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It is, once again, my honor to write as Chairman of the Board of the International Centre for Missing & Exploited Children (ICMEC), a powerful force for good working around the world to eradicate child abduction, child sexual abuse and exploitation.

Sixteen years ago, ICMEC was created to help change the world - and that is what we are doing! Since its early days, the ICMEC team has worked around the globe with many international partners to safeguard children. We have responded to irrefutable child protection needs with research, advocacy, training, and the creation of an ever-widening circle of people - like you - who believe that every child deserves a safe childhood.

Thanks to extraordinary work done by The Koons Family Institute on International Law & Policy over the past decade, 127 countries have introduced new child protective legislation or improved existing laws. A much newer but equally impactful project is our partnership with the International Task Force on Child Protection, through which we are reaching out to educators around the world to ensure that they have the best understanding of how to create safer environments for children - and how to respond if they fear that abuse may have taken place. We are growing our Global Missing Children’s Network to ensure an ever-widening partnership with individuals and organizations who agree with us that a missing child is a vulnerable child. We also continue to add members to our Global Health Coalition, supporting both research and action, as we raise issues, increase awareness and ensure that the world understands the health consequences to our children of exploitation and abuse – and helps us stop it.

Our approach to these global issues is multidisciplinary: educators, healthcare professionals, NGOs, law enforcement, government, and industry are working with us to build the strongest possible network of concerned adults.

I am proud of my fellow Board members, whose interest in and support of this important work is inspiring. I thank them for their service. I am proud of the ICMEC staff, whose efforts are tireless and whose dedication to the mission is nothing short of magnificent. Finally, I am proud and grateful to have all of you as supporters of ICMEC’s vision. We will gather next year in New York City on May 4, 2017, for our third annual gala in support of this critical work. I hope you will join us once again!

In this Annual Report, you will read much more about our work and what we hope to do in the years ahead. Our work is compelling and necessary. And we cannot do it without you. Thank you so very much for your continuing support.

Dr. Franz B. Humer
Chairman of the Board
OUR VISION

Making the world a safer place for children by eradicating child abduction, sexual abuse and exploitation.

OUR MISSION

We advocate, train and collaborate to protect the world’s children.
AMBASSADOR MAURA HARTY, RET.

“I am dedicated to ICMEC’s mission because one child harmed is one too many.”

MESSAGE FROM THE

PRESIDENT & CEO

2015 was a bit of a breakout year for ICMEC. We fostered new partnerships, increased the size of our Global Health Coalition membership and added several key members to the team. Dr. Jordan Greenbaum now leads our Global Initiative for Child Health & Well-Being; her peripatetic travel demonstrates that there is a large and receptive audience eager to learn more about child safety and protection issues. We welcomed Leah Fraley as our Director of Marketing & Development; she has enhanced our messaging in print and social media, broadening the base of people who support our work. The website we launched in November 2015, curated beautifully by Chief Financial, Legal & Administrative Officer Jessica Sarra, is also ably supported by our new Chief Technology Officer Mike Cachine. Together with veteran team members, ICMEC is researching, writing, teaching, and training more than ever before. We are dedicated to creating safer childhoods for all children because one child harmed is one child too many.

Over the last year, our global training programs have increased in quantity and quality. While our law enforcement training continues to be very well-received, we also have expanded its parameters and fused our coursework, combining prevention, healthcare and other elements to our long-standing programs when they appropriately fit the needs of participants.

Our work on missing children’s issues continues to grow. In 2015, we released a Model Framework document so that all first responders better understand the issue of missing children and child abduction, and how to combat it. We laid the groundwork for new memberships in our Global Missing Children’s Network. We renewed our emphasis on the Hague Convention on International Child Abduction and are providing the statistical information and analysis necessary for a 2017 Special Commission meeting in the Hague to evaluate the Convention’s effectiveness. 95 signatory countries will rely on ICMEC’s work as they seek to tackle the issue of parental child abduction.

In the next few pages, you will read about a dynamic organization, working around the clock and calendar for maximum effectiveness and impact. We are listening to our interlocutors and responding to their needs.

Vision, partnership and good hard work are our stocks in trade. We are grateful for your support and hope to always have you at our side. Together, we are making a difference.

Ambassador Maura Harty, ret.
President & CEO
In 1996, Belgium was shaken by the tragic "Dutroux Affair." Over the course of many years, Marc Dutroux, an unemployed electrician and father of three, committed a series of kidnappings, rapes and killings of an unknown number of teenage girls. As the atrocity of his crimes was disclosed, the public became very critical of the way the authorities handled the case. More than 300,000 Belgian citizens expressed their anger in the now-legendary "White March," and shortly thereafter, the Belgian Prime Minister visited the U.S.-based National Center for Missing & Exploited Children (NCMEC). He asked that NCMEC establish a center in Brussels to which NCMEC's President responded, "You do not need an American solution to this problem – you need a Belgian solution. But we will help." NCMEC then worked with the Belgian government, private sector leaders, victim parents, and law enforcement to create the Brussels-based Child Focus.

Other countries began visiting NCMEC and asking for help. While NCMEC was able to provide training, technical assistance and support, it was difficult for the organization to become too involved in international programs and operations without diverting time and resources from its core mission of serving America’s missing and exploited children. Therefore, in May 1997 the NCMEC Board of Directors authorized the creation of the International Centre for Missing & Exploited Children (ICMEC). ICMEC’s Board of Directors held its first meeting in May 1998, and ICMEC was officially launched in April 1999 at a ceremony hosted by the British Ambassador in Washington, D.C.

Today, through our headquarters in Alexandria, Virginia, ICMEC works around the world to advance child protection and safeguard children from abduction, sexual abuse and exploitation.

ICMEC has regional representation in Brazil and Singapore. Together with an extensive network of public and private sector partners, ICMEC’s team responds to global issues with tailored local solutions.

ICMEC is committed to building a safer world for all children by advocating for improved protections, providing the necessary tools and training to those on the frontlines, and collaborating with partners around the world. ICMEC believes that safeguarding children is a responsibility we all share — creating a world that is safe for today’s children and even safer tomorrow.
ICMEC deploys instructors and technology tools to bolster the capacity of law enforcement, physicians, nurses, educators, and other child-serving professionals to give them the resources they need to combat child abduction, sexual abuse and exploitation.

ICMEC advocates for changes in laws, treaties and systems to protect children worldwide.

ICMEC collaborates globally with civil society, governments and private industry, encouraging partnerships and coordination that create value and motivate real change in the lives of children around the world.
The sexual abuse and exploitation of children is dauntingly pervasive around the world, regardless of income and development levels. The world’s primary response to this problem has been through law and law enforcement. That response, while vital, is not sufficient.

At the end of our 2011 Rome Forum, where ICMEC called for global action to protect children and stop the abuse of their rights, participants adopted The Declaration of Rome, which established the Global Health Coalition (GHC). Members of the GHC include pharmaceutical, hospital and other healthcare leaders.

The GHC exists to address child sexual abuse and exploitation as a public health crisis by:

- Promoting epidemiological and clinical research to understand the magnitude of the problem and its impact on a child’s health;
- Improving victim recognition and identification;
- Improving skills of adults working in child-serving professions to recognize, prevent, and stop child sexual abuse and exploitation;
- Identifying gaps in victim services and improving those services; and
- Intervening earlier to prevent child sexual abuse and exploitation.

Currently the GHC is advocating for changes to the World Health Organization’s International Classification of Diseases (ICD). The ICD code system is used by healthcare professionals worldwide to collect data on specific diseases, injuries and medical conditions experienced by patients in order to inform public health prevention efforts. Information gathered from the ICD database can help us estimate the prevalence of certain conditions in the world, identify the people who are at highest risk, understand the adverse effects associated with the conditions, determine whether or not treatment strategies are effective, and calculate the cost of diagnosis and treatment procedures. ICMEC has submitted a proposal to create new codes to specify the various types of sexual exploitation. These additions, if adopted, will not only provide substantial clinical value, but also data that allows scientific analysis and informs global health and prevention initiatives.

Engaging the Healthcare Community

While the 2011 Rome Forum launched the GHC and started the conversation about child sexual abuse and exploitation...
as a public health crisis, it was only the beginning. We are now partnering with the health community to increase the recognition, identification and treatment of victims of child sexual abuse and exploitation. Through education, train-the-trainer programs, visiting medical exchanges, and targeted research, ICMEC is living its mission more than ever before by providing the healthcare community with resources to recognize and respond appropriately to suspected child sexual abuse.

**Resources for Educators**

No country is immune to child sexual abuse and exploitation. It is a worldwide phenomenon that impacts every nation, and countless children each year. While schools should be safe havens for children, there are still far too many reports of sexual abuse in schools, and several high-profile cases involving the international school community in particular.

International schools face many unique challenges including:

- Conducting background checks and vetting applicants for vacant teaching and staff positions;
- Training culturally-diverse communities of students, parents, teachers, and others within the school setting on child protection best practices; and
- Responding to emergencies – and allegations of abuse – in countries where relevant laws vary widely, or may be non-existent.

In response to these concerns, the international school community came together in 2014 to establish the International Task Force on Child Protection (ITFCP), an initiative aimed at improving the ability of these schools to protect students from child predators. Through conversations with relevant stakeholders, the need for immediate access by international schools to resources, best practices and training on a wide range of issues related to international child protection became clear. ICMEC emerged as the natural partner to coordinate with ITFCP, creating an Education Portal on our website for teachers and international school personnel around the world.

**Our Goals**

- Promote research to identify the risk factors for child sexual abuse and exploitation.
- Empower children to reach out to a trusted adult when faced with sexual abuse or exploitation.
- Educate adults to understand the warning signs of child sexual abuse and exploitation and provide them the skills needed to intervene.

**Our Impact**

- The GHC includes 33 health-sector members, including 6 of the largest pharmaceutical companies in the world, who have joined forces to address child sexual exploitation as a public health crisis.
- Through the Global Initiative for Child Health & Well-Being, ICMEC is partnering with the ITFCP to provide resources for educators and school personnel.
GLOBAL MISSING CHILDREN’S CENTER

Protecting children around the world from going missing or being abducted by providing resources for governments, law enforcement, NGOs, and families on prevention as well as the appropriate actions to take in the event a child does go missing.

Model Missing Child Framework

In an effort to facilitate more efficient investigations, management and resolution of missing children cases, ICMEC recognized the need for a robust, national missing child framework. The Model Missing Child Framework is a comprehensive strategy aimed at addressing the issue of missing and abducted children that includes legislative provisions, policies, practices, systems, mechanisms, tools, and other initiatives. The Model Missing Child Framework has since been peer-reviewed by experts around the world; it represents a best practice and an important step in changing the way the international community responds when a child goes missing.

Global Missing Children’s Network

Launched in 1998, the Global Missing Children’s Network (GMCN) is a collaborative venture bringing together partners in 24 countries on 6 continents to help recover missing and abducted children.

The GMCN has three primary objectives:

• Coordinate and build global awareness of missing and abducted children issues;
• Expand the Network’s reach and membership, and share best practices; and
• Provide access to a global missing children’s database and case management system.

To accomplish these goals, GMCN members work to raise awareness among local, regional and global communities on the issue of missing children. Issue-specific information is made available to the public through the GMCN website.

GMCN members actively collaborate and share experiences, best practices, tools, research and trends related to missing children and child abduction. The GMCN offers members access to other professionals working in the field and international experts working on the issues. GMCN members assist each other with developing, improving, implementing, and adopting best practices.

Once a year, members have the opportunity to meet in person at the annual GMCN Conference to discuss ways to strengthen the response to missing and abducted children. For the last five years, the Conference has been made possible through funding from the Motorola Solutions Foundation.

In addition to information-sharing among members, the GMCN also provides members with access to a free, multi-lingual database to which they can upload information about and photographs of missing and abducted children. Access to the database provides members with the tools needed to create posters of missing children, which can then be disseminated through different technology mechanisms (i.e., email, fax, Facebook, Twitter). Technology aids law enforcement during the most critical time in the search for a missing child. Distributing a child’s picture rapidly can mean the difference between a fast recovery and a prolonged search.

GMCN members, and others, join with us to commemorate 25 May – International Missing Children’s Day each year, to remember children who have gone missing and those who have been found.

To-date, the GMCN has members from Albania, Argentina, Australia, Belarus, Belgium, Brazil, Canada, Germany, Greece, Ireland, Italy, Jamaica, Mexico, the Netherlands, New Zealand, Poland, Romania, Russia, Serbia, South Africa, South Korea, Spain, the United Kingdom, and the United States.

Our Goals

• Increase membership in the GMCN to enhance international information sharing on missing children.
• Advocate and assist with the introduction of Rapid Emergency Child Alert Systems.
• Expand the use of technology in the recovery of missing children.
• Increase global support for the 1980 Convention on the Civil Aspects of International Child Abduction.

Our Impact

• We have helped 11 countries develop Rapid Emergency Child Alert Systems similar to AMBER Alert in the U.S. There are now at least 24 countries with alert systems in place.
• The GMCN currently has 24 member countries on 6 continents. In 2015, we welcomed our first Caribbean member country, Jamaica.
A missing child is a vulnerable child.

There is no commonly agreed upon definition of the term “missing child” in the international community.

What it means to be “missing” is understood in a variety of ways around the world. The concept is largely dependent on national context and cultural and social influencers. The lack of an agreed upon definition makes it difficult to know the full extent of the problem and to determine how best to protect children from going missing or being abducted or how to find them when they do.

Even with this challenge, it is estimated that:

- In Australia, 20,000 children are reported missing every year.
- In Canada, 45,288 children are reported missing each year.
- In Germany, 100,000 children are reported missing each year.
- In India, 70,000 children go missing each year.
- In Spain, 20,000 children are reported missing every year.
- In the United Kingdom, 112,853 children are reported missing every year.
- In the United States, 460,000 children are reported missing every year.

While many children who are reported “missing” are recovered or return to their homes voluntarily, a family and even an entire community can be forever changed by a missing child. Prevention, support for victims and their families, and aftercare are all important aspects of a comprehensive approach to the tragedy of a missing child.

*Visit www.icmec.org/missing-children-statistics for more information and reference details.*
Through the Global Training Academy, ICMEC provides child-serving professionals around the world with high-quality comprehensive training programs to improve victim identification, and build efficiencies around the identification, investigation and prosecution of people who victimize children.

Taking a multidisciplinary approach, our training programs provide participants with the skills, resources, and tools needed to manage the complex issues surrounding missing children, child abduction, child sexual abuse and exploitation. Working with subject matter experts from the fields of law enforcement, medicine, education, technology and child welfare, ICMEC makes sure that each training program is tailor-made to meet the individual needs of the sponsor.

**Law Enforcement Training**

A society cannot protect its children without an adequate number of law enforcement professionals who are properly trained, motivated and committed to their work. Recognizing this, in 2003 ICMEC began offering training to police officers, investigators, prosecutors, and other specialists. Training for law enforcement includes courses such as:

- Computer-Facilitated Crimes Against Children
- Investigating Online Child Sexual Exploitation
- Technology Tools to Combat Online Child Sexual Exploitation

**Education Portal**

ICMEC and ITFCP have joined forces to create the Education Portal and provide child-serving professionals with the resources they need to prevent and respond to child abuse, neglect and sexual exploitation no matter where they are in the world.

The Education Portal hosts a wealth of information for adults working with children. From fact sheets and training curricula to prevention strategies and school policies, the Education Portal is full of up-to-date resources to help empower adults working with children.

**Tools for Medical Professionals**

Doctors and nurses are often in a position to be the first to notice when a child is in trouble. By providing research, resources and training, we hope to increase the recognition, identification and treatment of child sexual abuse and exploitation.

In addition to our general health-related training programs, our Training for Healthcare Professionals includes courses such as:

- The Medical Evaluation in Suspected Child Sexual Abuse
- Basics of Child Physical Abuse for Healthcare Workers
- Child Trafficking: The Healthcare Worker Response
- Trauma-Informed Care of Suspected Victims
- Prevention Strategies for the Healthcare Provider

**Our Goals**

- Introduce advanced tools and technology to law enforcement around the world to increase the number of victimized children who are identified and the speed with which those children are recovered.
- Provide first-responder training focused on missing children investigations and the importance of having laws, policies and procedures specifically related to missing children.
- Conduct workshops on the development of Rapid Emergency Child Alert Systems, providing participants with an overview of the various types of systems, best practices, protocols and procedures, criteria for alerts, and steps involved in the development and launch of an alert system.
- Create online tools for teachers, parents and professionals who work with children.
- Offer multi-disciplinary training modules for healthcare workers, teachers and other professionals serving children.

**Our Impact**

- ICMEC has conducted more than 116 trainings across 6 continents.
- ICMEC has trained more than 10,395 law enforcement officers, investigators, prosecutors, and other specialists.
- In the past year, ICMEC has provided multidisciplinary trainings and workshops that cover a diverse set of subjects including ways to combat secondary stress associated with working on cases of online child sexual exploitation, and the victim-centered approach to online child sexual exploitation and how it intersects with cultural beliefs and attitudes.
ICMENC HAS PROVIDED TRAINING TO PROFESSIONALS FROM 117 COUNTRIES ACROSS 6 CONTINENTS

Albania
Algeria
Angola
Antigua & Barbuda
Argentina
Australia
Austria
Azerbaijan
Bahamas
Bahrain
Bangladesh
Barbados
Belarus
Belgium
Bermuda
Bolivia
Brazil
Brunei Darussalam
Bulgaria
Cambodia
Cameroon
Chile
China
Colombia
Costa Rica
Côte d’Ivoire
Croatia
Cyprus
Czech Republic
Democratic Republic of Congo
Denmark
Dominica
Dominican Republic
Ecuador
Egypt
El Salvador
Estonia
Ethiopia
Finland
France
Germany
Ghana
Greece
Grenada
Guatemala
Honduras
India
Iran
Ireland
Israel
Italy
Japan
Jordan
Kazakhstan
Kenya
Kosovo
Kuwait
Laos
Latvia
Lebanon
Lesotho
Liberia
Libya
Liechtenstein
Lithuania
Luxembourg
Macedonia
Malaysia
Mexico
Moldova
Mongolia
Morocco
Mozambique
Nepal
Netherlands
New Zealand
Nigeria
Norway
Oman
Pakistan
Panama
Paraguay
Peru
Philippines
Portugal
Qatar
Romania
Russia
Rwanda
Samoa
Serbia
Singapore
Slovakia
Slovenia
South Africa
South Korea
Spain
Sri Lanka
St. Kitts & Nevis
Saint Lucia
Sweden
Switzerland
Tanzania
Thailand
Trinidad & Tobago
Tunisia
Turkey
United Arab Emirates
Uganda
United Kingdom
Ukraine
Uruguay
United States of America
Uzbekistan
Venezuela
Vietnam
Zimbabwe
The Koons Family Institute on International Law & Policy

Combating child abduction, sexual abuse and exploitation on multiple fronts by conducting and commissioning original research into the status of child protection laws around the world, creating replicable legal tools, promoting best practices, building international coalitions, and collaborating with partners to identify and measure threats to children and ways ICMEC can advocate for change.

While the inter-connection between research, policy and advocacy may be clear, The Koons Family Institute also plays a crucial role in the other pillars of ICMEC’s mission: training and collaboration. Information gleaned from our reports is often integrated into ICMEC’s training programs. For example, ICMEC’s reports related to the Hague Convention on the Civil Aspects of International Child Abduction have been incorporated in training offered by the Global Missing Children’s Center. Likewise, our reports have been widely used by governments, law enforcement, NGOs, industry, and other stakeholders with whom we collaborate to better understand child protection issues and develop appropriate responses. Our Child Pornography: Model Legislation & Global Review has been praised as ICMEC’s long-standing “Rule of Law” initiative.

Projects

The Koons Family Institute completed some exciting work in 2015.

- In partnership with The World Bank, we undertook an Asian regional study on legislative responses for the protection of children from cybercrime. Adding Associação dos Juízes Federais da Primeira Região do Brasil as a co-author, we also published a similar study focused on Latin America.

- We actively participated in the Terminology and Semantics Interagency Working Group on Sexual Exploitation of Children convened by ECPAT to develop the Luxembourg Guidelines, which provide those working to combat child sexual abuse and exploitation with an understanding of the different terms and concepts they may encounter in their work.

Using the recently published Model Missing Child Framework, together The Koons Family Institute and the Global Missing Children's Center are pursuing a series of reports reviewing current legislation, policies and best practices related to missing children around the world.

We commissioned a comprehensive statistical study of cases under the Hague Convention on International Child Abduction in anticipation of the Hague Permanent Bureau’s 2017 Special Commission meeting.

In cooperation with the Global Initiative for Child Health & Well-Being, The Koons Family Institute is assisting with a literature review of existing research on healthcare services available to child sex trafficking victims.

**Internship Program**

Since 2009, we have worked to build a robust internship program to support our research initiatives, and we recently expanded the program to assist with ICMEC’s development, marketing and information technology efforts. In 2015, we hosted 27 interns from 7 countries and 15 educational institutions – bringing diverse backgrounds, skills and perspectives to the organization. The hard work and passion of our interns make it possible for ICMEC to undertake large-scale projects and produce numerous quality publications.

**Our Goals**

- Increase the number of countries developing and implementing policies and legislation that protect children.
- Improve the reliability and consistency of the data available on child abduction, sexual abuse and exploitation.
- Create replicable legal tools.
- Collaborate with partners in the field to identify and measure threats to children.
- Equip professionals with the skills needed to better understand and address issues related to child protection.

**Our Impact**

- Since *Child Pornography: Model Legislation & Global Review* was first released in 2006, 127 countries have refined or implemented new anti-child pornography laws.
- Since 2009, The Koons Family Institute has hosted approximately 180 interns and volunteers, resulting in over 30,000 volunteer hours dedicated to helping draft impactful studies on child protection legislation and a variety of other subjects.
- The Hague Convention statistical study, commissioned by ICMEC in 2015, will provide critical information for the Hague Permanent Bureau’s 2017 Special Commission meeting during which 95 signatory countries will evaluate the practical operation of the Convention.

"The Koons Family Institute team produces great work that has a far-reaching impact on the lives of children around the world. Their work brings to light information and ideas that span every aspect of child protection. I am proud of their efforts and their work."

Ambassador Maura Harty, *ret.*
CONSOLIDATED
STATEMENT OF ACTIVITY
YEAR ENDING DECEMBER 31, 2015

<table>
<thead>
<tr>
<th>SUPPORT AND REVENUE</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and Contributions</td>
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<td>$865,526</td>
<td>$1,992,227</td>
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<td>Interest Income</td>
<td>410</td>
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<td>410</td>
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<tr>
<td>Contributed Services</td>
<td>92,078</td>
<td>8,750</td>
<td>100,828</td>
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<tr>
<td>Gala (net of expenses totaling $266,166)</td>
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<td>271,523</td>
<td>890,943</td>
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<tr>
<td>Net Assets Released from Donor Restrictions</td>
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<td>(1,157,890)</td>
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<tr>
<td><strong>TOTAL SUPPORT AND REVENUE</strong></td>
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<td><strong>(12,091)</strong></td>
<td><strong>2,984,408</strong></td>
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<table>
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<tr>
<th>EXPENSES</th>
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<tbody>
<tr>
<td>Program Services</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Support Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and General</td>
<td>274,084</td>
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<td>274,084</td>
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<tr>
<td>Fundraising</td>
<td>239,284</td>
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<tr>
<td><strong>TOTAL SUPPORT SERVICES</strong></td>
<td><strong>513,368</strong></td>
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<td><strong>513,368</strong></td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>2,614,142</strong></td>
<td>--</td>
<td><strong>2,614,142</strong></td>
</tr>
</tbody>
</table>

| Change in Net Assets                     | 382,357      | (12,091)               | 370,266  |
| Net Assets at Beginning of Year          | 1,691,587    | 1,797,275              | 3,488,862|
| **NET ASSETS AT END OF YEAR**            | **$2,073,944**| **$1,785,184**         | **$3,859,128**|
## CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

### YEAR ENDING DECEMBER 31, 2015

<table>
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<th></th>
<th>Program Services</th>
<th>Management and General</th>
<th>Fundraising</th>
<th>Total Supporting Services</th>
<th>Total Expenses</th>
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<td>Professional and Contract Fees</td>
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<td>116,554</td>
<td>60,853</td>
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<td>510,484</td>
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<td>Travel</td>
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<td>2,588</td>
<td>3,096</td>
<td>5,684</td>
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<td>Supplies and Deliveries</td>
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<td>3,902</td>
<td>5,654</td>
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<td>Occupancy and Building Costs</td>
<td>286,248</td>
<td>32,745</td>
<td>32,745</td>
<td>65,490</td>
<td>351,738</td>
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<tr>
<td>Outreach</td>
<td>280,967</td>
<td>--</td>
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<td>--</td>
<td>280,967</td>
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<tr>
<td>Other</td>
<td>225,756</td>
<td>6,287</td>
<td>6,044</td>
<td>12,331</td>
<td>238,087</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$2,100,774</strong></td>
<td><strong>$274,084</strong></td>
<td><strong>$239,284</strong></td>
<td><strong>$513,368</strong></td>
<td><strong>$2,614,142</strong></td>
</tr>
</tbody>
</table>
OUR DEDICATED
BOARD OF DIRECTORS

Dr. Franz B. Humer, Chair
Chairman, Diageo plc
Ret. Chairman, Roche Holding Ltd

Baron Daniel Cardon de Lichtbuer, Chairman Emeritus
Honorary President, Missing Children Europe

The Honorable Mary Banotti, Vice Chair
Former Member, European Parliament

Victor Halberstadt, Vice Chair
Professor of Economics, Leiden University

Daniel H. Cohen, Treasurer
Surrounding Light Properties Corp.

Mihaela Geoană, Secretary
President, Fundatia Renasterea (Romania)

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