

MERCY CORPS

2002

Annual  
Report



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## **Mercy Corps**

### **2002 Annual Report**

Mercy Corps is an international relief and development organization that reaches more than five million people in 38 countries and regions torn by poverty and conflict.

With support from donors worldwide, the more than 2,000 staff, volunteers and partners of Mercy Corps change lives each day by working hand in hand with those who seek to build a better future for their families and their communities.

We renew **hope**.

We find **solutions**.

We leave behind a legacy of **change**.



**H**ow does change happen?  
And can it be sustained in a world torn  
by war and poverty?

Those were the two questions we set out  
to answer in this year's annual report.

Our methodology is to explore four case  
studies from Mercy Corps' recent past in  
which communities have succeeded in  
overcoming obstacles once thought  
insurmountable. Each example comes  
from a different part of the world, with  
a different set of problems.

**There is a common thread.** In each case,  
Mercy Corps helped community members  
find their own voices, their own strength,  
and ultimately their own solutions. In the  
process, we left behind stronger com-  
munities and stronger civil societies.

Today Mercy Corps is bringing these  
lessons to a new humanitarian arena  
— Iraq. The needs are intense and  
the task of rebuilding will be long.  
But as this report shows — even in  
the most difficult circumstances —  
**change is possible when people set  
aside differences and search for  
common bonds.**



## A Letter from the Executive Team

Dear Friends and Partners,

**W**e are living in historic times. Since September 11, 2001, our sense of security has been shattered. Afghanistan, the war on terrorism, homeland security, pre-emptive strikes, now Iraq — these are the signs of our times.

Where will all this lead? What will the future hold for our children, for all the world's children? We search for understanding, for the right kind of action.

There are no simple solutions, fast fixes or easy answers. Mercy Corps believes this — military might alone will not end terrorism. The battle for a better world requires a sustained assault against those terrible conditions upon which terror and violence breed and

feed — abject poverty, hunger, disease, ignorance, intolerance, and fear.

Winning the peace always and everywhere means bringing hope — for the one billion people on our planet who live on less than \$1 per day, for those millions who live without basic political and human rights, for the seven million children who die each year from preventable diseases, for the 42 million individuals infected with the AIDS virus, for the 100 million children who never go to school, and for those millions of families forced from their homes because of war and conflict.

Unprecedented commitment, creativity, coalitions, and resources compose the cornerstones for building a better, safer world. If we work

together, if we engage our political leaders, if we bring new ideas directly to hurting communities, if we push for greater transparency and accountability, if we focus daily on results — then we will succeed. Our world will become more just, secure, and productive. Hope will prevail where fear and uncertainty once resided.

This is exactly what Mercy Corps is doing daily in more than 30 struggling countries and republics, directly touching more than five million people. We seek not just to meet needs but to eliminate them, to redress the root causes of poverty and despair, to provide both relief and long-term solutions. We work not simply as angels of mercy, but as ambassadors for peaceful problem solving, for promoting the rule of law, and strengthening civil societies.

This year's annual report provides four case studies on how positive change happens, frequently in the aftermath of war and conflict, when solutions seem impossible. We offer them as proof positive that successful strategies can help build a better world with the help of loyal donors, an expert team, tireless volunteers, and enthusiastic local partners. For all your commitment and sacrifice, we offer our sincere gratitude.



Dan O'Neill



Neal Keny-Guyer

**Dan W. O'Neill**  
President and Co-Founder

**Neal L. Keny-Guyer**  
Chief Executive Officer



**M**ercy Corps is committed to providing humanitarian support that is appropriate, timely and respectful of people's dignity, empowering the people with whom we work to move beyond crises and lay the foundation for a more hopeful future.

Nowhere is this commitment more vital than in Afghanistan. Twenty-three years of war and five years of ongoing drought — with no end in sight — have left this country uniquely impoverished and virtually destroyed. More than four million Afghans are still refugees in neighboring countries.

Mercy Corps' work supports Afghans in their desire to return home by equipping them with the skills and tools needed to reinvigorate a land devastated by conflict and drought. Long-term development in Afghanistan means not just rebuilding local economies, but also recognizing that without addressing issues of inclusivity and community stability, Afghanistan could remain mired in poverty, insecurity and intolerance.



**M**ercy Corps has been working in Afghanistan and in Pakistan assisting Afghan refugees since 1986. Our long-term programming there — agricultural and infrastructure development, drought mitigation, health care, and orthopedic rehabilitation — has continued with only minor interruptions due to the military action that followed September 11, 2001.

But many Afghans are returning to villages that are completely destroyed and land that has been devastated by drought. Mercy Corps quickly realized that we needed new ways to implement our programs and ensure community stabilization by including all Afghan citizens in rebuilding this ravaged country.

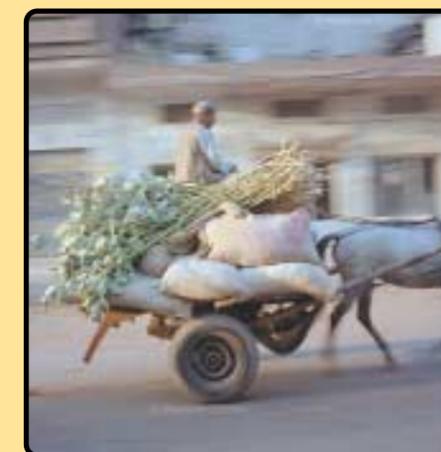
Infrastructure reconstruction and agricultural projects are a major priority in Afghanistan. Mercy Corps has taken a cash for work approach to many of our reconstruction initiatives, focusing on labor intensive projects that require a large number of workers. The goal: to create employment opportunities and increase family purchasing power, while providing desperately needed improvements in rural infrastructure. This injection of cash into local economies enables families to buy much needed commodities and services, pay off debts, and minimize the need for migration in search of income.

Mercy Corps also considers the creation of economic opportunities critical to achieving

long-term stability within Afghanistan. Through a dual approach of providing both financial and technical services to new and existing businesses, Mercy Corps ensures that program participants have the skills needed to launch their own small businesses in Afghanistan's embryonic business climate.

To this end, we recently launched the Chelsitun Women's Center in Kabul — notable because it was constructed brick by brick by both men *and* women. The Center's cornerstone activities connect low-income women from one of the hardest hit neighborhoods in Kabul with vocational training opportunities, and provide microcredit loans and technical assistance to male and female entrepreneurs. Through these activities, Mercy Corps' program in Kabul will help build a foundation for economically stable communities by increasing income and employment for all.

Today, Afghans are heading home in record numbers. This unprecedented repatriation demonstrates the hope and optimism of the Afghan people, but also presents new challenges for the international community. We must continue our collective commitment to stay engaged. As Molly Little, Mercy Corps' Shelter Project Manager in Kabul, was quoted in the *New York Times*, "What has taken many years to destroy will require a patient, sustained effort to rebuild."





## challenge:

A decade of ethnic hostility, culminating in the 1999 conflict between NATO forces and Yugoslavia, destroyed Kosovo's largely rural economy. With so much tension between Serbs and Albanians, how can the region rebuild its economy and create jobs?

## solution:

**M**ercy Corps believes in practical peacebuilding. If people have been fighting each other for years, one cannot simply hold a meeting at the town hall and expect everyone to speak freely and work together amicably. One way to start a

dialogue is to find shared interests — creating jobs, building roads and generating income, to name but a few.

In Kosovo, ethnic Serbs and Albanians have been fighting for years. But in this primarily agricultural region, each group shared one overpowering common

interest: the need to produce and sell food. The entire regional economy depended on it and neither ethnic community could succeed alone.

With a decade of experience in Kosovo, Mercy Corps had earned the trust of both communities. We engaged them with a bold idea — work together to rebuild Kosovo’s agricultural markets.

Mercy Corps’ plan brought both sides together to devise and implement concrete

steps to increase agricultural and dairy production. Farmers and businesses would receive training and grants — but with one condition. Serbs and Albanians had to be willing to do business with members of the “other” ethnic group.

Initially, there was considerable fear and suspicion. How can I trust a Serb not to cheat me? How can I trust an Albanian not to poison the milk? But optimism and economic self-interest are powerful incentives for risk taking. Soon, hundreds of farmers and small entrepreneurs were taking part in the program.

In the village of Livoc, for example, Mercy Corps provided a loan to an Albanian owned dairy so it could purchase a generator, packaging machinery and modern cooling tanks. In turn, the dairy owner bought milk from Serb farmers who otherwise had no market for their goods. The result? More jobs at the dairy, more income for the farmers — and delicious yogurt and cheese in the local markets.

Beyond the economic gains, a profound realization has taken hold among Serbs and Albanians. Together, they can solve problems and rekindle connections. Their fates are intertwined.



## Vesco Savic Citizen of Kosovo



I am a Serb living in Kosovo.  
I own a greenhouse business.  
I have an Albanian friend,  
Xhelal Ramadani, who also  
owns a greenhouse.

I believe it’s possible to

expand this industry. Mercy Corps is helping us to achieve this by providing opportunities for Serbs and Albanians to work closely together for the good of both groups.

Mercy Corps’ May 2001 and June 2002 regional conferences helped enormously by connecting Serbs and Albanians economically. We were very skeptical about meeting together like that. I learned that we need to cooperate and work together in order to succeed. More importantly, I learned that we **COULD** live and work together.

My friend Xhelal and I now visit other greenhouse owners together to share our expertise. We have plans to form an association of Serb and Albanian producers. I have new Albanian business contacts who want to work with me.

I believe that Kosovo’s future can be peaceful. Xhelal and I are currently selling seedlings together. People don’t ask whether they’re produced by Serbs or Albanians.

They just want good seedlings.



## challenge:

Three poor, unstable nations come together in Central Asia's Ferghana Valley, where arbitrary borders hinder movement, complicate economic life and increase inter-ethnic friction in the region.

How can tensions be eased before potential conflict becomes a reality in the Ferghana Valley?

## solution:

**M**ercy Corps began work in Central Asia in 1992 and quickly realized that an important key to stability there was keeping peace in the Ferghana Valley. This region of three separate and interlocking countries — Uzbekistan, Tajikistan and



Kyrgyzstan — contained tensions in danger of spiraling out of control. Mercy Corps was committed to acting in these former Soviet states *before* a conflagration occurred.

The task was — and is — formidable. Amid grinding poverty, the competition for scarce resources is a competition for

survival — and a jumble of arcane borders makes everything more difficult. A Kyrgyz farmer in Uzbekistan, for example, might spend hours crossing international borders just to get to a Kyrgyzstan city where he can sell his goods or buy supplies.



Mercy Corps' solution was to find mutual interests with which to bridge peaceful ties across borders. But in a region facing increased nationalism and ruled by central planners in distant capitals, the idea of community organization and collective action was a difficult sell at first.

A key to the project's success was using multi-ethnic and multi-national teams to break down the walls of suspicion and mistrust. Eventually, communities began to see that the initiative was about local people solving local problems. In one instance,

this meant the community repairing a school used by villages on each side of the Tajikistan-Kyrgyzstan border. In another, the community built a water system that serves a pair of villages straddling the Kyrgyzstan-Uzbekistan border.

The construction projects themselves were straightforward. But the revolutionary aspect of the program was in how it was achieved. Communities that had become increasingly wary of each other sat down together — often for the first time — to prioritize needs and design solutions.

Today, dozens of communities throughout the region are working together to improve their futures. And in the process of discussing where to build the school or how to lay the pipe, something far more important is being built — a new belief that conflicts can be resolved without force.

## Abduakym Kurbanov & Abdukahhar Kholmatov Good Neighbors, Bad Fences

Naiman and Jekke-Miste are small villages in the Ferghana Valley, on opposite sides of the Uzbekistan-



Kyrgyzstan border. Grinding poverty, high unemployment and poor health have taken hold here.

Before Uzbekistan and Kyrgyzstan declared

independence, Naiman and Jekke-Miste were good neighbors. The demarcation of the Uzbekistan-Kyrgyzstan border in 1991, however, divided Naiman and Jekke-Miste both physically and psychologically. Mismanagement of shared resources — especially water — heightened tensions between the two villages.

In Naiman and Jekke-Miste, Mercy Corps helped organize a Friendship Holiday to bring both villages together again. "For the first time in 10 years, I came to a holiday on the Uzbek side," said **Abduakym Kurbanov** of Jekke-Miste.

With Mercy Corps' assistance, the two villages are now constructing a trans-border water system that will serve both communities. "I am positive that this project will improve relations between us," says **Abdukahhar Kholmatov** of Naiman.

"We never thought that things would change for the better," Abdukahhar says. "Now, we have hope and faith in ourselves."





## challenge:

Fierce fighting between Muslims and Christians in Indonesia left an entire province segregated along ethnic and religious lines. How can humanitarian relief be delivered in a way that builds bridges between rival groups — and sets the stage for reconciliation and recovery?

## solution:

**T**he conflict that divided Maluku Province in Indonesia in January 1999 was sudden and complete. By the time the fighting ended, 6,000 were dead — and more than 500,000 people were left homeless. Everybody knew somebody who had died.

Once integrated villages were now “Muslim only” or “Christian only.” Former inhabitants lived in makeshift camps and shelters.

Villages barricaded themselves against the outside world. Roads were a deadly gauntlet. Government services and the economy ground to a halt.

When Mercy Corps arrived, the need for shelter, water and basic relief supplies was intense. But even distributing emergency goods posed a danger in a hostile environment with no communication between the warring

parties. If you helped one side, the other might regard you as an enemy collaborator.

Mercy Corps’ solution was to hire staff from both faith communities and channel relief distributions through local organizations across the religious and ethnic spectrum. As trust in Mercy Corps grew,

our program expanded to building shelters, water and sanitation system repair, school reconstruction, and microcredit. Some 200,000 people received assistance.

Along the way, subtle steps were taken to bring the two communities together. When Mercy Corps established a central

warehouse, we asked one Muslim group and one Christian group to serve as partners in managing it. At first, the two groups were surprised and wary. But each community realized the warehouse was urgently needed to help its own members.

Why not give it a try?

Over time, something happened. Muslims and Christians found that they could once again work together. It started simply with sharing ideas on procurement. Next, each group helped the other work safely in mixed communities. Two years later, the relationship of convenience had grown into something more durable and meaningful. Recently, the two communities established a consortium of Muslim and Christian organizations. Their goal: to advocate for the needs and rights of victims of conflict. Not just Muslims. Not just Christians. But all people — regardless of race or religion.



## Rasyid Kaimudin Water and Peace



Rasyid Kaimudin lives in a small Muslim enclave sandwiched between two large Christian communities in Maluku Province, Indonesia. Before the conflict, he worked for the local water company.

But when the fighting erupted, the village put up barricades blocking all roads into the village to protect the community. Rasyid couldn’t leave town to get to his job. The trucks that supplied the village with water couldn’t get in.

When Mercy Corps’ multi-ethnic staff arrived in town, it was clear what was needed — a reliable water system. It was Rasyid who led the charge. Mercy Corps provided the materials. The town provided the labor. In a matter of weeks, the work was done.

But it was after the water started flowing that real change unfolded. The example of Mercy Corps’ joint Muslim and Christian staff working together had broken down barriers. Villagers who had fled the violence heard the news and returned home. The water board started giving small business loans. The barricades came down. Trade resumed with the Christian villages. It began with water — one drop at a time.

## challenge:

A health clinic in one of Guatemala's poorest regions had fallen into disrepair and was going largely unused nearly a decade after its construction. How can citizens, local officials and community leaders come together to create a health care system that works?



## solution:

**A**fter almost 40 years of civil war, the people of Guatemala are taking the first steps towards a more democratic, civil society. But huge challenges remain. Many Guatemalans, particularly rural, indigenous people, are traumatized and 60 percent live in poverty.



Nowhere in the country is this more true than in Tukurú, a poor community in the rugged northern highlands. Near the top of Tukurú's problems is poor health care.

Maternal and child mortality rates are among the highest in the Americas. Nearly a decade ago, a new health clinic was built to address the community's health needs. But the clinic lacked resources. Cultural and language barriers



isolated health staff from the indigenous Q'eqchi people. Over time, little progress had been made in improving community health standards.

Mercy Corps' solution was to directly involve local citizens in creating a more responsive health care system. The answer was not in more buildings, more doctors or more supplies. Instead, health officials needed to "meet people where they were" and develop a stronger understanding of local culture. At the same time, the local health care system urgently needed a network of citizen advocates who would ensure that the government did not ignore health needs.

The first step was to create a local health committee to help manage the clinic and secure resources from local and national governments. Next, health workers were trained in traditional medical practices. "Cultural agents" were recruited from the community to help bridge the divide between health workers and the people they served. These agents ensure that indigenous clients' rights are clearly articulated, and accompany health workers on trips into the surrounding rural areas, helping both groups understand one another.

Today, there is new life in Tukurú and the surrounding community. Local citizens have stopped waiting passively for officials in distant Guatemala City to solve their health problems. Much work remains to be done. But there is a new spirit, and a new hope.

## Berta Yat Maxena A Woman of Fighting Spirit



Berta Yat Maxena lives in rural Tukurú, Guatemala. She is married and has always worked to help support her two daughters, earning a small income selling regional handicrafts.

When Berta learned that Mercy Corps was hiring local staff for our Tukurú Health Care Citizenship Health Project, she saw an opportunity to better her life and the lives of her children.

Mercy Corps is committed to decreasing the rate of maternal and child mortality among the indigenous Q'eqchi population of Tukurú. We hired and trained Berta to act as a Cultural Agent, educating rural mothers of small children about preventive health care measures.

Berta now instructs local women in pre- and post-natal care, preventing childhood illnesses and promoting proper nutrition. Under Mercy Corps' auspices, she is also studying to become an Auxiliary Nurse.

"Working for Mercy Corps, I've learned to recognize my rights and responsibilities as a citizen — and to teach other people that they have rights but also obligations," Berta says. "I have the opportunity to help my own people."



### **Realizing Solutions in Eritrea**

The border war between Eritrea and Ethiopia ended in 2000 and caused widespread infrastructure damage and displaced nearly one-half of the Eritrean civilian population. At the same time, Eritrea has been seriously affected by the multi-year drought that has plagued the entire Horn of Africa. The result is rising malnutrition, especially among children.

Mercy Corps' programs in Eritrea strive to empower local community groups and improve nutrition while promoting the participation of girls in education. In 2002, we focused on ways to increase student attendance and community support for schools. Mercy Corps supplies nutritional biscuits to 35,000 Eritrean children, strengthens parent teacher associations, and promotes girls' participation in education.



Local communities form the social foundation of people's lives — groups of determined individuals drive the engines of change the world over. In the Balkans, Mongolia, Georgia, Central Asia, the Middle East, and many other countries and regions, Mercy Corps works side by side with local communities as they determine their own priorities and goals.

Local change creates powerful repercussions in larger cultures — community empowerment lays the groundwork for the pursuit of political equity. Focused through the lens of our civil society principles — participation, accountability and peaceful change — Mercy Corps' programs are designed to facilitate this process.

Whether in moments of severe crisis or during the turmoil of reconstruction, it is the people — men, women, children — with whom Mercy Corps works who create a better future, a more just and productive world. We are honored to be at their sides, their partners in hope.



**M**ercy Corps' programming in eastern **Georgia** addresses the economic, political and social challenges that have developed since the demise of the Soviet Union. The ensuing civil conflict and economic collapse left Georgians with a profound sense of powerlessness over their lives.

To counter this, Mercy Corps has incorporated community mobilization into the heart of our Georgia programming. Our Community Initiative Groups identify, plan and implement projects that address their collective needs. The groups are responsible for developing their own local project proposals, including detailed budgets of which at least 25 percent must be contributed by the community in the form of money, materials, labor, and services.

Shared community projects inspire hope, confidence and the belief that things can change. Once a community successfully completes an initial project, they often move onto a second, third — and more. By the third project, the local contribution must reach 75 percent, enabling a community ownership that emphasizes responsibility over dependence.

Such achievement at the local level creates the pre-conditions for civic and political action at the national level. Mercy Corps' Georgia programming has empowered participants to take increasing control over their lives, and to understand that it is neither possible nor necessary to rely extensively on government assistance or international aid groups.

As **Mongolia** struggles to establish a democratic government, it is burdened by a widely dispersed population,

weak infrastructure and the transition from a centralized state to a market economy. Mercy Corps' Gobi Initiative engages businesses, government, local organizations, and herders — whose livelihoods form the bulk of the Gobi region's economy — to create an environment that encourages economic development.

Before our program, herders often received reduced value for their products because they were isolated and dependent on traders' market information. Herders also did not consider improving the appearance of their products before sale to be important, and often received less money for their goods than they might have.

Now, thanks to Mercy Corps' *Rural Business News* radio program, newspaper and website, Gobi herders are well aware of market prices for their products and are able to bargain knowledgeably. Mercy Corps also provides workshops on increasing the value of cashmere. Since we introduced these Cashmere Clinics to Gobi residents, herders now wash and sort their cashmere, which increases its value — and the herders' income.

Both Mercy Corps' *Rural Business News* and the Cashmere Clinics have enabled herders to have more control over the material conditions that structure their lives. This has made an enormous difference in the lives of individual herders and in the economic well being of the entire herder community.

Mercy Corps' **Azerbaijan** Humanitarian Assistance Program provides grants for organizations and programs that organize and mobilize communities to address self identified needs. By providing leadership that shapes the strategy of the largest humanitarian assistance initiative in Azerbaijan, Mercy Corps has altered the way in which many participants

S N A P S H O T S

**Honduras**

In partnership with Proyecto Aldea Global (PAG), Mercy Corps has been working in Honduras since 1982. Our civil society initiatives have enabled local citizens to lobby effectively for long-term rehabilitation and infrastructure repair for their communities. Our ongoing Child Survival project provides quality health services for more than 65,000 people through trained village health care workers.

More than 330,000 people benefit from Mercy Corps/PAG programs in Honduras.

**Serbia**

In Serbia, Mercy Corps promotes business development and supports community led reconstruction of social and economic infrastructure.

Using a democratic process, our programs in Serbia mobilize communities to identify common needs and devise development projects in collaboration with local governments.

Mercy Corps has served nearly 455,000 program participants in Serbia to date.

**Croatia**

Mercy Corps' work in Croatia focuses on revitalizing war-affected communities. Through

— continued



relate to their society and culture.

Mercy Corps stresses the importance and ability of the community to solve its own problems. Local organizations now see themselves as partners with the communities in which they work — not “aid providers.” Communities themselves demonstrate greater involvement in advocating on behalf of themselves, recognizing the impact of Mercy Corps’ projects on their living conditions.

Environmental awareness training in one Azeri community made clear the connection between a soon to be constructed sanitary water system and significant health benefits. As a result of the training, the village elected to build the system away from the local garbage dump — where initial plans had placed it — to a cleaner site. Their water is now potable and the learning process helped mobilize the community to continue to actively manage its own health care.

Mercy Corps’ **United States** programming is built upon the notion that we must all be responsive to sudden crises and economic downturns that might further marginalize poor families.

In Portland, Oregon, Mercy Corps promotes self-sufficiency through microenterprise activities for low income, minority, women, refugee, and immigrant entrepreneurs, a constituency often considered “unbankable” by traditional lending institutions. By offering microcredit to this community, we provide opportunities for those who might not otherwise be able to start their own small businesses.

Mercy Corps educates participants in basic business practices, providing everything from pre-loan consulting



to ongoing mentoring. We also provide one-to-one business counseling and assistance in asset building. In 2002, we provided start-up financing for more than 20 businesses, half of which were owned by women, and 80 percent of which were minority, refugee or immigrant owned. These successful entrepreneurs are now giving back to their communities as they become mentors to yet another generation of entrepreneurs.

In partnership with JP Morgan Chase, Bright Horizons and the Dougy Center for Grieving Children, Mercy Corps’ Comfort for Kids program in New York City assists parents and childcare providers in recognizing and helping children affected by trauma.

Mercy Corps’ Comfort for Kids program raises awareness of the impact of trauma on children from both September 11 and from violence in their daily lives. This training program, aimed at parents and caregivers, is designed to strengthen emotional resilience in children. We also promote awareness of diversity and respect for others, helping to reduce racial and ethnic mistrust in our young people.

The long-term benefits of this program are enormous. Mercy Corps is helping participants to understand and address the signs and impact of trauma in themselves, their children and their communities.

Community rehabilitation is at the heart of Mercy Corps’ programming in **Bosnia-Herzegovina** — families will not return home unless they feel that a real and viable future awaits them. And until people do return home, recovery and stability cannot be realized.

Since 1993, Mercy Corps has assisted former front line

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local partner organizations, we provide a recovery focused mix of economic development, enhanced social services and community mobilization programs.

Mercy Corps’ long-term strategy in Croatia is to build upon this work to strengthen local organizations. Currently, our activities benefit more than 25,000 people.

**Macedonia**

Mercy Corps’ work in Macedonia empowers communities to build a peaceful, stable future. We promote economic recovery and growth in conflict affected areas, increase community participation, and improve levels of inter-ethnic cooperation.

In 2002, Mercy Corps provided housing support and business development assistance to more than 3,000 families in Macedonia.

**Chechnya and Ingushetia, Russian Federation**

More than 300,000 people are homeless in Ingushetia and Chechnya. Mercy Corps has provided emergency relief to more than 38,000 displaced people.

Mercy Corps has also helped fund small businesses in Ingushetia through our small grants program. A Mercy Corps initiated microfinance institution —

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the first of its kind in the region — is currently being developed.

**North Korea**

Mercy Corps has remained active in North Korea since 1996. We have provided food, agricultural help and medical supplies, initiated conferences to increase communication, and organized professional exchanges between North Korea and the United States.

In 2002, Mercy Corps established a feeding project for 12,000 school children, providing students with two to three nutritious meals per week.

**Russia**

In Russia, social and economic problems often lead to family deterioration. There are currently over 600,000 orphaned and abandoned children in Russia.

Mercy Corps' program in Russia combats these conditions through support services that promote alternative childcare and social services. Our program has trained more than 1,200 people and directly assisted more than 700 children and 400 families.

communities in Bosnia through economic development and infrastructure repair. Tailoring economic development to fit the local environment, Mercy Corps' programs in Bosnia focus on increasing the economic security of the entire community.

A Mercy Corps initiated microcredit institution, Partner Microcredit Organization, has emerged as the largest lending institution in Bosnia, enabling nascent entrepreneurs to start or improve businesses. Peace building is indirectly promoted by re-establishing economic links between formerly divided communities, thus building a better economic future for all.

When the Soviet Union collapsed, Central Asia was left in disarray. With little history of civil or business law, vast population displacements, and the collapse of formerly state-run health care systems, the entire region could have easily fallen into chaos.

Mercy Corps is a strong voice for the development of an open society in **Tajikistan**, in which government, local organizations and businesses each play a decisive role. Our program focuses on constructing an effective network of local organizations, and strengthening small businesses to survive in a challenging environment. We promote dialogue, improve standards of living, and facilitate stronger cooperation among communities and local governments. Through local groups, communities determine their own priorities and design their own social and infrastructure projects aimed at reducing conflict.

In **Kyrgyzstan**, Mercy Corps has found that economic development and community mobilization enable local citizens to pre-empt potential conflict. We have engaged com-

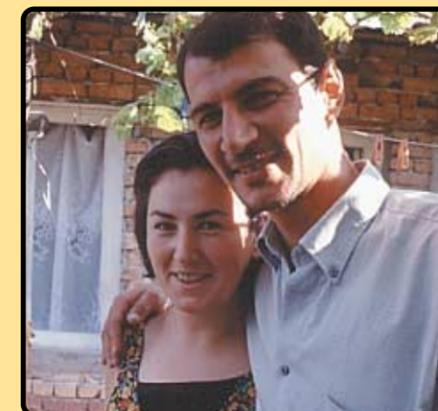
munity groups to repair schools shared by villages on both sides of the Tajikistan-Kyrgyzstan border, provide clean water to a pair of villages that straddle the Kyrgyzstan-Uzbekistan border, and build a health clinic for two Kyrgyz villages isolated within Uzbekistan.

**Lebanon** faces chronic deficits, mounting public debt, and slow economic growth. Mercy Corps' work in Lebanon is based on a regional development model, which entails designing and implementing complementary projects in specific geographic areas instead of initiating them in individual villages. This allows otherwise isolated rural communities to combine resources.

As these communities identify and address their own needs, a sense of ownership is established, increasing citizens' sense of success and self-reliance. Mercy Corps' inclusive approach ensures that both men and women participate, working together to promote accountability, equity and justice.

One of Mercy Corps' most successful projects is the Bebnine Women's Cooperative. Educational training is supported by microcredit loans, reinforcing participation in the region's economic development. Just as importantly, the Cooperative has proven to be an avenue for social and cultural change with respect to women's roles and status in the community.

Mercy Corps also promotes dialogue among Lebanese communities, reducing sources of conflict. Our focus on long-term development, and economic and educational activities provides a common goal crossing ethnic and religious divides.





### Realizing Solutions in Azerbaijan

As the manager of the US government funded umbrella grant Azerbaijan Humanitarian Assistance Program, Mercy Corps has shepherded the movement in Azerbaijan away from short-term relief, and towards long-term, integrated community development. The programming Mercy Corps provides helps strengthen the ability of communities to address health care, economic development and agriculture priorities. The grants we disseminate and monitor enable communities to attend to self-identified needs.

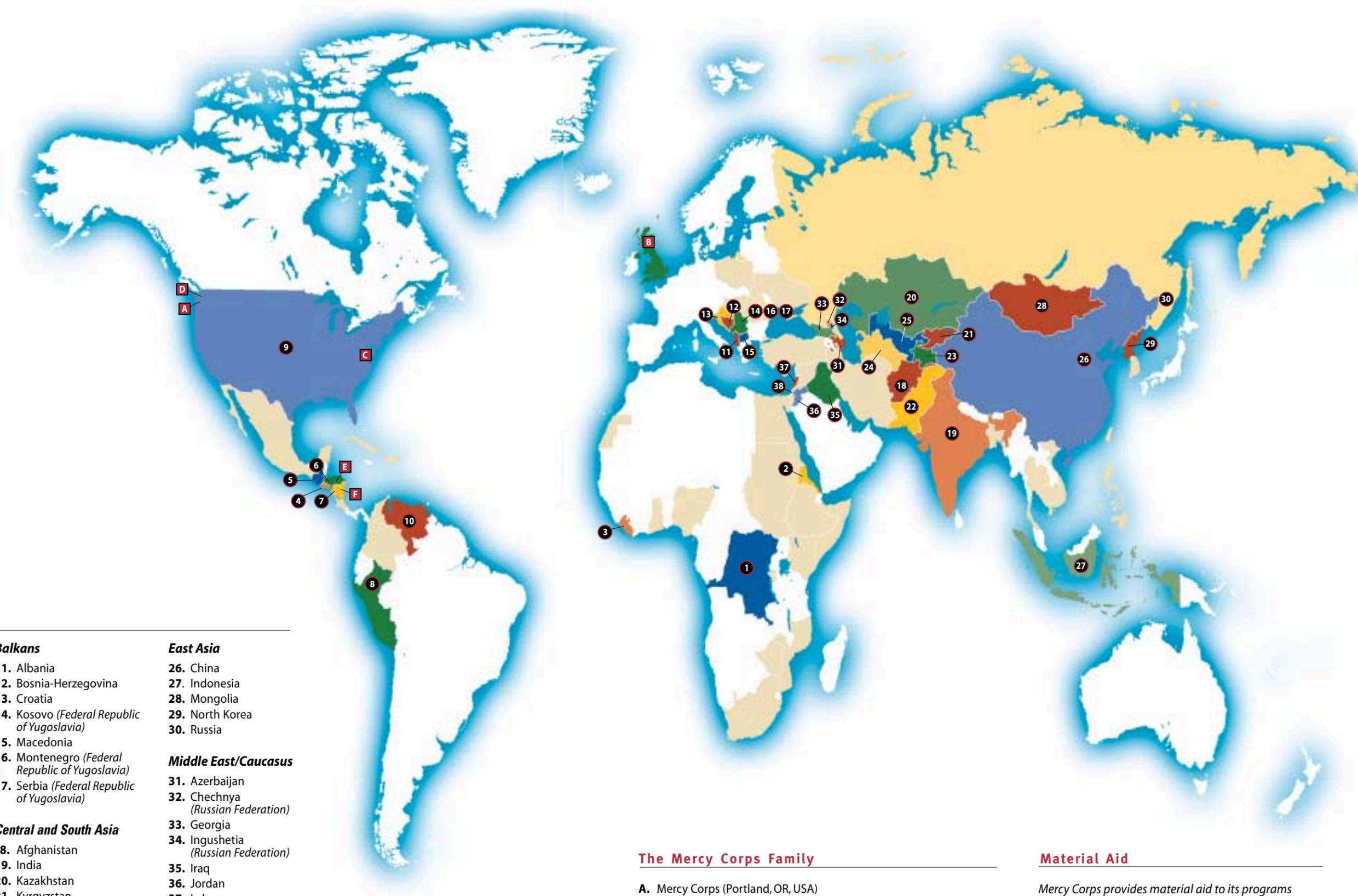
Mercy Corps' Child Survival program — the first of its kind in Azerbaijan — is helping three underserved mountainous districts on the Iranian border to improve maternal and child health. In this same remote area, we have also launched a Business Development Services project to improve local livestock production.

# The World of Mercy Corps

## Where We Work

In 2002, the global resources of Mercy Corps and its partners totaled more than \$117 million. We managed 38 ongoing worldwide programs, assisting more than five million people in need.

This map highlights where we currently work (shown in color), where we have operated in the past (shown in beige), and the headquarters of the partners that form the Mercy Corps family.



## Worldwide Programs

### Africa

1. Democratic Republic of Congo
2. Eritrea
3. Liberia

### Americas

4. El Salvador
5. Guatemala
6. Honduras
7. Nicaragua
8. Peru
9. United States
10. Venezuela

### Balkans

11. Albania
12. Bosnia-Herzegovina
13. Croatia
14. Kosovo (Federal Republic of Yugoslavia)
15. Macedonia
16. Montenegro (Federal Republic of Yugoslavia)
17. Serbia (Federal Republic of Yugoslavia)

### Central and South Asia

18. Afghanistan
19. India
20. Kazakhstan
21. Kyrgyzstan
22. Pakistan
23. Tajikistan
24. Turkmenistan
25. Uzbekistan

### East Asia

26. China
27. Indonesia
28. Mongolia
29. North Korea
30. Russia

### Middle East/Caucasus

31. Azerbaijan
32. Chechnya (Russian Federation)
33. Georgia
34. Ingushetia (Russian Federation)
35. Iraq
36. Jordan
37. Lebanon
38. West Bank

## The Mercy Corps Family

- A. Mercy Corps (Portland, OR, USA)
- B. Mercy Corps Scotland (Edinburgh, Scotland, UK)
- C. Mercy Corps DC and Pax World Service (Washington, DC, USA)
- D. Mercy Corps Seattle (Bellevue, WA, USA)
- E. Proyecto Aldea Global (Tegucigalpa, Honduras)
- F. Proyecto Aldea Global Jinotega (Jinotega, Nicaragua)

## Material Aid

Mercy Corps provides material aid to its programs worldwide. In addition, Mercy Corps shipped material aid to Cuba in 2002. Material aid shipments — food, - construction supplies, emergency relief — totaled nearly \$28 million in 2002.



**T**o our Mercy Corps supporters, compassion knows no borders. From Albania to Azerbaijan, Central Asia to Central America, your generosity was overwhelming in 2002. Without each one of you, our work would simply not be possible.

As we express our deep gratitude to our many dedicated partners, we would like to renew our commitment to share mercy, justice and compassion around the world. With your help, we will continue to work to overcome hate, violence, poverty, and despair.

**Together, we are doing the things that matter most.**

**Thank you.**

## THE MERCY CORPS FAMILY

*With headquarters in the US and Scotland, and vital partnerships around the globe, Mercy Corps reaches millions of people in need worldwide. We are proud to honor the organizations that make up the Mercy Corps family.*

### **Mercy Corps Scotland**

Based in the United Kingdom, Mercy Corps Scotland is Mercy Corps' European headquarters, and one of the leading international humanitarian agencies in Scotland. In 2002, Mercy Corps Scotland managed a wide spectrum of relief and development programs in the Balkans, Central Asia, Turkey, Afghanistan, Pakistan, and Eritrea. Current activities include emergency support for refugees and war affected populations, health and educational programming, economic development for rural communities, and microcredit loans.

### **Proyecto Aldea Global – PAG**

Mercy Corps/Proyecto Aldea Global has been working in Honduras since 1982. We are recognized there for our high impact programs in underserved communities, particularly in the areas of health care and civil society initiatives. In 2002, Mercy Corps/PAG's programs served over 200 villages in 17 municipalities. We are one of the few non-governmental organizations working in rural north and central Honduras.

### **Proyecto Aldea Global Jinotega – PAGJINO**

Mercy Corps played a critical role in the founding of Proyecto Aldea Global Jinotega in Nicaragua in 1996. PAGJINO currently works in 32 communities, offering assistance to more than 1,000 farm families. In 1999, Mercy Corps and PAGJINO implemented a civil society strengthening program in Jinotega, helping PAGJINO establish itself as a self-sustaining local organization.

### **Pax World Service**

Pax World Service formally affiliated with Mercy Corps in January 1998, creating a unique partnership that couples Mercy Corps' emphasis on civil society initiatives with Pax World Service's interest in peace and reconciliation. The Mercy Corps/Pax World Service merger also augments a unique relationship with the Pax World Fund, the first socially responsible mutual fund. Pax World Fund shareholders are able to designate a portion of their investments to Pax World Service, helping to increase Mercy Corps/Pax World Service's support for those most in need worldwide.

### **Peace Winds Japan**

In 2001, Mercy Corps formed an alliance with Peace Winds Japan, an international humanitarian organization based in Tokyo. The Mercy Corps/Peace Winds Japan partnership is committed to achieving social justice, equity and respect for human rights. By incorporating civil society initiatives into joint projects, we promote citizen participation, accountability, conflict management, and the rule of law.

## Making a Difference, Changing the World

*Mercy Corps' message of hope inspired thousands of supporters around the world in 2002, resulting in near record contributions from individuals, corporations, foundations, religious groups, and organizations. In all, private contributions totaled more than \$13 million in cash and more than \$10 million in commodities and services. In addition, more than 120 volunteers donated nearly 7,000 hours of work.*

### Mercy Corps and Tazo Tea Company Launch Partnership in Darjeeling, India



In 2002, Mercy Corps and Tazo Tea Company launched a joint project called Collaboration for Hope and Advancement in India (CHAI). The program focuses on improving access to high quality potable water, strengthening community groups through self-directed projects, and developing young people's life skills. CHAI involves a coalition of growers, traders, and brokers — everyone who has a stake in the production and sale of Darjeeling tea. This multi-level commitment will help ensure long-term success.



*Woman picking tea in Darjeeling, India.*

### Mercy Corps' Stewardship is Honored



*Worth* magazine, a well known business and money management forum, selected Mercy Corps (from a poll of more than 800,000 US charities) as one of America's 100 Best Charities for the second consecutive year. And the American Institute of Philanthropy has consistently given Mercy Corps an "A" rating for financial efficiency in the last eight of its rating guides.

### GlobalEnvision Envision a World without Poverty



In 2002, Mercy Corps proudly launched a new web initiative, [www.GlobalEnvision.org](http://www.GlobalEnvision.org). Global Envision promotes the idea that creating responsible market opportunities for people worldwide is an effective way to alleviate poverty. Through GlobalEnvision, we hope to reach more people with whom to share the stories and challenges of improving the lives of the poor. The more we know, the better our chances that the global economy will create prosperity for all. To find out more or to contribute your opinion, please visit [www.GlobalEnvision.org](http://www.GlobalEnvision.org).

### Mercy Corps Launches Global Tours



*Neal Keny-Guyer, Mercy Corps' Chief Executive Officer, hangs onto his camel during Mercy Corps' 2002 Mongolia Global Tour.*

In 2002, Mercy Corps launched a new opportunity for supporters and friends: customized global tours to see our worldwide programs first hand. Our first trip found a group of 20 intrepid explorers — including Mercy Corps CEO Neal Keny-Guyer — travelling to the vast, open steppe lands of Mongolia to exchange expertise with participants in Mercy Corps' Gobi Economic Growth Initiative. More trips are planned for 2003, including visits to Guatemala, China and a return to Mongolia. For more information or to join a tour, please visit [www.mercycorps.org](http://www.mercycorps.org).

### The Hunger Site



In 2002, The Hunger Site once again selected Mercy Corps as one of two partners to receive funding from its popular "click-to-give" website. The Hunger Site is one of the most visited sites on the Internet. Every time you visit, advertisers on the site donate enough money to provide a cup of food to a hungry person. To find out more, visit [www.hungersite.org](http://www.hungersite.org)

### Mobility International USA – Doors of Opportunity



For more than 20 years, Mercy Corps has been opening doors for people in need around the world. A new partnership with Mobility International USA promises to open the doors even wider to ensure that people with disabilities can participate. It is estimated that nearly 600 million people worldwide are disabled. With Mobility International, we are working to develop new organizational approaches and policies towards inclusiveness.

### Microsoft Supports Mercy Corps with Global Technology Solutions



Microsoft awarded Mercy Corps software valued at \$739,000 in 2002. This enabled us to streamline operations and improve communications throughout more than 30 worldwide locations. It enhanced our worldwide staff's ability to share information and track resources, critical tasks for efficient humanitarian aid and development strategies. The new software from Microsoft will provide Mercy Corps with the building blocks necessary to develop innovative technical solutions to local problems — and that means we can help more people more effectively.

### The Landrum Bolling Peace Fund



*Mercy Corps' Director-at-Large, Landrum Bolling, in Mercy Corps' Sarajevo office, Bosnia.*

Dr. Landrum Bolling, Mercy Corps' Director-at-Large, is an international expert at bridging gaps across religions, cultures and ethnicities. Dr. Bolling's approach emphasizes global and grassroots initiatives that foster reconciliation as a foundation for building lasting peace. To honor and continue Dr. Bolling's work, Mercy Corps is establishing the Landrum Bolling Peace Fund to support our civil society initiatives worldwide.

## PARTNERS IN MERCY — John Michael Talbot, Honorary Chair

Mercy Corps is pleased to once again honor our Partners in Mercy, who put their faith into action with generous gifts each month to help children and families in need.

More than 2,500 Partners in Mercy provide Mercy Corps with a steady, vital flow of private income to help us respond immediately to disasters around the world, as well as implement long-term projects that help people to help themselves.

The number of Partners has more than tripled in the last five years as more and more donors find monthly giving the most convenient way to help build the kind of world they want to live in. Our Partners in Mercy provide food for the hungry, shelter for the homeless and care for the sick. This committed group of donors enables Mercy Corps to do more to alleviate the suffering and poverty we encounter as we strengthen communities worldwide.

For information on becoming a Partner in Mercy, please call (800) 292-3355, ext. 250, or email [partners@mercy Corps.org](mailto:partners@mercy Corps.org).



**John Michael Talbot**  
Honorary Chair  
Partners in Mercy

**John Michael Talbot** is the world's leading Catholic recording artist and Founder and Minister General of the Brothers and Sisters of Charity monastic community in Eureka Springs, Arkansas. No other single individual has done so much for so many around the world, in partnership with Mercy Corps.

### Partners in Mercy

Those giving \$1,000+ during 2002

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Cynthia Almy  
Henry Apostol  
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Mark and Linda Bassett  
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## FOUNDERS CIRCLE — Pat Boone, Honorary Chair

There are 164 Founders Circle members, 36 of whom are anonymous. Founders Circle members give \$2,500 or more annually. The Founders Circle Honorary Chair is **Pat Boone** — a humanitarian and philanthropist whose fulfilling career and personal life demonstrate an authentic, living faith.

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**HOW WE STRETCH YOUR DOLLAR**

Every dollar donated to Mercy Corps enables us to obtain grants, contracts and donated goods from governments, international organizations, churches, and other partners worth **\$14.08**.

## GOOD SAMARITAN SOCIETY

Founded in 1998, the Good Samaritan Society has 502 members, 124 of whom are anonymous. These generous individuals annually give between \$1,000 and \$2,499.

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Mr. Blaise Tarr  
Emma Taylor  
Lee Ann Ten Cate  
Patricia Thaxton  
Joseph and Debra Thibodeau  
Howard Thompson  
Richard and Rita Thorn  
James Tobias  
Rhoda Todd  
Miss Mary L. Treziok  
Norman Truxton and  
Mary Gay White  
Helen Tsang  
Jerry Unger  
Sheila and Ken Urie  
Carmen Vadillo  
Margaret Van Dyke  
Mr. and Mrs. Fred Van Roessel  
Joseph VanAndel  
Mary Anne and Paul Victor  
Mary Frances Wagley  
John and Ashley Wallace  
Bryan Walls  
Mr. and Mrs. George Walters  
Kathleen A. Warta  
Tony and Mary Wawrukiewicz  
Irene Weigel  
James Weinstein  
Wiley Wenger, Jr. and  
De Vera Wenger  
Dr. and Mrs. Gerald Whelan  
Howard Whitehead  
Robert Wiencek, Jr. and  
Lisa Wiencek  
A. Marcella Williams  
Dwight Williams  
Clarisy Willson  
Christopher Wilson  
Peter Witt  
Stanley and Susan Wojcik

Mark Woodworth  
Mr. and Mrs. Christian A. Young  
Myron and Evelyn Young  
Herbert and Nancy Zachow  
Steven and Annette Zack  
Jill Zimmerman  
Mr. and Mrs. Karl Zimmerman  
Mary Ann Zulawinski

### MERCY KITS

## GIVE THE GIFT OF MERCY

**Mercy Kits** are a great way to honor friends and family, while making a difference in the world. Remember **Mercy Kits** for your next gift giving opportunity. Mercy Corps will send a greeting card with a certificate describing your gift. Simply go to [mercy corps.org](http://mercy corps.org), or call 800-292-3355, ext. 250 for more information.

## RESOURCE PARTNERS

*Mercy Corps multiplies resources and the impact of its work through a growing, global network of partnerships with outstanding public, private and humanitarian organizations, and the generosity of forward thinking foundations and benefactors. We offer our gratitude to these partners.*

### United Nations and Government Partners

Americorps VISTA  
Bonneville Power Administration  
City of Portland  
Embassy of Japan in Lebanon  
Embassy of the Netherlands (Bosnia-Herzegovina)  
European Agency for Reconstruction  
European Commission  
European Community Humanitarian Organization  
Foreign and Commonwealth Office (FCO-UK)  
Government of Jordan  
Government of Mongolia  
Government of Taiwan  
METRO (Portland, OR)  
Ministry of Foreign Affairs, Taiwan  
Multnomah County (OR)  
Oregon Department of Economic and Community Development  
Portland Development Commission (OR)  
State of Oregon  
UK Department for International Development  
United Nations Development Programme  
United Nations Drug Control Programme  
United Nations Economic, Social, and Cultural Organization of Western Asia (UNESCWA)  
United Nations Food and Agriculture Organization (UNFAO)  
United Nations High Commissioner for Refugees (UNHCR)  
United Nations International Children's Emergency Fund (UNICEF)  
United Nations Office for Project Services  
United Nations Population Fund (UNFPA)  
United Nations World Food Programme  
United Nations World Health Organization  
US Agency for International Development (USAID)  
US Department of Agriculture (USDA)  
US Department of Health and Human Services (DHHS)  
US Department of State  
US Department of the Treasury  
US Peace Corps  
US Small Business Administration  
US State Department/Bureau of Population, Refugees and Migration (BPRM)  
Washington County (OR)

### Organizational Partners

Adventist Development and Relief Agency International (ADRA)  
Alameda Elementary School (Portland, OR)  
Albanian Aid Society  
Albina Bank  
Alter Modus (Montenegro)  
American Jewish Joint Distribution Committee  
American Jewish World Service  
American University of Beirut (Lebanon)  
Amity Regional Junior High School (Orange, CT)  
Asian Credit Fund  
Asociacion Para El Desarrollo Humano (El Salvador)  
Association for Enterprise Opportunity (AEO)  
Betsie Valley Elementary School (Thompsonville, MI)

Brandywine Picnic Park  
CARE  
Cascadia Revolving Fund  
Castle High School (Newburgh, IN)  
Catholic Near East Welfare Association/Pontifical Mission  
Catholic Relief Services (CRS)  
Center for Engineering and Planning (CEP)  
Central Asian American Enterprise Fund (CAAEF)  
Centre for Health Education Training and Nutrition Awareness (CHET-NA-India)  
Chaplains Office N9  
Chautauqua Lake Central School District (Mayville, NY)  
China Foundation for Poverty Alleviation  
China/US Center for Sustainable Development  
Church World Service  
Clear Creek Middle School (Gresham, OR)  
Community Fund (United Kingdom)  
Concern Worldwide (Ireland)  
Conflict Management Group  
Cooperative Housing Foundation (CHF)  
CORE Group  
Corporation of Enterprise Development  
Coudersport Junior Senior High School (Coudersport, PA)  
Creative Associates International, Inc.  
Creek View Elementary School (Alpharetta, GA)  
Crossroads  
Cruickshank Middle School (Merced, CA)  
Dilsuz Association of People with Disabilities (Tajikistan)  
Direct Relief International  
Ecumenical Ministries of Oregon (EMO)  
Emily Dickinson/Explorer Elementary School (Redmond, WA)  
Enterprise Foundation  
Episcopal Relief and Development  
Erie-Huron-Ottawa Educational Service Center  
European Children's Trust  
Focus on Aids  
Food Aid Management (FAM)  
Food for the Hungry International (FHI)  
Foundation for Tolerance International (FTI-Kyrgystan)  
FreeGeek  
German European-American Society of Virginia, Inc.  
Global Aid Network  
Guardians (Pakistan)  
Helen Keller International  
Helping Our Westside (Patterson, CA)  
Hillsdale Elementary (Hillsdale, KS)  
Holmes High School Student Council (Covington, KY)  
Horizonti (Georgia)  
Immigrant and Refugee Community Organization (IRCO)  
INDEVCO Foundation  
Institute for Cultural Affairs (ICA)  
InterAction  
International Catholic Migration Commission (ICMC)  
International Christian Aid  
International Medical Corps (IMC)  
International Rescue Committee (IRC)  
Irving Elementary School (Joplin, MO)  
Jewish Family and Child Service (JFCS)  
Johns Hopkins University (Baltimore, MD)  
Jordan River Foundations (JRF)  
Junction High School (Junction, TX)  
Kappa Kappa Gamma (Columbia, MO)  
Kids Care Across America  
Kiwanis Club of Kirkland Sunrisers (Redmond, WA)  
Korean American Sharing Movement

Kosta  
Lake Wildemess PTSA (Maple Valley, WA)  
Lakeside School (Seattle, WA)  
Land O'Lakes International Division  
Latter Day Saint Charities  
Lebanese American University  
Lutheran Community Services Northwest  
Lutheran World Relief  
Madison County Stingers Baseball Club (London, OH)  
Madonna University (Livonia, MI)  
Management Systems International (MSI)  
Manitou Springs Fire Department (Manitou Springs, CO)  
MAP International  
Mary Immaculate Queen School (Lemoore, CA)  
Meade High School (Meade, KS)  
Mobility International  
Montessori Elementary Center (Chico, CA)  
Mother Teresa Humanitarian Charitable Society (Kosovo)  
Mothers & More  
Munchkin University Child Care Center (Pittsburgh, PA)  
National Cathedral School (Washington, DC)  
National Community Capital Alliance  
Neshannock Memorial Elementary PTO (New Castle, PA)  
New Jersey School Counselor Association, Inc. (Cherry Hill, NJ)  
New Trier High School (Winnetka, IL)  
Northeast Kansas Technical College  
Northwest Medical Teams (Portland, OR)  
NW Veterans for Peace  
Omaha Woodmen (Oxnard, CA)  
ONABEN  
Open Continent  
Oregon Association for Minority Entrepreneurs (OAME)  
Oregon Club of Portland  
Oregon Microenterprise Network  
Oregon State University  
Ouachita Parish High School (Monroe, LA)  
Pact, Inc.  
Panalpina  
Panorama  
Partner Microcredit Organization (Bosnia-Herzegovina)  
Partners for Democratic Change  
Pathfinder International  
Peace Winds Japan  
Peking University-Guanghua School of Management (China)  
Pembroke Hill School (Kansas City, MO)  
Pequea Valley School District (Kinzers, PA)  
Portland Community College (OR)  
Portland Public Schools (OR)  
Portland State University (OR)  
Project Concern International (PCI)  
Proyecto Aldea Global (PAG)  
Proyecto Aldea Global Jinotega (PAGJINO)  
Rabun Gap-Nacoochee School (Rabun Gap, GA)  
Rotary Club of Beaverton (OR)  
Rotary International  
Sacred Heart School (Chicago, IL)  
Save the Children/USA  
Self Employed Women's Association (SEWA-India)  
Skagway City School (Skagway, AK)  
Small Change  
Smithfield High School (Smithfield, VA)  
SOCSAL (Venezuela)  
Soroptimist International of Portland - East (OR)  
South Glens Falls Central School District (South Glens Falls, NY)

South Lamar School (Millport, AL)  
Sphere Project  
St Aloysius School (New Canaan, CT)  
STRUT  
Suburban Woman's Club of Lafayette (Lafayette, CA)  
Taraquee Trust (Pakistan)  
Taylor Parks Elementary School (Taylor, MI)  
The Christian Hospital (Pakistan)  
The Country School (Easton, MD)  
The Dougy Center for Grieving Children  
The National Association for Business Women (Tajikistan)  
The Rebuilding Center of Our United Villages  
The San Francisco Bay Club  
The Tulalip Tribes (Tulalip, WA)  
The Urban Institute  
The Williston Northampton School (Easthampton, MA)  
Union of Concerned Scientists  
United Methodist Committee on Relief (UMCOR)  
United Way  
University of Cincinnati (Cincinnati, OH)  
University of Washington (Seattle, WA)  
US Institute of Peace  
USF School of Business and Management (San Francisco, CA)  
Valdosta High School (Valdosta, GA)  
Vision Eritrea  
Walt Whitman High School (Huntington Station, NY)  
Washington Elementary School (Lamar, CO)  
Washington University (St. Louis, MO)  
Westmore Oaks Elementary School (West Sacramento, CA)  
Winnebago Middle School (Winnebago, IL)  
Winrock International  
World Affairs Council of Oregon  
World Vision, Inc.  
YMCA (Lebanon)

### Foundations and Corporations

1+2 Incorporated  
A & M Litho, Inc.  
A Fine Flower Company  
Adidas America  
AG Borgia Insurance Services, Inc.  
AKA Direct  
Albert Kunstadter Family Foundation  
All About Kids Pediatrics, PC  
All States Drywall  
Allscripts  
Alpine Group, Inc.  
American Identity  
American Mothers  
AMS Mechanical Systems, Inc.  
Andrew W. Mellon Foundation  
Angela Copolla Studio  
Angelica Image Apparel  
Apex Foundation  
Arco China, Inc.  
ARCO Foundation  
Arscenia  
Art With Heart/AIGA  
Aspen Dry Wall, Inc.  
AT&T  
Barefoot Books  
Barnebey & Owen, Inc.  
Bayer Corporation  
Belo Corporation  
Benjamin Peace Foundation  
Bentley Systems, Inc.  
Birch Telecom  
Black Dogs Design  
Boise Cascade Office Products  
Boyd Coffee Company  
Bright Horizons Family Solutions, Inc.  
Bright Horizons Foundation for Children

Broughton & Mary Bishop Family Advised Fund  
Building Bridges Benefit Fund  
Calvert Foundation  
Capper, Keller & Bryce Cargill, Inc.  
Carothers Tire  
Cassady Schiller & Associates, Inc.  
Chaplins Automotive Group  
CharityUSA.com LLC  
Child Care Information Exchange  
Cisco Systems  
Citigroup Foundation  
Clark Foundation  
CNF Transportation, Inc.  
Coffey Communications, Inc.  
Conseco Services, LLC  
Corporate Express  
Credit Union of the Pacific  
CRI Advantage  
Crystal Mountain  
Culligan Water  
Davis Wright Tremaine  
Detlef Schrempf Foundation  
DevelopmentSpace  
Diana Wood Smiley Fund of the Oregon Community Foundation  
Don Zoeller Rentals  
Dr. Lloyd & Kay Chapman Charitable Foundation  
DreamSacks, Inc.  
Drummers-Ivystone Group  
Dulley Family Charitable Trust  
Eagle Hair Salon  
Easy Aces, Inc.  
ECG Management Consultants, Inc.  
Elizabeth Seton Center  
Emerald Valley Kitchen  
Engineered Substation Services  
Enterprise Foundation  
Eos Foundation Trust  
Ericksen Foundation  
Eveready Battery Company  
Evergreen International Airlines, Inc.  
E-Z Data, Inc.  
First Presbyterian Church Foundation  
Flomatic Corporation  
Flora Family Foundation  
Foot-So-Port  
FORTIX  
Foster West Corp.  
Freshfields Bruckhaus Deringer  
Gallon & Takacs  
Gardner Grout Foundation  
Gattuccio Steel Consulting  
Gemini Goodyear of Vancouver  
General Motors Investment Management Corporation  
God Bless America, LLC  
Golden Touch, Inc.  
Grainger Matching Charitable Gifts Program  
Greenhill Services  
Greenrock Research  
Grey Ink  
Guardian Systems, Inc.  
Guida, Slavich & Flores  
Hakomi Somatics Institute  
Harcourt Children's Books  
Harold & Arlene Schnitzer Care Foundation  
Harold and Margaret Taylor Foundation  
Harrison Physical Therapy  
Hasbro Charitable Trust  
Hillside Fund Community Foundation  
Himalaya Foundation  
HKM Productions  
Hoss Enterprises  
Hugh and Helena Brogan Foundation, Inc.  
Hugs With a Heart  
Ideal Manufactured Home Sales, Inc.  
Ideal Mobile Home Community  
Imersv North America, LLC  
InFocus Corporation  
Interfirst Wholesale Mortgage Lending  
Island Sunrise Foundation  
JP Morgan Chase and Company  
JP Morgan Chase Foundation  
JAC Products, Inc.  
Jaguar Distribution Corporation  
James E. and Lila G. Miller Charitable Trust  
James N. and Jane B. Levitt Charitable Fund  
James Opie Imports, Inc.  
Jody and His Friends, Inc.

Joe and Sharon Barthmaier Family Fund of the Oregon Community Foundation  
Joe's Public, LLC  
John and Martha Marks Fund of the Oregon Community Foundation  
Kaiser Permanente  
Kalberer Food Service  
KB Toys  
Kehoe Designs  
Kerry North America  
KGW-TV (Portland, OR)  
Kids Earth Fund America  
Kinco International  
KING-TV (Seattle, WA)  
K-LOVE Radio (Sacramento, CA)  
Korman Marketing Group  
Laird Norton Family Fund  
Leveltek Processing LLC  
Liquid Fire Advertising  
Litmus Design  
Loews Foundation  
Lolan & Co, Inc.  
Lopker Family Foundation  
Love Foundation for North Korea  
Lovett-McLuckie Family Trust  
Maginnis and Carey, LLP  
Margaret Thiele Petti Foundation  
Margie E. Murdy Foundation  
Marilyn Hoban & Associates  
Marquis George McDonald Foundation  
Marshall Mok Nursery, Inc.  
Martin Family Foundation  
Mattress Factory Outlet  
McCormick Tribune Foundation  
Meadowlands Bindery  
Mellon-Ryan Advertising Design  
Melman Chiropractic Group  
Metro One  
Meyer Memorial Trust  
MEZ Medical, Inc.  
Michaels Printing  
Microsoft  
Miller Equipment  
Miller Nash, LLP  
MJ Murdock Charitable Trust  
ML Gatewood Company  
Moon Joyce Resources  
Movies on Central, Inc.  
Mowry Chiropractic Health  
Music Tours Unlimited, Inc.  
My Gym  
Nathan Family Charitable Fund of the Oregon Community Foundation  
Naughtin Family Foundation  
NELA  
NetAid Foundation  
Netro Corporation  
Newman's Own  
Nike, Inc.  
Norman A. and Helen V. Stoll Fund of the Oregon Community Foundation  
Norsouth Housing Partners, Inc.  
Once Upon A Breeze (Cannon Beach, OR)  
Open Door Incentives  
Operation Teddy Care  
Oren S. Berman Genesis Mitzvah Fund  
Oshko International Corp.  
Pacess  
Paratherm Corporation  
Pat Boone Foundation, Inc.  
Pax World Funds  
Pax World Management Corp.  
PGE Foundation  
Philanthropy Northwest  
Pictorial Offset  
Pittsburgh Valve and Fitting Company  
Pixelworks  
Portland Ear Testing Center  
Portland General Electric  
PPI Exhibit Design & Fabrication  
Precision Strip, Inc.  
Providence Medical System  
Purdy Corporation  
Purr-Fection  
Putamayo World Music  
Quest International  
Quiet Harbor Trust Fund  
Qwest Pioneers  
R. Smith Paving Contractor, Inc.  
Random House  
Rational Games, Inc.  
Renfro Corp  
Retnew Associates, Inc.  
Ron Berg Photography, Inc.

Rose E. Tucker Charitable Trust  
Safeway  
SAPPI  
Schaffer, Lax, McNaughton & Chen  
Schamp Family Fund of the Oregon Community Foundation  
School Specialty  
Seattle Chocolate Company  
Seattle Yoga Arts  
Seed Programs, Inc.  
SG Foundation  
So-Hum Foundation  
Somekh Family Foundation  
Soros Foundation  
South African Airways  
Southern Cross Shipping Co.  
Split Diamond Media  
Standard Commercial Tobacco, Inc.  
Standard Insurance  
Standard TV and Appliance  
Steelscape, Inc.  
Stichting Vluchteling (the Netherlands)  
Stuart Management Corporation  
SUI International  
Swisstek, Inc.  
Tazo  
Terumo Medical Corporation  
The ARCA Foundation  
The Bill and Melinda Gates Foundation  
The C3 Group  
The Chickering Group  
The Creative Photography Studio  
The Diana, Princess of Wales Memorial Fund  
The Feinstein Foundation  
The Foundation for Roanoke Valley  
The Gerber Foundation  
The H Group Inc  
The House of Bernstein, Inc.  
The Hunger Site  
The Kirkpatrick Family Foundation  
The McKnight Foundation  
The Men's Warehouse  
The Mike Modano Foundation  
The MSN Network of Internet Services  
The Oregon Community Foundation  
The Oregonian  
The Pampered Chef  
The Servants Charitable Trust  
The Sultan Company  
The Sultan Foundation Trust  
The Warrington Foundation  
Thomann Asphalt Paving Corp  
Thornwood Furniture Manufacturing, Inc.  
Tides Foundation  
Tilbury House  
Timac Panel Products  
Toby Consulting Service  
Tochen Family Advised Endowment Fund  
Toddler's Patch Childcare Center, Inc.  
TOSA Foundation  
Tufenkian & Sons  
Tzu Chi Foundation (Taiwan)  
United States Espalier Nursery Company  
United States Medical Supply, Inc.  
Uptown Physical Therapy  
US Bank Foundation  
US Bank of Oregon  
US First Federal Credit Union  
Van Dorm Realty, Inc  
Vanguard Charitable Endowment Program  
Vera L. Smith Charitable Foundation  
Vulcan Materials Company  
Walsh Construction  
Washington Mutual  
Weiden & Kennedy  
Wells Fargo and Company  
Wells Fargo Corporate Community Group  
Wells Fargo HSBC Trade Bank N.A.  
White Diamond Ranch  
William Wrigley Jr. Company Foundation  
Windermere Real Estate  
Wolf Family Fund of the Oregon Community Foundation  
Woodmont Country Club  
Working Assets  
Worksystems, Inc.  
World Reach, Inc.  
Yost Grube Hall  
Zainey Brainy/ Rite Stuff  
Zhongfu Corporation

### Faith Communities

Beautiful Savior Lutheran Church (Portland, OR)  
Beaverton Mission Church-Korean (Beaverton, OR)  
Calvary Presbyterian Church (Timonium, MD)  
Calvin Synod Conference (Butler, PA)  
Camas Sister City Organization, United Church of Christ (Camas, WA)  
Canby Alliance Church (Canby, OR)  
Christ Chapel (Great Neck, NY)  
Christ Lutheran Church (West Covina, CA)  
Church of the Brethren (Elgin, IL)  
Church of the Sacred Heart (Saug Rapids, MN)  
Collin Creek Community Church (Plano, TX)  
Columbia River Fellowship for Peace (Salmon, WA)  
Compassionate Ministries International, Inc. (Irving, TX)  
Congregational Church of Soquel (Soquel, CA)  
Convent of the Transfiguration (Cincinnati, OH)  
Cranston Christian Fellowship (Cranston, RI)  
Eternal Perspective Ministries (Gresham, OR)  
First Korean Church in Cambridge (Cambridge, MA)  
First Unitarian Church (Portland, OR)  
Glen Burnie United Methodist Church (Glen Burnie, MD)  
God's Kids Caring (Portland, OR)  
Herndon United Methodist Church Preschool (Herndon, VA)  
Islamic Society of SW Washington (Vancouver, WA)  
Korean American Church (Columbia, MD)  
Korean Bible Church (Aloha, OR)  
Korean Church Council of Triad (Greensboro, NC)  
Korean First Presbyterian Church (Greensboro, NC)  
Korean Orthodox Presbyterian Church (McLean, VA)  
Lake Grove Presbyterian Church (Lake Oswego, OR)  
Little Portion, Inc. (Berryville, AR)  
Lord of the Mountains Lutheran Church (Dillon, CO)  
Mary, Queen of Peace Parish (Issaquah, WA)  
Norwich Congregational Church (Norwich, VT)  
Peace Lutheran Church (Salem, OR)  
Protestant Chapel Community (Bremerton, WA)  
Religious Science Baltimore (Timonium, MD)  
Resurrection Lutheran Church (Portland, OR)  
River Road Unitarian Church (Bethesda, MD)  
Salem Presbytery (Clemmons, NC)  
Sisters of Providence (Portland, OR)  
Sisters of Saint Anne Provincialate (Marlborough, MA)  
St Andrew Catholic Church (Rochester, MI)  
St Joan of Arc Church (San Ramon, CA)  
St Louise Parish (Bellevue, WA)  
St Mary's Parish (Hales Corners, WI)  
St Nicholas Orthodox Church (Portland, OR)  
St Stephen's Episcopal Parish (Portland, OR)  
St Therese Catholic Church (Mooreville, NC)  
Supreme Master Ching Hai International Association (Portland, OR)  
Sychar Lutheran Church (Silver Bay, MN)  
The Crossing, a Community Church (Portland, OR)  
The United Church in Walpole (Walpole, MA)  
Trinity Episcopal Cathedral (Portland, OR)  
Trinity On The Hill Episcopal Church (Los Alamos, NM)  
Unitarian Community Church (Hillsboro, OR)  
Unitarian Universalist Fellowship of Corvallis (Corvallis, OR)  
Washington Cathedral (Redmond, WA)

## Mercy Corps — An Exemplary Stewardship Record

The resources of Mercy Corps' global operations totaled more than \$117 million in fiscal year 2002. Material aid, government grants and private fundraising enabled us to provide significant relief and development assistance. Our efficiency reached 92.3 percent and our leveraging factor reached 14.08. Ensuring that resources are wisely spent is the cornerstone of our values, vision and strategy for future growth.

### Global Financial Summary

Support, Revenue and Expenditures of Mercy Corps and Worldwide Partners

	FY 2002	FY 2001
<b>Support &amp; Revenue</b>		
Proyecto Aldea Global	\$ 2,090,463	\$ 5,030,986
Mercy Corps Scotland	9,306,193	7,640,173
Mercy Corps US	78,243,532	52,917,831
<b>Subtotal: Cash Revenue</b>	<b>89,640,188</b>	<b>65,588,990</b>
<b>Material Aid (In Kind)</b>	<b>27,967,144</b>	<b>23,361,848</b>
<b>TOTAL SUPPORT AND REVENUE</b>	<b>\$ 117,607,332</b>	<b>\$ 88,950,838</b>
<b>Expenditures</b>		
<b>Program:</b>		
Proyecto Aldea Global	\$ 1,340,689	\$ 4,840,694
Mercy Corps Scotland	8,710,239	7,008,533
Mercy Corps US	68,660,528	45,350,883
<b>Subtotal: Cash Expenditures</b>	<b>78,711,456</b>	<b>57,200,110</b>
<b>Material Aid (In Kind)</b>	<b>27,967,144</b>	<b>23,361,848</b>
<b>Total Program</b>	<b>\$ 106,678,600</b>	<b>\$ 80,561,958</b>
<b>Support Services:</b>		
General & Administration	\$ 5,788,779	\$ 4,835,885
Resource Development	3,048,528	2,714,803
<b>Total Support Services</b>	<b>\$ 8,837,307</b>	<b>\$ 7,550,688</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 115,515,907</b>	<b>\$ 88,112,646</b>
<b>NET</b>	<b>\$ 2,091,425</b>	<b>\$ 838,192</b>

### Audited Financial Summary

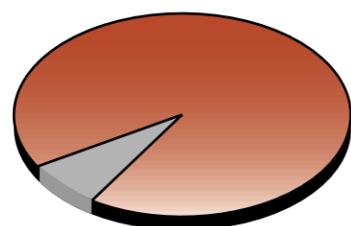
Condensed Summary of Support, Revenue and Expenditures for Mercy Corps Global Operations

	FY 2002	FY 2001
<b>Support &amp; Revenue</b>		
<b>Government and Organizational Support:</b>		
Government Grants	\$ 62,660,683	\$ 40,588,411
International Organization Grants	2,562,159	2,224,727
Material Aid		
(Government Commodities)	17,531,549	14,795,944
<b>Subtotal: Government &amp; Organizational Support</b>	<b>\$ 82,754,391</b>	<b>\$ 57,609,082</b>
<b>Private Support:</b>		
Contributions	7,566,822	6,259,134
Grants	4,200,494	2,298,531
Gifts in Kind	10,435,595	8,565,904
Other Revenue	1,253,374	1,547,028
<b>Subtotal: Private Support</b>	<b>\$ 23,456,285</b>	<b>\$ 18,670,597</b>
<b>TOTAL SUPPORT AND REVENUE</b>	<b>\$ 106,210,676</b>	<b>\$ 76,279,679</b>
<b>Expenditures</b>		
Project Expenditures	\$ 68,660,528	\$ 45,350,883
Material Aid	27,967,144	23,361,848
<b>Subtotal: Project Expenditures &amp; Material Aid</b>	<b>\$ 96,627,672</b>	<b>\$ 68,712,731</b>
<b>Support Services</b>		
General & Administration	\$ 5,132,557	\$ 4,283,812
Resource Development	2,900,946	2,557,043
<b>Subtotal: Support Services</b>	<b>\$ 8,033,503</b>	<b>\$ 6,840,855</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 104,661,175</b>	<b>\$ 75,553,586</b>
<b>Net</b>	<b>\$ 1,549,501</b>	<b>\$ 726,093</b>

### Balance Sheet

	FY 2002	FY 2001
<b>Assets</b>		
Cash	\$ 28,251,724	\$ 20,426,370
Receivables	18,594,570	11,513,407
Inventories	1,848,935	2,859,245
Property and Equipment (net)	144,824	399,209
Other	414,199	342,050
<b>Total Assets</b>	<b>\$ 49,254,252</b>	<b>\$ 35,540,281</b>
<b>Liabilities</b>		
Payables & Accrued Liabilities	\$ 11,760,279	\$ 9,620,375
Deferred Revenue	30,123,631	21,038,382
<b>Total Liabilities</b>	<b>\$ 41,883,910</b>	<b>\$ 30,658,757</b>
<b>Net Assets</b>		
Unrestricted	\$ 4,748,827	\$ 3,199,326
Temporarily Restricted	2,621,515	1,682,198
<b>Total Net Assets</b>	<b>\$ 7,370,342</b>	<b>\$ 4,881,524</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 49,254,252</b>	<b>\$ 35,540,281</b>

### How Our Resources Were Spent



■ = Total Global Programs: 92.3%  
 ■ = Total Global Support Services: 7.7%

## Who We Are

Mercy Corps exists to alleviate suffering, poverty and oppression by helping people build secure, productive and just communities. Our more than 2,000 staff, volunteers and partners worldwide provide food, shelter, health care, and economic opportunity to more than five million people in 38 republics and countries. In 2002, our global resources totaled more than \$117 million. Since 1979, we have provided more than \$710 million in assistance to people in 76 nations.

## Our Vision

Mercy Corps envisions a world in which acts of mercy, justice and compassion overcome hate, violence, poverty, and despair — a world where children experience a caring family, a nurturing community, love and the opportunity to fulfill their God given potential.

## How You Can Help

Your support can make a crucial and enduring difference in the life of a family in need. To find out more about how you can help, please call us at 1-800-292-3355, ext. 250, or visit our website at [mercy Corps.org](http://mercy Corps.org).

## Please Consider Making a Bequest

Carefully planned, lifesaving bequests can deliver disaster relief and long-term recovery to those most in need. We invite you to include Mercy Corps in your will and explore other estate planning options. For more information, please contact Vic Gilliam, Mercy Corps' Director of Private Resources, at 1-800-292-3355, ext. 312, or visit us at [mcgift.org](http://mcgift.org).

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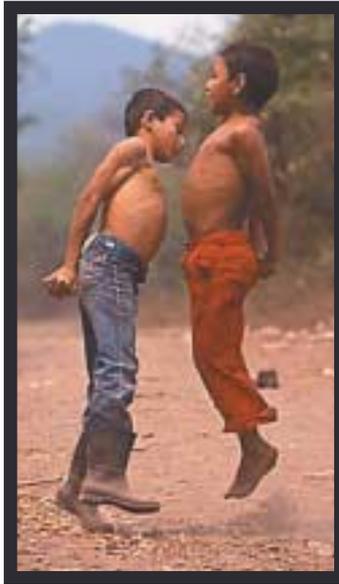
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