



2017 ANNUAL REPORT

REFUGEP  **INT**

A LIFELINE FOR FORGOTTEN REFUGEES

ONE MISSION

Finding lasting solutions for the world's most at-risk refugees and supporting the humanitarian community to do the same.

Instead of asking, "How can we feed and shelter more refugees longer?" RefugePoint asks, "What are the long-term solutions that will enable refugees to lead healthy, dignified lives and become contributing members of society again?"

TWO SOLUTIONS

We focus on two main outcomes for refugees: resettlement and self-reliance.

RESETTLEMENT



Resettlement involves permanently relocating refugees to a safe country where they can rebuild their lives.

Like Joy, Praise, and Faith (left), who were resettled to the U.S. (story page 11).

SELF-RELIANCE



Self-reliance involves stabilizing refugees in the countries to which they have fled and helping them to advance, socially and economically, so that they can meet their essential household needs.

Like Jean-Pierre (left), who began selling shoes to a niche market to support his family (story page 15).

THREE TACTICS

Our work to improve resettlement and self-reliance outcomes involves:

DIRECT SERVICES

Providing services to meet the needs of individuals and households

FIELD BUILDING

Supporting other organizations to accelerate and expand programs for reaching refugee populations

SYSTEMS CHANGE

Influencing policy and decision-makers to drive large-scale change





RefugePoint refers to the turning point in refugees' lives when we are able to help put them on a path to

**SAFETY
HOPE &
STABILITY**

Message from RefugePoint's Executive Director

Confronting the unprecedented global challenge of refugee displacement takes imagination and ingenuity. The trends are disheartening: The world has more than 25.4 million refugees. On average, it takes them 20 years to return home. Many face dangerous and deadly journeys. In an about-face on a successful resettlement program, the U.S. government has largely barred America's doors. Climate change will only increase forced displacement.

The overall picture highlights the need for new approaches. This is where RefugePoint has always excelled, thanks to our private funding, nimbleness, and creativity.

Despite the setbacks, many countries are expanding resettlement opportunities. This year we sent Resettlement and Child Protection Experts across Africa and to the Middle East to resettle refugees and train other organizations. Since our founding, we've directly helped 54,049 refugees access resettlement and have contributed to the resettlement of 1.2 million.

Those stuck indefinitely in host countries tell us they want to support themselves and their families. The Sustainable Development Goals and other international agreements reflect refugees' desire for self-reliance. Humanitarian responses must adapt to this new global intention. We need a new paradigm for humanitarian response that turns from emergency aid and focuses on self-reliance and the conditions that make it possible.

Our flagship program in Nairobi, which reaches more than 10,000 refugees annually, enables self-reliance and has inspired us to build, with partners, a global network of agencies to promote opportunities for self-reliance.

Advancing solutions for refugees will take creativity and new forms of collaboration and partnerships. We must discard traditional aid models and find new ones. In short, we must reimagine humanitarian response.

Sasha Chanoff, Founder and Executive Director

**MORE THAN
25
MILLION REFUGEES
WORLDWIDE**

**MORE THAN
54,000
Refugees whom we have
directly helped to access
resettlement since our
founding in 2005**

**20
YEARS
The average length of
time before a refugee can
return home**

ORGANIZATIONAL HIGHLIGHTS

DEVELOPMENT

In March, the crowd-funding platform for women, Go Jane Give, organized the #read4refugees campaign to benefit RefugePoint, raising nearly \$17,000. The campaign encouraged participants to choose a night to stay home instead of going out, and to donate the money they would have spent to RefugePoint. Several high-profile authors—including Isabel Allende, Yann Martel, and Jodi Picoult—participated and publicized the campaign. In June, RefugePoint embarked on a \$300,000 matching campaign with Focusing Philanthropy, which links organizations and private philanthropists. The partnership bolstered fundraising efforts and paved the way for us to build new relationships. In November, RefugePoint launched a successful #GivingTuesday campaign, raising over \$31,000 in a single day. We are grateful for the anonymous donor match and for our supporters around the world.

INFRASTRUCTURE

As RefugePoint grows, we deliberately review infrastructure and systems requirements and incorporate opportunities to reinforce infrastructure into workplans. Among infrastructure-building efforts in 2017, the Urban Refugee Protection Program (URPP) in Nairobi began building a program database. This investment will ensure quality, improve programs, and monitor results, yielding significant future benefits. The URPP is our first comprehensive database management information system and we anticipate gains in efficiency, the ability to track and analyze program activities, and reinforce the benefits of our integrated case management approach.

EVENTS

In November, RefugePoint staff helped to produce a panel discussion in New York, “Systems Thinking as a Response to the Global Refugee Crisis.” The Tri-State Area Africa Funders Network hosted the event with Fidelity Charitable, the B Team, Focusing Philanthropy, the New England International Donors, and the New York University Social Entrepreneurship Program. Panelists considered whether systems change models can address refugees’ unmet needs. Representatives from philanthropic, government, nonprofit, and business sectors discussed the importance of collective action in responding to the global refugee crisis. The event yielded funding commitments and the possibility of creating a high-profile launch event for the Self-Reliance Initiative and organizing similar discussions to generate collective action among an expanded group of stakeholders.

BOARD AND STAFF

In 2017, RefugePoint benefitted from the combined strength of its Board Directors and staff. In December, the Board recognized Jessica Houssian for her dedicated service as Chair since 2013. In turn, William Mayer, a Director, was elected to serve as Chair. Also in 2017, Laurie Franz was appointed Director, bringing additional expertise and capacity for agency guidance and oversight. With elections in Kenya posing significant uncertainty, Jacob Bonyo, RefugePoint’s Country Director, maintained a stable environment among staff and reassured clients during unstable times. Adding stability of another sort, RefugePoint welcomed Haley Rodgers as Director of Development, based in RefugePoint’s Cambridge office.



PROTECTING CHILDREN

Ensuring that children are safe and protected is a priority in our resettlement and self-reliance work. Child refugees are at especially high risk, and all of our programs prioritize them. We achieve this through direct assessment and stabilization services and by collaborating with our network of program partners.

For separated or unaccompanied minors, we assess circumstances and recommend actions. For children living with their parents, we provide family supports including food, rent, access to health services, and school enrollment. We prioritize education as an important child protection strategy, as it encourages social integration and increases accountability and overall safety. In 2017, we began supporting secondary school opportunities by awarding scholarships and developing partnerships to expand education for refugees.

In December, RefugePoint collaborated with scholarship partners Xavier Project and the Jesuit Refugee Service to sponsor a three-day education camp. Some 300 scholarship recipients shared ideas about how to increase access to education among refugee children.

In June, RefugePoint's Nairobi office hosted and co-chaired the Nairobi Child Protection Forum with the African Network for Prevention and Protection of Children from Abuse and Neglect. The Forum's mission is to strengthen government and community-based responses to child abuse and neglect among children in Kenya. More than 40 participants from 15 agencies attended the meeting.



FROM THE FIELD

In 2017, we expanded our presence to the Middle East and North Africa Region. The following is a first-person account from RefugePoint's Child Protection Expert based in Iraq in 2017, who worked with Yazidi children separated from their families after being captured by the Islamic State of Iraq and Syria (ISIS). With the Expert's assistance, we processed vulnerable refugees from this population for resettlement to Canada.

"Having worked as a Child Protection Expert for four years in five different countries, I have developed a habit of preparing myself for the job by collecting as much information as I can about the locations where I will be working. No amount of research could have prepared me for the horrendous stories of the Yazidi survivors who had been held captive by ISIS. Most of the children that I interviewed had undergone extreme physical and emotional torture, and had been separated from their parents.

One child I interviewed was Khalil. In 2014, at age 9, Khalil and his family were captured by ISIS in northern Iraq. Khalil was separated from his family and forced into military training. Khalil sustained gunshot and grenade wounds during the training and spent three months

recovering. Injured, and no longer able to carry weapons, he was sold into slavery. He faced many medical complications and was not able to perform household chores. Khalil was sold and placed in one home after another and was finally forced to live on the streets. In July 2017, he was rescued in Iraq, where I interviewed him and helped to process his resettlement case. Miraculously, Khalil's mother and many of his siblings had also survived and had already been resettled to Canada. I was able to help expedite Khalil's case so that he could be reunited with his family. Today, Khalil, age 13, lives in a safe environment, surrounded by his family."

"I was able to help expedite Khalil's case so that he could be reunited with his family. Today, Khalil, age 13, lives in a safe environment, surrounded by his family."

RESETTLEMENT

Resettlement involves permanently relocating refugees to a safe country where they can rebuild their lives.

Resettlement is often the best option for refugees who cannot return home and cannot reside safely in the country to which they have fled.

In Nairobi, our resettlement program aims to identify our most at-risk clients. In addition, our global deployment program reaches thousands of refugees in remote and often dangerous locations where refugees are chronically overlooked and/or underserved.

The United States Refugee Admissions Program (USRAP) changed dramatically in 2017. The number of refugees being resettled to the U.S. dropped precipitously, and new policies referred to as “travel bans” directly affected our work and the lives of the refugees we serve. For example, in 2016 we referred 5,283 refugees for resettlement; in 2017, our referrals dropped to 1,725.

Responding to the changing environment, we redirected our efforts and resources to focus on reinforcing infrastructure to support longer-term resettlement efforts. In doing so, we more than doubled the number of individuals trained in resettlement (1,251 individuals trained in 2017, an increase from 572 in 2016). We also began looking for opportunities to expand resettlement in other countries.

In addition to building resettlement capacity through training, 2017 provided further opportunities to reinforce infrastructure, build capacity, improve quality, strengthen local resettlement systems, and hone approaches for identifying refugees for resettlement to countries other than the United States.



JOY PRAISE & FAITH

Joy is a Congolese refugee and former RefugePoint client who was resettled to the U.S. in July 2016. When she became involved in the women’s movement in her country, Joy and her family were persecuted, and Joy was violently attacked. After fleeing to Kenya with her daughter, Praise, RefugePoint assisted them with rent, food, education, and medical assistance and helped to process their resettlement to the U.S. We visited Joy at her home in Nairobi in April 2016, and she told us about her hopes for resettlement, which was uncertain at the time.

“I want to work hard for my daughter, give her a future. I am a single mother, so I don’t want her to repeat my story. I want her to be safe, study, go for work. I am going to work hard. I am going for resettlement so that I can continue my work. I will never stop. Nobody can stop my voice, because I know what I went through, and I am the right person to talk about it.”

After being resettled, Joy was able to reunite with her partner in the U.S. thanks to the wonders of social media, and they now have a baby, Faith.

RESETTLEMENT

How did the travel ban and changes to the U.S. Refugee Admissions Program directly impact our clients?



As reported in the *Washington Post* in December, dozens of urgent refugee medical cases stalled because of changes to the U.S. Refugee Admissions Program. This directly affected our 12-year-old client, Samira, who suffers from a life-threatening congenital heart condition and cannot access treatment in Nairobi.

Staff in Ali Sabieh, Djibouti, served as the focal point for all resettlement activities for nearly 20,000 refugees. In addition to interviewing clients and writing referrals, our Resettlement Expert also traveled to refugee camps to raise awareness about the new policy constraints in an attempt to manage expectations.



The travel ban particularly affected large families because the U.S. is the only country accepting families of six or more. RefugePoint staff in Cairo, Egypt, have maintained communication with many Sudanese and Somali families composed of six or more members whose cases have been placed on hold because of the uncertainty surrounding the U.S. program and the lack of other resettlement options.

RESETTLEMENT HIGHLIGHTS

DIRECT SERVICES

Providing services to meet the needs of individuals and households

- In 2017 RefugePoint staff referred 1,725 of the most at-risk refugees for resettlement from 32 locations in 24 countries.
- Our work expanded to two new countries and two new locations (Tripoli, Libya, and Dohuk, Iraq).
- Since its founding in 2005, RefugePoint has completed resettlement referrals or resettlement-related casework for 54,049 refugees.
- We completed child protection assessments for 423 children in 17 locations in 2017. These assessments enable us to evaluate circumstances and make a recommendation for refugee minors.
- Our staff assisted in administering child protection assessments for an additional 1,532 refugee children in 2017.

FIELD BUILDING

Supporting other organizations to accelerate and expand programs for reaching refugee populations

- The number of UNHCR and partner agency staff trained on resettlement and related casework more than doubled in 2017, expanding knowledge and building capacity for resettlement work. We hosted 56 trainings attended by 1,251 partner staff, up from 572 partner staff trained in 2016.
- Staff based in Malaysia worked with UNHCR to develop a Partner Referral Network. Recognized as an innovative, collaborative approach, this program expanded capacity for identifying refugees in need of protection and assistance. In 2017, more than 50 organizational partners enrolled in the network, significantly strengthening UNHCR's ability to reach and support refugees in Malaysia. The model has received positive attention and we will assess opportunities for replicating the design in other locations.

SYSTEMS CHANGE

Influencing policy and decision-makers to drive large-scale change

- We deployed a Senior Resettlement Expert to UNHCR's headquarter office in Geneva, Switzerland, to spearhead the production of the Projected Global Resettlement Needs (PGRN) report. The PGRN, produced annually, details global resettlement priorities for the coming year and reports on outcomes from the previous year. By offering highly qualified staff to support the process, RefugePoint influenced resettlement planning and reporting in ways that may not have otherwise been possible. We ensured that the PGRN included historical data reflecting both the outcome and original targets for each resettlement country for each of the past three years, providing a more transparent and meaningful assessment of resettlement successes and shortfalls. We advocated for including a metric designed to promote equitable access to resettlement. We also strengthened our relationship with UNHCR, a key partner in all that we do.

SELF-RELIANCE

Self-reliance involves stabilizing refugees in the countries to which they have fled and helping them to advance socially and economically, so that they can meet their essential household needs.

Although UNHCR's primary mandate is to provide protection and find "durable solutions" for refugees, in recent years fewer than 3% of all refugees in the world have been able to return home, obtain citizenship in the country to which they have fled, or resettle safely to a third country. As a result, the vast majority of refugees remain in protracted states of uncertainty, frequently dependent upon outside aid, without basic legal protections such as the right to work, the ability to move about freely, or the ability to own property and access public services.

Our URPP provides direct services, including housing and food assistance, counseling, small business training and grants, access to education and health care to thousands of refugees in Nairobi. The program supports clients on the path from vulnerability, to stabilization, to self-reliance, and graduation from services.

Our model demonstrates that it is possible for urban refugee households to regain stability and self-reliance, even in the absence of full legal rights. Nairobi serves as our learning laboratory, allowing us to test innovative approaches and refine practices before disseminating successful practices more broadly.

In 2017, our Self-Reliance Community of Practice (CoP), managed in partnership with the Women's Refugee Commission, continued to gain momentum. Among the 18 participating organizations are representatives from nongovernmental organizations, governments, multilateral agencies, foundations and philanthropists, and research institutes. The CoP has emerged as a vital forum for coordination and joint action among organizations committed to expanding opportunities for refugees to become self-reliant and achieve a better quality of life. The CoP has developed and is now piloting the Self-Reliance Index. We will use this tool to raise awareness of the need for global action to expand effective self-reliance programming.

A STORY OF SELF-RELIANCE



Jean-Pierre and his family fled the civil war in their home country of the Democratic Republic of Congo, and arrived in Nairobi, Kenya, in 2016. Despite facing difficult living conditions in Nairobi, Jean-Pierre, his wife Julie, and their five children began caring for a pregnant unaccompanied minor who had also escaped the war. With a large family to care for, Jean-Pierre struggled to provide for the needs of the household.

As with many refugees displaced by civil war, Jean-Pierre and Julie experienced severe trauma. With leadership from the RefugePoint counseling team, they participated in individual counseling sessions and joined other refugees in counseling groups.

In March 2017, Jean-Pierre attended a RefugePoint-sponsored business training and received a seed grant of \$200 to invest in a business selling shoes. Jean-Pierre identified a niche market in Murang'a, a town about an hour from Nairobi, where he now travels three times a week to sell shoes door-to-door and at marketplaces.

Jean-Pierre's business has grown steadily, benefitting from client referrals. Jean-Pierre jokingly stated that even though he doesn't speak the local language in Murang'a, he is able to bargain successfully with his clients.

"I am very grateful to RefugePoint for all of their support. Now we are never at risk of not having food on the table or of not having school fees for my children. We never sleep hungry."

Jean-Pierre has kept meticulous records of his sales and routinely sets aside a portion of his profits to build savings. With the income generated from his business, Jean-Pierre moved his family into a safer and more spacious home, and now sets aside funds to pay for his children's school fees for the year. Jean-Pierre plans to expand his business and intends to sell handbags in addition to shoes.

SELF-RELIANCE HIGHLIGHTS

DIRECT SERVICES

Providing services to meet the needs of individuals and households

- 10,419 refugees reached in Nairobi, Kenya, through outreach and education efforts
- 302 clients graduated from our services
- 1,602 core clients served through the Urban Refugee Protection Program
- 2,818 refugees received health services
- 1,171 refugees received food assistance
- 329 refugees received education grants
- 393 refugees received group counseling services
- 199 businesses were launched by refugee clients

FIELD BUILDING

Supporting other organizations to accelerate and expand programs for reaching refugee populations

- Responding to needs identified by UNHCR Zambia, we sent a team to assess opportunities for building capacity to support self-reliance efforts among urban refugees in Lusaka. Based upon the assessment, RefugePoint provided livelihoods training (direct and training of trainers) for UNHCR's implementing partner and provided technical assistance to strengthen existing efforts.
- Further supporting capacity-building efforts in Zambia, we placed a Livelihoods Expert in Lusaka to assess and strengthen systems, reinforce self-reliance program capacity, and begin implementing a livelihoods pilot. To support the transfer of learning from our self-reliance program in Nairobi, we awarded funds to Caritas Zambia. We hosted UNHCR and Caritas staff in Nairobi to share our approach and tools and to identify opportunities for continuing the learning exchange. In March, we held an observation day at our Nairobi office to demonstrate our unique self-reliance program model.

SYSTEMS CHANGE

Influencing policy and decision-makers to drive large-scale change

- The Refugee Self-Reliance CoP grew from 11 to 18 members. The entities include Asylum Access, Christian Aid UK, Danish Refugee Council, HIAS, the IKEA Foundation, International Rescue Committee, the Joint IDP Profiling Service, Mercy Corps, Oxford Refugee Studies Centre, RefugePoint, Regional Durable Solutions Secretariat, Samuel Hall, Save the Children, Trickle Up, UNHCR, U.S. State Department/PRM, the West Asia and North Africa Institute, and the Women's Refugee Commission.
- RefugePoint invested considerable time in raising awareness with potential donors about the need to support refugee self-reliance activities in addition to emergency response. These efforts took the form of presentations to large and small groups and bilateral discussions with major donors and foundations. In each instance, RefugePoint directed attention not just at its own work, but at the vital work of its CoP partners and the field broadly.

SELF-RELIANCE WORKSHOP



RefugePoint and the Women's Refugee Commission convened an in-person workshop for Self-Reliance CoP members in March 2017 in Nairobi. Outcomes of the convening included alignment on a definition of self-reliance, principles to underpin programming, and essential assessment domains for measuring self-reliance.



Using the input from the workshop in Nairobi, RefugePoint and the Women's Refugee Commission developed a draft Self-Reliance Index intended for broad use by CoP members and others.

The Lifeline

Every RefugePoint donor is a valued member of a global community, working with us to create a safer and brighter future for refugees. We are grateful for all of your generous gifts. The following donors provided outstanding support (\$1,000-\$9,999) in 2017.

Roswitha and AJ Agarwal
 Ansara Family Fund
 The Apatow-Mann Family Foundation, Inc.
 Anna and Dean Backer
 Dr. Jonathan and Monique Bamel
 Julie Banks
 Ken and Auli Batts
 Morreen Bayles
 The Benevity Community Impact Fund
 Jenny Bond
 Ed and Amy Brakeman Fund
 Carl and Suzie Byers
 Campbell Foundation Fund
 Alison Carlson
 Colette Julie Cerve
 Nicole Chang
 Sasha and Marni Chanoff
 Susan Cohen
 The Katherine Collins Fund
 Roger Crystal
 Grambrindi Davies Fund
 Lauren Dias and Peter Kochansky
 Melissa and Tom DiTosto
 David & Deborah Douglas
 Becky Draper
 Daniel and Colleen Draper
 Kitty and Michael Dukakis
 Elvis Duran
 The Ettinger Foundation
 John and Stacey Fisk
 Elizabeth Floor
 The Matthew and Sarah Forti Charitable Fund
 Laurie T. Franz Fund

Gregory Freeman
 FThree Foundation
 Ross and Janice Goodman
 The Gussack-Stein Charitable Fund in honor of Vilas Dhar and Julia Fetherston
 Michael Gutttag
 Joy Heising
 Evan and Florence Janovic
 Jewish Community Foundation of LA (Bobby Newmyer Memorial Fund)
 Brad Johnson and Jacquelyn VanderBrug
 Mr. and Mrs. D.B. Kaplan
 Robert and Joyce Kleiner
 Sirkku and Harri Konttinen
 Hendrik Kranenburg
 Rachel Kuhnert
 John and Randi Lapidus Fund
 The Lehner Fund
 Nathan Levine
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 The Susan Sarandon Charitable Foundation
 Karen Kehela Sherwood and Ben Sherwood
 Simon Family Philanthropic Foundation Inc.
 William Sloane Jelin Foundation
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 Henry Steinberg
 Christopher Trost
 Jill Tufts and Patrick Ruth
 Charles A. Walsh Fund
 Frances Watts
 Rick and Patti Wayne
 Mary and Ted Wendell
 Rebecca Wright and Michael McDonald
 Drew and Elena Zager
 Gita Zarnegar
 Anonymous (3)

With very special thanks to the following donors who showed extraordinary support (\$10,000-\$49,999+) for our mission in 2017.

Alchemy Foundation
 The Isabel Allende Foundation
 Arlene Foundation
 Deborah and Gregory Brill
 Matt and Lisa Chanoff
 Stephanie Dodson Cornell and James Cornell Family Foundation
 English Family Gift Fund
 Go Jane Give
 The Good Lie Fund
 The Gussack-Stein Charitable Fund
 Mike and Sara Henry
 Holzer Family Foundation
 The Houssian Foundation
 Susan Lowenberg and Joyce Newstat Lowenberg
 May & Walt Family Charitable Fund
 William Mayer and Diane Currier
 The Moriah Fund
 Edward Roche and Denise Nicoli-Roche
 Schawbel Family Fund
 Seed the Dream Foundation
 Select Equity Group Foundation
 The Shapiro Foundation
 Stephanie and Fred Shuman Foundation
 Sidhu Singh Family Foundation
 Edward Stern and Stephanie Rein
 Walker Family Foundation
 Anonymous (1)

We could not have achieved all that we did in 2017 without the integral donors who generously invested (\$50,000+) in our mission to make long-term, systematic change.

AJG Foundation
 The Charitable Foundation
 CLAWS Foundation
 Elmo Foundation
 Focusing Philanthropy
 The Horace W. Goldsmith Foundation
 Goodwin Procter LLP (In Kind)

Hawk Foundation
 IKEA Foundation
 Imago Dei Fund
 Jasmine Social Investments
 Jester 003 Charitable Trust
 G. Barrie Landry
 Landry Family Foundation
 Newman's Own Foundation
 UNHCR
 Anonymous (2)

We also thank our monthly sustainers for their consistent support and recognition that serving refugees is a complex and ongoing process.

Howard Anby
 Thomas Batcho
 Sherry Belisle
 Catherine Burns
 Hao Chen
 Nancy Cliff
 Andrea Edge
 Matthew Engler
 Carmelita Franco
 Elizabeth Gray
 Amy Halliday
 Ranita Hillis
 Hunter Holm
 Kim Kather
 Jim Lassiter
 Susan Lawrence
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 Maria Maldonado
 Leah Mendelson
 Brenda Peluso
 Kelly Pierce
 Jenna Schofer
 Peter Shirley
 Jesse Simon
 Sarah Smith
 Pamela Strohmaier
 Sofie Vandeputte

Financial Statement

Condensed Audited Statement of Activities for the years ended Dec. 31, 2017 and Dec. 31, 2016 (in thousands)

	2017	2016
Operating Revenues		
Contributions & Grants	2,910	4,365
Contributed Goods & Services	106	23
Cooperative Agreements & Contracts	1,424	1,686
Interest Income & Other	46	152
Total Operating Revenues	4,486	6,226

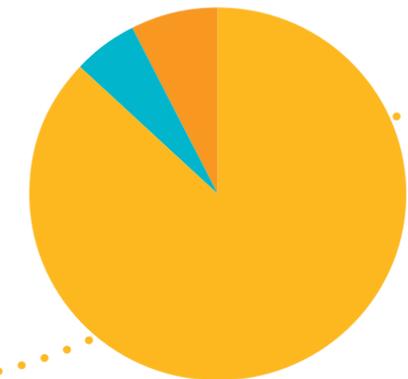
Operating Expenses		
Program Services		
Africa-Wide Refugee Protection Programs	2,456	2,173
Nairobi Urban Refugee Program	1,786	1,368
Total Program Services	4,242	3,541

Supporting Services		
General & Administrative	363	392
Fundraising	271	314
Total Supporting Services	634	706

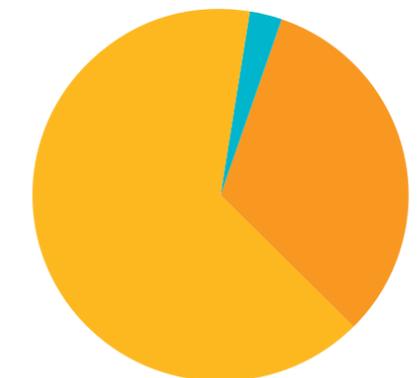
Excess (Deficiency) of Operating Revenues Over Operating Expenses		
Excess (Deficiency) Related to Unrestricted Funds	825	200
Excess (Deficiency) Related to Temporarily Restricted Funds*	(580)	1,778
Non-Operating Activities (Net)	(19)	18
Increase (Decrease) in Net Assets	226	1,996
Net Assets at Beginning of Year	5,077	3,081
NET ASSETS AT END OF YEAR	5,303	5,077

*Complete financial statements, audited by Alexander, Aronson, Finning & Co., P.C., available upon request.

EXPENSE RATIOS



REVENUE SOURCES





REFUGEP^{POINT}

A LIFELINE FOR FORGOTTEN REFUGEES

689 Massachusetts Avenue | Cambridge, MA 02139 | Email: info@RefugePoint.org | Tel: 617-864-7800

www.refugepoint.org

Photos: Nancy Farese on behalf of RefugePoint (front cover, pages: 2, 3, 11, 12), Alexis Felder (pages: 7, 17), Angellah Khamala (back cover, pages: 8, 12, 7), Catherine Tangai (front cover, pages: 2, 15). Design: Alexis Felder.