We, more than 300 people from 62 countries throughout the world, peoples affected by dams, fighters against destructive dams, and activists for sustainable and equitable water and energy management, have met in Rasi Salai, Thailand. We have met on land that is being restored to life after being flooded by a dam. The gates of the dam are now open, the river flows, the crops have ripened, the fish are starting to return, and community life is becoming vibrant once more. The dam-affected people of Thailand offer to us and to all peoples an example of determination and struggle to preserve lives, rivers, territories, culture, and identities.

These were the opening words of the Rasi Salai Declaration agreed to at Rivers for Life: the Second International Meeting of Dam-Affected People and their Allies, organized by International Rivers Network in 2003. Held in rural Thailand, the five-day conference was a resounding success, with activists and dam-affected people from all over the world exchanging strategies, sharing experiences, and gaining strength and inspiration from one other.

Our Thai hosts built a small village for the conference with meeting halls and dormitories made from bamboo, mud bricks, eucalyptus trees, and other local materials. The village was constructed by hand with volunteer labor from the local community that has been impacted by the Rasi Salai Dam. As a result of the dam, more than 15,000 people lost farmland, most without compensation. The dam blocked fish migration and destroyed a freshwater swamp forest that provided food and traditional medicine.

In 2000, the villagers of Rasi Salai succeeded in their campaign to open the gates of the dam. The Rivers for Life meeting site was located on a floodplain of the Mun River previously submerged by the reservoir. Many of the structures that were built for Rivers for Life will be used as a School of the River where the public can learn about the importance of healthy rivers.

The Rasi Salai struggle exemplifies the community-based campaigns that IRN supports. Our vision is a world in which Schools of the River are commonplace. “With unity and insistence, successes like in Rasi Salai can be achieved all over the world,” declared Phraijit Silaruk of Thailand’s Assembly of the Poor. We agree.

An Indian participant was asked how he would know if the meeting was a success. He responded, “My hope is simply to put fire in the bellies, steel in the backbones and hope in the hearts of people fighting large dams around the world.” We believe that this hope was realized during those five days in Thailand. The Rivers for Life meeting showcased the energy and commitment that exists within the movement for healthy rivers and human rights. Thank you for being a part of such important work.

Juliette Majot
Executive Director
Financial Statements 2003

Statement of Activities
Year Ended December 31, 2003 with Comparative Totals for the Year Ended December 31, 2002

<table>
<thead>
<tr>
<th>SUPPORT AND REVENUE</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>2003 Total</th>
<th>2002 Restated Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>$173,336</td>
<td>$983,688</td>
<td>$1,157,024</td>
<td>$815,560</td>
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<tr>
<td>Contributions</td>
<td>143,640</td>
<td>306</td>
<td>143,946</td>
<td>149,461</td>
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<tr>
<td>In-kind contributions</td>
<td>106,587</td>
<td>0</td>
<td>106,587</td>
<td>8,000</td>
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<tr>
<td>Sales of publications</td>
<td>1,451</td>
<td>0</td>
<td>1,451</td>
<td>4,035</td>
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<tr>
<td>Contract revenue and service fees</td>
<td>15,031</td>
<td>0</td>
<td>15,031</td>
<td>3,710</td>
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<tr>
<td>Contributions and revenues from fundraising event</td>
<td>48,520</td>
<td>0</td>
<td>48,520</td>
<td>60,470</td>
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<tr>
<td>Direct fundraising event expenses</td>
<td>(22,396)</td>
<td>(22,396)</td>
<td>(16,987)</td>
<td>(70)</td>
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<tr>
<td>Interest</td>
<td>1,487</td>
<td>0</td>
<td>1,487</td>
<td>8,269</td>
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<tr>
<td>Net gain (loss) from investments</td>
<td>355</td>
<td>0</td>
<td>355</td>
<td>(70)</td>
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<tr>
<td>Gain (loss) from disposal of fixed assets</td>
<td>(2,993)</td>
<td>0</td>
<td>(2,993)</td>
<td>0</td>
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<tr>
<td>Other income</td>
<td>400</td>
<td>0</td>
<td>400</td>
<td>1,903</td>
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<tr>
<td>Purpose accomplished</td>
<td>1,054,924</td>
<td>(1,054,924)</td>
<td>0</td>
<td>0</td>
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<tr>
<td>TOTAL SUPPORT AND REVENUE</td>
<td>$1,520,342</td>
<td>(70,930)</td>
<td>$1,449,412</td>
<td>$1,034,351</td>
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</tbody>
</table>

EXPENSES

Program Activities
- Campaigns: $1,148,707
- Information and Media: $122,111

Supporting Activities
- Administration: $127,768
- Fundraising: $119,694

TOTAL EXPENSES: $1,518,280

Change in net assets: $2,062
Net assets at beginning of year: $121,588

NET ASSETS AT END OF YEAR: $123,650

2003 Staff and Board

Staff
- Juliette Majot, Executive Director
- Anne Carey, Assistant to the Executive Director
- Aviva Imhof, Southeast Asia Campaigns Director
- Doris Shen-Hoover, China Campaigns Director
- Elizabeth Brink, Policy Analyst
- Elizabeth Sabel, Campaigns Director
- Glenn Switkes, Latin America Campaigns Director
- Inanna Hazel, Business Manager
- Jonathan Stein, Information Technology Assistant
- Lori Pottinger, Africa Campaigns Director
- Aleta George, Event Coordinator
- Malavika Vartak, South Asia Campaigner
- Mary Houghteling, Development Director
- Monti Aguirre, Latin America Campaigner
- Patrick McCully, Campaigns Director
- Paul Allison, Information Systems Coordinator
- Peter Bosshard, Policy Director
- Ryan Shen-Hoover, Africa Campaigner
- Susanne Wong, Southeast Asia Campaigner
- Aleta George, Event Coordinator

Interns & Volunteers
- Belle Kevin
- Betty Ann Webster
- Daniel Ribeiro
- Dipi Bhatnagar
- Halima O’Neil
- Jessica Heyman
- Katie Traverso
- Selma Barros de Oliveira
- Wil Dvorak
Statement of Financial Position
December 31, 2003 with Comparative Totals for the Year Ended December 31, 2002

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$282,040</td>
<td>$419,150</td>
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<tr>
<td>Grants receivable</td>
<td>412,500</td>
<td>250,000</td>
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<tr>
<td>Other receivables</td>
<td>829</td>
<td>1,901</td>
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<tr>
<td>Inventory</td>
<td>20,357</td>
<td>23,853</td>
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<tr>
<td>Prepaid expenses</td>
<td>5,791</td>
<td>3,909</td>
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<tr>
<td>Total Current Assets</td>
<td>721,517</td>
<td>698,813</td>
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<tr>
<td>Property and equipment</td>
<td>42,957</td>
<td>38,357</td>
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<tr>
<td>Grants receivable</td>
<td>0</td>
<td>112,500</td>
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<tr>
<td>Deposits</td>
<td>2,653</td>
<td>2,653</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$767,127</strong></td>
<td><strong>$852,323</strong></td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable, including current portion</td>
<td>$13,841</td>
<td>$19,508</td>
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<tr>
<td>of leases payable</td>
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<td></td>
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<tr>
<td>Grants payable</td>
<td>20,000</td>
<td>40,000</td>
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<tr>
<td>Accrued personnel liability</td>
<td>28,378</td>
<td>34,351</td>
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<tr>
<td>Total Current Liabilities</td>
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<td>93,859</td>
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<tr>
<td>Lease payable</td>
<td>22,635</td>
<td>7,323</td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
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<td><strong>101,182</strong></td>
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<tr>
<td><strong>NET ASSETS</strong></td>
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<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>123,650</td>
<td>121,588</td>
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<tr>
<td>Temporarily restricted</td>
<td>558,623</td>
<td>629,553</td>
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<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>682,273</strong></td>
<td><strong>751,141</strong></td>
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<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$767,127</strong></td>
<td><strong>$852,323</strong></td>
</tr>
</tbody>
</table>

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Paul Strasburg, Chairperson
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Martha Belcher, Treasurer (03–04)
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Lara Truppelli
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Milan Momirov
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Huey Johnson
Mayumi Oda
Mutombo Mpanya
Patricia Chang
Peter Coyote
Sylvia McLaughlin

IRN staff at the Ubon, Thailand airport as they leave the Rivers for Life meeting, December 2003
IRN would like to thank all who supported our work in 2005, and especially the following:

**Foundations**
- Action Aid Asia
- C. S. Mott Foundation
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- Compton Foundation
- Conservation, Food & Health Foundation
- Ford Foundation
- Foundation for Deep Ecology
- Global Environmental Project Institute
- Gordon & Betty Moore Foundation
- Institute of International Education
- Moriah Fund
- Novib—Oxfam Netherlands
- Open Society Institute
- Overbrook Foundation
- Oxfam America
- Patagonia, Inc.
- Richard & Rhoda Goldman Fund
- Rockefeller Brothers Fund
- Seven Springs Foundation
- Sigrid Rausing Trust
- Solidago Foundation
- Swedish Society for Nature Conservation
- Walton Family Foundation
- Weeden Foundation

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- Adam S. Wilkins
- Jin & Linda Zidell Fund of the Marin Community Foundation
- Andrew Zimet

**In-kind Contributors**
- Abalone Arch
- Amoeba Music
- Aquarium by the Bay
- Aveda
- Beach Chalet Brewery & Restaurant
- Café de la Paz
- California Canoe & Kayak
- Design Action Collective
- Elizabeth Hennin
- Equator Estates Coffees & Teas
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- Greens
- Harbin Hot Springs Inkworks
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- Intraline Inc.
- Juliette Major
- Kathleen Goodwin
- Lara & Gar Trupelli
- M. Lowe & Co. Fine Jewelry
- McCune Sound
- Monterey Bay Aquarium
- Orr Hot Springs Patagonia
- Paul Strasburg
- Peet’s Coffee
- Plumpjack Squaw Valley Inn
- Richard Blair
- Robert Hass
- Saintsbury Wine
- Snake Trio
- Sticks Framing
- West Coast Print Center
- Whitewater Voyages Working Gardener

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- Dave Streckfuss
- ENGAGE USA
- Environmental Leadership Program
- Friends of the River
- Gary Snyder
- Kim Todd
- Robert Hass
- Tara Wesely