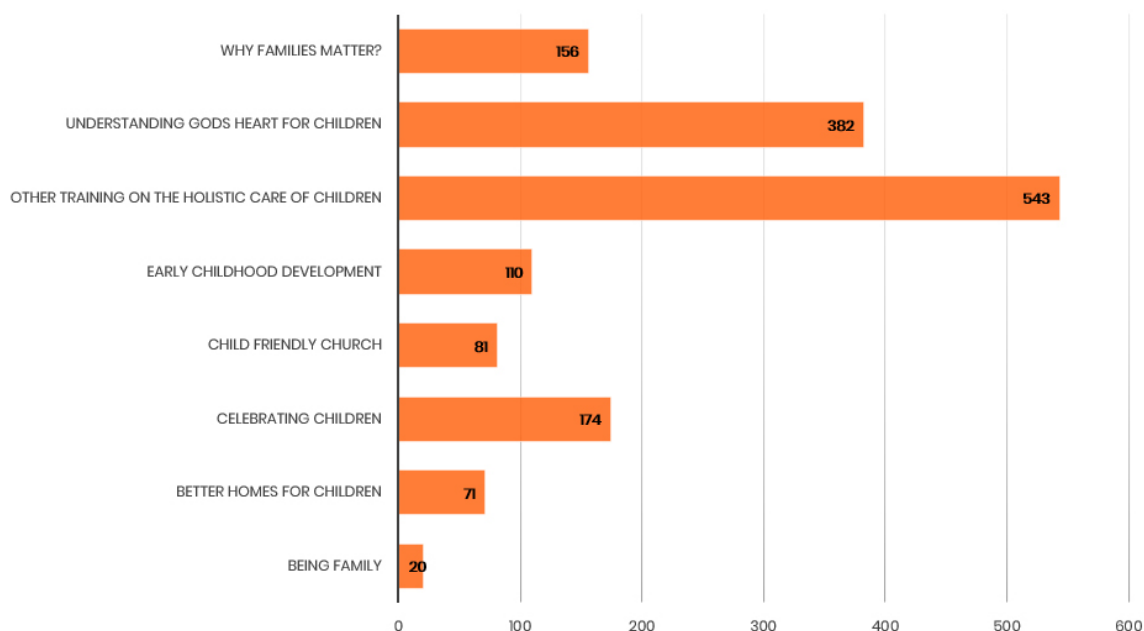
These programmes help to inspire churches to increase their engagement with children and to improve the support and care that they offer. These courses also help to ensure new network participants understand core principles that underpin the work of partner networks with children.

### Training network leadership

We continually work to upskill Network Coordination Teams who are the groups in the centre of the network that manage the day-to-day network connectivity, organise events and manage programmes to ensure the network continues to grow and move forward with its vision.

All partner networks received training for their network coordination teams. The coordination teams took part in an average of 7 trainings (up from 5 last year) each on different subjects, with a total of 209 trainings being run globally, including on Financial Accountability, Programme Management and Situational Mapping. 24 network coordination teams were trained in

**Number of churches and organisations trained in each programme on Holistic Child Development**



child protection, 21 were trained in fundraising strategies, 21 were trained in Network Sustainability, 20 were trained in network development and 11 network coordination teams were trained in financial management.

Apart from in Latin America in January 2020, regional gatherings could not go ahead this year due to Covid. Instead, all regions used different approaches to continue connectivity including daily prayer meetings, WhatsApp groups and online week-long gatherings. As a team, we should review the success of different approaches to consider how best to build peer learning across networks, particularly when travel is not an option. We also send our global Family News emails throughout the year.

### Considerations we are taking in 2021-22 to increase strength and effectiveness of individual churches and organisations:

- Consider how to build on appetite for online safety training
- Investigate drop in proportion of network members with a Child Protection Policy and consider making child protection training available online
- Consider relaunching or funding QIS, celebrating children and possible staff care training
- Monitor sustainability and accountability training to check it doesn't drop
- Review financial accountability goal or create plan to achieve it
- Consider appetite for trainings on accountability and sustainability and consider how we can support greater work in this area. We could also consider how to record if members are getting stronger and if there is therefore less appetite for this training, perhaps with a way to assess members to see if networks might recommend alternative training to suit their needs?
- Review success of different approaches to build peer learning between networks
- Reduce time burden on networks to increase number of churches and organisations trained in child protection and financial accountability. To further increase development of child protection and finance policies by network members, online courses may need to be developed to reduce time needed to train in these areas and release time for other network activities



# 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*

**A total of 290 collective action programmes were run this year (5% more than last year) with an average of 8 collective action programmes per network (increased from 7 last year).** Our collective action programmes are working to support children in 8 areas you can see the spread of programmes in each area below.

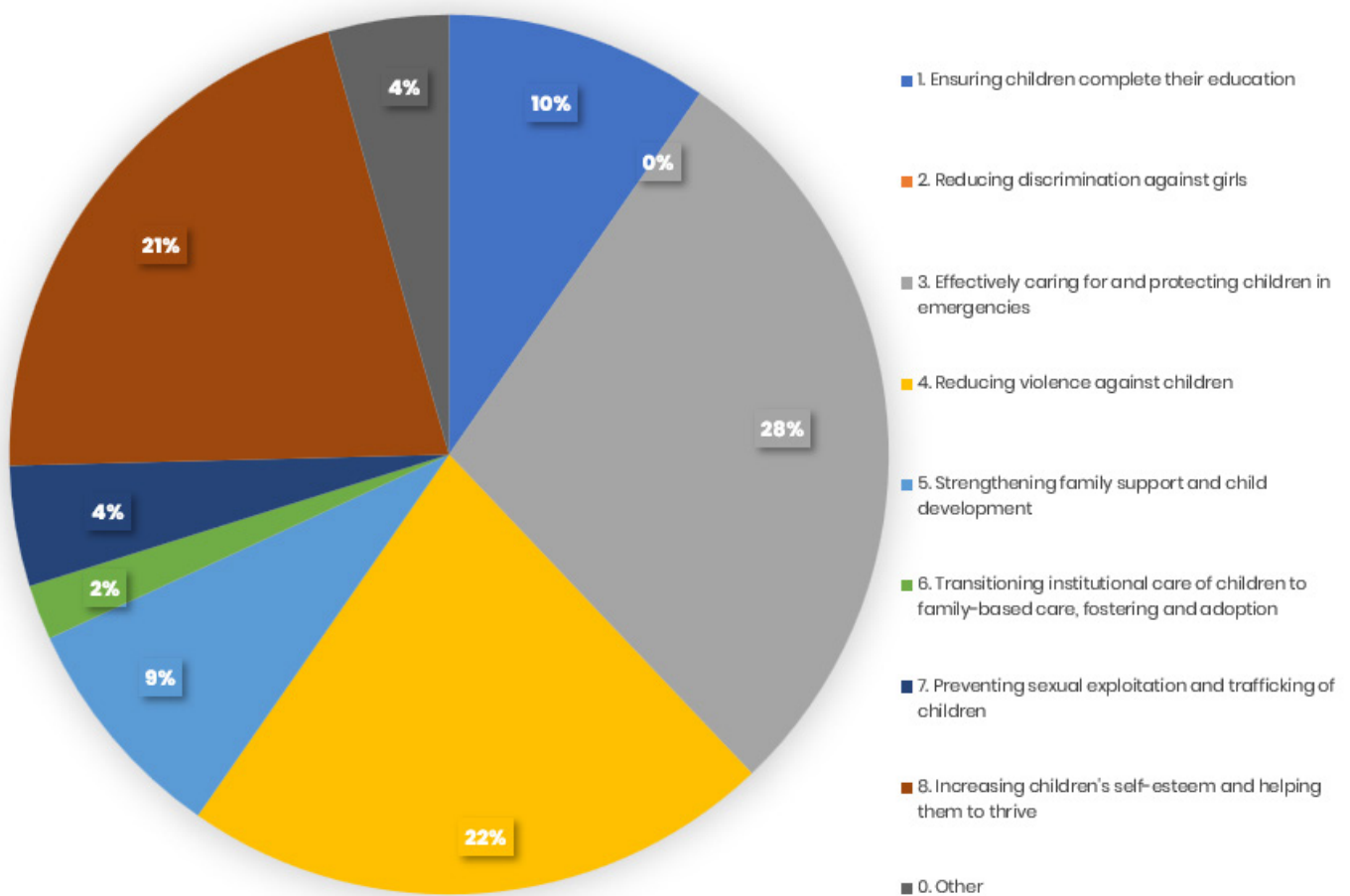
Overall, partner networks brought 2,531 churches and organisations together to work strategically to deliver programmes that are coming together to improve the lives of 388,849 children and young

people. 124,532 adults also benefitted from the collective action programmes globally. 84,950 of these children were new to Viva's partner networks.

**It is encouraging to see that collective action globally was able to increase in scale with 12% more churches and organisations working together than last year and benefitting 80% more children.** This demonstrates how partner networks last year adapted to the challenges of Covid, scaling back in some areas in order to scale up in areas of most need.

The total reach from the programmes including duplicates was 654,895 children meaning that on average, a child attended 1.7 collective action programmes.

**Collective Action programmes by theme**



**The proportion of programmes focussed on effectively caring for and protecting children in emergencies increased from 9% last year to 28% this year demonstrating the network adaptations to Covid.** Many networks were also able to continue longer-term programmes they were working on, but adapting them to be safe and effective during different Covid-related restrictions.

Networks in India are usually running programmes focussed on reducing discrimination against girls. Although the chart above says no programmes were focussed on discrimination against girls, this is because the network adapted and ran phone mentoring instead. This worked with girls, boys and their families. But whilst it was allocated as primarily emergency response, it was used to serve both the purpose of child and family phone mentoring, as well as reducing discrimination against girls. The networks also continued to work on empowering girls and targeting reduction of discrimination against girls through city-wide influence programmes.

**We are aware that more children will be in need of family support as many children will have been orphaned or lost caregivers during the pandemic.** The proportion of programmes run focussing on family-based care actually reduced in the past year from 7% to 2% programmes, and we may need to target increase in that area in the upcoming year. We are in the middle of a needs assessment which we will use to identify focus areas going forwards.

You can see the number of children and adults reached in each thematic area as well as the number of churches and organisations working together on the programmes in the table below.

	# Churches and organisations	# Adults	# Children
<b>1. Ensuring children complete their education</b>	533	11,287	39,750
<b>2. Reducing discrimination against girls</b>	0	0	0
<b>3. Effectively caring for and protecting children in emergencies</b>	3,020	96,285	256,918
<b>4. Reducing violence against children</b>	2,513	5,446	134,816
<b>5. Strengthening family support and child development</b>	868	28,985	49,648
<b>6. Transitioning institutional care of children to family-based care, fostering and adoption</b>	108	433	700
<b>7. Preventing sexual exploitation and trafficking of children</b>	137	4,682	4,977
<b>8. Increasing children's self-esteem and helping them to thrive</b>	1,450	15,938	41,911

**In the past year, we have been encouraging partner networks to consider a range of approaches to look at prevention, intervention and restoration.**

Overall, 17 partner networks are running programmes across all 3 areas of prevention, intervention and restoration. 34 partner networks are running programmes we have classed as 'intervention' and 37 networks are running programmes in 'prevention'.

In many cases, it is the more advanced networks that are able to run 'restoration' programmes, such as reintegration with families, reintegration into schools and psychosocial support. These require highly specialist expertise and deep partnership with government and authorities.

We are encouraged that 18 networks ran at least 1 restoration programme this year and 7 networks have identified other organisations to refer children to for restorative support.

## Collective action highlights

**131,558**

children received aid through

emergency responses

**2,502** children &  
**1,261** adults helped

by community centres

**1,698** churches  
& **29,733**

children trained

in self-protection

**31,262** children  
& **17,013** adults

received health education

**8,735** children  
trained as leaders

**13,868** parents  
from **7,167**

families having

parenting support

**499** children reintegrated into

families/foster or adoption homes

**8,658** children  
attending after-

school clubs

**1,040** children  
who live and work  
on the streets

received support

**5,562** children got  
psychosocial support or  
trauma counselling

**13,868**

parents from

**7,167** families

having parenting

support

**1,690** children

helped to be eligible

for birth registration

**8,160** adults

helped with economic

empowerment

**26,000** children from **8,000** families in  
**18** countries received phone mentoring

### Considerations we are taking in 2021-22 to increase impact of collective action programmes on children:

- Consider learnings from increase in emergency response and adaptations to longer-term programmes that we're able to continue
- Run needs assessment to determine whether there is need for greater support for emerging needs such as alternative care for children who have lost parents, increased child labour, trafficking, child carers

# 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

**A total of 1,438,865 children benefitted from city-wide influence programmes this year (down from 2,938,770 last year).** 86% of these children were reached for the first time this year. 7,295,724 adults also benefitted from the city-wide influence programmes.

The drop in city-wide influence child reach is in part a result of Covid-19 as networks ran less campaigns and had to shift in focus to emergency response. In addition, last year, 1.5 million children in the Philippines benefitted from the network training government advisors in emergency response leading to each district having emergency responses that look after the needs of children.

This was not able to continue this year leading to the reduction in network reach in city-wide

influence. Whilst the direct training could not happen this year, districts were better prepared to respond to this crisis following the training carried out by the partner network last year.

In total, 94 city-wide influence campaigns were run across 36 partner networks averaging 3 per network. A total of 1,400 churches and organisations took part in 1 or more city-wide influence programme.

Each campaign engaged an average of 37 churches and organisations in the network and 125 churches and organisations outside of the network, working together.

Here is a spread of City-wide influence programmes.

	# Networks running the campaign	# Churches in the network involved	# Churches outside the network involved	# Adults	# Children
<b>World Weekend of Prayer</b>	30	4,220	298	70,706	229,581
<b>Good Treatment Campaign</b>	22	867	267	3,689,329	36,973
<b>Family day</b>	5	169	81	17,305	3,525
<b>Zero tolerance campaign</b>	3	60	32	13,947	1,440
<b>Online/media campaigns</b>	13	558	7,100	2,998,613	406,422
<b>Community awareness campaigns</b>	7	167	7,020	1,533,616	792,907
<b>City/national level advocacy events with leaders</b>	4	146	156	30,245	20,720
<b>Other city-wide influence</b>	10	217	3,610	3,651,841	366,610

Other City-wide influence campaigns include Celebrating Anti-human trafficking day, Child Friendly Movement, Youth Development sessions and Ministry of sport for the community.

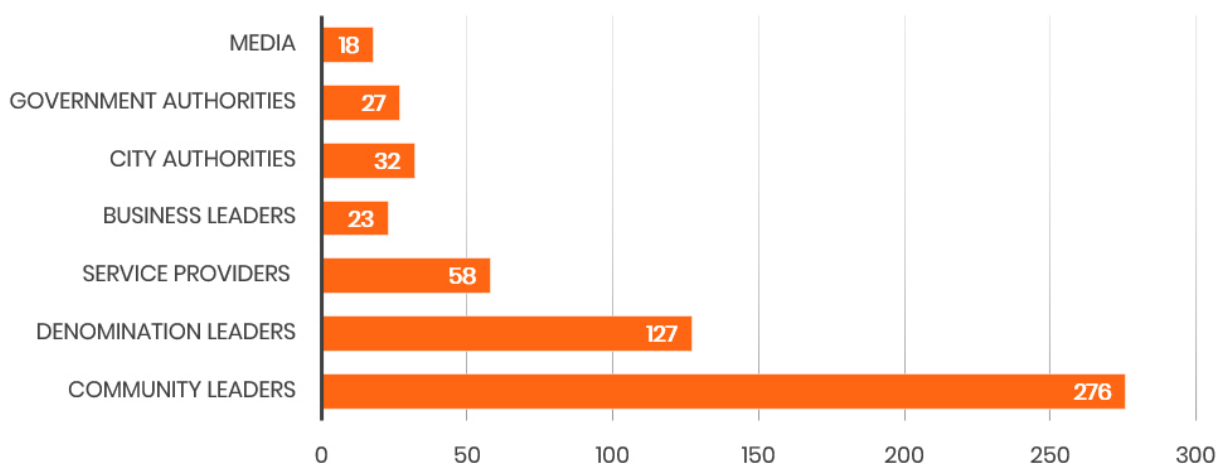
**It is encouraging to see networks increasing awareness of people across their cities on key issues facing children through a range of different types of campaigns. Through this we can influence norm change which can have a lasting impact on situations of children.**

## Agreements with city leaders

The increased exposure of networks and the strong track record, is enabling them to build formal and informal partnerships with city-wide leaders. 561 agreements have been signed in total by 29 partner networks, including 18 networks having 276 agreements with community leaders, 11 networks having 58 agreements with

service providers such as police, hospitals and child protection services, 14 networks having 32 agreements with city authorities and 14 networks having 27 agreements with government authorities. 11 networks also have agreements with media channels to help promote the networks and their campaigns.

**Number of agreements with City Leaders 2020**



Overall, the number of agreements has risen by 11 from 2019 to 2020. These relationships have been instrumental in networks being able to gain permits to respond to emergency needs during lockdowns, as well as influencing the quality of support for children through city services. We will continue to target growth in this area.

## Influencing laws and policies

There was a drop in policy engagement this year with 15 of our partner networks (down from 19 last year) influencing policies. Nevertheless, these networks influenced a total of 28 national policies and 24 regional/city level policies supporting systemic change for child situations.

Policies focussed on:

- Alternative Care Framework for children (Uganda, India)
- Children with Special Needs National Policy (Uganda)
- Support for children on the street (Uganda, Bolivia)

- Child Protection (Myanmar, India, Bolivia, Paraguay, Brazil, Zimbabwe, South Africa)
- Early years support (UK)
- Online sexual exploitation (Honduras, The Philippines)
- Prevention of sexual abuse (Honduras, The Philippines, Brazil)
- Juvenile Justice (Honduras),
- Gender-based violence (Tanzania)
- Anti-trafficking (The Philippines)
- Early marriage (The Philippines)
- Road safety (The Philippines)
- Corporal punishment (Costa Rica, Bolivia)
- Child support budget (Costa Rica)
- Birth and death registration (Zimbabwe)

## Considerations we are taking in 2021-22 to ensure network maintain and grow influence in their cities:

- Keep track of city-wide influence in the coming year to support growth in the area. A new toolkit being developed will help to support this.

**Overall, whilst there is improvement in network awareness of Viva's 4 drivers, there is still some confusion in what constitutes activity under each driver.** For example, some networks recorded activities including child protection training, emergency relief, World Weekend of Prayer and Christmas Parties in Connecting. Whilst we can iron these out in data cleaning and continued education on the 4 drivers, limited capacity in the team working on the network health check makes this difficult to clean comprehensively. As a result, we are planning to review our programme activity reporting system so that we can group programmes to drivers when analysing inputs. We can then use reports and discussions to consider network activities under each of the four drivers.

**Consideration we are taking in 2021-22 to improve analysis of programmes under each of the 4 drivers:** Change programme reporting mechanism so that programmes are logged independently of drivers and allocated afterwards



# Sustainability benchmark

**This year marked year two of three years where Viva is supporting existing partner networks to achieve Viva's sustainability benchmark.**

This benchmark underpins all of the work mentioned previously in this report, as without strong foundations, it is harder to ensure growth in impact for children and have confidence in future plans.

A key part of the benchmark is to ensure that networks are able to run impactful activities and programmes in all of the 4 drivers for lasting change, listed above. In many ways, success in these 4 drivers as well as resilience of networks to adapt and respond to emerging needs throughout the Covid-19 pandemic is an endorsement of network sustainability.

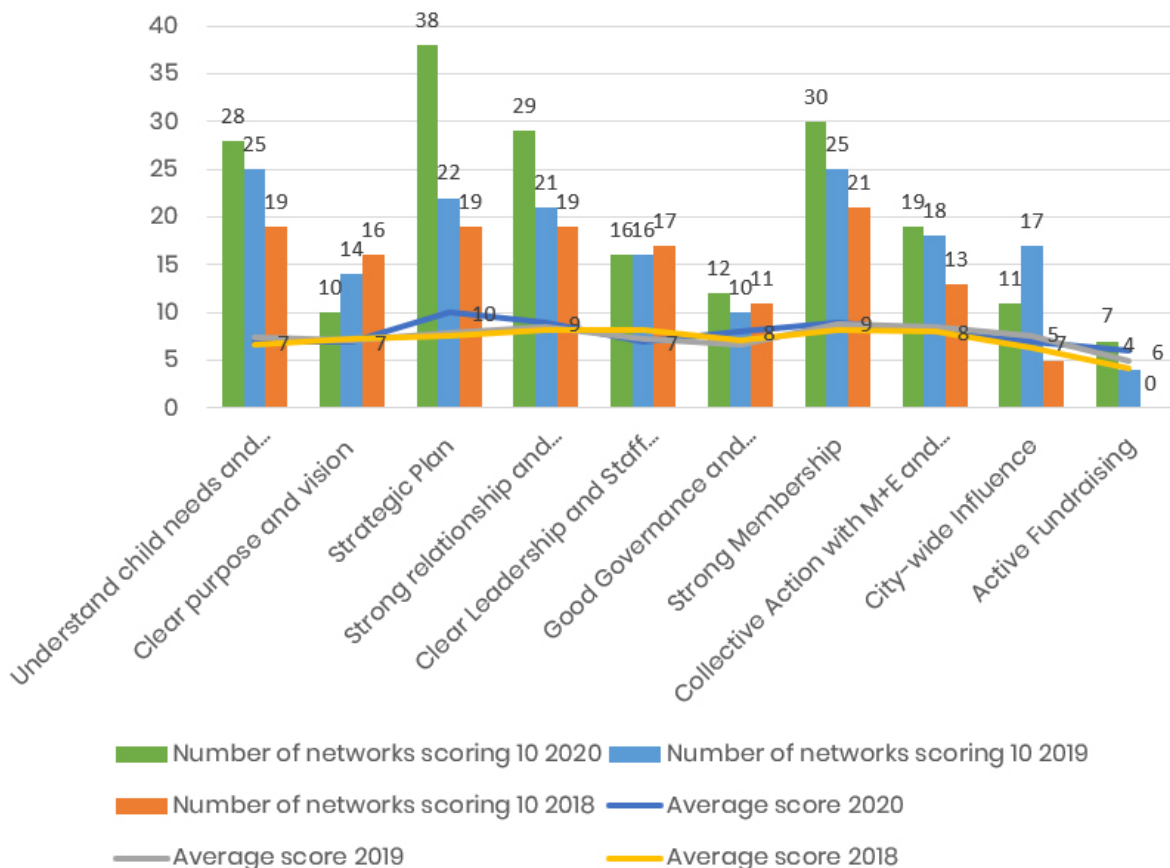
Over the past year, we ran our Network training Course which was revised to help networks understand and create action plans to achieve Viva's sustainability benchmark. Through individual network reports, we have targeted areas of focus for this year. The average network

sustainability benchmark score for networks that we were already partnering with at the start of the 3 years has increased from 71 out of 100 in 2018, to 75 last year and 81 out of 100 this year.

Since 2018 new networks have been set up in Brazil which scored 35 in its first year and has increased to 46 this year and in Peru, which is scoring 76 in its first year. We have seen marked improvement in individual network scores around the mid-range level with less networks scoring in the lower areas (only 1 scoring under 50 as opposed to 5 in 2018 and 2 last year) and 21 networks scoring 80 or more, as opposed to 16 networks last year and 12 in 2018.

**In the graph below** you can see the progress over the past 3 years under each of the 10 benchmark criteria with the lines mapping averages over the time and the cluster bars showing number of networks scoring 10 in each year. The largest improvement is in Strategic plan where all networks that completed the assessment this year scored 10.

**Scores against each benchmark criteria comparison 2018-2020**



Some of these improvements are a result of improved questioning. This adjustment was recommended in the NHC report last year as some networks had been marking themselves down for example if they were reviewing their strategic plan they would answer 'in progress' and not score the mark. Whilst we tried to data clean to reduce these occurrences, changing the question will surely have helped. It is encouraging to see increase in strong membership, understanding child needs and strong relationships and communication. There was a drop in number of networks scoring 10 in clear leadership, city-wide influence and clear purpose and vision and we need to investigate the reasons for this.

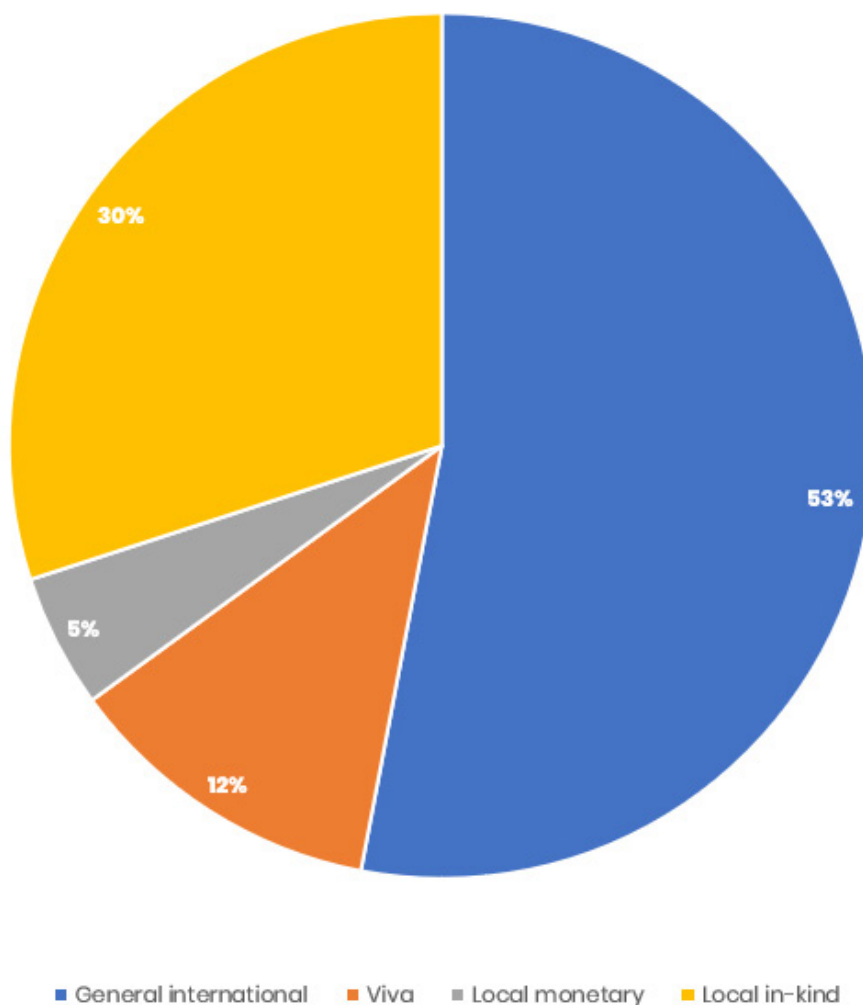
**It is encouraging to see continued growth in active fundraising, our most challenging benchmark, with 7 networks scoring 10 is the active fundraising criteria.**

We did not adjust criteria for this benchmark this year so the improvement is a result of a concerted effort from our global network development team to support networks to increase their local fundraising and monitoring of in-kind gifts. It has also been encouraging to see local communities coming together through Covid with more funds than usual being raised in-country.

## Network income

Networks receive income from a range of sources as demonstrated in the pie chart below.

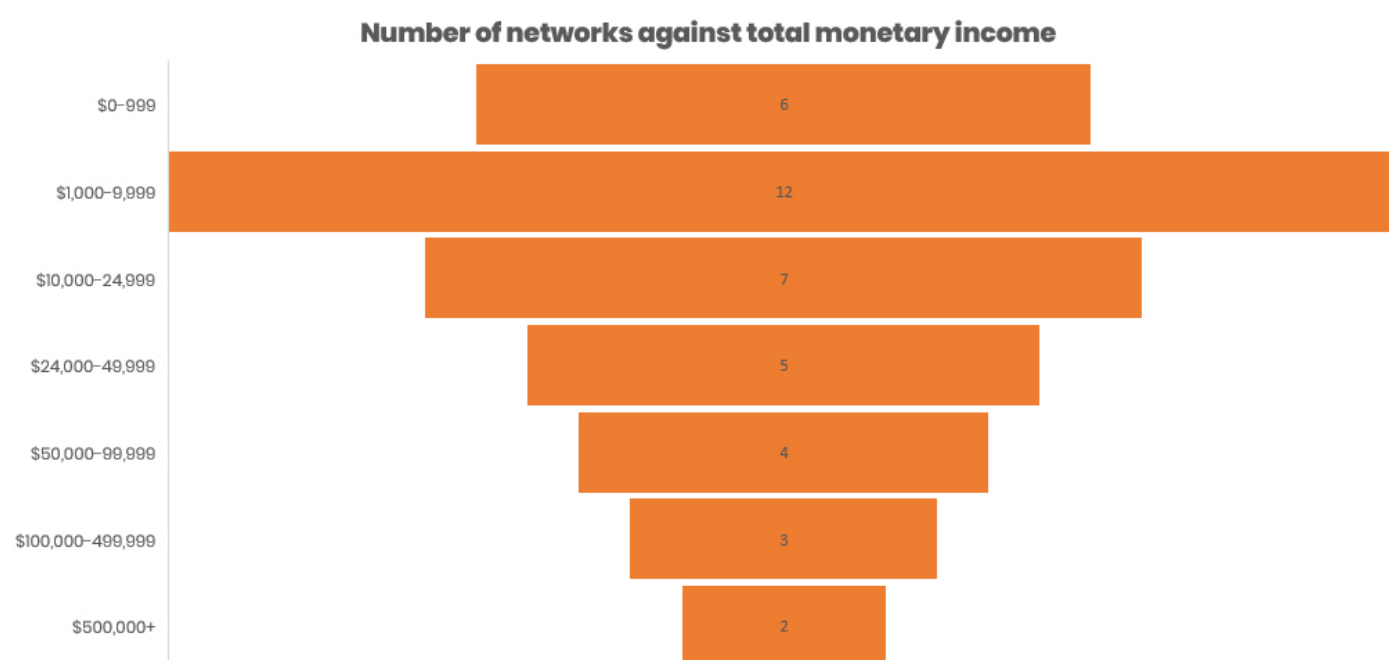
**Breakdown of average network incomes**



Despite this, 10 networks received no funding from Viva, achieving all their work through local sources and with financial support from other international organisations. We are encouraged by this as it demonstrates that these networks are not reliant on viva for funding, yet still choose to partner with us and complete the NHC and other reports each year, emphasising the value they place on the support we offer.

The average monetary income of Viva partner networks is \$28,500. This excludes the three networks with the highest and three with the lowest income because of the large discrepancy.

Here is a summary to of the range:



### **Considerations we are taking in 2021-22 to increase network sustainability:**

- Consider why scoring 10 dropped in clear purpose and vision, clear leadership and staff structures and governance and accountability
- Review all criteria to ensure they are achievable within 3 years, especially considering all networks have responded well to the pandemic, and many have been running for 10 or so years. The benchmark should be reviewed to ensure it fairly reflects networks existing sustainable foundations in order to focus attention of consultants on further growth and development of networks and their impact on children.
- All network consultants have made 10 goals with each of the networks they support to work together to achieve 100% in the Viability and Sustainability Benchmark. Achievement of these goals will be monitored on a quarterly basis.

# Impact on children, churches and wider community

**Over the past couple of years, we have been refining our Theory of Change, including our outcomes and indicators to measure the change we are making for children and churches.**

For many of the outcomes, we are able to gather the number reached through the NHC.

We are planning to develop a parallel system to track qualitative information so we can determine the impact.

This could be using sample groups, or a survey among all children. In the meantime, here is the information we can give against each outcome with examples of the sort of information we may seek to find to determine impact in brackets and italics.

## Child-focused outcomes\*

### 1. Children are educated for life, with the skills and experience needed to develop socially, emotionally, physically and spiritually

- 28,663 children received life skills training or mentoring (*% have measurably improved on social and emotional competencies and their ability to lead healthy lives*)
- 52,949 children were supported in their education (*% have higher aspirations for the future*)
- 43,308 children took part in faith-based activities (*% say they have grown in their faith*)

### 2. Children are protected from abuse and danger, knowing how to keep themselves safe

- 550,000 children protected from abuse and violence through 2,400 churches/organisations trained in child protection and safeguarding and 36% churches and organisations in the networks are implementing child protection and safeguarding policies and procedures
- 113,591 children trained in self-protection (*% say they know what to do if they feel unsafe*)
- 8,735 children supported to advocate for change in their communities (*% see evidence of change in their own actions, actions of adults in their community or city that improves their safety*)

### 3. Children grow up in a safe and nurturing home environment

- 499 children who had been separated from their families or orphaned now living with families (*% feel safe, supported and cared for*)
- 32,374 children's families have taken part in parenting courses/family strengthening and (*% families who have changed their practice as a result*)
- (*# children benefitting from # residential care homes (child care institutions) trained and % that demonstrate awareness of family-based care, improved standards of child care and holistic child development*)

### 4. Children and adults are changing society such that children are respected, valued and have better opportunities for the future

- 8,735 children trained, equipped and empowered to know their rights and responsibilities and 36,973 children positively advocating (to adults and authorities) for challenges their peers are facing in their communities.
- 3,689,329 adults engaged in network advocacy activities led by children as agents of transformation (*% adults stating improved perceptions of children, increased understanding of children's needs and rights, and overall improvement in their treatment of children.*)
- 64 advocacy campaigns/events with children and adults advocating for the rights of children to governments/authorities (*% that have led to changes in policies and laws.*)

\* Due to our reporting process being work in progress, these numbers may contain duplicates.

## Church-focused outcomes

### **1. Christian response is connected with a unified vision for change as the relationships are strengthened and they work together collaboratively**

- Over 4,500 churches and organisations committed to working together for change for children through membership of Viva's partner networks and 27% of those churches and organisations are part of an action group for more direct collaboration
- 39 partner networks and 53% of these have grown in membership by at least 5% in the last year or have reached a size where they could make plans to branch a new network
- 2,035 churches and organisations attending one or more connecting event network event (*% say they feel more aware of and connected to other like-minded organisations*)

### **2. Churches and organisations are stronger, equipped with structures to last and knowledge to implement best practice**

- 974 churches and organisations undertaking organisational development capacity building (*% have made improvements to strengthen their systems and structures and standards of practice*)
- 2440 churches and organisations trained in child protection and safeguarding (*% who have developed and are implementing safeguarding policies and procedures*)
- 2,822 churches and organisations trained in holistic child development (*% have improved their practice as a result of the training*)

### **3. Christian response demonstrates God's love in action reaching more children more effectively**

- 2,531 churches and organisations engaged in collective action and 84,950 children are benefitting from collective action programmes who would not have been reached by individual church programmes
- 38 partner networks running collective action programmes focusing on prevention, intervention and restoration or with specific reason for focusing on one particular area (*# network programmes designed around identified needs and % programmes that achieve their desired impact*)

### **4. Christian response is more visible and can reach far more people enabling it to influence systemic change**

- 12,944 churches and organisations addressing negative attitudes and behaviours towards children, engaging with decision-makers and 8.7 million people reached
- (*# churches and organisations that are part of a Viva partner network working with governments/authorities to advocate for the rights of children*) and 55% networks with written agreements with leaders in their cities for greater protection and opportunities for children
- 2,475 churches and organisations that are part of a Viva partner network are represented at city level coalitions/consortiums
- 52 policies/laws have been influenced by Viva partner networks

## Family, community and city outcomes and indicators

### **Families are strengthened to increase care and support for children**

- 7,167 families have taken part in parenting courses/family strengthening (*% have changed their practice as a result*)

### **Communities demonstrate increased awareness and understanding of the value of children**

- 4,576 schools and community organisations outside of the network have benefited from network activities (*% who have mechanisms to listen to children as a result*)
- (*# community members reached by network activities and % who have new or consolidated understanding of the value of children as a result*)
- 816 community structures that protect/care for children developed or improved through involvement with Viva partner network

### **City authorities increasingly safeguard children and promote child well-being and development**

- 52 policies or legislation influenced by Viva partner networks this year

## Considerations we are taking in 2021-22 to better track impact of Viva partner networks:

These outcomes have been agreed but indicators are still in the development phase as well as the process for capturing impact data over and above results. We are currently considering a real-time collection tool where networks could log their programmes and participants as they happen. As part of this, it would be good to consider how we can track involvement in policy development over a number of years as currently the question does not differentiate between years.

## New networks

### In 2021, we planned to work more strongly on our strategy to partner with more new networks.

Covid has created challenges in this area as many of our efforts were focussed elsewhere. We have however been having conversations with potential new networks and at the same time created a new network criteria and are drafting a toolkit to use with new networks.

This year, we brought one new partner network into the Viva Family. This is a network based in Peru. They began discussions towards the beginning of the year and are excited to be on board.

The network was started in Lima, the capital of Peru, and is increasing connection in Chiclayo and Chimbote as well. Isabel and Alexis are the coordinators of the network. Their focus is the Holistic Evangelism, Protection, and supporting migrant families and children. They heard about Viva through the RENACSENIV the network partner from Venezuela that has been related to Viva for more than 20 years. Isabel and Alexis are Venezuelans, and they have worked as leaders in a geographic zone of Venezuela with RENACSENIV for more than five years.

Isabel and Alexis noted that the church and ministries for children in Peru need more understanding of preventing violence, the inclusion of children with disabilities, protection, and also the need to work with holistic evangelism. So they thought that it necessary to start a network like Venezuela, in Peru.

The most important reason why they chose to be involved with Viva was the network model and Viva's wealth of methodological materials on key issues of childhood and adolescence. They searched a lot of other organizations present in

Peru that could help them to grow in knowledge, tools, and management of the organisation for children, and did not find anyone. So they asked the coordinator in Venezuela, which organization is the best for helping us. And the Answer was: Viva.

They are passionate about holistic evangelism and integral protection for children and believe this network model will help them to make a real change for children.

In India, we are also working with a new network in Pune. This network has already taken part in Viva's phone mentoring programme and will be included in our official network numbers next year on completion of the NHC. We are also talking to potential new networks in Cuba and the Dominican Republic. They will again be included in our numbers on completion of the NHC report.

## Conclusion

### Thank you for taking the time to read this NHC report.

We are delighted to showcase some of the brilliant achievements of Viva and our partner networks in 2020 despite the immense challenges the year brought, both internally for Viva International staff and our partner networks, their network members and the children and families.

Despite these hard times this year, we have also experience blessing and provision. It is encouraging to note the strength, resilience and commitment of Viva and our partner networks to continue to adapt and respond to emerging needs whilst discerning God's will for our work.

## Appendix 1

# Network key numbers

### Key:

- A:** Number of churches
- B:** Number of organisations
- C:** Total number of churches and organisations
- D:** Total number of network congregation members
- E:** Total number of children

COUNTRY	CITY	CONSULTANT	COORDINATOR	NETWORK NAME	A	B	C	D	E
<b>CENTRAL AMERICA</b>									
<b>Costa Rica</b>	San Jose	Joel Porras	William Mora & Martin Loria	Red Viva Costa Rica	117	17	134	18,250	9,590
<b>Guatemala</b>	Guatemala City	Joel Porras	Jeanette Meza Oquendo	Asociación Viva juntos por la niñez de Guatemala	75	35	110	14,950	7,864
<b>Honduras</b>	Tegucigalpa	Joel Porras	Maria Luna	Ministerio Cristiano Red Viva Honduras	60	80	140	10,750	477,730
<b>Nicaragua</b>	Managua	Joel Porras	Rosa Mérida Méndez Gutiérrez	Asociación viva juntos por la niñez Nicaragua	35	4	39	1,625	5,040
<b>El Salvador</b>	San Salvador	Isaac Saldívar	Samuel & Elisa Rodriguez	Red Viva de El Salvador	200	21	221	30,625	375,572
<b>Dom Republic</b>	Santo Domingo	Carmen Álvarez	Yan Carlos Yang	Red Vida Integral para Niñez y Adolescencia	125	5	130	8,375	3,500
<b>Mexico</b>	Mexico City	Joel Porras	Aixa Aida Marin Bello, Elizabeth Balvanera & Samuel	Red Viva Mexico	42	7	49	1,050	4,126
<b>Cuba</b>	Habana	Carmen Alvarez	Mabel Fernández Díaz, Elin Miranda Gómez	Red Viva TRey	62	0	62	5,800	892
<b>SOUTH AMERICA</b>									
<b>Argentina</b>	Buenos Aires	Isaac Saldívar	Adriana de Jure	Red Viva Argentina	107	39	146	23,825	20,168
<b>Colombia</b>	Bogota	Joel Porras	Carlos Bernal	Red Viva Colombia	42	25	67	825	3,381
<b>Venezuela</b>	Caracas	Isaac Saldívar	Maritza Sibila	Renacseniv	1,052	8	1,060	170,825	50,010
<b>Paraguay</b>	Asuncion & Ñemby	Isaac Saldívar	Elizabeth Caballero	Red Viva Paraguay	330	50	380	38,975	10,606
<b>Peru</b>	Lima, Chimbote, Chiclayo	Isaac Saldívar	Isabel del Carmen Gonzalez de Jimenez	Renacsenipem Viva juntos por la niñez	5	2	7	475	940
<b>Brazil</b>	Belém do Pará, Ceará y Arquipélago	Isaac Saldívar	Cesar Pereira Jr. y Andrea Pereira Araujo	Rede VIVA - Protege Brasil	8	4	12	2,125	750
<b>Bolivia</b>	La Paz	Anna Barker	Carlos Siñani	Red Viva El Alto	17	0	17	1,275	6,890
	Oruro	Anna Barker	Noemi Patiño	Red Viva de Oruro	33	2	35	2,975	9,100
	Cochabamba	Anna Barker	Andrei Ramirez	Red Viva de Cochabamba	15	25	40	1,300	11,530
	Norte Potosi	Anna Barker	Santiago Vicuna	Red Viva Potosi Norte	12	3	15	168,000	1,284
<b>Bolivia total</b>					<b>77</b>	<b>30</b>	<b>107</b>	<b>173,550</b>	<b>28,804</b>
<b>Latin America total</b>					<b>2,337</b>	<b>327</b>	<b>2,664</b>	<b>502,025</b>	<b>998,973</b>
<b>ASIA</b>									
<b>India</b>	Delhi	Gary Kamaal	Manoj Masih	Viva Delhi Network	50	20	70	7,500	6,448
	Dehradun	Gary Kamaal	Ameeta Bahadur	Viva Dehradun Network	5	50	55	475	5,500
	Patna	Gary Kamaal	Mukund Singh	Viva Children @ Risk Network, Patna	64	19	83	5,650	114,345
	Ranchi	Gary Kamaal	Premchand Hembrom	Johar Children @ Risk Network, Ranchi	90	25	115	10,250	40,230
	Shillong	Gary Kamaal	Wanskhemlang Marbianiang	Viva Shillong Network	20	7	27	26,250	5,750
	Hyderabad	Gary Kamaal	Vincent Kumar and Arun Raj	Shine Hyderabad Children Network	50	15	65	7,500	3,760
	Bangalore	Gary Kamaal	Santa Sylvia	Asha Forum	32	30	62	1,125	62,650
<b>India total</b>					<b>311</b>	<b>166</b>	<b>477</b>	<b>58,750</b>	<b>238,683</b>
<b>Nepal</b>	Kathmandu	Matt Coulson	Sanjay Limbu	CarNet Nepal	97	32	129	9,875	5,850
<b>Cambodia</b>	Siem Reap	Matt Coulson	Sokhem Khun	Peace Team Cambodia	54	8	62	3,700	7,560
<b>Myanmar</b>	Yangon	Matt Coulson	Ni Sat Hlo	Children's Development Family Network	62	20	82	16,425	2,150
<b>Philippines</b>	Manila	Matt Coulson	Fe Foronda	Philippines Children's Ministries Network	300	51	351	15,000	1,257,407
	Davao	Matt Coulson	Leah Genson	PCMN Mindanao	22	28	50	10,975	14,718
	Northern Samar	Matt Coulson	Meryln Medala	Northern Samar Children's Ministries Network	80	11	91	7,400	30,015
	Eastern Samar	Matt Coulson	Ptra Ana Sasi	Eastern Samar Child's Rights Advocates Net	86	4	90	17,200	2,300
	Negros	Matt Coulson	Jupiter Arela	Alliance of Children's Ministry in Negros	12	1	13	-	500
<b>Philippines total</b>					<b>500</b>	<b>95</b>	<b>595</b>	<b>50,575</b>	<b>1,305,032</b>
<b>Asia total</b>					<b>1,024</b>	<b>321</b>	<b>1,345</b>	<b>139,325</b>	<b>1,559,275</b>

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## Appendix 1

# Network key numbers

continued

### Key:

- A:** Number of churches
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### AFRICA

COUNTRY	CITY	CONSULTANT	COORDINATOR	NETWORK NAME	A	B	C	D	E
Uganda	Kampala	Mim Friday	Faith Kambabazi	Children at Risk Action Network (CRANE)	78	64	142	1,950	136,461
Tanzania	Mwanza	Paul Kabunga	Frederick Eliakim	Mwanza Children Action Network (MCAN)	16	18	34	4,925	16,678
Zimbabwe	Harare	Paul Kabunga	Jonathan Chikumbu	Viva Network Zimbabwe	142	54	196	52,750	45,100
South Africa	Cape Town	Mim Friday	Grace Nkomo	Connect Network	9	86	95	1,800	320,000
Zambia	Lusaka	Paul Kabunga	Sam and Hannah Fairs-Billam, Martin Kapenda	Samalani Children at Risk Network (SCAR)	60	15	75	10,500	30,000
<b>Africa total</b>					<b>305</b>	<b>237</b>	<b>542</b>	<b>71,925</b>	<b>548,239</b>

### EUROPE

UK	Doorsteps	Katy Thompson	Charlotte Pearson-Miles	Doorsteps	60	25	85	9,050	3,115
<b>Europe total</b>					<b>60</b>	<b>25</b>	<b>85</b>	<b>9,050</b>	<b>3,115</b>

### CONSULTANCY

Hong Kong	Hong Kong	Kanice Ho	Kanice Ho	Hong Kong Child Protection Services	1	1	2	60	600
Global: Bangladesh, India, Lebanon, Mozambique, Malawi		Kezia M'Clelland		Children in Emergencies and Safeguarding	6	43	49	168	2,183
<b>Consultancy total</b>					<b>7</b>	<b>44</b>	<b>51</b>	<b>228</b>	<b>2,783</b>

<b>GRAND TOTALS</b>	<b>3,733</b>	<b>954</b>	<b>4,687</b>	<b>722,553</b>	<b>3,112,385</b>
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