

## THE GUIDE



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Charlyn Gambe, a Hope Center director ministering to the Bajau, one of the most deeply impoverished and marginalized communities in the Philippines. Photo: Jon Taylor Sweet TIS BARAT

## WHO WE ARE

We are a global community of Child Champions: people giving of ourselves so children can thrive. Woven throughout that broader community is the OneChild team — staff, board members and leadership of the organization called OneChild.

This guide describes the approach, strategy and operating models the OneChild team uses to mobilize and serve the global community of Child Champions.

### **OUR VISION**

We see a world where every child in poverty has a champion — someone who loves them and supports them as they overcome adversity. Someone who believes in them, listens to them, and challenges them to persevere. Uplifted by Child Champions, we see children thriving, filled with hope, strong in faith and equipped to make the world better — from the renewal of local communities to the eradication of global poverty.

### **OUR MISSION**



### **OUR STRATEGY**

OneChild's strategy is an integrated understanding of how we approach our mission. It articulates why we exist, our behavioral values, how we make decisions and the roles for each major department as we work to mobilize and serve a global community of Child Champions.

#### **OUR VALUES**

On a Christ-centered foundation of integrity, humility, passion, and a love for children, we are:

**Relational:** Because we are relational, we make decisions collaboratively and value people more than tasks. We build trusting and caring relationships by treating all people with dignity.

**Serving:** Because we are servant-hearted, we listen intentionally and respond to our partners and teammates. We are attentive to their needs and give of ourselves to help them succeed.

**Solution-Minded:** Because we tackle problems head-on, we are honest about our shortcomings and leverage resources to continuously improve. We ask, what is possible?

**Resilient:** Because we can withstand hardship for the kids, we learn, adapt, grow, and overcome with a sense of urgency. We never quit.

#### **OUR DECISION-DRIVERS**

All decisions will be made with these criteria in mind.

**Child-First:** How would the kids vote if they understood the issue? This will help us keep our priorities right.

**Simple:** Will this decision eliminate complexity, bureaucracy, or redundancy? This will help make our jobs easier, improve global translation and gain efficiency.

**Local:** Are we trusting the forward-most decision-maker? This will help us empower our local partners. If it's not local, it's not real.

**Forward-Thinking:** Will this decision get us to our envisioned future? This will help us prioritize choices for maximum impact.

**Collaborative:** Were all stakeholders included in the decision? This honors our relationships, helps us make better decisions and breaks silos.

**Learning:** Does this decision include a plan for learning? This will help us to intentionally evaluate effectiveness and innovate based on lessons learned.

### **OUR STATEMENT OF FAITH**

We are a community knit together by our faith in Jesus. We adhere to the Statement of Faith from the World Evangelical Alliance.

#### We believe in:

**The Holy Scriptures** as originally given by God, divinely inspired, infallible, entirely trustworthy; and the supreme authority in all matters of faith and conduct.

**One God**, eternally existent in three persons, Father, Son and Holy Spirit.

**Our Lord Jesus Christ**, God manifest in the flesh, His virgin birth, His sinless human life, His divine miracles, His vicarious and atoning death, His bodily resurrection, His ascension, His mediatorial work, and his personal return in power and glory.

**The Salvation** of lost and sinful man through the shed blood of the Lord Jesus Christ by faith apart from works, and regeneration by the Holy Spirit.

**The Holy Spirit** by whose indwelling the believer is enabled to live a holy life, to witness and work for the Lord Jesus Christ.

**The Unity of the Spirit** of all true believers, the Church, the Body of Christ.

**The Resurrection** of both the saved and the lost; they that are saved unto the resurrection of life, they that are lost unto the resurrection of damnation.



### **CHILD CHAMPIONS**

#### Mobilizing a global community of Child Champions

We are a global community of Child Champions — **people giving** of themselves so children can thrive. We are teachers, pastors, coaches, sponsors, cooks, business people, artists, social workers, and many others.

If you are giving of yourself for the sake of kids, you are a Child Champion. You are one of us, a part of a global community!

#### Many Child Champions, with one mission

Child Champions help children fulfill their God-given potential. We ensure children know they are seen, heard and loved.

**At Hope Centers**, Child Champions provide guidance, as a safe, loving adult in a child's life. They get to know the children and their families, visit their homes, learn about their dreams and their challenges. They model faith and courage, helping children grow in the love of God and develop healthy relationships with their peers. Child Champions advocate for children's wellbeing.

**Other Child Champions** help in a variety of ways, providing dental care, teaching vocational skills, and providing food or other necessities. Community leaders, artists, social media influences, and bloggers use their influence to invite others to champion children.

**Sponsors** are Child Champions who empower those directly serving the children, through their monthly financial support. Through letters, they also encourage their sponsored children emotionally and spiritually, adding their voices to those of the Child Champions at the Hope Center.

() "Child Champions" and "Hope Center" are always capitalized.

### **HOPE IN HARD PLACES**

#### More than our tagline — it's our DNA

#### Hope

Hope is **a vision** for a better future, **a way** to get there, and **the courage** to try. Hope is the engine of resilience, it is what empowers kids to overcome challenges and thrive. Child Champions are hope-builders.

#### **Hope Centers**

Hope Centers are often attached to a partner church or school. Programs may take place as part of the school day, after school, or on weekends, depending on the community.

Child Champions also minister to children at home. From videobased programming, to home visits and supplying parents with materials and support to implement at-home programs that benefit the sponsored children and the entire family, they are creating new ways to bring hope.

#### **Hard Places**

Hard places are the places of despair. Places of violence, oppression, extreme poverty, lack of opportunity, and all forms of adversity that threaten children. We place special focus on extreme poverty as a root cause of vulnerability and despair.

Hard places may be remote areas lacking basic infrastructure, ganginfested slums in the city, or places inside the heart of a child traumatized by abuse or exploitation.

The hard places are where you'll find us, holding out the light of God's love and bringing hope to children and the communities where they live. Going to the hard places requires courage from the local Child Champions and the global community supporting them, as together we embrace risks to bring hope where it's needed most.





### A COMMUNITY OF HOPE

We know each child's specific needs and hopes so we can provide individualized guidance and support, nurturing those hopes so that they take root in the child's heart and grow into beautiful futures.

Overcoming poverty is not just about changing material circumstances; it happens as young people form aspirations and work as agents of transformation in their families and communities.

Aspirations and hopes are born from faith. Local churches are communities of faith transformed by the love of Jesus and living out the scriptural mandate to love others, including children. By partnering with local churches and church-affiliated organizations, OneChild serves and strengthens Child Champions, builds local and sustainable capacities, and contextualizes care for children. The church makes hope local.

"The difference between hope and wishful thinking is action. The way to get to that future is hard. So we must be hope builders, moving forward with courage through the challenges toward the beautiful future we know is possible." - Dr. Scott Todd

### A COMMUNITY THAT LISTENS

Yes, we measure success, but more importantly we listen to those we serve. It's how we learn and understand the impact of what we do.

#### We Listen to Children

#### Child Experience (Cx): from poverty to promise

Each child's voice guides the champions caring for that child. We are accountable, equal members of our community who listen to children and to one another. That's why Child Experience (Cx) is the top priority of our community. We listen systematically to the children, using a process called Voice of Youth, so that their feedback shapes the program and holds us accountable to them. Child voice (participation) honors the God-given dignity of each child and develops their sense of agency.

#### We Listen to Partners

#### Partner Experience (Px): from struggle to sustainability

The ministry belongs to local partners. Local Child Champions are the ones who help kids thrive and local capacity is the key to sustainable impact. We listen systematically to our local partners, strengthening their capacity to impact their communities for generations.

#### We Listen to Supporters

#### Supporter Experience (Sx): from apathy to advocacy

We engage people to join us in our mission — not to gain money but to gain hearts and minds. We want everyone to find their place in our community and to be on their personal journey of becoming a Child Champion.

### We Listen to Each Other

#### Team Experience (Tx): from a job to a calling

Our "team" refers to the staff of OneChild, the team that grows, connects and serves the OneChild community. We want our people to be happy, to love what they do, and to be trusted and extremely productive as they live out their faith through their vocation. This is not a job. It is a calling.



### **A COMMUNITY THAT CELEBRATES**

#### **Because God is at work**

Hopeful children flourish. We share their delight and celebrate together. Through celebration we reinforce mission-advancing actions.

And there is so much to celebrate. Around the world, every day, we see things that are beautiful — we see God doing great work in hard places, we see poverty being defeated, we see young people thriving. And we celebrate that!

"The excitement of getting to this moment is indescribable. Me, an average boy from a slum without much hope or opportunity, but God had mercy. Worth it, worth fighting to do things right, worth believing that God can get you out of the most vile and underestimated, worth dreaming, worth it to invest in your training, worth every sacrifice and worth believing in yourself. Thank you, God!"

> - Israel, One(hild graduate from Dominican Republic, upon graduating Magna (um Laude from university





### HEART HEAD HAND HABIT

#### Our theory of change

People grow when they desire change (heart), when they understand what the change means (head), when they have the skills/abilities to change (hand); and when that new action is reinforced or repeated over time (habit) it becomes a sustained new normal. We engage our global community through heart, head, hand, and habit:



**Heart:** All change begins with desire. We want to see children protected and thriving — we grieve in their suffering and rejoice in their triumphs. We want our community fired up for the cause of children. We share the stories that move the heart.



**Head:** Passion drives us, but knowledge gives us deep roots. We educate people on the challenges, teach based on decades of experience, and develop intelligent, strategic program designs.



**Hand:** Knowledge without action is worthless. So we train champions and equip them to take effective action for children — as teachers, social workers, pastors, parents, or sponsors.



**Habit:** Transformed lives are built from consistent practices. We celebrate the impact of daily life-changing actions to sustain and reinforce long-term change.

### **GENERATIONAL IMPACT**

OneChild seeks to go beyond immediate help; we want to see sustainable transformation and generational impact. **Any big vision will take a generational time frame. Children are not a problem to be solved; they are solutions waiting to grow up.** 

As we help children thrive, they will come into adulthood strong and healthy, believing that a better future is possible. Having built trusting relationships and gained an education, they will be ready to step into the leadership roles it takes to transform their local communities from a local perspective. We already see it happening among our graduates.

#### **Five Signs of the Generational Church**

These are five signs that a church partner shares our vision for generational impact.

#### **CHILD PARTICIPATION**

Partner invites children and youth to be part of shaping the "program."

#### **COMMITTED LEADERSHIP**

Leaders exhibit vision and passion for holistic development of children and youth.

#### FAMILY ENGAGEMENT

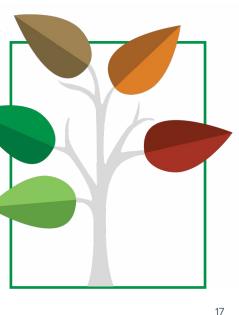
Partner encourages the active involvement of families in the lives of their children.

#### **CHILD CHAMPIONS**

Partner supports and mobilizes loving adults who build hope, protect and create opportunities for children and youth.

#### CHILD DEVELOPMENT PROGRAM

The partner creates experiences, activities and programs to provide protection, growth opportunities and learning for the healthy development of children.





### PARTNER MATURATION

To partner well, especially across cultural, linguistic, economic and other boundaries, it is vital that we approach partnership from a posture of humility. We must seek to learn and understand the church in her context and culture.

To protect field churches from the (often-unintentional) import of Western ideologies or perspectives, we have developed a Partner Maturation Model. The model is intended to ensure that ownership of the vision for child ministry is local and that commitment to such ministry is rooted in the values and priorities of the field church rather than adopted as a means of compliance with an international NGO or a U.S.-based church.

The ultimate objective of this partner maturation process is to help the church become a "generational church."



#### **ENVISIONING**

Ideas and vision that spark change.

#### EMERGING

Ideas produce visible action.

#### THRIVING

Expansion of action into new norms.

#### REPRODUCING

Transfer of inspiration and new practices through an imitation-worthy example and mentoring.

### **PUTTING IT ALL TOGETHER**

#### Helping kids thrive through relationships

We are on a mission to help kids thrive. Thriving comes through relationships — people who help children know they are loved. **These key relationships each play a vital role in bringing children hope.** And working together, they lead to the whole-life flourishing that we call thriving.

At the root are **strong local leaders** with a vision to see kids thrive in their communities. They are often local pastors leading Generational Churches that form deep communities.

Generational Churches mobilize and support **Child Champions** whose love and mentorship are key to helping children thrive.

Child Champions, in turn, strengthen **engaged families** — nurturing the most impactful relationships in the lives of children.

Engaged families foster communities of **good friends** that provide a further source of love and encouragement to children.

In the U.S., the voice of local leaders and good friends encourage people to become **loving sponsors** of children in need.

Like the local Child Champions mobilized through their support, loving sponsors provide encouragement, support and hope to their sponsored children.

And our **heart**, **head**, **hands**, and **habits** feed and strengthen us each in our mission.

### **Together we help children thrive!**





### APUA'S STORY

#### Taking back her future

By Leanna Summers

Miriam Awar keeps a tidy stick hut in Lotubae, Turkana, where she lives with her husband and cares for her grandchildren, including 10-year-old Apua. Miriam and her husband farm peas, sorghum and millet to provide for their family.

Miriam is also a treasurer for Lotubae Hope Center where sponsored children come to eat, play, receive medical care, and learn about Jesus. Miriam's work at the Hope Center changed the course of Apua's life.

Apua came to Miriam's home to escape a tough family situation, but she couldn't escape her parents' difficult demands. Apua's parents insisted that she become a Raia, that she stay out of school to prepare for marriage.

While Apua's friends played with one another and dreamed about what they wanted to be when they grew up, Apua gathered firewood, cooked, cleaned, and looked after babies. The beaded necklace she wore signaled to everyone that her parents required a dowry for her marriage.

Meanwhile, Miriam continued to serve as treasurer at her Hope Center where she attended a weeklong training. Nicholas Nzivo, OneChild Country Director in Kenya, was leading the training and noticed that Apua was wearing beads and not in school. He carefully considered discussing the issue with the group. He explains: "Challenging a cultural practice is naturally an uphill task if not a risk to social relations and threat to any external interventions to help. As such, my advances and approaches have to be carefully made."

Nicholas questioned Miriam about Apua, wondering how Miriam could advocate for other children while her own girl was not getting the same opportunities, and he encouraged her to allow Apua to go to school. Miriam says she wanted Apua to go to school, and Nicholas' prompting gave her the courage to stand up for what she knew was right. She asked Apua's father to allow her to go back to school, and after a week of discussions, her father relented. Nicholas says, "For me, saving one Raia was like pulling that child from the mouth of prey given the cultural importance attached to the practice."

Nicholas encouraged the training group to raise money to support Apua's schooling. They immediately rallied together to raise \$60 dollars, which allowed Miriam to buy uniforms, books, shoes, pens and other items for her schooling.

Apua loves going to school and is happy to be able to play soccer with her friends. Her favorite school subject is science. She says with resolve, "I want to be a nurse when I grow up." With advocates like Nicholas she will have a chance.

Nicholas says, "We may not have saved all the Raia, but the seed has been planted, and all key stakeholders took part in it when they willingly gave of their finances to help place Apua in school. I am very optimistic and have faith that this girl will excel to become a light and a reference point to inspire others and the whole community at large."

### **CHILDREN**

We believe children are gifts, created by God, made in His image and bearing inherent dignity and worth. Each child is valuable and deserves vigilant protection from all threats and abuse. Each child has unique talents and a personality that should be nurtured and appreciated. Tragically, millions of children, especially those in poverty, are not given the protection, provision and loving care they deserve.

OneChild's mission to advocate for children and help them thrive is expansive. But it must be made specific for us to know whether we are advancing the mission effectively. We use the "Framework for Child Well-Being" to describe our understanding of concepts like "hope" and to show the relationship between the characteristics of a flourishing life and our holistic program.

Positive child experience is at the core of our program design. OneChild-supported programs integrate child participation, child/ youth voice, positive youth development and other child-centered approaches. This design also recognizes that the child's family (or immediate caregiver) is the most powerful relationship shaping his/her life, along with other contextual forces (positive or negative, such as gangs or youth groups).

We recognize that the scope of OneChild's influence in a child's life is proportional to the strength of relational presence found in OneChild-supported Field Partners. For this reason, we focus on building developmental relationships with Child Champions. We seek to maximize the positive influence of these connections while humbly recognizing the limits of such influence in the child's complex reality.



Holism is a view of life that integrates the physical, relational and spiritual dimensions. **Children are physical, relational and spiritual beings. We believe the gospel is meant to address the entirety of life, and therefore we believe in ministry to the entire child: physical, socio-emotional, cognitive and spiritual.** No one part of this holistic approach is more important than the others, and no part of this work will fall to neglect.

The spiritual aspect of holistic ministry is firmly anchored in the orthodox Christian perspective. We are not referring to an amorphous spirituality, but the specifically Christian understanding of spiritual formation. **In short, we aim to encourage children and youth to become lifelong followers of Jesus Christ.** 

Holistic ministry is a full expression of the gospel. **The gospel is not just a set of beliefs that we teach, but a set of beliefs that we demonstrate.** Our faith, expressed through words and deed, is a proclamation and demonstration. For the church to be the church, it must match its orthodoxy with orthopraxy.

As James teaches in James 2:18, "Show me your faith without deeds and I will show you my faith by what I do." The expressions of social concern, including ministry with children at risk and the teaching of the gospel, are two mutually reinforcing expressions of our faith. We seek to partner with churches/church-affiliated schools that share this commitment to the whole expression of the gospel.



### THE CHURCH

OneChild partners with churches in hard places to support the work of those churches with children in their communities.

Our commitment to the church is rooted in both strategic and theological beliefs. We believe that the church was established by Jesus to be a local community of his followers, empowered by the Holy Spirit, to live out Jesus' teachings and demonstrate the love of God in that community. As such, **the church should be a transformative agent creating good fruit in its community.** Therefore, as OneChild partners with local churches to create Hope Centers, we help the local church grow as generational church.

We do not treat local churches a as a delivery vehicle for program or as a franchise or subsidiary, as such a relationship does not empower or stabilize local communities of believers. We are committed to authentic partnership that values the local church as the body of Christ, appreciating her strengths, supporting her God-given role in the community, walking at her pace, learning together, and being careful not to allow resources to become dominant in the partnership.

Likewise, our partnership with U.S. churches is rooted in a commitment to the church as a local manifestation of the body of Christ. We do not view them as "marketing channels," but seek to build relationships that equip U.S. churches to fulfill their God-given mandate for both cross-cultural and local missional impact. Rather than one-size-fits-all marketing asks, we seek to adapt and customize partnerships to connect churches in the U.S. to churches in other cultures.

By connecting generational churches in the U.S. to generational churches in other countries, the wisdom, experience and insights gained in each context can be shared, and church leaders can encourage one another to more effectively reach children and youth in their respective communities. We believe the mutuality and solidarity formed in those relationships can lead to greater Kingdom impact in both places.



### LOCAL LEADERSHIP

other — local to local.

UNDEPENDENCE Hutth

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We believe that local challenges are best solved by local leaders. We believe in the dignity and capability of our Field Partners and know that we can only achieve the global vision for thriving children by working locally, connecting churches and communities around the world to each

### **TRANSFORMATION**

Transformation is fundamental and lasting change. **OneChild is committed to addressing the root issues of poverty in the lives of children to see lasting change.** Beyond treating symptoms such as daily need, transformational development is about building people's agency and freedom, changing mindsets from despair to hope, self-image from worthless to significant and, ultimately, fostering the abundant life of John 10:10.

**Sustainable change happens when people create solutions to their own challenges and become agents of their own growth.** Transformational development honors the God-given dignity of people and their communities. OneChild's approach to transformational development affects how we see children/youth and also our local Field Partners. There are many elements to the transformational development approach, some of which are contrasted in the table below.

Transformational	Suppressive
Appreciates local strengths	Focuses on needs
Cultivates intrinsic vision	Imposes vision
Money is leveraged with non-financial assets	Emphasizes money
Adapts to context/culture	Condescends to context/culture
Humble and patient	Prideful and demanding
Builds capacities	Creates dependencies

OneChild aspires to honor the principles of transformational development in all of our programmatic work. We hope that, after years of participating in OneChild-supported programs, a child/youth will grow into an adult who sees himself or herself as capable, whose ideas have merit, who creatively solves problems even without much money, and who experiences the freedom and abundant life that Jesus promises. We hope the same will be true of our Field Partners after a 10- or 15-year journey with us.

"What you see here is all that I have been able to give my children, and my wish is that they continue to move forward, that they achieve everything they dream of and especially Ricardo, because thanks to the transformation that he had, now he is a good son of which I am totally proud."

- Rosa, mother of a thriving youth in the Dominican Republic



# **OUR APPROACH**

At the core of OneChild's approach to helping children is the one-to-one sponsor-child relationship. While we relentlessly innovate new ways to connect sponsors and children, we also go beyond the sponsorship model to help children thrive.



### **SPONSORSHIP**

Sponsorship is more than an effective model. **It's a wonderful** relationship that can bring hope to both sponsor and child.

When a sponsor enters their life, a child realizes they have been chosen by someone who cares deeply for them. The child's family knows they are not alone in their struggle against poverty. And the sponsor has the joy of helping one individual child thrive and drawing close to that child through letters, shared prayer requests, photos, gifts, and even the possibility of a visit.

#### **Effectiveness of sponsorship**

Studies have shown that sponsorship increases a child's likelihood of staying in school and even increases the salary they can expect to earn as an adult.

Not only does sponsorship provide a child with tangible benefits like food and educational assistance, but it provides an avenue for true relationship and a sense of belonging. Hiwot, in Ethiopia, chose to become an accountant based in part on encouragement she received in letters from her sponsor. A child in Kenya, received funds for a kidney transplant as a result of a prayer request he shared with his sponsor. And in some cases, a child hears, "I love you," for the first time in their life from their sponsor.

But the impact flows both ways. Shirley, a widow from Missouri, recounts how her sponsored child's words of encouragement in a letter gave her strength to go on when she was facing a medical crisis.

"I will never forget how excited I was when I learned that you chose to sponsor me. You mean a lot to me. Because for much of my life I have felt very alone." - zine, sponsored child in zimbabwe

### THE SPONSOR'S JOURNEY

#### Launch services

A OneChild "Engagement Lead" speaking at a church service is often a person's first introduction to sponsorship. After the service, they have the opportunity to ask questions and see profiles of children from the Hope Center their church partners with who are waiting for a sponsor. Or they may choose to visit their church's cobranded OneChild web page to choose a child to sponsor.

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Left: presentation at a church Above: Profile display in the lobby Lower: Banner; cobranded web page; Child Profile front & back





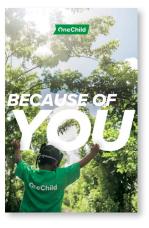
#### Sponsor onboarding

When someone fills out and returns the sponsorship form on a child profile, or sponsors online, their onboarding journey begins. The new sponsor receives a series of emails welcoming them to our global community. They will also receive helpful printed materials, including a Welcome Packet, stationary with tips on writing to their sponsored child, a card from the Country Director in their child's country, and a beautiful "Because of You" booklet.









#### Letter writing & updates

Sponsors receive at least 2 letters per year from their sponsored child. They may write to their child as often as they like. They may also send extra funds as a birthday or family gift. Each time a sponsor writes to their child or sends a special gift, they will receive an acknowledgment letter from their child. Sponsors receive updates and new photos of their child annually.

Sponsors can find up-to-date information on the **Sponsorship FAQ section of our website** or contact our Supporter Care & Experience ("SCE") team at **800.864.0200** or **sponsors@onechild.org**.



### POWERED BY OneChild.

All over the world local leaders like Maria are faithfully serving kids in their communities — working with few resources, and longing to help even more kids. Some may have a relationship with a foreign church, which sends visitors periodically and supports the ministry, but involvement and support can ebb and flow. Maria has seen child sponsorship programs supported by large organizations in her area, but these come with a lot of strings attached, and her small ministry does not qualify.

One of the visitors, a woman from the U.S. named Allie, met Maria during a mission trip and is now passionate about mobilizing supporters. Not through a big organization, but within her own church community as part of their missions ministry.

The **Powered By OneChild** model empowers Allie's church to partner with Maria's ministry through a vibrant child-sponsorship program, without re-inventing the sponsorship process. **OneChild handles communication and other back-end functions, ensuring transparency and accountability.** Meanwhile, Allie and her church take care of engaging supporters, and rallying the community, while Maria oversees the ministry in the field.

We are simply powering an existing partnership to reach more kids. **Their church, their ministry, OneChild's expertise.** 

Because OneChild provides only the expertise but does not maintain a field office or staff in Maria's country or conduct engagement with Allie's church, the costs are much lower. Allie's church is required to send at least the same amount per-child to the field as OneChild would through our traditional child sponsorship model, but will likely send more because of less overhead.

### This means more support flowing directly to the field to reach even more children!

## **Bridgely**

Bridgely was created to unleash the power of relationships to break the grip of poverty on a global scale. It is a platform designed to connect intercultural relationships, access expert knowledge, and empower front-line communities and effective generosity to serve the vulnerable.

Bridgely decentralizes work, gaining efficiency and local ownership, and provides a new way of serving mission engagements that lift up the dignity of local leaders.

While Bridgely was birthed within OneChild, in order to end extreme poverty the Bridgely platform is available to many different types of organizations. OneChild is simply one of the first organizations to use the platform as a way of serving the Powered-By OneChild model. The colors and visual elements on this page reflect the Bridgely brand. Client organizations can brand their Bridgely space to match their organization's brand.

Supporters can join communities where they connect, post, and get updates on the children and projects they support. Field-side partners can do the same, creating real intercultural dialogue. Supporters can also receive news, manage their giving, and share posts to their social media, enabling them to engage in 21st century ways of communicating.

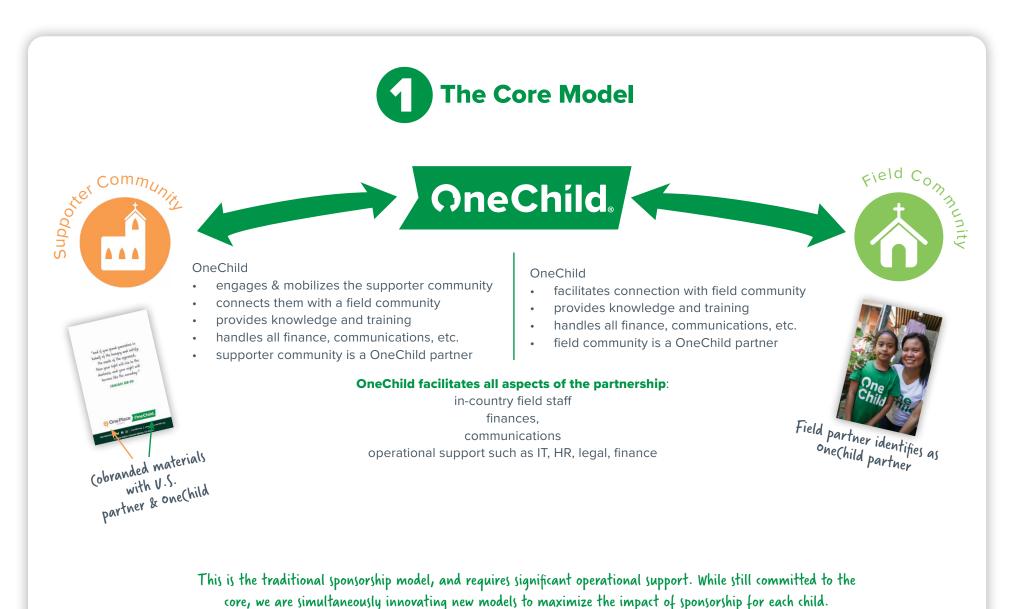
Many people will experience Bridgely as "an app", but it is much more than technology. Bridgely is a system for intercultural relationships and generosity that is deeply rooted in development philosophy as articulated in the Bridgely Declaration. Bridgely learning communities and listening methods accelerate effective work and build confidence.

Bridgely aims to create inclusive disruption and offer every qualified partner a path to the effective, decentralized and transparent generosity made possible by Bridgely.

Visit www.Bridgely.org to learn more.



### **THREE MODELS FOR HELPING CHILDREN**







Supporter and field communities are connected directly through the platform, and **all supporter-field functions are completely digital**. Powered By OneChild partners are also connected through Bridgely.

Bridgely has it's own brand because the platform is available to other organizations.

Bridgely brings communities closer, increases transparency, and reduces costs so more funds go directly to those in need.

## **SPECIAL PROJECTS**

More ways we help kids

#### **SPARK**s

Special Projects Aimed at Reaching Kids (SPARKs) fund a variety of needs at the Hope Center level. Child Champions in the field submit proposals based on needs in their communities, and projects are funded through the generosity of U.S. partners. SPARKs projects have provided benefits to kids ranging from clean water to a library, new classrooms, restrooms, and other improvements.

#### **Children's Crisis Fund**

The Children's Crisis Fund (CCF) allows OneChild to act quickly to meet the needs of children and their families in the face of crises such as hurricanes, fires, floods or medical emergencies, sending urgent, sometimes life-saving help without delay.

#### **Unsponsored Children's Fund**

The moment children are registered they begin receiving all the benefits of enrollment at the Hope Center. Even in difficult times, no child has been turned away from a Hope Center because they do not yet have a sponsor. This fund helps cover the cost of services to children while they wait for a sponsor of their own.

#### **Christmas Gift Fund**

We believe every child should experience the joy of Christmas. At celebrations hosted in our Hope Centers, all kids receive a special meal and gift and learn about God's gift of Jesus.

"This is such a blessing ... now I do not have to worry about knowing if the water I give to my children is purified or not." - a mother in the Dominican Republic

#### The "Five Funds"

Through these five funds, supporters can empower the kinds of ministry they are passionate about, while giving OneChild the flexibility to allocate funds to meet various needs within each category.

#### **OneChild Partners Fund**

Our most flexible fund, allowing us to allocate resources where most needed. Supporters of this fund help us go further into the hard places and reach more kids by providing strategically available resources for current needs.

#### Health and Human Services

Meeting a child's critical needs, including nutrition, food relief, water, sanitation and hygiene, child protection, medical equipment, and dental, vision and medical treatment for children as needed.

#### **Education and Leadership**

Programs that inspire kids to dream, including support for schools in some countries, career guidance, camps, seminars, learning trips, positive youth development, and training for families in hygiene, vocational skills, and financial stability.

### 

#### **Capacity Building and Development**

Strengthening Child Champions and community members with learning materials, curriculum development, leadership training, vocational and entrepreneurial skills training, as well as construction and infrastructure improvements at Hope Centers.

#### Spiritual Formation and Discipleship Training

Provides Bibles, study materials, pastoral conferences and training, Christian counseling and life-changing retreats and camps for kids, and discipleship programs that teach them how to share their faith and become strong Christian leaders.

Supporters can donate directly to various funds at onechild.org/how-to-get-involved/ways-to-give/



## **NEW LIFE HOME TRUST**

#### Hope for the abandoned

Bringing hope to hard places sometimes means contextualizing our program to meet the needs of vulnerable children in other ways. Our partnership with New Life Home Trust in Nairobi, Kenya is one example.

Abandoned babies are welcomed with song and celebration at New Life Home Trust. Many infants come to the home on the brink of death. Some have been rescued from garbage piles by good Samaritans, and in some instances, dogs found them. Some are HIV positive, and all are in desperate need of nurture.

The rescued babies receive critical care from the dedicated onsite medical staff and are nursed back to health. In a country where adoption is uncommon, New Life Home is a leader in placing babies with loving Kenyan adoptive families.

"We pray for these children. In the same way they are de-linked physically with the umbilical cord at birth, we also de-link them spiritually from any rejection. We say, 'You will no longer be rejected.' And we pray blessings. We speak over their lives. And then we give them a name - a positive name."

- Dr. Janet Mutinda, National Director New Life Home Trust

"I came to know God at the Ranch, and I start to dream again, to ask God the vision, His plan for me. That's why they call me, I'm a smiling girl."

- a rescued girl at Happy Horizons Ranch

### HAPPY HORIZONS RANCH

#### **Restoration for the rescued**

Located near the epicenter of sex trafficking in the Philippines, Happy Horizons Ranch has been helping heal young survivors for 25 years.

The Ranch gives rescued girls a home where they live and go to school, while Child Champions provide ongoing counseling and medical care and introduce them to the love and hope that only God can provide. As girls adjust to their new environment, they find new rhythms for life, including chores and group leisure activities that are vital for reestablishing a sense of stability and helping them to heal.

Some girls are very young when they are rescued and remain at Happy Horizons until adulthood.



Elian, front left, with his family

### **ELIAN'S STORY**

#### More than four walls

By Laura Alsum

It has come before. It will come again.

At least once a year, the Camu River swells, bringing destruction as it spills onto land in La Vega, Dominican Republic. The churning grey river water looks more like an ocean. It's hard to imagine what's beneath the surface: a neighborhood — someone's home. Elian's home.

Elian is a bright and caring sponsored 7-year-old boy with a gentle smile. He enjoys playing baseball with friends and learning how to write, but above all, he loves Jesus and his parents, brother, and sister. For six years, Elian and his family have lived in a two-room house on the river's floodplain. His parents knew the risk they were taking in living there, but, like every other resident in the community, they didn't have a choice. The dangerous area was all they could afford. And while the floods always come each year, and the family would have to clean up the inevitable mess the water would bring, they held onto their faith. "The Lord has always provided for us," Elian's father, Pilar, shares. "What we make monthly isn't enough, even between the two of us, to maintain the family, but we always have food."

"Every time we're worried about anything, we remind ourselves to trust in the Lord because He's always providing. And then we wake up the next morning and find more resources," Griselda, Elian's mother, adds.

Elian's family is part of a close-knit community that attends Pastor Gemuel Delgado's church in the neighborhood. When the river rises too much, the families run, leaving everything behind, and take shelter in the church, which is located on higher ground away from the river.

One fall day, the rain came down harder than usual. Elian was scared. His family once again fled to the church for safety. When they returned to their house the next day, not much of it was left. They had lost all their belongings, including Elian's bed and toys – even the soccer ball that his sponsor, David, gave him on a recent visit. All the parts that typically make up a home were gone.

For Elian, however, his home is more than just four walls and the possessions inside.

Home is his neighbors and friends who support one another. Home is Pastor Gemuel who works to build community and make sure everyone is safe, healthy, and spiritually nurtured. Home is the time Elian spends at the Hope Center where he learns about Jesus and is developing confidence through Christ. The Hope Center is a bright spot in Elian's life.

Losing most of his house to the flood could have been devastating for Elian and his family, but receiving help, love, and encouragement from so many people showed him he was not alone. Elian's family received support from Pastor Gemuel at their church and money from OneChild's Children's Crisis Fund to construct a new house and fill it with the necessities that had been swept away by the water. Elian still gets scared when it rains, but he knows he will always have a home through the many people who love him.



# THE ONECHILD TEAM

Across the globe and at our offices in Colorado, OneChild team members are serving children with passion, intelligence, and creativity. This section is an overview of our organizational structure, history and brand.

### **ONECHILD TEAMS**



### GLOBAL PROGRAM

Global Program exists to empower children in hard places so they thrive and have hope. We do this by **encouraging, equipping and resourcing local Child Champions**.

To mobilize Child Champions we

- Select and develop local partners to become Generational Churches or Schools.
- Maximize positive child outcomes through capacity-building and systematic listening with children and partners.
- Provide relational communication between children and sponsors, as well as other communication to enhance both supporter experience and child experience.
- Manage field operations and grants.



### ENGAGEMENT

Engagement exists to inspire Supporting Partners and sponsors to join our community, on their journeys of becoming Child Champions.

To mobilize Child Champions we

- Build relationships to inspire and equip Supporting Partners to join OneChild on mission as Child Champions.
- Empower our partners to mobilize and connect the church globally and for generational impact.
- Win hearts and minds to reach and serve vulnerable children through financial support.
- Connect children to sponsors through sponsorship events.



### SUPPORTER CARE & EXPERIENCE ("SCE")

Supporter Care and Experience exists to **encourage, educate, and engage supporters** to enhance their experience, deepen their commitment, and build their trust.

To mobilize Child Champions we

- Provide outstanding Supporter Experience (Sx) by offering exceptional service and communicating their role in our global community.
- Provide every sponsor with a rich and rewarding sponsorship journey through meaningful interactions that build lasting relationships.
- Honor our supporters' generosity by being good stewards of their funds and maintaining accurate financial records.
- Equip Child Champions in the field by supplying tools and training resources that lead to a quality supporter experience.



### **BRAND & COMMUNICATIONS**

Brand and Communications exists to ignite hearts, win minds, and move hands. **We inspire and equip the global community through intentional storytelling** so Child Champions are empowered to help children thrive.

To mobilize Child Champions we

- Build and steward OneChild's reputation as a global community.
- Produce world-class content to inspire, challenge, advocate, educate and activate our global community.
- Amplify and develop the voices of the community to tell their own stories and share their perspectives with each other.
- Drive digital engagement to bring value and connection to supporters' experiences and to acquire new supporters.

### **OPERATIONS**

Operations exists to advance the God-glorifying work of OneChild, **equipping all departments to maximize their roles** in achieving the vision and providing strategic fuel to move the vision forward.

To mobilize Child Champions we

- Are accountable for the financial health of the mission including responsibly stewarding our sponsors/donors' funds.
- Provide and maintain technology to equip OneChild.
- Manage OneChild Human Resources and Employee benefits/People Care.
- Manage the OneChild Legal, Risk and Insurance portfolios.
- Manage Discovery and Vision trips to inspire and develop Child Champions.
- Work to strategically align chartered initiatives across OneChild.

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#### BRIDGELY

Bridgely exists to break the grip of poverty by **promoting healthy intercultural relationships and effective generosity**. It is the platform that connects, educates and empowers supporter and field communities for OneChild partners as well as other organizations on mission with us.

To mobilize Child Champions we

- Architect and support a platform (system and technologies) to connect field communities to supporter communities.
- Identify and select strategic partners to adopt and co-create the platform through contribution, participation and feedback.
- Provide service for the Powered-by OneChild model.



# **ONECHILD PRESIDENT**

#### Scott C. Todd, PhD

OneChild president, Dr. Scott Todd, is passionate about mobilizing a global community of Child Champions to help kids thrive in some of the hardest places on earth. He is an advocate for hope — a gritty hope in the face of difficulty — that's required to end extreme poverty.

As a partner in the Integrated Philanthropy Initiative, Dr. Todd is promoting people-centered non-profit programs through a six-point process emphasizing inclusion, participation, beneficiary equity and feedback. OneChild is applying the principles of Integrated Philanthropy and is a pioneer of forward accountability among American nonprofits.

During 12 years in leadership at Compassion International, Dr. Todd launched their global HIV/AIDS Initiative and their Child Survival Program. He was also founder and Board Chair for Live58. He has authored several books, including *Hope Rising: How Christians can end extreme poverty in this generation*.

Prior to his work in child development, Dr. Todd was an award-winning scientist in the fields of immunology and virology, earning a Ph.D. from the University of California. He has spoken at the White House, Disney World Night of Joy, Center for Strategic International Studies and countless conferences, churches and leadership events from Australia to South Africa to Great Britain.

Dr. Todd and his wife, Bethany, live in Colorado and have four sons. Together they authored *The Hopepotamus*, a children's book about resilience and courage.

"People are designed to be agents of their own growth, not objects of our benevolence."

- Dr .Scott Todd

### **OUR HERITAGE**

#### **Mission of Mercy to OneChild**

While OneChild is continually innovating, we also have deep roots, going back to 1954, when Mark and Huldah Buntain started their ministry in Calcutta, India, responding to the desperate needs of the poor. Mission of Mercy was created in 1974 to raise stateside support for their school and ministry to the kids. By 1985, this had become a child sponsorship program serving 3,000 children.

Mark Buntain passed away suddenly in Calcutta in 1989. The following year, Mission of Mercy deepened it's partnership with longtime supporter Bethesda Ministries, which offers faith-based care to seniors then reinvests revenue to support ministry around the world. Bethesda Ministries supported Mission of Mercy with human resources and similar functions for several years as the ministry grew.

To clarify the focus of our ministry, we changed our name to One Child Matters in 2012, and in 2019 we became OneChild. With an independent Board of Directors and a strong organizational foundation, OneChild became a fully independent organization in 2022.

OneChild now serves more than 40,000 children. The same faith that lived in the streets of Calcutta more than 50 years ago is at the heart of OneChild today as we passionately build and innovate to bring more hope to kids in hard places.

"I felt like I had a friend in a different part of the world that actually cared for me ... It's not sponsoring a kid; it's sponsoring a generation."

- Marcus Rixon, former sponsored child from (alcutta now president of Rixon Entertainment Group





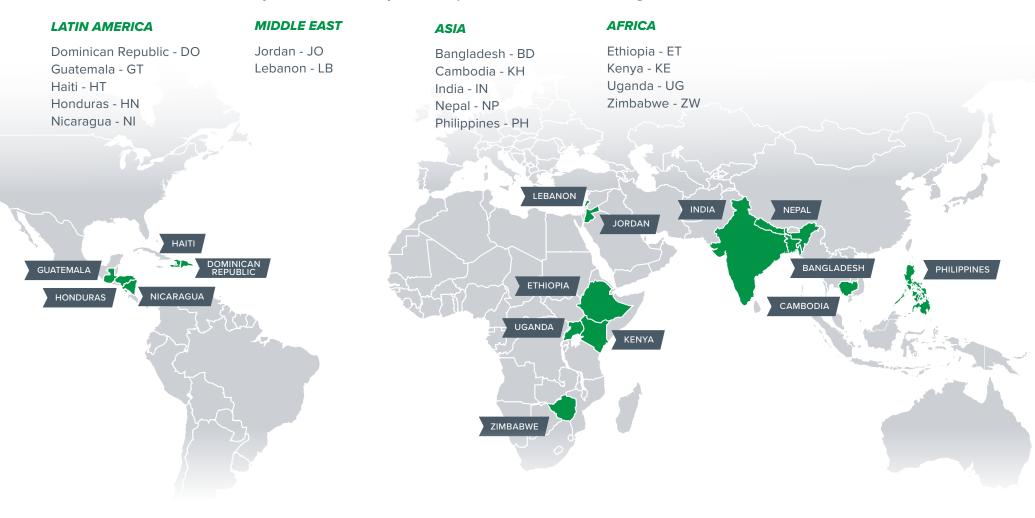
### WHERE YOU'LL FIND ONECHILD GLOBAL PARTNERSHIPS

Our global community serves more than 40,000 children around the world. We work in many of the hardest places. Places where others can't go. Places where believers can be persecuted. Places where gang violence is rampant. Places where remote tribes don't have access to medical care or clean water. Places where people have been forgotten. *Places where kids need us the most.* 

#### Around the World and Always Growing: for the latest on where we work, visit onechild.org/locations

Through strategic partnerships and our flexible model, OneChild is able to come alongside more local leaders in new communities to build capacity and energize their ministry to children. And through innovative models, we can support U.S. partners to expand and increase their ministry in places where they are already making an impact. **So this list is always expanding**.

The abbreviations we use internally follow each country name. Hope Center numbers will all begin with this 2-letter code.





# THE ONECHILD BRAND

Our brand tells the story of our global community in a way that helps people understand, remember, and join us. **OneChild is always** written as one word with a capital O and C.

### **Core messaging**

OneChild's core messaging is demonstrated in the *Who We Are* section of this guide. When sharing our story, we speak consistently about:

- Hope in hard places
- A global community
- Child Champions
- Thriving
- Hope Centers
- A community that listens (contextualized program and systematic listening)

Our voice is warm, professional but not academic, and full of hope. The children and their Child Champions — not an organization — are the heroes of the stories we tell.

### **Photography**

Photography plays a key role in our brand because it helps people connect directly with children and their surroundings.

#### The images in this guide demonstrate our approach to photography:

- We're BIG with photography. We often feature one large photo instead of a collage.
- Many of our photos show the hard places where children live.
- Our photos also show hope.
- We often show the relationship between Child Champions and the kids we serve.
- We edit our photos in an natural way (not oversaturated, unnaturally bright or filtered).

If you need regular access to OneChild Photos and stories you may request an account on the **Asset Resource Kit (ARK)**, our online library of photos and stories at ark.onechild.org/login

# LOGOS

The OneChild logo contains a confident, upturned face that fills the O in the word "One" and represents the life-changing connection between one child and one sponsor. Hidden between the letters of "child" is the number "1," alluding to the power of bringing one sponsor into the life of one child.

The logo should always include the small registered trademark symbol. The logo can be displayed with the tagline or as the wordmark alone. When using the tagline, please use the logo lockup version with the tagline included to ensure proper color, placement and capitalization.

The logo may also be displayed in white. **Never display the logo in any other** color or alter it in any way, including adding words, symbols or country names to it.

#### **STACKED LOGO**

The horizontal logo is preferred, but when a design will not allow for the horizontal version, the stacked version of the logo may be used.

#### SIZE AND SPACE

Always make sure the logo is large enough to be legible, and ensure a clear space the size of one "e" around all sides.



FAVICON

The "O" from our wordmark on a green background is for use as a social media or web icon and should **not** be used as a logo.

#### PARTNERS

Partners should use the OneChild logo inside the green flag. The green flag is a symbol of advocacy for children, and it ensures the word mark is presented legibly. Allow the partner logo to precede the green flag sequentially. OneChild positions itself in a support role, and we demonstrate this by positioning our logo after the logos of organizations we are supporting.



One Child。





One

Child



# **BRAND COLORS**

To help people quickly recognize and connect with our global community, it is important to use the brand colors consistently in communications about OneChild. Use CMYK for print projects, RGB for online viewing; HEX codes for some web applications, and Pantone for process printing like t-shirts or mugs.



### **TYPOGRAPHY**

#### **Our core fonts:**

Proxima Nova Proxima Nova Italic Proxima Nova Extrabold Proxima Nova Extrabold Italic

The Proxima Nova family of fonts are available to Adobe CC users through Adobe fonts. The fonts will be provided to OneChild staff who do not have access to Adobe CC.

#### **Alternate fonts**

If you do not have access to Proxima Nova, you can use the very similar font family **Montserrat**. It is free to download from Google Fonts and is available in all the same weights and italics as Proxima Nova.

When font choice is extremely limited, use **Arial** as and alternative. This font can be found on nearly any system and most web platforms. **When sending a Microsoft document such as PowerPoint or Word to be displayed on a computer outside of OneChild, use Arial, since Proxima Nova is not a standard system font and will not display correctly unless installed.** 

### THE SLANT



The "slant" is the same angle of italicized Proxima Nova and creates the sense of forward movement. **It should always be exactly 12**°. When using it to crop photography, make sure the image goes all the way to the edge of the margins or page. Be careful to maintain proportions when resizing to consistently maintain the 12° slant.

OneChild staff can find more brand resources on the Brand and Communications SharePoint site.



# GLOSSARY

### Frequently used terms & abbreviations

AG	Assemblies of God - large denomination that partners with OneChild
Alliance	Large denomination that partners with OneChild (aka Christian & Missionary Alliance, or CMA)
ARC	Association of Related Churches - major church network that partners with OneChild
ARK	Asset Resource Kit - an online library of photos, stories, and other assets
B&C	Brand and Communications
BBIS/Blackbaud	Blackbaud Internet Solutions - software that manages sponsor data and children available for sponsorship.
Bridgely	An innovative platform to digitally connect cross cultural cause communities.
Capacity Building	Helping staff, partners or community members develop through training & equipping
CAR	Child Availability Report
CCF	Children's Crisis Fund
CD	Country Director
CGF	Christmas Gift Fund
Child Availability	The total number of sponsored & unsponsored children registered in a Hope Center.
Child Grant	The amount per child sent to the field to fund programs.
CID	Child Identification Number (aka C-number)
СМА	Large denomination that partners with OneChild (aka Christian and Missionary Alliance, or The Alliance)
CRM	Customer Relationship Management (OneChild's CRM software is BBIS, aka Blackbaud)
СТА	Call to Action - what we are asking people to do in a marketing piece)
Сх	Child Experience
Delinquency	When a sponsor has not paid their sponsorship for one month.
Discovery Trip	Often called Short Term Mission trips (STM), we call them Discovery trips because the focus is discovering the realities of life for the kids. A Discovery trip will usually include participants from a single church visiting the Hope Center(s) they support.

EFT	Electronic Fund Transfer — the most effective way for a sponsor to pay their sponsorship donation, as it saves processing fees incurred by credit card payments.
Eng	Engagement
Ethics Point	Child protection reporting system
FCS	Field Content Specialist (field staff member who captures stories, photos & video)
Field Partner (FP)	The local church, school or ministry that partners with OneChild to implement or deliver the program to children.
FM	Field Memo
FMP	Field Ministry Partner — another organization that leads the ministry in some countries in partnership with OneChild instead of a OneChild staffed field office.
GP	Global Program
HHCR	Happy Horizons Children's Ranch in the Philippines (see also PCRH) Happy Horizons Ranch is preferred the term.
Hope Center (HC)	Hope Center - where OneChild's program takes place, usually connected with a church or school
ILGI	Intercultural Leadership for Generational Impact (a short video course & curriculum hosted by Scott Todd)
Insights	Our Learning Management System (aka LMS)
Launch Service	A special event held during a church service inviting people to sponsor a child.
Leads	Engagement Leads are OneChild representatives who form and nurture relationships with pastors and churches. They often present OneChild at Launch Services, inviting people to sponsor.
LMS	Learning Management System (aka Insights)
LT	Leadership Team
Magneti	Marketing firm that helped create the OneChild brand and periodically consults on projects
MIG	Mission Innovation Group - a group tasked with helping OneChild innovate to be a leader in helping children thrive
MMR	Major Medical Request
MOU	Memorandum of Understanding - legal document detailing partnership agreements between OneChild and a strategic relationship

NGO	Non Governmental Organization (the term commonly used outside of the U.S. for a non-profit organization)
NLH	New Life Home Trust (in Nairobi Kenya) (also NLHT)
OFAC	U.S. Office of Foreign Asset Control
PCRH	Philippines Child Rescue Home (Incorrect term often used to refer to Happy Horizons Ranch)
Powered By OneChild	A model that allows churches to have their own child sponsorship ministry with OneChild handling the sponsorship processes. This enables us to serve kids in countries where we may not have a country office or local partners of our own.
PPF	Partnership and Program Facilitator
Px	Partner Experience
Relationship Manager	Staff member, board member, or other designated affiliate who has a natural or introduced connection with a prospective supporter or current supporter.
Retention	Actions taken to provide an excellent experience so supporters remain a part of our community.
SCE	Supporter Care & Experience — team that supports sponsors
	and donors
Sharepoint	and donors Cloud storage system; different departments have their own Sharepoint sites
Sharepoint SPARKs	Cloud storage system; different departments have their own
	Cloud storage system; different departments have their own Sharepoint sites
SPARKs	Cloud storage system; different departments have their own Sharepoint sites Special Projects Aimed at Reaching Kids
SPARKs Sx	Cloud storage system; different departments have their own Sharepoint sites Special Projects Aimed at Reaching Kids Supporter Experience
SPARKs Sx Tx Unsponsored	Cloud storage system; different departments have their own Sharepoint sites Special Projects Aimed at Reaching Kids Supporter Experience Team Experience A registered child who is currently not assigned to a particular
SPARKs Sx Tx Unsponsored Child	Cloud storage system; different departments have their own Sharepoint sites Special Projects Aimed at Reaching Kids Supporter Experience Team Experience A registered child who is currently not assigned to a particular sponsor. A trip hosted by OneChild to allow pastors or other leaders to see the work in the field first-hand and catch the vision for
SPARKs Sx Tx Unsponsored Child Vision Trip	Cloud storage system; different departments have their own Sharepoint sites Special Projects Aimed at Reaching Kids Supporter Experience Team Experience A registered child who is currently not assigned to a particular sponsor. A trip hosted by OneChild to allow pastors or other leaders to see the work in the field first-hand and catch the vision for serving kids. Our systematic listening program, which uses a structured and locally facilitated conversation to learn what kids value and



# RESOURCES

#### Website resources for sponsors and partners

#### At onechild.org/resources you will find:

- A complete **Ambassador Kit** with everything needed for a church or individual to create a sponsorship event.
- Videos, slides, brochures and other **downloadable materials**.
- OneChild engagement presentations.
- Spanish language materials and videos.
- A **Social Media Kit** with graphics, child photos from the countries where we work and posts you can customize.



At **<u>onechild.org/blog</u>** you'll find many inspirational stories to remind you of the difference you are making and to help you invite others into this global community.

Go to **<u>onechild.org/about/FAQs</u>** for many helpful answers.





#### At **onechild.org/partner** you

can learn how churches or others can partner with OneChild.

### **Useful documents**

Many of these resources may be found on SharePoint:

**Field Manual** — detailed information and procedures for program implementation and the sponsorship process in the field.

**Engagement Handbook** — a wealth of information including more detailed descriptions of our philosophy, behaviors, church engagement and more.

Brand Book — more in-depth information on all aspects of our brand.

**OneChild Strategy** — an overview of how each team is instrumental in achieving the mission and vision of OneChild.

For fresh updates and stories from our Hope Centers don't forget to follow us on social media.



