



MERCY CORPS

2004
annual
report

“
*You must be the change
you wish to see in the world.*

”

– Gandhi

Be the change.



How do you see the world?

How we see the world determines how we shape it.

In this year's report, we present the Mercy Corps vision of the world. It is a vision influenced by our 25 years of working with people and communities in all corners of the globe.

It is a vision shaped and inspired by people throughout southeast Asia, whose hopes, dreams and accomplishments are helping them triumph over one of the worst disasters in modern history — the 2004 Indian Ocean tsunami.

It is their courage and passion, their joy and ambition, their wisdom and their will, that drives our actions and shapes our mission.

This is a report about people and communities envisioning a better today and working toward a brighter tomorrow. It is a report about how Mercy Corps works side by side with individuals to be agents of change for better communities and a better world.

Our Mission

Mercy Corps exists to alleviate suffering, poverty and oppression by helping people build secure, productive and just communities.

Our Core Values

- We believe in the intrinsic value and dignity of human life.
- We are awed by human resilience, and believe in the ability of all people to thrive, not just exist.
- Our spiritual and humanitarian values compel us to act.

Who We Help and Where We Work

All over the world, millions of innocent people are caught up in intolerable situations. But they are not today's victims; they are tomorrow's heroes, who have the power to transform their own communities. Mercy Corps works in the world's most difficult conflicts and disasters to unleash the potential of people who can win against impossible odds.

Our Theory of Change

In 25 years of experience on the ground, Mercy Corps has learned that communities recovering from war or social upheaval must be the agents of their own transformation for change to endure. It is only when communities set their own agendas, raise their own resources, and implement programs themselves, that their first successes result in the renewed hope, confidence and skills to continue developing independently.

What We Do

- Emergency Relief
- Economic Development
- Civil Society Initiatives

Our Success Is

Not being needed in 10 years.

Our New Look

In 2005, Mercy Corps is introducing a new logo to better present our global mission to the world. In 25 years, we have grown substantially as an agency. Our work has moved beyond providing relief — symbolized by the food, shelter and medical care in the original logo designed by founder Dan O'Neill. Mercy Corps' broader mission includes not only relief, but long-term development, strengthening civil society, and inspiring the individual courage it takes to overcome poverty, injustice and oppression.

Mercy Corps' new logo, designed by the noted firm Chermayeff & Geismar Inc., brings this mission to life with bold and uplifting lines. It is, in short, our look for the next 25 years and beyond.



Dear Friends,

In the briefest of moments and without warning, lives can be forever altered and the world irrevocably changed. We were reminded of this fact on December 26, 2004, when a devastating tsunami swept through Asia and filled millions of hearts around the world with shock and sorrow.

As the unimaginable unfolded, it was impossible not to be inspired by the televised images of ordinary people risking their lives — for loved ones, neighbors, friends, and often strangers.

For every victim, there were dozens of heroes.

Equally heartening was the outpouring of support organizations like Mercy Corps received from individual donors, corporations, foundations, faith communities, and governments worldwide. In dozens of languages, a common phrase resounded: “I want to help.” Indeed, individuals from 80 countries contributed to Mercy Corps’ tsunami relief fund, and thousands more contacted us, desperately wanting to volunteer. It was the greatest outpouring of compassion in our history, with \$30 million in contributions to date — nearly 10 times the total for any previous disaster.

For every survivor, there were thousands who cared.

This profound generosity enabled Mercy Corps to launch innovative programs that provided shelter, water, and vital relief supplies for nearly half a million people. Within days, we transitioned to recovery programs that engaged people in rebuilding their communities. Given the chance to help themselves, the response was overwhelming: tens of thousands in Indonesia, Sri Lanka and India dug in and went to work. Within a month, dozens of schools had reopened, and hundreds of miles of roads were cleared.

Life is far from normal — that will take years, not months. But the survivors showed that their determination, like the power of the tsunami itself, was beyond calculation.



In this report — which marks the 25th anniversary of Mercy Corps’ founding — we celebrate the courage and determination of our partners around the world. Every minute of every day, someone, somewhere is fighting for a dream. Clean water, food, and health care for their children. New skills and better jobs. An end to conflict and killing. A stronger voice in who governs, and how. Justice for those long oppressed.

In Banda Aceh, Indonesia — a city nearly erased from the map — the dream was to re-open schools one month after the tsunami hit. On December 26, with most schools in ruins, this seemed an outlandish goal. But 31 days later, thousands of schoolchildren — some laughing and joyful, some still deep in trauma — filed into makeshift classrooms. School was open. The dream had been forged into life.

We see such stories again and again all over the world — stories of courageous people overcoming impossible odds. Mercy Corps exists to unleash that courage.

Our report begins with a photo essay by James Nachtwey, the renowned photojournalist, who traveled to Banda Aceh days after the crisis. But there was more to our year than the tsunami. In Darfur, Sudan, for example, our work now reaches 50,000 people with health, water, and sanitation in a region beset by violence and suffering. The challenges in Darfur are immense; in the months ahead, it is imperative that we find ways to stop the killing and increase assistance to those in need.

As we begin the next 25 years, the world faces dramatically different problems than it did a quarter century ago. HIV/AIDS. Global terrorism. Persistent poverty. But it’s also important to remember that many of yesterday’s great problems have, against all odds, been solved. The Cold War. Apartheid. Smallpox. Each of them, consigned to the past — not by accident, but by the concerted effort of many people over many years.

What will the world be like in 2030? We’re eager to find out. Because after a quarter century, Mercy Corps has learned one enduring lesson: for every unsolvable problem, there are millions of dreamers working, with courage, for a better world.

We invite you to join us.

Daniel W. O'Neill
Founder

Nancy Lindborg
President

Neal L. Keny-Guyer
Chief Executive Officer

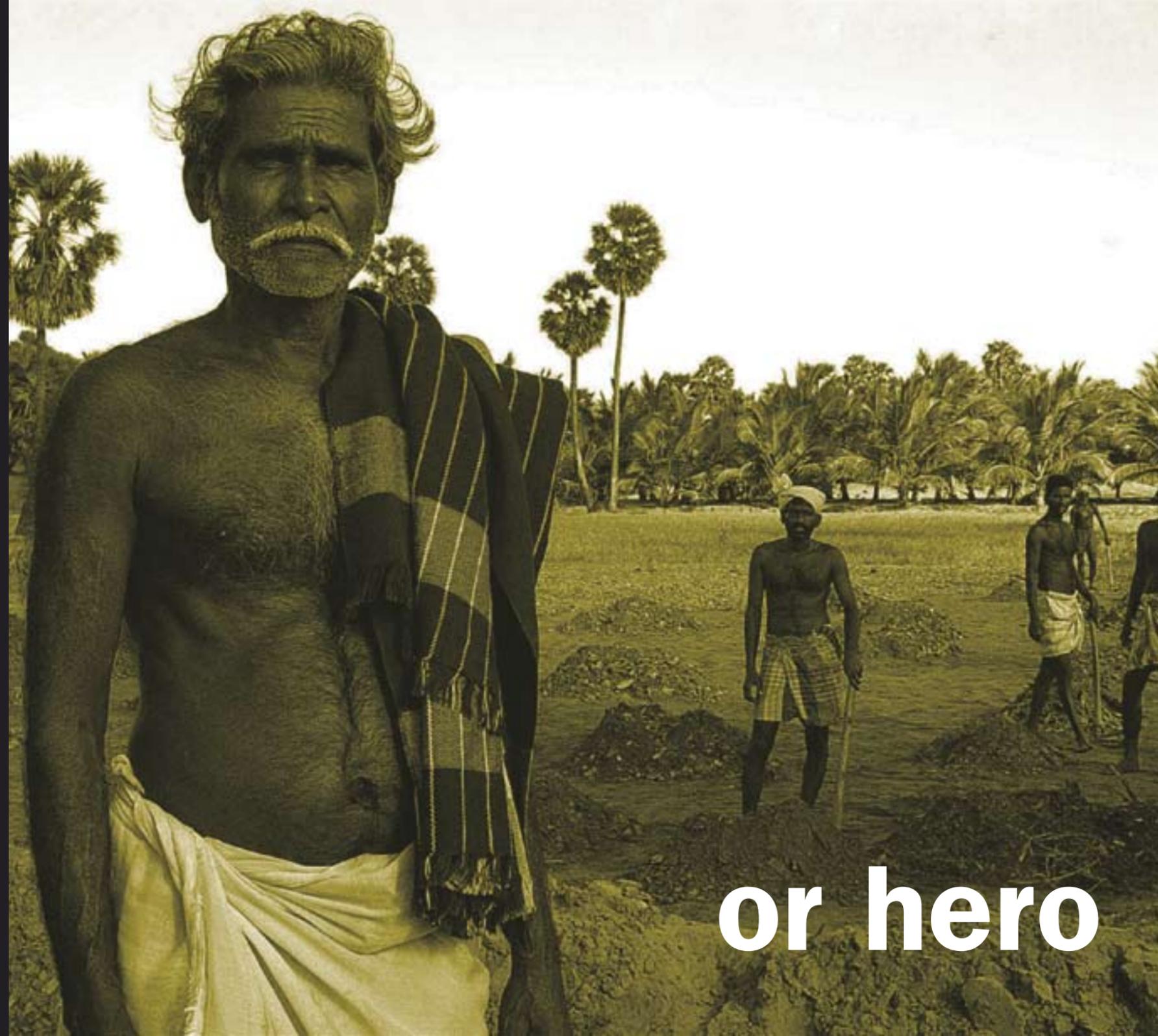
JAMES NACHTWEY

The 2004 Indian Ocean tsunami was an event that altered the way we see the world. More than one-quarter of a million people were killed because of this natural disaster — the largest ever in recorded history — and hundreds of thousands more lost their homes and families.

International photojournalist James Nachtwey traveled to Indonesia to record the aftermath of the tsunami disaster. We present his images here.









Inspiration: Everyday Heroes

A group of men and women in Banda Aceh perform backbreaking work to rebuild a school for their community's children. Their world has been swept away, but their courage has not. Their dreams have been deferred, but they have not been erased. They are not victims of a tsunami; they are their community's hopes and dreams. They are a better future.

Within hours of the worst natural disaster in modern times — the 2004 Indian Ocean tsunami — Mercy Corps was on the ground in Indonesia, Sri Lanka and India working side by side with survivors to rebuild their lives. Our initial programs concentrated on meeting the health, shelter and food needs of 150,000 displaced individuals — especially children. But we never lost sight of the fact that the right kind of assistance at the right time can unleash the ability of people to overcome unimaginable circumstances. Our emergency >>>

>>> assistance quickly transitioned into programming that put people back to work restoring the shattered economy.

Our innovative Cash-for-Work program was up and running weeks after the disaster, mobilizing people and communities to rebuild schools, repair roads and clean water systems, while generating much needed income that survivors used to support their families and reconstruct their lives. Just as importantly, our program has given people a vested stake and a deciding voice in the long-term future of their communities, supporting their right to rebuild with dignity and self-purpose.

Mercy Corps' assistance will be needed for years, not months, in communities devastated by the tsunami. Mercy Corps believes that by investing in the ingenuity and creativity of individuals, our support will not only be more effective, but it will have a lasting impact.

FROM TRAGEDY TO TRIUMPH

Amid the wreckage of Banda Aceh, Indonesia, **Yusri** (who, like many Indonesians, goes by one name only) energetically hammers together a series of boards. One of thousands who lost a home in the Indian Ocean tsunami, Yusri is hard at work. But it is not his home he is rebuilding.

"I am building pallets to sell," he says. "Many humanitarian aid organizations in Aceh need these pallets to store food and other relief items. There is a huge need for them right now."

After the tsunami, Mercy Corps instituted many Cash-for-Work opportunities in Aceh, paying local workers wages to clear away the ruins left by the tsunami. Yusri welcomed the chance to participate — but he did not stop there.

When Mercy Corps expanded one of its Cash-for-Work programs to provide tools and assistance for 200 workers interested in starting group pallet making businesses, Yusri leaped at the chance to join. These entrepreneurs use recycled lumber — collected tsunami debris — as raw material. As well as providing people with livelihoods, every salvaged piece of scrap made into a pallet is one less piece of garbage dumped into a landfill.

Mercy Corps also initially helped link the nascent business groups with buyers. Now though, the pallets are marketed by group members themselves and sold by the piece at local prices, enabling each business to make a profit and support members' families and communities.

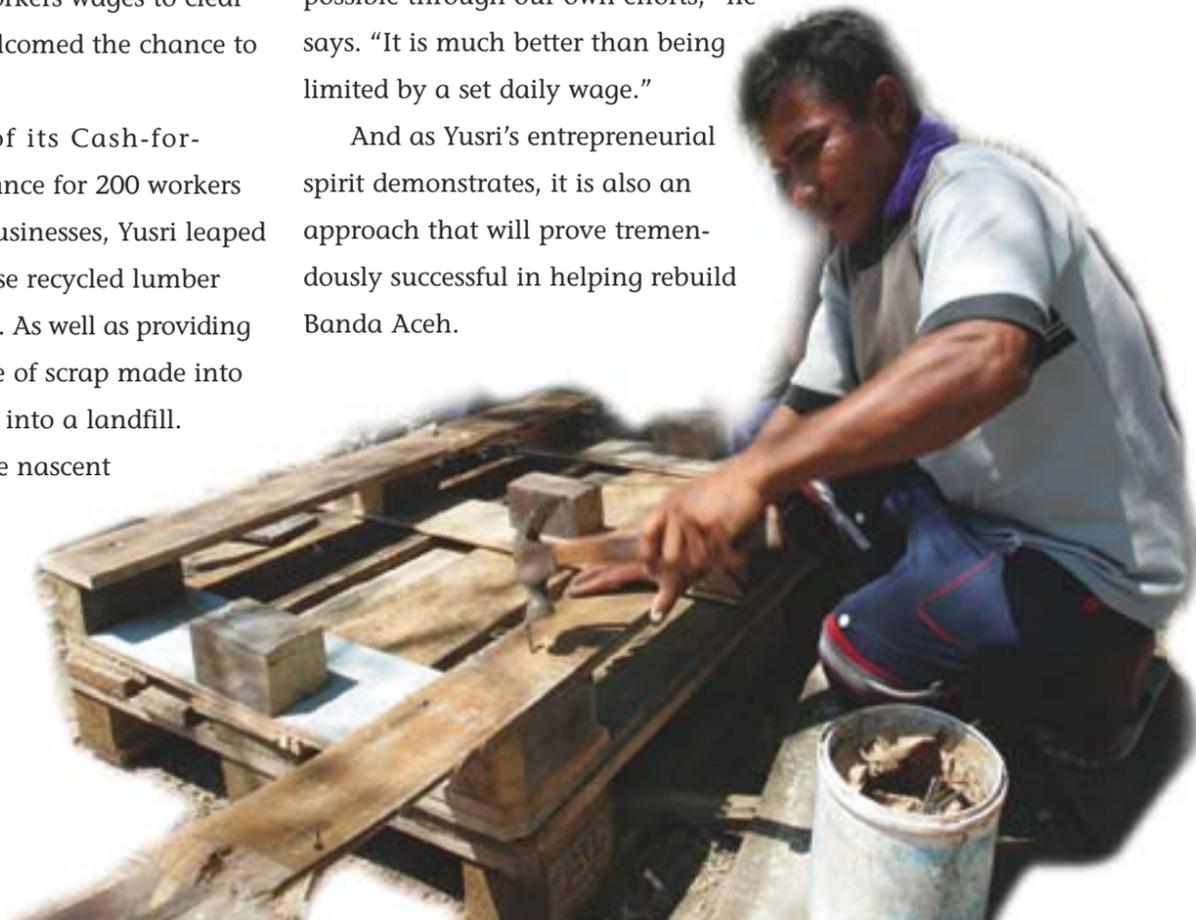
YUSRI'S STORY

"The people who participated in these groups took the initial risk of making sample pallets at no wage to get started," says Peter Stevenson, a Mercy Corps Program Manager working in Aceh. "And it paid off. These pallet making groups are no longer Mercy Corps Cash-for-Work programs, but viable, independent businesses."

For Yusri, this evolution is familiar and appreciated. A former farmer, he is used to running his own business and financial affairs.

"This approach gives us the freedom to earn as much as possible through our own efforts," he says. "It is much better than being limited by a set daily wage."

And as Yusri's entrepreneurial spirit demonstrates, it is also an approach that will prove tremendously successful in helping rebuild Banda Aceh.





oppressed



or courageous



Individuals: The Power of People

A small, barefoot boy walks 10 miles through the desert heat each day to attend school. His dream is to become a doctor and help the people in his village.

A widowed mother works 16 hours a day running a small food shop under the stairwell in front of her home. Her dream is to be able to afford to send her five children to college.

A man risks his life each day crossing through a war zone to treat those injured by the conflict at a health clinic. His dream is peace for his people.

Unachievable dreams — or amazing acts of human courage?

In the communities where Mercy Corps works, the enduring will of the human spirit is alive and at work each day. From the remote villages of Africa to the crowded slums of Central America, we are both awed and inspired by the power of people to triumph over adversity.

>>>

>>> Assisting people to overcome daunting obstacles to achieve their potential lies at the heart of all that we do. Our programs seek out people who otherwise might be forgotten and support them in achieving ownership over their future. We work with families hungry for hope, longing to use their creative talents to improve lives in their communities.

For 25 years we have seen that the people we serve are the true agents of change. We believe that if Mercy Corps can provide a little hope and a little opportunity for many, dreams can become reality and every child can go to college, succeed, and peace can prevail in even the most previously conflicted communities.

DREAMS FROM A ROOFTOP

Nobody pays attention to the tiny figure hidden in a long black robe who quietly opens her door every night. A tall man follows, dragging a bicycle behind him. As night descends over the southern Iraq city of Al Kut, the girl climbs onto the bicycle. She makes no sound as she races through the city.

Sports are extremely important in Iraqi culture. Fourteen year old **Balkees** and her father work endlessly on those nights. “I can’t practice during the day,” Balkees explains. “It is not considered proper for young women, and it would ruin my reputation if I’m seen.”

So Balkees and her father work where and when they can. Balkees exercises every morning on the rooftop of their house and rides her bicycle and runs in the street after dark.

Balkees dreams of becoming a professional athlete. Last year, when Mercy Corps announced a city wide sports tournament for youth in Al Kut, Balkees was determined to compete. She told all her girlfriends who, like Balkees, love sports but don’t have any place to practice.

Mercy Corps’ programs in Iraq help communities meet immediate needs, while providing a foundation for the development of an open and democratic society. We support theatres, libraries, educational institutions, youth activities, and sporting facilities — the kind that girls like Balkees could so enormously benefit from.

With a donation of Nike sporting gear and support from Mercy Corps, Balkees was able to

BALKEES’ STORY

wear professional athletic gear for the first time ever. Even her father, a former pro athlete and 1971 Iraqi National Gymnastic Championship medal winner, benefited — the first uniform that Balkees received was far too large, so she gave it to her father as a gift.

“We’re extremely happy that Mercy Corps will rehabilitate the local women’s sports club,” says her father. “Balkees needs such a club if she is to one day become a professional athlete — or whatever she dreams of becoming.”

And then, Balkees and father, both in brand new Nike athletic clothes, once again prepare to climb to the roof and train.





disadvantaged child



or future leader



Impact: Helping People Thrive

A woman arrives at a refugee camp hungry, tired and scared. What she needs is food, medicine, support. But will her needs be the same a year from now?

Mercy Corps works to meet the immediate needs of millions emerging from conflict, disasters and turmoil. But we know that it is not enough to just help people survive. We want them to thrive.

We believe that with the right kinds of assistance we can help people transform their societies. We know that by being agile and flexible in our response, we can increase our impact as community needs change.

In Darfur, Sudan, Mercy Corps is providing lifesaving water and sanitation assistance for tens of thousands of families displaced by violence. In addition to building hundreds of latrines in refugee camps, we instituted a hygiene education campaign that trains residents about proper waste disposal. >>>

>>> These individuals in turn will work with other communities in the camp to train additional residents, improving immediate health conditions and leaving a lasting impact on participants for years to come.

In Liberia, Mercy Corps assists people struggling to recover from decades of conflict. Working side by side with Liberian partner organizations, we are helping communities find their collective voices and mobilize to rebuild. At the same time, we are working to ease lingering tensions and to strengthen community groups so that in the future people will be able to meet their own needs.

At Mercy Corps, we believe that the measure of our success is not the number of years we work in a community, but rather how quickly we can help that community strengthen its own civic skills so that we are no longer needed.

ONE BLENDED FAMILY

Three year old **Peter Paye** only knows one life — his life in the Kingsville Orphanage near Kakata, Liberia, cared for by his “Auntie” Korto and fussed over by 46 big brothers and sisters.

But two years ago Peter had a very different life. His mother was killed during local fighting. His grandmother — Peter’s only living relative — took care of him as best she could, but was homeless herself.

So grandmother and grandson, along with a stream of others displaced by the war, eventually made their way to Kingsville. Peter’s grandmother died soon after arriving, leaving little Peter alone in the world.

Fortunately, the kind women of Kingsville Orphanage took Peter in. The place feels full of love, albeit little else. A single building rises out of the mud and contains only a few mattresses. The children wear ragged clothes and have dry skin from the lack of oil in their diet. But they are lively, curious, happy, and charming.

With local partner organization AGRHA, Mercy Corps provides seeds and tools for the vegetable garden at the orphanage, which the older children keep up themselves. Growing their own food ensures that the children get a good meal every day — sometimes their only meal.

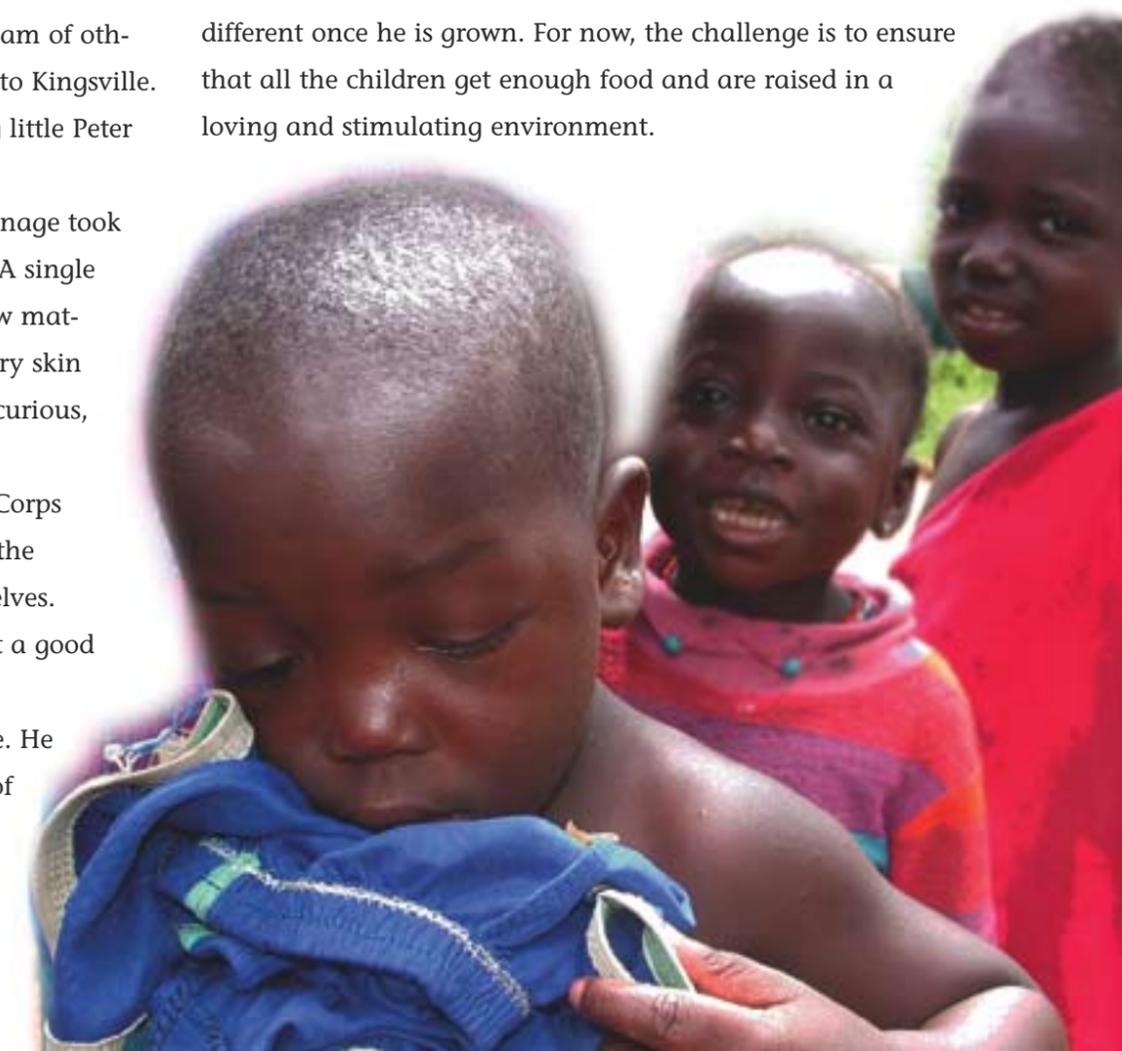
Peter is one of the youngest children at Kingsville. He has formed a special bond with Korto Thomas, one of the orphanage’s unpaid caregivers. Korto herself is another of Liberia’s many displaced. Her husband

PETER’S STORY

was paralyzed during the war, and is now reliant on family for support. Her children, she says, are all dead.

Korto’s purpose in life now is to nurture and protect Peter and the other children at Kingsville. She comes alive when she talks about Peter. He loves football and always tries to join in with the bigger boys when they play. He also enjoys school, where his teacher says he is lively and playful.

Korto wants Peter to have an education so his life can be different once he is grown. For now, the challenge is to ensure that all the children get enough food and are raised in a loving and stimulating environment.





dependent



or capable



Innovation: New Approaches, Lasting Solutions

Poverty. Conflict. Hunger. AIDS. Insecurity. These are great challenges that face our world today. But they are hardly new ones.

Mercy Corps believes that if we are going to overcome persistent challenges, we must be idealistic and creative. We must meet immediate needs and anticipate the unexpected. It is our core belief that innovation and contextual approaches are key to bringing about lasting change.

With these commitments in mind, we created Ariana Financial Services Group in Kabul, Afghanistan. In a country plagued by two decades of conflict with a population among the poorest in the world — and with virtually no banking system — the notion of starting a microcredit institution that provides small loans to women and men might seem an impossible challenge. But it's working.

Using these loans — from \$50 to \$500 — Afghans are opening clothing stores, expanding flower shops and starting businesses. Small business owners >>>

>>> are providing much needed services and jobs to their communities, while generating personal income that can be spent on essential items such as food, education and shelter.

By anticipating challenges, we can prevent problems. In Iran, Mercy Corps is working with Afghan refugees — many of whom have been displaced for years — to enhance their skills so they can provide for their families when they return to Afghanistan. Men and women learn technical skills in areas such as carpentry, masonry and tailoring. The training will make the refugees less dependent on their neighbors when they return home, and diminish community tensions that might otherwise arise.

Challenges for the ages require creative solutions. At Mercy Corps, we are constantly striving to find new avenues to solve ongoing problems.

SUCCESS AGAINST THE ODDS

Ines Guerrero knows all too well the challenges that face small business owners in the Flor Del Campo slums of Tegucigalpa, Honduras, where poverty and violence are an everyday reality.

Ines used to own a small handicrafts shop in the heart of the city, selling woven goods like clothes, quilts, blankets, pillowcases, and purses to supplement her income as an elementary school arts teacher. On two different occasions, robbers entered the shop, forcing her to flee out the back door for her life. They stole her money and her goods.

What they didn't take was her determination to own a business and her passion for producing high quality products. She knew that if she could just get a little assistance she could open a new shop and continue to share her love of handicrafts with her students and customers.

Like most people in the slums, Ines was afraid to apply for a high interest loan from a local bank. Her fortunes changed when a friend told her about a small loan program run by Proyecto Aldea Global, Mercy Corps' local partner in Honduras. The program assists small business owners and entrepreneurs in Flor Del Campo.

Ines met with one of our field workers and developed a business plan. She received a loan of \$500 to purchase materials and to get her small business up and running

INES' STORY

again. To repay the loan, she rented out an extra room in her apartment.

With a lot of hard work and determination, Ines is once again selling her goods and her business is thriving. She has even started receiving orders from a company in Toronto, Canada — it sends her the materials and she sends them finished products for sale.

Ines is now sharing her business knowledge with others. She teaches young women how to make handicrafts and helps them market their wares so that they too can start their own businesses one day — and live lives of independence, free from poverty.





downtrodden



or determined



Involvement: Transformation from Within

Mercy Corps works in some of the most difficult and complex areas in the world. In countries devastated by years of conflict, communities reeling from natural disasters, and regions facing social upheaval, we see opportunity instead of despair.

Our faith lies in the ability of communities to transform from within to forge a better tomorrow. Our experience has shown that it is only when communities set their own agendas and plans, raise their own resources and execute programs themselves, that their success will result in the renewed confidence and skills necessary to create their own lasting change.

Mercy Corps is seeing renewed hope today in hundreds of communities throughout Serbia. Regional conflicts and economic collapse have taken their toll on Serbian towns, especially in the southern part of the country. Mercy Corps is bringing these communities together to address their >>>

>>> most pressing challenges. We serve as a facilitator and partner, helping communities prioritize their needs and assisting them in implementing their plans from start to finish.

Members of the communities do the bulk of the work and have ownership over projects. As a result, schools are being rebuilt, businesses are hiring new workers, and towns that have never had clean water now do. Equally important, communities have gained the belief that they have control over their own lives, and that they can change their environments.

The transformation of communities is not unique to Serbia. From Georgia to Jordan, from Lebanon to Liberia, and in seemingly impossible environments such as Iraq and Afghanistan, Mercy Corps supports communities in achieving their highest potential. We believe that as each community is transformed and improved, the world is also transformed and improved.

HOPE IN A DIFFICULT TIME

“**W**hen I was a child my father brought pedigree cattle from Latvia, so I know the value of a real breed.”

Thus speaks **Askar Aliyev**, of Chakhirli village, Azerbaijan. Growing up, Askar wanted to be an economist. But he feared he would not be able to support his family amid the harsh conditions of village life. So he went to work at Chemical Equipment Repair Enterprise in Baku, the Azeri capital, instead.

However, the devastating collapse of the Soviet system had so weakened the Azeri economy that not only did Askar’s job disappear, but the small furniture business he began once he returned to Chakhirli failed as well. Askar realized that, like his father, he would now need to rely on the cows in his stable.

Mercy Corps came to Chakhirli and listened to what the villagers had to say about what could help make their farms and herds thrive. The villagers themselves then attended educational meetings to learn about the symptoms of animal diseases — and how to help prevent them.

Askar became an active participant at these community meetings. He became an educator himself, sharing the information he received, and encouraging other villagers to use now available local veterinary services for preventive practices. His farm has benefited from the vaccinations and essential medicines from the veterinary service providers.

Meanwhile, in nearby Lenkaran, Mercy Corps was helping a local private veterinarian provide new services for rural clients.

ASKAR’S STORY

One of those services was artificial insemination for cattle. Artificial insemination gives farmers access to the best possible genetic pool, increasing the health and well-being of their herds. The procedure was always very expensive and difficult for the villagers of Chakhirli to access, since the only service providers were 250 kilometers away from the village.

Thanks to Mercy Corps’ program, the technology is now available locally — and is affordable for farmers like Askar. And his farm? It is as prosperous as he could wish for. The first artificially inseminated calf was born recently.

“I am sure that the other new pedigree calves waiting to be born will make an enormous contribution to my family’s well-being,” says Askar Aliyev, confident now in his hopes for a prosperous future.



The World of Mercy Corps

In 2004, the global resources of Mercy Corps and its partners totaled nearly \$154.3 million — a record. We managed 41 ongoing worldwide programs, assisting nearly seven 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 location of the partners that form the Mercy Corps family.

Worldwide Programs

Africa

1. Eritrea
2. Ethiopia
3. Liberia
4. Somalia
5. Sudan
6. Zimbabwe

Americas

7. El Salvador
8. Colombia
9. Guatemala
10. Guyana
11. Honduras
12. Nicaragua
13. United States
14. Venezuela

Balkans

15. Bosnia-Herzegovina
16. Croatia
17. Kosovo (*Serbia and Montenegro*)
18. Macedonia
19. Serbia and Montenegro

Central and South Asia

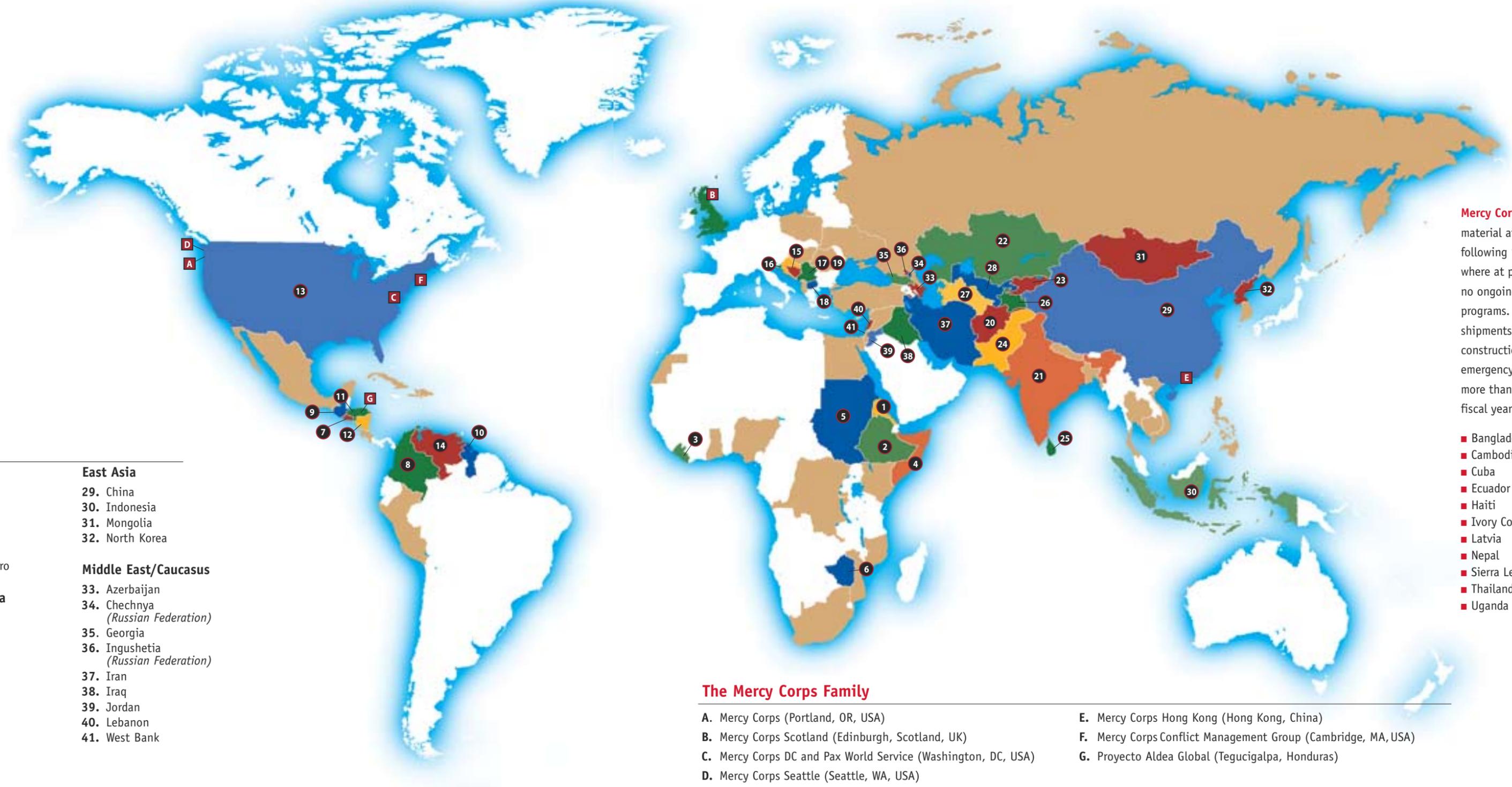
20. Afghanistan
21. India
22. Kazakhstan
23. Kyrgyzstan
24. Pakistan
25. Sri Lanka
26. Tajikistan
27. Turkmenistan
28. Uzbekistan

East Asia

29. China
30. Indonesia
31. Mongolia
32. North Korea

Middle East/Caucasus

33. Azerbaijan
34. Chechnya (*Russian Federation*)
35. Georgia
36. Ingushetia (*Russian Federation*)
37. Iran
38. Iraq
39. Jordan
40. Lebanon
41. West Bank



Mercy Corps provided material aid to the following 11 countries, where at present, we have no ongoing development programs. Material aid shipments — food, construction supplies, emergency relief — totaled more than \$33.5 million in fiscal year 2004.

- Bangladesh
- Cambodia
- Cuba
- Ecuador
- Haiti
- Ivory Coast
- Latvia
- Nepal
- Sierra Leone
- Thailand
- Uganda

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 (Seattle, WA, USA)

- E. Mercy Corps Hong Kong (Hong Kong, China)
- F. Mercy Corps Conflict Management Group (Cambridge, MA, USA)
- G. Proyecto Aldea Global (Tegucigalpa, Honduras)



Mercy Corps Programs Around the World

In 2004, Mercy Corps touched the lives of nearly 7 million people in 41 countries around the world. Our emergency response programs sustained people living under unimaginably difficult conditions in areas devastated by conflict and natural disasters. We worked with individuals, communities,

HOPE & OPPORTUNITY

governments, and businesses to create jobs, generate incomes and improve living conditions through our development programs. In both small villages and large cities we partnered with local organizations to address pressing needs and to lay the foundation for lasting peace.

From Afghanistan to Zimbabwe, we inspired hope and created opportunity. A closer look at our programs around the world follows.

Supporting Peaceful Community Change

Mercy Corps works to strengthen individuals, organizations, businesses and governments so that they can bring about peaceful change. We engage citizens making decisions critical to their lives, help strengthen local organizations to address community needs, and find areas of common interest among political and economic actors to help mitigate the potential for conflict.

With funding from the United States Department of Agriculture (USDA), and the United States Agency for International Development (USAID), Mercy Corps works in **Eritrea** in partnership with communities and local governments. We provide veterinary services, improve the quality and quantity of drinking water, and generate opportunities for income through agriculture and fishing. With funding from the United Kingdom Community Fund, we also work with parent-teacher associations and village health committees to increase children's school attendance, promote parental involvement in education, and improve children's health.



In drought stricken **Ethiopia**, Mercy Corps works to meet the food security needs of rural families. With funding from USAID, we implement programs that address immediate and long-term livestock health issues to help improve the livelihoods of nearly 34,000 people in participating communities. Mercy Corps is also planning long-term community skill building to address the complex development needs of Ethiopia.

In conflict ridden **Liberia**, Mercy Corps works with communities to promote peace and reconciliation. In 2004, with funding from USAID, we trained groups in 97 communities to participate in the rebuilding of their country, with plans to reach many more. Mercy Corps has also helped set up community based radio programs, reaching people with news, economic and agricultural information, and important messages about health and other community issues. Our radio coverage is now poised to reach the majority of Liberian citizens in all major population centers.

In **Guatemala**, health programs run by Mercy Corps — in collaboration with local organizations and the

government health agency — are improving the lives of 30,000 indigenous Q'eqchi and Poq'omchi people. With funding from the Eiting Foundation, communities are empowered to take action to monitor and improve their health status, and it has paid off — in just one year, child mortality in the area where we work dropped by 33 percent, and maternal mortality was reduced by 50 percent. We also work with communities to help find peaceful solutions to land conflicts, increase economic opportunities, and improve the standard of living for families.

In **Bosnia-Herzegovina**, Mercy Corps assisted 3,500 people in 2004 to return to their pre-war homes and communities, facilitated job creation and economic activity, and promoted a vibrant civil society. All our work is done in close collaboration with local governments, strengthening and encouraging local leadership. In addition, we assist vulnerable families through grants, job creation programs, and small business assistance, and encourage citizen participation in peacebuilding programs designed by local non-governmental organizations.



In **Kosovo**, with funding from USAID, Mercy Corps helps bring together ethnic Albanians and Serbs through infrastructure rebuilding programs and economic development. We also work to develop cooperation between multi-ethnic communities and

local governments. Through our agricultural assistance program, we also help families meet their livelihood needs, and support their reintegration into Kosovo society.

With funding from USAID, Mercy Corps operates programs in southern **Serbia** that reach more than 759,000 people. We work with hundreds of communities to prioritize development issues in ways that encourage cooperation and a sense of ownership. Mercy Corps also supports the regeneration of economic livelihoods, and we enable communities to build and repair roads, expand access to water and electrical services, and improve schools and health facilities.

In **India**, the partnership between Mercy Corps and Tazo Tea Company continues to bring new opportunities for 8,000 people in the rural tea growing areas of Darjeeling. Now in its third year, the Collaboration for

Hope and Advancement in India (CHAI) has reduced waterborne diseases by 10 percent — enabling community groups to focus on addressing social and economic issues and enhancing young people’s life skills. CHAI involves a coalition of growers, traders and brokers

— everyone who has a stake in the production and selling of tea. Tazo, based in Portland, Oregon, is owned by Starbucks, which has also been a generous supporter of the initiative.

With funding from USDA, Mercy Corps has improved child nutrition and early education by distributing food to more than 100,000 children in 600 kindergartens, boarding schools, and orphanages in **Kyrgyzstan**. In addition to improving access to education



for children in rural areas, our programs enable parents and communities to be involved in their children’s education from the earliest years on.

Serving more than 10,000 people in **Tajikistan’s** remote Rasht Valley, Mercy Corps, with funding from the European Commission, assists residents in developing and maintaining water and sanitation systems for schools and communities. Our USDA funded Food for Progress

program benefits 10,000 additional people in other parts of the country by supporting agribusiness, health services and nutritional education. Mercy Corps also partners with the Tajikistan Ministry of Health to improve the quality of health services and the health and nutrition of mothers

and children.

In Central Asia’s **Ferghana Valley**, where Uzbekistan, Tajikistan and Kyrgyzstan intersect, Mercy Corps, with funding from USAID, helps train Community Action Groups in good governance and the value of participatory, public meetings. Hundreds of projects involving cross-border social activities and infrastructure rebuilding — such as natural gas, water, sports, and school projects — have actively

engaged nearly 640,000 citizens in cooperative and peaceful change, and helped reduce the potential for conflict.

With funding from USAID, Mercy Corps helps strengthen local community organizations in **Indonesia**. As well as currently assisting tsunami affected Indonesian communities, we also fund more than 350 grants through local organizations, which provide emergency relief, improve economic opportunities, and support

positive health and sanitation activities aimed at reducing malnutrition in young children. In Maluku and Central Sulawesi — areas recovering from conflict — Mercy Corps has made more than 500 grants to local organizations to improve livelihood opportunities, repair infrastructure, and build peaceful bridges across divided communities.

In eastern **Georgia**, Mercy Corps assists communities to collectively identify and address common development issues through programs funded by the Baku-Tbilisi-Ceyhan/Southern Caucasus Pipeline Companies, Kreditanstalt fur Wiederaufbau, GOPA Worldwide Consultants, and USAID. Through community wide planning meetings and the formation of Community Initiative Groups, we help empower individuals and organizations to rehabilitate schools, repair roads, build irrigation and water pipelines, and secure access to electricity and natural gas. Working together with partner organizations Elkana, Constanta, Curatio, and Technical Assistance Georgia, we provide farmers and small businesses with microcredit and agricultural support.



Expanding Economic Opportunities

Mercy Corps’ economic development programs give individuals, businesses and communities the knowledge and tools to achieve their dreams. Through small

loans and grants, technical assistance and community development projects, we foster entrepreneurial activity that leads to new jobs and increased economic opportunities for all.

In **Honduras**, Mercy Corps works with long time partner Proyecto Aldea Global to address a wide range of critical needs such as health, agriculture, environmental protection, and microenterprise development. Our innovative agro-ecology program helps increase food

production for small farmers, while additional programs work to reduce domestic violence cases for more than 44,000 people in four Honduran municipalities.

In partnership with local partner Aldea Global and US based Coffee Bean International (CBI), Mercy Corps assists coffee farmers to produce coffee beans for export in **Nicaragua**. Mercy Corps’ Café Aldea™ — the new

Panache® Collaborative Coffee™ — is the result of this creative partnership. CBI donates \$2 from the sale of every pound of Café Aldea™ to community improvements in the villages where the coffee is grown. To date, the money has helped improve water, health, and sanitation for more than 300 people.

In the **United States**, Mercy Corps helps individuals become financially self-sufficient through self-employment. Our economic development programs assist the working poor, refugees, immigrants, the disabled, the previously incarcerated and other minority groups in the Pacific Northwest to gain long-term income and assets. We offer business development services to aspiring entrepreneurs and provide training, matched savings accounts, loans, and marketing services.

In **Afghanistan**, Mercy Corps is assisting families and communities struggling to overcome decades of conflict and uncertainty. Our programs focus on agricultural and economic development to empower citizens, and initiatives that provide nearly 600,000 Afghans with access to services and employment



opportunities. We offer livelihood training to help people make a living, provide microcredit loans, and work with youth to encourage a vibrant educational environment.

Through Winrock International's Farmer-to-Farmer program, Mercy Corps enables US farming specialists

to share their skills with farmers in **Uzbekistan**. Mercy Corps' Peaceful Communities Initiative project has also reached more than 36,000 people in Uzbekistan border communities, increasing tolerance and encouraging local solutions to shared problems. With funding from the United Kingdom Department for International Development, Mercy Corps also helps educate Uzbekistan women in marketing techniques and HIV/AIDS awareness and prevention, and assists women to take the lead in water resource management.

Despite exceptional economic growth in **China**, not all areas of the country have benefited. In partnership with the China Foundation for Poverty Alleviation, Mercy Corps and Nike initiated a microenterprise program that is improving life for thousands of poor families in rural China. The program provides credit

opportunities. We offer livelihood training to help people make a living, provide microcredit loans, and work with youth to encourage a vibrant educational environment.

and vocational training for farmers and fisherman, and our loans will eventually reach 56,000 clients in seven of China's poorest counties.

With local partner PACT, Mercy Corps' work in **Mongolia** reaches more than 270,000 people in 11 provinces. Our agribusiness programs, funded by USAID and USDA, assist rural residents to diversify and expand existing businesses. Through training and technical assistance, increased access to financial resources, improved livestock health monitoring, and direct support to veterinarians, we help increase income and improve the quality of life for Mongolian families. Through Mercy Corps' investment in microfinance organization XacBank, we also help tens of thousands of Mongolian citizens access community banking services.

With funding from USAID, Mercy Corps manages programs in **Azerbaijan** that help improve economic opportunities for vulnerable communities. In 2004, in partnership with international nongovernmental organizations, we oversaw the formation of 355 new community groups that helped provide better healthcare

facilities for more than 2,000 young mothers and their children, trained government health workers, helped communities plan and build infrastructure projects, and offered microcredit and business development services.

Mercy Corps also helped improve agricultural production for more than 4,400 livestock and poultry farmers in the Nasally and Ankara regions.



In partnership with the Jordan River Foundation, Mercy Corps works with nine community clusters in **Jordan**. By helping these communities share resources and address common problems, we help strengthen entire regions of the country. With funding from the Government of Jordan's Ministry of Planning, our programs also help improve agricultural techniques and animal husbandry, maximize water supplies, and develop income generating ecotourism activities.

Since 1995, Mercy Corps has worked in **Lebanon** assisting communities to improve their economic conditions and to recover from years of conflict.

With funding from USDA, we oversee an \$18 million community grants program that helps revitalize

Lebanon's rural agricultural economy, and also provides scholarships to students in American universities in Lebanon. In southern Lebanon, we established productive tourism and an agribusiness based economy benefiting more than 3,000 people, and constructed wastewater treatment plants.

In 2004, Mercy Corps created immediate job opportunities for more than 100 families in the **West Bank**. With funding from USAID, we are rebuilding nine schools that will ultimately benefit more than 70,000 children, and constructing community centers used by local Parent Teacher Associations. Our construction projects provide an invaluable source of income and economic activity for people living in communities that have been devastated by years of conflict and instability.

Responding to Emergencies

Natural disasters and conflict situations take huge tolls on communities and can often derail dreams of peace and prosperity. Mercy Corps works in extreme environments around the world to help families meet their basic needs and regain the tools they need to achieve

their hopes for a better future.

In 2004, with support from private donors in the US and the UK, Mercy Corps provided lifesaving shelter, water, and sanitation services to nearly 90,000 people displaced by fighting in the Darfur region of **Sudan**.



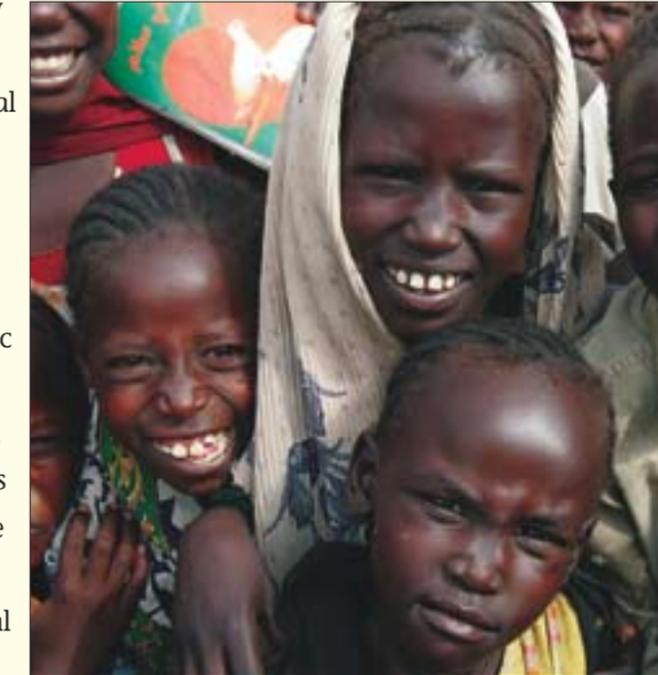
We continue to work with these displaced families so that they will be able to return home once conditions permit. In southern Sudan — where ongoing peace talks are signaling the end of more than 20 years of war — Mercy Corps is working with local communities to assimilate the return of the world's largest internally displaced population, providing assistance for more

than 20,000 farmers to increase food production and reinvigorate the war devastated rural economy.

In **Zimbabwe**, where food shortages persist, Mercy Corps' supplemental feeding programs are reaching vulnerable children suffering from hunger and malnutrition. We also work with communities to improve their long-term food security by establishing vegetable gardens that provide food for more than 1,200 families, while also serving as a valuable source of income.

With funding from USAID, Mercy Corps' Community Action Program helps rehabilitate conflict affected communities in **Iraq**. Our water supply projects — which include both rebuilding and new construction — have improved water quality for nearly 1.5 million people throughout the country. Additional Mercy Corps projects have returned children to school, delivered critical medical supplies to hospitals, distributed humanitarian aid to displaced families, provided assistance to local social service agencies, and expanded economic opportunities.

In **Iran**, Mercy Corps assisted families left homeless and jobless from the devastating earthquake in Bam in December 2003. With generous support from individual donors, foundations, and the Iranian-American community, our programs helped more than 13,000 people resume their livelihoods, provided clean water and sanitation for families living in temporary shelters, and assisted communities to rebuild critical infrastructure. With funding from the US Department of State Bureau of Population, Refugees, and Migration, we also operate programs along the Afghanistan border that help prepare Afghan refugees to return home.



In **Pakistan**, Mercy Corps aids Afghan refugees and local Pakistani communities through programs that improve health, water access, and livelihoods. We work in both Quetta's slums and remote rural areas to meet critical health care needs and provide vocational training. In response to Pakistan's sixth highest rate of tuberculosis in the world, Mercy Corps has expanded health programming throughout Baluchistan and Sindh Provinces, as well as assisted the Pakistani Provincial Health Department to implement a tuberculosis control program in 14 other districts.

In **North Korea**, shortages of essential medicines have left health care facilities without the ability to treat life threatening diseases. The lack of proper treatment and medicine takes the highest toll on children, causing malnutrition and death. In 2004, Mercy Corps sent 10 shipments of medicine and medical supplies to hospitals critically in need of assistance. To address long-term food security issues, we also provided 100,000 apple tree rootstocks as part of our ongoing agricultural development program.

To our Mercy Corps supporters, compassion knows no borders. From the Middle East to the Balkans, Central Asia to Central America, your generosity was overwhelming in 2004. Without each one of you, our work would simply not be possible.

Thank you.



**THE MERCY CORPS FAMILY:
TWO HEADQUARTERS,
ONE GLOBAL ORGANIZATION**

With headquarters in the US and Scotland, and vital partnerships around the globe, Mercy Corps' global resources totaled nearly \$154.3 million — a record — in 2004, enabling us to reach nearly 7 million people in need. Both our Portland, Oregon, and Edinburgh headquarters — along with the other partners that make up the Mercy Corps family — give us the ability to secure resources, recruit staff and advocate policies on a global scale.

Mercy Corps Conflict Management Group

In 2004, Mercy Corps merged with Cambridge, Massachusetts, based Conflict Management Group, significantly enhancing both organizations' abilities to make a positive difference in the world through peace building efforts and crises diffusion. The academically based talents of the CMG team, integrated with Mercy Corps' civil society approach, enables new approaches to humanitarian work, as we address the root causes of conflict in the world.

Proyecto Aldea Global

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. Mercy Corps/PAG's programs currently serve more than 200 villages in 17 municipalities. We are one of the few non-governmental organizations working in rural north and central Honduras.

Pax World Service

Pax World Service formally affiliated with Mercy Corps in January 1998, creating a partnership that couples Mercy Corps' emphasis on civil society initiatives with Pax's interest in peace and reconciliation. The Mercy Corps/Pax 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's support for those most in need worldwide.

PARTNERSHIPS FOR A BETTER WORLD

Mercy Corps' message of hope inspired thousands of supporters around the world in 2004, resulting in record contributions from individuals, corporations, foundations, religious groups, and organizations. In all, private contributions totaled nearly \$11.5 million in cash and more than \$22 million in commodities and services — significant increases from 2003. In addition, more than 144 volunteers donated nearly 6,500 hours of work.

Every Click Counts

 In 2004, support from The Hunger Site helped thousands of families live healthier lives. The Hunger Site, a Mercy Corps partner since 2001, generates vital support for programs that help communities affected by hunger and poverty. The Hunger Site donates enough money to help feed a hungry person every time you visit. To find out more, go to thehungersite.org.

Phoenix Fund — Social Entrepreneurship on the Rise

The Phoenix Fund is a social venture fund that enables Mercy Corps to test innovative, high-risk, high-reward projects that can serve as models for future activities around the globe. The fund is supported by US businesses and entrepreneurs, and offers these supporters an opportunity to provide advice and skills as well as financial capital. To date, the Phoenix Fund has made grants to Mercy Corps programs in

Mongolia and the West Bank for microenterprise loans that enhance the livelihoods of local participants. To find out more, contact Maria Finch, Major Gifts Officer, at 206-914-3988, or at mfinch@mercycorpsfield.org.

A Wave of Help for Tsunami Relief

The 2004 Indian Ocean tsunami was the worst natural disaster in recent history, and Mercy Corps responded within 24 hours. Individuals, businesses, schools, faith communities, and groups from around the world responded with overwhelming generosity. In all, Mercy Corps raised nearly \$30 million in private donations for tsunami relief and recovery — by far the largest outpouring of support in our 25-year history (because the crisis hit after the end of our fiscal year, the results are not reflected in the audited financial statements in this annual report.) On behalf of our staff and volunteers worldwide, we offer our thanks to all the supporters who responded so generously.

PlayOn for International Sports

Thanks to a generous donation from Nike, Mercy Corps is distributing new sports shoes and apparel throughout Europe, the Middle East, and Africa. From a warehouse in Belgium, the PlayOn program helps support Nike's youth and zero waste goals, and enables Mercy Corps to maximize programming creativity. PlayOn helps create jobs for community residents by working with local Belgian community development partner IOK.

ONE: The Campaign to Make Poverty History

 In 2004, Mercy Corps and 10 colleague agencies founded The ONE Campaign, a national effort to raise awareness about steps people can take to fight global poverty. The ONE Campaign joins with others worldwide in the Global Call to Action against Poverty to focus attention on reaching the UN's Millennium Development Goals.

The ONE Campaign calls for an additional one percent of the US budget to be allocated toward foreign assistance for health, education, clean water and food. Working together, we can transform the futures of an entire generation in the world's poorest countries. For more information, see one.org.

The Landrum Bolling Fellowship in International Service

For 50 years, Mercy Corps' Director-at-Large, Dr. Landrum Bolling, has helped bridge gaps across religions, cultures and ethnicities. In 2004, Mercy Corps continues to honor this legacy by awarding the second Landrum Bolling Fellowship in International Service, in partnership with Earlham College. The Fellowship enables outstanding students from Earlham to work with Mercy Corps for one year, gaining hands on experience in international development. Our 2004 Bolling Fellow is Estefania Samper Carrasco, from Bogota, Colombia.



Landrum Bolling with Estefania Samper Carrasco

FirstHand Expeditions

In 2002, Mercy Corps responded to a frequent request from donors

and friends to experience our work up close. Mercy Corps' FirstHand Expeditions, launched with a visit to our Mongolia program, inspires people to global service through personal experience. FirstHand Expeditions allows our supporters to come face to face with the community members we serve. Each FirstHand Expedition includes briefings with country experts about economic and development issues. There are also visits to unique cultural sites and outdoor adventures. For information, contact Maria Finch, Major Gifts Officer, at 206-914-3988, or mfinch@mercycorpsfield.org.

Envision a World without Poverty

 In 2004, Mercy Corps' web initiative, Global Envision, continued to examine how creating responsible market opportunities worldwide can offer new solutions to global poverty. Through Global Envision, we 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 contribute your opinion, visit GlobalEnvision.org.



Nancy E. Lindborg — Mercy Corps' New President

Nancy E. Lindborg, Mercy Corps' former Executive Vice President, was named President of Mercy Corps in November of 2004. Lindborg, who joined Mercy Corps in 1996, is based in Washington, DC. As President, she leads the agency's efforts in global strategic planning, program development, emergency response, and public policy.

Lindborg served from 2000-2003 as chair of the Sphere Management Committee, an international initiative to improve the effectiveness and accountability of non-governmental organizations. Lindborg also served as co-chair of the InterAction Disaster Response Committee from 1998-2002, and she currently serves on the CSIS-AUSA Blue Ribbon Commission on Post-Conflict Reconstruction and on the board of the US Global Leadership Campaign.

FOUNDERS CIRCLE

There are 450 Founders Circle members, 118 of whom are anonymous, who 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.

Founders Circle

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			Marshall and Nancy Perot	
			Judy Schulze	

GOOD SAMARITAN SOCIETY

Founded in 1998, the Good Samaritan Society has 1,889 members, 345 of whom are anonymous, who annually give between \$1,000 and \$2,499.

Good Samaritan Society

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Saman Adamiyatt	James and Cathy Armstrong	Robert and Lorraine Beegle	Edward Bond	Douglas Busch	Elden Chau
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			Allen Chamberlin	Allen Chamberlin	Norma Corrigan
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			Mary Chandler	Mary Chandler	Stella Cosmas
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The Giron Legacy Society enables donors to support Mercy Corps through estate planning. Established in 2003, the Giron Legacy Society has 58 members, 6 of whom are anonymous.

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MONTHLY GIVING AT MERCY CORPS

Mercy Corps is pleased to honor those donors who belong to our three monthly giving societies. Nearly 5,000 monthly donors provide us with generous gifts each month that help children and families in need around the world. As more and more donors find monthly giving the most convenient way to help build the kind of world they want to live in, these generous partners help provide Mercy Corps with a steady, vital flow of private income. This helps us respond aggressively to disasters around the world, as well as implement long-term projects that help people to help themselves.

Partners in Mercy

When tragedy strikes, like the recent Indian Ocean tsunami, the world is often quick to respond. But what happens after the television cameras leave and the newspaper headlines disappear? The grinding reality is that the need for mercy continues for months, years, and beyond.

By becoming a Partner in Mercy, you can help us keep our commitment to rapid, decisive action in response to disasters, as well as long-term assistance that helps communities recover. In 2004, more than 3,200 Partners in Mercy put their convictions into action with generous gifts each month to help children and families in need.

This committed group of donors enables Mercy Corps to respond quickly to alleviate human suffering and establish programs to help people help themselves, building a better, safer world for all.



Give for Kids

Childhood is supposed to be a time of hope and happiness. However, according to the United Nations, approximately 40 percent of children in developing countries — about 600 million children — struggle to survive, eat, and learn on less than \$1 per day.

Children living in areas of conflict and disaster should have every opportunity to grow up in safe, healthy, and supportive environments. And with the support of 1,300 Give for Kids donors in 2004, Mercy Corps was able to improve the well being of children in some of the world's poorest regions.

Mercy Corps programs not only support children directly — by providing health, nutrition, education, and other services — but also help build productive communities that will nourish and sustain them throughout their lives.



Heroes Against Hunger

Each night, millions of families around the world go to bed, hungry, wondering where their next meal will come from. For most,

hunger does not arise from a shortage of available food or a famine, but rather from severe poverty and a shortage of opportunity. In 2004, 275 Heroes Against Hunger donors helped Mercy Corps work with local farmers to identify opportunities to increase food security.

No one deserves to be hungry. While Mercy Corps' programs provide immediate support to families suffering from hunger, we also work in communities to improve long-term food security.

For information on joining any of these giving societies, please call (800) 292-3355, ext. 250, email donorservices@mercy Corps.org or go to mercy Corps.org/monthlygiving.



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Mercy Corps multiplies resources and the impact of its work through a constantly 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.

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Tsunami Partners

The 2004 Indian Ocean tsunami was the worst natural disaster in recent history, and Mercy Corps responded within 24 hours with help and hope. Because the crisis hit at the very end of 2004, the following donors are not listed in the Resource Partners lists. We would like to take the opportunity here to thank all these businesses, schools, faith communities, and groups from around the world who responded with overwhelming generosity.

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 Kittamaquidi Community
 Inclusive (Columbia, MD)
 LDS Church (Salt Lake City, UT)
 Mary, Queen of Peace Parish
 (Sammamish, WA)
 Meridian United Church of
 Christ (Wilsonville, OR)
 Mission of the Atonement
 (Beaverton, OR)
 Mt Diablo Unitarian
 Universalist Church (Walnut
 Creek, CA)

Our Lord's Community Church
 (Oklahoma City, OK)
 Peace Lutheran Church
 (Salem, OR)
 Self Realization Fellowship
 Church (Los Angeles, CA)
 Sisters of the Holy Names
 (Marylhurst, OR)
 Skyway Church of God
 (Seattle, WA)
 Spiritual Response Association
 (Lacey, WA)
 St Andrew Catholic Church
 (Rochester, MI)
 St John's Presbyterian Church
 (Devon, PA)
 St Louise Parish (Bellevue, WA)
 St Luke Lutheran Church
 (Portland, OR)
 St Stephen's Episcopal Parish
 (Portland, OR)
 St Therese Catholic Church
 (Mooresville, NC)
 The United Parish in
 Brookline (MA)
 Trinity Episcopal Cathedral
 (Portland, OR)
 Unitarian Community Church
 (Hillsboro, OR)
 Wyoming Catholic Youth
 Ministry

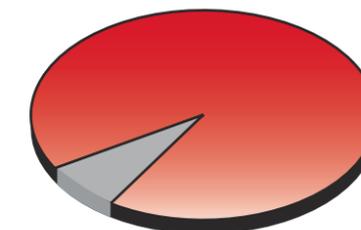
MERCY CORPS — AN EXEMPLARY STEWARDSHIP RECORD

The resources of Mercy Corps' global operations totaled nearly \$154.3 million — a record — in fiscal year 2004. Material aid, government grants, and private fundraising enabled us to provide significant relief and development assistance. Some 92.03 percent of our resources were directed to programs. And every dollar helped generate \$20.89 in additional resources (see "How We Stretch Your Dollar" on page 57). Ensuring that resources are wisely spent is the cornerstone of our values, vision, and strategy for growth in the future.

Global Financial Summary Support, Revenue and Expenditures of Mercy Corps and Worldwide Partners

	FY 2004	FY 2003
Support & Revenue		
<i>Proyecto Aldea Global</i>	\$ 1,507,640	\$ 1,446,414
<i>Mercy Corps Scotland</i>	13,269,150	13,568,593
<i>Mercy Corps US</i>	106,021,500	97,178,510
Subtotal: Cash Revenue	120,798,290	112,193,517
Material Aid (In Kind)	33,472,187	20,453,843
TOTAL SUPPORT AND REVENUE	\$ 154,270,477	\$ 132,647,360
Expenditures		
Program:		
<i>Proyecto Aldea Global</i>	\$ 1,375,380	\$ 862,389
<i>Mercy Corps Scotland</i>	12,074,690	12,743,731
<i>Mercy Corps US</i>	94,835,291	86,589,153
Subtotal: Cash Expenditures	108,285,361	100,195,273
Material Aid (In Kind)	33,472,187	20,453,843
Total Program	\$ 141,757,548	\$ 120,649,116
Support Services:		
General & Administration	\$ 8,155,064	\$ 7,650,935
Resource Development	4,126,992	3,477,128
Total Support Services	\$ 12,282,056	\$ 11,128,063
TOTAL EXPENDITURES	\$ 154,039,604	\$ 131,777,179
NET	\$ 230,873	\$ 870,181

How Our Resources Were Spent



■ = Total Global Programs: 92.03%
 ■ = Total Global Support Services: 7.97%

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

	FY 2004	FY 2003
Support & Revenue		
Government and Organizational Support:		
Government Grants	\$ 86,832,551	\$ 84,535,704
International Organization Grants	7,793,232	1,878,838
Material Aid		
(Government Commodities)	11,420,173	15,355,833
Subtotal: Government & Organizational Support	\$ 106,045,956	\$ 101,770,375
Private Support:		
Contributions	6,787,115	7,305,522
Grants	3,265,693	2,584,596
Gifts in Kind	22,052,014	5,098,010
Other Revenue	1,342,909	873,850
Subtotal: Private Support	\$ 33,447,731	\$ 15,861,978
TOTAL SUPPORT AND REVENUE	\$ 139,493,687	\$ 117,632,353
Expenditures		
Programs		
Project Expenditures	\$ 94,835,291	\$ 86,589,153
Material Aid	33,472,187	20,453,843
Subtotal: Programs	\$ 128,307,478	\$ 107,042,996
Support Services		
General & Administration	\$ 7,339,681	\$ 7,040,107
Resource Development	3,718,933	3,323,317
Subtotal: Support Services	\$ 11,058,614	\$ 10,363,424
TOTAL EXPENDITURES	\$ 139,366,092	\$ 117,406,420
NET	\$ 127,595	\$ 225,933

Balance Sheet

	FY 2004	FY 2003
Assets		
Cash	\$ 21,014,439	\$ 30,776,328
Receivables	18,555,697	19,832,604
Inventories	7,929,202	5,476,424
Property and Equipment (net)	359,393	444,380
Other	795,193	765,854
Total Assets	\$ 48,653,924	\$ 57,295,590
Liabilities		
Payables & Accrued Liabilities	\$ 17,239,340	\$ 13,965,564
Deferred Revenue	23,382,773	36,436,563
Total Liabilities	\$ 40,622,113	\$ 50,402,127
Net Assets		
Unrestricted	\$ 5,102,355	\$ 4,974,760
Temporarily Restricted	2,929,456	1,918,703
Total Net Assets	\$ 8,031,811	\$ 6,893,463
TOTAL LIABILITIES AND NET ASSETS	\$ 48,653,924	\$ 57,295,590

HOW YOU CAN HELP

Your support can make a crucial and enduring difference in the lives of families in need. To make a financial contribution, please call us at 1-800-292-3355, ext. 250, or visit our website at mercycorps.org. Please also consider including Mercy Corps in your bequest and estate planning. Such gifts can ensure Mercy Corps' ability to provide humanitarian assistance where it is needed most, far into the future. For more information on planned giving opportunities, please contact David Evans, Development Information Officer, at 1-800-292-3355, ext. 368, or visit us at mercycorps.org/

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