

**viva**  
together for children

# Life impact

**Annual Review 2021**



# First words

## **Grief and pride. As I look back on the last year these are the two emotions that dominate my recollections.**

**Grief:** We lost Devesh Lal, a dearly loved staff member in November to Covid; and grief because, as ever, children who are already poor and vulnerable bear the brunt of Covid.

Then there's the inequality of vaccine distribution; the fact that if you are hand-to-mouth you have no choice but to work; the fact that so many children have lost so much education and the effect that will have on the rest of their lives.

These things should break our hearts, they should make us angry and we should act. That's why we're part of The People's Vaccine, why we pray, why we're focusing on education for the future.

**Pride:** Our 39 partner networks across the world have proven their worth, their impact, their dedication, their flexibility, their deep-rooted connection to their local communities, their robustness in the face of Covid.

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## **For a charity working with vulnerable children in some of the most disadvantaged communities around the world, the Covid-19 pandemic has inevitably been extremely challenging for Viva and its partners.**

Being together – both with the organisations in our networks and with the children themselves – is such a key aspect of our calling that the constraints of lockdown and social distancing have required us to rethink radically how we can best serve at a time when the need is more intense than ever.

The Board is extremely proud of the way in which Viva has risen to this challenge. It quickly pivoted the way in which it interacts with network partners to equip them with new resources tailored to the crisis.

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**Viva's Annual Review 2021 shares the impact of our life-changing work for children, which was validated by independent research in 2019 by the Sagamore Institute.**

**Read how our strategic, catalytic and grassroots model creates a multiplier effect, delivering a *bigger and better* amount of work for vulnerable children, which is *longer lasting*, and enables those who work with vulnerable children to have a *louder* voice with the city authorities.**

**As Viva celebrates its 25th anniversary, this review also includes some stories of longer-term impact over the years and reflections from some Viva team members who have served during much of this time.**

They've continued to run programmes that were already in place, they've adapted them to deal with social isolation, they've delivered brand new programmes needed now such as food distribution, dissemination of information and our phone mentoring programme.

Our model of bringing together Christians to work collaboratively for the sake of vulnerable children has been proven again to be effective, efficient and impactful.

Let me finish by saying how very thankful I am for Viva's staff across the world who have worked so hard over the last year responding to Covid on top of everything else – they really have been amazing! And I'm so grateful for you, our supporters and partners, without whom none of this work would be possible. Thank you.

**Mark Stavers**  
**Chief Executive, Viva**



It provided channels for emergency relief. And it invented new ways to offer support and protection to children and their families. None of this would have been possible without the selfless dedication of the whole Viva team around the world.

We deeply mourn the loss of Devesh to Covid. But we celebrate his service to vulnerable children, which is mirrored across the whole of Viva's staff.

That commitment is a strong foundation on which we can build to meet our long-term strategic goals.

**Adrian Cooper**  
**Chair, Viva's**  
**International Board**





# The Covid effect

**The whole world has been struck by the Covid-19 pandemic, which changed the nature of our work in many ways.**

There has been a collective feeling of grief and loss for Viva and our partner networks. We have navigated this journey together and it is in the context of the pandemic that the work in this Annual Review was achieved.

Unsurprisingly, all of Viva's partner networks who completed the Covid-19 section of our Network Health Check (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. 86% of networks had to stop some of their activities due to the pandemic.

**However, many networks also experienced some positive outcomes from the pandemic.** 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'.

92% of networks also **'started new activities to respond to Covid-19'**, such as the Phone Mentoring Programme. The work of partner networks has always included response to emergency situations so many are well-equipped to act. 69% of networks 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.**

## **Viva's Phone Mentoring programme**

Viva's family phone mentoring programme was designed in April 2020 as a response to the Covid-19 crisis – specifically to **reduce violence and abuse of children** and to **provide psychosocial support**, through building meaningful connections with vulnerable families. Trained mentors covered six themes over eight phone calls.

In total, between June 2020 and January 2021, **Viva's phone mentoring programme reached over 8,000 families and 26,000 children.** Over 44,000 calls have been carried out in 18 countries, and over 100,000 actions were completed by families. The programme has achieved impact in all four of its objectives:

### **1. CHILDREN ARE PROTECTED FROM ABUSE AND DANGER**

98% of children were able to give a positive answer after the programme, when asked what they would do if they feel unsafe.

### **2. CHILDREN ARE EDUCATED FOR LIFE**

99% of children now have a positive strategy for something to do when they feel worried or scared.

### **3. FAMILIES ARE STRENGTHENED**

The proportion of parents who could describe an activity they enjoyed doing with their children 'in the last 3 days' increased from 82% to 87%.

### **4. COMMUNITIES RESPOND EFFECTIVELY**

80% of mentors who completed our feedback rated the programme as 5/5 and a further 17% rated the programme as 4/5. 97% of these mentors said that they would mentor someone again in the future.

*Turn to the back page to hear from a mentor in Costa Rica.*

# Bigger

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

**Viva Christmas Parties are often the highlight of the year for many children and volunteers connected to our partner networks around the world.**

Children have fun and feel loved, communities are strengthened, and churches share the good news of Jesus Christ.

Through the Christmas Parties, Viva partner networks are becoming more widely known and respected and, as their reputations are strengthened, they have better platforms to bring about positive change for children.

**In December 2020 and January 2021, over 9,100 children received the Christmas message of hope as they took part in 170 Christmas Parties organised through the collective action of over 300 churches and organisations.**

These parties were hugely needed and appreciated as they reached through the darkness of the global Covid-19 pandemic, bringing hope to families by showing them that they have not been forgotten and that support is available.

Due to Covid-19, some parties had fewer participants, some were held outside and others were held virtually, but they were all still full of fun activities to teach and encourage children.

All parties shared the Christmas story, included an element of education and were focused on fun for the children involved. Activities included dancing, games, piñatas, clowns, crafts, singing and much more. At many parties children also received gifts, shared meals together and learnt how to stay safe in their communities.

**The network members running the Christmas Parties used the time to teach children about how to stay safe in their communities.** For example Red Viva El Alto, Bolivia, strengthened children in their self-protection skills using a puppet theatre on themes such as 'my value', 'mistreatment' and 'good treatment'.

**This year at least 41% of the children who attended the Christmas Parties were previously unreached by Viva partner networks.** This means that the Christmas Parties are about more than just one day of fun – they pave the way for children's lives to be changed forever.

Samalani Children at Risk Network (SCAR), Zambia, have invited new children to Touch Talk sessions to teach them how to stay safe from abuse. They will also be invited to be involved in the Good Treatment Campaign and all regular SCAR children's programmes.

As one of the leaders of Red Viva Paraguay told us, "The joy that children receive in this type of event is so special that it has a positive impact on their lives, paving the way for them to continue working with our programmes".

## Viva 25

As I founded Viva, I met with a God who called himself Father and who pointed my face to look at a world full of children who are in real trouble. The calling of Viva is to go way beyond our comfort zones and to say: "This cannot be. This should not be. It is an intolerance. It is an offence. It is wrong in the sight of God and we have to do something."

25 years! This probably means we are no longer a child or a teenager but we're a young, responsible adult. With that comes a whole load of opportunity because we're no longer a novice. I believe God will provide us with resources, insights and talented people, but I think God expects more from us. We serve 4,000 churches but there are millions of them, so let's scale up what we're doing, grow the impact and get better at being us.

**PATRICK MCDONALD, FOUNDER-PRESIDENT**



A 14-year-old boy, who has been blind from birth, attended his first Christmas Party, run by Viva's partner network in Patna, India.

He said, "I am very excited to be here. I could feel the respect and love for me from everyone. I was always wondering why God sent me to be on this Earth, but today's messages changed my thoughts. I realised today how important I am to my parents – my family loves me and they care for me. I also heard about Jesus Christ for the first time."

## Bigger in 2020–21

- **60%** of Viva partner networks recorded growth in network member sizes despite the pandemic.
- **33** partner networks have an average of **5** working or action groups, bringing smaller groups together to discuss or work on focused issue areas.
- **4,576** schools and community organisations outside of the network have benefitted from network activities.

## Viva's added value

Experience has shown that as networks develop stronger programmes, there is a tendency to overlook active network development and member engagement that provide the essential platform for the programmes that operate.

Viva's staff encourage networks to keep equal emphasis on building the network platform and improving the programmes.

## LONG-TERM CHANGE: IN ARGENTINA

Lara Díaz lives in Corrientes, Argentina. As a young teenager, her family suffered a time of crisis and her parents separated. Her mother left home. At the same time, Viva's World Weekend of Prayer (WWP) was held in her church and, although she did not attend that year, many people prayed for Lara, her two sisters and her parents.

Church members not only prayed but took action. They took care of the family and supported the girls in going to school. Prayers were answered as Lara's mother returned and the family was reunited.

In 2008, aged 18, Lara studied to become a Bible school teacher and was encouraged to participate more actively in church services and prayer meetings – including the annual WWP. From that moment, she has led the event in the city and province of Corrientes.

She says, "Today, as we celebrate 25 years of the WWP, we have seen many miracles and wonders that the Lord has done for children and families through the prayers of his people."



# Better

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

**Our goal is to support our partner networks in helping all members understand 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 build up knowledge in order to begin policy-writing from a secure foundation where these policies will be understood and meaningfully used.

**By March 2021, 36% (1,616) of churches and organisations in partner networks have a child protection policy.**

In total 35 Viva partner networks ran child protection training for a total of 9,853 adults from 2,400 local churches and organisations. 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 (six networks) and city services such as police (four networks).

There was also an increase this year in training to support child safety online with seven networks running training on the topic. In total, they trained 4,804 adults from 582 churches and organisations about online safety..

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

In seven cities in India, volunteer mentors from Viva's partner networks made phone calls and, as a result, over 1,300 parents spoke to their children about online safety and 996 parents learnt about the apps and games children have on their devices.

A mentor from Delhi says, "When I spoke to the parents about online safety, they started paying attention to their child's online activity. The parents started talking with the child on what the child has learnt on various websites. This created conversations and now the children share many things they learn on the web with their parents."

Drawing on our child protection training experience and the new phone mentoring resources, Viva India carried out online child protection training for 121 teachers and staff of Assemblies of God church schools and projects in north India. It also facilitated an online safety webinar for 721 teachers, in partnership with the YMCA.

In addition to child protection training, Viva and our partner networks continued to share and use the **existing portfolio of materials to help increase sustainability of churches and organisations** and their quality of care for children.

## Viva 25

When I joined the organisation, it felt as if I was joining something very innovative, exciting and cutting edge. I have been impacted by the commitment, dedication and faith of so many small organisations and individuals reaching out to children in their communities. I feel so privileged to have met many of those inspiring saints, and to have been a part developing tools and materials to help them to do their work with children even better.

**JANE TRAVIS, INTERNATIONAL PROGRAMME DEVELOPMENT MANAGER**

Viva has always been evolving and shining in unexpected colours. It has led the field in bringing children into the very heart of programme leadership. My hope for the future is that Viva will find new ways to understand and respond to this ever-changing world and find ways to deliver tried and tested programmes whilst risking new ideas from unexpected places, not least from children themselves.

**MARTIN HULL, FORMER MONITORING AND EVALUATION MANAGER**



Such training acts as a springboard for greater collaboration for people working together for children and ensures that churches and organisations are able to develop and maintain high standards in their care and support for vulnerable children.

The use of Viva's long-running programmes remained consistent with 12 networks running child protection through the Quality Improvement System and eight networks through 'Celebrating Children'.

## Better in 2020-21

- In total, networks ran **159** capacity-building programmes for churches and organisations in the networks, with an average of 4 per network.
- **113,591** children were trained in self-protection.
- **8,735** children were trained as leaders.
- **1,756** churches and organisations received help from their network to write or improve their child protection policy.

## Viva's added value

Viva guides and supports its partner networks on having strong foundations from which to build larger and more impactful programmes. We have a series of measurement tools for networks to monitor progress and overall quality, and a series of programmes to increase the sustainability and effectiveness of local churches and organisations.

## LONG-TERM CHANGE: IN UGANDA

Innocent and Judith were born in Rwanda. Their father died in 2007 and their mother brought them to Uganda to meet their paternal grandparents but discovered they had both died.

When their mother was unable to safely care for them, Viva's partner network, CRANE worked with two of its member organisations and began to search for other relatives.

A paternal aunt was located who was willing to take in the children - but her house was barely standing. CRANE rebuilt the house and later resettled the children with the aunt.

Both children got into mainstream school. Innocent (*pictured below*) sat his O Levels last year. Judith is in Primary School but has some learning difficulties and CRANE is helping her get assessed through its new Educational Assessment Centre so she can be supported effectively.



Since its launch in 2003, CRANE's family reintegration programme has assisted 4,660 children to get back into families in Kampala.

# Our global impact



Over **3 million** children

**26** countries

**39** partner networks

**3,733** churches

**954** organisations

**4,687** churches and organisations

Over **700,000** congregation members

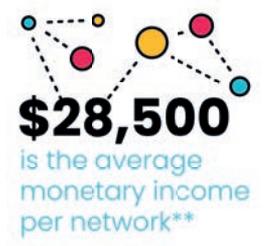
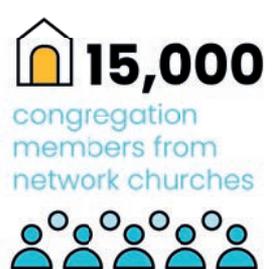
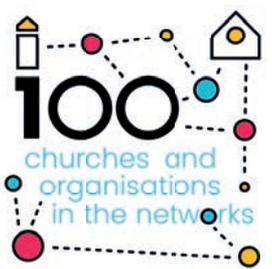
**2,400** churches and organisations trained

**52** laws and policies influenced



Infographics design by Stone Barrell (stonebarrell.com)

# An average network



\* All numerical figures exclude highest and lowest networks

\*\* This excludes top and bottom 3 networks

# Lasting

**Viva sustains the motivation and the capacity of committed, locally-led networks of grassroots churches and organisations, who remain present and active even when international NGOs come and go. We design and implement joint programmes that meet children's needs on a deeper level than any one organisation could achieve alone.**

**Globally last year, 23 collective action programmes focused on strengthening family support and child development, with 868 churches and organisations reaching 29,985 adults and 49,648 children.**

One such programme that has been run in Uganda for ten years by our partner network CRANE is 'Beginnings'. It seeks to improve **maternal, newborn and child health** in the Namuwongo and Bwaise slum communities of Kampala through peer education.

During the last year, **3,271 adults and 1,917 children** were reached through household visits and focus groups. Of the 822 households contacted, more than 25% were new contacts.

**Household visits during lockdown improved access to important health interventions for isolated and vulnerable communities.** Peer Educators were able to track and support mothers with best maternal child health care practices. The health issues addressed included prevention against Covid-19 using visual aids distributed by CRANE, and maternal and child health related topics including malaria, immunisation, nutrition and family planning.

**Peer Educators supported households to address other identified needs.** For example, the pandemic caused an increase in violence between couples as everyone was struggling to make ends meet. Because the lockdown went on for a long period of time, many families ran out of food.

Peer Educators provided counselling to families but also lobbied for food support from community leaders and organisations, and distributed food and masks to families affected by hunger and malnutrition. During community outreach events, children were immunised and given deworming tablets free of charge.

Following lockdown and restrictions on mass gatherings, community radios were one of the platforms used to reach out to the community. The focus was on community participation with the goal of transforming and facilitating the empowerment of the vulnerable in these communities.

**Joan was an HIV-positive expectant mother.** She had not taken her ARVs in at least eight months. During one of the household visits, she shared with the Peer Educator about her inconsistency in adhering to treatment. She had become tired of walking long distances to the health facilities.

## Viva 25

I'm so proud of how we've retained our prayerful focus down these years and it's amazing to see the deeper impact we're having in the lives of many more children now. It's been an extremely enriching journey to have been part of this Viva family over these 25 years. Happy birthday Viva!

**KATY THOMPSON, NETWORK CONSULTANT**

Someone asked me what I found in Viva when I decided to serve in this ministry. It reminded me of these beautiful moments. I can say that I found a meaning, and authentic people with a great sense of service and passionate about the children and church. I have been in Viva for almost 20 years and I am a witness to how Viva is changing the lives of children. Thank you Viva for giving me a meaning and giving me a family - my Viva family!

**CARMEN ALVAREZ, DIRECTOR FOR LATIN AMERICA AND THE CARIBBEAN**



After a series of follow-up visits from the Peer Educators, she got back on treatment. She knew that taking antiretroviral treatment correctly during pregnancy and breastfeeding could eliminate the risk of passing on the virus to her baby. A month later Joan gave birth to a healthy baby.

## Lasting in 2020-21

- Globally, networks ran **290** collective action programmes (5% more than last year), with 2,531 churches and organisations engaged (+12%), and directly benefitting 388,849 children (+80%).
- The average Sustainability Benchmark score was **81%** (up 6% from last year).
- **17** partner networks are running programmes focused on each of the three areas of prevention, intervention and restoration. **34** partner networks are involved in intervention, **36** in prevention and **18** in restoration.

## Viva's added value

We help partner networks to achieve the Viability and Sustainability Benchmark, monitor progress through the annual Network Health Check and support them in impact measurement. Viva staff have well-established relationships with network leaders and are committed to journeying with them and providing pastoral support.

## LONG-TERM CHANGE: IN INDIA

Kajal was brought up in a children's home in Patna, India. She was 13 years old when she first attended a Viva programme. In the ten years since then, she has actively participated in many more initiatives.

Kajal has gone on to become a role model for other children. She also teaches children in the slum and is a mentor for young people on the Flourish programme. She has taken several sessions on 'Good touch, bad touch' for children. Kajal is currently pursuing a Master's degree in International Business.

She says, "I have learned so much about how to face the challenges in my life. Becoming a teacher has helped me to grow in my own self-esteem. Viva programmes have played a very big part in my life and I thank Viva."



# Louder

**Viva addresses negative attitudes and behaviours towards children and engages with decision-makers using the unified and collective voice of the network. This brings about greater protection of, and opportunities for, vulnerable children across the city, and, in some situations, nationally too.**

**Last year, Viva's Good Treatment Campaign (GTC) ran through 23 networks in 18 countries, and 166,516 people (including 43,243 children) were reached with positive messages about better treatment of children in their care.**

A total of 1,714 churches and organisations globally worked together to reach people in their communities, and about 25% of these were not already a member of Viva partner networks.

This time, almost all of the campaign was shared through online messages because of the Covid pandemic.

Red Viva **Costa Rica** used the Good Treatment Campaign to connect families with special cases in parenting issues, and ran it in parallel with the Community Centre's Resilience programme for monthly follow-ups. Here, 96 families received personalised and comprehensive assistance from professionals who supported them to create a support plan for their family.

One father admitted the stress of the pandemic had led him to mistreat his family and that for many years he had never sat down to share dinner with the family. The emotional support he received

from the community centre helped the family play together, working on special tasks delivered by the mentoring tool. The family now spend more positive time together – the father shared that he now enjoys sitting with everyone at the table to eat.

MCAN, our partner network in **Tanzania**, reached adults through their online Good Treatment Campaign, who responded by replying on WhatsApp and Facebook posts and promised to start raising their children in a good manner. Commitments were around stopping any forms of violence and abuse, and parents received a promise card so they could make a commitment to live with their children in a caring and loving way.

In **Zambia**, six young people shared the message of good treatment for children on a radio programme broadcast in Lusaka. Their advice included:

"Parents can be responsible by getting involved in their children's lives especially in their teenage lives". Blessings, 16 years old

"When parents do not give children love and attention children will go and look for attention from outside the home". Hope, 15 years old

## Viva 25

To me, 25 years of Viva isn't really about how many children we've helped, though that's wonderful; it's about how big the task is that we still have to do. Every single child in every local community needs the help of Christians coming together to keep them protected from abuse. Viva is about taking one little effort, working as a team to change the lives of children. So, let's keep going!

**MIM FRIDAY, DIRECTOR FOR AFRICA**

Over the years Viva has developed exceptional training resources on safeguarding children. It has been a joy to roll out the Viva Quality Improvement Systems (QIS) programme with scores of churches and non-profits, and to see more effective programmes for children. During the Covid pandemic, we have been able to reach children and families in need by adopting new technology. Our experience of reaching the children at grassroots, coupled with new technology, will help us save millions of children from poverty and abuse in the years to come.

**GARY KAMAAL, DIRECTOR FOR INDIA**



## Louder in 2020–21

- **1.49 million** children benefitted from city-wide influence programmes this year. 86% of these children were reached for the first time.
- In total, **94** city-wide influence campaigns were run across 36 partner networks averaging 3 per network.
- **8,735** children were trained, equipped and empowered to know their rights and responsibilities.
- **36,973** children positively advocated (to adults and authorities) for challenges their peers are facing in their communities.
- **2,475** churches and organisations that are part of a Viva partner network are represented at city-level coalitions/consortiums.
- **15** partner networks reported influencing a total of **28** national policies and **24** regional/city level policies which support systemic change for child situations.

## Viva's added value

We support networks to grow the reach of their city-wide influence campaigns, including the Good Treatment Campaign, encourage partnership with media and business to help promote the campaigns more widely, and to develop higher-level relationships with the authorities.

## LONG-TERM CHANGE: IN THE PHILIPPINES

Low wages, extreme poverty, affordable internet access and the pressure to have an Instagrammable lifestyle – the Philippines is a land plagued with the right conditions to allow online sexual exploitation to take place.

Many families resort to exploiting their children online to pay for their bills. During the Covid pandemic, 1.8m online sexual exploitation of children (OSEC) cases were reported, a 100 per cent increase from before.

Our partner network, PCMN, has an increasingly loud voice when it comes to leading the response to this evil. The Philippines government saw PCMN's successful anti-OSEC pilots in three cities, and how successful the network's educational approach can be.

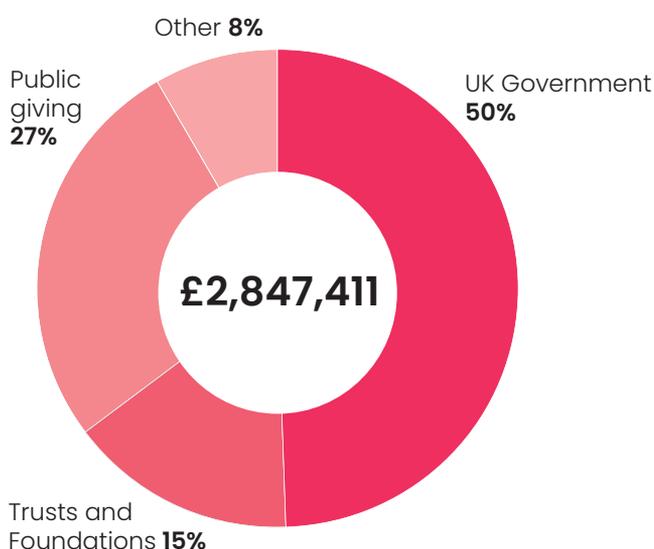
This work has directly inputted into new legislation that will ensure all schoolchildren will be educated in how to spot and stop exploitation.

The network's influence has developed and grown relationally with government and NGO bodies over 15 years. It is a model of how to prioritise the protection of children.

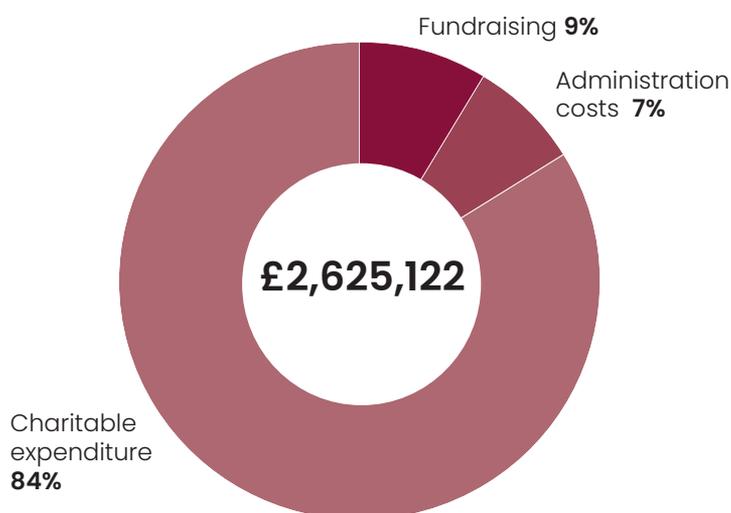
# Finances

The pie charts and the column for 2020-21 are pre-audit figures for April 2020 to March 2021. Please contact us at [info@viva.org](mailto:info@viva.org) if you would like a copy of the final audited accounts for 2020-21.

## Global income



## Global expenditure



	2016-17	2017-18	2018-19	2019-20	2020-21
<b>Income</b>					
Public giving	£727,939	£678,727	£645,507	£588,351	£772,287
Trusts and Foundations	£548,106	£463,514	£524,462	£361,142	£429,818
UK Government	£735,882	£1,742,251	£2,498,021	£1,564,678	£1,413,299
Other	£35,809	£28,118	£30,769	£136,783	£232,007
<b>Total</b>	<b>£2,047,736</b>	<b>£2,912,610</b>	<b>£3,698,759</b>	<b>£2,650,954</b>	<b>£2,847,411</b>
<b>Expenditure</b>					
Charitable expenditure	£1,935,014	£2,781,813	£3,228,427	£2,427,737	£2,198,497
Fundraising	£258,017	£277,424	£303,141	£259,191	£228,576
Administration costs	£77,407	£180,845	£149,025	£203,654	£198,049
<b>Total</b>	<b>£2,270,438</b>	<b>£3,240,082</b>	<b>£3,680,593</b>	<b>£2,890,582</b>	<b>£2,625,122</b>

Over the last year, we supported 3 million vulnerable children on a budget of £2.7 million. **On average, 84p of every £1 raised is spent directly on our charitable activities with vulnerable children.**

The largest proportion of income is from the UK government's Foreign, Commonwealth and Development Department, which is funding for a seven-year **Girls' Education Challenge (GEC)** programme in Uganda.

**Administration costs** have remained constant over the last two years. However, they are higher than in earlier years due to increased staffing which ensures an efficient central team to serve Viva's needs as it has grown. A proportion of the administration costs is funded by GEC.

**Fundraising costs** have decreased in the last two years. We are pleased with the increase in public giving – a lot of which is as a result of successful appeals. Overall Viva continues to be in a healthy financial position but with a need to grow fundraising in order to support strategy roll out and achieve growth targets.

# Leadership

## Staff Leadership Team



**Mark Stavers**  
Chief Executive



**Carmen Alvarez**  
Latin America  
Director



**Anna Barker**  
International  
Director



**Matt Coulson**  
Asia Director



**Andrew Dubock**  
Fundraising &  
Comms Director



**MIm Friday**  
Africa Director



**Gary Kamaal**  
India Director



**Kezia M'Clelland**  
People Care Director

## International Board



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



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



**David Bright** has had a career in both business with Unilever and in international development and is currently Director of Grants for the Open Society Foundations' Economic Advancement Programme.



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



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



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



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



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



**Rob Lilwall** chairs the Viva HK Board. Rob and his wife founded and ran Viva's Hong Kong office until 2014. He is now an adventurer, author and motivational speaker.



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



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

## PHONE MENTORING: COSTA RICA

"I've seen tears, I've seen smiles, I've seen family members hugging each other, even when they didn't have to. When the mentoring started, one father told me that he had not played with his ten year-old daughter for more than three years. When the pandemic started, he lost his job and considered everything a disaster. Through the mentoring they did drawings and crafts together. The father participated in making a video about PE, a task from the girl's school. His daughter felt super-proud to appear in the video with her dad. And now the girl's father no longer sees this time as a failure. He now sees it as a blessing!"

**Manuel Mata, Mentors' Leader**

# Contact

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Photo credits: CRANE (front), Patricia Andrews (p10), Willow Creek (p12 & back)

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

