

# PERSPIRATION

## FOR A GOOD NAME

implementing the Compassion brand





# PERSPIRATION

## FOR A GOOD NAME

“Whatever you do, work at it with all your heart,  
as working for the Lord...” **COLOSSIANS 3:23**

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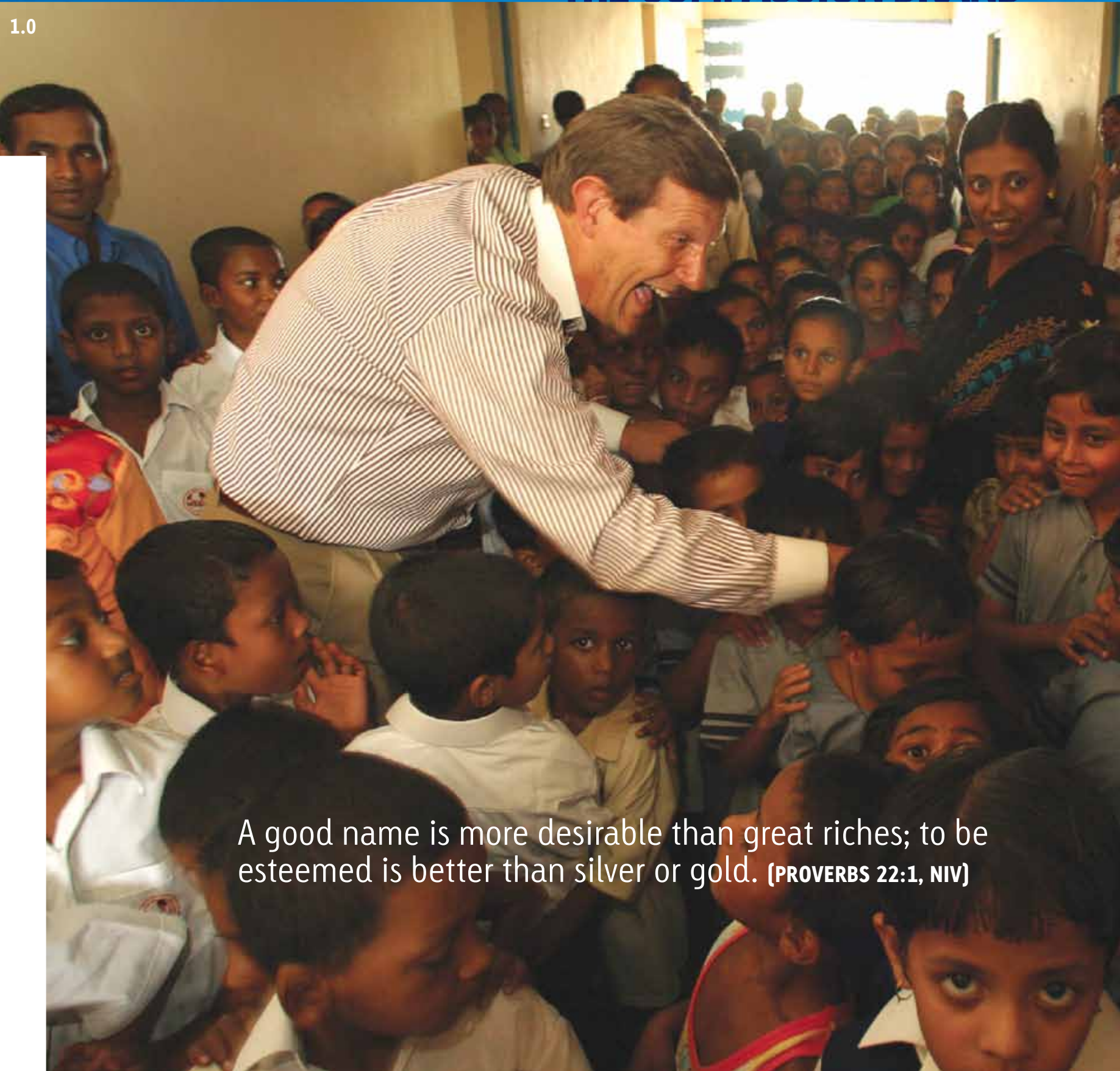
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# THE COMPASSION BRAND 1.0







A good name is more desirable than great riches; to be esteemed is better than silver or gold. (PROVERBS 22:1, NIV)



# OUR BRAND VISION

## OUR BRAND VISION AND PURPOSE FOR THE BRAND GUIDELINES

An Introduction From Wess Stafford

This Brand Guideline handbook represents a complete and detailed explanation of who Compassion is, what we do, and how we present our mission and message. Brand is not just a clever way to present ourselves. Brand is our identity, our reputation. It is who we are. The Compassion Brand applies to our internal workings and culture, our recruitment and selection of staff, our interaction with potential church partners in the field, as well as to our external communications and marketing. We need every communication, every experience of Compassion to clearly, consistently and coherently communicate our message. The language, typefaces, colour palette and images we use are the vehicles that express our brand, tell our stories, and expand our vision of a world where children are released from poverty in Jesus' name.

Beyond all of these guidelines, however, our brand has a profoundly spiritual component. The sum total of our brand experience is reflected in Proverbs 22:1 – “A good name is more desirable than great riches; to be esteemed is better than silver or gold” [NIV]. When the Church thinks of Compassion, our desire is that she see a ministry full of integrity, passion and good works on behalf of children. May the Compassion name be **a good name** – truthfully presented and faithfully protected.

1.1



## POSITIONING STATEMENT

As the world's leading child development ministry, Compassion International tackles the root causes of poverty in the lives of children around the globe. We are both a Great Commandment [love thy neighbour] ministry and a Great Commission [evangelism and discipleship] ministry. We reject the false dichotomy of evangelism vs. social action and instead promote the whole gospel for the whole child. Our passion and purpose reside in an unwavering commitment to our Lord Jesus Christ and the ability of His Church to execute His command to serve the poor.

For more than 55 years, Compassion's ministry has successfully released children from spiritual, economic, social and physical poverty in Jesus' name. The key to this achievement is our focus on the holistic development of a child, cultivation of a one-to-one relationship between that child and a Christian sponsor, and our scriptural confidence in the Church. Compassion is committed to both exalt and equip the Church because she is God's anointed agent of change in the world.

Only local churches have the intimate knowledge of the poorest and most vulnerable children in their communities. What's more, they match that knowledge with the heart and the ability to reach them. These children — cared for and discipled by the local church using Compassion's holistic development programme — become responsible, fulfilled Christian adults who share God's heart and transform the lives of their families, communities and nations.

## ABOUT THE COMPASSION BRAND POSITIONING STATEMENT

This statement represents who we are, what we do and why it matters. It communicates concisely the key principles central to the Compassion philosophy. This statement provides a clear, definitive message for all, resulting in a uniform understanding for everyone involved with the Compassion brand.



### OUR FOCUS

#### **SPEAKING UP FOR THE MOST VULNERABLE!**

God is a God of justice and He expects His people to protect the powerless. There are two groups of people in the world who are inherently powerless: one is because of God's design and the other is due to the sinfulness of man.

God designed children to depend on us. They need someone to speak up for them, someone to protect them, someone for them to depend upon. Children cannot enter into legal contracts, they can't vote, and they don't control their own finances.

The poor of the world have little voice. They are of low social status, have limited or no political power, and of course, have little economic influence. They are powerless because of forces that all have their root in the sinfulness of man.

Compassion cares about all children. Compassion cares about all poor people. But it is the combination of the two that creates extreme vulnerability. It is the combination of children in poverty that is the laser focus of Compassion's ministry.



## ABOUT THE BRAND MODEL

The Compassion Brand Model is a visual device to illustrate the brand.

**The Core**, containing the Compassion logo, depicts our cause and our programmatic response. The other spheres are Brand Entry Points.

**Compassion’s Core Ministries reside in the Core:**

**The Child Survival Programme** concentrates on rescuing, nurturing and discipling little ones. This early childhood intervention offers a holistic approach to expectant mothers, caregivers and young, vulnerable children — saving lives and teaching healthy development.

**The Child Sponsorship Programme** is a comprehensive ministry that connects one child with one sponsor. As a holistic programme, it affects every area of a child’s life—spiritually, physically, educationally and socially. It gives sponsors a unique opportunity to participate in developing, discipling and equipping children for life.

**The Leadership Development Programme** identifies exceptional students who have completed the Child Sponsorship Programme. The programme provides them with a university education and Christian leadership training and discipleship through mentoring. It is all about educating, training and discipling servant leaders.

Compassion’s Core Programmes, while wide-ranging, cannot overcome all the obstacles to healthy development in the lives of Compassion-assisted children. **Complementary Interventions** exist to remove those obstacles that are beyond the scope of our Core Programmes, providing additional funding for specialized needs.

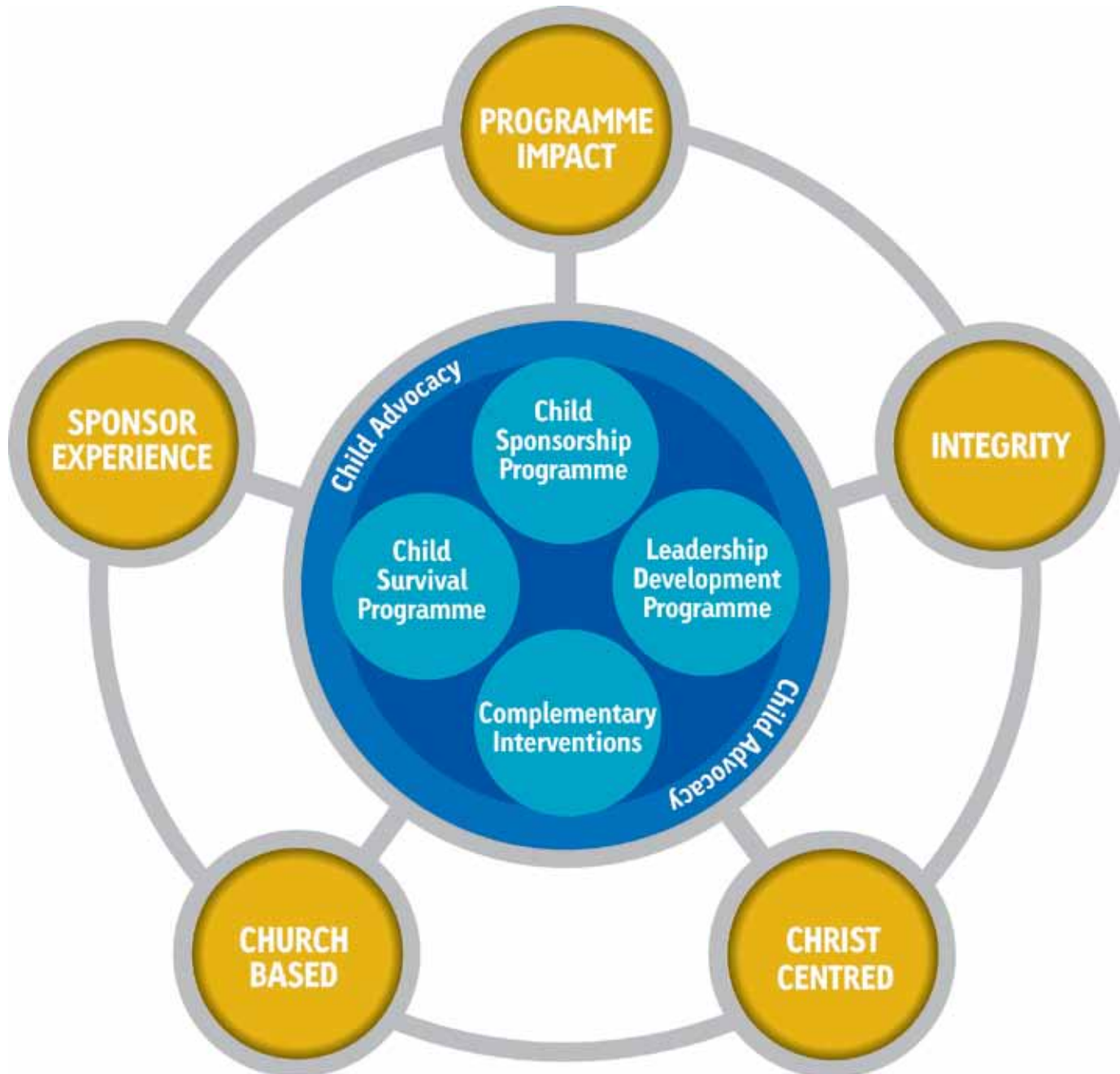
Surrounding the Core, and under girding it, is Compassion’s commitment to **Child Advocacy**. Advocacy communications are designed to awaken the Church to the needs and neglect of children in poverty. They educate the Church and prophetically move her to action on behalf of children. Pure Advocacy messages do not contain a financial ask of any kind. While there are clearly defined Advocacy activities and communications, it is important to note that all of Compassion’s regular marketing efforts do contain vital advocacy message points.

Each **Brand Entry Point** is a way in which people connect and interact with the brand. These Brand Entry Points can be used both as a measure for effective “on-target” communications and as a guide to plan new projects.



1.4



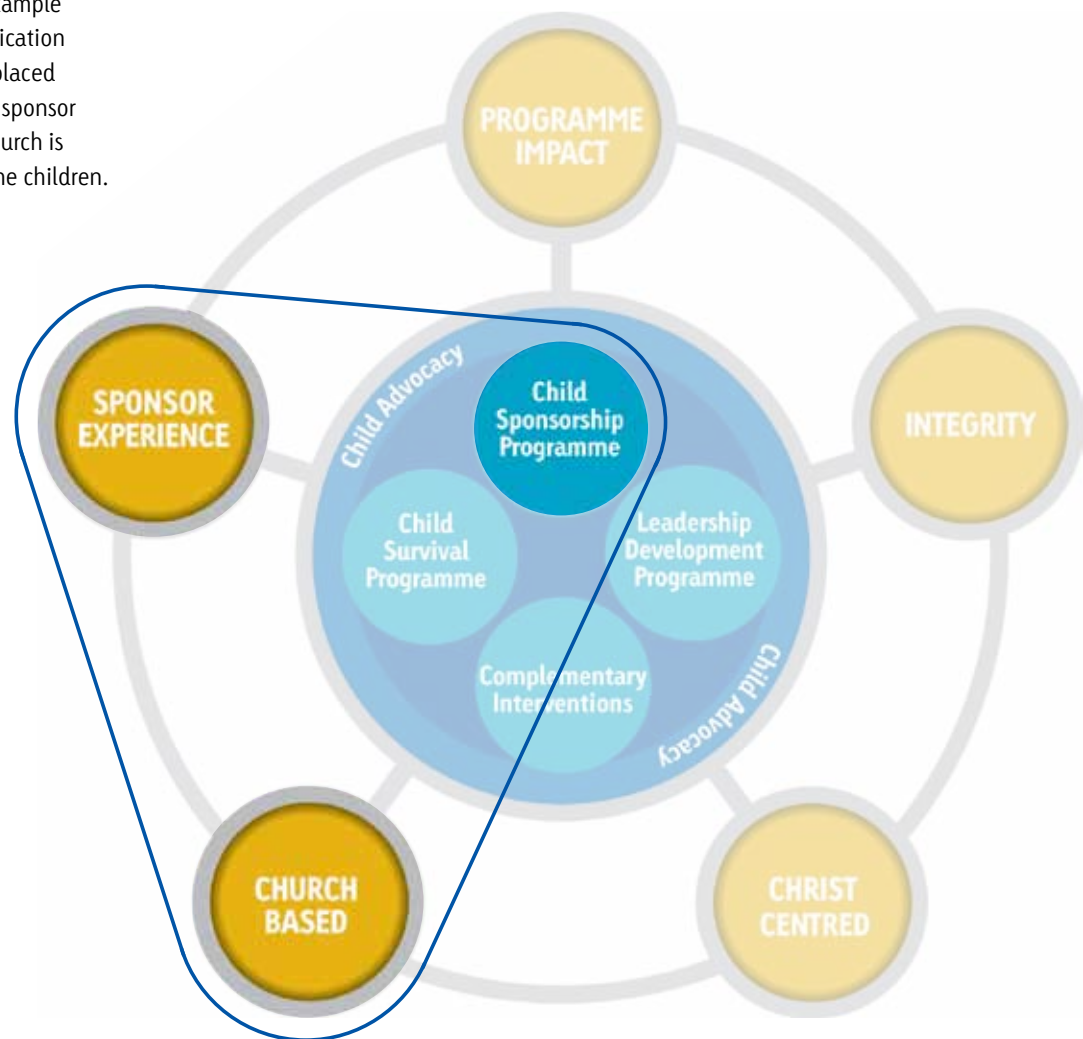


1.4.1

## USING THE BRAND MODEL

### (Example 1)

The message of the Core is included in every communication. The focus of this core message is to break the cycle of poverty for children based on the scriptural imperative. This message is communicated through the copy, the picture selection and inclusion of the Compassion logo. The Child Sponsorship Programme example shown illustrates how a communication piece might have the emphasis placed on the one-to-one nature of the sponsor experience, and how the local church is loving, teaching and discipling the children.

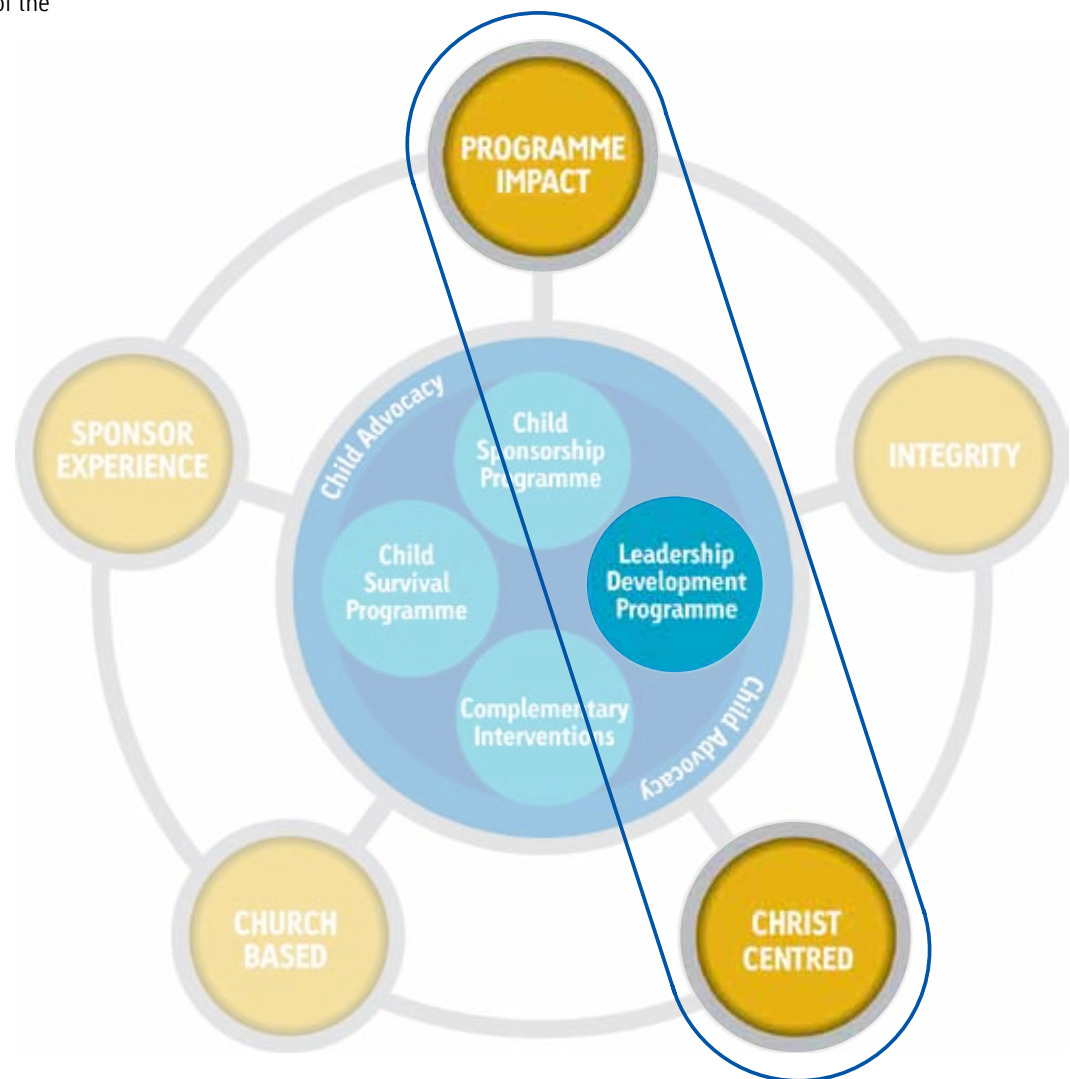


1.4.2



## USING THE BRAND MODEL (Example 2)

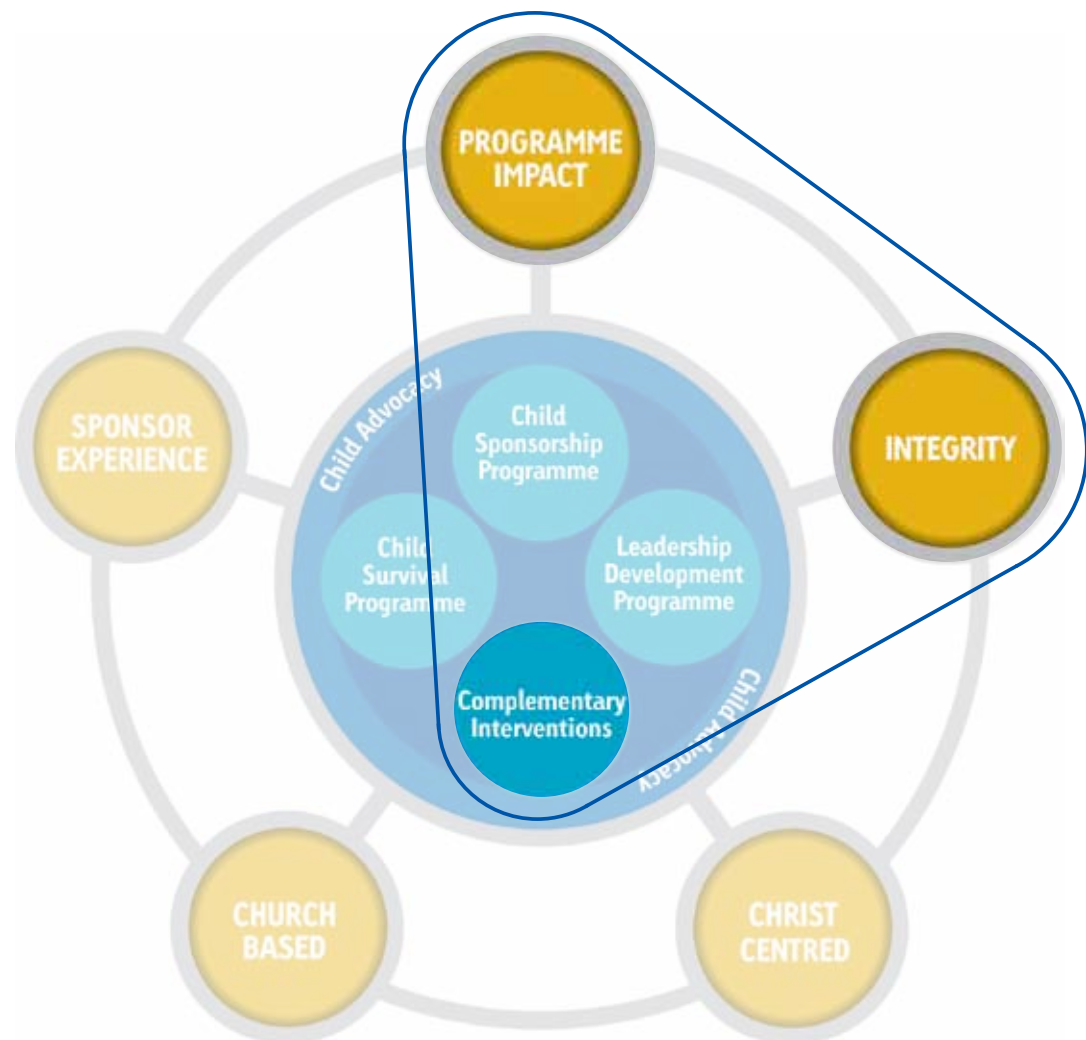
In this example for the Leadership Development Programme, students realize their full potential through Christ-centred personal mentoring, the successful implementation of well-managed programmes surrounding the university experience, and the involvement of the student's sponsor.



## USING THE BRAND MODEL

### [Example 3]

In this instance for Complementary Interventions, the programme impact of the AIDS Initiative, for example, is coupled with financial integrity to bolster donor confidence.



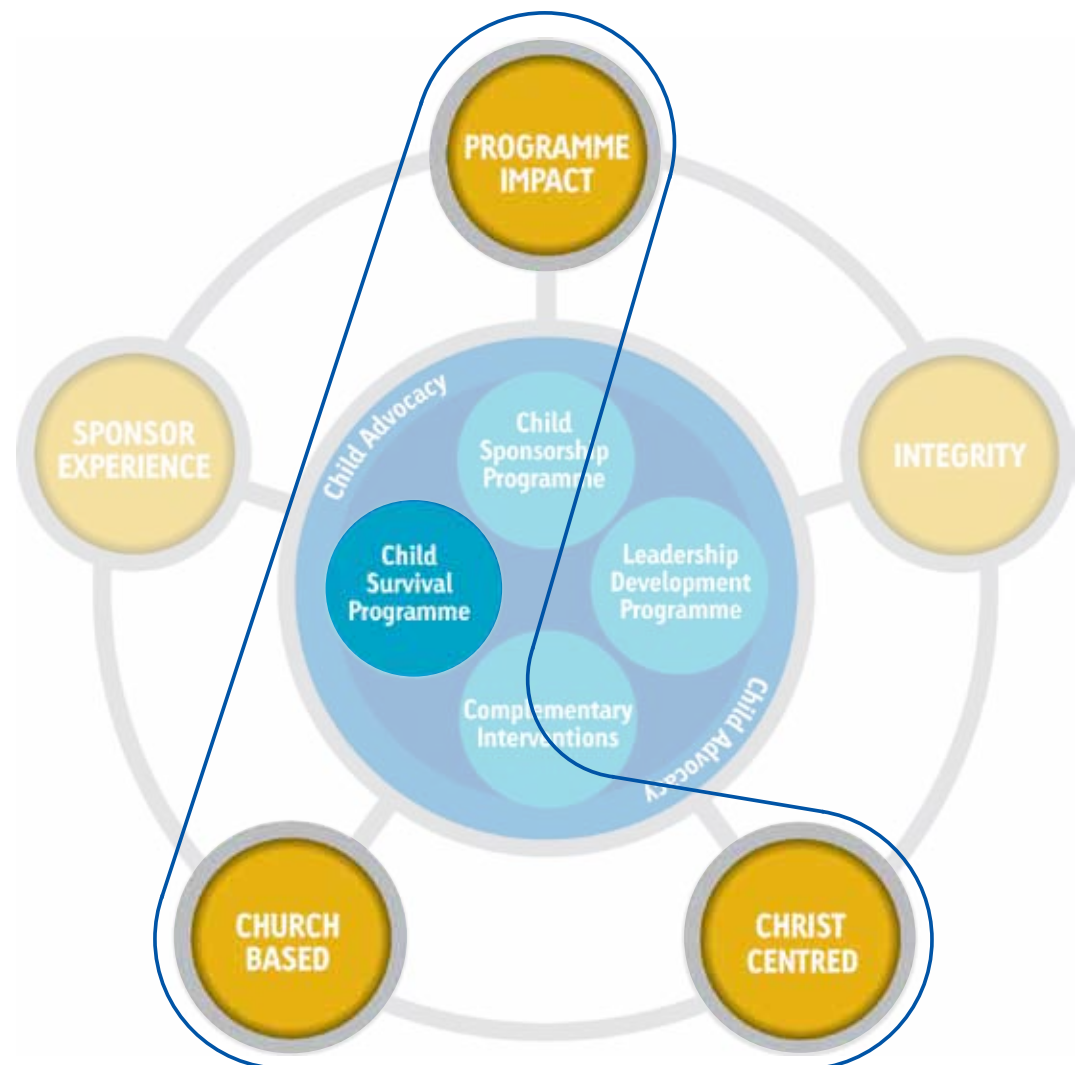
1.4.4



## USING THE BRAND MODEL

### (Example 4)

In the Child Survival Programme, the power of church-based delivery is grouped with programme impact and the Christ-centred nature of the programme to reach infants and spiritually impact mothers.



### BRAND ENTRY POINTS

#### CHRIST-CENTRED

Belief that God so loved this world that He sent His only Son, Jesus Christ, to die for us, that we may all have salvation, is a Core Value of Compassion's worldwide ministry. Following Jesus' example, Compassion's ministry is dedicated to caring for the poor and giving hope to the hopeless by spreading the good news.

As a Christ-centred ministry, founded on biblical principles, Compassion-assisted child development centres and programmes are unapologetically Christian. We are fulfilling the biblical mandate to release children from poverty in Jesus' name. This clear, consistent Christian identity is something we never seek to hide or compromise in any of our communications. Indeed, it is the main reason why many people choose to sponsor a child through us.

Every child attending a Compassion-assisted child development centre is given the opportunity to hear and respond to the gospel of Jesus Christ in a way that is culturally appropriate, without pressure or manipulation. We want every child to see the reality of Jesus lived out through faith and action in the lives of each person involved in every Compassion-assisted child development centre around the world. We believe that when children see themselves as Jesus sees them, when they realize their worth and identity in Christ, that they will flourish, grow and develop in all areas of their lives.





## BRAND ENTRY POINTS

### CHURCH-BASED

We believe that the Church is God's chosen instrument to transform a dying world, so Compassion works exclusively with churches in developing nations. It is important to note, however, that Compassion does not view the Church as a vendor to deliver our comprehensive child development model to children living in poverty. Instead, Compassion believes that the Church is God's only strategic organism to implement His will on earth. That's why Compassion humbly equips, trains and provides resources to local churches so that they may realize their vision of changing their communities by serving children and helping them reach their God-given potential.

Compassion engages churches and Christians in developed countries to support their brothers and sisters in Christ around the world. We don't see this as paternalism or creating dependency, but just the natural state of the Body of Christ, sharing and working together in harmony. Churches in developing nations, empowered by God and supported by Compassion, become unfailing advocates for children in poverty — children who live in their own communities. This child advocacy, at the root level, ensures Compassion programmes are delivered with integrity, efficiency and, most important, God's love.

The local church provides much-needed continuity, stability and security to some of the world's poorest and most vulnerable children. Indeed, our experience has shown that the church provides greater stability as an agent of continued development than do

political, educational or judicial institutions in a community. Often, local church leaders are the most trusted individuals in the community. They can identify the children and families who are in the most need. With no regard to their faith or ethnic backgrounds, our local church partners register these children in Compassion-assisted child development centres. And, empowered by Compassion supporters, these local church leaders serve as the hands of God, offering solutions and resources. They see families transformed as they are drawn, without coercion, to hear the gospel of Jesus Christ. In this way, Compassion-assisted child development centres become a powerful tool for evangelism. Because of this, Compassion's ministry is viewed as the ministry of the local church, not that of a large international organization halfway around the world. This is our distinctive and a major reason why our ministry is successful. This partnership with the local church is essential to Compassion's ministry success and our commitment to releasing children from poverty in Jesus' name. Without the local church, Compassion's ministry would be hard pressed to penetrate the often impassable walls poverty can create in a child's life.



### BRAND ENTRY POINTS SPONSOR EXPERIENCE

As Christians, we have a clear biblical mandate to help the poor. Partnering with Compassion offers a strategic, efficient and life-affirming way to live out the Great Commandment and the Great Commission. Compassion donors' and sponsors' financial support translates into holistic child development that has a tremendous impact on eliminating poverty around the world. Sponsors have the satisfaction of knowing their monthly gift provides children with educational opportunities, health care, a safe environment for social interaction, vocational training, and the opportunity to hear the gospel.

**1.4.8** While it may seem impossible to change the world, Compassion sponsors know they make a real difference by transforming the world for one child and his or her family. For the children, this can't be overstated. Young people who have completed the Child Sponsorship Programme continually speak about the powerful impact of having a sponsor continents away who loves, nurtures and cares for them. This global link is a heavenly link as well, causing them to realize their value and self-worth in Christ. It creates a radically new self-image from the one that poverty imposes.

The relationship between one sponsor and one child blossoms into ministry as the sponsor and child exchange photos, letters and prayers. It is this relationship that leads to spiritual growth for sponsors as they realize they are actually practicing faith with works. The whole experience of Compassion sponsorship deepens

sponsors' understanding of the realities of poverty and how best to overcome it. Many sponsors discover that the children they support have much to teach them about prayer, God's faithfulness and hope. For sponsors, involvement with their children brings a perspective on the world and its needs that they never would have encountered otherwise.



## BRAND ENTRY POINTS PROGRAMME IMPACT

Compassion's Holistic Child Development Model is a time-tested and continually refined strategy to reach children—the very ones who are most open to God, to encouragement and to practical assistance. When the life of a child is transformed, that life touches families, friends and communities. What's more, a transformed life pushes out the despair and hopelessness that poverty creates.

Compassion's commitment to this transformation happens every day through our partnership with thousands of local churches around the world. These local churches and their staffs deliver a holistic child development programme that meets the real-life needs of children living in poverty.

Our programme breaks down the immense barriers children in poverty face by addressing the “whole child,” including spiritual, physical, educational and social aspects. Our objective is to develop children in poverty so that they will become responsible, fulfilled Christian adults who will:

- be Christian in faith and deed;
- support themselves and share with others in need;
- be responsible members of their families, churches, communities, and nations, and
- maintain their physical well-being.

### We do this by equipping children in the following areas:

**SPIRITUAL** — Compassion-assisted churches help children regardless of their religious backgrounds. But through the spiritual aspect of our programme it is abundantly clear that Compassion is an evangelical Christian organization and each child will participate in Christian training through the loving care of their local church. Each Compassion-assisted child is introduced to the gospel and encouraged to accept Christ as his or her Savior. Through regular worship time, devotions, Bible study and other activities, the child development centre staff of the local church teach children to live out their faith.

**EDUCATIONAL** — The most direct path out of poverty is through education. Each child development centre works to ensure that every Compassion-assisted child receives age-appropriate learning opportunities. Whether it's monitoring school attendance, providing on-site after-school tutoring in reading and math skills or offering vocational training that translates into employment, our church-based child development centres give impoverished children a pathway out of poverty through educational opportunities.

**SOCIAL** — To a great extent, what children become is determined by how they relate to others. Often, children in poverty who have been abused or exploited have very little experience relating positively to other children or adults. That's why each church-based child development centre becomes a safe haven where children can develop critical social skills in a protected environment. Children participate in group or special learning activities that



help young people to live in harmony, learn teamwork and support and encourage each other. The outcome is a child who is self-aware, exhibits self-control, is self-motivated, and is committed to his or her community.

(continued on next page)



## BRAND ENTRY POINTS

### PROGRAMME IMPACT *(continued)*

**PHYSICAL** — Children in developing nations can go weeks, months, even years without seeing a doctor or receiving medical care. Every Compassion-assisted child development centre is tasked with monitoring the health of each registered child, ensuring that immunizations are received, and teaching children and their families good health practices. In addition to monitoring the health of the children, child development centre workers teach them about nutrition and provide supplemental food when needed. Children are also given the opportunity to engage in sports activities that promote healthy physical development. By ministering to the “whole child,” Compassion’s ministry provides children with the skills needed to succeed in life and to overcome poverty and the hopelessness it breeds. Our local church partners and dedicated Compassion sponsors make this possible.

Every church is encouraged to use their individual skills and resources to benefit the children attending the local child development centre. Compassion-assisted child development centres also transform communities by stimulating increased church growth and activity. Some children complete the Child Sponsorship Programme and pursue higher education through Compassion’s Leadership Development Programme. They have an impact on their communities or other communities in their country as teachers, doctors, engineers and nurses with a passionate commitment to share the skills they have received with the next generation.



Our sponsorship programme benefits the child, his or her family, and the wider community. Sponsorship eases the often insurmountable financial burden families in poverty carry. Additional sponsor gifts — 100 percent of which go to directly benefit children — are often used to buy items that benefit the entire family. The Compassion programme engages a community, encouraging it to take responsibility for its children. Centre committees, made up of community members, parents and church leaders, are all involved in the development and ongoing management of a Compassion-assisted child development centre.

1.4.10

### BRAND ENTRY POINTS

#### INTEGRITY

At Compassion we take integrity seriously, not only in our finances, but also in programme delivery. More than 80 percent of all our expenditures go to programme activities for the children we serve. We conduct annual financial audits of the organization to show exactly how income is used. Compassion is acknowledged as a charity with outstanding financial integrity by numerous publications and financial accountability groups. We are one of the few charities to consistently receive a four-star rating (the highest) from Charity Navigator, while The American Institute of Philanthropy recognizes Compassion as one of its “Top Rated Charities.”

In addition, we regularly review our church partners’ effectiveness in delivering the holistic child development programme in the lives of the children they serve. Compassion is fully committed to do what we say we will do.

Compassion is steadfastly committed to Christian morals and integrity in our work. We will never engage in bribery with corrupt local officials in the areas where we work.

In our marketing and communications we always strive to accurately reflect the effect Compassion-assisted child development centres have on the lives of individual children, their families and their communities. We also reject the practice of “double sponsorship,” where more than one sponsor is led to believe he or she is the only sponsor of a given child.

When communicating the needs of children, we place great importance on preserving their dignity. We refuse to engage in “the

pornography of poverty.” While we believe in being honest about the challenges that children face, we always seek to portray them in ways that show hope and the promise of a positive future.

By keeping accountability and integrity at the forefront of Compassion’s ministry, we make the most of the sponsorship money and gifts that we receive.



## WE EXPRESS OUR BRAND THROUGH OUR UNIQUE PERSONALITY.

Our personality describes us as authentic people who are creative professionals and experts working together with focus and hope.

These traits inspire and guide us in how we do our work and how we represent Compassion.



### **AUTHENTIC**

Our ministry takes place in some of the toughest, grittiest places on the planet. We face hard realities with an adventuresome spirit. We are genuine and sincere. We hate hypocrisy and double-talk.

### **COLLABORATIVE**

We place great value on teamwork and encourage a participatory environment, both internally and externally. We are entirely dependent on our many partners who commit to the same mission, share one set of values, and serve one Lord and Savior.

### **CONFIDENT**

We possess a humble confidence built upon the foundation of our proven excellence in child development. We are leaders in our field and yet we respect others' expertise, valuing their insights and perspectives.

### **CONTEXTUAL**

Our programmes are customized by our local church partners to address local needs and priorities. Our communications are crafted to speak powerfully in different cultures and contexts. We celebrate our diversity that enables us to be effective and culturally relevant.

### **CREATIVE**

We see the potential in each and every situation and in each and every child, partner, sponsor and colleague. Our creative spirit drives innovative solutions to the challenges and opportunities before us.



## **EFFECTIVE**

Our programmes are proven and profoundly strategic, tackling the root causes of poverty. We are outcome-driven in all that we do. Our graduates themselves testify about how their lives have been transformed.

## **FOCUSED**

In the midst of a chaotic world, we do not waiver, we do not blink, as we pursue our single-minded strategy of “Christian holistic development of children in poverty through sponsorship.” The allure of easy money or good ideas will not divert us from our mission, strategy and outcomes.

## **GLOBAL**

We do not wear the face of any one nationality, but rather reflect the beautiful diversity of God’s kingdom. We join our voices in a global chorus advocating for children in poverty. We are citizens of God’s kingdom first, citizens of the world second, and citizens of our own nations third.

## **GRACE-FILLED**

We extend God’s grace and unconditional love through our words and actions. We are kind and forgiving and are merciful when others fail to live up to our expectations.

## **HONEST**

We say what we mean and we do what we say. We value accurate information and full transparency. We hold ourselves accountable and share the full truth, even when it is difficult.

## **HOPEFUL**

We will never raise a white flag in surrender to the evil raging against us. In the face of extreme poverty, our programmes provide hope and conquer despair. We are eternal optimists because we know that the Church will prevail. We lift one another’s spirits with words of encouragement, laughter, prayers and reminders of God’s promises.

## **INCLUSIVE**

We accept others regardless of ethnicity, background, education or status. We help children regardless of gender, race or creed. And we encourage greater understanding between the denominations represented in our staff, sponsors and church partners.

## **LOVING**

God’s love is the fuel that sustains us and moves us forward. Without love, all good works are meaningless. We unabashedly love one another, our partners and the children in our programmes. We testify to the world that we are Christ-followers by the love we show for one another.

## **PASSIONATE**

Injustice makes us angry and compels us to speak up for those who are oppressed. Hope for redemption and reconciliation drives us unrelentingly forward. We are zealous to implement our programmes in order to relieve suffering, develop lives and further the kingdom of God.

## **PROFESSIONAL**

We do our work with excellence and professionalism. We are a solid, stable and reputable organization but we disdain stuffiness and pretension. We take our calling seriously and, at the same time, promote a fun and lighthearted environment.

## **RESPECTFUL**

We value the God-given dignity of every individual. We protect and preserve this divine character in everyone — especially the children in our programmes. We cultivate thoughts, speech and actions that are noble and honoring of all.

### USE OF ACRONYMS

As part of our authentic and honest personality, our communications always need to avoid terms that our external audience may not be familiar with. Therefore, no acronyms should be used in any of our communications that are intended for an external audience. This includes even the familiar acronyms that abbreviate our ministry titles.

# BRAND STANDARDS

# 2.0



2.0



# BRAND STANDARDS

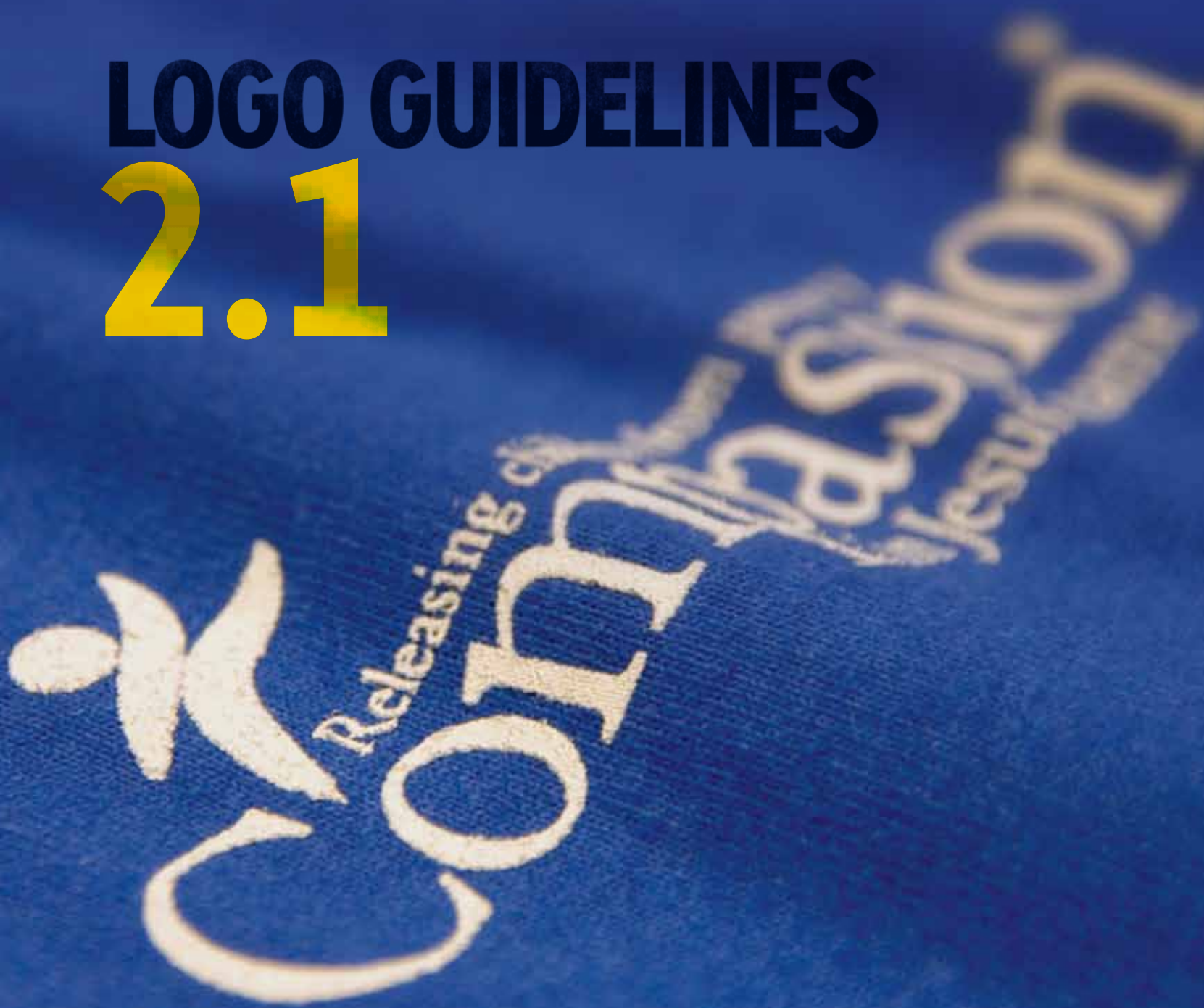
2.0





# LOGO GUIDELINES

# 2.1



## INTRODUCTION

The Compassion logo is the primary communication of the Compassion brand and it should be applied consistently in every use so that Compassion's identity is readily recognizable around the world.

Here is an overview of usage:

- It needs to be present on the front cover of every Compassion communication.
- The Compassion logo should NEVER be recreated.
- There should NEVER be any deletions or additions to the logo.
- The logo should NEVER be screened back to a percentage of its colour.



### 2.1.1

**Current logo files are available from Compassion International.**



Dutch



French/Swiss



German



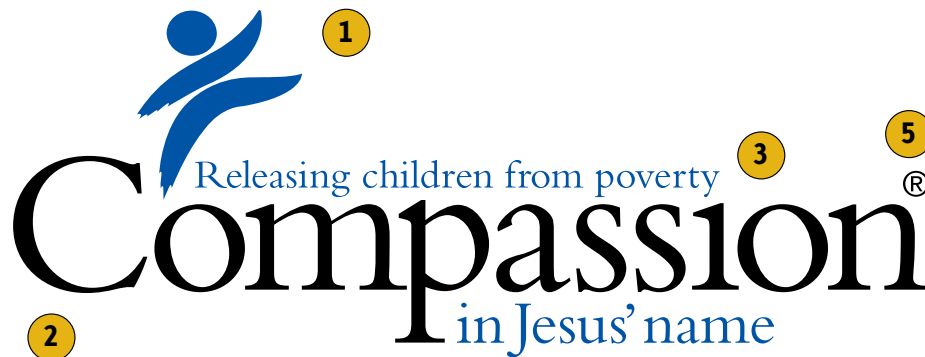
Swiss Bilingual [French/German]



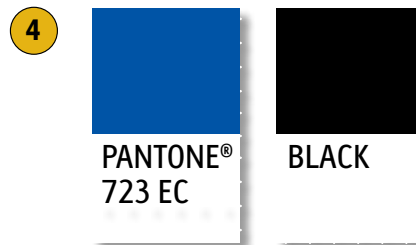
# LOGO GUIDELINES

## THE 5 LOGO ELEMENTS

The logo consists of five elements. These five elements must always be used together in the relationship shown.



- 1 CHILD SYMBOL ["Skippy"]
- 2 LOGOTYPE
- 3 SECONDARY STATEMENT
- 4 COLOUR
- 5 ® SYMBOL



2.1.2



Italian



Spanish



The logo can only be used without the Secondary Statement when the logo appears below minimum size or when the limitations of a reproduction process would make the Secondary Statement unreadable.



Portuguese



South Korea

## EXCLUSION ZONE

No graphic element other than background colour may be placed inside the exclusion zone around the logo (as indicated by the grid). The purpose of the exclusion zone is to protect the integrity of the logo, keeping it free from the confusion other elements might cause.



2.1.3

## MINIMUM SIZE WITH TAGLINE

For the sake of legibility, never reproduce a Compassion logo smaller than the minimum size shown.



32mm = 1 1/4"



## 1 PRIMARY VERSION

The minimum clearance area means that in venues where restricted height is an issue [e.g. exhibitions and pencils] the restricted height version ought to be used.

## RESTRICTED HEIGHT

There are two acceptable formats for the Compassion logo, as shown here. The primary version **1** is the preferred option and should be used whenever possible.

If the space allocated for the logo is less than the minimum clearance area required for the primary version, then the restricted height version **2** may be used. However, it should be used sparingly and only when it is impossible to use the primary version.

In each format, the size relationship and positioning of the four elements are standardised as shown and should not be altered.



## 2 RESTRICTED HEIGHT VERSION

This version is to be used when the primary version cannot.



## LOGO USAGE

**A**

This example depicts the preferred logo for all four-colour or two-colour (PMS 286 and Black) applications when used over a white or light background.

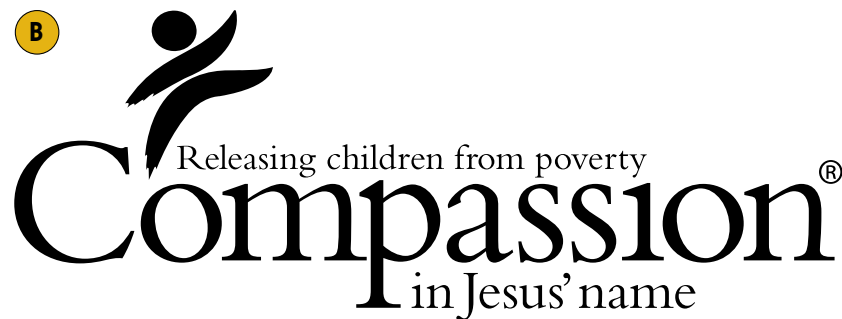
**A**



**B C**

The only other colours the logo may appear in are black or PMS 286 Blue. Use these options for single or two-colour print jobs.

**B**



**C**



## LOGO GUIDELINES



### LOGO USAGE REVERSING OUT

**D**

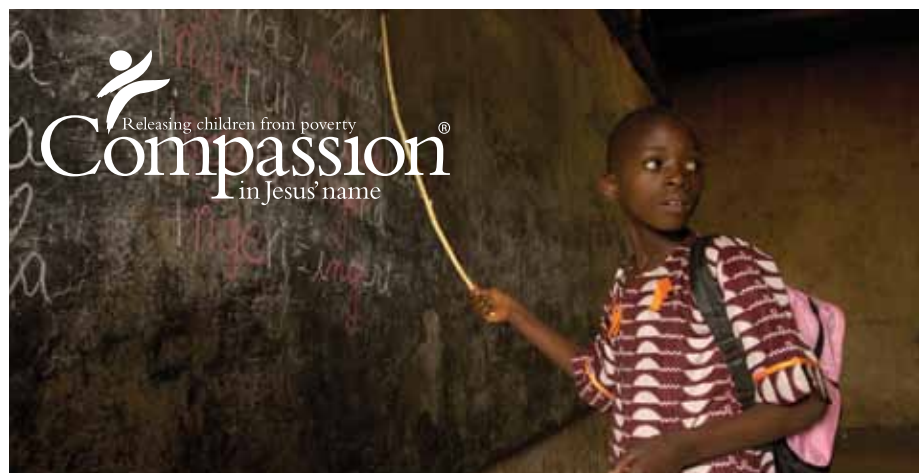
The preferred logo for reversing out of dark background colours and dark pictures.



### LOGO USAGE WITH PHOTOGRAPHS

**E**

The preferred logo when placed over a light background in a photograph.



**F**

The preferred logo when reversing out of a dark or solid area of a photograph.

2.1.6

## THE CHILD SYMBOL (SKIPPY)

The Child Symbol may be used on its own as a single design element, as long as:

- The full logo is present elsewhere. A good example of this would be a baseball cap or T-shirt. Skippy on its own may be used on the front of the cap/T-shirt as long as the full logo is also present, for example, on the back of the cap/T-shirt.
- The front cover of a printed piece or other media may have Skippy on its own if the full logo is also present on that cover.



2.1.7

Skippy may also be used screened back.






## THE CHILD SYMBOL (SKIPPY)

Skippy may be used at a variety of sizes.

### Small, as a paragraph end element

Proin at eros non eros adipiscing mollis. Donec semper turpis sed diam. Sed consequat ligula nec tortor. Integer eget sem. Ut vitae enim eu est vehicula gravida. Morbi ipsum ipsum, porta nec, tempor id, auctor vitae, purus. Pellentesque neque. Nulla luctus erat vitae libero. Integer nec enim. 

### Large, on exhibition displays



2.1.8

Skippy may be used as a repeating element.

This treatment should not be used to excess and only in situations where it is appropriate. A good example of this might be as a repeating element etched on a glass surface.



## LOGO MISUSE

The following represent misuses of the logo. Avoid uses like these to ensure readability, a consistent message and recognition.

**Do not ever reproduce the logo using your own fonts or graphics.**

Using the provided logo files will help avoid misuse or colour variation in most cases.



The logo must be reproduced with the correct relationship of all the basic elements.



The approved Compassion Secondary Statement must never be altered.



The logo should never be compressed or stretched.

## LOGO GUIDELINES



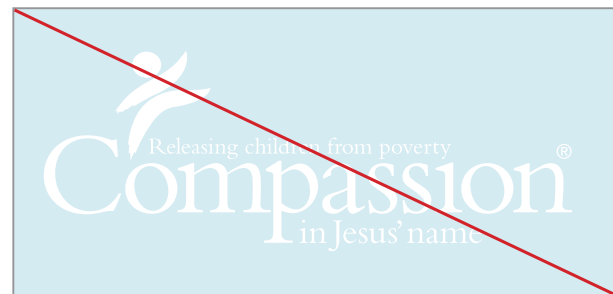
Drop shadows should not be used.



Care should be taken not to place the logo on too dark a colour or image.

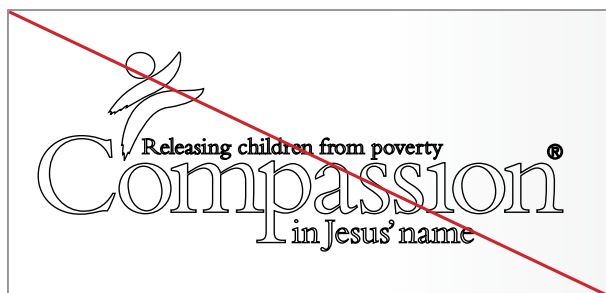


Blurs, glows or other distracting treatments should not be used.



Care should be taken not to place the logo on too light a colour.

2.1.10



Do not put a stroke around any part of the logo.



Colours other than PMS 286 and black should not be used.



## DUAL BRANDING VERTICAL OPTION

A second **EXTERNAL** ID/logo [e.g. a logo for a church or a strategic partner] can accompany the Compassion logo with the following restrictions:

The distance between the second ID/logo and the Compassion logo equals the height of the “C” in the Compassion logo.

The dividing line is 1pt in thickness for Compassion logo 55mm and smaller, and thicker in proportion for larger ones. It bisects the space between the two identities as shown.

The second ID/logo must never exceed the left and right boundaries [set by the length of the Compassion logo] and should centre within the area shown.

In the event of a strategic partner determining the design, these standards apply as non-negotiables.

## HORIZONTAL OPTION

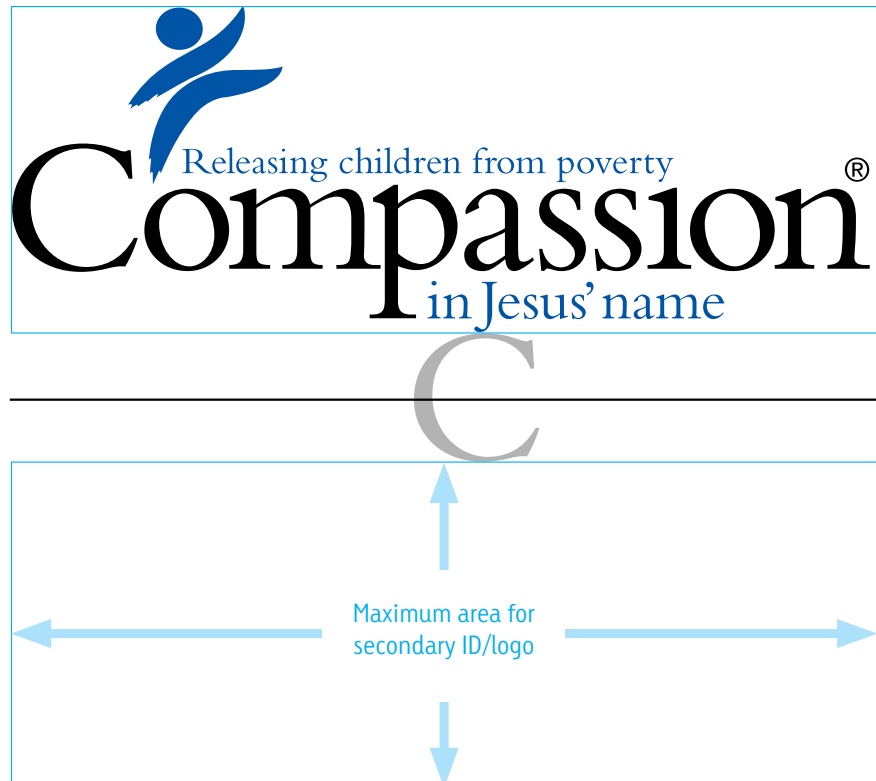
A secondary **EXTERNAL** logo(s) may also appear to the right of the Compassion logo. It should be no greater than the height of the Compassion logo and extend in proportion.

The distance between the second ID/logo and the Compassion logo equals the width of the “C” in the Compassion logo.

The dividing line is 1pt in thickness for the Compassion logo 55mm and smaller, and thicker in proportion for larger ones. It bisects the space between the two identities as shown.

Additional **EXTERNAL** logos may be added following these same standards.

## VERTICAL OPTION



## HORIZONTAL OPTION



**SECONDARY  
EXTERNAL  
LOGO**



Maximum height for  
secondary ID/logo

Tertiary ID/logo

2.1.12

## COMPASSION BRANDING STRIP

Where Compassion is partnering with another organisation and it is not possible to design communications according to the Compassion brand guidelines, a Compassion branding strip has been developed.

This is the minimum requirement for co-branding and should appear on the front at the bottom of the communication. It comprises the Compassion logo reversed out of a blue band, and may include a tag line, web address or other appropriate marketing message.

Additional Compassion branding elements are not necessary but, of course, desired where possible.

2.1.13

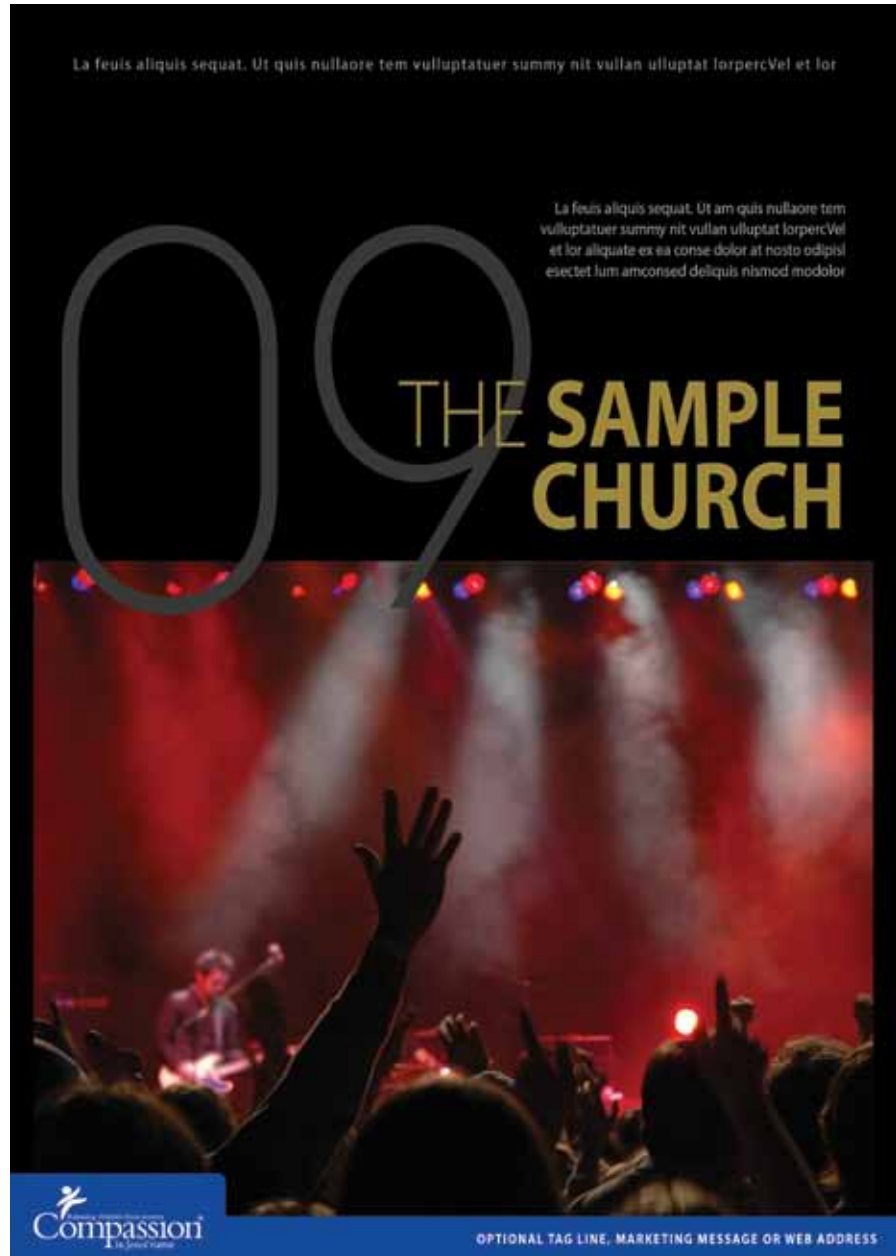


OPTIONAL TAG LINE, MARKETING MESSAGE OR WEB ADDRESS

Branding Strip

# LOGO GUIDELINES

Sample use of Compassion  
Branding Strip



2.1.14



## DESIGNING FOR PROGRAMMES

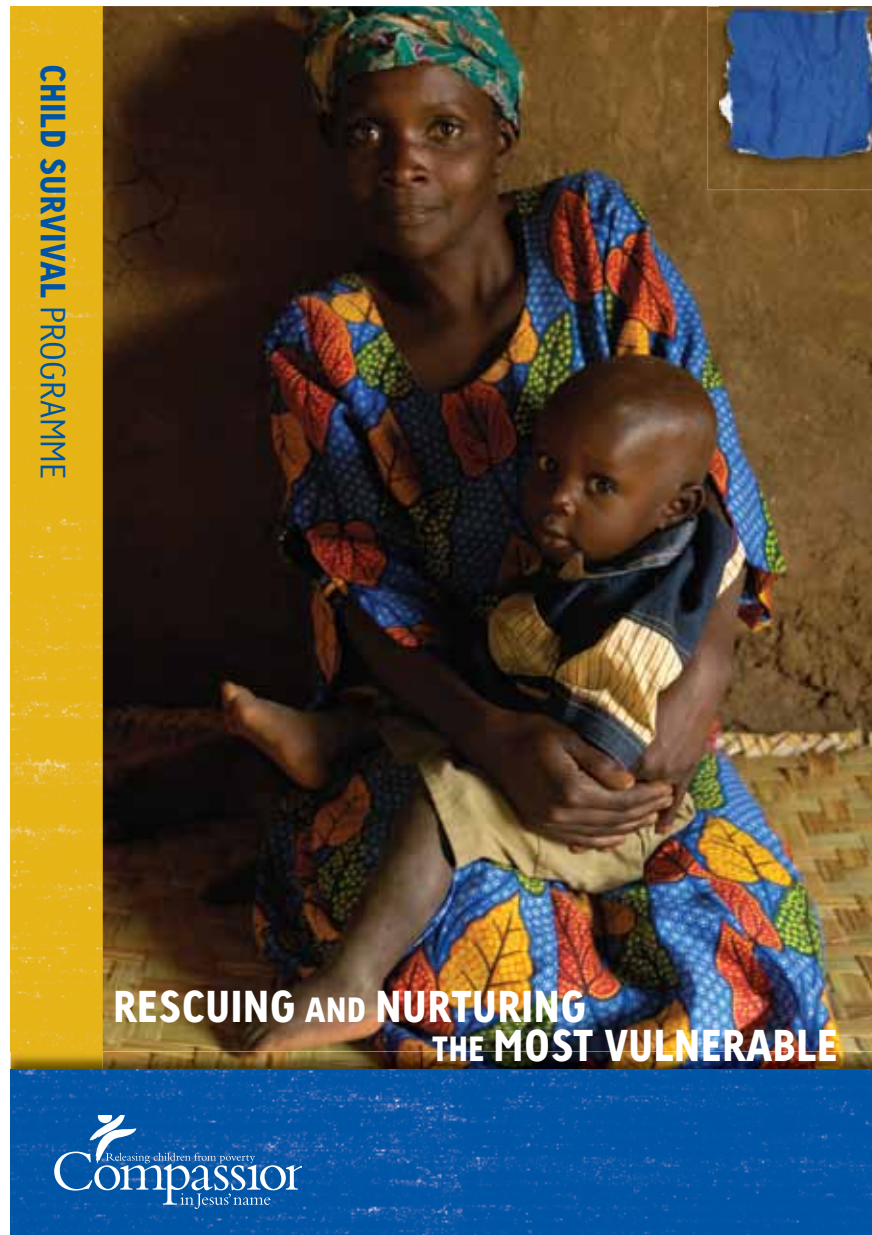
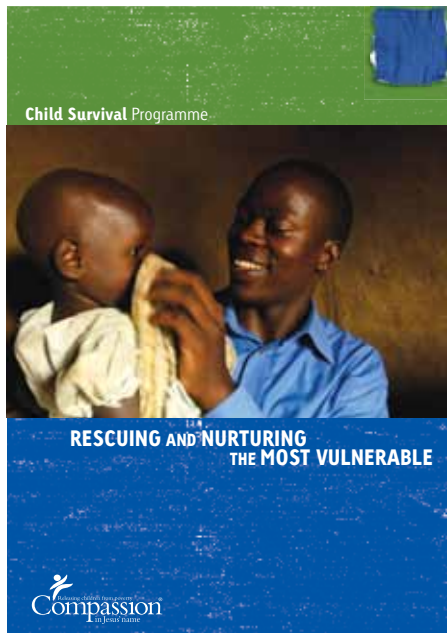
There are no additional logos for specific Compassion programmes (CDSP, LDP, CSP, CIV), and none are to be created.

No programme wording is to be added to the Compassion logo. The programme name should be placed away from the Compassion logo.

Compassion programmes are to use the Compassion typefaces as described in the typeface section and there is no set style. [Some examples are shown at right.]

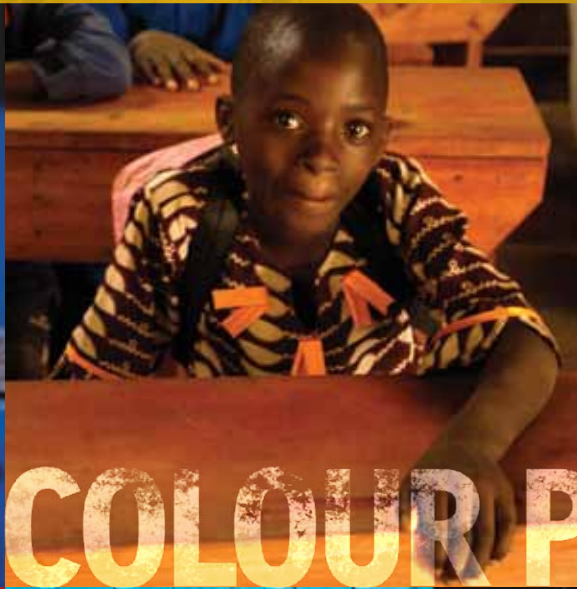
Whatever style is designed should be used consistently across the breadth of the specific programme communications pieces to maintain consistency.

2.1.15



These examples reflect two possible executions of programme-specific communications pieces. Once a style is arrived at, care should be taken to apply the same design elements [type style, colour, other graphics] consistently to other pieces for that programme.





# OUR COLOUR PALETTE



## INTRODUCTION TO THE COLOUR PALETTE

Our colours are drawn from a global palette of texture and colour and represent the authenticity of the world we experience.

However, Compassion is **Blue**. This is the idea we want to convey across all our communications. We want to take ownership of PMS 286 and have our communications “wrapped in blue.” We want all of our audiences to strongly identify Compassion Blue with the Compassion brand experience.

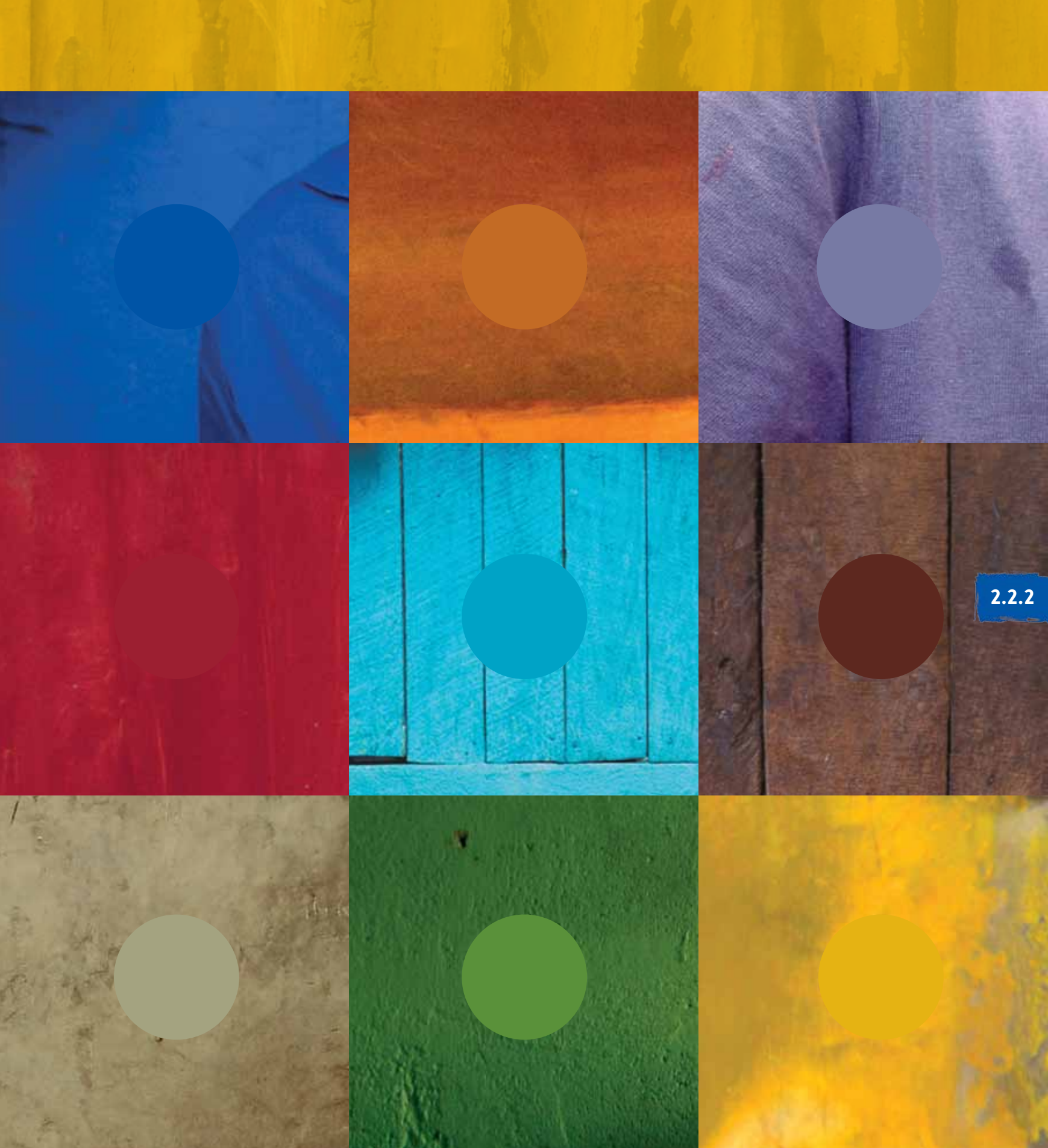
The colour palette has been developed with both sympathetic and contrasting secondary colours. These have been selected from all areas of the colour wheel to provide a good range of hues. Other colours have been avoided due to their associations.

Secondary colours are just that, secondary to Compassion Blue.



2.2.1





2.2.2



### PRIMARY COLOUR PMS 286

#### PANTONE COLOUR BRIDGE

Since the majority of print jobs are more than likely printed using four-colour process, it is very important to convert the PMS colours in a consistent and accurate way. Colour conversions should be appropriate to the set up of the type of print output being used.

Current colour conversions for different parts of the world can be found at <http://www.pantone.com>. Correct libraries and conversions are available for most applications.

#### 2.2.3

The RGB and HEX (web) values have been created from Photoshop for colour accuracy.

To maintain global consistency, every effort should be made to ensure that designers and freelance designers are using the same colour sets.



**PANTONE®**  
**286 EC**

#### PMS 286

CMYK [EC]: [c]100, [m]75, [y]0, [k]0

CMYK [PC]: [c]100, [m]72, [y]0, [k]0

RGB: [r]0, [g]85, [b]166

HEX: 0054a6

## SECONDARY COLOURS



**PANTONE®**  
723 EC

### PMS 723

CMYK [EC]: [c]6, [m]61, [y]94, [k]18  
 CMYK [PC]: [c]5, [m]53, [y]79, [k]20  
 RGB: [r]195, [g]106, [b]64  
 HEX: c36a25



**PANTONE®**  
5285 EC

### PMS 5285

CMYK [EC]: [c]49, [m]43, [y]5, [k]16  
 CMYK [PC]: [c]48, [m]39, [y]5, [k]14  
 RGB: [r]119, [g]122, [b]164  
 HEX: 777aa4



**PANTONE®**  
1807 EC

### PMS 1807

CMYK [EC]: [c]11, [m]95, [y]71, [k]33  
 CMYK [PC]: [c]7, [m]94, [y]65, [k]31  
 RGB: [r]156, [g]31, [b]49  
 HEX: 9c1f31



**PANTONE®**  
632 EC

### PMS 632

CMYK [EC]: [c]93, [m]2, [y]15, [k]6  
 CMYK [PC]: [c]93, [m]2, [y]13, [k]6  
 RGB: [r]0, [g]163, [b]199  
 HEX: 00a3c7



**PANTONE®**  
452 EC

### PMS 452

CMYK [EC]: [c]17, [m]11, [y]41, [k]27  
 CMYK [PC]: [c]12, [m]8, [y]35, [k]22  
 RGB: [r]164, [g]163, [b]127  
 HEX: a4a37f



**PANTONE®**  
4705 EC

### PMS 4705

CMYK [EC]: [c]24, [m]75, [y]70, [k]64  
 CMYK [PC]: [c]17, [m]64, [y]60, [k]51  
 RGB: [r]93, [g]40, [b]31  
 HEX: 5d281f



**PANTONE®**  
576 EC

### PMS 576

CMYK [EC]: [c]59, [m]5, [y]94, [k]26  
 CMYK [PC]: [c]52, [m]6, [y]79, [k]25  
 RGB: [r]90, [g]145, [b]58  
 HEX: 5a913a

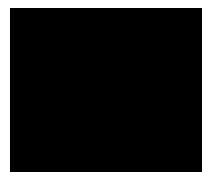


**PANTONE®**  
110 EC

### PMS 110

CMYK [EC]: [c]2, [m]24, [y]100, [k]8  
 CMYK [PC]: [c]2, [m]24, [y]100, [k]7  
 RGB: [r]230, [g]180, [b]19  
 HEX: e6b413

## GIVEN COLOURS



**BLACK**



**PMS 278**

## EXTRAS

### PMS 278

An additional pale blue colour has been included in this palette to replace light tints of PMS 286 which can become quite purple.

### PMS 278

CMYK [EC]: [c]45, [m]14, [y]0, [k]0  
 CMYK [PC]: [c]44, [m]13, [y]0, [k]0  
 RGB: [r]134, [g]187, [b]229  
 HEX: 86bbe5

## OUR COLOUR PALETTE

## BRAND STANDARDS

### TINTS

Using tints of our corporate colours helps add variety and interest. However, using too many tints can clutter a design. Therefore, use only the limited available tints in the colour palette.

Use tints and secondary colours that either support or contrast the colours found in the main photographic image.

100%	60%	PMS 278	PMS 278 50%
PMS 286			
		30%	15%
PMS 723			
PMS 5285			
PMS 1807			
PMS 632			
PMS 452			
PMS 4705			
PMS 576			
PMS 110			
BLACK			

2.2.5

THE BLUE CORNER

SCALE  $1\frac{1}{2}'' = 1 \text{ FT.}$

DRAWN BY:-

TRACED BY:-

CHECKED BY:-

SKETCH SHEET

DATE

# THE BLUE CORNER

# 2.3



REVISION	1	2	3
BY			
DATE			



2.3.1



"When you reap the harvest of your land, don't reap the corners of your field or gather the gleanings. Leave them for the poor and the foreigners. I am God, your God."

— **LEVITICUS 23:22, THE MESSAGE**



For Compassion, the Blue Corner is a powerful depiction of this scripture and is a graphic device that serves to continually remind us to always “leave a corner.” To remind us of who we are and what we do as advocates for children in poverty, that all of us need to, at all times, leave a corner for the poor.

The Blue Corner, when consistently applied to every communication from Compassion, carries this powerful message and is a very important element of the Compassion brand.

**The Blue Corner has also been developed specifically to address the following issues:**

- It helps lend design consistency to all the visual representations of our marketing and communications pieces.
- We want to be able to take “ownership” of Compassion Blue PMS 286 in a consistent way.
- We want to communicate our brand in a global visual language, above and beyond our logo, that is not hindered by language or other cultural barriers.
- We recognise and put great emphasis on the use of child-focused photography. This requirement can hinder the communication of brand. The use of the Blue Corner and logo quickly brands such pictures as our own.

2.3.2

## GENERAL REQUIREMENTS

It should appear on the front, outer cover or first experience of all communications pieces, printed or digital. It may also appear on consecutive pages of a multipage document, but does not have to.

It should appear in the top right-hand corner. Textured squares should be positioned as close into the corner as possible.

It should never be positioned at an angle.

On a front cover it may not have any text overlapping it. A graphic element such as a photograph may slightly overlap it, but not in such a way as to obscure its shape and purpose.

The solid Blue Corner should be PMS 286 or the correct colour conversion of PMS 286. Textured corners should be tones of the same.

No similar devices in other colours are to be used.

A library of approved Blue Corners in different file formats can be found at [compassion.com/brand](http://compassion.com/brand)



### SQUARE

File name: NA



### TORN

File name: TornCMYK.psd

## THE BLUE CORNER



### STAMPED

File name: StampedCMYK.eps



### PAPER

File name: Paper.psd



### SCRIBBLED

File name: Scribbled.eps



### PAINTED

File name: PaintedCMYK.psd

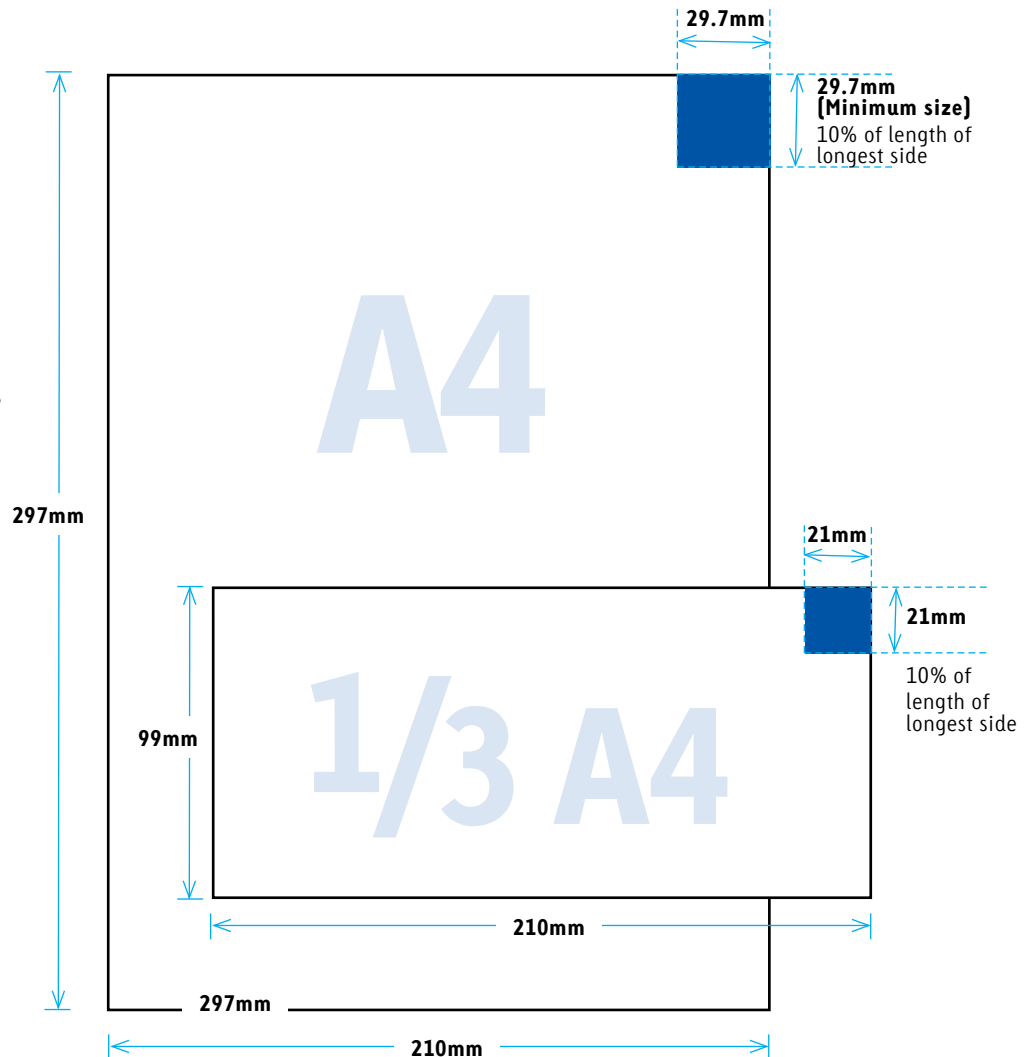
2.3.4



## CALCULATING THE MINIMUM SIZE

The **minimum** size is calculated as 10 percent of the longest side of the finished (folded and trimmed) size. The example to the right is based on an international A4 size. For unusual sizes it is impossible to have it at 10 percent of the longest size (e.g. a long banner). In these cases best judgment should be applied.

This is the minimum size requirement of the Blue Corner and it may be used at larger sizes to balance the overall design of a piece.



2.3.5

## THE BLUE CORNER

### POSITIONING THE BLUE CORNER

This option is more suitable for the square blue corner as shown opposite. However, other designs can work well using this option. The artwork can be placed as shown opposite, ignoring the corner alignment marks.

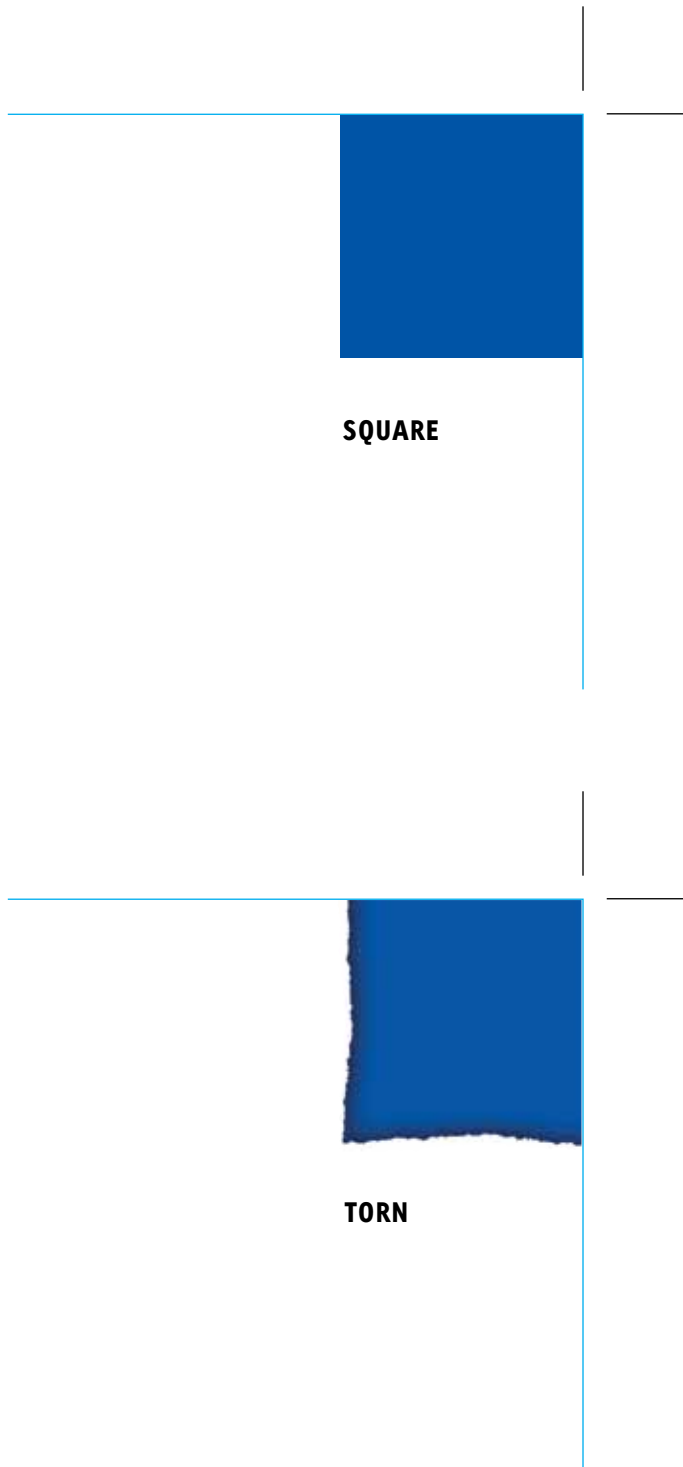
### FILE TYPES

In order to achieve a variety of textures, the blue corner files vary in file type. They have, however, all been set up to work over colour or picture backgrounds.

The “Paper” blue corner can have a drop shadow added to it to create dimension. It may also be used at a slight angle.

Some examples of useage follow.

2.3.6





**PAINTED**



**PAPER**



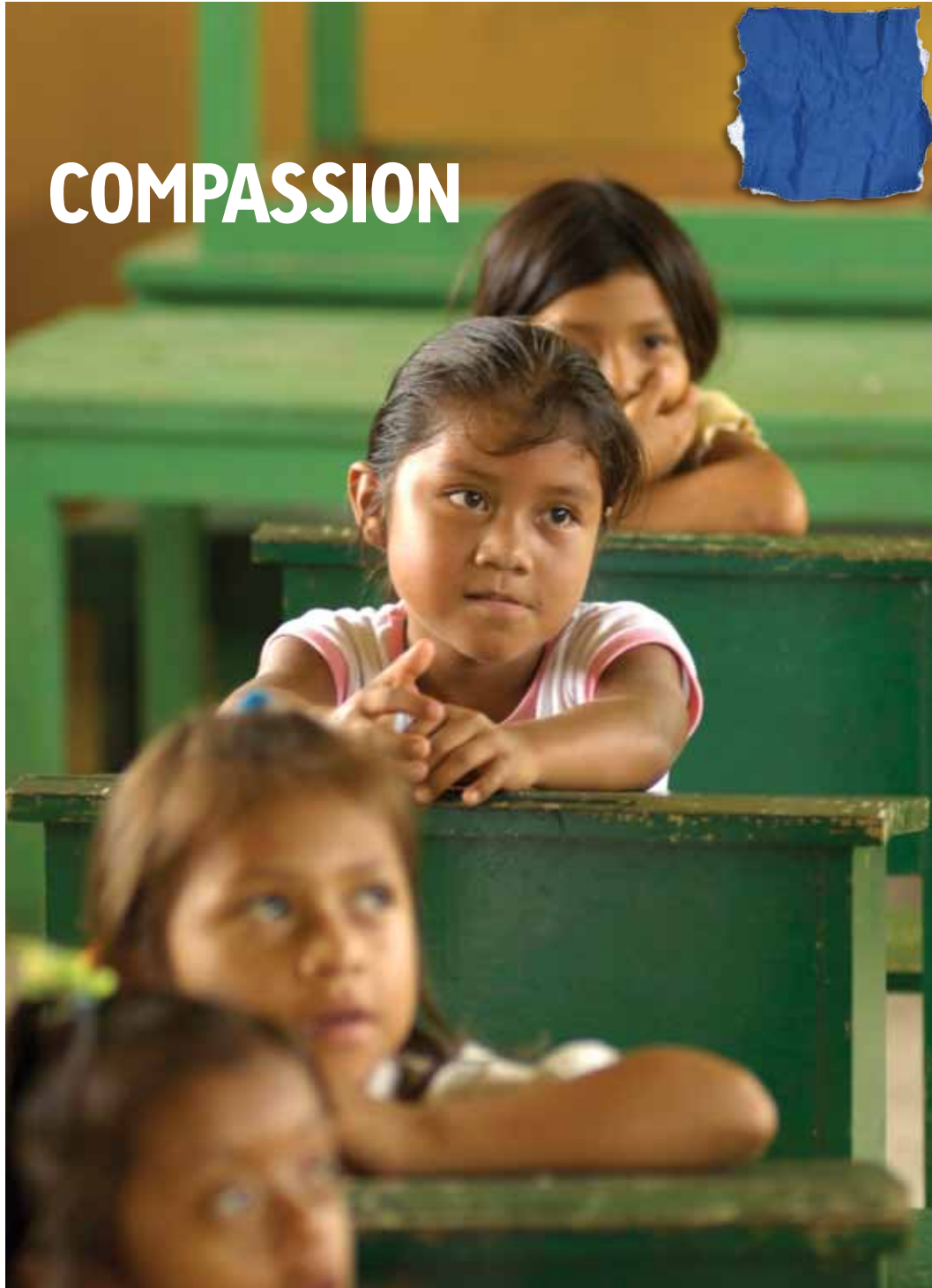
**STAMPED**



**SCRIBBLED**

2.3.7

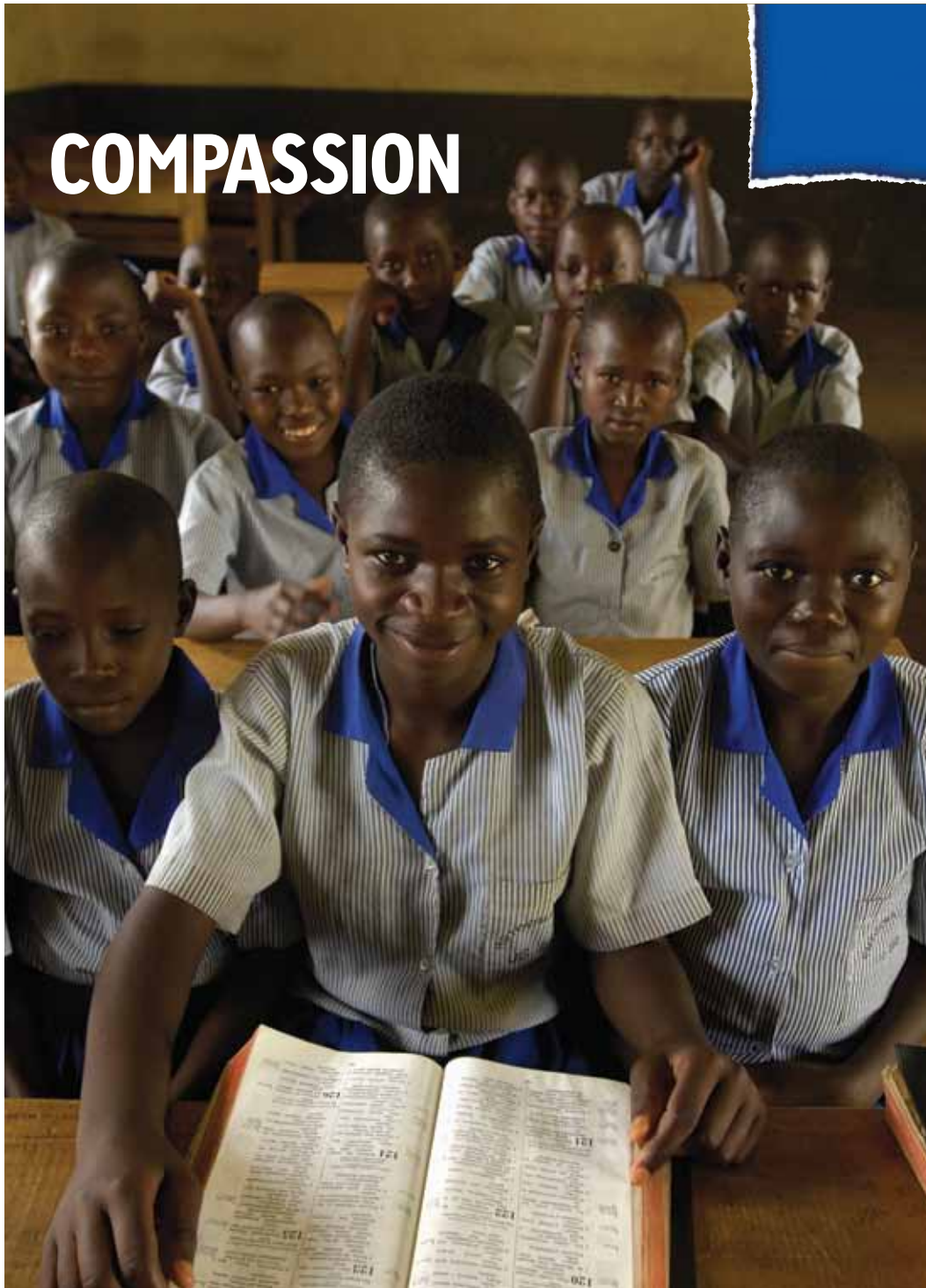
# COMPASSION



2.3.8



# COMPASSION



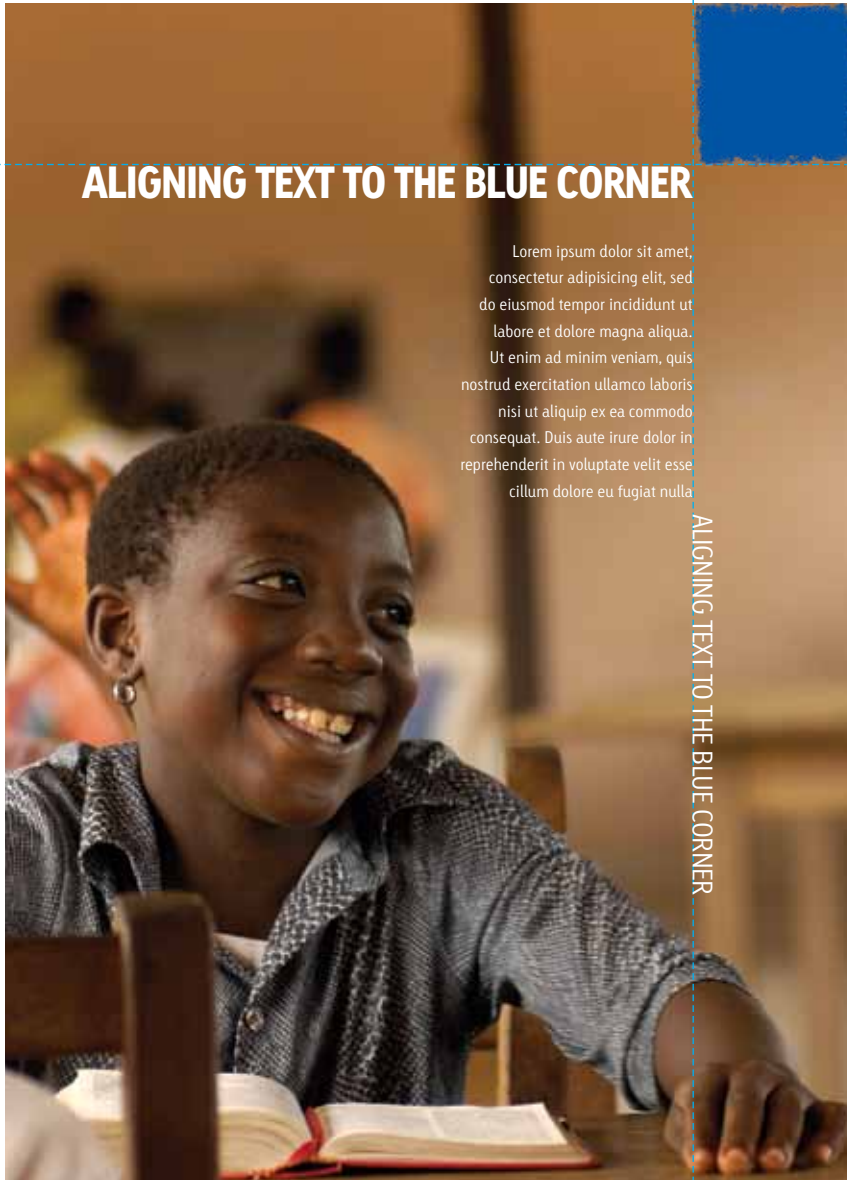
2.3.9

## THE BLUE CORNER

### ALIGNING TEXT TO THE BLUE CORNER

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla

ALIGNING TEXT TO THE BLUE CORNER



### USING THE BLUE CORNER

The Blue Corner, where it appears, can help define the layout.

Whenever possible use the bottom edge and side edges of the Blue Corner as a guide to align type, picture boxes or other graphic elements.

### BLUE ON BLUE

#### COMPASSION



2.3.10

The Blue Corner is unnecessary when a cover, web page, banner, etc., has a large coverage of Compassion Blue where the “corner” would normally be. However, a textured Blue Corner can still be used in these circumstances.

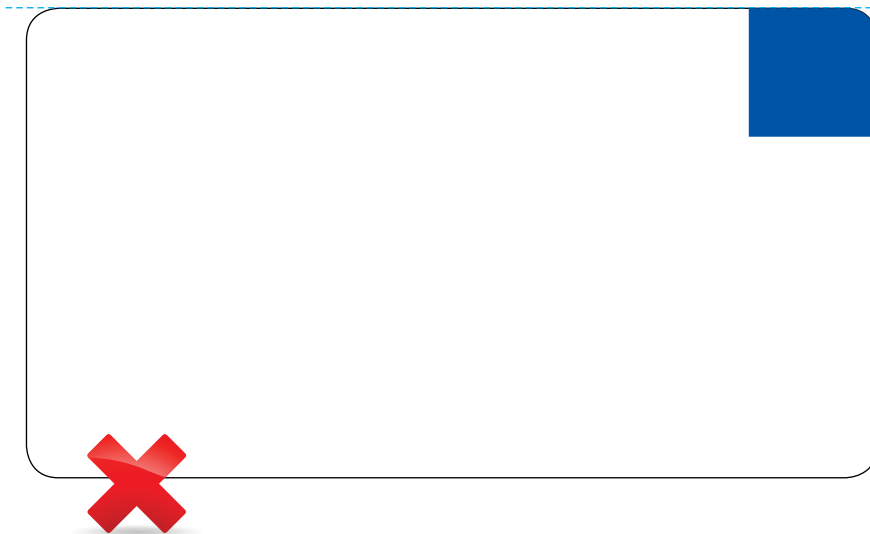
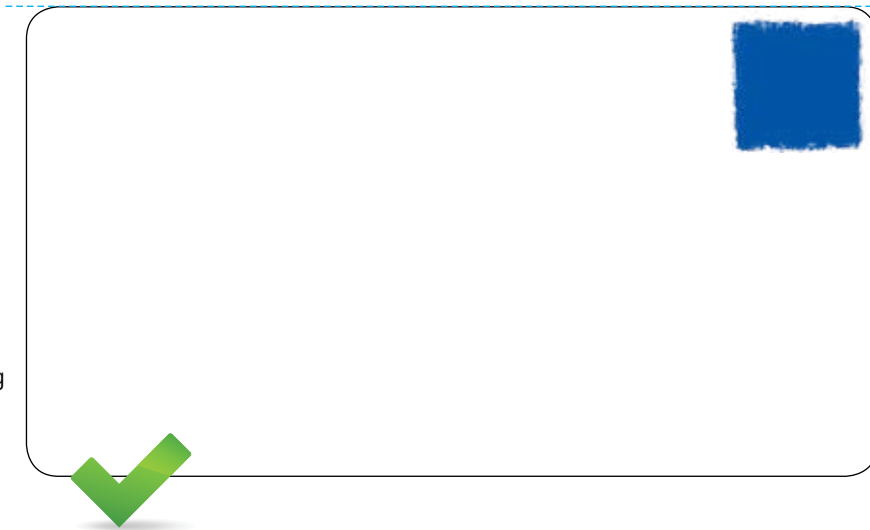
#### COMPASSION

## ROUND CORNERS

An inset Blue Corner is suitable for use on items with rounded corners.

A Blue Corner that bleeds off on two sides should not have round corners. Avoid any trimming or die-cut shapes that make the corner “un-square.”

Careful attention should be given to trimming when the Blue Corner bleeds off. Inaccurate trimming can cause the Blue Corner to become “un-square.”



2.3.11







## N. AMERICA 8½ x 11” LETTERHEAD

8½ x 11” letterheads should be set up using these measurements.

The letterhead prints in two colours, in the way shown (Black and PMS 286).

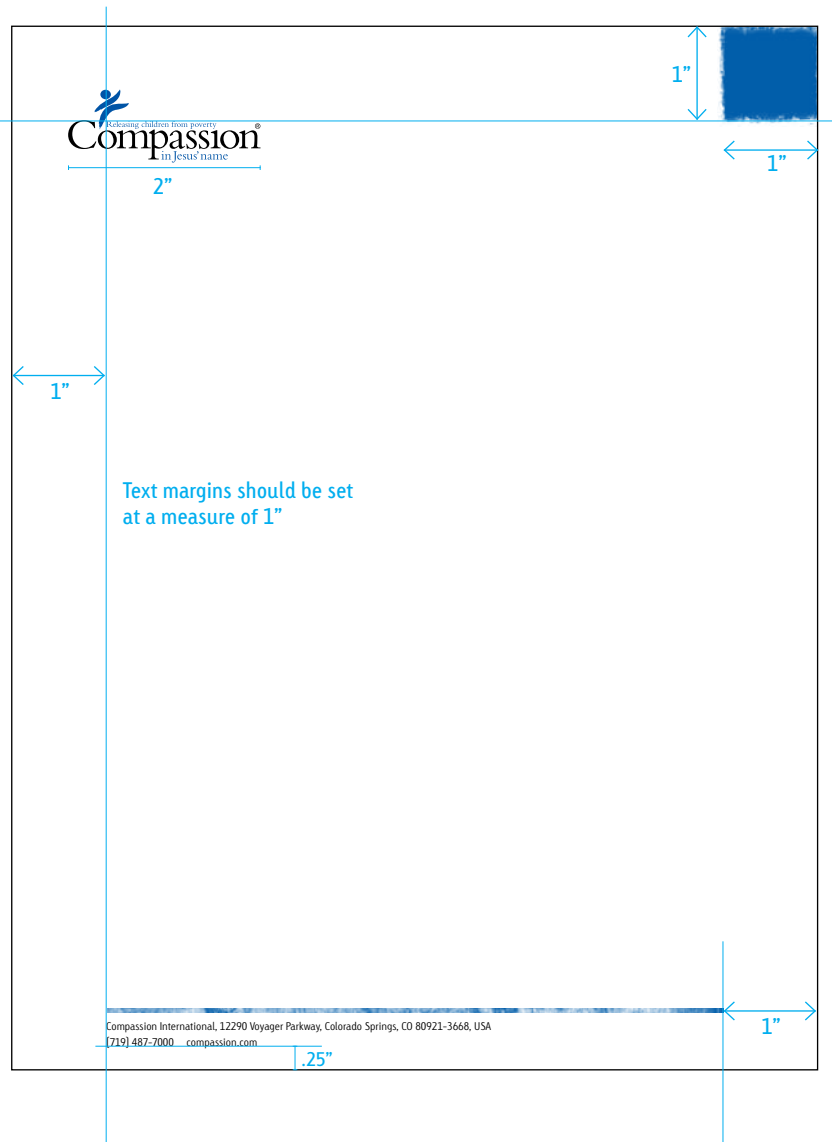
Any Blue Corner may be used.

A clear area has been left that will work with standard window envelopes.

The logo aligns as follows:

Top of “R” with the bottom of the Blue Corner

Left edge of “R” aligns vertically at a measure of 1” from the left edge of the sheet.



Text margins should be set at a measure of 1”

Address block aligns vertically at a measure of 1” from the left edge of the sheet.

**2.4.1**  
**NOTE:**  
These guidelines do not apply to letters designed for the purposes of direct mail.

## N. AMERICA 8½ x 11" LETTERHEAD ADDRESS BLOCK

2.4.2

Compassion International, 12290 Voyager Parkway, Colorado Springs, CO 80921-3668, USA  
[719] 487-7000 compassion.com

Textured line:  
.05"  
.1"

8/12 Tetria Tab Light, u/lc, Black

## N. AMERICA COMPLIMENT SLIP

Compliment slips should be set up using these measurements.

The compliment slip prints in two colours, in the way shown (Black and PMS 286).

The logo aligns as follows:  
Baseline of "Compassion"  
with base of Blue Corner  
Left edge of "C" aligns  
vertically at a measure of  
.5" from the left edge of  
the sheet.



Address block aligns  
vertically at a measure  
of .5" from the left edge  
of the sheet.

with compliments

Compassion International, 12290 Voyager Parkway, Colorado Springs, CO 80921-3668, USA  
[719] 487-7000 [compassion.com](http://compassion.com)

Textured line:  
.05"  
.1"

2.4.4

10pt Tetria Tab Light, lc, PMS 286

8/12 Tetria Tab Light, u/lc, Black



## A4 LETTERHEAD

A4 letterheads should be set up using these measurements.

The letterhead prints in two colours, in the way shown (Black and PMS 286).

A clear area has been left that will work with standard window envelopes.

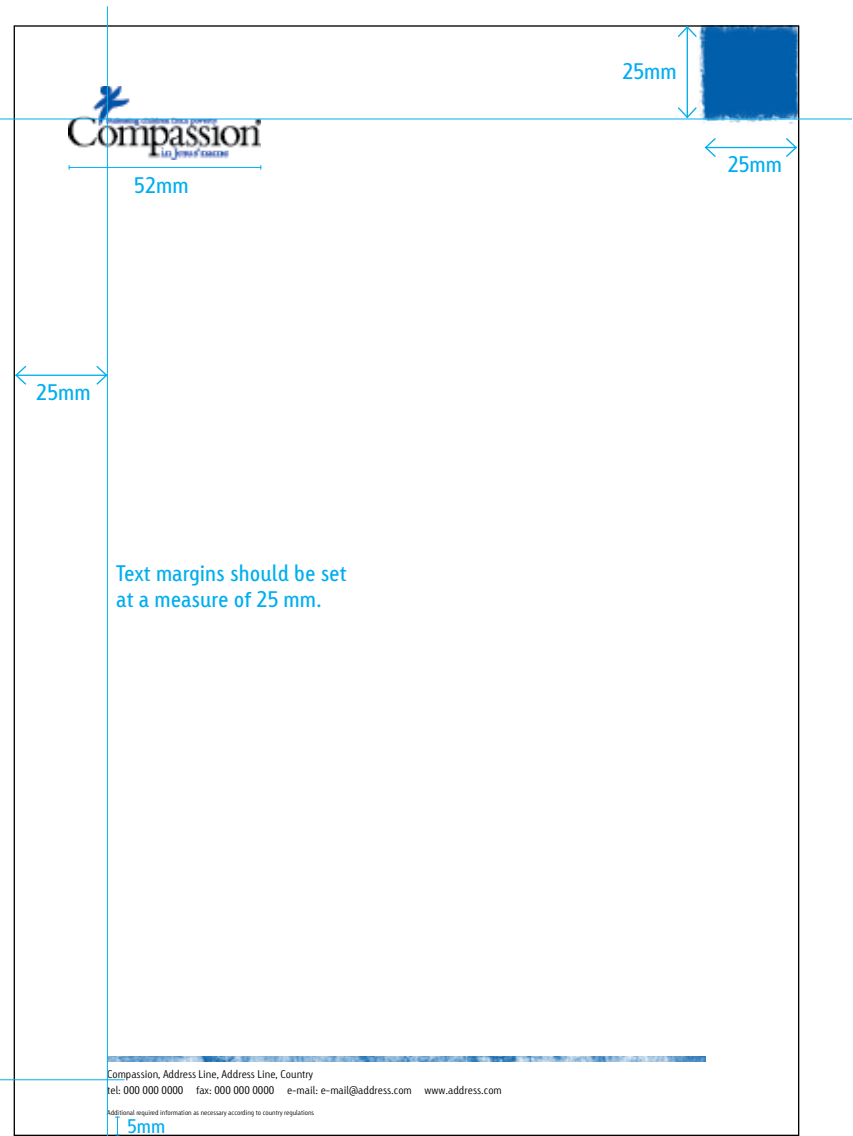
The salutation of the letter text should start in the top third of the sheet immediately above the fold line (when folded in thirds - 99mm).

The logo aligns as follows:

Top of "R" with the bottom of the Blue Corner.

Left edge of "R" aligns vertically at a measure of 25mm from the left edge of the sheet.

Address block aligns vertically at a measure of 25mm from the left edge of the sheet.



## A4 LETTERHEAD ADDRESS BLOCK

2.4.6

Compassion, Address Line, Address Line, Country  
tel: 000 000 0000 fax: 000 000 0000 e-mail: e-mail@address.com www.address.com

Textured line:  
1.25mm  
2.35mm

Additional required information as necessary according to country regulations

8/12 Tetria Tab Light, u/lc, Black

8/12 Tetria Tab Light, lc, Black

5pt Tetria Tab Light, u/lc, Black

**1/3 A4 COMPLIMENT SLIP**

1/3 A4 compliments slips should be set up using these measurements.

The compliment slip prints in two colours, in the way shown [Black and PMS 286].

The logo aligns as follows:

Baseline of "Compassion" with base of Blue Corner.

Left edge of "C" aligns vertically at a measure of 15mm from the left edge of the sheet.



Address block aligns vertically at a measure of 15mm from the left edge of the sheet.

with compliments

Compassion, Address Line, Address Line, Country  
 tel: 000 000 0000 fax: 000 000 0000 e-mail: e-mail@address.com www.address.com  
 Additional required information as necessary according to country regulations

The specifications for the address block are given line-by-line, element-by-element and should accommodate most country variations.

10pt Tetria Tab Light, lc, PMS 286

8/12 Tetria Tab Light, u/lc, Black

8/12 Tetria Tab Light, lc, Black

5pt Tetria Tab Light, u/lc, Black

## N. AMERICA BUSINESS CARD

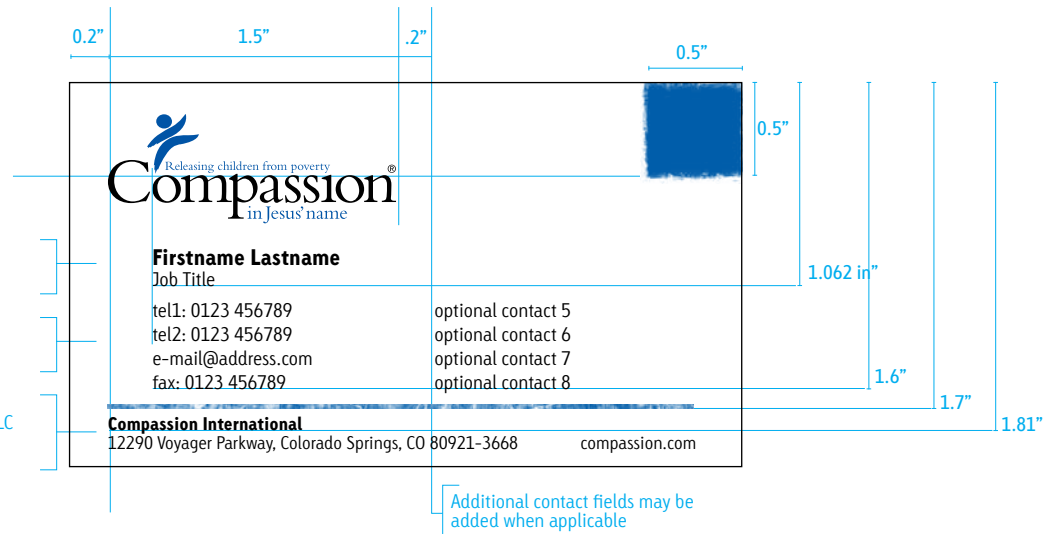
Business cards should be set up using these measurements.

### FRONT

[NAME] 8pt Tetria Tab Black, U&LC  
[JOB TITLE] 7/8pt Tetria Tab Light, U&LC

[TEL:] 7/9pt Tetria Tab Light, U&LC

[COMPASSION...] 6.5/7.5pt Tetria Tab Black, U&LC  
[ADDRESS] 6.5/7.5pt Tetria Tab Light, U&LC



2.4.8

### BACK



12pt Tetria Tab, U&LC  
8/10pt Tetria Tab Regular, U&LC

7/10pt Tetria Light, U&LC

Type reversed out of PMS 286 Blue



## BUSINESS CARD

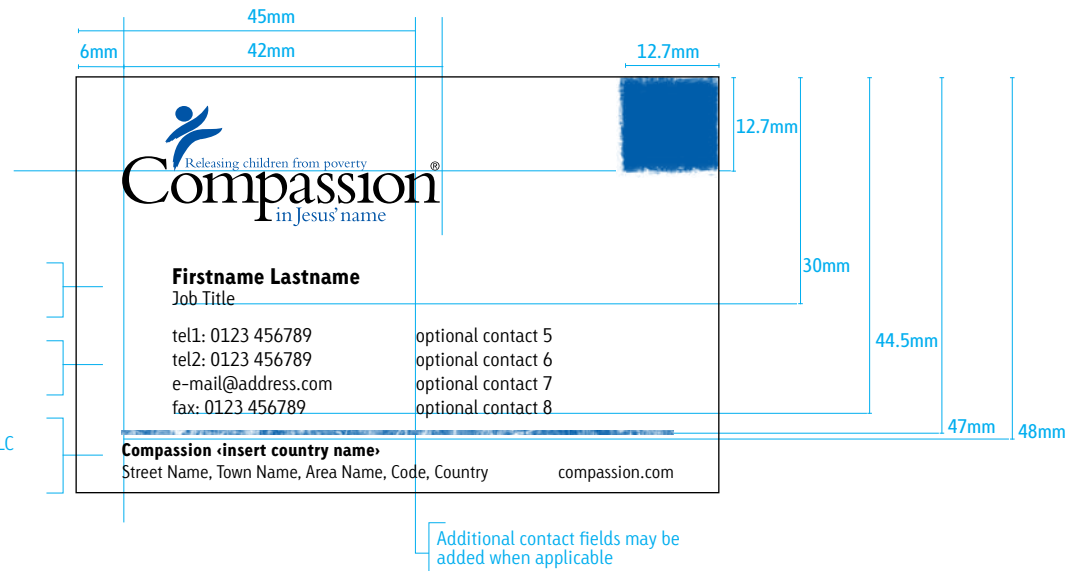
This business card is based on an international size of 85.6 x 55mm.

### FRONT

[NAME] 8pt Tetria Tab Black, U&LC  
[JOB TITLE] 7/8pt Tetria Tab Light, U&LC

[TEL:] 7/9pt Tetria Tab Light, U&LC, Black

[COMPASSION...] 6.5/7.5pt Tetria Tab Black, U&LC  
[ADDRESS] 6.5/7.5pt Tetria Tab Light, U&LC



### BACK



12pt Tetria Tab, U&LC  
8/10pt Tetria Tab Regular, U&LC

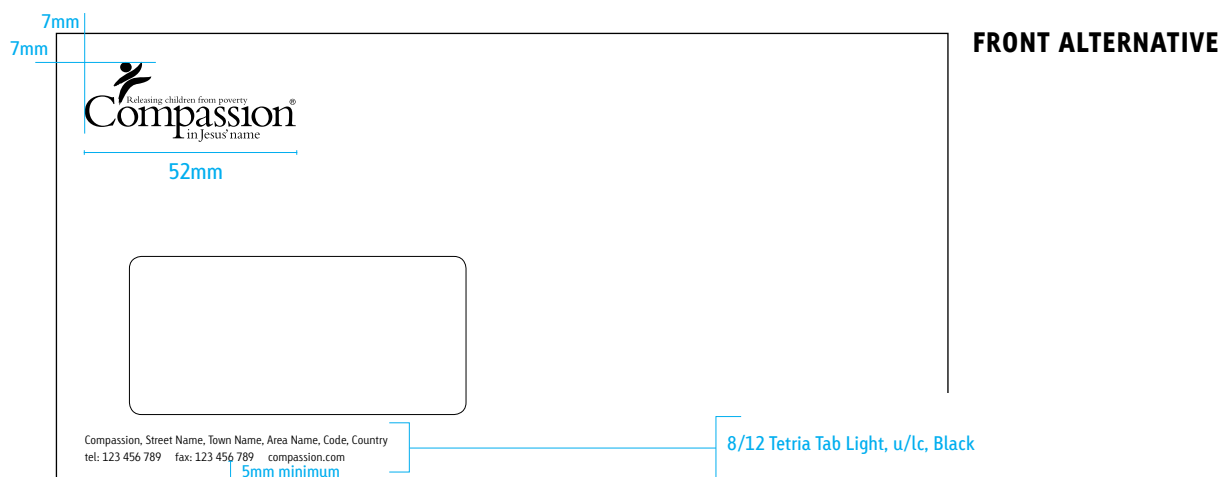
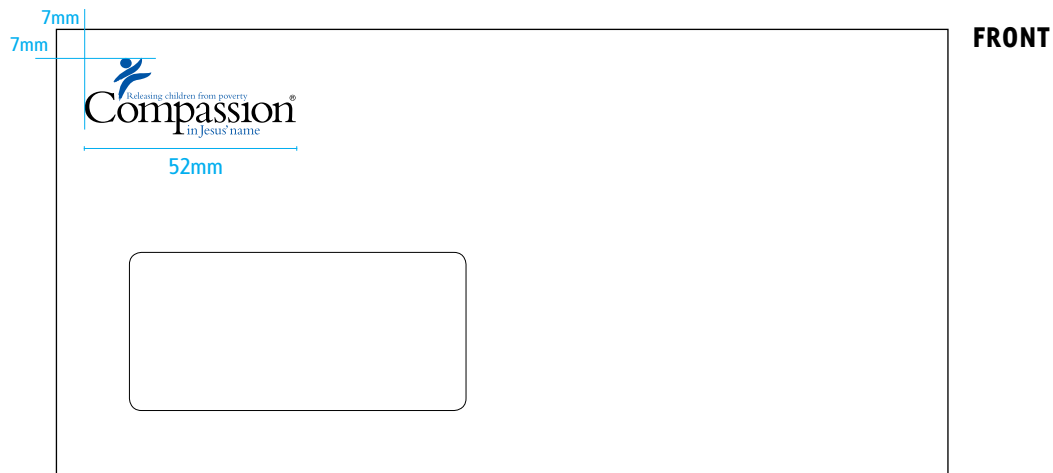
7/10pt Tetria Light, U&LC

Type reversed out of PMS 286 Blue

## ENVELOPES

The specifications for envelopes are the same regardless of the size variation between North America and the International sizes.

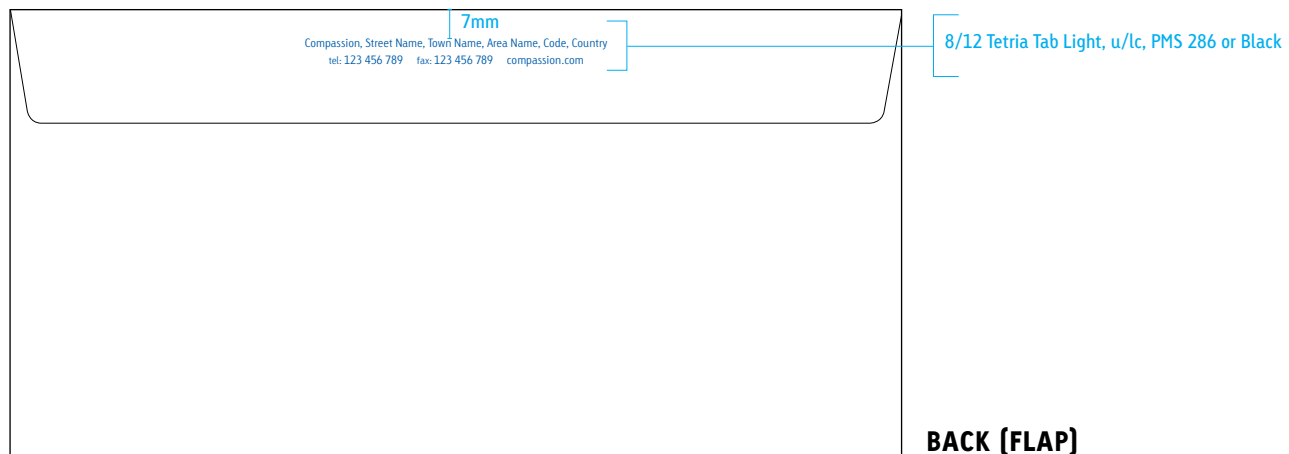
The logo may be any of the approved logos [single or two-colour]. The address text may be printed on the front or on the flap. This may be printed in one or two colours.



2.4.10

# BRAND STANDARDS

## ENVELOPES



2.4.11



BA

IST

# TYPEFACES 2.5

5 6 7 8 9 10 11 12 13

a e i o



## PRIMARY TYPEFACE

The primary typeface for Compassion is the Linotype Tetria font family. This was chosen for its simplistic, contemporary appearance and compact letterforms which make the font legible even in smaller point sizes.

The space-saving Tetria is well-suited to a variety of uses and is available in four different weights: light, regular, bold and black.

There are also two versions of the font set, tab and non tab. The tab set has numbers that sit on the baseline and non tab has descending old-style numbers.

There is also an extended set available with all the Central European unique letterforms.

2.5.1

This typeface is available from Linotype at [www.linotype.com/1154/linotypetetria-family.html](http://www.linotype.com/1154/linotypetetria-family.html)

# Linotype

# TETRIA

## LIGHT REGULAR BOLD

## BLACK

0123456789

tab: 0123456789

Linotype Tetria Light

abcdefghijklmnopqrstuvwxy  
z  
ABCDEFGHIJKLMN  
OPQRSTUVWXYZ  
1234567890      Tab 1234567890

Linotype Tetria Regular

abcdefghijklmnopqrstuvwxy  
z  
ABCDEFGHIJKLMN  
OPQRSTUVWXYZ  
1234567890      Tab 1234567890

Linotype Tetria Bold

abcdefghijklmnopqrstuvwxy  
z  
ABCDEFGHIJKLMN  
OPQRSTUVWXYZ  
1234567890      Tab 1234567890

Linotype Tetria Black

abcdefghijklmnopqrstuvwxy  
z  
ABCDEFGHIJKLMN  
OPQRSTUVWXYZ  
1234567890      Tab 1234567890

**SECONDARY TYPEFACE**

The secondary typeface for Compassion is the ITC Century font family. This is an extremely legible serif face that is suitable for text-heavy publications/articles.

Its use should be limited to body copy, callouts and other secondary uses. It may only be used as a headline font in exceptional circumstances. **The Tetria font should always be the primary experience.**

The font family is available in many different weights. Compassion uses the light, book and bold weights and their italic version. The condensed and heavier weights should not be used.

International character sets are also available.

This typeface is available from Linotype at <http://www.linotype.com/604/itccentury-family.html>



Century

LIGHT BOOK

**BOLD**



*Italic*

## ITC Century Light

abcdefghijklmnopqrstuvwxyz

ABCDEFGHIJKLMNOPQRSTUVWXYZ

1234567890

ITC Century Light Italic *abcdefg*

## ITC Century Book

abcdefghijklmnopqrstuvwxyz

ABCDEFGHIJKLMNOPQRSTUVWXYZ

1234567890

ITC Century Book Italic *abcdefg*

## ITC Century Bold

**abcdefghijklmnopqrstuvwxyz****ABCDEFGHIJKLMNOPQRSTUVWXYZ****1234567890**ITC Century Bold Italic ***abcdefg***



**TETRIA ITALICS**

Italics are not available in the Tetria font family. In order to accommodate the need for italics the typeface may be skewed to create a “fake” italic.

Italics in Tetria should only be used where it is standard practice to do so (see below) rather than a design choice.

The option to do this varies according to the software being used. The angle of skew should be 15° to the right.

**Linotype Tetria Light: No Skew**

abcdefghijklmnopqrstuvwxy  
 ABCDEFGHIJKLMNOPQRSTUVWXYZ  
 1234567890      **Tab** 1234567890

**Linotype Tetria Light: Skew 15°**

*abcdefghijklmnopqrstuvwxy*  
*ABCDEFGHIJKLMNOPQRSTUVWXYZ*  
*1234567890*      **Tab** *1234567890*

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Morbi commodo, ipsum sed pharetra gravida, *orci magna rhoncus neque*, id pulvinar odio lorem non turpis. Nullam sit amet enim. Suspendisse id velit vitae ligula volutpat condimentum. Aliquam erat volutpat.

**Rules for Italics:**

- To indicate titles of complete or major works such as magazines, books, newspapers, academic journals, films, television programmes, long poems, plays of three or more acts.
- Foreign words that are not commonly used in English.
- Words or phrases that you wish to emphasize.





TYPOGRAPHY

2.6



## USING TYPE EFFECTIVELY

### Colour, space and legibility

Creative use of space and colours for type or background can add interest to the design and increase legibility.

### Legibility

A number of factors can increase or reduce legibility:

#### ■ Contrast

Text should be printed with the best possible contrast between the type and the background. Be careful when using light tints for type on a light background or dark tints on a dark background as legibility may be a problem.

■ Text on photographs should be very carefully placed to maintain maximum legibility and contrast.

■ A large amount of reversed-out text is difficult to read and should be avoided.



White on 100% PMS 286



60% PMS 286 on 15% PMS 286



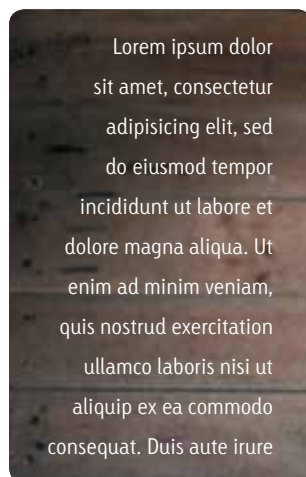
60% PMS 286 on 100% PMS 286



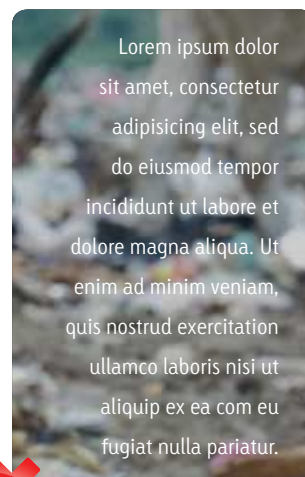
White on 15% PMS 286



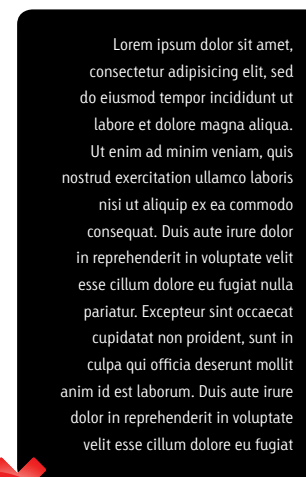
## 2.6.1



Careful placement of text on a photograph



Busy section of picture makes text illegible



Too much reversed-out text

## USING TYPE EFFECTIVELY

### BODY TEXT

#### Point size and style

Maximum and minimum point size will depend on the document being produced, but if you have difficulty reading it, so will others. The Tetria font family has quite a tall x height (height of lowercase x) and can be used at smaller sizes in comparison to other fonts.

Standard body text is Tetria Light set between 8–10pt. For minimum point size, do not go below 5pt. Tetria Regular may also be used as body text where a bit more weight is desired.

#### Leading

This is the space between the lines of text. Generally the leading should be at least a few points greater than the type (point) size. Too little leading or too much leading will make the text more difficult to read.

#### Tetria Light

##### 8pt/12pt

This is Tetria Light set at 8pt on 12pt leading and is good for body text. This is Tetria Light set at 8pt on 12pt leading and is good for body text.

#### Tetria Light

##### 9pt/13pt

This is Tetria Light set at 9pt on 13pt leading and is good for body text. This is Tetria Light set at 9pt on 13pt leading and is good for body text.

#### Tetria Light

##### 10pt/14pt

This is Tetria Light set at 10pt on 14pt leading and is good for body text. This is Tetria Light set at 10pt on 14pt leading and is good for body text.

#### Tetria Regular

##### 8pt/12pt

This is Tetria Light set at 8pt on 12pt leading and is good for body text. This is Tetria Light set at 8pt on 12pt leading and is good for body text.

#### Tetria Regular

##### 9pt/13pt

This is Tetria Light set at 9pt on 13pt leading and is good for body text. This is Tetria Light set at 9pt on 13pt leading and is good for body text.

#### Tetria Regular

##### 10pt/14pt

This is Tetria Light set at 10pt on 14pt leading and is good for body text. This is Tetria Light set at 10pt on 14pt leading and is good for body text.



#### Don't

Open the letter spacing of body text. Open the letter spacing of body text. Open the letter spacing of body text.



#### Don't

Set the leading at the same point size or less as the type size. Set the leading at the same point size or less as the type size. Set the leading at the same point size or less as the type size.



## USING TYPE EFFECTIVELY

With the variety of weights in the Tetria font family, many page styles and variations are possible.

The typeface lends itself to being set in all caps for headlines, callouts and introductory paragraphs. This also produces the desired unique look of Compassion.

Careful handling of type, mixing weights, sizes and styles and other typographic devices will all help create the Compassion look.

It is permissible to use additional letterspacing in non-body text items.

Type variations are provided but not limited to suggestions on this page.

## MIXING SIZES IN **THE HEADLINE** FOR IMPACT

## MIXING WEIGHTS IN **THE HEADLINE** FOR INTEREST

TETRIA LIGHT  
[ TETRIA LIGHT ]

**INTRODUCTORY PARAGRAPH TEXT AND SUBHEADS SET IN ALL CAPS HELP PROVIDE THE UNIQUE COMPASSION LOOK. TOO MUCH TEXT CAN BE DIFFICULT TO READ, BUT ADDITIONAL LEADING HELPS WITH LEGIBILITY.**

**Mixing weights within callouts** can be very effective within callout text. Mixing weights within callouts can be very effective within callout text. Mixing weights within callouts can be very effective within callout text.

**D**rop caps using different weight and called out in one of the secondary colours is an effective use of type. Drop caps using different weight and called out in one of the secondary colours is an effective use of type.

### **SUBHEADS IN TETRIA BLACK**

Drop caps using different weight and called out in one of the secondary colours is an effective use of type.

**AUTHOR NAME** TITLE

**AUTHOR NAME** description of what they do and call to action visit: [www.website.com](http://www.website.com)

**CAPTION:** CAPTION DESCRIPTION CONTINUES ON HERE.

**CAPTION:** CAPTION DESCRIPTION.

PHOTOS: **PHOTOGRAPHER NAME**

## USING TYPE EFFECTIVELY SECONDARY TYPEFACE

### Point size and style

As with Tetria, the maximum and minimum point size will depend on the document being produced, but if you have difficulty reading it, so will others.

Standard body text for Century Book is set between 9 or 10pt. For minimum point size, do not to go below 6pt.

This typeface also reads well when used in big and small caps [for short paragraphs] and when italics are desirable.

### Leading

This is the space between the lines of text. Generally the leading should be at least a few points greater than the type [point] size. Too little leading or too much leading will make the text more difficult to read.

### ITC Century Book 8pt/12pt

This is ITC Century Book set at 8pt on 12pt leading and is good for body text. This is ITC Century Book set at 8pt on 12pt leading and is good for body text.

### ITC Century Book 9pt/13pt

This is ITC Century Book set at 9pt on 13pt leading and is good for body text. This is ITC Century Book set at 9pt on 13pt leading and is good for body text.

### ITC Century Book 10pt/14pt

This is ITC Century Book set at 10pt on 14pt leading and is good for body text. This is ITC Century Book set at 10pt on 14pt leading and is good for body text.

### ITC Century Book 11pt/13pt big and small caps set with ITC Century Book 9pt/13pt

INTRODUCTORY PARAGRAPH TEXT SET IN ITC CENTURY BOOK, BIG AND SMALL CAPS, MAKES AN EFFECTIVE USE OF THE SECONDARY TYPEFACE AND BLENDS WELL WITH THE TETRIA FONT FAMILY.

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

## USING TYPE EFFECTIVELY SECONDARY TYPEFACE

The secondary typeface (ITC Century) can be effectively used in conjunction with Tertia. This is especially helpful in magazines and other multipage publications where variety is desirable.

Where a serif typeface is required, care should be taken to make sure the Tertia typeface is also represented throughout the publication to maintain the Compassion brand.

## HEADLINE

SUBHEAD ONE  
[ SUBHEAD TWO ]

INTRODUCTORY PARAGRAPH TEXT SET IN ITC CENTURY BOOK, BIG AND SMALL CAPS, MAKES AN EFFECTIVE USE OF THE SECONDARY TYPEFACE AND BLENDS WELL WITH THE TETRIA FONT FAMILY. CAN ADD VARIETY ESPECIALLY IN MAGAZINES.

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

## TYPE EFFECTS

When using type the primary focus should be typography that clearly communicates the message.

The emphasis when designing Compassion publications should be creative use of the typefaces and layout rather than elaborate type effects that do not convey the traits of the Compassion Brand Personality.

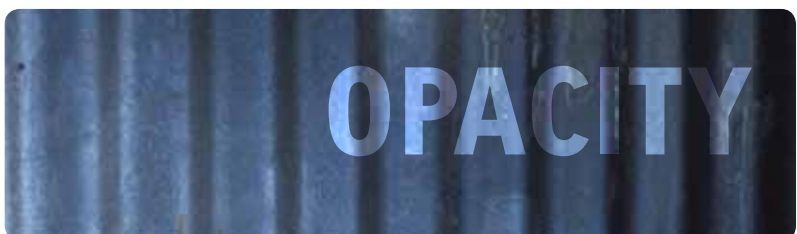
### Acceptable type effects would be:

- A** The use of texture is encouraged but should help convey the story being told and Compassion Brand Personality.
- B** Drop shadow (not offset) can help lift type off a background picture or texture.
- C** Variation of opacity settings.  
(N.B. depends on the type of software being used.)

**A** 



**B** 

**C** 



## TYPOGRAPHY

### CAN OTHER TYPEFACES BE USED?

While much can be achieved with the Compassion typefaces, it is acceptable to use a graphic typeface for a headline or title that helps convey the story or Compassion's Brand Personality. These must be used in conjunction with Compassion typefaces and other branding elements.

As a rule of thumb these typefaces are hand drawn or decorative in nature. For example:

- Handwritten
- Painted
- Scratched
- Graffiti
- Woodcut
- Distressed

When used in harmony with a texture, background, or other graphic element this can enhance the end product and allows for flexibility and creativity within the spirit of these guidelines.

## BRAND STANDARDS

Handwriting

Consequat ipsum dolor sit amet, consectetur adipiscing  
elit. Morbi commodo, ipsum sed pharetra  
gravida, nisi quisque ultricies, id quam  
velit donec non turpis. Nullam sit amet enim  
Suspendisse id velit vitae ligula velut, ut  
maecenas

Spray

PA

Decorative  
antipiscing elit. Morbi commod



**DISTRESSED**  
 CONSECTETUER ADIPISCING  
 MORBI COMMODO

**DAMAGED**  
 SRAAT



Handwriting

>Lorem ipsum dolor sit amet, consectetur ad  
 ipiscino elit. Morbi commodo, ipsum sed pharetra  
 praecida, orci magna rhoncus neque, id pulvinar odio  
 lorem non turpis. Nullam sit amet enim. Suspend  
 isse id velit vitae lipula volutpat condimentum.  
 Aliquam erat volutpat.

2.6.8

**painted**

**INTED**

et, consectetur  
 to

**hand drawn**

## EXAMPLES OF PROHIBITED TYPE EFFECTS

The Compassion brand identity is natural, contextual and earthy. The examples shown illustrate type effects that do not graphically represent these traits.

- A** Distorted Type: Typefaces may never be stretched or distorted in any way.
- B** “Hi-Tech” graphic treatments are inappropriate.
- C** Metallic, shiny, dimensional and type filled with gradients are inappropriate treatments.
- D** Images placed in text, other than those outlined on the previous page, make both the text and image difficult to comprehend.
- E** Type placed on any curved path or around a circle may not be used.

**A**  **Distorted Type**

**B**  **HI-TECH EFFECTS**

**C**  **METALLIC EFFECTS**

**D**  **IMAGES PLACED IN TEXT**

**E**  **Type on a curved path**



Serás llamado reparador de por  
restaurador de calzadas. ISAÍA

GRIDS & LAYOUTS

HO

2.7

Centro de Des

Restaurador de Ca

Liberando a los niños de la pobreza  
Compassion

en el nombre de Jes



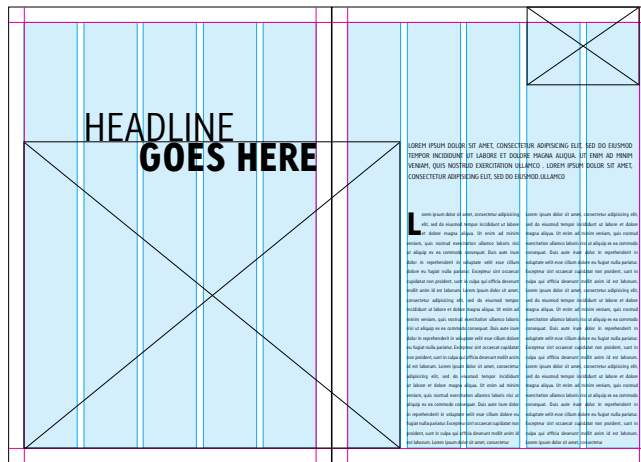
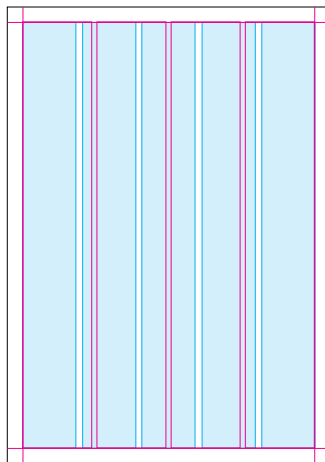
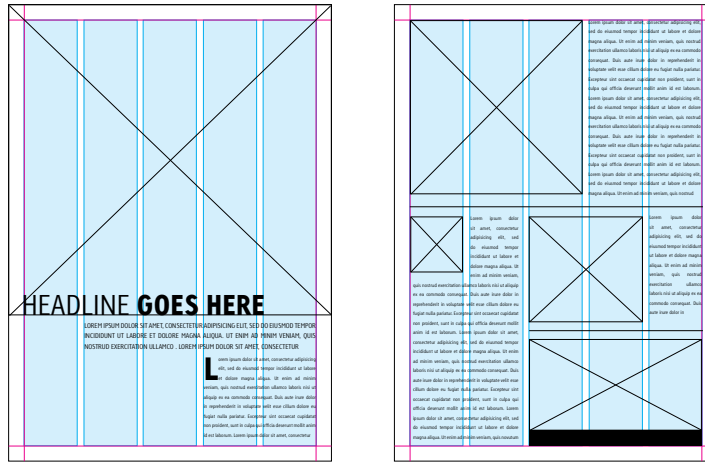




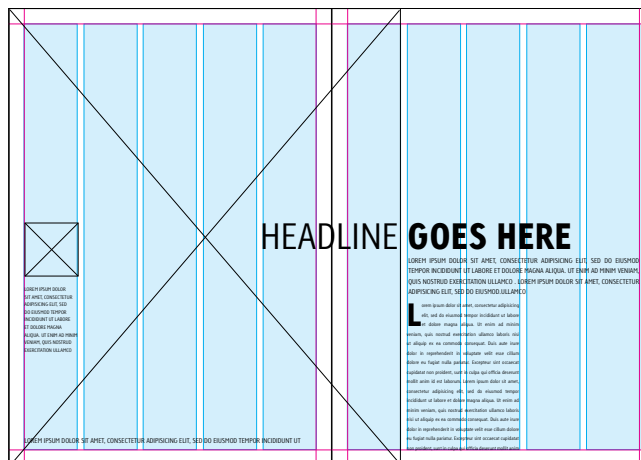
## FOUR- AND FIVE-COLUMN SYSTEM

The more columns a grid has the more flexible it will be. It is also possible to combine different grids within a publication to add variety.

These layouts show the flexibility of a five-column grid. When used in conjunction with a four-column grid (especially for a magazine or brochure) it allows for almost every style of page from feature article to news page while maintaining continuity.



Four-column grid that overlays the five-column grid using the same margins.



## ACHIEVING THE RIGHT BALANCE

The charts to the right give an overall feel for the balance of page elements for Compassion publications. This is not specific but conveys an overall impression.

**Photography:** Key to Compassion publications is the use of child-focused colour photography. Powerful pictures tell powerful stories. Choosing appropriate images is dealt with in the image section of this document.

### B/W and Secondary Photography:

Always use secondary images to reinforce the message and content of the story.

**Colour Balance:** A Compassion publication always needs to convey Compassion Blue. However, for multipage publications such as a magazine, colour balance throughout will, out of necessity, vary to provide for flexibility and creativity.

Secondary colours are used sparingly and do not all have to be used together.

A secondary colour may be chosen from the palette to consistently represent a specific programme [e.g. LDP, CSP]. It would then be the next dominant colour.

## PAGE ELEMENTS

### PHOTOGRAPHY



The overall balance between colour photography and black & white/secondary photography.

### COLOUR

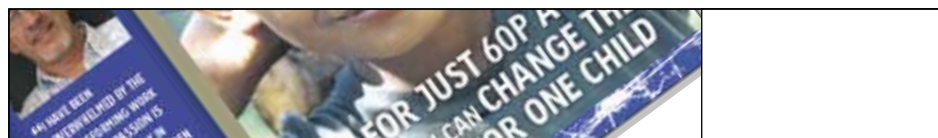


The overall balance between Compassion Blue and the secondary colours.

### GRAPHICS

(All page items: Texture, text, pictures, etc)

### & WHITE SPACE



The overall balance between graphics (page items) and white space. The use of additional graphic elements adds interest and is explained in the Textures and Graphics section.

A B C C D E

Compassion  
 in Jesus' name

**CHANGE A CHILD'S FUTURE TODAY**

In the past two years over 150,000 children have come to know Jesus through the work of Compassion.

IT IS STAGGERING TO CONSIDER THAT OF THE 2.2 BILLION CHILDREN LIVING IN OUR WORLD TODAY, NEARLY HALF OF THEM LIVE IN ABJECT POVERTY. IT IS THROUGH NO FAULT OF THEIR OWN THAT 210 MILLION HAVE TO WORK LONG HOURS IN OFTEN DANGEROUS AND THREATENING CONDITIONS JUST SO THEY CAN EAT. THAT 15 MILLION ARE ORPHANED THROUGH HIV/AIDS, OR THAT 121 MILLION WILL NEVER RECEIVE ANY EDUCATION. IN FACT IN THE TIME IT HAS TAKEN YOU TO READ THIS PARAGRAPH SIX MORE CHILDREN WILL HAVE DIED FROM PREVENTABLE CAUSES.

**B** ut poverty is not simply about lacking the necessities to stay alive, it is about a lack of hope. Where children live in child labour, without a family or with abuse they often think of themselves as worthless and powerless to change their situation. They may develop a fatalistic attitude, which teaches them they have nothing more to strive for.

**D** But as Christians know that God loves and values each and every one of these children. We cannot simply dismiss the problem as too large. If we are to follow Christ's teaching then we have to respond to both the physical needs which these children have, as well as their need for hope. Whilst these children are the greatest victims of poverty, they also hold the greatest potential to break the cycle for future generations.

**E** Sponsoring a child with Compassion provides a very positive and practical way to reach out with the love of Christ to a child who may not survive without your prayers and support. By focussing support on children, Compassion is making a significant impact on poverty worldwide thanks to the remarkable financial and prayer support of over 670,000 individual child sponsors.

Our holistic approach to development views poverty as more than a lack of things - it is a lack of hope. With the help of our sponsors, children are being provided with all they need to grow up and support themselves and contribute to their communities. Above all, we take time to introduce children to Jesus Christ and show them their true worth in God. As children learn of their eternal value in Christ, it is exciting to see how other aspects of their lives begin to blossom as well.

2 | A GUIDE TO CHILD SPONSORSHIP | 3

## WHITE SPACE

The look of any publication is a balance between the words and the design. Try to avoid filling every space on a page with words or images. Leaving some white space will make the design look less cluttered and the text easier to read.

The white space does not need to be white; it could equally be filled with a colour or tint.

## MESSAGE HIERARCHY

The use of compelling photography, white space and typography should all work together to pull the reader into the article. Always consider with any publication what the audience will view first and then lead them step-by-step to your message.

In this case:

- A Main Photograph
- B Headline
- C Callout text  
Secondary Photograph
- D Body text
- E White space allows all of these elements room to “breathe”



## ACHIEVING THE RIGHT BALANCE

Shown is an example of a text-intensive marketing piece that has many different elements.

Contains all the key elements:

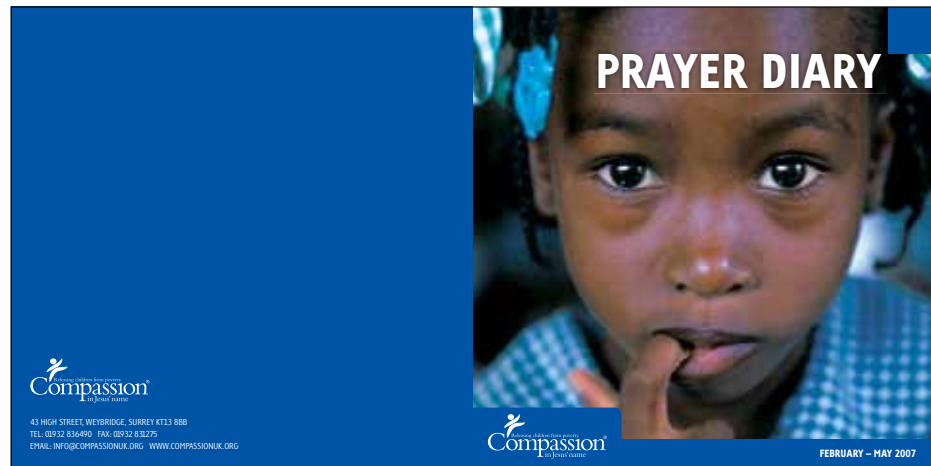
- Compassion Logo
- Appropriate photography
- Blue colour dominates
- The Blue Corner
- Use of secondary colours
- Use of Compassion typefaces in different weights and styles

## ACHIEVING THE RIGHT BALANCE

In this example blue is dominant on the outside of the piece while red dominates on the inside spread. It is a good example of using secondary colour within a multipage document.

The balance of photography is correct.

The spread balances all the page elements, and leaves “white space” since the area of red that is empty counts in this regard.



Front & Back Cover



Inside Spread

# BRAND STANDARDS



**TEXTURE & GRAPHICS**

**2.8**





## USING TEXTURES AND GRAPHICS

The careful and appropriate use of textures and other graphic elements can really aid the messages contained in a Compassion publication. These elements can especially convey the “authentic” and “contextual” brand personality traits.

### IMPORTANT QUESTIONS TO ASK:

- Will this design feature help convey the overall message?
- Does this design feature help callout a specific message?
- Does the treatment interfere with the message?
- Does this design feature add interest without dominating?
- Does this design feature reinforce the Compassion brand identity?

### Example:

Textures can often be isolated from photos and help to link the design to the main message expressed by the picture. The example shown is an article about families in the Philippines who have made their home among tombs. The stone texture reinforces the context.



In this case the texture element is too dominant and removes the focus from the child in the foreground.

The text is also more difficult to read.

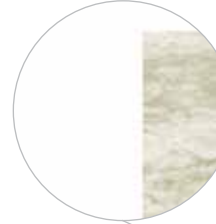
Overall, while the texture adds an authenticity, it detracts from the main message and lacks the authority of the other version.



Blue Corner for feature articles to reinforce brand



Source texture coloured and used within text



Source texture coloured and used in sidebar

FEATURE THE PHILIPPINES

## TOMB DWELLERS

A CEMETERY IS ONE OF THE LAST PLACES MANY WOULD CHOOSE TO MAKE A HOME, BUT THE LOREGA COMMUNITY IN THE PHILIPPINES HAVE HAD NO CHOICE. AMONGST THE MEMORIALS TO THE DEAD, NEW LIFE IS BEGINNING.

**W**hen asked by the project director if she can confirm whether the crime site in the community of Lorega, Philippines, has dropped or not, Nang Masang replied, "Yes." The project director was way how she could answer categorically without even checking statistics, but Nang Masang was quick to follow. "I know this because I used to hide criminals in my home, run gambling tables and push illegal drugs. Now do you still see me doing those things?" The project director can only smile. Today, Nang Masang does only good things for the Lord, inside the church and student centre.

The busy 50-year-old grandmother fondly called Nang Masang by those around her, has three grandchildren: Christian, Stephanie and Diether. They are registered at her local Compassion project. All three are eight years old. Nang Masang volunteers as an Area Leader, looking after a number of families in Lorega. As Area Leader she checks on all Compassion families under her care, making sure they are up to date for all centre activities and that their children write to their sponsors on time.

**INSIDE THE GRAVEYARD**  
The community of Lorega, the poorest community in Cebu City, is peculiar since it is built in the centre of the town cemetery. Residents squat around, beside and over the tombs. More than 2,200 families roam inside the vicinity. Tombs have become benches where residents gather for an afternoon chill-chat, for some they become sturdy tables for a game of cards or mahjong, and for some they become cold, cosy beds. In the evenings, children play hide-and-seek through the graveyard maze. The everyday scene inside Lorega is surreal but the living don't seem to mind, since the dead do not bother them at all. Relatives of the dead also do not seem to be against the idea that their loved ones have "friends, neighbours and guards."

**COMPASSION LENDS A HAND**  
In November 2004 the local government ordered the closure of a nearby slum/tenement where most Lorega residents used to make their living. Residents, including Compassion families, used to do a wide range of odd jobs: gut cleaning, blood collecting, and so on. According to Lorenzo Masanto, acting community leader, "the slum/tenement had caused more harm than good. It harboured drug pushing, gang wars, murders, theft, racketeering, plus of course it gave out a very foul smell." Thousands lost their jobs. Only a few recovered by working as pedicab drivers, casual employees and finding employment in other abattoirs in neighbouring villages. The average household only earns a meagre 200 Filipino Pesos, that's just £2.40 per day.

**TRANSFORMATION**  
Today, 52-year-old Mang Jo is happy that Compassion parents voluntarily and happily attend Bible studies. The Alliance Church has recently built a makeshift chapel in the middle of the cemetery and it is never without people. Compassion parents and non-Compassion alike attend Bible studies and Sunday worship in the chapel regularly. "I am happy that a chapel has been built inside our neighbourhood," says Mang Jo. "I really feel that I am now maturing in faith. I can now share my faith to others." Mang Jo's 10-year-old daughter Jessa is registered at the project and is the youngest of six children.

People in the community know about the transformation that has happened in the lives of many individuals like Nang Masang and Mang Jo. Former prostitutes now dress up decently to go to Church every Sunday, former pimps now peddle the Word of God and former hired killers are now protectors of the soul. One of them in fact confesses that he used to kill anyone for anybody as long as the price was right. He is now a believer of God's forgiving mercies and a member of the Alliance Church. Whenever residents see people and children dressed up and making their way through the dark and dank alleyways they sigh, "they are going to the Alliance."

**EDWIN ESTIBADO**  
PHILIPPINES COMMUNICATIONS SPECIALIST

ABOVE: CHILDREN PLAY ON TOMBS. TOP RIGHT: NANG MASANG OUTSIDE THE ALLIANCE. PHOTO: EDWIN ESTIBADO

10 WWW.COMPASSIONUK.CO.UK 2007 ISSUE 1 11



Source of texture

Child symbol used as end of story icon to reinforce brand

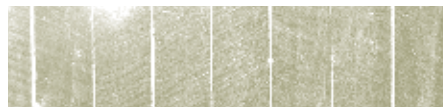
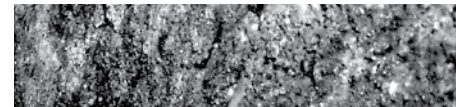


## SOURCING TEXTURES

Textures can be sourced from photography, coloured and used as background elements in communications pieces.

This reinforces the contextual elements of a photograph.

Appropriate, natural and authentic textures can also be sourced from stock photography websites.



2.8.3

## USING TEXTURES

Shown to the right are appropriate examples of texture and other graphic elements.

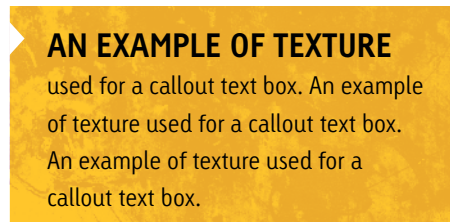
Care should always be taken not to over use texture. View it as an aid to reinforcing a message in an appropriate way, while maintaining the dignity of the subject matter and Compassion's authoritative personality.



**Text Box**



**Page Footer**



**Text Box**



**Headline Box**



### GRAPHIC ELEMENTS

Graphic elements can add interest to a design, but they need to be an expression of the Compassion Brand Personality and not detract from the message.

For example, graphic elements that are:

- Hand created
- Sketched
- Distressed
- Childish
- Ethnic
- Engraved
- Stamped





## TEXT AND PICTURE BOXES

Another acceptable way of adding interest while reinforcing the “contextual” brand personality trait is to add a texture strip to the edge of a text or picture box.

In the example shown, the texture to the left is coloured white and placed over the edge of the blue box and picture box.

This treatment used sparingly can help add depth.

Rounded corners and non-symmetrical boxes are all acceptable within the Compassion brand identity.



LOREM IPSUM DOLOR  
SIT AMET, consectetur  
adipiscing elit, sed  
do eiusmod tempor  
incididunt ut labore  
et dolore magna  
aliqua. Ut enim ad  
minim veniam, quis  
nostrud exercitation  
ullamco laboris nisi  
ut aliquip ex ea  
commodo consequat.



2.8.5



# PHOTOGRAPHY 3.0



3.0



# PHOTOGRAPHY

3.0

# PHOTOGRAPHIC STYLE

## Compassion photography should be used whenever possible.

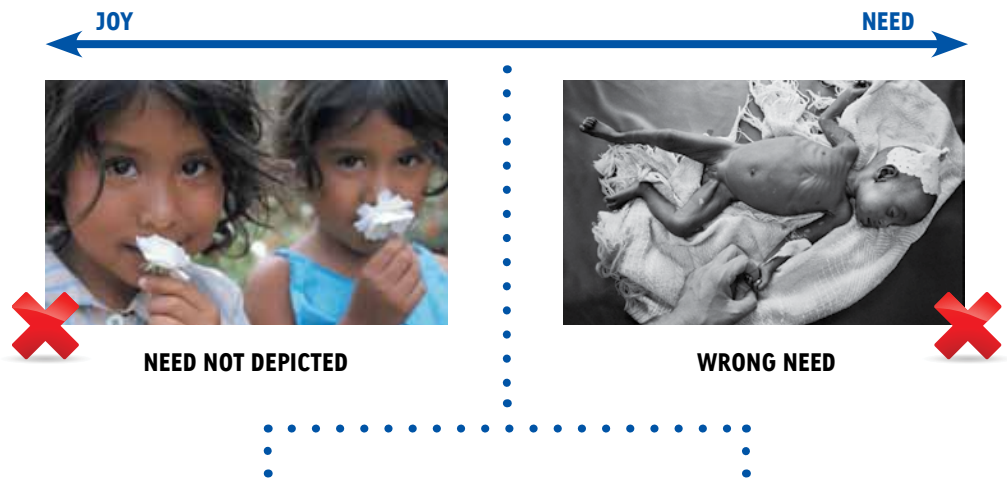
Compassion photography is never exploitative and does not portray “the pornography of poverty,” where children lose their dignity because a visual image focuses overwhelmingly on the brutality of their condition or environment. While we believe in being honest about the challenges that children face, we always seek to portray them in ways that show hope and the promise of a positive future, revealing Compassion’s brand personality.

### NEED AND JOY

Need is an extremely important quality to show through photography. [If there is no need then why sponsor a child?]

Need, for instance, can be shown through a child’s expression, the way a child is dressed or groomed, and the context that a child is shown in within the surrounding conditions.

On the opposite end of the scale to wrong need is joy that depicts the child as needing no intervention. It is not inappropriate to show a happy child, but care needs to be taken in showing the correct context.



JOY



APPROPRIATE NEED SHOWN



## SUCCESS AND HOPE

Compassion has so many success stories to tell and the correct selection of photography is a very powerful way to illustrate these stories.

Children shown benefiting in the following ways convey the success of:

- Spiritual Development
- Social & Emotional Development
- Educational Development
- Physical Development

Children within the context of their circumstance, but with hopeful expressions, may be appropriate, for instance, while reading a letter from their sponsor.



**SUCCESS**



**HOPE**

# PICTURE EVALUATION WORKFLOW

## THE COMPASSION PICTURE EVALUATION WORKFLOW

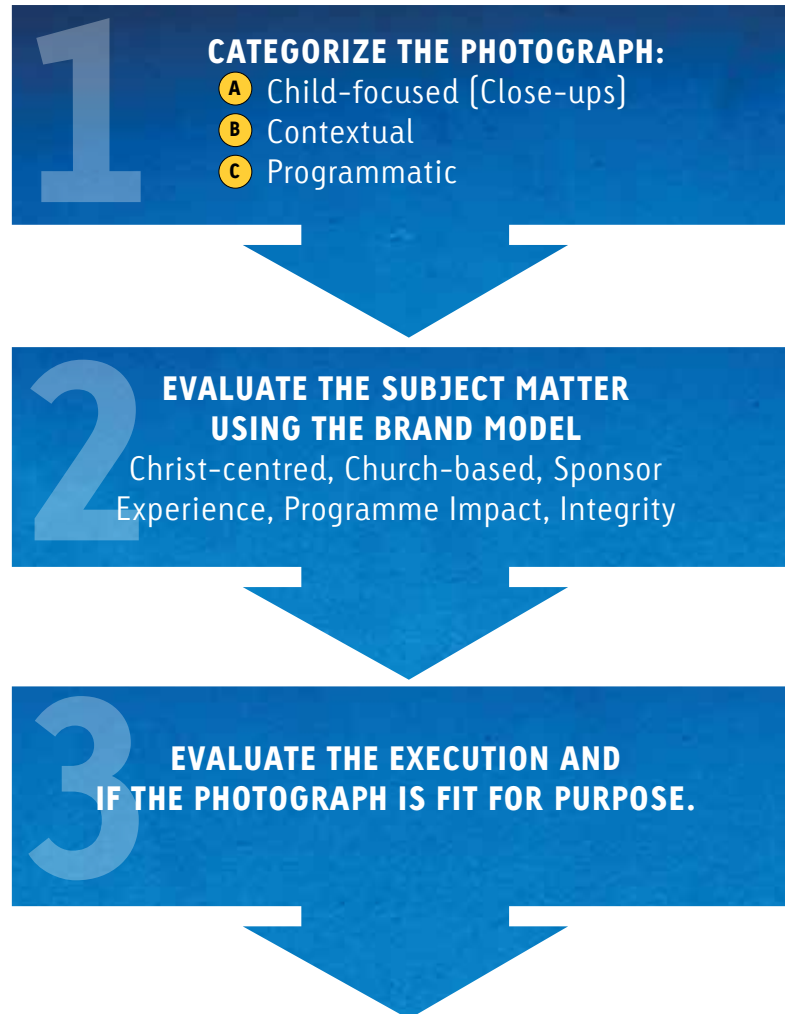
This workflow chart aids in the correct selection of photographs and will ensure that imagery is in line with Compassion's brand strategy.

**In order to keep a clear, coherent, consistent message it is vitally important to get a good balance of photography across the range of Compassion communications pieces that illustrate all of the Brand Entry Points.**

**1:** All photographs can be categorized into three categories: Child-focused, Contextual and Programmatic. An explanation of what Compassion means by these terms follows.

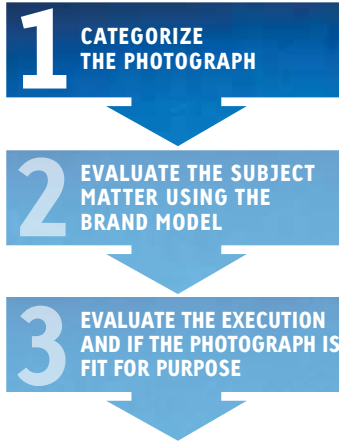
**2:** The Brand Model is central to everything we do. The Brand Entry Points help to define the subject matter so that a coherent message is always expressed.

**3:** Some photographs are going to suit certain purposes better than others, and attention should be given to quality, composition and usage.



# PICTURE EVALUATION WORKFLOW

# PHOTOGRAPHY



## **A** CHILD-FOCUSED (CLOSE-UPS)

As the title suggests, these are photographs that have a child or children as the main focus. Usually the composition will be a close-up of a child's face.

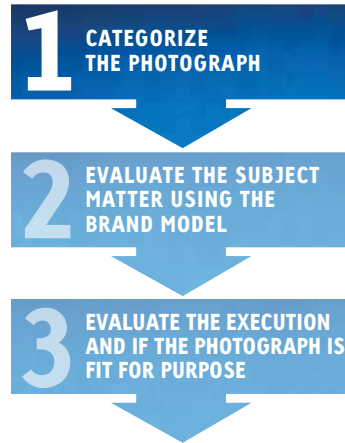
There is often eye contact with the camera and an earnest expression.

In other pictures the child may not have eye contact but, instead may be looking elsewhere.





# PICTURE EVALUATION WORKFLOW



## **B** CONTEXTUAL

These are photographs that show the circumstances that form the setting surrounding the child. This sort of shot shows the child's day-to-day environment – their home, accommodation, daily activity and local surroundings.

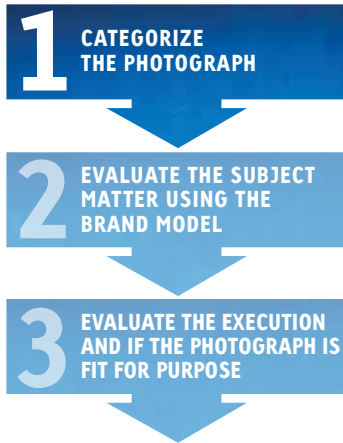
These are almost exclusively shots that show need and poverty.





# PICTURE EVALUATION WORKFLOW

# PHOTOGRAPHY



## C PROGRAMMATIC

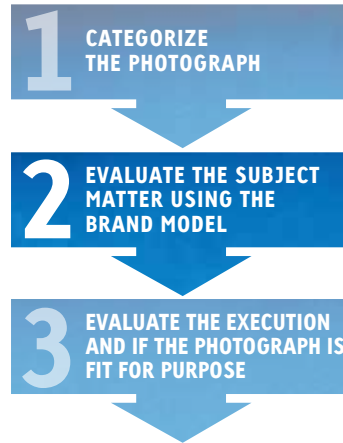
Compassion programmes provide children with the skills to help them succeed in life and overcome poverty and hopelessness.

Pictures need to depict spiritual, physical, educational and social aspects of a child's life within the framework of Compassion's programmes.

The pictures portray activity, action, involvement, groups and positive outcomes from Compassion programmes.



# PICTURE EVALUATION WORKFLOW



## CHRIST-CENTRED

### Subject Matter:

Examples of this would include children shown in any circumstance that depicts the Christian training they receive through Compassion (praying, reading the Bible, singing, or other secondary items that might indicate Christian values).



CONTEXTUAL



CHILD-FOCUSED



PROGRAMMATIC

3.2.4

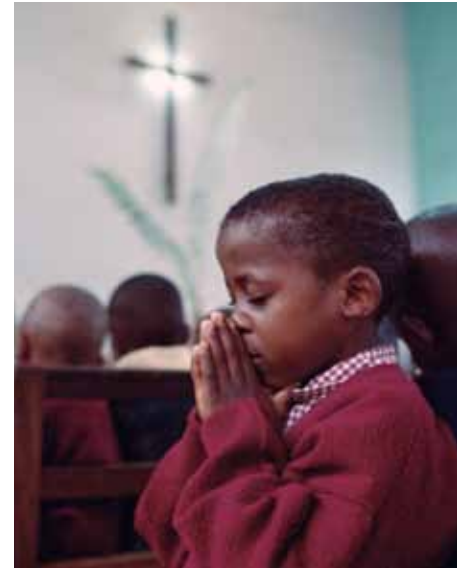


# PICTURE EVALUATION WORKFLOW

# PHOTOGRAPHY



CONTEXTUAL



CHILD-FOCUSED



PROGRAMMATIC

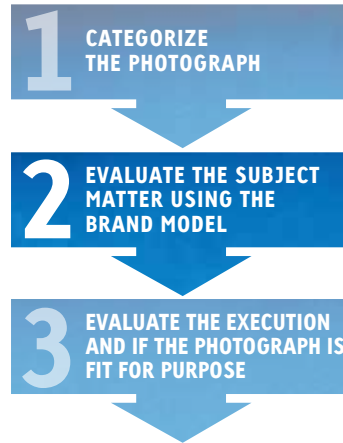
3.2.5

## CHURCH-BASED

### Subject Matter:

This type of photo would show children in a church setting. This might be a formal church or scriptural teaching in an informal setting (e.g. under a tree, a small gathering in a shelter).

# PICTURE EVALUATION WORKFLOW



## SPONSOR EXPERIENCE

### Subject Matter:

Examples of this would include children reading letters from sponsors, children writing letters or children showing a photo of their sponsors. Strong programmatic subject matter would be the sponsor visiting his child at a child development centre. Another good example would be a sponsor in his home country writing a letter to his child, perhaps while looking at a picture of the child.



CHILD-FOCUSED



PROGRAMMATIC



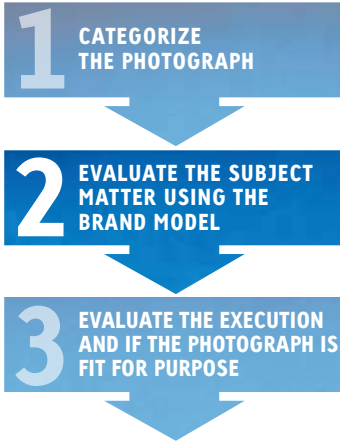
CONTEXTUAL

3.2.6



# PICTURE EVALUATION WORKFLOW

# PHOTOGRAPHY



CONTEXTUAL



CHILD-FOCUSED



PROGRAMMATIC

## PROGRAMME IMPACT

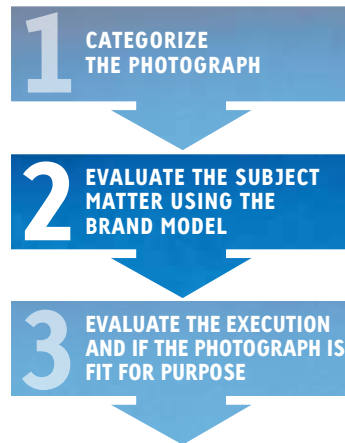
### Subject Matter:

These pictures depict children involved in a centre activity. This is an ideal area to illustrate the four areas of development:

- Spiritual Development
- Social and Emotional Development
- Educational Development
- Physical Development

Care should be taken to get a good balance of photographs over a range of communications pieces.

# PICTURE EVALUATION WORKFLOW



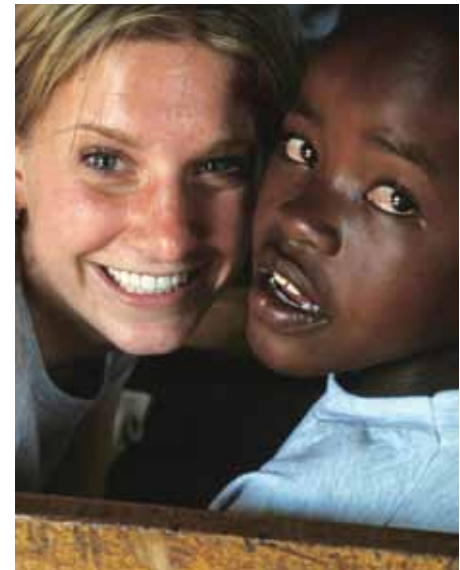
## INTEGRITY

### Subject Matter:

These pictures could demonstrate Compassion's commitment to using money given for the purpose for which it was raised. Good shots that demonstrate this are those showing visits to centres by sponsors, Compassion staff or ministry partners. Pictures showing the involvement of professionals (teachers, doctors, health care workers) also demonstrate the Integrity aspect of the Brand Model.



CONTEXTUAL



CHILD-FOCUSED

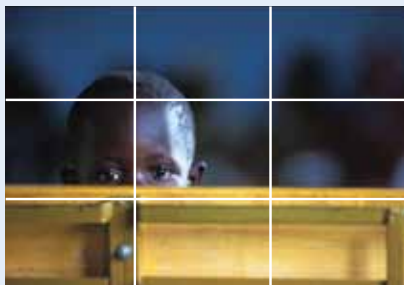
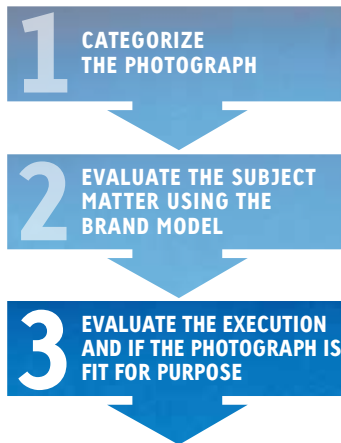


PROGRAMMATIC

3.2.8

# PICTURE EVALUATION WORKFLOW

# PHOTOGRAPHY



## 3.2.9 THE RULE OF THIRDS is a compositional rule of thumb in photography.

The rule states that an image can be divided into nine equal parts by two equally spaced horizontal lines and two equally spaced vertical lines. The four points formed by the intersections of these lines can be used to align features in the photograph. Use of this technique creates more tension, energy and interest in the photo than simply centering the feature would.

The photograph above demonstrates the application of the rule of thirds. The bench back sits at the horizontal line dividing the lower third of the photo from the upper two-thirds. The child sits at the intersection of two lines.

## EVALUATE THE EXECUTION OF THE PHOTOGRAPH

### What Makes a Photo Good?

What makes one picture stand out among a stack of images? There is not a single element that makes a photo “good.” Rather, a checklist of criteria is commonly used to evaluate images.

#### 1 Is there a clear centre of interest?

In a strong photo, the viewer can immediately identify the main point of interest that the picture is conveying. This sounds obvious but a surprisingly high number of photos fail to clearly identify the main subject. Instead, a complex montage of elements compete for the viewer’s attention.

In a strong photo, the subject should dominate the image and form the viewer’s first impression. If the subject is strong, the viewer’s eyes may move to explore other areas of the image, but the eyes are drawn inevitably back to the subject.

Questions that can help you evaluate whether there is a clear centre of interest include:

- When you look at the photo, what is the first thing you see? If you are evaluating your own image, is what you see first the subject you had in mind for the photograph?

- What holds your eye the longest?
- Do other elements in the image compete with the subject for attention?
- Do technical aspects such as light and the direction of light, depth of field, focus and so on add to or detract from the subject?

#### 2 Is the image composed well?

In a strong photo, there should be a sense of overall organization.

To evaluate the composition of your images, try asking these questions:

- Is there a sense of order and balance in the image that helps lead the eye through the composition?
- Are elements included that do not contribute to the subject of the image?
- Are elements excluded that, if included, would have enhanced the subject of the image?
- Do the depth of field, focal length (lens or zoom setting), lighting, angle and perspective enhance the composition?
- Does the crop enhance the composition? Careful and considered cropping can transform a weak image into a powerful one.



# PICTURE EVALUATION WORKFLOW

### 3 Is the focus crisp and is the exposure appropriate?

With the exception of photos that either intentionally show motion or are taken as soft-focus images (such as a portrait), tack-sharp focus is one of the first things that everyone notices about an image. Going a step further, the centre of focus should be on the centre of interest of the subject. In other words, if the picture is of a person, the focus should be on the person's eyes. The sharpest point of the picture should pinpoint what the photographer sees as the most important aspect of the image.

Questions that can help you evaluate whether focus and exposure settings are appropriate for an image include:

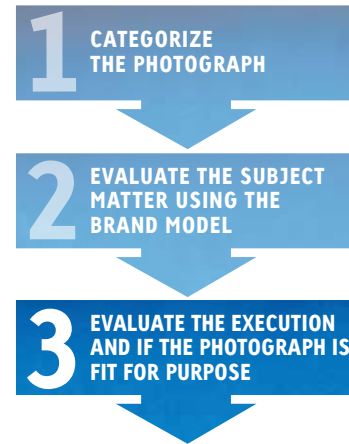
- Is the sharpest point in the image on the centre of interest of the subject of the photo?
- Does the depth of field enhance the subject, mood or look of the image or does it detract from it?
- Does the focal length or zoom setting enhance the subject and message?
- Does the image have good overall contrast for the type of image the photographer intended?
- Does the colour appear natural and/or does it help set the mood of the image?
- If the image is in colour, would it be stronger in black and white?

### 4 Does the photo tell a story?

In strong photos, the story is revealed at first glance, and it is self-contained. In the best images, the story evokes an emotional response from the viewer.

Try asking these questions as you evaluate images to decide if the image tells a story.

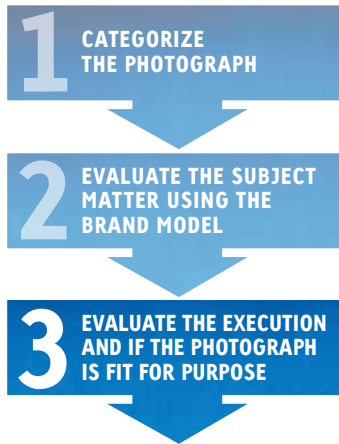
- At a minimum, does the photo make a statement that you can articulate?
- Does the photo elicit an emotion? In other words, can you relate to the subject or the situation?
- What could be changed in the image to give it a stronger story or message?





# PICTURE EVALUATION WORKFLOW

# PHOTOGRAPHY



## 5 Is the approach creative?

A creative image is one that goes beyond predictable techniques and treatments. With the best creative images the photographer reveals the subject in extraordinary ways – ways that the viewer otherwise would not have seen.

When evaluating the creativity of a photo, ask yourself:

- Does the photo disclose more about the subject, or show it in unexpected ways?
- Does the photo relate visual elements in unusual and intriguing ways (e.g. unusual angles)?
- Is the photo interesting and fresh?

## 6 Does the lighting enhance the subject and message?

Light is another “design tool” that can be used to enhance the overall mood and intent of the image and subject.

When evaluating the lighting merits of a photo, ask:

- Is the intensity and colour of light appropriate for the subject?
- Is the light too harsh, too contrasting, or is it too soft and too flat?
- Are all important aspects of the subject well lit?
- Does the light help convey the overall message of the photo?
- In a colour photo, is the colour balanced? (In other words, the overall colour should be natural-looking.)

3.2.11



# PICTURE EVALUATION WORKFLOW

## IS THE PHOTO FIT FOR PURPOSE?

A photograph needs to be the appropriate size for the end use.

### Resolution

Photos appearing in print need to be 300dpi at 100 percent. A photo should not be enlarged more than 120 percent without re-sizing it in image manipulation software (Photoshop).

Photos for digital and web applications can be screen resolution [72dpi] at 100 percent.

Photos for exhibition stands are usually sized at 25 percent of their final size at 300dpi. Individual vendors will have individual specifications.

### Colour Mode

Most colour photos from a digital source will be RGB and need to be changed to CMYK for print applications in order to print correctly. Web and digital use RGB colour mode.

### File Type

Photo files for print applications need to be TIFF or EPS format. Care needs to be taken with JPEGs as repeated saving of a JPEG file gradually reduces the quality of the photo.



## MANIPULATING PHOTOGRAPHS

# PHOTOGRAPHY



A

In example A, the picture is too dark and would not reproduce well despite being a good composition.

In example B, the picture has been lightened overall and more contrast has been added. In addition, the top one third, which was getting lost in shadow, has been lightened independently of the bottom two thirds. The girl's face, which was losing detail, has had the highlights lightened. With the girl's face now clear and the word "shop" more visible, the result is a good, useable photograph that sets great context.



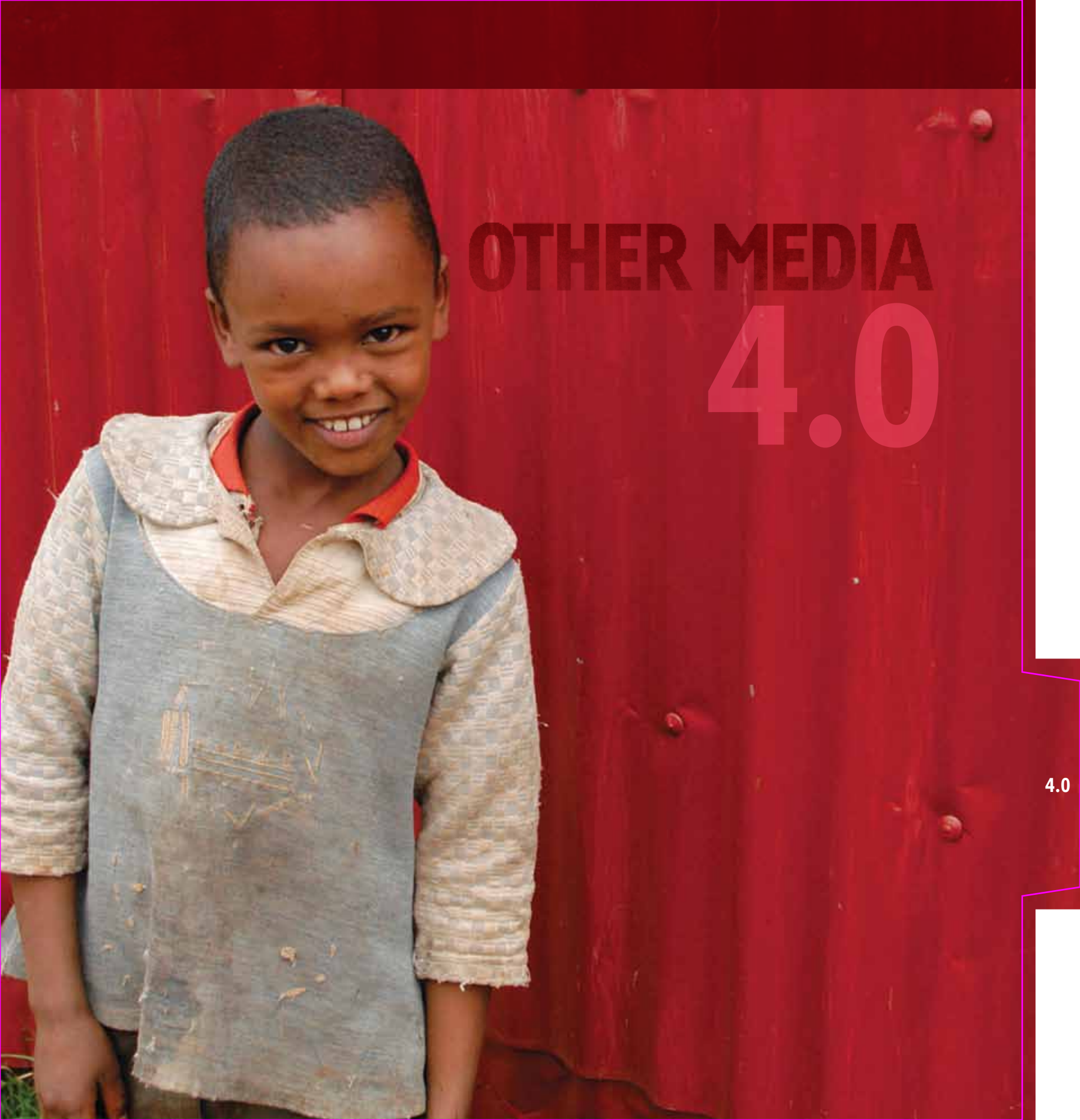
B

The content and context of a photograph **MAY NOT** be retouched or manipulated in any way.

The only manipulation that is permissible is of a technical nature where the picture needs to reproduce well or where a different colouration is required. Examples include:

- Brightness
- Contrast
- Colour balance
- Removing red eye
- Cropping
- Flipping a picture (as long as there is no indication the picture has been flipped: text, logos, clocks, etc)
- Making a colour image black and white
- Making a colour image duotone
- Sharpness

**Any effects should be used sparingly by asking the question: Does this help or hinder telling the story?**



# OTHER MEDIA 4.0



# OTHER MEDIA

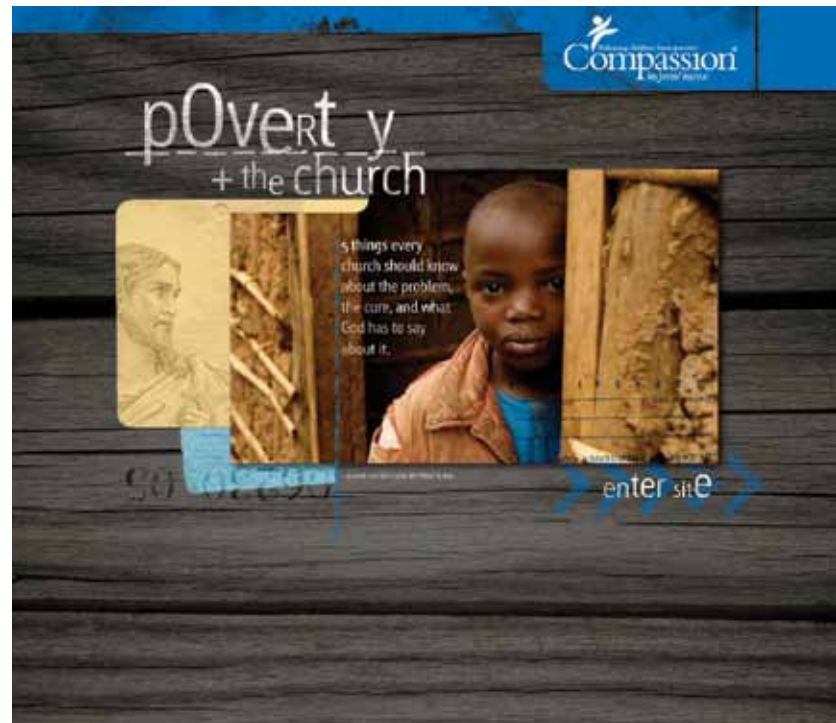


4.0

## All design principles and best practices apply for web design.

- Colours should follow the RGB/web conversions as detailed in the colour palette.
- The Blue Corner should always be included on the opening page.
- An approved Compassion logo must be used on the opening page.
- Textures, graphic fonts and illustrations may all be used as detailed in these procedures.
- Compassion child-focused photography should be used throughout.
- Compassion's personality should be revealed throughout the design of the website.
- Fonts, when possible, should follow the main Compassion font sets. This is currently only possible for text items that are graphics or Flash-based sites. CSS/HTML sites require font sets that are available on most users' computers. Therefore, web designers should restrict themselves to the Verdana, Helvetica, Arial, Sans Serif font-family.

The Flash site at right illustrates a good balance of Compassion branding elements and the Compassion personality. More accessible sites often have more technical limitations, but with careful design can still represent the Compassion brand with consistency and clarity.



4.1



**BEST PRACTICE**

Compassion e-mails should use the Arial (Helvetica) typeface throughout with the sign off being formatted as shown.

The number of address and contact lines may vary from office to office but should follow this formatting.

Optional messages may be appended but should always be consistent with Compassion brand messaging. These may include:

- A sponsorship or campaign message that can link through to a website.
- A statement such as the Compassion secondary statement.
- A scriptural reference appropriate to the Mission and Vision of Compassion.

Images should not be used since image blocking is common. In many of the major e-mail clients, including Outlook, AOL and Gmail, your images will not be shown by default. Your readers will have to click another link or button to make them download and display.

**SIGN OFF:****Firstname Lastname**

Job Title

Compassion International/Office

Address Line 1

Address Line 2

Address Line 3

www.websiteaddresshere.com

Optional message.

Name: 14pt Arial Bold, Black

Job Title: 12pt Arial Regular, Black

Compassion Office 12pt Arial Regular, PMS 286 Blue

Line Space

Address/Contact Details/Website:

12pt Arial regular

Line Space

Optional Message: 12pt Arial Regular, Black

**OPTIONAL MESSAGES:**Sponsor a child by visiting [www.webaddress.com](http://www.webaddress.com)

Compassion. Releasing children from poverty in Jesus' name.

Scriptural thought.

Scripture reference

## BROADCAST E-MAILS

**When designing broadcast e-mails keep a few simple procedures in mind. If an e-mail is unreadable then its purpose is defeated.**

- The recipient's preview pane may be set quite small. Make sure the main message you want to convey to the reader is in the top portion of the e-mail.
- Don't waste your readers' time. An e-mail inbox is a busy place.
- Never use images for important content like headlines, links and any calls to action unless they are repeated in the text portion.
- Always add the height and width to the image to ensure that the blank placeholder image doesn't throw your design out.
- Add a text-based link to a web version of your design at the top of your e-mail. Create a plain text version. You can make blocks of text more readable.
- Test your design with images turned off before you send it.



All design principles and best practices apply for presentations such as PowerPoint.

- The Blue Corner should always be included on the opening page.
- An approved Compassion logo must be used on the opening page.
- Textures, graphic fonts and illustrations may all be used as detailed in these guidelines.
- Compassion child-focused photography should be used throughout.
- Compassion's personality should be revealed throughout the design of the presentation.
- The design should not hinder the message, but enhance it.
- Transitions and special effects should be kept to a minimum and reflect Compassion Brand personality.

A selection of backgrounds/templates is available from Compassion International.



**SIMPLE THEME 1**



**SECONDARY PAGES**

# PRESENTATIONS



**SIMPLE THEME 2**

4.3.1



**SECONDARY PAGES**



Compassion International has produced an animated version of the Compassion logo for each International Partner. It is available in both NTSC and PAL standards in 4:3, 16:9 and 16:9 high definition formats. A variety of versions are available over a standard background and as keyable elements. The logo animation is available in the following languages:

- Dutch
- English
- French
- German
- Italian
- Korean
- Spanish

A simple non-animated logo on a background can be just as effective and more in keeping with the Compassion Brand Personality and is an alternative, depending on the style and tone of the production

The print guidelines regarding use of the Compassion logo should be adhered to as much as possible for video. Whenever possible, use the logo over the supplied background or use another appropriate background. Use of the logo over a solid black background should be discouraged. Please restrict use of fonts to the approved corporate fonts when presenting Compassion's programmes and identifying people graphically on the screen. Use of other fonts within the body of the video should be fitting with the tone of the production and be legible and easy to read. Please use discretion when choosing fonts outside the approved corporate fonts.

With the current worldwide transition to widescreen television formats, please try to produce as much current material as possible in the 16:9 aspect ratio.

In the interest of sharing resources with other International Partners and country offices, please plan to produce "clean" versions of videos to help facilitate customisation. This includes producing split-track masters (voices on channel 1, music and effects on channel 2) and graphic-free masters.

Video samples should be posted to the MAX website. Individual countries will be responsible to cover expenses associated with duplication and standards conversion fees, should they request a copy for their use.



Screen grabs from the animated Compassion logo

### MINIMUM REQUIREMENTS

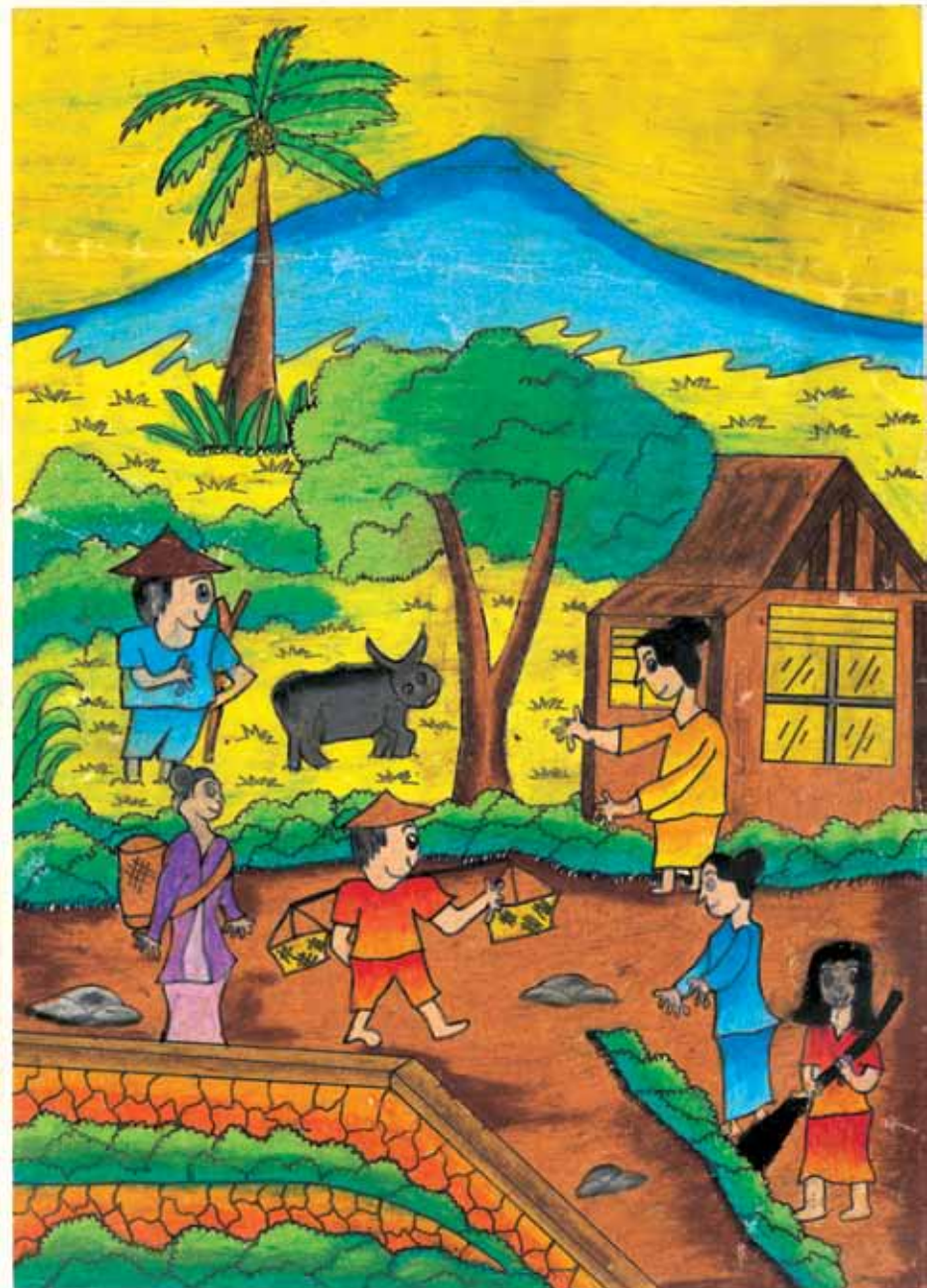
The minimum brand requirement for apparel and other similar items is that these must carry an approved Compassion logo with (where possible) its secondary statement.

Other graphics developed for cause wear and standard available fabric colours are all acceptable.

### OTHER ITEMS

Exceptions would include Christmas or greetings cards. These should have the logo on the reverse, but do not need to have Compassion branding elements that would interfere with the cover artwork.

Other artwork, such as children's drawings and paintings that have been reproduced, might also be excluded from branding that interferes with the artwork.





## OTHER MEDIA

Other media include audio, video, and interactive content.

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# MINISTRY BLUEPRINTS

Abridged

# 5.0



# MINISTRY BLUEPRINTS

# MINISTRY BLUEPRINTS (ABRIDGED)

## CDSP MINISTRY BLUEPRINT

Abridged April 2010



### CHILD SPONSORSHIP PROGRAMME MINISTRY

Approved 2 February 2010

The Ministry Blueprint for the Child Sponsorship Programme (CDSP) serves as the design platform for the enterprise-wide Child Sponsorship Programme Ministry. This contains the Child Sponsorship Programme Ministry description, specifications, commitments, protocols and procedures agreed to by International Programme and the Global Partner Alliance members for the Child Sponsorship Programme Ministry.

This blueprint is a living document that will be modified by the CDSP Ministry Cabinet whenever necessary. Direct input, feedback and questions related to this blueprint to the Ministry Director of the Child Sponsorship Programme or the appropriate functional representative on the CDSP Ministry Cabinet.

5.1

### CONTENTS

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Purpose	5.1.2
Vision	5.1.3
Biblical Mandate	5.1.4
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Key Messaging Elements	5.1.8
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Implementing Church Partner	5.1.9
Sponsor	5.1.9

For CDSP Ministry Domain and Role, Funding Parameters, Commitments, Inventory Management, Protocols and Appendices, please refer to The SOURCE/Ministries/CDSP tab.



## MINISTRY DESCRIPTION

### HISTORY

#### Origins of Compassion's Child Sponsorship Programme

Compassion's founder, the Rev. Everett Swanson, traveled to Korea during the Korean War to preach the gospel. In 1952, he was invited back to South Korea, and this time he saw the horrible conditions in which many orphaned and abandoned children lived — and died. Many of these children died of starvation, exposure and disease.

"This war has left many thousands of orphans throughout Korea," Everett wrote. "Beggar boys without any home of any kind are a common sight in the villages and on the road. On the cold nights they are found on the streets, alleys and doorways. But these boys are precious in the sight of the Lord, and Christ died to save them. Some of us have undertaken to take them off the streets and provide them with a home, with love and most of all bring them to Christ."

Moved by what he'd seen in Korea, the former tent evangelist started the Everett Swanson Evangelistic Association (ESEA) in the basement of his Chicago home. The organization found American sponsors to help desperately poor Korean children receive schooling, clothing, food and other resources. In 1963, ESEA changed its name to Compassion, Inc.

#### The Vision Expands

Compassion expanded to Indonesia and India in 1968. That same year, Compassion began the Family Helper Programme in Indonesia to sponsor children of widows. By providing children with school tuition, nutritious meals, medical care, Bible lessons and other benefits, Compassion staff workers helped keep impoverished families together. The Family Helper Programme's success in Indonesia led to its implementation in India and other countries.

Recognizing that thousands of children in Haiti, Colombia, Thailand and other countries were deprived of educational opportunities, Compassion designed a school-related sponsorship programme in 1970 to serve children there. Children of subsistence farmers or widows who could not attend school because they couldn't pay school-related fees or because there were not enough schools finally could attend school regularly through Compassion-assisted centres. Students also received medical care, supplementary meals, clothing and biblical instruction.

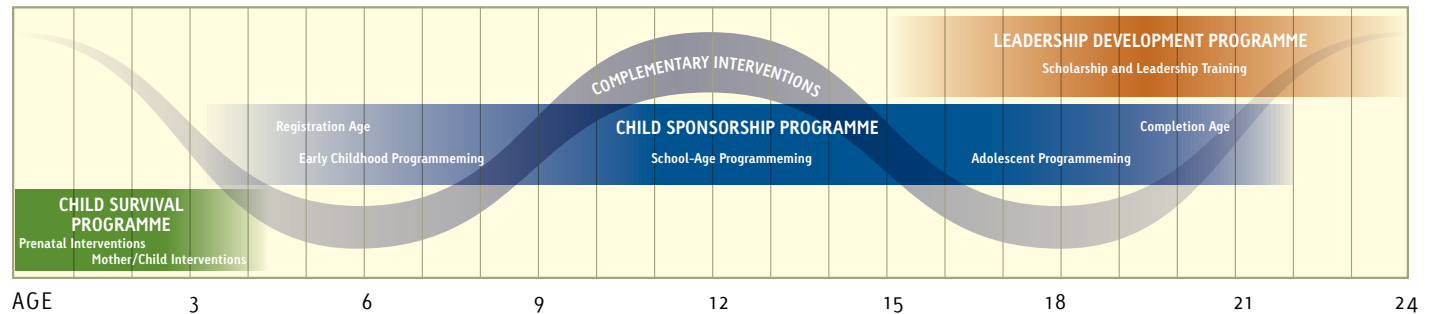
In 1980, Compassion began to serve children outside the formal school environment by working through local churches in developing countries. These Compassion-assisted, church-run child development centres began to address more than physical needs. Children also learned how to overcome obstacles to their future development. They learned vocational skills, principles of hygiene and nutrition, and leadership skills so they could improve their lives, and perhaps, even improve their communities. This was the foundation for Compassion's current Holistic Child Development Model, a comprehensive approach that requires more planning and deeper involvement with families and communities. It supported, however, Compassion's ultimate goal to release children from poverty's grip and to become fulfilled adults who love God and have a heart for others in need.

As Compassion's ministry expanded, people in other Western countries outside of the United States joined the sponsorship programme. These groups became known as International Partners of the Global Partner Alliance. They became affiliated with Compassion International in the following order:

- 1963:** Compassion Canada
- 1978:** Compassion Australia
- 1986:** TEAR Fund New Zealand
- 1990:** Service d'Entraide et de Liaison (S.E.L. France)
- 1996:** Compassion Nederland (The Netherlands)
- 1999:** Compassion United Kingdom
- 2001:** Compassion Italia (Italy)
- 2003:** Compassion Suisse (Switzerland)
- 2004:** Compassion Korea
- 2007:** Compassion Deutschland (Germany)

By 1993, more than 180,000 children were sponsored in more than 2,000 child development centres in 21 countries. By 1998, that number grew to more than 250,000 children, and then to more than 400,000 by 2001. In 2009, Compassion reached an important milestone when 1 million children were concurrently sponsored. There are now more than 5,300 church-based child development centres in 26 countries in Africa, Asia, Central America and the Caribbean, and South America. Since its beginning in 1952, Compassion's ministry has touched the lives of more than 2 million children.

## COMPASSION'S HOLISTIC CHILD DEVELOPMENT MODEL



The faithful monthly support of individual sponsors around the world equips children for the future by providing for their core needs — spiritual, economic, social and physical. Today Compassion's programmes offer educational opportunities, health care and health-related instruction, supplemental nutrition if needed, life-skills training, and opportunities to hear about and respond to the gospel.

### Looking Back and Looking Forward

The history of Compassion's Child Sponsorship Programme provides a legacy for us that carries an important message we all need to hear and obey: One individual can make a difference in the world. Everett Swanson provides a striking example of one person who listened to God, went to work, and essentially changed the world. As his wife Miriam reflected, "He used to say God told him he would reach multitudes. I thought that was a little bit far-fetched at first. But I guess you could say that multitudes have been helped by his following his vision of what God had called him to do."

Compassion's vision is that as a result of our ministry to children in poverty, we will be recognized by the Church worldwide as the leading authority for holistic child development and will be the global benchmark for excellence in child sponsorship. With God's blessing, we can accomplish this vision together and develop, disciple and equip millions more children for life.

### MINISTRY PURPOSE

In partnership with the Church worldwide, Compassion's Child Sponsorship Programme connects one child with one sponsor to help that child develop into the extraordinary individual that God ordained. Through this church-based holistic programme, children have the opportunity to flourish and grow into their God-given potential.

### Compassion's Flagship Programme

Compassion's Child Sponsorship Programme (CDSP) is the flagship programme for Compassion's Holistic Child Development Model. Some children will transition into the programme from the Child Survival Programme. Some children who graduate from the Child Sponsorship Programme will transition into the Leadership Development Programme. Children registered in the Child Sponsorship Programme may also benefit from Complementary Interventions, which support the beneficiary outcomes for CDSP.

The Child Sponsorship Programme provides educational opportunities that complement local schooling and extend beyond the classroom. Children in the programme learn important life skills, and are provided with health care and supplemental nutrition as needed. They are afforded opportunities for safe, healthful recreation. Most important, the Child Sponsorship Programme gives children the chance to hear the gospel of Jesus Christ.

Sponsorship is a unique way for one person to have a life-changing effect on poverty around the world by helping a sponsored child overcome the cycle of poverty. It allows sponsors to become more personally involved. Sponsorship is maintained by a sponsor's financial commitment. A sponsor's relationship with a child is enhanced by learning about the child's situation, sending and receiving letters, praying, and becoming more committed to issues of poverty and advocacy for children in need. New sponsors are acquired through relational and mass marketing activities.

Sponsored children have the opportunity to develop their communication skills by writing to their sponsor on a regular basis. Their holistic development can also be significantly enhanced by receiving

encouraging letters, monetary gifts, and even visits from their sponsor. Compassion's Implementing Church Partners (ICPs) use sponsorship funds to deliver Christian holistic child development programmes to children registered in the Compassion-assisted church child development centre. These programmes provide training to children in the following areas:

### Spiritual

Compassion-assisted child development centres help children regardless of their religious affiliation. Parents are informed that each child will participate in Christian training. Each Compassion-assisted child is introduced to the gospel and encouraged to accept Christ as his or her Savior. Through regular worship time, devotions, Bible study and other activities, centre staff members and volunteers teach children to live according to biblical principles and encourage all children to assume responsibility within their local churches.

### Economic

Compassion-assisted centres help each sponsored child to develop the motivation and skills to be economically self-supporting. Compassion assistance supports each child in completing at least primary education. Programme activities then complement that formal education to help each child learn at least one income-generating skill while cultivating his or her unique vocational interests. Through both formal and informal educational opportunities, Compassion strives to give impoverished children practical life skills that serve as a pathway out of poverty.

### Social

What we become is to some extent determined by how we relate to others. Often children in poverty who have been abused or exploited don't have many good experiences relating to other children or adults. That's why each Compassion-assisted church centre becomes a safe oasis where children can develop critical social skills in a protected environment. Children participate in group or special learning activities that help them live in harmony, learn teamwork, and support and encourage each other. The desired outcome is a child who exercises self-management, makes responsible life choices, and exhibits effective interpersonal relationship skills.

### Physical

Children in developing nations can go weeks, months and even years without seeing a doctor or receiving medical care. Each Compassion-

assisted church centre monitors the health of each registered child as well as teaches children and their families preventive measures that allow the child to experience healthy development. Programme workers not only work to reduce incidence of illness in children's lives, they also teach children and young adults to take responsibility for wise life choices about health and sexuality.

### VISION

The Child Sponsorship Programme will be the ministry of choice for every Christian and every church in developing, discipling and equipping children in the developing world to shatter the cycle of poverty. The Child Sponsorship Programme will have 3.6 million sponsored children by the year 2020.

### Vivid Description

#### Beneficiary Growth

Our programme will be implemented in all countries that meet the established need criteria, where the Church can be mobilized, and sufficient local resources are available. All eligible Child Survival Programme children will transition into the Child Sponsorship Programme. Our ability to measure and consistently achieve child outcomes will dictate the pace at which we are willing and able to grow.

#### Programme Excellence

By effectively partnering with and equipping our Implementing Church Partners, children will demonstrate the desired outcomes. Through timely and meaningful interactions with their sponsored child, as well as the effectiveness, integrity and transparency of our programme, sponsors will increase their engagement in both their sponsorship commitment and child advocacy year after year. An increasing percentage of CDSP graduates will be eligible for participation in the Leadership Development Programme.

#### Sustainability and Global Marketability

Enhanced technology will facilitate engagement between sponsors and children worldwide and will also be the primary means of growing and sustaining sponsorship. The majority of pastors in each Global Partner country will be informed about our Child Sponsorship Programme. As we improve our ability to communicate holistic child transformation, the quality and value of the sponsor-child relationship will be mutually enhanced.

## Capacity Management

To minimize the time children wait for a sponsor, our child registration and sponsor acquisition processes will be so efficient that every child registered in the Child Sponsorship Programme will have a sponsor within a maximum of 90 days. We will have enterprise-wide integrated information processes and systems with robust analysis capabilities. We will regularly evaluate ministry implementation, impact and growth. A well-established online communication mechanism will link sponsors, children and other stakeholders.

Powerful research and institutional learning will drive fresh insights and broad ministry innovation.

## Employee Engagement

All Compassion employees will understand and champion our Child Development Model and the role that the Child Sponsorship Programme plays in accomplishing our Mission.

## BIBLICAL MANDATE

Matthew 18:5 (NIV) highlights the importance Jesus placed on ministry to children:

“And whoever welcomes a little child like this in my name welcomes me.”

Other verses that guide the Child Sponsorship Programme include: I John 3:17-18 which speaks of caring for the poor, Luke 2:52 which describes the holistic development of children, and Proverbs 22:6

which stresses the importance of training children well.

## THE MÖBIUS FOR COMPASSION'S CHILD SPONSORSHIP PROGRAMME

The Möbius is a geometric figure that has only one side, only one surface. A line that is drawn on an “inside” surface will end up moving to an “outside” surface and then back “inside” again. There is no distinction between the inside and the outside. The Möbius represents integrity, sameness and oneness.

Compassion is using the metaphor of the Möbius to represent the desire to have full integrity between what we say and what we do. We need a cohesive and compelling enterprise-wide description that works in two worlds — the world of the child, our Implementing Church Partners and field staff and the world of the sponsor, supporting church partner and Global Partner Alliance staff. There has been confusion in both worlds about what the programmes of Compassion actually provide. The Möbius brings clarity to these questions for everyone involved with Compassion. It gets our thinking straight and it shapes our enterprise-wide brand.

As a starting place we asked, **“How would a centre director or beneficiary explain the Child Sponsorship Programme to a sponsor?”** They wouldn't use technical child development language or typical marketing jargon. They would speak plainly about what really matters to them. They would give an accurate description of our programme and they would communicate that this programme changes lives!

5.1.4

## Möbius Criteria

- The “current state” [not the “desired state”] of the programme
- Clear and simple
- Compelling
- Builds Compassion's brand
- Generally true [characteristic] of our 5,300-plus centres [meaning it is true in more than 80 percent of the cases]
- Ties to our Roadmap to Outcomes — Child Experience [Strategy Map]

**For internal Compassion use, not meant to be print ready for marketing**



**Compassion's Child Sponsorship Programme enables children to:**

- Be known, loved and protected by a local church and their sponsor
- Experience life-changing opportunities in their context
- Access special services to meet their unique critical needs
- Remove significant obstacles to holistic child development [as a benefit of enrollment in the programme, other funds may be used to remove these obstacles]

**1. Compassion's Child Sponsorship Programme enables children to be known, loved and protected by a local church and their sponsor (paid for by local resources, Child Support and the Un-sponsored Children's Fund). This includes:**

**Loving, caring, trained local staff members who:**

- Know the children by name and advocate for them
- Proclaim and demonstrate the gospel
- Are trained in child protection standards and policies [both physical and emotional]
- Develop and maintain case files on every child
- Monitor and assess individual child development [annual health screenings, educational progress, child progress reports]
- Ensure the standard routine vaccinations have been administered
- Provide an age-appropriate Bible or Scripture segment at appropriate times in each child's development
- Conduct home visits to assess, support and intervene as needed
- Provide an update and photo for each sponsor every two years

**Loving, caring sponsors who (as they choose):**

- Write to their children with words of encouragement, affirmation, and hope
- Pray for their children and share the gospel in word and deed
- Give birthday, Christmas, and family gifts
- Visit their child

**2. Compassion's Child Sponsorship Programme enables children to experience life-changing opportunities in their context. (paid for by local resources, Child Support and the Un-sponsored Children's Fund). This includes:**

**Formal and non-formal educational opportunities:**

- Formal primary school education [through at least the sixth grade]

for all sponsored children

- Formal secondary school education and/or income-generation skill training for adolescents. [Adolescents must attend either school or training to remain in the programme.]

**Activities at the child development centre focused on the four child development outcomes (for greater detail, please refer to the Child Development Activities table, which can be found on the MI2 page of The Source):**

- Core Programme time characterized by the use of Compassion's curriculum [translated and contextualized] that enables staff and tutors to implement an excellent holistic child development programme
- Extracurricular activities such as sports, field trips, the arts and computers
- Letter-writing to their sponsor [a valuable learning and self-expression experience]
- Community service activities
- Developing "My Plan for Tomorrow" [for every child who is 12 or older] that assists each young person in identifying his or her own developmental needs and path
- A meal or nutritious snack when visiting the church centre [Note that Ethiopia is an exception to this and provides no food at the centre. See the Special Services section for information regarding nutrition assistance for children suffering from malnutrition.]

**3. Compassion's Child Sponsorship Programme enables children to access special services to meet their unique critical needs. (The majority of these special services, although available to child sponsorship, are paid for by contributions other than Child Support.)**

**Sponsorship provides something similar to an "insurance policy" for every child registered in the programme. If, through the loving attention and assessment of the church staff, it is discovered that a child requires special attention, they may access special services such as:**

- Treatment for injuries and illnesses
- Reading glasses, crisis counseling, hearing aids, etc.
- Supplemental nutrition
- Special Education assistance
- Assistance for orphans

- Legal services (child protection)
- AIDS support
- Assistance due to a natural disaster

**Special Services are reimbursable Complementary Interventions (CIV) activities/funds based on Programme Field Manual standards:**

**Medical: Covers treatable injuries and illnesses, vision needs, hearing loss, trauma counseling, special dental needs and funeral expenses up to USD \$5,000 per registered beneficiary and up to \$500 per beneficiary per year for nuclear family member/primary caregiver.**

- This would include malnutrition-related needs in an individual child.
- Malnutrition-related interventions for a group of children in one centre could access the Medical Fund up to \$1,500 (greater than \$1,500 is proposal-based Health Fund).
- Note: Non-routine vaccinations [i.e., meningococcal] are proposal-based.

**Education: Fees for individual exams or labs up to \$50 per student per year**

**Emergency Disaster Aid: With a total need of less than \$20,000 — to include up to \$1,000 per affected family and up to \$5,000 for the affected Implementing Church Partner.**

**4. Because of enrollment in the Child Sponsorship Programme, registered children benefit from activities that remove significant obstacles to holistic child development. (These activities are not paid for by Child Support and require a proposal to secure funding.)**

**Compassion partners with the local churches and other agencies to remove significant obstacles to holistic child development. Interventions include:**

- Major medical needs
- Country-wide malnutrition programmes
- Bed net distribution
- Large-scale disaster response
- Centre facilities enhancement (classrooms, toilets, clean water)

- Playground equipment
- Repairs to beneficiary homes

**It is critical to understand that these proposal-based interventions are limited by the funding received.**

**Special “Removing Obstacles” are proposal-based CIV activities:**

- AIDS education
- Curriculum Development (translation and contextualization)
- Large-scale Disasters (costing more than \$20,000) — Relief and rehab efforts only, NOT rebuilding or repairing homes
- Education — Secondary assistance, pre-university prep, post-secondary courses
- Health — Group activities such as dental campaigns, large-scale group nutrition interventions, prevention of tuberculosis or meningitis (non-routine vaccines), sanitation
- Infrastructure — Repairs and rebuilding of beneficiaries’ homes, ICP structure whose main use is for the Child Development Programme, construction of Compassion cottages
- Malaria Intervention — Bed nets are proposal-based
- Major Medical — Interventions over \$5,000
- Income-generating activities and micro-enterprise
- Nonformal Education
- Parental Education
- Water Projects
- Computer Labs
- Centre: specific proposals for Church Engagement

## Child Sponsorship Funding Model —Tiers 1,2,3

Child Support is the first tier of the pyramid and our highest priority for funding. It provides stability for the overall programme and enables the children to be enrolled and the child development centre to operate. Implementing Church Partners manage their resources as best as they can leveraging local contributions and public resources, and blending those with the resources provided by Compassion. Child sponsorship contributions are the most significant financial contributions that Compassion makes and are essential for the overall programme. Reimbursable CIV funds form the important second tier of the pyramid and are our second priority for funding. Proposal-based CIV funds form the third tier of the pyramid and, though important, are the lowest priorities for overall funding.

## Funding sources by priority for the Implementing Church Partner

### Tier 1

- Local Resources: Government, ICP Church and Community
- Child Support (CHS) and Un-sponsored Children's Fund

### Tier 2

- Local Resources
- Reimbursable CIV Funds
- Child Support

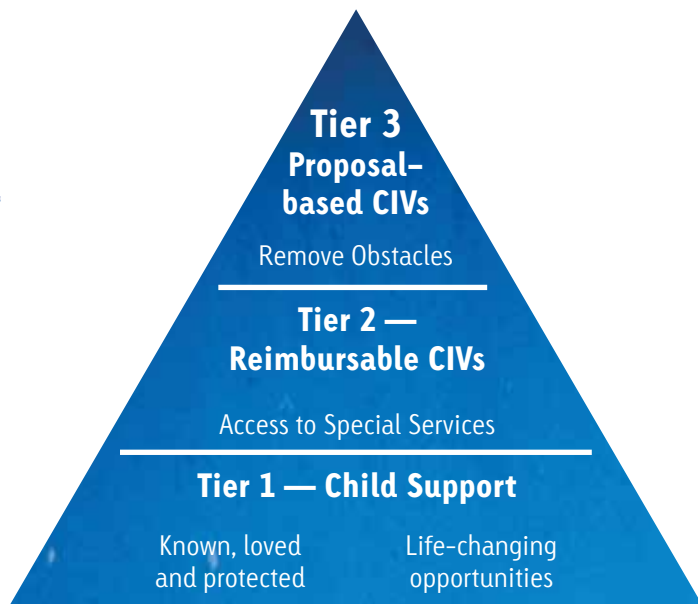
### Tier 3

- Local Resources
- Proposal-based CIV Funds (Priorities set by IPG Line Management — **Child Support is not an option.**)

## Implications for Complementary Interventions Funding

1. Funding Special Services (the Reimbursable Funds) is the top CIV priority. Why? We basically guarantee these services and if we do not raise CIV funds for these we take an allocation from Child Support to cover the difference. This undermines the Child Support rate that is the foundation of our grants to the Implementing Church Partner.
2. Focus on loosely designed CIVs that can be used for any of the reimbursable funds (e.g. US-Partners of Compassion or AU-Sponsorship Plus).
3. When making more specific appeals, consider marketing campaigns and materials that allow for the flexibility to apply the funds more broadly if needed [i.e., Compassion Australia: "Any funds raised in excess of our target of \$500,000 will be deposited in our general Partners of Compassion fund and will be applied to future similar needs."].

5.1.7



## KEY MESSAGING ELEMENTS

Key messaging elements are the copy and message points Global Partner Alliance members should use when describing the Child Sponsorship Programme through various media to prospective and existing sponsors and donors. All messaging for the Child Sponsorship Programme must align with Compassion's Positioning Statement and Brand Model in Compassion's Branding Standards and Perspiration Book.

### Sponsorship Tagline— Developing, Discipling and Equipping Children for Life

#### Developing:

Compassion's Child Sponsorship Programme helps children living in extreme poverty to develop in every area of life, including spiritually, economically, socially and physically.

#### Discipling:

Compassion partners with churches all over the globe to administer its Child Sponsorship Programme. Because children attend church-based centres they are exposed to the gospel of Jesus Christ and have the opportunity to become a follower of Christ.

#### Equipping:

Compassion's Child Sponsorship Programme offers critical life-skills training to equip desperately poor children for a better life and release them from poverty in Jesus' name.

### Sponsorship Overview Statement

Compassion's Child Sponsorship Programme is the flagship programme for Compassion's holistic child development ministry. Sponsors invest in children living in extreme poverty through monthly gifts, which allow children to attend church-based child development centres offering health care, vocational training, educational activities such as tutoring and life-skills training, as well as the opportunity to hear the gospel and grow in relationship with Christ. The Child Sponsorship Programme provides the child opportunities to develop his or her God-given potential and thus be released from generational poverty.

### Sponsorship Programme Distinctives

Compassion's Child Sponsorship Programme is unique because:

- It focuses on the individual needs of the child.
- It is operated through local church partners around the world.
- It is regularly audited not only financially, but also programmatically.
- It matches one sponsor with one child.
- It adheres to and promotes the gospel of Jesus Christ in all its activities.

### One-to-One Relationship

To most people, changing the world seems overwhelming. That's why Compassion's Child Sponsorship Programme encourages Christians to transform the world one child at a time. Through the exchange of letters, prayers and even visits to see their children, sponsors develop a real relationship with their sponsored children. This one-to-one relationship between a child living in desperate poverty and a sponsor allows those investing in a child to know, see and understand that they are making a real difference in a child's life and thereby changing his or her world. To have caring adults — even those living far away — to love and nurture them helps children in Compassion's sponsorship programme realize their value and worth in Christ. Many sponsors, in turn, discover that the children they support have much to teach them about prayer, God's faithfulness and hope for the future.

### Developing Advocates for Children

The authentic connection to a child living in desperate poverty spurs sponsors to become dedicated advocates for children in need. With this in mind, Compassion's Child Sponsorship Programme is designed to enable existing sponsors to easily and compellingly invite others to join in our mission of releasing children from poverty in Jesus' name. Thousands of sponsors have become Compassion Advocates to speak out within their spheres of influence and to actively draw new sponsors to Compassion.



## MINISTRY OUTCOMES AND INDICATORS

### CHILD

#### Outcome 1: Demonstrates commitment to the Lordship of Christ.

**Indicator 1:** Knows and understands the Bible

**Indicator 2:** Confesses Jesus as Savior

**Indicator 3:** Practices spiritual disciplines of prayer, Bible study, worship and service

#### Outcome 2: Chooses good health practices and is physically healthy.

**Indicator 1:** Demonstrates an appropriate understanding of his or her body

**Indicator 2:** Experiences reduced incidence of illness, nutritional deficiencies and physical impediments

**Indicator 3:** Takes responsibility for wise life choices about health and sexuality

#### Outcome 3: Exhibits the motivation and skills to be economically self-supporting.

**Indicator 1:** Completes at least primary education

**Indicator 2:** Cultivates unique vocational interests and knowledge

**Indicator 3:** Learns and utilizes at least one income-generating skill

#### Outcome 4: Interacts with other people in a healthy and compassionate manner.

**Indicator 1:** Exercises self-management

**Indicator 2:** Applies self and social awareness in making responsible life choices

**Indicator 3:** Exhibits effective interpersonal relationship skills

### IMPLEMENTING CHURCH PARTNER

#### Outcome 1: Demonstrates effective vision and leadership.

**Indicator 1:** Reflects strong partner church vision and values

**Indicator 2:** Pastor and recognized church leaders are engaged in ministry to children

**Indicator 3:** Church partner committee has a meaningful role in influencing and overseeing the programme

#### Outcome 2: Mobilizes resources.

**Indicator 1:** Recruits needed quality and quantity of staff and volunteers

**Indicator 2:** Contributes facilities and financial support to the ministry to children

**Indicator 3:** Mobilizes community resources to support the ministry to children

#### Outcome 3: Establishes efficient structures and management.

**Indicator 1:** Addresses outcomes and standards of the Partnership Agreement effectively

**Indicator 2:** Makes and implements effective annual plans

**Indicator 3:** Implements curriculum effectively

#### Outcome 4: Reflects local ownership.

**Indicator 1:** Advocates for children by engaging multiple stakeholders in the church and community with the programme and on behalf of children

**Indicator 2:** Demonstrates ongoing learning and improvement in managing the overall children's ministry

**Indicator 3:** Mobilizes technical assistance and financial resources independently of Compassion

### SPONSOR

#### Outcome 1: Demonstrates a commitment to child advocacy.

**Indicator:** Serves as a Compassion Advocate, volunteer or prayer partner (Measure: percentage of sponsors who are also Advocates, volunteers or prayer partners)

#### Outcome 2: Engages in his or her Compassion commitment.

**Indicator 1:** Writes to sponsored child on a regular basis (Measure: percentage of sponsors who have written at least one letter to their sponsored child in the past 12 months)

**Indicator 2:** Makes sponsorship contributions on time (Measure: percentage of sponsorships less than two months delinquent)

#### Outcome 3: Has a positive Compassion experience.

**Indicator 1:** Continues sponsorship of child (Measure: percentage of sponsorships at beginning of 12-month period that have been cancelled)

**Indicator 2:** Sponsors another child if current sponsored child departs the programme (Measure: percentage of sponsors who sponsor another child if current sponsored child departs)

# MINISTRY BLUEPRINTS (ABRIDGED)

## CSP MINISTRY BLUEPRINT

Abridged April 2010



### CHILD SURVIVAL PROGRAMME MINISTRY

Approved 2 February 2010

The Ministry Blueprint for the Child Survival Programme (CSP) serves as the design platform for the enterprise-wide Child Survival Programme Ministry. This contains the Child Survival Programme description, specifications, commitments, protocols and procedures agreed to by International Programme and Global Partner Alliance members for the Child Survival Programme Ministry.

This blueprint is a living document that will be modified by the CSP Ministry Cabinet whenever necessary. Direct input, feedback and questions related to this blueprint to the Child Survival Programme Ministry Director or the appropriate ministry cabinet representative.

5.2

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For CSP Ministry Domain and Role, Funding Parameters, Commitments, Inventory Management, Protocols and Appendices, please refer to The SOURCE/Ministries/CSP tab.

## MINISTRY DESCRIPTION

### HISTORY

A young child's experiences from birth through 3 years of age will influence the manner in which the rest of his or her life unfolds. Over the years Compassion International has had different forms of programming for young children. Beginning in 1983, the MEALS and MEALS-Plus programmes provided food and day care. During the 1990s, Compassion placed an emphasis on exploring programmes for children younger than 5, and in the late 1990s Compassion began piloting Early Childhood Development programmes (ECD) in Peru and the Dominican Republic to extend our ministry to younger children.

The ECD was renamed the Early Childhood Programme (ECP), and then renamed once more to the Early Interventions Programme (EIP) by 2002. These models were all centre-based programmes and focused primarily on the child, with the intention that children would graduate to our Child Sponsorship Programme.

In 2002 and 2003, Compassion International took a serious look at these programme models and decided to make significant changes. A new programme design emerged which focused on home-based rather than centre-based care, expanding the focus to the mother/parent/caregiver ultimately responsible for the child's survival. The result was the Child Survival Programme (CSP), that was launched in 2003 with 14 prototype centres.

By the end of 2004 the first CSP Product Guidelines were published, and by November 2007 all earlier models had transitioned into CSP centres, resulting in 225 CSP centres including some Meals centres which converted into Child Survival Programmes. The CSP Ministry Blueprint now serves as the guiding document for the ministry. The Child Survival Programme and all of its predecessor models have always used a centre funding approach instead of one-to-one sponsorship.

### The Child Survival Programme

Beginning in 1979, the International Year of the Child, much of the world began to devote more attention to child development issues. The United Nations Children's Fund (UNICEF), with the World Health Organization (WHO), launched a joint initiative on child survival, which

was captured in the acronym GOBI-FFF (Growth and monitoring, Oral-rehydration therapy, Breast-feeding, Immunization, Family planning, Food security and Female literacy). According to the United Nations Educational, Scientific and Cultural Organization (UNESCO), these interventions that promote child survival have had a positive impact on child development and have been credited with reducing infant mortality.

Yet in 2009, approximately 7.7 million children still died before reaching their 5th birthday. That was 21,000 children dying every day, mostly from preventable causes, and almost all of those occurred in the developing world. Forty percent of those deaths occurred in the first 28 days of life, the neonatal period, with two-thirds of those deaths taking place during the first week of life.<sup>1</sup>

In addition, under-nutrition in mothers and young children has been shown to be the cause of 3.5 million deaths, or 35 percent of the disease burden in children under 5 years of age. The number of deaths in children under 5 attributed to stunting, severe wasting and intrauterine growth restriction constitutes the largest percentage of any risk factor in this age group.<sup>2</sup>

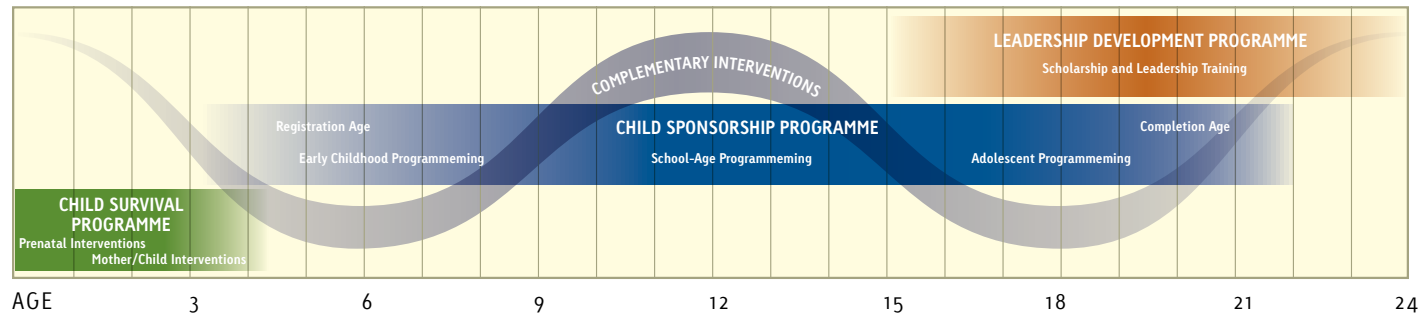
The health of mothers, newborns and young children are intricately related. Most maternal and neonatal deaths can be prevented through proven interventions such as prenatal care for pregnant mothers and ensuring a skilled attendant at birth, which increases the likelihood of newborn survival. Simple steps such as exclusive breast-feeding for the first six months of life, sleeping under insecticide-treated mosquito nets, improved sanitation and hand-washing practices, drinking recommended liquids to prevent dehydration from diarrhea, and timely access to basic medicines for malaria and pneumonia can mean the difference between life and death.

Compassion's Child Survival Programme is the first phase in our Holistic Child Development Model. This early childhood programme offers a holistic approach to ensure young children survive and thrive. The programme, run by local Implementing Church Partners in the developing world, reaches out to pregnant women and young,

<sup>1</sup> UNICEF, The State of the World's Children 2008. Retrieved July 13, 2009, from <http://www.unicef.org/sowc09>

<sup>2</sup> The Lancet 2008; 371: 243-60

COMPASSION'S HOLISTIC CHILD DEVELOPMENT MODEL



vulnerable children and their primary caregivers through home-based and group activities to save children’s lives and set them on a path toward healthy development. The mother/caregiver is critical to effective intervention, and therefore the Child Survival Programme considers the beneficiary to be a “mother-child unit” (MCU) with specific outcomes for both mothers/primary caregivers and their children.

The Child Survival Programme focuses on children under 4 years of age in their most critical developmental years who are vulnerable to preventable illnesses. Compassion’s Child Survival Programme has adopted the use of GOBI-FFF to increase child survival, and provides nutrition, medical assistance, parental education and spiritual and social support for mothers/primary caregivers to help very young vulnerable children survive the first few years of life. Where appropriate, CSP graduates are registered and transition into the Child Sponsorship Programme by their 4th birthday.

The Child Survival Programme provides training in the following areas:

### Physical

Compassion’s Child Survival Programme Implementing Church Partner staff monitors the health of children and expectant mothers through regular home visits and group activities, teaching caregivers preventive health measures to ensure healthy development. The CSP staff uses the GOBI-FFF strategy to educate mothers/primary caregivers on prevention of childhood diseases, malnutrition and HIV. Many children in developing countries are never seen at a health facility, either because families lack access to these services, or families do not recognize the warning signs of life-threatening illness. The CSP staff ensures child and caregiver health improvement by utilizing an approach called

Community Integrated Management of Childhood Illness.

### Cognitive

Many children under 5 years of age in developing countries are exposed to non-stimulating home environments, which has a detrimental effect on their cognitive and motor development. The prevalence of early childhood stunting and the number of people living in absolute poverty are indicators of poor human development. These indicators are closely associated with poor cognitive and educational performance in children, which deprives them of the chance to fulfill their developmental potential. Compassion’s Child Survival Programme works to ensure that these young children receive age-appropriate good quality, and cost-effective learning materials and opportunities to improve their intellectual potential. Mothers/primary caregivers are educated on the importance of play and the use of toys from an early age, and are encouraged to provide their children with early exposure to relevant life experiences. In addition, mothers/primary caregivers in the Child Survival Programme gain literacy, home management and income-generating skills in order to better care for the needs of the family.

### Spiritual

Compassion’s Child Survival Programme does not discriminate against religion. Mothers/primary caregivers and their young children, regardless of their religious affiliation, are welcomed into the programme. During recruitment, it is clearly explained that Compassion is an evangelical Christian organization and that each mother/caregiver will participate in Christian training. Each CSP mother/caregiver is introduced to the gospel, provided with a Bible, and throughout their years in the programme, encouraged to accept Christ as Savior. Through regular worship time, devotions, Bible study and other spiritual activities



both at home and in other programme locations, the Child Survival Programme encourages mothers/primary caregivers to teach their young children and bring them up utilizing biblical principles. Mothers/primary caregivers play an immense role in the spiritual nurture of children both in their home and at church. Because of this, mothers/primary caregivers make a significant contribution toward reducing the problems affecting child survival and improving the ministry of the church to children. Mothers/primary caregivers are encouraged to become members of a Bible-believing church and assume responsibilities in those churches. Compassion believes the family is a God-ordained institution. The Child Survival Programme encourages the involvement of all fathers in its programming and during the child's formative years.

### Social-Emotional

When children live in a loving, safe environment, surrounded by family, friends and a community of people who love them, believe in them and affirm them, they dare to dream of who they might one day become. Women in developing countries have high rates of stress and depressive symptoms, often associated with poverty, lack of support, and negative life events. Children of depressed mothers/primary caregivers are at risk for poor development, in part mediated through inconsistent and unresponsive parenting. Compassion's Child Survival Programme focuses on emotional and social support for both the mother/primary caregiver and the child to reduce these symptoms and to increase their social and emotional well-being. The CSP Implementing Church Partner staff works toward providing counseling, along with conflict management skills, to mothers/primary caregivers and ensures that social events are organized for both mothers/primary caregivers and their children. The Child Survival Programme encourages the Implementing Church Partner staff to work alongside mothers/primary caregivers in order to meet the social needs of their children, thereby producing more well-rounded children ready, when appropriate, to transition into the Child Sponsorship Programme.

### Key Milestones

- 1983** The MEALS and MEALS-Plus programme begins.

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- 1990's** Compassion pilots the Early Childhood Development programme in the Dominican Republic, Haiti and Peru.

- 2003** Prototype centres launch in four countries: Haiti, Peru, India and Ecuador.  
CSP Project Team forms.  
CSP Product Director appointed.  
The Child Survival Programme officially launches.

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- 2004** CSP Product Guidelines published.  
The CSP opens in Kenya and Uganda.

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- 2005** Early Interventions Programmes in Ecuador, Haiti, Peru and India transfer to CSP.  
The CSP opens in the Philippines.

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- 2006** The CSP opens in the Dominican Republic, East Indonesia and Ethiopia.

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- 2007** All qualified Early Interventions Programmes of pre-CDSP programming transition into CSPs.  
The CSP opens in Thailand and East India.  
The Project and Product Team model changes to a CSP Ministry Cabinet model.

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- 2008** The CSP opens in Bolivia, Indonesia and Tanzania.

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- 2009** The CSP opens in El Salvador.

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- 2010** Compassion Sri Lanka opens with the Child Survival Programme. This marks the first time Compassion has opened a new country with a programme other than CDSP.

### MINISTRY PURPOSE

Compassion's Child Survival Programme equips the worldwide Church to respond to the cry of mothers on behalf of their babies by ensuring a healthy environment and a strong start in life for the poorest and most vulnerable. Using proven child survival strategies, caregivers and their families are equipped to nurture and disciple their children.

### VISION STATEMENT

The Child Survival Programme will be a leader in the fight to reduce the staggering number of mothers and their young children who die from poverty-related causes in the developing world. We will equip the

Implementing Church Partner to ensure a healthy environment for the most vulnerable to survive to sponsorship, develop in early childhood, and thrive to become all that God intended them to be. As a result, the Child Survival Programme will have 368,000 beneficiaries by 2020.

## Vivid Description

### Beneficiary Growth

The Child Survival Programme will target communities in Compassion countries where rates of infant disease and mortality are highest. The Child Survival Programme will expand rapidly in order to be implemented in at least 7,000 of our Implementing Church Partners by 2020.

### Programme Excellence

The Child Survival Programme will measure and achieve ministry outcomes. Based on the effectiveness, integrity and transparency of our programme, Compassion will be trusted as the global leader in rescuing, nurturing and discipling mothers and babies through proven child survival strategies and holistic development practices.

### Sustainability and Global Marketability

Each Global Partner will have innovative and proven marketing strategies that produce stable funding streams. We will know and fund Core Programme costs and will have the ability to accept funding from any location in the world. People worldwide will be informed and passionate about maternal and infant survival in the developing world.

### Capacity Management

We will have enterprise-wide information systems and processes with robust analytical capabilities. We will regularly evaluate ministry implementation, impact and growth. A well established online communication mechanism will link donors and stakeholders.

### Employee Engagement

All Compassion employees will understand and champion our Child Development Model and the role that the Child Survival Programme plays in accomplishing our Mission.

## BIBLICAL MANDATE

This verse from Lamentations 2:19 captures the biblical mandate for the Child Survival Programme:

“Arise, cry out in the night, as the watches of the night begin;

pour out your heart like water in the presence of the Lord. Lift up your hands to him for the lives of your children, who faint from hunger at the head of every street.” Lamentations 2:19, NIV

Another passage that supports the ministry of the Child Survival Programme is Psalm 139:13-16, as it refers to being “fearfully and wonderfully made” by the Lord in our mother’s womb.

## KEY MESSAGING ELEMENTS

Key messaging elements are the copy and message points Global Partner Alliance members should use when describing the Child Survival Programme through various media to prospective and existing donors. All messaging for the Child Survival Programme must align with Compassion’s Positioning Statement and Brand Model in Compassion’s Branding Standards and Perspiration Book. Every church partner will have a clearly documented process and criteria for selecting the most vulnerable families they can find who can benefit from the Child Survival Programme.

### Ministry Tagline—

**Rescuing, Nurturing and Discipling Mothers and Their Babies**

#### Rescuing:

Saving infants, young children and their mothers from harmful circumstances and environments that affect their health and survival.

#### Nurturing:

The Child Survival Programme intervenes in the most critical years to address physical, socio-emotional, cognitive and spiritual development for babies and their mothers.

#### Discipling:

Mothers are closest to infants and young children; they are instrumental in the spiritual nurture of children. The local church demonstrates a Christ-like example to each mother and encourages them to bring up their children in a Christian way.

### Rescuing, Nurturing and Discipling Little Ones

Every year approximately 7.7 million children (21,000 per day) die

from preventable causes before they reach their fifth birthday. Compassion's Child Survival Programme works with the most vulnerable expectant mothers and their young children. This holistic programme demonstrates a Christ-like example to mothers/primary caregivers and encourages them to bring up their children in a Christian way. Our goal is that these children not only survive, but thrive, and have a healthy start in our Child Sponsorship Programme.

The CSP "beneficiary" comprises two individuals who are literally inseparable at the earliest stage of life. Separate outcomes and indicators for mother/caregiver and child have been developed to offer clarity for programme activity. As a child-focused ministry, Compassion is committed to achieving outcomes in the life of the mother/caregiver because of the direct correlation of the outcome to the child's well-being.

**What makes the Child Survival Programme unique within Compassion internally in comparison to CDSP, and externally to other child survival programmes?**

1. The programme is carried out primarily in the home where Implementing Church Partner staff conduct home visits and educate mothers/primary caregivers in the child's own environment.
2. The Child Survival Programme provides spiritual guidance and education for mothers/primary caregivers and the loving embrace of a local church.

## 5.2.5

**The Child Survival Programme currently operates in the following countries:**

**Central America/Caribbean**

The Dominican Republic  
El Salvador  
Haiti

**South America**

Bolivia  
Ecuador  
Peru

**Africa**

Ethiopia  
Kenya  
Tanzania  
Uganda

**Asia**

India  
Indonesia  
The Philippines  
Sri Lanka  
Thailand

## MINISTRY OUTCOMES AND INDICATORS

### BENEFICIARY

#### Outcome 1: Child is physically healthy.

**Indicator 1:** Experiences reduced incidence of child mortality

**Indicator 2:** Experiences reduced incidences of preventable diseases

**Indicator 3:** Demonstrates satisfactory growth progression

**Indicator 4:** Demonstrates age-appropriate motor-development milestones

**Indicator 5:** Experiences reduced incidence of environmental/domestic injury

#### Outcome 2: Child exhibits self-confidence and healthy relationships.

**Indicator 1:** Demonstrates loving and secure attachment with primary caregiver

**Indicator 2:** Demonstrates appropriate expression and self regulation of feelings and impulses

**Indicator 3:** Demonstrates appropriate initiative and seeks social relatedness

#### Outcome 3: Child is curious, interacts with his or her world and communicates experiences.

**Indicator 1:** Demonstrates ability to use senses, observe and imitate complex behavior

**Indicator 2:** Demonstrates pre-literacy skills

**Indicator 3:** Demonstrates creativity and problem-solving skills

#### Outcome 4: Child demonstrates an awareness of the love of God.

**Indicator 1:** Knows and can repeat a Bible verse about God as his or her Creator

**Indicator 2:** Knows and can sing a song about Jesus' love for children

**Indicator 3:** Demonstrates an awareness that he or she can communicate to God through prayer

### MOTHER/CAREGIVER

#### Outcome 1: Mother/caregiver is sufficiently healthy to provide for child's well-being.

**Indicator 1:** Experiences reduced incidence of pregnancy complications

**Indicator 2:** Demonstrates ability to care for child's basic needs

#### Outcome 2: Mother/caregiver exhibits self-confidence, healthy relationships and resilience to care for child's basic needs.

**Indicator:** Mother/caregiver demonstrates psychological ability to care for child's basic needs

#### Outcome 3: Mother/caregiver exhibits the motivation and skills to be economically self-supporting.

**Indicator 1:** Demonstrates functional literacy

**Indicator 2:** Learns and utilizes at least one income-generating skill

**Indicator 3:** Learns and utilizes home management skills

#### Outcome 4: Mother/caregiver demonstrates commitment to the Lordship of Christ.

**Indicator 1:** Confesses Jesus as Savior

**Indicator 2:** Practices spiritual disciplines of prayer, Bible study, worship and service



**IMPLEMENTING CHURCH PARTNER****Outcome 1: Demonstrates effective vision and leadership.**

**Indicator 1:** Reflects strong partner church vision and values

**Indicator 2:** Pastors and recognized church leaders are engaged in ministry to children

**Indicator 3:** Church Partner Committee has a meaningful role in influencing and overseeing the programme

**Outcome 2: Mobilizes resources.**

**Indicator 1:** Recruits needed quality and quantity of staff and volunteers

**Indicator 2:** Contributes facilities and financial support to their ministry to children

**Outcome 3: Establishes efficient structures and management.**

**Indicator 1:** Addresses outcomes and standards of the Partnership Agreement effectively

**Indicator 2:** Makes and implements effective Annual Plans

**Indicator 3:** Implements curriculum effectively

**Outcome 4: Reflects local ownership.**

**Indicator 1:** Advocates for children by engaging multiple stakeholders in the church and community with the programme and on behalf of the children

**Indicator 2:** Demonstrates ongoing learning and improvement in the management of the overall children's ministry

**Indicator 3:** Mobilizes technical assistance and financial resources independently of Compassion

**DONOR**

**Outcome 1: Demonstrates a commitment to child advocacy.**

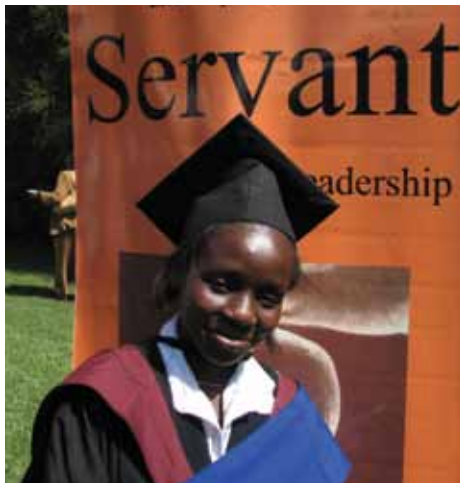
**Outcome 2: Engages in their Compassion commitment.**

**Outcome 3: Has a positive Compassion experience.**

# MINISTRY BLUEPRINTS (ABRIDGED)

## LDP MINISTRY BLUEPRINT

Abridged April 2010



### LEADERSHIP DEVELOPMENT PROGRAMME MINISTRY

Approved 2 February 2010

The Ministry Blueprint for the Leadership Development Programme (LDP) serves as the design platform for the Leadership Development Programme Ministry. This contains the programme description, specifications, commitments, protocols and procedures agreed to by International Programme and the Global Partner Alliance members for the Leadership Development Programme Ministry.

This blueprint is a living document that will be modified by the LDP Ministry Cabinet whenever necessary. Direct input, feedback and questions related to this blueprint to the Ministry Director of the Leadership Development Programme or the appropriate functional representative on the LDP Ministry Cabinet.

5.3

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<b>Ministry Outcomes and Indicators</b>	<b>5.3.5</b>
Beneficiary	5.3.5
Sponsor / Donor	5.3.5

For LDP Ministry Domain and Role, Funding Parameters, Commitments, Inventory Management, Protocols and Appendices, please refer to The SOURCE/Ministries/LDP tab.

## MINISTRY DESCRIPTION

### HISTORY

In 1952, evangelist Rev. Everett Swanson traveled to a foreign land and found his Christian purpose. He found it among the dozens of abandoned Korean War orphans lying in the streets, steeped in poverty with no one to help them. The Rev. Swanson turned compassion into action, and his legacy of helping children find a path out of poverty through the love of Jesus Christ continues today in the ministry of Compassion.

One act of compassion more than a half-century ago has developed into more than 2 million children's lives touched through Compassion's Christian child development ministry. The key to Compassion's success has been our focus on the holistic development of a child and the one-to-one relationship between that child and a Christian sponsor. More than a relief programme, Compassion focuses on the development of the spiritual, economic, social and physical aspects of children and young adults.

**5.3.1** In the early 1990s, Compassion International's President, Dr. Wess Stafford, grew more and more concerned as he watched truly remarkable young people graduating from Compassion's Child Sponsorship Programme. These talented and bright students were filled with spirit and passion for life, but it all ended with high school graduation. While this might be considered a tremendous academic journey for most graduates, considering where they had come from, Wess also knew that some of these young people had emerged as the "cream of the crop" and needed a programme that would extend beyond high school to hone all of their God-given potential. These exceptional students needed an opportunity not only to attend university but also to participate in an intense leadership programme enabling them to give back as a generation of outstanding Christian leaders influencing their societies.

Wess' heart grew heavier with each year that passed without such a programme in place, knowing that really outstanding emerging leaders were leaving Compassion's programme not yet fully equipped to make a significant contribution within their society. Compassion's Leadership Development Programme began in 1996 in The Philippines, and one country was added per year during its early years. Today, Compassion is witnessing the impact of this great ministry and is dedicated to grow

and further the reach of the Leadership Development Programme. From humble beginnings, the Leadership Development Programme is now equipping more than 1,900 students in 18 countries.

### Key Milestones

- 
- 1996** Compassion launches the Leadership Development Programme in the Philippines with 40 students. During the first three years beneficiaries are not linked to sponsors; support is provided through the LDP Fund. The cross-functional start-up team completes the first LDP Implementation Manual.
- 
- 1997** Compassion International's board establishes an LDP Endowment that allows a donor to sponsor a student for perpetuity. The Leadership Development Programme launches in Haiti and Guatemala.
- 
- 1998** The first project management team, which operated from 1998 through 2001, focuses on the design of the programme and produces the first version of the LDP Product "Blueprint." The sponsor of this team is Laurent Mbanda. Compassion discovers "poor selection of students" is the root cause of early departures. Compassion Australia and Compassion Canada are allocated their first LDP students. The LDP launches in Bolivia.
- 
- 1999** The LDP launches in Uganda.
- 
- 2000** The first LDP graduation is held in the Philippines. Students and staff from around the world attend this historical event. The programme begins testing the one-to-one sponsorship model and an expanded view of leadership development.
- 
- 2001** The original LDP Product Blueprint is finalized. One-to-one sponsorship is fully implemented at a rate of \$2,400 per year in the U.S. The LDP launches in Kenya and Thailand.

**2002** The second project management team, which operates from 2001 to 2002, focuses on documenting and implementing the Leadership Development Programme and includes revisions to the LDP Product Blueprint. Compassion Nederland and Compassion United Kingdom are allocated their first LDP students. The LDP launches in Ecuador.

**2003** The Leadership Development Programme, as a project, comes to an end and begins its transition into a Core Programme. Compassion hires first LDP product director. The Leadership Development Programme launches in Peru.

**2004** Revisions are made to the original field-based LDP Manual. The Leadership Development Programme launches in India, the Dominican Republic and Ethiopia.

**2005** Compassion Korea allocates their first LDP student. The Leadership Development Programme launches in Indonesia.

**2006** Global LDP Student Outcomes are developed and approved. Compassion Suisse and Compassion Italia are allocated their first LDP students. First LDP Graduate Survey developed and completed. The LDP launches in Colombia and Brazil.

**2007** The first sponsorship rate increase is implemented since inception of the Leadership Development Programme — from \$2,400 to \$3,600 per year in the U.S. Ten-year anniversary of the Leadership Development Programme celebrated in the Philippines. Transition of the LDP Manual into the outcome-oriented Programme Field Manual. TEAR Fund New Zealand is allocated their first LDP student. The Leadership Development Programme launches in Honduras.

**2008** The Leadership Development Programme launches in Rwanda.

**2009** The Leadership Development Programme launches in East India and El Salvador. Global LDP Resource Curriculum completed. LDP Mentoring Reference Guide developed. LDP 2020 Vision, Purpose and Vivid Descriptors developed by LDP Cabinet and endorsed by corporate leadership. We reach our 1,000th LDP graduate milestone.

## MINISTRY PURPOSE

In partnership with the Church worldwide, Compassion's Leadership Development Programme launches outstanding graduates from our Child Sponsorship Programme into their full, God-given potential. They are equipped with a university degree, mentored in their Christian life, and instilled with a passion to serve that transforms their communities and nations.

## VISION STATEMENT

Compassion's Leadership Development Programme will be the premier Christian leadership ministry for university students in the developing world. Recognized for their godly character and influence, our graduates will mobilize to end the cycle of poverty that undermines their nations. By 2020, the Leadership Development Programme will expand to 21,000 students.

## Vivid Description

### Beneficiary Growth

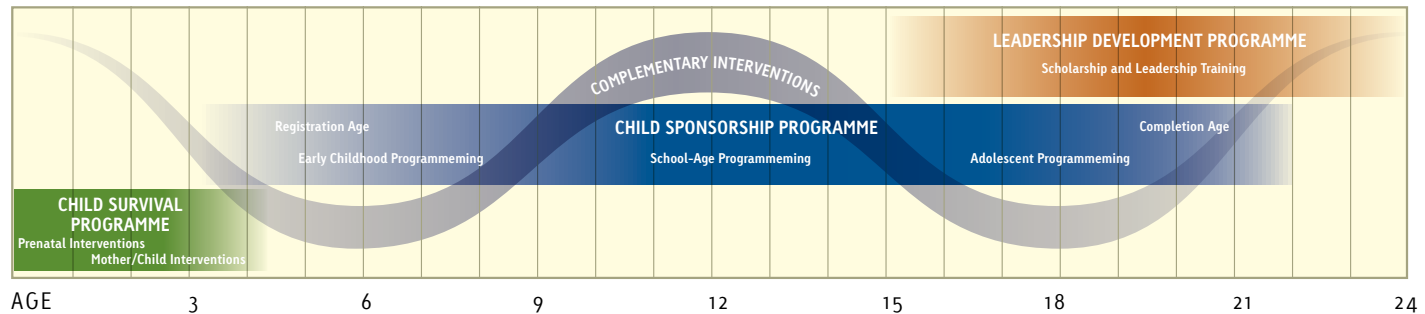
Compassion's ultimate goal is for all eligible LDP applicants to be registered and sponsored (Eligibility = Registration = Sponsorship). Every field country with LDP-eligible applicants will implement the programme and growth will be pursued to the extent that ministry excellence is maintained.

### Programme Excellence

In order to develop outstanding Christian leaders, our programme will provide exceptional mentors, training, materials and leadership development staff. We will utilize effective in-country LDP promotional strategies and evaluation tools to measure development. As LDP students demonstrate accomplishment of outcomes with excellence, our model will be thoroughly researched and sought after.



## COMPASSION'S HOLISTIC CHILD DEVELOPMENT MODEL



### Sustainability and Global Marketability

Each Global Partner will have innovative and proven marketing strategies that produce stable funding streams. We will know and fund Core Programme costs and will have the ability to accept sponsorships and donations from any location in the world.

### Capacity Management

We will have enterprise-wide integrated information processes and systems with robust analysis capabilities. We will regularly evaluate ministry implementation, impact and growth. A well-established online communication mechanism will link sponsors, students and other stakeholders.

### Employee Engagement

All Compassion employees will understand and champion our Child Development Model and the role that the Leadership Development Programme plays in accomplishing our Mission.

### BIBLICAL MANDATE

This verse in Isaiah 61:3-4 (NIV) captures the mission of Compassion International's Leadership Development Programme:

“They will be called oaks of righteousness, a planting of the LORD for the display of his splendor. They will rebuild the ancient ruins and restore the places long devastated; they will renew the ruined cities that have been devastated for generations.”

Another key passage is I Timothy 4:12, which declares the value of “young adults” from God’s perspective. Paul, a mentor to Timothy, encourages him, “Don’t let anyone look down on you

because you are young, but set an example for the believers in speech, in life, in love, in faith and in purity.” God is clearly calling young adults to assume great roles of Christ-like leadership. They should pursue it confidently. And the Leadership Development Programme is one way the Church can see that it happens.

### Ministry Position

#### Natural Extension of Child Sponsorship

Compassion’s Leadership Development Programme is a natural extension of our Child Sponsorship Programme. It is a part of our Core Strategy of “Christian holistic development of children in poverty through sponsorship.” Our Leadership Development Programme works with young people who have been sponsored by Compassion, helping them to finish well the work that was started so many years earlier. The Leadership Development Programme is a validation of the Child Sponsorship Programme. LDP students are “real-life proof texts” of the value of holistic child development through sponsorship.

#### Compassion’s Christian Child Development Model

Compassion’s child development approach is holistic, serving the spiritual, economic, social and physical needs of a child. We accomplish this through core Compassion programmes and our Complementary Interventions, which complete our Core Programmes. Our model is as follows: Child Survival Programme [CSP], Child Sponsorship Programme [CDS], Leadership Development Programme [LDP] and Complementary Interventions [CIV].

### KEY MESSAGING ELEMENTS

Key messaging elements are the copy and message points the Global Partner Alliance should use when describing the Leadership Development Programme through various media to prospective

and existing sponsors and donors. All messaging for the Leadership Development Programme must align with Compassion's Positioning Statement and Brand Model in Compassion's Branding Standards and Perspiration Book.

## Ministry Tagline— Educating, Training and Discipling Servant Leaders

Our Leadership Development Programme identifies candidates from our Child Sponsorship Programme who have exceptional Christian leadership and academic potential. Students receive a first-class education and are trained and disciplined to become Christian leaders both now and for the future. Every graduate is prepared to serve and use his or her considerable skills and influence to end poverty. They will transform their communities and nations.

LDP students seize the opportunity to develop their God-given gifts and become skilled professionals and Christian leaders of influence in their churches, communities and nations.

### Educating

Full-time university students are working toward a bachelor's degree at an accredited university in their own country. The bachelor degree programmes in the countries we work in range from three to seven years with an average of five years. LDP students pursue additional degrees on their own.

### Training

Beyond the university classroom, students participate in experiential leadership training such as retreats, camps, seminars and workcamps that equip and inspire them to be confident Christian leaders. Christian leadership training is outcome-focused, based on a comprehensive 24-module global curriculum framework, country electives and service opportunities.

### Discipling

Each student is disciplined through four transformational opportunities:

- 1. Local Church** — Each student is committed to and actively involved in a local church.
- 2. Peer Discipleship** — Each student will be rooted and established in God's Word through a peer level care group either in their church or on campus.

**3. Mentoring** — The success of the Leadership Development Programme depends a great deal on shepherding and accountability that helps students become servant leaders and Christian professionals. During a student's journey in the programme, he or she will face challenges. Rather than walking this journey alone or depending solely on Compassion staff, each student is required to have a same-gender, mature, Christian mentor who can accompany, guide and encourage him or her.

**4. Sponsorship** — Sponsors play a vital role in the growth of their LDP student. The adult-to-adult relationship of sponsor and student allows for deeper levels of communication, challenge and encouragement. Prayer during this formational time of education and leadership development can create graduates empowered with vision to seek significant changes in their spheres of influence. Sponsors can act as "mentors at a distance," reinforcing a student's value in his or her own eyes, and creating a personal ministry purpose for the sponsor as well.

### Servant Leaders

In the Bible, the words "leader" or "leaders" appear three times while the words "servant" or "servants" appear more than 700 times. In fact, when the concept of leadership is referred to in Scripture, God uses the word "servant." Clearly, God's call to leadership is founded on service to others. Throughout students' tenure in the programme, they volunteer in a variety of service activities at their local church, university and community. We see time and again that our students, having come out of poverty, have a great passion to serve others as they have been served. They know that they have been blessed to be a blessing.

### What does the programme provide for students?

- **Academic Assistance:** Can include university tuition costs, laboratory fees, textbooks, room and board and other school-related expenses.
- **Comprehensive Christian Leadership Training**
- **Mentoring**
- **Discipleship**
- **Sponsorship**
- **Health Care:** Each student receives an annual checkup and access to medical support when needed.
- **Programme Implementation (operational):** Global staff to support programme development, implementation and student monitoring.

The Leadership Development Programme currently operates in the following countries:

Bolivia	Ethiopia	Kenya
Brazil	Guatemala	The Philippines
Colombia	Haiti	Peru
The Dominican Republic	Honduras	Rwanda
Ecuador	India (South and East)	Thailand
El Salvador	Indonesia	Uganda

## MINISTRY OUTCOMES AND INDICATORS

Upon completion, a young person who has been sponsored through Compassion's Leadership Development Programme demonstrates the following outcomes and their respective indicators:

### BENEFICIARY

**Outcome 1: Demonstrates commitment to the Lordship of Christ.**

**Indicator 1:** Applies, teaches and defends the Word of God

**Indicator 2:** Cultivates spiritual disciplines and develops their God-given spiritual gifts

**Indicator 3:** Commits to a local church

**Outcome 2: Chooses good health practices and is physically healthy.**

**Indicator 1:** Practices self-care disciplines and takes responsibility for medical needs

**Indicator 2:** Maintains sexual purity and inspires others to do the same

**Indicator 3:** Teaches adolescents the consequences of harmful health activities

**Outcome 3: Exhibits the personal and professional skills to be economically self-supporting.**

**Indicator 1:** Completes a university degree and required certification

**Indicator 2:** Knows basic entrepreneurial and job placement skills

**Indicator 3:** Demonstrates responsible management of personal finances

**Outcome 4: Displays positive self-worth and healthy relationships.**

**Indicator 1:** Views themselves as God sees them

**Indicator 2:** Practices effective communication skills

**Indicator 3:** Exhibits empathy and respect for others

**Outcome 5: Demonstrates servant leadership.**

**Indicator 1:** Lives out Compassion's biblical model of leadership

**Indicator 2:** Commits to an ongoing mentoring relationship

**Indicator 3:** Advocates in the fight against poverty

### SPONSOR & DONOR

**Outcome 1: Demonstrates a commitment to child advocacy.**

**Outcome 2: Engages in their Compassion commitment.**

**Outcome 3: Has a positive Compassion experience.**

# MINISTRY BLUEPRINTS [ABRIDGED]

## CIV MINISTRY BLUEPRINT

Abridged April 2010



### COMPLEMENTARY INTERVENTIONS MINISTRY

Approved 3 May 2010

The Ministry Blueprint for the Complementary Interventions Ministry (CIV) serves as the design platform for the enterprise-wide Complementary Interventions Ministry. This contains the Complementary Interventions programme description, specifications, commitments, protocols and procedures agreed to by International Programme and Global Partner Alliance members for the Complementary Interventions Ministry.

This blueprint is a living document that will be modified by the CIV Ministry Cabinet whenever necessary. Direct input, feedback and questions related to this blueprint to the Complementary Interventions Ministry Director or the appropriate Ministry Cabinet representative.

5.4

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<b>Ministry Description</b>	<b>5.4.1</b>
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Key Messaging Elements	5.4.5
<b>Ministry Outcomes and Indicators</b>	<b>5.4.5</b>

For CIV Ministry Domain and Role, Funding Parameters, Commitments, Inventory Management, Protocols and Appendices, please refer to The SOURCE/Ministries/CIV tab.



## MINISTRY DESCRIPTION

### HISTORY

Compassion has a decades-long history of conducting non-sponsorship interventions in the field. These activities have been referred to by such various names as “supplemental development” or “programme enhancement,” among others. A detailed description of the history of non-sponsorship interventions can be found in Appendix A of the complete CIV Ministry Blueprint; however, key historical milestones for the current CIV Ministry are provided below.

### Key Milestones

- 2003** The Child Ministry Department, now called International Programme, builds capacity around Programme Enhancement Activities as a foundation for today’s Complementary Interventions (CIV).
- 
- 2005** AIDS Initiative Blueprint is written.
- 
- 2006** Complementary Interventions term along with subcategories of Supplemental Development Activities (SDAs) and Programme Enhancement Activities (PEAs) are established.
- 
- 2007** CIV Ministry Cabinet is formed.
- 
- 2008** CIV Ministry Blueprint is written and approved. Annual budgeting process switches to proposal-based and block grant system. Global Interchange System for tracking CIV proposals is introduced.
- 
- 2009** AIDS and Highly Vulnerable Children sub-blueprints are created. Ministry purpose and vision statements are written and a 2020 integrated growth model for the four ministries is produced. Endorsement by the Global Executive Leadership Team is obtained. A three-year strategic growth plan is written to set the foundation for attaining the 2020 vision for the ministry. CIV funding framework document is finalized by Finance and approved by the Global Executive Leadership.

**2009** Partner Development (PDL) is integrated into International Programme operational expenses and is removed from the list of Complementary Interventions.

(cont’d)

Bibles (BIB) are no longer funded through CIV. International Programme no longer will submit CIV proposals for Bibles. When Bibles income is insufficient to cover expenses, each field office is responsible to cover its funding gap out of the appropriate Core Ministry budget[s].

Medical (MED) begins to be funded by CIV, with Child Support allocations as last option, which requires a Child Sponsorship Programme Ministry Cabinet recommendation and Global Executive Leadership Committee approval. Prior to FY10 reimbursable MED (up to \$5,000) was funded by Child Support allocations. Major Medical remains a proposal-based Complementary Intervention.

The Global Executive Leadership Committee, reaffirms that Curriculum Development is not eligible for funding through a Child Support deduction for FY10. Although CUR-DEV was funded through the proposal based system for FY10, the CIV Cabinet committed to funding those proposals first and foremost so that the newly written CDSP curriculum could be implemented. Through an agreement with International Programme, a limit of \$83,000 per country was set for this activity for FY10.

Regarding Curriculum Implementation (CUR-IMP), the Global Executive Leadership Committee reaffirms that it would be eligible for Child Support allocations for FY10. Finance deducts a country-specific Child Support allocation equal to the amount each country spent on Curriculum Implementation. The Cabinet and International Programme agrees to investigate a plan whereby Curriculum could be paid for by each of the Core Programmes beginning FY11.

At the beginning of FY10, the CIV Ministry Cabinet votes to approve that the Undesignated CIV Fund should maintain a fund balance of \$1.25 million by the close of fiscal year 2010 and that once achieved, this fund balance should be maintained.

**2010** In support of the Möbius concept created by Ministry Integration and Innovation and adopted by the organization

**2010** by the Global Executive Leadership Team approval in FY10, [cont'd] the terms “Supplemental Development Activity” and “Programme Enhancement Activity” become obsolete as CIVs begin to be described in the Blueprint, future editions of the Programme Field Manual, Finance documents, Möbius documents, and throughout the organization as “Reimbursable” or “Tier 2” and “Proposal-Based” or “Tier 3” CIVs. For a description of Tier 2 and Tier 3 CIVs please refer to the CDSP Möbius Document, which can be found on The Source in the Ministries Section/MI2/Overview.

Compassion’s three Core Ministries — the Child Survival Programme, the Child Sponsorship Programme and the Leadership Development Programme — exist in order to release children from poverty in Jesus’ name. The programmatic activities made possible through Core Ministry revenue and strategy are not designed to meet the needs of individual children or small groups of children who have unique needs that extend beyond the basic provision of the Core Programme. In addition, a funding gap is likely to exist between Core Programme revenue and core programme expenses when a programme desires to enhance its offerings above and beyond what is minimally acceptable to achieve programmatic outcomes. These two scenarios are where Complementary Interventions step in: to fill funding gaps so that Core Programmes’ activities can be enhanced beyond minimum offerings, and/or to provide funds for activities that address the needs of individual or small groups of children at particular times. For example, a CDSP-registered child with congenital heart defect may require surgery to correct that defect. That is a unique medical need for that specific individual child to experience a degree of health and well-being that enables him or her to continue in the programme. This need, however, greatly exceeds the financial support provided from sponsorship. The Medical CIV provides what sponsorship cannot and allows the achievement of a core outcome — a physically healthy child.

The term “complementary” is meant in the sense of “to complete” or “to finish.” CIV activities complete the three Core Programmes by offering funds as well as strategies that integrate with the Core Programmes’ achievement of outcomes and address critical needs of registered beneficiaries in all three Core Programmes. Therefore, every CIV exists for the purpose of improving Compassion’s effectiveness in achieving the

programmatic beneficiary outcomes associated with CSP, CDSP and LDP as well as the Implementing Church Partner outcomes.

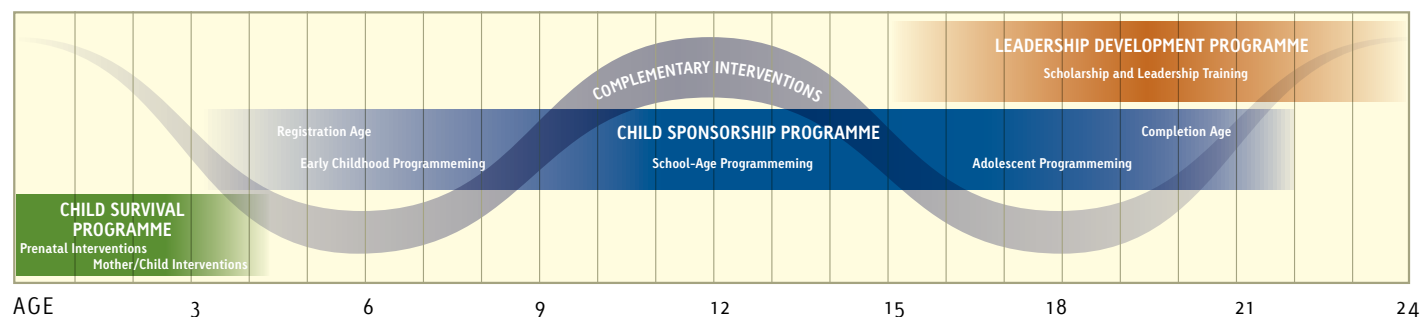
In parallel, CIV serves to improve Compassion’s success in achieving sponsor and donor outcomes. CIV improves Compassion’s capacity to attract and engage sponsors and donors. CIV offers a wide range of potential products that Global Partner Alliance members can use to create relationship acquisition points among constituencies that might not be reachable through the offerings of our Core Ministries. For example, an audience or market segment may be passionate about AIDS, and we can reach them with the message of Compassion’s AIDS Initiative. But once that connection is created we are in position to cultivate the relationship and hopefully move them toward child advocacy as well as a long-lasting financial involvement with the three Core Ministries.

Complementary Interventions come in a wide range of forms. Commitments can be short-term, “one-off” projects or they can be long-term. Unlike our long-term missional commitment to holistic child development, it is possible to conduct specific CIV work one year and then discontinue that work the next year without compromising the value of the CIV activity. Therefore, it is expected that new CIVs will be created, modified and potentially even discontinued as we continue to adapt to the needs of the ministry and learn from the supporting markets.

## CIV Funds

The following table lists the current CIV fund categories and types within International Programme (IPG). Revisions and additions are expected as the design of CIV allows interventions to be nimble and responsive, creating new interventions or discontinuing others. Such flexibility serves the goal of promoting innovation and resiliency within CIV and is made possible by the fact that CIVs are generally not considered long-term commitments. Global Partner Alliance members have product lines and funds that can be designated into these (below) IPG-restricted fund categories; however due to the flexible nature of CIV, it is advisable to raise funds through general fund products that are not highly restricted (we refer to these as undesignated CIV funds and include current fundraising products such as Partners of Compassion [POC] and Sponsorship Plus). These more general, less specifically restricted funds are then able to be designated by IPG in response to various and shifting Core Programme needs.

COMPASSION'S HOLISTIC CHILD DEVELOPMENT MODEL



The current CIV fund types are listed below along with their allowable funding sources.

Fund	CIV Activity	ICP or Local Resources	Reimbursable	Proposal-based
HIV-ARV	AIDS Anti-retroviral	X	X	
HIV-CGS	AIDS Caregiver/Sibling	X	X	
HIV-EDU	AIDS Prevention/Testing	X		X
HIV-MED	AIDS Medical	X	X	
CUR-DEV*	Curriculum Development	X		X
* FY 11: Curriculum Implementation (CUR-IMP) a Core Programme grant expense – no longer a CIV; CUR-DEV – modest subsidy for FY 11 for CDSP Adolescent only; beyond FY 11 CUR-DEV for new countries will be a start proposal expense; task force to convene on how to handle beyond 5-year PFM “shelf-life” for current curriculum.				
EDU	Education	X	X	X
HH	Health	X		X
HVC-CPR	Highly Vulnerable Children: Child Protection	X	X	
HVC-CDI	Highly Vulnerable Children: ongoing Support	X	X	
MIV	Malaria Intervention	X		X
MED-REM	Medical: Reimbursable	X	X	
MED-MAJ	Medical: Major	X		X
NFE	Non-formal Education	X		X
PED	Parent Education	X		X
DAP	Disaster: Single Family & Immediate Response	X	X	
DRP	Disaster: Large Scale	X		X
IGP	Micro-Enterprise & Income Generating Activities	X		X
IFP	Infrastructure	X		X
WTP	Water, Sanitation, Hygiene	X		X

## Partnerships

CIV offers a wide range of opportunities to work in partnership with other organizations. Well-managed partnerships can greatly strengthen the effectiveness of Compassion's mission. International Programme will seek to work in collaboration with like-minded organizations to implement CIV activities when such partnership can be mutually beneficial with that organization. As strategic alliances are formed, International Programme will inform the CIV Ministry Cabinet of the nature and scope of the partnership as these details could directly affect the integrity and possibly the value of our message to sponsors and donors.

## CIV Sub-Blueprints

Since a growing number of CIVs are now being funded through a reimbursable process at the field office level, Global Partners may opt to use sub-blueprints along with field office work plans and strategy documents to help craft products that provide for reimbursable fund needs. Sub-blueprints are extensions of the Complementary Interventions Ministry Blueprint that document unique requirements of a CIV in addition to the requirements documented in the master CIV Blueprint. *Note:* This version of the CIV Blueprint contains a sub-blueprint section but it is not complete since all sub-blueprints have not yet been written. Where sub-blueprints are missing, the section contains content from the Programme Field Manual. Sub-blueprints document the following:

1. Identifies the outcomes supported by the CIV activity.
2. Describes a non-exclusive list of programme activities that would typically be supported by CIV.
3. Lists unique standards associated with implementing and reporting on the CIV [i.e., quarterly updates for the AIDS Initiative].
4. Defines the global messaging standards [i.e., confidentiality standards for stories involving HVC beneficiaries].
5. Sets parameters on the programmatic funding models associated with that particular CIV.

## MINISTRY PURPOSE

In partnership with the Church worldwide, Compassion's Complementary Interventions exist to complete and enhance Compassion's three Core Programmes by providing a wide range of opportunities to engage in the fight against poverty. The ministry eliminates barriers to Christian holistic

child development, equips beneficiaries for productive lives, empowers caregivers to increase household stability, and extends local church partners' ability to release children from poverty in Jesus' name.

## VISION STATEMENT

Complementary Interventions will enable the Core Programmes to successfully achieve their outcomes and provide a wide range of compelling giving opportunities for sponsors and donors.

## Vivid Description

### Growth

Complementary Interventions will first and foremost provide funds to bridge the gap between Core Ministry activity expense and core product revenue so that those activities that support beneficiary outcomes can be fully achieved. Additionally, CIV will respond to the growing and changing needs of International Programme by facilitating intervention strategies that provide a wide range of compelling giving opportunities for donors. As a result, CIV will support and enhance Compassion's commitment to the Holistic Child Development Model.

## Programme Excellence

CIV will support the three Core Programmes by strategically prioritizing the use of CIV funds so that outcomes are achieved, and by strategically creating interventions that respond to the needs of the Core Programmes. The excellence of Compassion will deepen as increased rigor and experience is applied to the CIV process. Additionally, CIV will participate in developing effective and unambiguous appraisal, monitoring, and evaluation tools that demonstrate and meaningfully measure holistic transformation.

## Sustainability and Global Marketability

Each Global Partner will have innovative and proven marketing strategies for CIV using a variety of offerings coordinated across the Global Partner Alliance. CIV will provide a wide range of engaging marketing opportunities so that new donors of all giving levels will be introduced to Compassion. Additionally, current donors and sponsors will be able to broaden and deepen their commitment to children in poverty. Donors will demonstrate their satisfaction by reinvesting in Compassion's ministry.



**Capacity Management**

CIV will have the technology and personnel to manage the requests of the ministry enterprise-wide as well as the capacity to generate needed financial resources. Enterprise-wide integrated information systems and communication tools and processes will ensure maximum ministry effectiveness. A well-established electronic media interface to post approved programme needs will offer sponsors and donors compelling opportunities to support at many levels.

**Employee Engagement**

All Compassion employees will understand and champion our Child Development Model and the role that Complementary Interventions plays in accomplishing our Mission.

**BIBLICAL MANDATE**

Second Corinthians 8:11 [NIV] captures the mission of the CIV Ministry as it seeks to complete Compassion's Core Programmes and helps to engage donors at their level of interest and financial capacity.

**5.4.5**

"Now finish the work, so that your eager willingness to do it may be matched by your completion of it, according to your means."

Additionally verses 12 -14 lend support to the mandate expressed by verse 11:

"For if the willingness is there, the gift is acceptable according to what one has, not according to what one does not have. Our desire is not that others might be hard relieved while you are hard pressed, but that there might be equality."

**CIV as Part of Compassion's Christian Child Development Model**

Compassion's child development approach is holistic, serving the spiritual, economic, social and physical needs of a child. The Complementary Interventions Ministry is designed to complete the three Core Programmes. Our model includes: Child Survival Programme (CSP), Child Sponsorship Programme (CDSP), Leadership Development Programme (LDP) and Complementary Interventions (CIV).

[For a clear understanding of how CIV complements the CDSP Ministry, see the CDSP Möbius in section 5.1.4 of this manual.]

**KEY MESSAGING ELEMENTS**

Key messaging elements are the copy and message points Global Partner Alliance members should use when describing Complementary Interventions through various media to prospective and existing sponsors and donors. All messaging for the Complementary Interventions must align with Compassion's Positioning Statement and Brand Model in Compassion's Branding Standards and Perspiration Book.

The following is an example of a corporately approved branding statement for Complementary Interventions that may be used for messaging CIV:

"Compassion is committed to meeting the needs of children at every stage of their development from their mother's womb into early adulthood. Our Complementary Interventions play a vital role by removing barriers to effective child development. Complementary Interventions complete the strategies of our Core Programmes by tackling issues such as AIDS, malaria, disaster response and unsafe drinking water."

**MINISTRY OUTCOMES AND INDICATORS**

CIV exists to support the achievement of outcomes in each of the three Core Programmes and therefore CIV does not maintain a distinct set of outcomes. The Blueprints for CSP, CDSP and LDP define the outcomes for those Ministries.



