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**Mercy Corps 2001 Annual Report**

Mercy Corps is an international relief and development organization that reaches 5 million people in 37 countries torn by poverty and conflict. With support from donors worldwide, the 1,400 staff, volunteers and partners of Mercy Corps work side by side with the world’s poor each day.

We renew hope.

We find solutions.

We leave behind a legacy of change.

Mercy Corps

The Mercy Corps Family

Partners in Mercy

Founders Circle

Good Samaritan Society

United Nations and Government Partners

Resource Partners

Foundations and Corporations

Faith Communities

Financials

Officers and Board Members
On September 11, the United States experienced a tragedy of immeasurable proportion. As we watched, thousands died in New York City and Washington, DC, and our illusions of security vanished, perhaps forever. The immediate global outpouring of support and grief was electric. And in the time since then, we have paused to reflect on our increased connection to people from all nations.

At Mercy Corps, we also paused to rededicate ourselves to alleviating suffering and oppression around the world. For more than 20 years, Mercy Corps has worked in regions and countries like Afghanistan, the Balkans, Central Asia, Indonesia — places torn by conflict and natural disasters. This year, we initiated new programming in New York City to address psychosocial trauma in the wake of the tragedies. By helping children confront their grief and fear, we promoted the healing that is essential in moving forward and resuming a normal childhood.

Mercy Corps has been providing humanitarian assistance in Afghanistan and to Afghan refugees in Pakistan since 1986. Long before September 2001, Afghanistan was a devastated country. Decades of civil war and the worst drought in living memory had reduced the country to rubble and created 3.5 million refugees.

Mercy Corps’ mission in Afghanistan since September 11 has not so much altered as expanded. With efforts underway throughout Afghanistan to provide direct relief, we are assisting thousands of additional refugees. Our long-term projects in the region — establishing hospitals and health clinics, providing agricultural support, aiding refugee repatriation — continue as ever, and have been extended to incorporate this most recent crisis in the lives of the Afghan people.

In a world that seems so changed, one fact remains constant: people everywhere want a world where their children will be safe, healthy and secure. While this goal may sometimes seem distant and elusive, it is worthy of our greatest efforts and our most fervent beliefs.
Dear Friends and Partners,

The year 2001 will be forever remembered as a year of immense sorrow for the United States and the world. The attacks of September 11 plunged us into the unknown of a new and undefined era. Whatever turns the future takes, the need for Mercy Corps and our mission seems greater than ever in a world torn by conflict. And whether a hurting child is in Harlem or Helmand, our enduring mandate is to make a positive difference by offering real hope for a better tomorrow.

In 2001, we met this responsibility by helping 5 million people in 37 countries and republics find lasting solutions to hunger, poverty and despair. We launched new programs in Serbia, Croatia, Azerbaijan, and New York City, and formed a vital new partnership with Peace Winds, one of Japan’s largest nongovernmental organizations. Even as our global programs were expanding, September 11 presented Mercy Corps with yet a new challenge: reaching out to share comfort with kids in New York City and beyond — innocent lives savaged by fear and violence beyond their control.

None of this would be possible without the strong and consistent support of our growing network of donors worldwide. Individuals, corporations, foundations, faith communities, and governments provided more than $87 million in support, one of the highest totals in our history.

But more important than numbers is the spirit and philosophy behind our work. Especially in light of September 11, it is no longer enough to attack the physical conditions of poverty — income levels, inadequate housing, health care, infant mortality rates. Pure acts of mercy and relief may help alleviate individual suffering, but they do not redress or affect root causes and conditions. Even if we were somehow able to dramatically lower global infant mortality rates tomorrow (a noble goal we should pursue in any event), it is not clear at all that the world would be a more stable, less violent place. Only a sustained assault against those conditions on which aggression breeds and feeds — abject poverty and social inequality, mass ignorance and disease, despair, intolerance, and conflict — can help create peaceful, more just societies.

It is no longer enough to be angels of mercy. In today’s world, we need to be ambassadors of peace, reconciliation and hope — hope for a more secure, just and meaningful future. Despite all the new challenges we face, we believe passionately that this better future is indeed possible. Our belief is not built on naive or idle optimism. It stems instead from seeing dreams attained, one by one, in places written off by much of the world. It stems from our commitment to see an Afghan child reach her fifth birthday in good health and spirit — with hope for a meaningful and productive future as an educated woman fulfilling her birthright in her own land.

In a year full of vivid memories, one moment that stood out for us at Mercy Corps was the powerful expression of solidarity and compassion from our national staff overseas in the days following September 11. From Indonesia and Eritrea, from Kyrgyzstan and Kosovo, from Bosnia and Lebanon, came a flood of emails and phone calls with words of encouragement and offers of assistance. So many of our staff members (the majority of whom are Muslim) have themselves lived through war and terrorism. Clearly, they understood. And in their understanding, they conferred upon us a hope that out of tragedy something strong and good might take root and begin to grow.

Through our work together, that hope becomes an uplifting reality in our hearts, in our communities, and in so many suffering communities around the world.

Dan W. O'Neill
President and Co-Founder
Neal L. Keny-Guyer
Chief Executive Officer

A Letter from the Executive Team

Dan O'Neill in Pakistan, October 2001.

Neal Keny-Guyer at Mercy Corps headquarters in Portland, Oregon.
DEVELOPMENTAL RELIEF

An Integrated Approach

Mercy Corps is committed to providing humanitarian relief that is appropriate, timely and respectful of people’s dignity, empowering recipients to move beyond crises and regain control of their futures.

But what kind of relief? Which steps are the most effective? Natural disasters and conflict driven emergencies are by their very nature inherently uncertain. Once the immediate crisis has passed, deeper social issues that perpetuate poverty, insecurity and intolerance are often uncovered.

A strong and functioning civil society can reduce the need for relief operations and help address the root causes of complex humanitarian situations. Mercy Corps weaves the principles of participation, accountability and peaceful change into all our emergency response programming, supporting a process of transformation that helps prevent the recurrence of conflict or chaos.

Mercy Corps recognizes a special synergy between developmental relief and the civil society principle of peaceful change. Many of the regions in which Mercy Corps works — Afghanistan, the Balkans, Indonesia, and more — are affected by war and civil strife: primary obstacles to reducing poverty and inward. Providing relief in tandem with conflict management is critical, since tensions and discord hamper stabilization and development.

Mercy Corps utilizes a situation based approach to understand the root causes of a specific dispute. We introduce tension reducing programming in the early stages of relief, facilitating a smooth transition to development without a gap in activities. We help people collaboratively identify the root causes of conflict and design ways to overcome them.

Since communities often have long-standing coping mechanisms already in place. Mercy Corps engages recipients in ways that build a sense of ownership and responsibility. We have also found that the most effective activities for reducing tensions center on practical issues.

By offering economic programs designed to revitalize interdependent communities, Mercy Corps creates a mechanism through which livelihoods can be quickly secured.

Mercy Corps' Global Emergency Operations (GEO) team coordinates our response to humanitarian emergencies. We have also assumed a leadership role in advocating on behalf of disaster affected populations. Mercy Corps is one of 20 international agencies integrating the Sphere Project’s Humanitarian Charter and Minimum Standards in Disaster Response standards into program operations to help societies mitigate conflict and initiate nonviolent cultural transformations.
Even prior to September 11, decades of civil war and the worst drought in living memory had reduced Afghanistan’s infrastructure to rubble and created millions of refugees. Since the onset of the current crisis, Mercy Corps’ work in Afghanistan has been a case study in providing flexible relief in tandem with long-term development and conflict management programming.

As this report goes to press, Mercy Corps is pursuing a two-tiered approach in Afghanistan. While recognizing the need to provide emergency food and supplies, we are committed to the immediate introduction of programming designed to stimulate the Afghan economy. A cash for work program is providing the population with much needed income while rehabilitating vital infrastructure. Community initiatives such as this are key to long-term solutions in Afghanistan, as they lay the groundwork for local communities to take the lead in rebuilding their health, educational and other necessary social service systems.

Mercy Corps staff in Kandahar met with senior community representatives of southern Afghanistan in autumn 2001. Discussions centered on what role the community, together with humanitarian organizations, can and should play in the reconciliation and development process. Representatives advocated key civil society initiatives, including participatory planning, community self-identification of needs, integrated activities across ethnic lines, and mechanisms to hold community and international leaders accountable for their decisions. All parties agreed on the importance of creating and supporting women’s grassroots organizations as a part of the development process.

Mercy Corps’ efforts in Afghanistan date back 15 years, during which time we were one of the few agencies working in both Taliban and Northern Alliance controlled areas. We continue to provide services in southern Helmand province and in Baluchistan, Pakistan, where our medical and health programs serve more than 370,000 women and children in Afghanistan and Afghan refugees. In addition, Mercy Corps has introduced an agricultural support program, providing incentives for local farmers to grow higher quality seed, and we have established a full time orthopedic workshop to aid the many Afghans disabled by landmines. We are assisting thousands of refugees in camps in Baluchistan, Pakistan, while at the same time encouraging refugees to voluntarily repatriate to Afghanistan by providing agricultural and health care assistance to those who return.

Indonesia is the world’s fourth most populous country and has the world’s largest Muslim population. Over the last four years, the fall of the Sukharto regime, the succession of governments that followed, the Asian economic crisis, and the independence of East Timor, have brought unprecedented turmoil to Indonesia. Parts of Indonesia are beset by separatist uprisings and bitter ethnic and religious conflict, and the country is home to one of the world’s largest populations of internally displaced persons.

Mercy Corps works with a large number of local Christian and Muslim organizations in volatile Maluku Province, responding to emergency needs while also promoting the self-sufficiency of people forced to leave their homes, strengthening economic recovery, and increasing opportunities for peaceful interaction. In the divided city of Ambon, Mercy Corps made a critical decision to become the only international non-governmental organization to maintain a mixed Muslim and Christian office, which greatly contributed to our ability to work across conflict lines. Mercy Corps supports community projects that have helped revitalize the local economy. We opened a resource center in a neutral zone of Ambon, which now provides a crucial space for communication between Muslim and Christian groups and promotes understanding and cooperation among local organizations serving populations on both sides of the conflict.

Mercy Corps' developmental relief approach in Indonesia has met immediate needs while strengthening the ability of local community organizations to implement projects that meet the changing needs of their constituents. Reaching across these conflict lines will contribute to long-term peace and stability.

In 2001, Macedonia failed to stave off the inter-ethnic violence that had befallen its fellow Yugoslav republics during the last decade. A poor economy, high unemployment, rampant corruption, crumbling infrastructure, and inadequate social services have aggravated the situation.
Chechen families are living in Ingushetia encouraging displaced families to return home. Creating the peace and stability necessary to cooperate. Mercy Corps will continue to provide members of different ethnic groups with positive experiences working together, providing opportunities for children and ethnic cooperation issues. Macedonian communities have strong traditions of tolerance and ethnic relationships grow the foundation needed to address ethnic cooperation issues. Many have returned to their homes. Similar numbers became internally displaced. Other Macedonians left the country, while a few have returned to their homes. Tensions between the main ethnic groups. As a result, more than 50,000 ethnic Albanians and other Macedonians left the country, while a similar number became internally displaced. Few have returned to their homes.

Mercy Corps 2001 programming in Macedonia centered on launching economic revitalization activities, much as we have in Kosovo and southern Serbia (see page 14). These interventions not only address the need to restore economic livelihoods, they re-establish trust and interdependence between formerly warring neighbors. Out of these relationships grows the foundation needed to address larger community stabilization and ethnic cooperation issues. Although it appears that tension will linger in Macedonia for some time to come, Macedonian communities have strong traditions of tolerance and ethnic cooperation. Mercy Corps will continue to help re-establish community links by providing members of different ethnic groups with positive experiences working together, creating the peace and stability necessary to encourage displaced families to return home. Hundreds of thousands of homeless Chechen families are living in Ingushetia without adequate ways to make a living — and fearful of returning to their homes in neighboring Chechnya. Mercy Corps is committed to promoting self-reliance in this region by providing both direct humanitarian assistance and helping strengthen local government and non-governmental organizations. A Mercy Corps Flexible Assistance Fund provides essential food and other items, while also generating economic opportunities and structured activities for children. In Chechnya, Mercy Corps provides returned families with essential supplies, including shelter materials that ensure there will be at least one warm and dry room to live in while they repair their homes. Mercy Corps also enhances the capacity of local Chechen government and humanitarian agencies to effectively assist returned families. This means that local interventions can continue and ultimately reduce the need for humanitarian assistance.

Alvis Matlija of Shkodra, Albania, remembers the first time he spoke with a Kosovar refugee. It was at the height of the war in 1999, and Mercy Corps was implementing an emergency food program. Alvis, one of Mercy Corps’ food monitors, was checking production at a bakery when one of the refugees told Alvis about the destruction in Kosovo. “His story made it real for me,” says Alvis. “I could imagine myself in his position.”

Until then, 18 year-old Alvis had traveled very little and had never held a job. By the end of the war, he would have taken him to 12 refugee camps. Alvis worked long days — 12 or 14 hours — but didn’t seem to mind. “I saw I could do something that could help others,” he explained.

With the return of the refugees to Kosovo, Alvis stayed with Mercy Corps in Albania, managing our Social Sector Rehabilitation and Support Program, which assists local partners in rehabilitating schools and health centers. “Humanitarian aid is still needed here,” says Alvis, “but Mercy Corps teaches people to fish, instead of giving people fish.” He credits Mercy Corps with introducing him to new perspectives and allowing his skills to blossom. During his time with Mercy Corps, Alvis has traveled to many other Balkan nations.

“Everyone can develop this skill, but I had the chance to develop it in only two years, working with Mercy Corps,” Alvis says. “We really help, we touch everything with our own hands. If you can help people, you should do it — no matter who they are.”

Alvis Matlija A Lesson in Empathy
Afghanistan is a nation plagued by two decades of invasion, conflict, civil war, and — most recently — the confusion and chaos of events since September 11. Millions of Afghans live as displaced persons within the country or as refugees in neighboring countries. Mercy Corps has been working in this region since 1986. In Afghanistan, we have successfully implemented health provision and training programs, construction projects, agribusiness projects, and infrastructure rehabilitation. In Pakistan, Mercy Corps provides health care and community development services to more than 10,000 Afghan women and children each month.
CIVIL SOCIETY

Participation, Accountability and Peaceful Change

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

This goal permeates every strategic decision we make, every program we initiate, every interaction with communities in need.

Yet how can we consistently counter the insecurity found in the conflict and crisis-ridden environments where we work? How do we design activities that promote citizen involvement and government accountability and create positive change?

Mercy Corps' civil society framework has proven to be the single most important element in determining the success of our work. While local context ultimately determines the final direction of a program, all our planning incorporates three core principles drawn from the 1948 United Nations Universal Declaration of Human Rights — participation, accountability and peaceful change.

These three core principles provide a critical lens through which Mercy Corps reflects on how to best optimize local participation, promote accountability and transparency in decision making, and help people identify and address root causes of conflict. All are essential components in empowering communities to assume responsibility for changing their own societies in sustainable ways.

Mercy Corps' civil society framework promotes cooperation between civic organizations, businesses and government, emphasizing their joint role as agents of peaceful social change. If citizens engage in determining solutions to community problems if government, business and civic leaders are held accountable if peaceful avenues for change replace violent upheavals then our work results in communities that look optimistically to the future.

In two decades of programming, Mercy Corps has learned that strengthening civil society initiatives in any project will lead to a successful and locally sustainable program. Coalition and network building among local organizations is critical, as it enables all participants to coordinate and plan effective and relevant programming. And by linking these local organizations with national policymakers, marginalized groups are heard at the national level.

Mercy Corps engages representative community groups, including marginalized ethnic and religious minorities, the disabled, internally displaced persons, remote rural residents, and many more. Our civil society programs help people feel safer, work more productively, and gain confidence that they can create a more egalitarian and just society.
Since 1993, Mercy Corps’ commitment to a civil society framework in the Balkans has enabled us to move our relief and rehabilitation work quickly to long-term social and economic recovery.

Mercy Corps’ work in Kosovo is a case in point. Our programs there focus on introducing economic development activities that reconnect Serb and Albanian neighbors around common goals: increasing income and revitalizing their communities. By assisting Serb and Albanian participants in identifying areas and implementing projects that will improve the quality of life for both groups, Mercy Corps brings people together in productive activities that promote tolerance, trust and mutual respect. This fosters dialogue and helps speed the region’s stabilization.

Mercy Corps’ programming in Serbia is being launched in response to 10 years of economic sanctions and the break up of the centralized state of Yugoslavia. We have formed 60 Community Initiative Groups, which include Serbian municipalities. Open meetings are held in which community members identify and prioritize development needs, directly engaging local government officials. Once information is gathered, public awareness campaigns are created to bring important messages to the general population. We are supporting these groups as they disseminate information on the rights of women, people with disabilities, children and youth, free speech, and general conflict mitigation.

In Kosovo, Mercy Corps has also created a greater community-wide focus in our ongoing civil society programming. Although there was already a wealth of civil society organizations in Kosovo, there was very little communication or collaboration among them. Mercy Corps brought together 23 of these local civil-society groups to form the Kosovo Civil Society Network (KCSN).

At the same time that the KCSN members were strengthening their common goals and management practices, they also initiated relationships with national-level civil society groups. KCSN members were strengthed as presidential election observers to ensure a free and fair electoral process.

In 2000, Mercy Corps and the KCSN held a Democracy Festival in Jinotega to promote citizen awareness of mayoral aspirants’ political agendas and to provide a forum where these candidates could be held publicly accountable. By combining resources, KCSN members have empowered local people to participate in social and political processes that greatly impact their lives.

Mercy Corps’ East Georgia Community Mobilization Initiative in the Republic of Georgia addresses the economic, political and social challenges that developed there after the break up of the Soviet Union. As one of only a few humanitarian organizations working in eastern Georgia, Mercy Corps incorporates the strong Georgian traditions of self-help and community cooperation, stressing group identification and advocacy for needed social services and economic improvements.

Through village action planning meetings, communities learn how to mobilize themselves to address social, economic and cultural issues. Because most Georgians are new to the idea of participating in civil society, Mercy Corps focuses on confidence building and assistance in recognizing community strengths and assets. Action planning participants include community leaders who represent a wide range of already existing local non-profit organizations, cultural and business associations, youth, and women’s groups. Participants frequently choose projects that focus on physical rehabilitation, such as well repair or school rebuilding.
Mercy Corps requires that the community literally "buy into" the project, providing at least 25 percent of financial and material resources locally. Many Georgians are not aware of current national laws that might aid — or impede — their pursuit of social and economic betterment. An important component of Mercy Corps’ program in the Social Policy Unit managed by Horrioni, a local Georgian organization. The Social Policy Unit aims to strengthen local organizations and governments so they can identify and change legislative roadblocks to economic development, and inter-ethnic cooperation that they feel are pertinent to enterprise development, and inter-ethnic conflict-affected areas in health, education, micro-finance, they identify more organizations to grow in confidence and political improvements.

With Mercy Corps’ financial support, local Georgian organizations are more supportive, as they are intimately involved in the creation of the programming that affects their daily lives. Currently, more than 276,000 displaced and conflict-affected people participate in community development, financial and business development, and health care programming under Mercy Corps’ Humanitarian Assistance Program (HAP). An additional 760,000 extended family members indirectly benefit from increased access to social and economic services.

The Social Policy Unit aims to strengthen local organizations.

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While many former Soviet states are making progress, the economic and social situation in Georgia is deteriorating. Unemployment is rampant, and the government has been unable to provide even basic services such as electricity, water, heat, health services, and pensions. Mercy Corps is committed to bettering these dire economic and social conditions. The support to local organizations strengthens the ability of communities to respond to the needs of vulnerable populations. We award grants to local groups to implement programs such as winterization of homes, health care, education, local economic development, environmental protection, human rights advocacy, and activities that support women and build bridges among diverse communities.
ECONOMIC DEVELOPMENT

Building Sustainable Communities

Economic health and vitality is critical to national stability. A viable, functioning business sector, access to jobs that increase household income, a populace engaged in productive endeavors — all these elements are necessary to create stable and self-sustaining communities.

In the transitional environments in which Mercy Corps operates, making a living and supporting one’s family are goals that everyone can agree to work towards. Since economic development and microcredit often prove an ideal entry point towards re-establishing trust in post conflict areas, Mercy Corps links economic development in a region across political and ethnic boundaries, promoting peace and stabilization.

It is essential that economic development initiatives be tailored to fit local environments, and that budding entrepreneurs receive business training to ensure the success of their nascent ventures. Rather than being purely vehicles for poverty alleviation, Mercy Corps’ micro, small and medium sized enterprise development programs work to increase the economic security of an entire community.

Each loan has the potential to dramatically change many lives. A successful business means steady jobs and income for the owners and employees. Families can invest in better health care, shelter and education for their children. As public and individual economic self-confidence grows, positive effects reverberate throughout the entire community. Economic health becomes self-sustaining and communities can then devote collective time to implementing the legal reforms and removing the unproductive regulatory barriers that are necessary to achieve economic and civic success.

Mercy Corps’ lending programs are designed to be managed by local institutions, who receive technical assistance and organizational help from us. Mercy Corps has successfully nurtured independent microcredit lending organizations in Bosnia-Herzegovina (Partner Microcredit Organization), Kazakhstan (Asian Credit Fund), Kosovo (Agency for Finance), and Mongolia (Goviin Ekhlel, or “Gobi Start”).

Mercy Corps’ umbrella grant mechanism is another means through which local organizations are able to function more independently and better respond to community needs. Through the management of subgrant agreements, we provide technical assistance, program oversight and impact evaluations to local and international partners. These integrated partnerships enable Mercy Corps to offer broad, sustainable programs that result in stronger humanitarian impact.
ECONOMIC DEVELOPMENT

Mercy Corps’ economic development programming throughout the Balkans incorporates civil society principles and promotes stabilization and peaceful change across ethnic lines. As we focus on those most in need, we help build a foundation for prosperity and tolerance.

Our programming in Kosovo is a case in point. Kosovo’s economic future lies in reintegration with the region’s largest economy, Serbia. For many Kosovars, the most immediate and tangible way to make a living requires the revival of the rural economy and the small-scale processing of agricultural products. Re-connecting with their Serb neighbors is key to this enterprise, despite the recent history of ethnic conflict. Shared economic interests provide an entry point through which Mercy Corps introduces civil society initiatives to foster stabilization.

In 2001, Mercy Corps expanded the successful Eastern Kosovo Stabilization Program, which encourages rural development and ethnic tolerance in mixed communities throughout Kosovo by providing technical assistance, training and grants. The Agency for Finance in Kosovo, a successful Mercy Corps lending institution, continues to receive technical advice from Mercy Corps along with assistance in finding additional loan capital. To date, 217 loans have been made totaling more than $2,250,000.

Much of Bosnia-Herzegovina’s infrastructure and economy were destroyed in the war that began in 1992. Small and medium micro-enterprise endeavors have been key to helping rebuild local economies. By supporting programs that focus on refugee reintegration, Mercy Corps assists returnees to Bosnia to attain self-sufficiency as we promote prosperity and stabilization in the region.

Mercy Corps introduced the Economic Development Department into our Bosnia programming in 1997 precisely to address this struggle. In 2000, it became a local, independent institution, Partner Microcredit Organization, offering loans that help create jobs, income and a more stable environment for both returnees and current residents. Just as importantly, Partner is helping to create a healthy small business sector that links entrepreneurs of all ethnicities.

As Bosnia emerges from its recent conflict into a market economy, Partner is the only microcredit organization that works primarily in the heavily destroyed area of the former frontline. Partner employs more than 61 people and serves clients in 38 Bosnian municipalities. For staff in multi-ethnic – employing Serbs, Croats and Muslims harmoniously, presenting a model of what Bosnia can become.

Although the political situation in Croatia has improved, there continues to be intense fear and resentment between the majority Croatian population and the minority Serb population. Mercy Corps is committed to building sustainable multi-ethnic communities in Croatia by focusing on projects that increase economic development and decrease lingering ethnic tensions.

With partner agency Urban Institute, Mercy Corps’ Economic and Community Revitalization Umbrella Grant provides funding to organizations rebuilding communities in Croatia. The grant supports projects that focus on the importance of economic opportunities in quelling ethnic tension, ensuring active community involvement from project design to implementation, and partnering with local non-governmental organizations to implement community-based programs.

After the collapse of the Soviet Union, many Central Asian countries were left adrift, struggling to define their cultural, political and economic identities. When Mercy Corps initiated credit programming in these transitional environments in 1993, there was widespread demand for microcredit but no existing, reasonable source of financing.

Mercy Corps’ economic development strategy in Kyrgyzstan centers on three distinct lending programs – loans tailored for women, agricultural loans and small business microcredit. Together, we serve more than 5,000 active clients with an outstanding portfolio of more than $2 million.

In the women’s microcredit program, which boasts a 99 percent repayment rate, loans are given under a group lending scheme in which recipients collectively guarantee each other’s loans. The success of this program, implemented by local organizations, led to both geographic and loan product expansion. Small business loans are issued to eligible entrepreneurs in partnership with the Central
Asian American Enterprise Fund. Mercy Corps is currently initiating a plan for creating a sustainable lending institution modeled on the successful Mercy Corps program in neighboring Kazakhstan.

Mongolia has struggled in recent years in its transition to a democracy and market economy. Mercy Corps' Gobi Regional Economic Growth Initiative is a market led economic growth and development program tailored for Mongolia's nomadic peoples. The Gobi Initiative identifies informational, organizational, and policy constraints to economic growth and assists participants in developing programming to alleviate such constraints. Activities center on economic growth and assistance to small and medium-sized business enterprises, as well as agriculture, transportation, agriculture, and capital and fixed assets needed in retail trades. Clients consist of small and medium-sized enterprises, as well as pastoral herders who require a unique loan structure tailored to seasonal needs.

As it became clear that a great need existed for micro and small business credit, Mercy Corps initiated a strategic merger between Goviin Ekhlel and XAC. The largest and most successful microfinance institution in Mongolia. In late summer 2001, the merger was finalized and XacBank was formed. Previously, Mongolians had very limited access to financial services, especially in poor rural areas. XacBank's mission is to provide a broader array of choices to clients in locations that lack access to formal banking and credit services (65 percent of XacBank's clients reside in rural areas and more than 70 percent are women). As a shareholder of XacBank, Mercy Corps establishes and builds relationships with businesses, cooperatives, and herders through a mix of training and technical assistance. In addition, Mercy Corps is able to design and deliver training programs that meet the evolving needs of XacBank clients, allowing XacBank to focus on its core business.

Economic health and vitality is critical to national stability. Mercy Corps links economic development in a region across borders, promoting peace and stabilization.
In Indonesia, citizens are struggling to overcome poverty and instability as their nation goes through a period of political and economic transition, with more than one quarter of the population subsisting below the poverty line. One of the many consequences of this economic instability has been the eruption of violent regional conflicts. Through local partnerships, Mercy Corps helps alleviate hardship, reduce poverty and build resilience among vulnerable populations through food security programs, sustainable economic development and health services. We have also established programs in volatile Maluku Province designed to improve opportunities for people from opposing groups to work together toward a more peaceful co-existence.
A strong and healthy populace is vital to sustained lasting social change. Mercy Corps’ health programs not only provide community health services, but educate local populations in the management of disease prevention, nutrition and proper hygiene. Mercy Corps provides an integrated approach to health services, strengthening local providers’ ability to meet community health care needs and providing immediate disaster relief when necessary. We emphasize community-based public health interventions, ranging from health education and preventive approaches to clinic and hospital construction.

Health issues serve as an excellent catalyst through which communities can come together to advocate for other kinds of civic changes. Mercy Corps’ health programming involves participants in the design and implementation of their own health care solutions.

The following priorities guide Mercy Corps’ worldwide health programming:

- **Preventive community-based health education in disaster situations.** Lack of food and water, homelessness and family separation, loss of income and stress all threaten to compromise the health of people in crisis. Mercy Corps provides education in hygiene, sanitation and infectious disease prevention — particularly to women and children, who are especially vulnerable when disaster strikes.

- **Maternal and child health.** In many places around the world, the needs of mothers and children are often eclipsed due to gender discrimination, low literacy, unemployment, and lack of access to basic health information. Mercy Corps provides community health education that includes safe birthing practices, newborn care and nutrition, immunizations, and breastfeeding promotion — all geared towards improved child survival.

- **Women’s health care.** While overlapping with maternal and child health, Mercy Corps’ women’s health care programming also includes services for non-pregnant women. Through counseling and community outreach, Mercy Corps provides women with information on safe motherhood, avoiding sexually transmitted infections, health benefits of child spacing, and sexual and gender based violence. We also support local providers in dispensing birthing and gynecological care.

- **Psychosocial Support.** Development of community-oriented psychosocial programming is an ongoing strategic priority for Mercy Corps. Mercy Corps’ psychosocial approach is preventive and community based rather than targeting individuals for treatment or referral to mental health services.
In partnership with Proyecto Aldea Global, Mercy Corps’ results that Last child survival project in Honduras help reduce infant, child and maternal mortality rates for more than 35,000 mothers and children. The program provides community based instruction, monitoring and evaluation, and supports participants as they advocate for their own health care needs. When massive floods hit Venezuela.

Mercy Corps partnered with local agency Servicios de Apoyo Local to assist communities in recovering from trauma and loss. Taking a long-term, psychosocial approach, the program brought area leaders together to work with a psychologist to help communities recover.

Mercy Corps health care programming in Azerbaijan requires that our sub-grant partners initiate projects that are focused on community based preventive health care. More than 130 participating health professionals have worked with community health care providers across the indigenous Q’eqchi and Poq’omchi people by collaborating with local agencies, strengthening the health status of women and children.

When flooding and cyclones hit Mozambique in 2019, Mercy Corps responded with emergency medical supplies and the technical assistance of a water and sanitation specialist. Through our partner Water Alliance International, Mercy Corps helped train health workers and produced educational materials.

**Snapshots**

**Mercy Corps’ global health programs provide community health services and educate local populations in the management of disease prevention, nutrition and proper hygiene.**

**Ziba Guliyeva A Voice for Communities**

Ziba Guliyeva brings seven years of field experience with community health groups to her role as Mercy Corps’ Community Development Program Officer in Azerbaijan, being a refugee herself — she and her husband were forced to flee Azerbaijan in 1991 — Ziba is familiar with the needs of the displaced population.

“Working from the perspective that community involvement in health programming is essential, Ziba was instrumental in instigating one of Mercy Corps’ stellar grant implementing projects to truly understand and embrace community participation.

Ziba’s experience has taught her that training community volunteers to bring health information back to settlements is more important than simply distributing relief items. “I realized that distribution was not the answer,” she explains. “It was the component of community development in the health education programs that I found exciting.”

“I want the Mercy Corps because of my personal commitment to community development. I help improve people’s ability to solve their own problems and develop partnerships.

“The favorite activities are seeing ongoing projects in the field, visiting communities and listening to the people. Only by understanding their voices can we design appropriate programs. Mercy Corps’ integrated strategy allows for this very demand driven approach.

“My long-term goal is to establish a local organization that could identify the most critical needs of vulnerable people. I feel it is everyone’s responsibility in care for each other. Honesty, mutual understanding and respect for others — it is these qualities that draw people together.”
Alternative Solutions

No one can hope to achieve self-sufficiency if they are starving. Millions of families around the world experience hunger every day. Food shortages due to disasters, conflicts and breakdowns in economic systems lead to malnutrition, disease and death.

Mercy Corps works to reduce community and individual dependence on outside assistance by strengthening food resources. By helping to ensure that people have both physical and economic access to a sufficient variety of foods to meet their dietary needs, we lay the groundwork for a more just and equitable civil society.

Mercy Corps’ food programs, whether responding to large scale emergencies or endemic poverty, concentrate on those who are most vulnerable — children, the elderly, pregnant women, and the homeless. Our food for work programs involve participants directly in rebuilding and development efforts — from bridge building to garden planting to nutrition and awareness classes for women — even as they receive much needed supplemental nutrition.

Monetization — using food and other goods as resources rather than distributions — is another aspect of Mercy Corps’ food resources strategy that helps support many of our long-term development programs around the world. Instead of directly distributing large amounts of bulk food, we take donated commodities and sell them through local businesses. Proceeds are used for critical agricultural and economic development programs that build independence and self-sufficiency.

Mercy Corps’ food programs are designed to work in partnership with resident community organizations, ensuring local control and sustainability. Local officials and staff are included in every stage of project design, implementation and assessment.

In 2001, Mercy Corps embarked on an ambitious program to standardize and upgrade commodity distribution around the world. FACTS, the Food and Commodity Tracking System, is a web based program that allows humanitarian workers to more accurately track vast quantities of food and other commodities shipped by air, land and sea. Created with financial and technical support from Microsoft, FACTS helps Mercy Corps know how much food is on hand, what is needed, and what has been delivered. The FACTS system improves efficiency and reduces waste: allowing donated dollars and commodities to accomplish more.
Mercy Corps’ programming strategy in Kosovo has worked to transition all direct food aid to long-term economic recovery efforts. Since 1999, we have assisted more than 200,000 people with a Food for Peace program that has evolved into local agricultural and microcredit projects. In the economic infrastructure-stabilization program in Kosovo, Mercy Corps has been able to reduce direct food aid, distributing to only the most vulnerable populations, while focusing the majority of our efforts on providing microcredit to small businesses and multi-ethnic training programs for local businesses and microcredit projects. As the economic programs geographically and in an excellent avenue through which different ethnic and religious groups in Lebanon can come together to work collaboratively. Mercy Corps’ food strategy in Kyrgyzstan involves direct distribution in critical institutions such as kindergartens, orphanages and community food for work projects. This allows communities to rehabilitate water systems, repair rural schools and implement sustainable food production. Mercy Corps also uses proceeds from food sales to support microcredit lending and school and hospital repair.

Mercy Corps uses proceeds from the sale of donated food to improve the educational environment for 25,000 students in 170 rural primary schools in Eritrea. Students receive locally produced, high-energy biscuits every school day and Parent Teacher Associations are strengthened through training and small grants for school improvement projects.

Snapshots

As part of the Private Volunteer Organization Consortium in North Korea, Mercy Corps has delivered and monitored distributions of 367,000 metric tons of food aid — enough to provide supplemental food to more than 400,000 people for one month and $5 million of medical supplies. In addition, we have independently delivered $12.3 million of critically needed food, agricultural aid, medicine, and medical supplies.

When drought struck the Horn of Africa in 1998, Ethiopia faced a familiar threat — hunger. Within two years, more than 10 million people needed emergency food assistance. Mercy Corps provided food seed and agricultural tools to 25,000 people. The assistance enabled Ethiopian farmers to avoid increasing personal debt and provided them with a chance to re-establish their livelihoods.

Civil war, political instability and object poverty have taken root in the Democratic Republic of Congo. Devastating all aspects of Congolese society. Eighty percent of the population now lives in absolute poverty and the educational system is in ruins. With partner Concern Worldwide, Mercy Corps is addressing the critical need for repairs to schools and employing local craftsmen in the process.

Azeb Bahta
One Family’s Recovery

Ten distant villages make up the rural municipality of Dogmomet in Debub, Eritrea. One family displaced by the war with Ethiopia. The children are weighed monthly to ensure that they are thriving, and the women receive health and nutritional education as well as supplemental food.

Azeb Bahta, a housewife in Dogmomet with seven children, was one of many who participated in Mercy Corps’ program. Her two-year-old son Daniel was undernourished and often sick. “There was not much food in the community because of the drought and war. Before this program, there were many sick children in the village,” said Azeb. Azeb and Daniel went to Mercy Corps’ growth monitoring outreach site. There, Daniel was weighed and Azeb acquired more knowledge about health and nutrition — and both received supplemental food.

“Mercy Corps’ supplemental food and health education program grew out of a desire need to improve nutritional health among the homeless and displaced people of Dogmomet and other villages in northern Eritrea. We provide assistance to more than 22,000 of the most vulnerable — malnourished children and pregnant women displaced by the war with Ethiopia. The children are weighed monthly to ensure that they are thriving, and the women receive health and nutritional education as well as supplemental food.

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Indonesia

In Indonesia, more than 5,000 people participate monthly in Mercy Corps’ food for work programs in Jakarta. We partner with local community organizations and leaders to provide training and strengthening activities that help families without adequate food or income. Mercy Corps has also used nutritional and socio-economic studies to ensure that food reaches those most in need — the truly destitute among the urban poor.

Mercy Corps’ overarching objective in Lebanon is to create a vibrant and healthy rural environment with economic opportunities and an equitable community life for all. Both food sales proceeds help directly fund agricultural development, land rehabilitation, road improvements, and repairs to water storage and irrigation systems. Monetization dollars also contribute directly to Mercy Corps’ Rural Community Development Cluster program.

Clustering allows Mercy Corps to group offices and microcredit projects. As the economic programs geographically and in an excellent avenue through which different ethnic and religious groups in Lebanon can come together to work collaboratively.

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“Azeb Bahta’s family is on the road to recovery,” says Azeb. “Mercy Corps’ supplemental food and health education program grew out of a desire need to improve nutritional health among the homeless and displaced people of Dogmomet and other villages in northern Eritrea. We provide assistance to more than 22,000 of the most vulnerable — malnourished children and pregnant women displaced by the war with Ethiopia. The children are weighed monthly to ensure that they are thriving, and the women receive health and nutritional education as well as supplemental food.

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The World of Mercy Corps

Where We Work

In 2001, the global resources of Mercy Corps and its partners totaled more than $87 million. We managed 37 ongoing worldwide programs and delivered material aid to another two countries, assisting 5 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.

Material Aid

Mercy Corps provides material aid to its programs worldwide. In addition, Mercy Corps shipped material aid to Cuba and Mexico in 2001. Material aid shipments — food, construction supplies, emergency relief — totaled more than $22 million in 2001.
ACKNOWLEDGEMENTS

To our Mercy Corps supporters, compassion knows no borders. From Afghanistan to Indonesia, the Balkans to the United States, your generosity was overwhelming in 2001. 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.

Making a Difference, Changing the World

Mercy Corps’ message of hope inspired thousands of supporters around the world in 2001, resulting in near record contributions from individuals, corporations, foundations, religious groups, and organizations. In all, private contributions and grants totaled more than $8.5 million in cash and an additional $8.5 million in commodities and services. In addition, more than 155 volunteers donated nearly 7,000 hours of work.

Microsoft

Microsoft awarded Mercy Corps a Disaster Assistance Technology grant totaling $150,000 in cash and $329,000 in consulting time, hardware and software. Working with Microsoft consultants, staff from Mercy Corps and five partner agencies developed FACTS, the web-based Food and Commodity Tracking System to move goods faster and more efficiently to people in need.

Anna M. Pont

Blind Chickens and Social Animals is a timely study, authored by Anna M. Pont, Mercy Corps’ Community Development Specialist for Afghanistan/Pakistan. While much has been heard from urban Afghan women about the impact of the Taliban, this book gives more than 200 rural women a voice, and reveals the complexity of women’s positions in Afghanistan. To order a copy, please call 1-800-292-3355, ext. 250, or email us at donorservices@mercycorps.org.

The Hunger Site

In 2001, The Hunger Site 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. Visit hunger-site.com to find out more.

Dr. Landrum Bolling — The Bolling Fund for Peace Building

Dr. Landrum Bolling, Mercy Corps Director-at-Large and Pax World Service President, 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 Fund for Peace Building to support our civil society initiatives worldwide.
Relationships are essential as we pursue our commitment to alleviating global suffering and poverty. With headquarters in the US and Scotland, and vital partnerships around the globe, Mercy Corps is one of the leading international humanitarian agencies in Scotland, and our European headquarters. In 2001, Mercy Corps Scotland managed a wide spectrum of relief and development programs in the Balkans, Central Asia, Turkey, Afghanistan, Pakistan and Ethiopia. Current activities include emergency support for refugees and war affected populations, health and educational programming, economic development for rural communities, and microfinance loans.

Mercy Corps Scotland
Based in the United Kingdom, Mercy Corps Scotland is one of the leading international humanitarian agencies in Scotland, and our European headquarters. In 2001, Mercy Corps Scotland managed a wide spectrum of relief and development programs in the Balkans, Central Asia, Turkey, Afghanistan, Pakistan and Ethiopia. Current activities include emergency support for refugees and war affected populations, health and educational programming, economic development for rural communities, and microfinance loans.

Mercy Corps played a critical role in the founding of Proyecto Aldea Global Jinotega (PAGJINO) in Nicaragua in 1991. 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. One critical element of this program involves technical assistance to strengthen PAGJINO’s Board of Directors and local management team, which has helped PAGJINO establish itself as a self-sustaining local organization.

Proyecto Aldea Global
Mercy Corps/Proyecto Aldea Global (PAG) has been working in Honduras since 1987. We are recognized for our high impact programs in underserved communities, particularly in the areas of health care and civil society initiatives. Mercy Corps/PAG builds capacity in local communities and empowers people to become agents of their own change. Mercy Corps/PAG’s programs currently serve over 200 communities in 17 municipalities and more than 1,000 farm families. Mercy Corps/PAG’s programs in Jinotega include technical assistance to PAGJINO’s Board of Directors and local management team, which has helped PAGJINO establish itself as a self-sustaining local organization.

Mercy Corps/PAG merger also augments a unique relationship with the Pax World Balanced Fund, the first socially responsible mutual fund. Pax World Balanced 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.

Pax World Service
After frequent work together over the past 10 years, Pax World Service formally affiliated with Mercy Corps in January 1999. With Mercy Corps’ emphasis on civil society initiatives and Pax’s interest in peace and reconciliation, the merger has enhanced both parties’ commitment to advancing equality and social justice around the world. The Mercy Corps/Pax merger also augments a unique relationship with the Pax World Balanced Fund, the first socially responsible mutual fund. Pax World Balanced 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.
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 7,500 Partners in Mercy provide Mercy Corps with a steady flow of private income to help us respond aggressively to disasters around the world, as well as implement long-term projects that help people help themselves.

The number of Partners in Mercy has more than tripled in the last six 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 fulfill the underlying and profound purpose we encounter as one the strongest connections worldwide.

For information on becoming a Partner in Mercy, please call 1-800-282-3565, ext. 252, or email donorservices@mercycorps.org.

FOUNDERS CIRCLE — Pat Boone, Honorary Chair

There are 180 Founders Circle members, 40 of whom are anonymous. Founders Circle members give $2,500 or more annually. The Founders Circle Speaker Series at Pat Boone — a humanitarian and philanthropist whose fulfilling career and personal life demonstrate an authentic, living faith.
Founded in 1998, the Good Samaritan Society has 603 members, 146 of whom are anonymous. These generous residents have given between $1,000 and $2,000.

GOOD SAMARITAN SOCIETY

You'll also receive special monthly reports about the most effective way possible to help. Simply visit our Give For Kids program and we'll send you a free gift.

Many kids are in a family, while making a difference in the world. Remember: Good Samaritan Society is your last gift giving opportunity. Mercy Corps will send a greeting card with a certificate describing your gift. Simply go to... for more information.

Give the Gift of Mercy

Mercy Kits are a great way to honor friends and family; make a difference in the world. Remember: Good Samaritan Society is your last gift giving opportunity. Mercy Corps will send a greeting card with a certificate describing your gift. Simply go to... for more information.

Give for Kids

Here’s your chance to put your business into action and change a child’s life for the better. Give for Kids is an easy way to make a difference in a child’s life every month. This completely web-based program is the most effective way possible to help. Simply visit our website at mercycorps.org and sign up with our Give For Kids program and you’ll receive a free gift. You’ll also receive special monthly reports about the children you help.
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 beneficiaries. We offer our gratitude to these partners:

United Nations and Government Partners

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNHCR</td>
<td>Geneva, Switzerland</td>
</tr>
<tr>
<td>USAID</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>UNICEF</td>
<td>New York, NY</td>
</tr>
<tr>
<td>WHO</td>
<td>Geneva, Switzerland</td>
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<td>World Bank</td>
<td>Washington, DC</td>
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Private Foundations and Corporations

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<tr>
<td>Bill and Melinda Gates Foundation</td>
<td>Seattle, WA</td>
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<tr>
<td>Ford Foundation</td>
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<tr>
<td>Paul Gatinel and Family Foundation</td>
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<tr>
<td>Pollock Family Foundation</td>
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Regional Partners

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<tr>
<th>Region</th>
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<tr>
<td>Asia-Pacific</td>
<td>Mercy Corps, World Vision, Oxfam, Save the Children</td>
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<tr>
<td>Europe</td>
<td>CARE, Save the Children, ActionAid, Save the Children Fund</td>
</tr>
<tr>
<td>Middle East</td>
<td>Oxfam, Save the Children, Save the Children Fund</td>
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<td>Save the Children, Oxfam, ActionAid</td>
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In-Kind Donors

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<tr>
<td>Shelter</td>
<td>Mercy Corps, World Vision, Save the Children</td>
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<tr>
<td>Health</td>
<td>Mercy Corps, World Vision, Save the Children</td>
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Individual Donors

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<tr>
<td>Corporate Employees</td>
<td>Google, Microsoft, Facebook</td>
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Volunteer Partners

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Employee Engagement Programs

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<th>Company</th>
<th>Programs</th>
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<tbody>
<tr>
<td>Google</td>
<td>Global Impact Fund, Google Giving, Google Fellows</td>
</tr>
<tr>
<td>Microsoft</td>
<td>Microsoft Philanthropy, Microsoft Giving, Microsoft Fellows</td>
</tr>
<tr>
<td>Facebook</td>
<td>Facebook Community Impact, Facebook Philanthropy, Facebook Fellows</td>
</tr>
</tbody>
</table>

how we stretch your dollar

For every dollar donated to Mercy Corps, we secure additional resources from governments, international organizations, churches, and other partners, resulting in a $1.72 impact.
Ensuring that resources are wisely spent is the cornerstone of our values, vision and strategy for development assistance. Our efficiency reached 91.6 percent and our leveraging factor reached 12.72. Material aid, government grants and private fundraising enabled us to provide significant relief and support services in 2001.

### How Our Resources Were Spent

<table>
<thead>
<tr>
<th>Support &amp; Services</th>
<th>FY 2001</th>
<th>FY 2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affiliate Revenue</td>
<td>$7,346,634</td>
<td>$6,154,728</td>
</tr>
<tr>
<td>Material Aid (In Kind)</td>
<td>$23,361,848</td>
<td>$52,953,891</td>
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<tr>
<td>Resource Development</td>
<td>$2,714,803</td>
<td>$2,161,253</td>
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<tr>
<td>Grants</td>
<td>$40,588,411</td>
<td>$41,813,948</td>
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<tr>
<td>Contributions</td>
<td>$6,259,134</td>
<td>$6,049,692</td>
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<td>Temporary Restricted</td>
<td>$1,682,198</td>
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<tr>
<td>Other</td>
<td>$342,050</td>
<td>$335,425</td>
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**Subtotal: Government & Organizational Support**

<table>
<thead>
<tr>
<th>FY 2001</th>
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</thead>
<tbody>
<tr>
<td>$18,670,597</td>
<td>$26,605,362</td>
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**Subtotal: Private Support**

<table>
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<th>FY 2000</th>
</tr>
</thead>
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<td>$26,605,362</td>
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</table>

**Subtotal: Support Services**

<table>
<thead>
<tr>
<th>FY 2001</th>
<th>FY 2000</th>
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<tbody>
<tr>
<td>$55,790,037</td>
<td>$89,159,513</td>
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**Subtotal: Other Revenue**

<table>
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</thead>
<tbody>
<tr>
<td>$1,547,028</td>
<td>$382,528</td>
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**Subtotal: Expenditures**

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<th>FY 2001</th>
<th>FY 2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>$75,553,586</td>
<td>$113,517,056</td>
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**Subtotal: Total Support & Revenue**

<table>
<thead>
<tr>
<th>FY 2001</th>
<th>FY 2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>$76,279,679</td>
<td>$113,739,755</td>
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**Net Difference**

<table>
<thead>
<tr>
<th>FY 2001</th>
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</tr>
</thead>
<tbody>
<tr>
<td>$726,093</td>
<td>$222,699</td>
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</tbody>
</table>

Mercy Corps is a 501(c)(3) organization. Contributions are tax deductible as allowed by law.