

2006

Annual

Report



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

”

— Gandhi

Be the change



THE FUTURE IS NOW

It is an understatement to say that young people are the future. They are the present. The growing generation between 15 and 25 years old is one of the most dynamic social forces in recent history — and they have the power and technical know-how to change the world.

Youth activism and innovation are key to the success of Mercy Corps' programming. Our work is personified in the optimistic and idealistic energy of the young people who are our program participants, partners and staff in 40 countries.

Young people shaped Mercy Corps' work in 2006. While conflict raged between Hezbollah and the Israel Defense Forces, Mercy Corps provided emergency assistance to more than 750,000 Lebanese caught in the crossfire. Young people were vital to that effort and are crucial to rebuilding Lebanon now.

While Lebanon dominated the headlines last summer, we also helped bring about countless quiet successes all over the world. These triumphs — ranging from education to economic development — relied on the many talents of motivated, skilled youth.

Mercy Corps would not be the organization it is without the youthful idealists we discover and empower. Today's youth are hard at work reimagining their world. For them, and for all of us, the future is now. We are proud to present their inspiring stories in our 2006 Annual Report.

Our Mission

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

Our Core Values

- 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.
- We believe in the intrinsic value and dignity of human life.
- We believe that all people have the right to live in peaceful communities and participate fully in the decisions that affect their lives.
- We believe that human imagination and energy can inspire innovative solutions to any problem, no matter how intractable.
- We believe that it is our duty to be effective stewards of the financial resources entrusted to us.

How We Work

In more than 25 years of experience, Mercy Corps has learned that communities recovering from war or social upheaval must be the agents of their own transformation for change to endure. Making this happen requires communities, governments and businesses to solve shared problems in a spirit of accountability and full participation. Secure, productive and just communities arise only when all three sectors work together in close cooperation.

Who We Help

Around the world, millions of 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 nearly all odds.

What We Do

- Emergency Relief
- Economic Development
- Civil Society Initiatives

Our Success Is

Empowered communities standing on their own, living with dignity.



A LETTER FROM THE LEADERSHIP TEAM

Dear Friends,

Of the many global forces that define our present and shape our future, the demographic boom in young people — those between the ages of 15 and 25 — holds the most promise.

More than half of the developing world's population is under the age of 25. One of the most significant global challenges of the next decade will be to help this generation find ways to earn an adequate living. Over the next ten years, more than one billion of these youth will enter the global labor market. Labor experts predict that only 300 million new jobs will be created by the global economy during this same period of time.

But the future for the world's young people need not be as dire as these statistics suggest. The challenge is to enable them to become productive and contributing members of their communities. And that will take creativity, commitment and investment from the rest of us.

Mercy Corps finds infinite promise in this challenge. As an agency, we see the best aspects of youth — creativity, energy, hope, idealism — as the core attributes of our own organizational personality. To make

progress on the world's toughest problems, we embrace the newest technologies. We demand innovation and responsible risk-taking in our program design. When confronted with a crisis, we operate with thoughtful, field-tested action.

Given the right support, young people will lead — and indeed, already have led — the way into the future. This year's most talked about business deal was the purchase of YouTube (founded by two young men in a garage) by Google (started by two graduate students). And in India, youth are driving the phenomenal growth of that country's technological and professional sectors.

In 2006, Mercy Corps significantly deepened its commitment to the needs of youth. In October, we merged with NetAid, a non-profit that engages student leaders to better inspire and empower young



people in the fight against global poverty. In New York City, we began work on the World Hunger Action Center, an interactive learning space that will catalyze visitors — particularly young people — to join the global movement to end world hunger.

We help young women in Iraq's Shia heartland learn to read and write. We enable young men in Kyrgyzstan to learn skills and trades that are badly needed in their communities. We engage youth in sports programs throughout Africa and Asia, teaching important lessons about teamwork, leadership and responsibility, and life and health skills.

These are the faces of today's young people. They are not only the future; they the present. In this year's annual report, we will introduce you to this next generation, whom we are proud to call our partners.

While youth engagement was an important priority for Mercy Corps in 2006, we also strengthened our commitment to the kinds of programming we have done for almost three decades. Providing lifesaving relief supplies for hundreds of thousands of people displaced by conflict in southern Lebanon. Civil society building through the support of neighborhood associations in devastated New Orleans wards. The creation of MICRA, a "bank for banks," enabling 50,000 Indonesian microfinance institutions to help thousands of families work their way out of poverty.

In 2006, Mercy Corps provided more assistance to more people than at any other time in our nearly 30 years of service. Our programs reached more than 12.5 million people in 40 countries and we delivered nearly \$220 million in support and services. Thousands of you — individuals, corporations, foundations, governments, and faith communities — enabled Mercy Corps to support more young people this year. After several years of high profile disasters, you all bucked the conventional wisdom that charitable giving would decline dramatically. Thanks to your generous support, 2006 was one of Mercy Corps' strongest years ever.

As we expand our efforts to meet the needs of youth in the future — and continue our work in emergency relief, economic development, and civil society around the world — we thank you, our supporters, for your generosity and trust over the years.

Sincerely,

Daniel W. O'Neill
Founder

Nancy Lindborg
President

Neal L. Keny-Guyer
Chief Executive Officer



In summer 2006, nearly 1.3 million people in Lebanon and Israel were displaced from their homes, caught in the deadly crossfire between Hezbollah and the Israel Defense Forces. By the time the smoke had cleared, the social and economic infrastructure in southern Lebanon was devastated.

Prior to the war, Mercy Corps had worked in Lebanon for nearly 15 years, helping increase economic opportunities and introduce environmentally sound agricultural practices. When the conflict began, Mercy Corps was one of the first agencies to provide emergency assistance, reaching more than 750,000 people to date.

Today, all our pre-war development programs are back up and running, and we also continue to help vulnerable families during this transition from relief to recovery.





A New Generation of Leaders

In Liberia, students teach their peers to read and write. A young woman uses her conflict resolution skills to bring people together in Uganda. Two teenagers in Tajikistan lead drug-education and conflict-prevention classes for friends and classmates.

Everywhere we work, young people are a growing force in Mercy Corps' mission: helping people help themselves. Resilient, optimistic and energetic, today's youth are the fastest growing creators of new businesses and ideas, putting them at the center of economic and social transformation. Through idealism and activism, the next generation is changing the world for the better.

Mercy Corps helps young people unlock their potential. They benefit from our work — they also contribute to it.



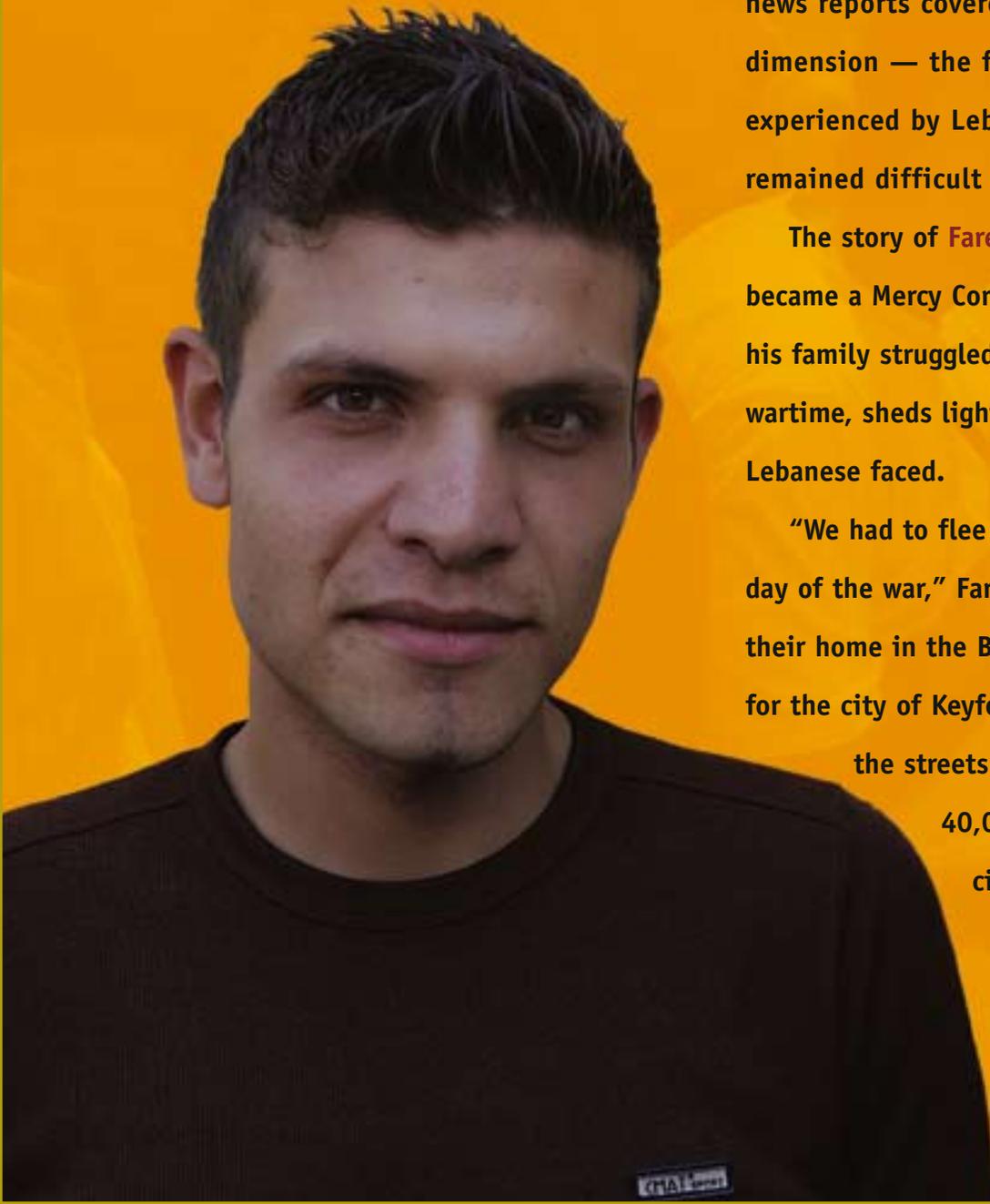


Grace Under Pressure

Major emergencies, whether natural or man-made, can stress societies to their breaking points. Under those kinds of challenging circumstances, young people can experience some of the most intense losses and desperation. But at the same time, their energy, strength and dynamism provide crucial natural resources for Mercy Corps' emergency response efforts.

In times of crisis, Mercy Corps works to provide immediate help and lay the groundwork for recovery and a better future. Those who have the greatest stake in rebuilding their communities gain valuable skills and experience that can be used to help the people closest to them remain optimistic over the long haul. Emergencies come and go. But the young people Mercy Corps engages in its relief efforts have a lasting effect on their communities — and the world.

Behind The Change



When the conflict between Hezbollah and the Israel Defense Forces began in July 2006, the world's media zeroed in on Lebanon. But no matter how many news reports covered the war, the human dimension — the fear, chaos and disruption experienced by Lebanese civilians — remained difficult to grasp.

The story of **Fares**, a 20-year-old who became a Mercy Corps volunteer even as his family struggled to adjust to life during wartime, sheds light on the ordeals ordinary Lebanese faced.

"We had to flee our home on the second day of the war," Fares recalls. His family left their home in the Beirut suburbs and headed for the city of Keyfoun. There, they found

the streets jammed with more than 40,000 other stunned, displaced civilians.

"I think the empty look on people's faces was more frightening than the

bombs," Fares says. "Everyone just wandered around in a trance. I don't think I will ever forget that look."

Fares refused to succumb to despair. Instead, he volunteered to help Mercy Corps distribute food, water and blankets to Keyfoun's legions of displaced families. Mercy Corps' emergency relief efforts in Lebanon were attracting global attention, and the work provided an important and practical lifeline of hope for Keyfoun.

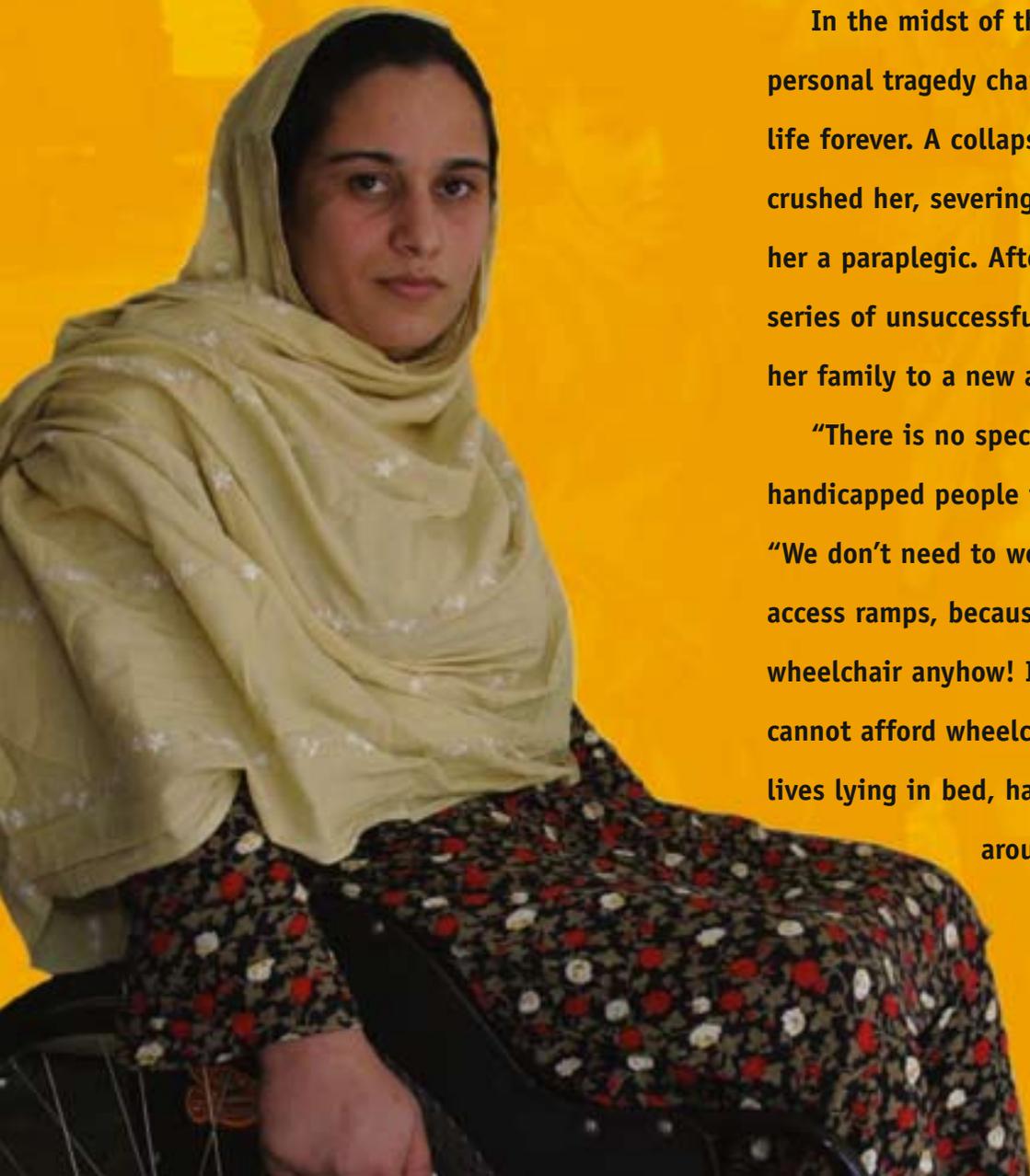
"Mercy Corps was the first organization to come help us," he says. "I don't know what we would have done if they had not come."

Fares had never done this kind of work before but he quickly discovered that he loved the round-the-clock challenge of helping people facing difficult circumstances. "I started to recruit my friends to help," he says. "I told them all that helping everyone else really makes you feel better."

As Mercy Corps continues to help Lebanon rebuild its economy and repair its multi-ethnic civil society, Fares sees an opportunity to provide youthful energy and know-how for a country in need.

"I don't think of myself as exceptionally 'heroic' . . . I just hate being idle and useless. Now that I am volunteering with Mercy Corps, I realize that I love helping people."

Riding High And Holding Strong



The massive earthquake that hit Pakistan in October 2005, completely devastated the city of Balakot. The destruction was so thorough that it is still uncertain if the city will be rebuilt in the same location.

In the midst of that colossal disaster, a more personal tragedy changed 18-year-old **Rozina's** life forever. A collapsing wall of her family's home crushed her, severing her spinal cord and leaving her a paraplegic. After months in a hospital and a series of unsuccessful surgeries, she moved with her family to a new and unfamiliar village.

"There is no special assistance for handicapped people in Pakistan," Rozina says. "We don't need to worry about handicapped access ramps, because no one here has a wheelchair anyhow! It's true — most people cannot afford wheelchairs. They spend their lives lying in bed, having people move them around like bags of rice."

For a long time, Rozina was depressed and hopeless. All of the dreams

she had once harbored for the future died in the months after her injury.

Then, in the summer of 2006, workers for Mercy Corps and Milestone, a Pakistani group that advocates for disabled people's rights and self-sufficiency, came to visit.

"They pushed me to try to do more, to get out of the house and go to school," Rozina says. "Mercy Corps brought me a new, modern wheelchair with wide rubber tires so it can go through the rubble and dirt roads here. I was taught how to use the wheelchair and how to take care of myself and stop depending on my family to do everything for me."

Today, Rozina is preparing to return to school and finish her general studies. She hopes to begin college next year and plans to study physical therapy. Now, she has a dream again — she wants to help other disabled Pakistanis.

"I have gone from feeling like a prisoner with a life sentence to having a plan for the future," says Rozina. "In Pakistan there is very little support for the disabled, so we need to get to work and learn to help ourselves."

Raising Awareness, Reducing Risk

Thirty-nine million people around the world live with HIV/AIDS. Mercy Corps' HIV/AIDS programming is helping the next generation prevent its spread.

Our YES to Soccer program in Liberia delivers life skills and HIV/AIDS prevention education to Liberian youth who never had a chance to attend school. In Zimbabwe, we ensure that orphans in rural communities are guaranteed the education and proper care that prevents the spread of HIV/AIDS. In Niger, we use a peer-education model to transmit a more hopeful message to 1,500 young people. And in China, Mercy Corps and the Nike Foundation are educating 2,500 ethnic minority Yi girls from Sichuan Province, preparing them to meet the challenges of urban migration and the HIV/AIDS epidemic.



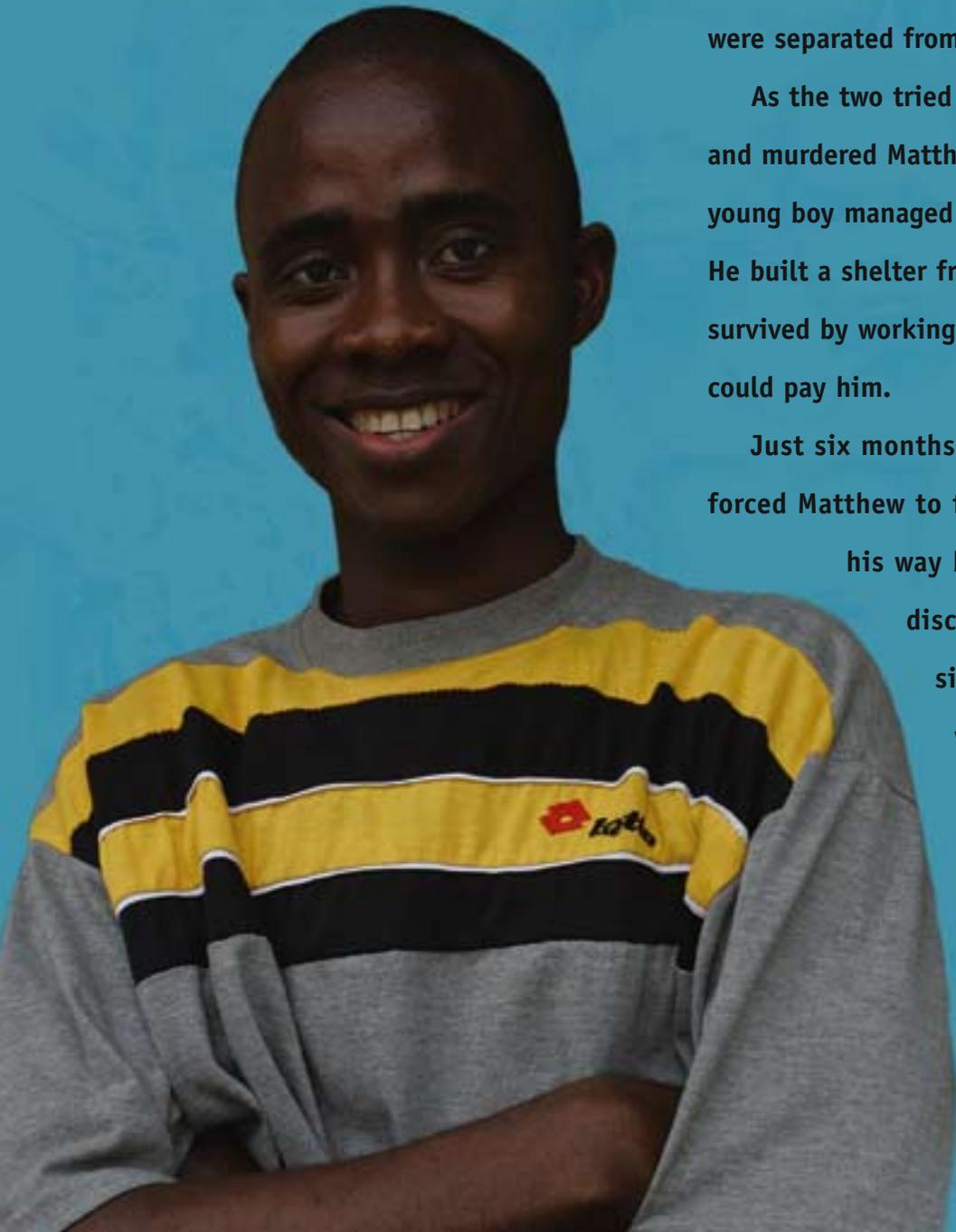
Making Markets Work

Mercy Corps believes that the market is the most effective tool for lifting people out of poverty, and today's youth are one of the most positive forces for economic change in the world. Young people start new companies and create new jobs. Their fresh insights and boundless energy keep economies growing and evolving. Their hard work and efforts matter in ways that go beyond the balance sheet.

The astonishing trendspotting and trendsetting power of this young demographic is especially important. Companies and organizations founded by young people have literally changed the world. Nations like China and India are producing some of the most sought-after new global professionals.

Revitalized economies and newfound prosperity give people hope and commitment as they move into the future. The young people involved in Mercy Corps' economic development initiatives are promising professionals and entrepreneurs — and heroes.

Dreams Do Come True



Matthew was just 11 years old when Liberia's civil war forced him to flee his home city of Buchanan in 1992. As the city was ransacked, Matthew and his older brother fled into the bush and were separated from their family.

As the two tried to reach safety, rebels captured and murdered Matthew's brother. Left alone, the young boy managed to reach a displacement camp. He built a shelter from sticks and palm leaves and survived by working for anyone in the camp who could pay him.

Just six months later, another rebel attack forced Matthew to flee again. This time, he found his way back to Buchanan where he discovered his parents and ten siblings alive and together. He was overjoyed not to be alone anymore and quickly began to build a new life.

From humble beginnings — he started out hawking foraged wood and coal —

Matthew soon established a small drygoods shop. Now 25 years old, and earning enough to feed his family, Matthew wanted to do something more.

He quickly discovered Mercy Corps' Youth Education for Life Skills (YES) program. YES assists young Liberians whose lives have been defined by conflict and war and who do not yet have the skills needed to become productive members of the community. YES teaches a range of subjects — health, literacy, numeracy, work preparation, conflict management, and civic education.

YES enabled Matthew to find a venue through which he could help his peers recover. "I had dealt with a lot of tragedy myself but still managed to survive and prosper," Matthew recalls. "I believe this is why Mercy Corps accepted me as a volunteer."

With his work for Mercy Corps, Matthew is actively able to help his community forge a brighter economic and social future. He has a vision of a strong, peaceful, prosperous Liberia — a Liberia that he is helping to build.

"Mercy Corps doesn't just help people learn to read and write . . . We also help them learn to think about the future and care for their families and homes properly. I am very proud to work with Mercy Corps."

Welding His Way To Work

It's not unusual to see sparks flying at the Usta Construction Company in Jalalabad, Kyrgyzstan. Eighteen-year-old **Aziz** is honing his welding skills under the watchful eye of one of the company's experienced ironworkers.

Aziz is one of three apprentices learning how to make everything from steel building frames to decorative iron gates as part of a Mercy Corps project that connects master craftspeople with young trainees in southern Kyrgyzstan.

Aziz had already attended a special welding school after he graduated from high school. "But I couldn't get a job with just my welding certificate," he explains. "I needed an apprenticeship, and they're very difficult to find."

In fact, few jobs are easy to find around Jalalabad, part of Central Asia's densely populated Ferghana Valley. The sluggish economy forces many working-age men to seek work in Russia, a less than ideal situation for families — and for Kyrgyzstan's economic future.

Mercy Corps' programs in Kyrgyzstan provide financial services and business advice, improving education and vocational opportunities for youth and establishing

a model for equitable economic progress. We help the next generation find jobs by linking young people with local master seamstresses, milk processors, bakers, mechanics, arborists, and other professionals. Mercy Corps supplies the master craftspeople with all the necessary equipment the apprentices need and takes care of all the paperwork associated with their employment.

The practical knowledge the apprentice welders are getting from their work at Usta is supplemented by a series of lectures on welding's technical aspects. And welding is a surefire way to earn a good living, says Muhamatbek Kambarov, Usta's owner. "There's a lack of qualified welders here," he says. "An experienced welder can earn more than a college-educated worker."

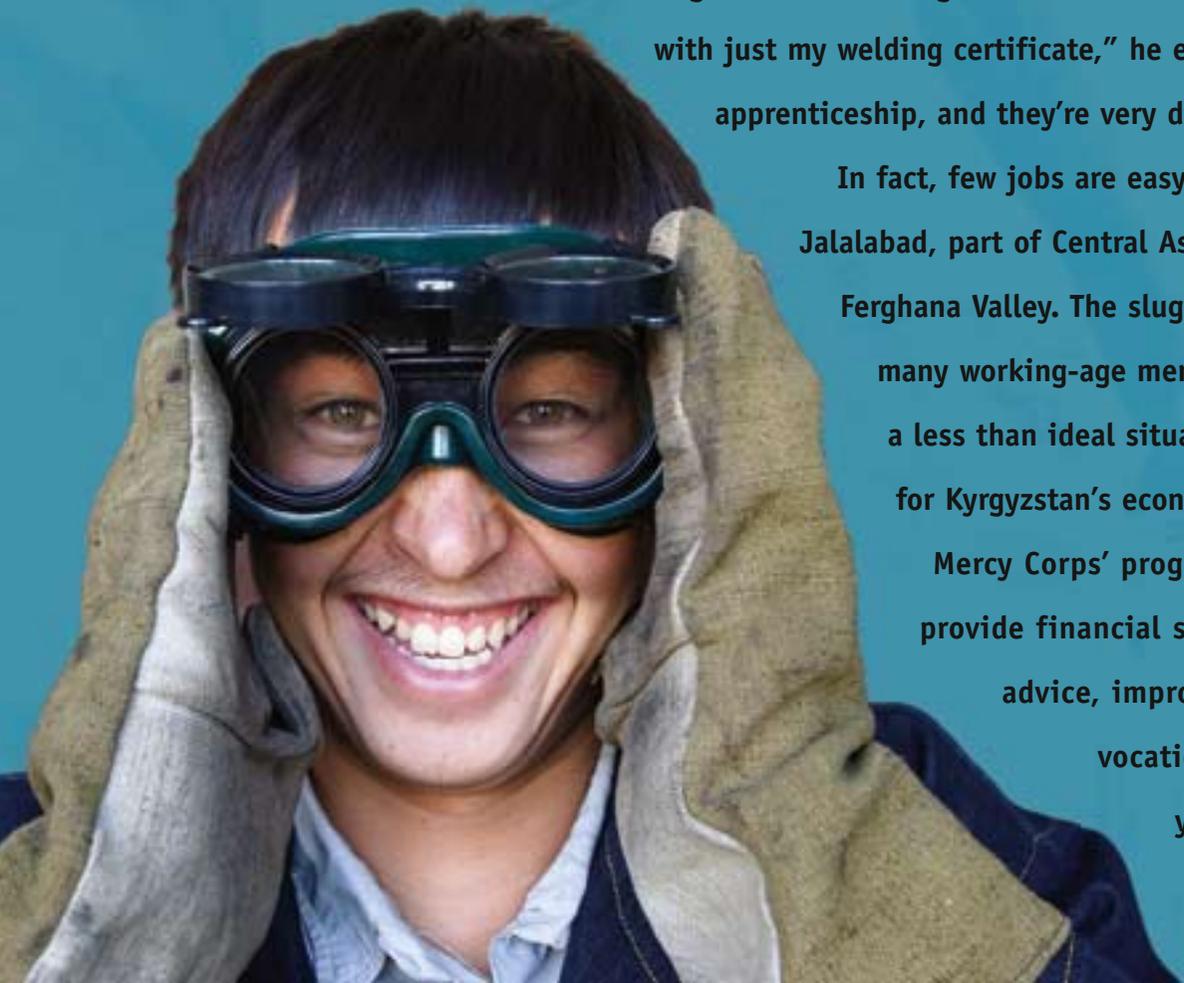
Aziz is determined to fill that need. After his three-month apprenticeship at Usta ends, he and his fellow apprentices will be able to market themselves as junior welders. That kind of job security is a big reason why Aziz wanted to become a welder in the first place. "There are always things to be fixed," he reasons. "So there will always be a lot of work for good welders."

Building Community Through Sports

Sports can transcend differences, uniting youth on playing fields and teaching important lessons about teamwork, leadership and responsibility.

In Liberia and south of Sudan, Mercy Corps and partner Grassroot Soccer teach life and health skills along with soccer to children who have had limited access to either. In the Balkans, we organized a soccer tournament between Serbs and Kosovars, and helped construct a swimming pool in Serbia, providing an incentive for young people to help revitalize their community.

Mercy Corps also uses soccer to defuse ethnic tensions in Central Asia's Ferghana Valley. We have brought together hundreds of young people from different ethnic backgrounds to compete in tournaments and create positive relationships.





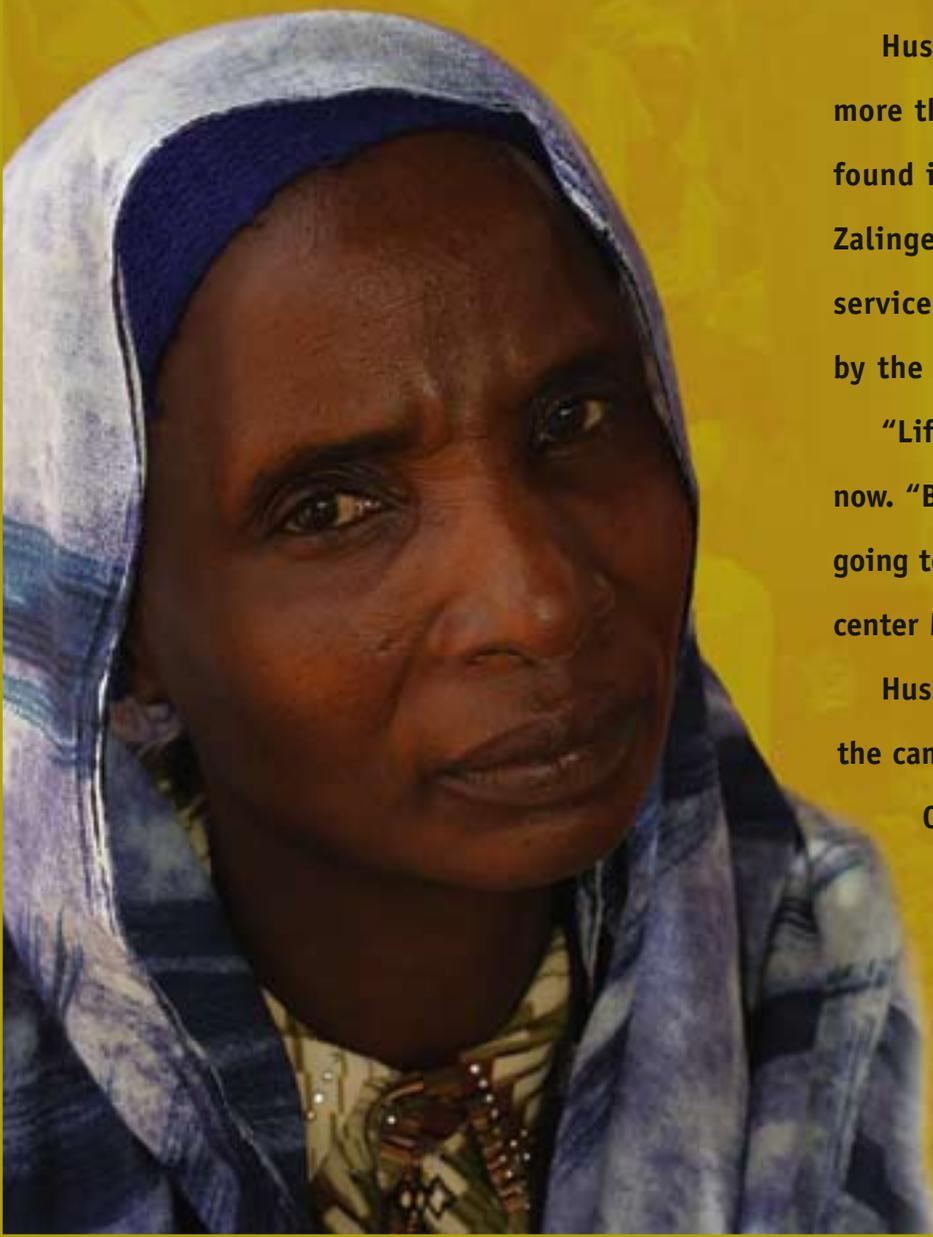
Transforming The Future

Whatever Mercy Corps does — providing emergency assistance, launching economic development projects and more — we bolster the ways in which people come together for collective action. With young people in particular, we support emerging leaders who have the drive, creativity and enthusiasm to make their communities and countries successful.

At its core, all of Mercy Corps' work focuses on strengthening bonds among the public, private and civic sectors. We work to build social relations based on the ideals of accountability, participation and peaceful change.

While we shape our work for each unique situation we encounter, our commitment to building trust between individuals, community members and grassroots organizations remains constant.

Reaching In And Reaching Out



The ongoing conflict in Sudan's Darfur region affects a staggering 3.6 million people.

Hussinia, a 38-year-old mother of six, is one of the many caught up in the tragedy. Hussinia, however, refuses to let herself become a passive victim of the violence.

Hussinia fled her village when a raid killed more than 80 of her neighbors. Her family found itself in the huge Hassa Hissa camp in Zalingei, West Darfur, where Mercy Corps provides services to more than 130,000 people affected by the conflict.

"Life will never be the same," Hussinia says now. "But things got a lot better. Kids even started going to school again and playing in the after-school center Mercy Corps set up."

Hussinia was determined to play an active role in the camp's affairs. As a volunteer Hygiene Promotion Officer, she worked with Mercy Corps to teach people about basic sanitation and health issues. She excelled in the work. Soon, her efforts earned her an unusual — and extremely difficult — assignment.

The ongoing violence in Darfur had sparked an influx of new displaced people to Hassa Hissa. Many belonged to Arab tribes previously linked to attacks against African villages like Hussinia's. Displaced Arabs established a new camp nearby and sought aid from humanitarian groups. Now Mercy Corps wanted Hussinia to go into the Arab camp as its new Hygiene Promotion Officer.

"I was very scared," she says. "How could I go to their camp and walk out alive?"

But Hussinia overcame her fear.

"I went to each tent in the Arab camp and introduced myself as a Mercy Corps volunteer," she says. "They welcomed me and invited me in. In some tents they gave me water or milk to drink. I drank it all, to show respect."

Over the next few months, Hussinia put the skills she'd learned in her own camp to work, improving life in the Arab camp. She now frequently eats breakfast with Arab women. It's a small step towards reconciliation in a war-ravaged nation.

"Having Mercy Corps start this program is the start of a better future," Hussinia says. "With these few friendships, we have taken the first steps towards peace."

"Mercy Corps said I had shown passion and commitment to my work, so they asked me if I would be willing to take on a special assignment. . . . I said 'yes' before I even heard what it was."

Fresh Ideas, Vast Possibilities

You might think that to nine teenagers asked to sit in a room, a lesson about “drugs and their harmful effects” would be a recipe for deadly boredom. Not when **Saida** and **Muqaddas** — two Tajik teenagers who are best friends — are in charge.

Saida and Muqaddas are part of Mercy Corps' youth education efforts in the remote Tajik city of Tavildara. Located in an isolated, economically depressed mountain region, Tavildara lags behind even as Tajikistan works to build a post-Soviet economy and civic culture. Over the past two years,

Mercy Corps has organized eight separate week-long youth camps, rehabilitated athletic fields and volleyball courts, sponsored sports tournaments, and helped create a new sense of possibility among youth in this region.

It's safe to say none of it would work without people like Saida and Muqaddas.

During this Mercy Corps sponsored class, the volunteer teachers keep their fellow students on their toes with funny skits, quirky projects and vivid discussions of how drug and alcohol abuse affect families in Tavildara. These impressive young women got involved in Mercy Corps' programs because they wanted to help forge new opportunities for young people in their area. A newly constructed resource center, home to a library and a computer workstation, gave them a place to take action. And Saida and Muqaddas have big plans — in the near future, they will conduct seminars on violence against women, conflict prevention and health care issues, as well as on substance abuse.

“We plan to organize our own youth group and recruit a lot of members,” Saida says. “We want to hold seminars in different villages. Most young people don't have enough information about anything — they don't even know their rights. We want to bring them some benefits.”

In a country still transitioning from Soviet rule, young people like Saida and Muqaddas form the foundation of a more vigorous civil society, one that will open new economic opportunities for Tajikistan. And they're having a good time doing it.

“We want the youth of Tavildara to be able to study at university and then return here and make our community stronger. . . . We're going to university next year. If we instruct and prepare others, there will be some who will fill our shoes.”



Rallying Around A Goal



The soccer field that lies on the outskirts of the village of Grabovc — built by residents with Mercy Corps' help — might not seem that ambitious when compared to the roads, schools or other large projects being constructed throughout post-war Kosovo.

Twenty-three year-old **Nebil** is quick to acknowledge that his village's project may seem small. Immediately after the Kosovo war, villagers returned here to find every building save one burned to the ground. Nothing was left of their former lives. Families were isolated from former neighbors by unthinkable loss, grief and mistrust.

The questions that have dogged the people of Grabovc since the war are the same being asked everywhere in Kosovo — how do we begin to rebuild? Where do we start when there's nothing left? How can we feel whole again?

Working in Kosovo since 1993, Mercy Corps' post-conflict work centers on helping people rebuild a society that is both economically sustainable and respectful of all of its citizens' rights. We bring together community groups and local governments for joint discussions on how best to rebuild local infrastructure,

address pressing social needs, and promote strong economic development. Local communities and governments then contribute a portion of all rebuilding costs themselves.

Nebil's idea for a soccer field in Grabovc came from a simpler, happier time in his life — his school days. He remembered the friends he'd made through playing sports. "We all decided on a soccer field because the local school had lost theirs in the war," Nebil explains. "We thought that it could serve the other villages around here, too."

Since the soccer field was completed, two sports tournaments have been held, one of which brought in 30 teams and throngs of spectators from the surrounding area. It's been such a success that Grabovc residents plan to undertake additional infrastructure projects, such as paving the main village road and installing a community-wide water system.

"Since beginning our work alongside Mercy Corps, we've become a much more tightly knit community," Nebil says. "Now we feel like we can accomplish our goals."

Mercy Corps Connections

Youth around the world thirst for the opportunity to interact with each other in ways that build bridges and understanding. And the Internet can provide that opportunity.

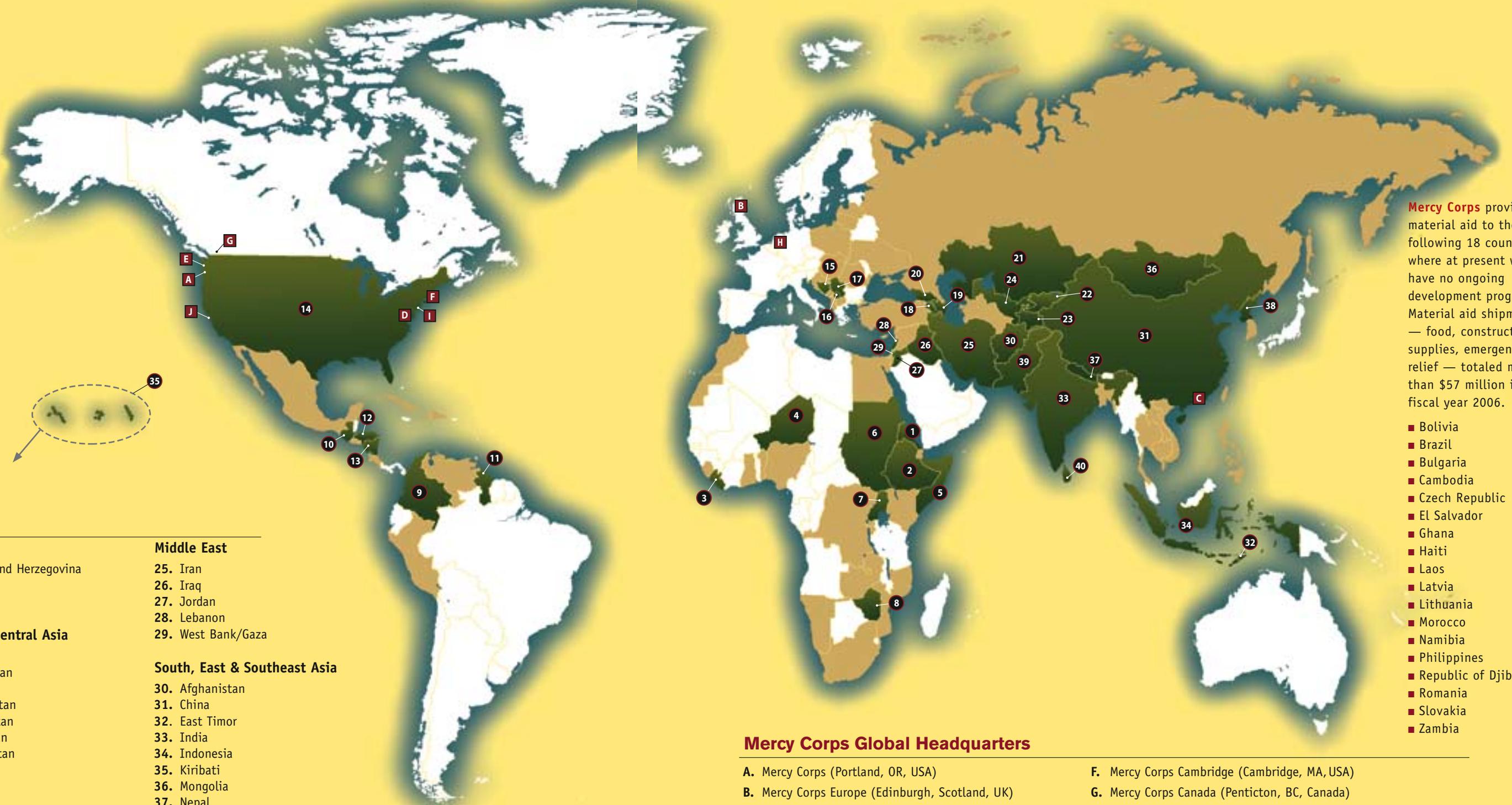
Mercy Corps connects youth throughout the Middle East with the larger world by infusing communities and schools with technology. We have initiated Internet exchanges between US students and their counterparts in Iraq and West Bank/Gaza.

A new Mercy Corps program entitled Why Not? will enable students in the US, Lebanon, Iraq, and West Bank/Gaza to engage in further Internet exchanges. Our program will build insight and empathy as students explore each other's cultures, lives and aspirations.

The World of Mercy Corps

In 2006, the global resources of Mercy Corps and its partners totaled nearly \$220 million — a record. We managed 40 ongoing worldwide programs, assisting more than 12.5 million people in need.

This map highlights where we currently work (shown in green), where we have operated in the past (shown in light brown), and the location of Mercy Corps' global headquarters.



Mercy Corps provided material aid to the following 18 countries, where at present we have no ongoing development programs. Material aid shipments — food, construction supplies, emergency relief — totaled more than \$57 million in fiscal year 2006.

- Bolivia
- Brazil
- Bulgaria
- Cambodia
- Czech Republic
- El Salvador
- Ghana
- Haiti
- Laos
- Latvia
- Lithuania
- Morocco
- Namibia
- Philippines
- Republic of Djibouti
- Romania
- Slovakia
- Zambia

Worldwide Programs

Africa

1. Eritrea
2. Ethiopia
3. Liberia
4. Niger
5. Somalia
6. Sudan
7. Uganda
8. Zimbabwe

Americas

9. Colombia
10. Guatemala
11. Guyana
12. Honduras
13. Nicaragua
14. United States

Balkans

15. Bosnia and Herzegovina
16. Kosovo
17. Serbia

Caucasus/Central Asia

18. Armenia
19. Azerbaijan
20. Georgia
21. Kazakhstan
22. Kyrgyzstan
23. Tajikistan
24. Uzbekistan

Middle East

25. Iran
26. Iraq
27. Jordan
28. Lebanon
29. West Bank/Gaza

South, East & Southeast Asia

30. Afghanistan
31. China
32. East Timor
33. India
34. Indonesia
35. Kiribati
36. Mongolia
37. Nepal
38. North Korea
39. Pakistan
40. Sri Lanka

Mercy Corps Global Headquarters

- | | |
|---|---|
| A. Mercy Corps (Portland, OR, USA) | F. Mercy Corps Cambridge (Cambridge, MA, USA) |
| B. Mercy Corps Europe (Edinburgh, Scotland, UK) | G. Mercy Corps Canada (Penticton, BC, Canada) |
| C. Mercy Corps Asia (Hong Kong, China) | H. Mercy Corps Belgium (Brussels, Belgium) |
| D. Mercy Corps DC (Washington, DC, USA) | I. Mercy Corps New York (New York City, NY, USA) |
| E. Mercy Corps Seattle (Seattle, WA, USA) | J. Mercy Corps San Francisco (San Francisco, CA, USA) |



MERCY CORPS PROGRAMS AROUND THE WORLD

In 2006, Mercy Corps touched the lives of more than 12.5 million people in 40 countries around the world. Our emergency response programs sustained people living under unimaginably difficult conditions in areas devastated by conflict and natural disasters.

HOPE & OPPORTUNITY

We worked with individuals, communities, governments, and businesses to create jobs, generate incomes, ameliorate conflict, and improve lives through our programs. In small villages and large cities, we partnered with local organizations to address pressing needs and lay the foundation for lasting peace.

From Afghanistan to Zimbabwe, we inspired hope and created opportunity. The following provides a closer look at our programs around the world.



MERCY CORPS works in countries on nearly every continent of the globe. But we do not operate alone. Without significant support from key partners, it would be impossible for us to respond quickly and effectively when disasters strike. It would be impossible for us to provide complex and long-term development solutions. Our thanks and gratitude go to the following United Nations, US, European, and other government donors.

From the United Nations — the High Commissioner for Refugees, International Children’s Emergency Fund, the World Bank Group, and the World Food Programme.

From the US — the Agency for International Development, its Office of US Foreign Disaster Assistance, the Department of Agriculture, and the State Department’s Bureau of Population, Refugees and Migration.

From Europe — the United Kingdom’s Department for International Development and the Foreign and Commonwealth Office, Irish Aid (Development Cooperation Ireland), the European Commission, the European Community Humanitarian Aid Office, the Royal Netherlands Government, the Swedish International Development Agency, and the Swiss Agency for Development and Cooperation.

And from around the world — the Australian Agency for International Development, Canadian International Development Agency, New Zealand Aid, and the Taiwan International Cooperation and Development Fund.

Mercy Corps began working in **Afghanistan** in 1986. Since 2002, our focus has been on helping communities rebuild and stabilize. In 2006, we helped farmers repair 400 kilometers of roads and canals and drill 250 water wells. Other Mercy Corps programs focus on agricultural research, natural resources management, school construction, and the introduction of small loans to new businesses.

In **Azerbaijan**, Mercy Corps helps 400,000 people with veterinary services and healthcare for women and children. In southern Azerbaijan, where Mercy Corps was the first international non-governmental organization to operate, our children’s health program decreased infant mortality by 80 percent and overall child mortality by 70 percent.

As **Bosnia and Herzegovina** slowly recovers, Mercy Corps continues to help displaced people return to their pre-war homes and rebuild their lives and livelihoods. Through housing reconstruction, microcredit loans and support for land mine survivors, we help provide an environment in which communities can thrive. We also helped 512 families return to Srebrenica by creating jobs through entrepreneurship and investment.

In **China**, Mercy Corps works with the rural poor, ethnic minorities, migrant youth, and communities affected by HIV/AIDS. With local partner China Foundation for Poverty Alleviation, we provide affordable credit to rural farmers in four provinces. And with support from the Nike Foundation, Mercy Corps assists the Liangshan Yi for Empowerment Center to support adolescent girls through improved literacy, health knowledge, and income-earning opportunities.



Mercy Corps' work in **Colombia** helps rural families forced to migrate due to civil conflict. In fast-growing urban slums outside cities like Bogota, Cartagena and Barranquilla, Mercy Corps is improving the lives of these displaced people through education, jobs, economic development, and food security.



In **East Timor** — the world's newest independent state — Mercy Corps works with a local organization, Timor Aid, to educate young people about democracy and nation-building. Civic education campaigns and teacher exchanges between East Timor and Scotland have raised awareness about individual rights, responsibilities and other community challenges.

Mercy Corps' programs in **Ethiopia** help communities peacefully diffuse potential conflicts while building stronger civil institutions. In rural areas, we are supporting efforts to make livestock more resilient to drought and disease, and helping herders diversify their income streams.

Mercy Corps helps more than 40 communities in **Georgia** carry out social service, economic and agricultural projects. Additional Mercy Corps programs support cooperation among communities and local governments, reduce rural poverty, improve child education, strengthen private businesses, and reduce social and ethnic tensions.

After 36 years of civil war and devastating floods from Hurricane Stan in 2005, **Guatemala** was left with poor public health and disempowered communities. Mercy Corps trains local health care

workers to help remotely located indigenous people obtain medical care. We also help strengthen local organizations and build cooperative working relationships with local governments.

With local partner Proyecto Aldea Global, Mercy Corps assists more than 32,000 people in **Honduras**. Our programs tackle a broad array of health, agricultural, environmental, educational, domestic violence, and economic issues. We also administer Honduras' PANACAM National Park and help protect key watersheds. A Mercy Corps agro-ecology program helps subsistence farmers develop cash crops and improve their livelihoods.

In **India**, Mercy Corps helps improve conditions in the historic tea-growing regions of Darjeeling and Assam. Funded by Tazo Tea/Starbucks and implemented through local partner organizations, the Collaboration for Hope and Achievement in India (CHAI) program enables communities to increase economic opportunities and improve local health care, and strengthens the ability of local groups to solve their own issues.

Mercy Corps' **Indonesia** programs aid tsunami survivors in Aceh and Sumatra, provide health and nutrition education in the capital city of Jakarta, and promote economic development in regions affected by conflict and poverty. We partner with nearly 100 local organizations, universities and governments in efforts that benefit 1.5 million Indonesians.



After four years in **Iraq**, Mercy Corps' work there is still essential. We teach thousands of women to read, help disabled Iraqis raise their voices and be heard, connect Iraqi youth with their

peers in the US via the Internet, and guide the newly formed Provincial Councils in community representation. In northern Iraq, Mercy Corps provides assistance to tens of thousands of internally displaced people by helping them keep warm and fed during the harsh winters, and by assisting their return home when possible.



In **Jordan**, Mercy Corps and local partners Jordan River Foundation and the Royal Scientific Society help improve water resources through irrigation canal rehabilitation and rainwater harvesting. We will also provide 150 grants over five years, establishing revolving loan funds to community groups to strengthen water management.

In the Pacific atoll nation of **Kiribati**, Mercy Corps has started radio-based education programs to improve communication between islands scattered across 3.5 million square

kilometers. The radio programs help citizens engage with government and tackle poverty-related social problems while maintaining important cultural traditions.

As negotiations over the final political status of **Kosovo** continue, Mercy Corps pursues a vision of a vibrant, tolerant, well governed multi-ethnic society. Our work there includes municipal training on how to work with a multi-ethnic citizenry, technical training for small farmers, grants awarded to people returning home, and small scale loans to entrepreneurs.

In **Kyrgyzstan**, Mercy Corps' work centers on conflict management, microcredit, children's nutrition, and economic development. We distribute food to more than 80 percent of the country's

kindergartens and work to prevent conflict by increasing employment opportunities and engaging local government and youth in community development. Since its formation in 2005, Kompanion — a microcredit institution started by Mercy Corps — has disbursed more than 100,000 loans to women's solidarity groups and individual clients.

During the recent conflict in **Lebanon**, Mercy Corps led the way in responding, providing emergency medical and food supplies throughout the country. Months later, we are reconstructing schools, fixing damaged infrastructure, and jump-starting economic development programs. Prior to the war, Mercy Corps helped boost tourism, taught Lebanese farmers environmentally sustainable practices, and organized social groups for kids in Beirut's suburbs — programs that are now back up and running.

In January 2006, **Liberia** inaugurated its first post-war president after 14 years of civil war. As the country moves toward a more hopeful future, Mercy Corps is active in more than 200 Liberian communities, helping them rebuild by providing food security, developing sustainable crop production, access to clean water and sanitation, and road and bridge building. We also offer basic education, life skills and HIV/AIDS awareness education to youth affected by the war.



Mercy Corps reaches more than 400,000 people in **Mongolia**, providing herder cooperatives, farms and other businesses in the remote Gobi region with technical support and connections to new markets through our Gobi Regional Economic Growth Initiative. We are also one of the founders of

— and currently one of the largest shareholders in — XacBank, a Mongolian microfinance institution serving the needs of the rural poor with a range of financial services.

In **Nepal**, Mercy Corps focuses on economic and community development, particularly where it involves youth, working with local partners to promote peace, tolerance and reconciliation. With local organization Backward Society Education, we bring 15,000 young people from different communities together with decision makers to discuss the specific challenges facing Nepalese youth.

In **Nicaragua**, Mercy Corps' collaboration with local partners Aldea Global and Coffee Bean International (CBI) is helping boost coffee prices for small farmers through Fair Trade marketing, investment in training and equipment, and crop diversification. CBI donates \$2 to Mercy Corps from the sale of every pound of Café Aldea™ coffee, which we then reinvest into health clinics and clean water filters for coffee growing communities.

Because of droughts and plagues of locusts in recent years, **Niger** has experienced multiple hardships — compromised harvests, increasing migration of families from rural areas, and high malnutrition rates among women and children. In 2006, Mercy Corps strengthened rural health networks and treated 30,000 malnourished children in urban and rural areas.

Mercy Corps' work in **North Korea** continues, with a focus on practical, person-to-person exchanges and efforts to improve food production. Sustainable agriculture projects — including technical exchanges between North Korean farmers and US experts — are supported through the active involvement of US businesses, educational institutions and individuals.



Mercy Corps — active in **Pakistan** since the mid-1980s — was recently declared the lead agency in tuberculosis detection and treatment in the country by the Pakistan government. Since the October 2005 earthquake, our work in northern Pakistan has moved from emergency relief to long-term economic development, infrastructure upgrades, and provision of health care, particularly for women and children.

Mercy Corps' work in **Serbia** improves the welfare of families by helping them participate more actively in society as well as take care of the environment. We operate in some of the most vulnerable areas of southern Serbia, helping communities with initiatives that create jobs, generate income and create an environment for economic opportunities in both urban and rural regions.

Mercy Corps' work in **Somalia** is helping nearly 7,200 people recover from the Indian Ocean tsunami. Cash-for-work projects employ people in road reconstruction and help fishermen rebuild their livelihoods. Among the diverse clans of the Puntland region, we are strengthening local organizations so that they can be effective advocates for change as Somalia moves towards a more peaceful and prosperous future.

In **Sri Lanka**, Mercy Corps' work includes emergency assistance to families displaced by fighting between the government and Tamil separatists, and infrastructure projects that promote equitable development and peaceful change. In tsunami-affected areas, we help revitalize local economies, improve coastal livelihoods and promote community cohesion.



News reports from **Sudan** continue to be dominated by the ongoing crisis in the Darfur region, where more than 200 Mercy Corps aid workers help more than 130,000 people affected by the conflict. Mercy Corps provides safe drinking water, improved sanitation, education, and psycho-social services and

looks for creative solutions to economic challenges faced by the region's displaced people amid worsening violence. In southern Sudan, Mercy Corps plays a large role in helping war torn communities get back onto their feet after a peace accord put a stop to the long-running civil war. We help communities by providing technical assistance, agricultural tools and supplies, marketing help, and community financing.

In **Tajikistan**, Mercy Corps works to improve the health of more than 80,000 women and children, deliver safe water to rural communities, foster

the development of rural businesses, increase food production, and support women micro entrepreneurs. In the Ferghana Valley, a region encompassing three nations, we focus on conflict resolution in communities split by Soviet era borders.

As peace talks continue in **Uganda**, Mercy Corps is improving water and sanitation in densely packed displacement camps. We help Acholi families prepare for their much delayed journey home through creative agricultural programs that encourage collaboration and self-sufficiency, helping communities regain a cherished way of life.



When hurricanes Katrina and Rita tore through Louisiana and Mississippi in the **United States** in 2005, Mercy Corps provided emergency assistance. Now, we support neighborhood groups in New Orleans as they rebuild their communities. We also provide direct assistance to small business owners and are pioneering home deconstruction as an economically productive alternative to outright demolition. In Portland, Oregon, Mercy Corps Northwest helps low-income, minority and immigrant entrepreneurs start and expand small businesses in Oregon and southwest Washington.

Mercy Corps' work in **Uzbekistan** is located in the Ferghana Valley, a rural, densely populated region with a complex ethnic and political mix. In addition to conflict mitigation and microcredit projects, we offer disaster preparedness training, improve water resources, and provide hygiene, sanitation and preventative health care education.

In **West Bank/Gaza**, Mercy Corps assists the unemployed, youth and people with disabilities by providing emergency food and medical supplies. We also help create jobs, provide opportunities for people to get involved in community service work, and offer development prospects to entrepreneurial young people.

Drought, HIV/AIDS and chronic political instability affect millions in **Zimbabwe**. Mercy Corps helps 5,500 children — many orphaned by the AIDS pandemic — afford school tuition and create after-school clubs. We also provide food, HIV/AIDS education and shelter to vulnerable households in urban, high density areas of Zimbabwe. ■



ACKNOWLEDGEMENTS

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 2006. 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.

Together, we are doing the things that matter most. Thank you.



THE MERCY CORPS FAMILY: ONE GLOBAL ORGANIZATION

With headquarters in the United States and the United Kingdom, and with vital partnerships around the globe, Mercy Corps' global resources totaled nearly \$220 million — a record — in 2006, enabling us to reach more than 12.5 million people in need. Our Portland, Oregon, and Edinburgh, Scotland, headquarters — along with the partners that make up the Mercy Corps family — give us the ability to secure resources 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 our ability to make a positive difference in the world through conflict analysis, negotiation and crisis diffusion. The integration of the CMG team into the Mercy Corps family strengthens our 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 over 200 villages in 17 municipalities, and 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 augmented 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 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 2006, resulting in record contributions from individuals, organizations, corporations, foundations, and faith communities. In all, private contributions totaled more than \$51 million in cash and more than \$33 million in commodities and services — significant increases from 2005. In addition, nearly 100 volunteers donated more than 4,600 hours of work in 2006.

ONE: The Campaign to Make Poverty History

ONE is a nationwide campaign that engages Americans on global poverty issues. The ONE Campaign, along with Make Poverty History in the United Kingdom, is part of the international Global Call to Action against Poverty that focuses attention on reaching the United Nation's Millennium Development Goals. The ONE Campaign calls for an additional one percent of the US budget to go towards foreign assistance for health, education, clean water and food, debt cancellation for the poorest countries, and trade reform. Mercy Corps is a founding member of the ONE Campaign. For more information, visit mercycorps.org/one.

Getty Images

In 2006, Getty Images donated a new system to Mercy Corps to streamline our photographic collection. This important digital asset management service, valued at \$40,000, included system set up and free hosting of the collection.

The Boeing Company

In 2006, the Boeing Company and its employees provided Mercy Corps with more than \$2 million in support. While their major contributions were to Mercy Corps' tsunami recovery efforts in Indonesia and relief for earthquake survivors in Pakistan, Boeing also assisted in fighting the "forgotten crises" around the world, assisting those suffering in northern Uganda, Somalia and elsewhere. This support made a significant difference for programs competing for funding with other, higher profile disasters.

Connecting through Film

THE FILM CONNECTION.ORG
a national public film library

AN INITIATIVE OF MERCY CORPS

The Film Connection, founded in 2003, is a community of film lovers and social activists who view, discuss and act upon compelling movies from around the globe. In 2006, Mercy Corps and The Film Connection merged to create a new, non-profit Mercy Corps initiative, offering a growing lending library of DVDs that tackle the issues facing the world we live in and providing people with a way to engage their communities around important global topics. To find out more, visit thefilmconnection.org.

The Bill & Melinda Gates Foundation

In 2006, The Bill & Melinda Gates Foundation provided more than \$1 million to Mercy Corps to assist earthquake survivors in Pakistan, among other projects. Such early support is crucial, allowing us to rapidly begin emergency response operations. We are pleased to be a long-term partner of the Gates Foundation, having teamed previously to address crises in such diverse environments as Indonesia after the Indian Ocean tsunami, Pakistan, Afghanistan, Iran, and North Korea.

Envision a World without Poverty

 In 2006, Mercy Corps' online magazine, Global Envision, continued to create awareness of the global economy with timely articles, interviews and book reviews about globalization and sustainable development. Offering 25 feature articles every month, a bi-weekly newsletter, 250 lesson plans, and interactive discussions, Global Envision is a great resource for students, teachers and informed global citizens. To find out more or to contribute your opinion, visit GlobalEnvision.org.

NetAid

In October 2006, Mercy Corps merged with NetAid, a nonprofit that educates, inspires and empowers young people to fight global poverty. Mercy Corps and NetAid aim to dramatically alter the way Americans — especially young Americans — view the world beyond their borders by creating hands on, peer-to-peer learning opportunities and innovative ways to connect with young people overseas. Together, we hope to inspire the next generation to action in the fight against global poverty.

Intel Foundation

Intel and its employees have been a major supporter of Mercy Corps for years. In 2006, they provided nearly \$1 million to Mercy Corps to assist earthquake survivors in Pakistan and Indonesia. By mobilizing its network of employees and partners, Intel has consistently marshaled resources that allow Mercy Corps to launch innovative disaster response programs.

A Special Thanks

More and more private organizations are taking their place in the world as caring and committed neighbors of those less fortunate. We at Mercy Corps are privileged to call them partners. In 2006, we honored those who contributed \$250,000 and more to bring help and hope to people around the world.

The Boeing Company
Pat Boone Foundation, Inc.
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The Bill & Melinda Gates Foundation
GE Foundation
Global Impact
Intel Foundation
The John D. and Catherine T. MacArthur Foundation
JP Morgan Chase Foundation
Microsoft
Nike
Oprah's Angel Network
Starbucks Corporation
Waterford Foundation
Estate of Clara Wildenhof

continued on next page

“ [Mercy Corps’] strategy is beautifully simple: they provide grants to the best, most capable nongovernmental organizations in their host countries, and help those NGOs run highly efficient projects and programs. . . . ‘There’s not a lot of drama in what we do,’ says Mercy Corps Senior Program Officer Nick Macdonald. ‘But a lot of what makes good television doesn’t make great development.’ ”

Jeff Greenwald
The San Francisco Chronicle

Starbucks

Starbucks Corporation and its employees provided more than \$1.3 million in vital support of Mercy Corps programs in Guatemala, India and Indonesia. In particular, partnerships with subsidiaries Tazo Tea Company and Ethos Water have helped ensure access to clean, drinkable water in schools, supported the construction or rehabilitation of water and sanitation facilities, and sustained youth empowerment programs and vocational training in poor rural villages, creating civic involvement and opportunity for the next generation.

VH1

Using its considerable storytelling skills and broadcast capacity, VH1 helped Mercy Corps keep viewers informed about and engaged with Hurricane Katrina recovery progress. VH1 also donated significant airtime to promoting Mercy Kits, Mercy Corps’ holiday season giving option.

John Michael Talbot, Honorary Chair, Partners in Mercy



John Michael Talbot

Mercy Corps honors John Michael Talbot for his tireless efforts on behalf of the poor. As the world’s leading Catholic recording artist, John Michael raises funds and awareness for Mercy Corps at his concerts throughout the United States. Representing Mercy Corps for more than 20 years, he has raised more than \$2 million for our programs around the world. He is also the Founder and Minister General of the Brothers and Sisters of Charity.

RESOURCE PARTNERS

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

Strategic Partners

Asian Credit Fund (Kazakhstan)
Agency for Finance in Kosovo
Borshud (Tajikistan)
Centre for Development and Support CRP (Bosnia & Herzegovina)
China Foundation for Poverty Alleviation (Beijing, China)
Jordan River Foundation (Jordan)
International Micro Loan Fund “IMON” (Tajikistan)
Kompanion Financial Group (Kyrgyzstan)
Mercy Corps Northwest (Portland, OR, USA)
Microfinance Innovation Center for Resources and Alternatives (Indonesia)
Partner Microcredit Organization (Bosnia-Herzegovina)
Peace Winds Japan (Tokyo, Japan)
Poverty Alleviation in the Tumen River Area (PATRA)
XacBank LLC (Mongolia)
XAC-GE LLC (Mongolia)

United Nations Partners

Food and Agriculture Organization of the United Nations
International Labor Organization
Office for the Coordination of Humanitarian Affairs
United Nations Assistance Mission in Afghanistan
United Nations Children’s Fund
United Nations Development Programme
United Nations High Commissioner for Refugees
United Nations International Children’s Emergency Fund
United Nations Mission in Kosovo
World Food Programme
World Health Organization

United States Government Partners

City of Portland (OR)
City of Seattle (WA)
The Congressional Hunger Center
METRO (OR)
Multnomah County (OR)
Oregon Department of Agriculture
State of Oregon
US Agency for International Development
US Agency for International Development Office of Conflict Prevention and Response
US Agency for International Development Office of Food for Peace
US Agency for International Development Office of US Foreign Disaster Assistance
US Department of Agriculture & Foreign Agricultural Service
US Department of Energy: Bonneville Power Administration
US Department of State
US Department of the Treasury
US Fund for UNICEF
US Peace Corps
US State Department/Bureau of Population, Refugees and Migration (BPRM)

World Government Partners

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European Commission
European Community Humanitarian Aid Office

German Agency for Technical Cooperation
Government of Bosnia-Herzegovina
Gradacac Municipality
Milici Municipality
Modrica Municipality
Odzak Municipality
Sarajevo Canton
Tesanj Municipality
Tuzla Canton
Vlasenica Municipality

Government of Ethiopia
Government of Faroes Islands
Government of Hong Kong
International Development Research Centre
Irish Aid (Development Cooperation Ireland)
Kosovo Provisional Institutions of Self Government
Microfinance Investment and Support Facility for Afghanistan
Ministry for Reconstruction, Development and Return (Bosnia & Herzegovina)
Ministry of Agriculture (Georgia)
Ministry of Agriculture and Animal Husbandry and Food (Kandahar and Helmand, Afghanistan)
Ministry of Education (Afghanistan)
Ministry of Education (Zimbabwe)
Ministry of Foreign Affairs (Taiwan)
Ministry of Health (Guatemala)
Ministry of Health (Pakistan)
Ministry of Health (Tajikistan)
Ministry of Health (Zimbabwe)
Ministry of Planning and International Cooperation (Jordan)
Ministry of Rural Rehabilitation and Development (Afghanistan)
Ministry of Trade (Indonesia)
New Zealand Aid
Norwegian Royal Ministry of Foreign Affairs (Zimbabwe)
Scottish Executive

Swedish International Development Agency
Taipei Economic & Cultural Office (Seattle, WA)
Taiwan International Cooperation and Development Fund
Taiwan Ministry of Foreign Affairs
The World Bank

Organizational Partners

Abyei Community Action for Development
ACAD
Academy for Educational Development
Academy of Public Administration, RF Presidents Administration (Russia)
ACDI-VOCA
Action Against Hunger-USA
Action Aid International (China)
Afghan Health and Development Services (AHDS)
Agri-Service Ethiopia
America-Mideast Educational and Training Services, Inc.
America’s Heart
American Jewish World Service
American Red Cross
American University of Beirut
Alumni Association of North America: New England Chapter and Greater Washington Chapter
Anne Ueltschi
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The Asia Foundation
Asia Pacific Ladies Club
Asian Development Bank
Asociación para el Desarrollo Humano
Association pro-Health for Tucurú
APROSAT
Battery Park City Authority
Berklee College of Music

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 Canadian Feed the Children
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 Lakeside School
 Latter Day Saint Charities
 Lebanese American University
 The Lebanese Organization for Study and Training
 Liangshan Yi for Empowerment (Formerly Yi Center)
 LIFE
 The Lions Club of Hong Kong
 Citizens
 Make Poverty History
 Manchester United Football Club
 Marc Lindenberg Center, University of Washington
 Maret School
 Medical Teams International (formerly Northwest Medical Teams)
 Mennonite Central Committee
 Mobility International
 Momentum Georgia
 Mongolia VET Net
 Mother Theresa Society
 National Funeral Directors Association
 National Iranian American Council

National Relief Charities
 Negotiation Project at Harvard Law School
 NetHope
 New Avenues for Youth
 NLBI
 Northshore School District
 ONE Campaign
 Open Meadow
 Operation USA
 Oregon State University
 Oxfam America
 Oxgangs Primary School
 Pact, Inc.
 Partners in Solidarity
 People in Need
 Portland Access Users Group
 Portland Finance College
 Portland Development Commission
 Portland, OR, Public Schools
 Cleveland High, Franklin High, Roosevelt High, Wilson High, Fernwood Middle School
 Portland State University (OR)
 Portland Youth Builders
 Practical Action
 Princeton University
 Program for Applied Technology in Health
 RAPIDS/Zambia
 Rex Putnam High
 Room to Read
 Rotary International District 5030
 Royal Scientific Society
 Save the Children
 Save Youth Future Society (Gaza)
 The Schwab Fund for Charitable Giving
 Service Clubs of Wilsonville
 Sharek
 Small Change
 Smrcak, Zvornik
 Social and Economic Development Organization for Tamils (SEDOT)
 Society of St. Vincent de Paul
 Sudan Production Aid
 Swiss Academy for Development
 Texas A&M University
 Timor Aid
 Tufts University
 Union for Reform Judaism
 United Way
 University of Pattimura
 Urban Institute
 Vision Eritrea

Vocar Agricultural Cooperative, Zvornik
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 Women Waging Peace
 Women's Association Ruza, Zvornik
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 World Outreach Now
 World Vision
 YMCA (Lebanon)
 Young Women Social Entrepreneurs

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 Hariri Foundation
 Harrington Family Foundation
 Harris Bank Foundation
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 Hoss Foundation
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 The Hunger Site
 Hyde Family Foundation
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 Ideal Mobile Home Community
 IKEA

“ **Mercy Corps, which has a long history of working in Lebanon, ran the largest US relief effort there. . . . But [relief aid is] only a temporary solution. The larger answer, as Mercy Corps has demonstrated worldwide, lies in helping people develop long-term jobs, shelter and security. . . . Mercy Corps has a global reputation for putting donations to efficient use.** ”

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“Mercy Corps . . . focuses its efforts on crises where it can make a long-term difference. The group has been a leader in the gradual blurring of the boundary between basic one-shot relief and long-term development. . . . ‘They’re not just in the visible places, they’re in the small places,’ and stay on ‘long after the cameras have left and world attention has shifted,’ says Samuel Worthington, president and CEO of Washington DC based InterAction.”

Joseph B. Frazier
Associated Press

HOW YOU CAN HELP

Monthly Giving at Mercy Corps

Over the last year, hundreds of new donors joined Mercy Corps' convenient and efficient monthly giving programs, adding their individual voices to thousands calling for a better, safer world. These generous partners help provide Mercy Corps with a reliable, vital flow of income to ensure a rapid response to natural disasters, crises, hunger, and children's issues. We are pleased to honor the more than 10,300 donors who belong to our three monthly giving societies. Their commitment to positive, lasting change is making a difference for millions of children and families around the world.

Partners in Mercy

By becoming a Partner in Mercy, you help us keep our commitment to rapid, decisive action in response to disasters, as well as long-term assistance that helps communities recover. In 2006, nearly 7,600 **Partners in Mercy** put their convictions into action with generous monthly gifts that helped poor families.



Give for Kids

Children living in areas of conflict and disaster should have every chance to grow up in safe, healthy and supportive environments. With the support of nearly 2,000 **Give for Kids** donors in 2006, Mercy Corps improved the well-being of children in some of the world's most troubled regions.



Heroes Against Hunger

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 2006, 779 **Heroes Against Hunger** donors helped Mercy Corps work with local farmers to increase food security.



For information on becoming a Partner in Mercy, or on joining Give for Kids or Heroes Against Hunger, please call 800.292.3355, ext. 250, email donorservices@mercycorps.org, or go to mercycorps.org/monthlygiving.

Planned Giving

You can be the change beyond your lifetime by including Mercy Corps in your estate plan. By naming Mercy Corps as a beneficiary of your will or trust, life insurance policy, or retirement plan, or by establishing a life income gift, you can leave your own legacy of compassion and hope for a better tomorrow. For more information, please contact

Jennie Peabody, Director, Planned Giving, at 800.292.3355, ext. 418, jpeabody@mercycorps.org, or visit mercycorps.org/donate/plannedgiving.

Phoenix Fund — Social Venture Capital at Work

The Phoenix Fund is privately raised capital that enables Mercy Corps to test high-risk, high-reward projects that will serve as models for future activities around the globe. The Fund is supported by businesses and entrepreneurs and provides strategic investments through seed capital grants and loans that sustain locally implemented economic development projects. The Phoenix Fund has made grants to Mercy Corps microenterprise programs in Mongolia, Guatemala, Kyrgyzstan, China, Serbia, and India that enhance the livelihoods of local participants. To find out more, contact Jean Hart, Phoenix Fund Director, at 503.450.1976, or jhart@mercycorps.org.

Give the Gift of Mercy

Mercy Kits are a great way to honor friends and family while making a difference in the world. Remember Mercy Kits for your next gift giving opportunity. It's easy to send your personalized gift announcement by mail, by email or by printing your own card. Simply go to mercycorps.org/mercykits to browse our catalog and select your gift.

Every Click Counts

In 2006, support from The Hunger Site helped thousands of families. The Hunger Site, a Mercy Corps partner since 2001, generates vital support for programs that alleviate hunger and poverty by donating enough money to help feed a hungry person every time you visit. To find out more, go to hungersite.org.



Mercy Corps Chief Executive Officer Neal Keny-Guyer visits with kids in Lebanon soon after the Israel-Hezbollah conflict in 2006.

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There were 620 Founders Circle members in 2006, 97 of whom are anonymous, who give \$2,500 or more annually. The Founders Circle Honorary Chair is Pat Boone.

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GOOD SAMARITAN SOCIETY

Good Samaritan Society members are donors who make annual financial contributions between \$1,000 and \$2,499. In 2006, 2,114 members helped Mercy Corps programs around the world.

MERCY CORPS — AN EXEMPLARY STEWARDSHIP RECORD

The resources of Mercy Corps' global operations totaled nearly \$220 million — a record — in fiscal year 2006. Material aid, government grants and private fundraising enabled us to provide significant relief and development assistance. Some 89 percent of our resources were directed to programs.

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 2006	FY 2005
Support & Revenue		
<i>Proyecto Aldea Global</i>	\$ 2,152,496	\$ 2,149,724
<i>Mercy Corps Scotland</i>	19,625,527	14,052,950
<i>Mercy Corps US</i>	140,088,995	116,288,446
Subtotal: Cash Revenue	\$ 161,867,018	\$ 132,491,120
Material Aid (In Kind)	57,272,392	52,187,890
TOTAL SUPPORT AND REVENUE	\$ 219,139,410	\$ 184,679,010
Expenditures		
Program:		
<i>Proyecto Aldea Global</i>	\$ 1,797,585	\$ 1,719,023
<i>Mercy Corps Scotland</i>	17,266,538	11,965,978
<i>Mercy Corps US</i>	111,483,360	95,325,071
Subtotal: Cash Expenditures	\$ 130,547,483	\$ 109,010,072
Material Aid (In Kind)	57,272,392	52,187,890
Total Program	\$ 187,819,875	\$ 161,197,962
Support Services:		
General & Administration	\$ 15,441,694	\$ 12,300,542
Resource Development	9,272,695	8,883,230
Total Support Services	\$ 24,714,389	\$ 21,183,772
TOTAL EXPENDITURES	\$ 212,534,264	\$ 182,381,734
NET	\$ 6,605,146	\$ 2,297,276

Audited Financial Summary

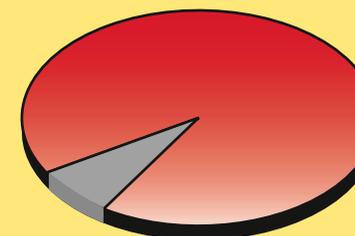
Condensed Summary of Support, Revenue and Expenditures for Mercy Corps Global Operations

	FY 2006	FY 2005
Support & Revenue		
Government and Organizational Support:		
Government Grants	\$ 85,297,654	\$ 77,125,488
International Organization Grants	3,095,440	2,848,233
Material Aid <i>(Government Commodities)</i>	23,956,285	21,682,209
Subtotal: Government & Organizational Support	\$ 112,349,379	\$ 101,655,930
Private Support:		
Contributions	37,828,132	22,189,581
Grants	9,801,193	10,926,806
Gifts in Kind	33,316,107	30,505,681
Other Revenue	4,066,576	3,198,338
Subtotal: Private Support	\$ 85,012,008	\$ 66,820,406
TOTAL SUPPORT AND REVENUE	\$ 197,361,387	\$ 168,476,336
Expenditures		
Program		
Project Expenditures	\$ 111,483,360	\$ 95,325,071
Material Aid	57,272,392	52,187,890
Subtotal: Program	\$ 168,755,752	\$ 147,512,961
Support Services		
General & Administration	\$ 13,852,281	\$ 11,093,797
Resource Development	8,860,273	7,250,100
Subtotal: Support Services	\$ 22,712,554	\$ 18,343,897
TOTAL EXPENDITURES	\$ 191,468,306	\$ 165,856,858
NET	\$ 5,893,081	\$ 2,619,478

Balance Sheet

	FY 2006	FY 2005
Assets		
Cash	\$ 51,960,780	\$ 47,494,057
Receivables	31,927,648	23,462,818
Inventories	9,099,943	12,059,877
Property and Equipment <i>(Net)</i>	3,425,499	2,784,912
Other	2,236,303	2,122,538
Total Assets	\$ 98,650,173	\$ 87,924,202
Liabilities		
Payables & Accrued Liabilities	\$ 31,247,238	\$ 26,774,282
Deferred Revenue	22,917,154	30,721,052
Total Liabilities	\$ 54,164,392	\$ 57,495,334
Net Assets		
Unrestricted	\$ 15,835,144	\$ 9,942,063
Temporarily Restricted	28,650,637	20,486,805
Total Net Assets	\$ 44,485,781	\$ 30,428,868
TOTAL LIABILITIES AND NET ASSETS	\$ 98,650,173	\$ 87,924,202

How Our Resources Were Spent in Fiscal Year 2006



■ = Total Global Programs: 89%
■ = Administrative Support: 11%

Over the past five years, more than 90% of our aggregate resources were directed to programs.

INNOVATE FOR CHANGE: THE CAMPAIGN FOR MERCY CORPS

In the past decade, Mercy Corps has grown from a \$30 million organization to a \$200 million organization; from 650 staff in 12 countries to more than 3,400 staff in 37 countries. Growth has enabled us to realize our ideas in previously unimaginable ways, and challenged us to continue operating with results-oriented efficiency.



The world has changed as well. Globalization offers great prosperity but also huge challenges. Climate change looms as the next great global crisis. And yet life continues largely unchanged for the one billion people who live on less than \$1 per day.

What must Mercy Corps do to meet the challenges of the next 25 years? Our answer is represented in a new \$37.5 million campaign, *Innovate for Change: The Campaign for Mercy Corps*.

If realized, this campaign will allow us to create two funds to meet humanitarian challenges and invest in innovative ideas that might otherwise be discarded. We will inspire a generation of youth around the world by building Internet-based educational programs to teach about hunger and poverty, anchored by interactive learning centers in Portland, Oregon, and New York City. We will build a “green” headquarters in downtown Portland, Oregon, complete with a world-class learning center enhancing our connections to the community — especially youth. ■

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