



# Accountability Report 2024

Compassion International, Inc. and Affiliates



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Visit [Compassion.com/AccountabilityReport](https://www.compassion.com/accountability-report) to learn more about some of the topics covered in this report.



# Message From the President



## The Wind and the Work

Child development and sailing have more in common than you might think.

As friends have shown me over the years, sailing is hard work. You have to turn winches, tac at the right time, pull up sails and take them down. But even with all that work, if there is no wind, there is no movement. You go nowhere. Wind – combined with work – takes the sailboat where it needs to go.

Joining God in Compassion's mission is a lot like that. There's an *us* part. And there's a *God* part.

In this stage of Compassion's voyage, the *us* part means making intentional choices to narrow our focus toward the highest-impact work. We increasingly seek to prioritize time and resources in ways that empower our frontline churches for the greatest sustainable impact on children and youth.

As we've been listening, learning and aligning our sails to the Holy Spirit's movement this past year, we've seen great fruit: from cost savings and greater efficiencies to improved child and youth outcomes in many areas. Pressing on amidst an uncertain world, we commit to moving where God moves – knowing he will do his part, as we faithfully do ours.

Thank you for being alongside us in the precious mission of Compassion!

Blessings to you,

A handwritten signature in blue ink, which appears to read 'Jimmy Mellado'. The signature is fluid and cursive.

Santiago "Jimmy" Mellado  
President and CEO  
Compassion International





# Who We Are

Compassion is a [Christ-centered, child-focused, church-driven ministry](#) that connects compassionate people, churches and organizations with children who live in poverty.

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## Our Mission

Compassion's mission is **releasing children from poverty in Jesus' name**. For more than 70 years, Compassion has walked alongside local partners to mobilize churches, build capacity and engage programmatic resources that positively impact the lives of children living in poverty.

Yet, there is still much work to be done. Estimates point to more than 170 million children living in poverty in areas feasible for Compassion to reach through our program operations in 29 countries.

## Core Strategy

Compassion's core strategy is to join God in the holistic development of children and youth in poverty by serving our stakeholders' callings to unleash their connected potential to transform lives.

## Core Values

As we serve, Compassion seeks to be a Jesus-centered community built on our core values: Integrity, Discernment, Dignity, Stewardship and Excellence.



# What We Do

Compassion is a global leader in holistic child and youth development, serving nearly 2.4 million children and youth living in multidimensional poverty across 29 countries.

## Our Approach

We believe children in poverty need holistic care to reach their God-given potential. That's why we seek to know, love and connect them with a network of caring people – in our local program communities and around the world – who enable the positive development of children and youth.

- **Holistic:** Compassion participants receive spiritual, physical, cognitive and socio-emotional care to help them grow into healthy adults. Our development model follows the life cycle of a child, recognizing that *all* stages and areas of holistic development are crucial for growth.

- **Contextualized:** Frontline churches seek to meet localized needs of participants, as identified by participant survey data and informed by community stakeholder input.
- **Early and Long-term:** Age-appropriate interventions and seamless support equip Compassion and our frontline churches to *start early* and *finish well* in caring for children and youth. Our high-impact programming is designed to prepare young people for future success by keeping them learning, engaged and on track to meet concrete developmental benchmarks.



## Our Network

Compassion partners with more than 8,600 local churches in close proximity to the young people in poverty we serve. These churches empower children with day-to-day, contextualized care and support. To make this work possible, we partner with the following groups.

**Compassion Volunteers:** Compassion and our church partners rely on a talented, diverse network of more than 97,000 volunteers. These volunteers serve our frontline programs and churches as Bible teachers, tutors, worship leaders, cooks and more. Others serve at live events, at our Global Ministry Center and on our translation team.

**Compassion Ambassadors:** Nearly 1,800 ambassadors – including professional music artists, speakers, athletes, influencers, churches and more – use their platforms to advocate for Compassion’s mission. These talented individuals apply their God-given gifts and passion to share their faith and speak up for young people in poverty.

**Supporting Churches:** Over 25,000 churches partner with us to follow Jesus’ example of compassion by caring for children around the world.

**Individual Supporters:** Around the world, nearly 1.7 million supporters come alongside Compassion to fuel our global ministry.

# Core Programs



## Child & Youth Development

Our work equips the church to recognize the value of children and youth by creating a culture of safeguarding and participation. We provide programming that addresses the effects of poverty with context-specific strategies aimed at holistic child development outcomes. These outcomes include:

- Well-Being
- Capacity for Economic Self-Sufficiency
- Growth in Christ
- Youth Agency



## Survival Program

The survival component of our program focuses on the health and survival of mothers and babies during the most vulnerable time of the baby's life – prenatal through age 1.



## Targeted Response Interventions

Compassion's targeted response interventions address a variety of needs that may arise for Compassion's participants. Examples include:

- Disaster response
- Medical assistance
- Water, sanitation & hygiene (WaSH) interventions
- Highly vulnerable children's care
- Vocational, technical or university training



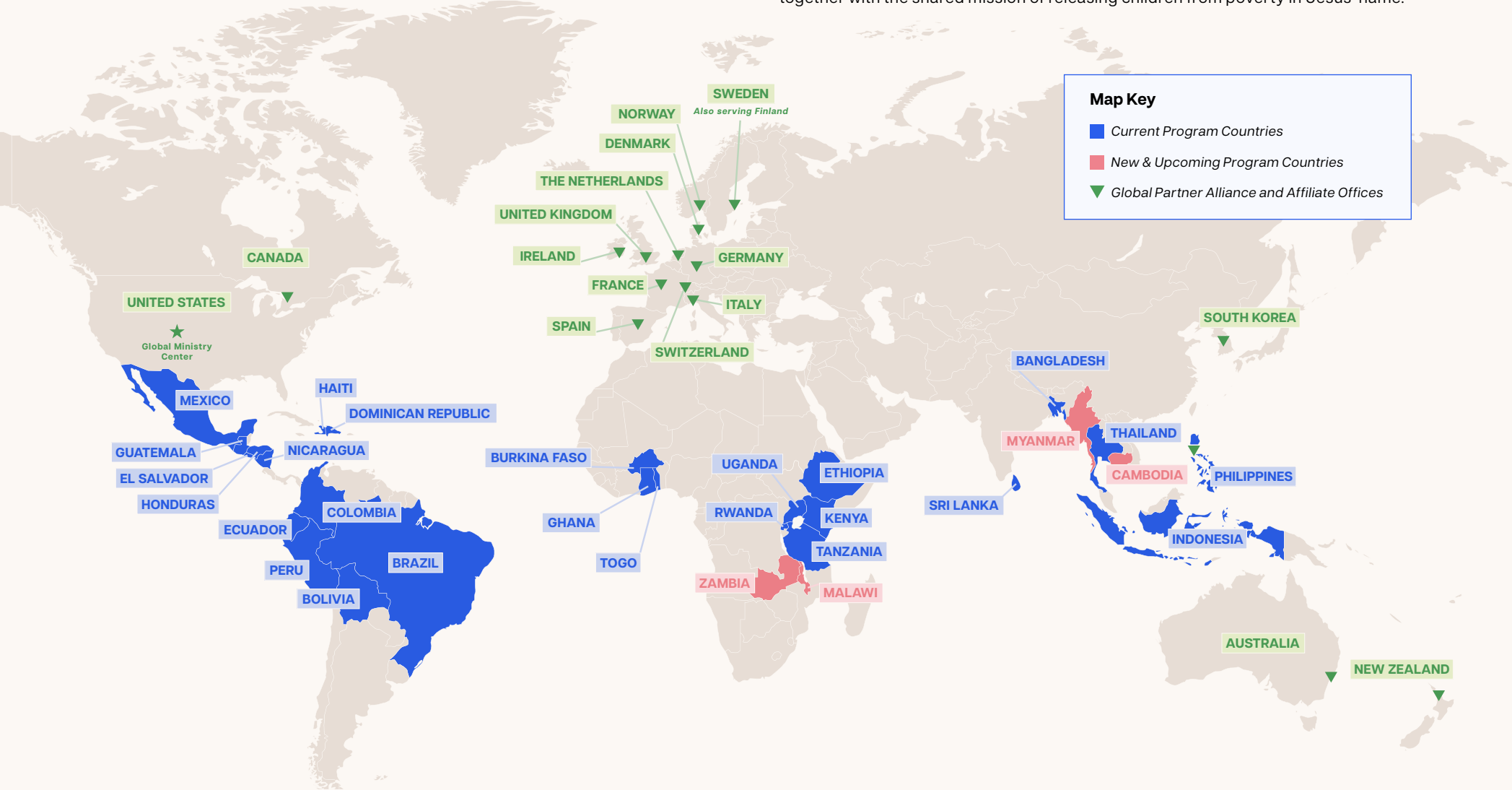
# Where We Work

## Frontline Church Partners

Compassion partners with over 8,600 local churches across [29 countries](#) where local employees and volunteers tailor our program to deliver contextualized, whole-life care for the children in their communities.

## Global Partner Alliance and Affiliates

It's an honor to partner with 1.7 million supporters around the world who help enable the holistic development of children in poverty. These supporters are served by the Compassion Global Partner Alliance members and their affiliate offices who work together with the shared mission of releasing children from poverty in Jesus' name.









### Life Transformation Platform

Compassion’s program empowers frontline workers to prioritize proven interventions as they respond to their most pressing local issues. This puts powerful evidence-based tools into the hands of churches – giving them contextualized information and programs to meet children’s needs in their specific community.

Recent work has included the creation of a “life transformation platform” to better measure impact. As top needs arise for participants, frontline churches can choose and implement evidence-based interventions


to meet those needs. Evaluating results with Compassion staff, the churches determine whether the interventions achieved their goals – informing adjustments that may be needed as the cycle begins again.


This groundbreaking effort in our sector gives Compassion data at a community level to inform strategies, provide increased transparency to outcomes, and build lasting change for children and youth. We believe this innovative framework will benefit not only Compassion program participants, but children served by fellow child development organizations around the world.

### Ripple Effects

As Compassion continues to build capabilities in program effectiveness research, a [recent study](#) (focused on a group of program alumni in the Dominican Republic) shares promising indicators of the long-term positive direct impacts and ripple effects of Compassion’s child development programs: 97% of respondents said they were released from poverty in Jesus’ name, and 95% said participation helped them have hope in their adult life.

**97%**   
said they were released from poverty.

**93%**   
said the Compassion center changed their lives.

**95%**   
said participation in the program resulted in feeling hope as an adult.

**92%**   
said participation helped them provide a better life for their children.

**Learn more about the ripple effects of Compassion’s work in the Dominican Republic.** 

[cintl.us/RippleEffectsDR](https://cintl.us/RippleEffectsDR)

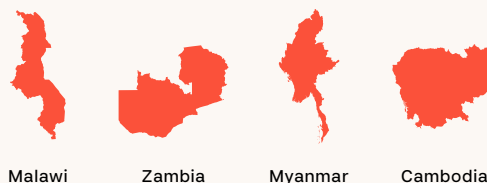
## New Heights

This fiscal year, Compassion experienced our highest-ever level of support and our 27th consecutive year of revenue growth. As we continue to serve children through sponsorship and targeted response interventions, we are investing deeper in digital marketing and innovation efforts. This was also a banner year for major philanthropic gifts that go beyond our sponsorship model, thanks to partnerships with generous donors, organizations, artists, influencers and athletes eager to support our mission.



## Punts for Purpose

In December 2023, American pro football punters joined forces for the charitable-giving initiative “[Punts for Purpose](#).” Led by Compassion partner athlete Bradley Pinion (above) of the Atlanta Falcons, these players donated to Compassion for each punt they were able to land inside the 20-yard line. Donations helped fund child survival centers to support moms and babies living in poverty.



## Expanding to Serve More Children

Compassion is proud to [continue our expansion](#) to serve more children in our four newest program countries: Malawi, Zambia, Myanmar and Cambodia. Our goal over the next five years is to serve an additional 200,000 participants in these four expansion countries.

# Critical Policies and Standards

Compassion International is committed to maximizing impact, being fully transparent about operations and programmatic outcomes, and addressing critical risk factors facing our ministry. To fulfill these commitments, Compassion's Board of Directors and Management establishes and monitors organization-wide policies to govern all the operations of the organization. Key policy statements are highlighted below.

## Risk Management

Compassion's independent enterprise risk management function assists in assessing and managing risks. Compassion maintains a secure, confidential mechanism for reporting ethical concerns or suspected violations of law and policy, and an independent investigative capacity to ensure whistleblowers are protected.

## Data Protection and Privacy

Security measures preserve and protect the personal information of supporters, participants, employees and other stakeholders and processes – to ensure compliance with data retention and destruction policies.

## Funds Management/Monitoring

All funds are used for the purposes for which they were received. Funds which are received by Com-

passion without a specific purpose are thoughtfully spent based on what has the greatest impact on the outcomes of the children we serve.

## Cash and Investment Policy

Cash and investment management ensures adequate liquidity and safety of funds while achieving an appropriate return on the organization's cash assets by employing asset allocation strategies.

## Conflict of Interest/Related Party Policy

All board members and staff must serve the interests of the organization in an unconflicted way. No employee shall benefit from any individual or group that conducts business with the organization.

## Employee Relations

Compassion believes in the dignity and intrinsic value of each person as unique individuals created in the image of God and is committed to creating an operating environment in which the unique talents, experiences and perspectives of each employee is solicited and honored.

## Compensation Policy

As we seek to apply biblical principles in a practical manner, we believe it is good and proper to compen-

sate people fairly for their work – including ministry work (see Luke 10:5-7, 1 Cor. 9:7-10, Jer. 22:13, Romans 4:4-5 and Prov. 11:1). Compassion's principles on compensation apply to executives and non-executives. The Compassion board compensation committee partners with third-party compensation experts to review President/CEO and executive salaries subject to standards of reasonableness under the U.S. tax code. For more information, please contact: [compensation.inquiries@us.ci.org](mailto:compensation.inquiries@us.ci.org).

## Fiscal Responsibility

We hold ourselves to the highest level of financial discipline and transparency through our strong control environment and quality systems – and by ensuring we have the requisite expertise to competently serve our stakeholder groups. Success in accomplishing these goals is validated through Compassion's internal audit team and our annual independent financial audit.

Learn more about our Critical Policies and Standards.



[cintl.us/CriticalPolicies](https://cintl.us/CriticalPolicies)

# Board of Directors

The board of directors defines and protects Compassion’s mission, values, unity and direction. This group exercises legal corporate authority and responsibility over Compassion’s operations. Their duties include overseeing policy changes, appointing the president/CEO and approving the annual budget.

All board members, other than the CEO, serve as uncompensated volunteers and must be able to devote sufficient time and resources to accomplish board

duties. To ensure members’ collective ability to make decisions from a place of working program knowledge and understanding, we request that members travel (at Compassion’s expense) to observe programmatic implementation on a regular basis.

The following individuals served as members of Compassion International’s Board of Directors in fiscal year 2024.



**Jean-François Bussy**  
*(Compassion Switzerland  
 Board Member)*  
 Retired pastor &  
 church founder  
 Member since 2009



**Dr. Marie Geschwandtner**  
*(Compassion Canada  
 Board Member)*  
 Business owner  
 Member since 2020



**Chris Knepper**  
 Business executive  
 Member since 2016



**Karen K. Wesolowski**  
 Retired attorney  
 Member since 1999



**Blake Canterbury**  
 Not-for-profit founder  
 Member since 2019



**Dr. Judy B. Golz**  
*(Board Chair)*  
 Community psychologist  
 Member since 2004



**Dr. Michele Lee**  
 Not-for-profit executive  
 Member since 2021



**Bruce Ybarra**  
 Retired military pilot  
 Member since 2023



**Kristin Colber-Baker**  
 Retired business executive  
 Member since 2019



**Mike Jeffs**  
*(Vice Chair; Compassion  
 Australia Board Member)*  
 Business executive  
 Member since 2010




**Santiago “Jimmy” Mellado**  
 Compassion International  
 President & CEO  
 Member since 2013

[Learn more about each member  
 of our Board of Directors.](#)

[cintl.us/Board](https://cintl.us/Board)

# Global Executive Team

Learn more about each member of our Global Executive Team. 

[cintl.us/Executives](http://cintl.us/Executives)

The Global Executive Team oversees the development and effectiveness of the worldwide ministry of Compassion – bringing a unified faith in Jesus Christ and a wholehearted conviction to release children from poverty in his name.



**Tom Beck**  
Chief People & Culture Officer  
Joined Compassion in 2013

- Leads Compassion’s global people, culture and workplace operations, including talent acquisition, P&C business partnerships, communications and organizational development.
- Former consultant and founding partner of Blockbuster Midwest and Boston Chicken Inc.; was instrumental in launching the Blockbuster Video, Boston Market and Einstein Bagel franchises.



**Robert Hawkins**  
General Counsel  
Chief Marketing & Strategy Officer  
Joined Compassion in 2019\*

- Breadth of expertise in law, strategy, execution, public relations and marketing from more than three decades of legal and executive leadership, including as the former president of the law firm he founded; marketing executive for World Vision and Time Warner brands.
- \*18 years of service to the Compassion board prior to joining Compassion’s executive team.



**Santiago “Jimmy” Mellado**  
President & CEO  
Joined Compassion in 2013

- Champion of organizational values, culture and vision for staff and stakeholders.
- Responsible for selecting leaders, implementing strategies and monitoring ministry effectiveness.
- Graduate of Harvard Business School; former longtime president of Willow Creek Association; 1988 Olympic decathlete.



**Pam Parisian**  
Chief Information Officer  
Joined Compassion in 2020

- Leads Compassion’s global IT team and strategy with a focus on harnessing technology to empower and accelerate the mission.
- Spent 39 years at AT&T, including as president of technology development, leading teams through the development of 2,000 consumer and enterprise business applications, the exclusive launch of the first iPhone, and major system integrations between AT&T, DirectTV, Cingular and BellSouth Cellular.



**Mark Hanlon**  
Chief Development Officer  
Joined Compassion in 1978

- Top executive for a team that forms and maintains relationships with global high-capacity donors and partner organizations.
- Employee of Compassion since 1978; has served in multiple senior vice president roles (Compassion USA; marketing and engagement).



**Sidney Muisyo**  
Chief Program Officer  
Joined Compassion in 2002

- Leader of Compassion’s global program development, strategy, operations and monitoring, leading more than 8,600 front-line church partners, 2,700 staff members and nearly 88,000 volunteers across 29 countries throughout Asia, Africa and Latin America.
- Former regional vice president for Africa and national director of Compassion Kenya.



**Joe Wilkins**  
Chief Financial Officer  
Joined Compassion in 2022

- Leads Compassion’s global finance team, involving budgeting, controllership, treasury and financial reporting.
- Spent 36 years working for United Parcel Service, including roles as vice president of finance, corporate controller and chief financial officer for the U.S. domestic small package division representing 60% of global revenues.

# The Year in Numbers



**Nearly 2.4 million**  
Program Participants



**8,600+**  
Frontline Church Partners



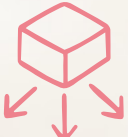
**1.7 million**  
Supporters of Our Global Organization



**\$5.9 million**  
Increase in Net Assets



**\$1.3 billion**  
Revenue



**+10.4%**  
Grant Spending



**+12.3%**  
Revenue Growth



# Condensed Financials & Key Metrics

Learn more about our financial integrity and your impact with Compassion.



[cintl.us/Financials](https://cintl.us/Financials)

## Additional Notes

<sup>1</sup> Fundraising Efficiency Ratio measures effectiveness of an organization's fundraising efforts and is calculated as: Total Contributions divided by Total Fundraising Expense.

<sup>2</sup> Program Ratio measures the relationship between amounts an organization expends for the direct fulfillment of its primary mission to those required to operate the overall organization and is calculated as: Total Program Activities divided by Total Expense.

Condensed Financials (in millions)	FY24	FY23
<b>Revenue</b>		
Child Sponsorship Contributions	\$906.8	\$824.6
Targeted Response Contributions	\$371.2	\$335.8
Other Net Revenue	\$58.8	\$30.2
<b>Total Revenue</b>	<b>\$1,336.8</b>	<b>\$1,190.6</b>
<b>Expense</b>		
<b>Program Activities</b>		
Program Grants	\$866.9	\$785.2
Program Delivery	\$199.9	\$179.7
Total Program Activities	\$1,066.8	\$964.9
<b>Supporting Activities</b>		
Fundraising	\$165.2	\$147.0
Management and General Administration	\$98.9	\$84.3
Total Supporting Activities	\$264.1	\$231.3
<b>Total Expense</b>	<b>\$1,330.9</b>	<b>\$1,196.2</b>
<b>Change in Net Assets (Total Revenue Minus Total Expense)</b>	<b>\$5.9</b>	<b>(\$5.6)</b>
<b>Select Data</b>		
Cash, Cash Equivalents and Restricted Cash	\$197.7	\$225.1
Unrestricted Reserves	\$165.3	\$204.2
Total Net Assets	\$409.4	\$403.5
<b>Key Metrics</b>		
Total Ending Registered Participants	2,372,768	2,353,046
Contribution Growth Rate	10.1%	1.9%
Fundraising Efficiency Ratio <sup>1</sup>	7.7	7.9
Grant Growth Rate	10.4%	4.3%
Program Ratio <sup>2</sup>	80%	81%



# Message From the Board Chair



## The Right Push at the Right Time

When working with children, we know the “right push at the right

time” matters. From a literal push on a swing to thoughtful encouragement toward a worthy goal, developing children depends on wise action and good timing.

That’s what this season is about for us at Compassion. Due to the massive size of the global poverty need we have been called to address, we are pushing forward to scale the ministry to advance life outcomes with more children and youth more quickly. After years of effort to build critically needed capabilities, we believe the ministry is now poised to step into a future of even greater harvest. The time is now.

For Compassion to do what we do best – in the right rhythms – we

strategically link arms with a diverse network of global partners to unleash what they do best. These partners multiply our impact and aid our understanding of when, how and where to push, as God leads.

On behalf of Compassion International’s Global Board of Directors, I want to express our deep appreciation to our partners and supporters around the globe. Thank you for helping us press on toward the mission in 2024. We believe our strongest push to advance the mission is yet to come in 2025 and beyond, for the glory of God and the empowerment of his children.

Every blessing to you,

A handwritten signature in blue ink that reads "Judy Golz".

Dr. Judy B. Golz  
Board Chair





# With Gratitude

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## Supporters

Thank you to our diverse network of more than 1.7 million caring supporters throughout the world, who advance Compassion's cause through our Global Partner Alliance and other affiliates in Australia, Canada, Denmark, Finland, France, Germany, Ireland, Italy, the Netherlands, New Zealand, Norway, the Philippines, South Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States.

## Strategic Alliance Partners

We're grateful to collaborate with other organizations for shared learning, design and implementation – directly supporting our church partners and program participants in the areas of livelihoods, health, spiritual formation and more. Our valued partners include:

- Alpha
- American Bible Society – Trauma Healing Institute
- Awana
- Baylor University
- Biblica
- The Chalmers Center
- Christian Blind Mission
- Convoy of Hope
- ECHO
- Faith Comes By Hearing
- Fellowship of Christian Athletes
- HOPE International
- International Care Ministries (ICM)
- International Justice Mission
- Joni and Friends
- LifeNet International
- Living Water International
- Plant With Purpose
- The Sawyer Foundation
- Scandinavia Publishing House
- Sinapis
- Street Business School
- Tearfund UK
- Water Mission
- Worldreader
- World Relief
- World Renew



Scan this QR code or visit [Compassion.com/AccountabilityReport](https://www.compassion.com/accountabilityreport) to learn more about some of the topics covered in this report.



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