

# EURASIA FOUNDATION

A woman with long brown hair, wearing a bright blue raincoat, black pants, and black boots, is kneeling on a grassy area. She is painting a wooden bench with a yellow brush. The bench is made of dark wood and has some white paint already applied. A can of white paint is on the ground next to her. In the background, there are other wooden benches and a green corrugated metal wall. The scene is outdoors on a sunny day.

## 2014 Annual Report





The Honorable Thomas R. Pickering, The Honorable William J. Burns, Susan Glasser and Jill Dougherty at the 2014 Sarah Carey Forum.

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## LETTER FROM THE CHAIRMAN AND PRESIDENT

### DEAR FRIENDS,

Even a casual glance at headlines these days tells you that events in Eurasia and the Middle East are not unfolding as hoped just a few years ago. These regions are experiencing more turmoil than has been seen in a generation, and armed conflict has flared alarmingly. Stability and prosperity remain elusive goals in many of these nations, and often relations with the United States are strained.

Yet amid the troubling political developments in the regions where Eurasia Foundation works, there is encouraging news as well. Our programs are connecting people across borders and religious divides to work together on shared problems. While relations between governments can change quickly, building relationships between people takes time—and given the turbulence of recent years, that effort is more important than ever.

Everywhere we work, Eurasia Foundation seeks to build the capacity of local organizations to tackle the problems they face in their own communities—not alone, but by strengthening the personal and professional channels that maintain the momentum of international engagement despite the start and stop of diplomacy. We apply new information and communication technologies to engage, and connect with each other, the next generation of young citizens who will address today's and tomorrow's challenges.

As you will see in this report, even when relations between the U.S. and Russia are at a low ebb, Eurasia Foundation brings together people from both countries who want to collaborate on common challenges—from public health to labor migration to child protection. In the Middle East, Eurasia Foundation works with citizens from different countries and ethnic backgrounds on projects relating to women's entrepreneurship, Internet access and civic education. These efforts are rooted in the belief that when governments are at odds, personal and business connections remain critical—and sometimes can trump the politics of the moment.

The work of Eurasia Foundation would not be possible without the enduring commitment of our donors and partners around the world. Thank you for your trust and support. We look forward to continuing our partnership for years to come.



Jan H. Kalicki  
Chairman

*Jan Kalicki*



Horton Beebe-Center  
President

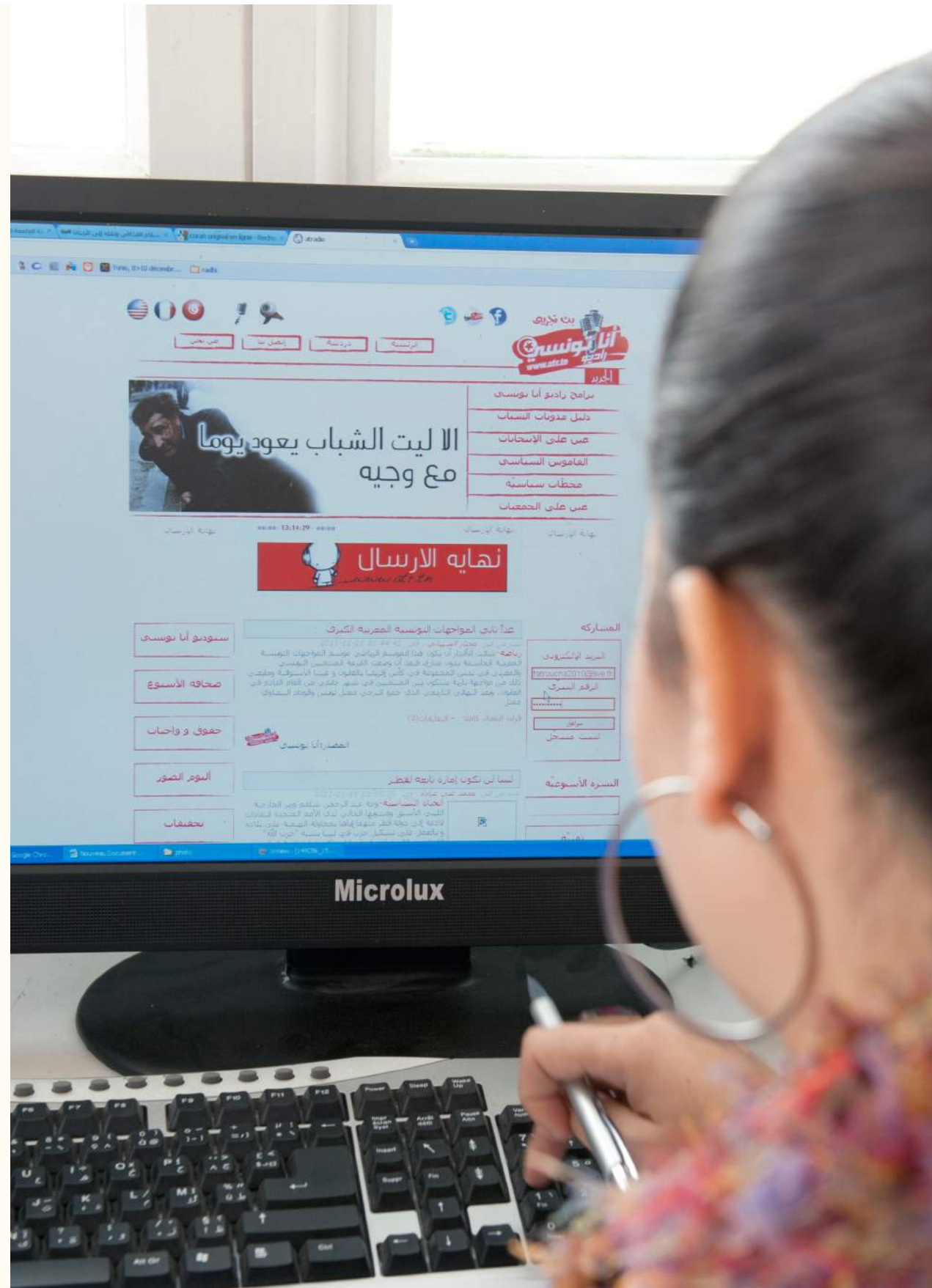
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# Advocacy

Elevating public awareness about basic rights and community needs by facilitating dialogue among key stakeholders.



For more information, visit:  
[www.eurasia.org/advocacy](http://www.eurasia.org/advocacy).



EF's advocacy programs engage organizations and local governments to solve social problems and provide inclusive access to resources and services for citizens.

EF supports a wide range of advocacy activities in the MENA region, from working toward a more open and free Internet to bankruptcy reform and community mobilization. EF promotes greater understanding of advocacy, and builds technical skills on advocacy strategies and techniques while supporting citizen-driven campaigns.

- In seven countries across the MENA region, EF's advocacy programs have resulted in locally led campaigns to protect the environment, reform education and increase women's participation in sports.
- Through the Middle East Network for Internet Protection (MENIP), EF connected more than 100 organizations that advocate for Internet freedom in the MENA region to each other. More than 5,800 people signed petitions circulated by MENIP members, leading three national governments to consider policy recommendations for greater Internet freedom.
- EF bolstered two bankruptcy reform efforts in Egypt and Jordan by supporting the creation of stakeholder mapping tools, developing outreach strategies and guiding lobbying efforts. In both countries, these initiatives led to bankruptcy reform campaigns.

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*organizations recruited to  
secure Internet freedom  
rights in MENA*



# Community Engagement

Equipping citizens and organizations with skills and tools to tackle pressing social challenges.



For more information, visit:  
[www.eurasia.org/community](http://www.eurasia.org/community).



EF engages local communities to teach citizenship, support social entrepreneurship and build bridges among communities of social experts. By reaching teachers, community organizers and concerned citizens, EF is fostering a growing network of program alumni who connect with each other to share experiences and best practices.

- In Central Asia, community leaders are faced with many challenges, including a lack of effective management tools and limited exposure to modern models for sustaining social projects. EF supports these leaders with training and professional networking, allowing them to deliver effective social projects that identify alternative energy resources, improve access to education and increase awareness of HIV/AIDS among young people.
- In Iran, EF's programs focus on social entrepreneurship and citizenship education. The social entrepreneurship program develops practical skills in leadership, project management, financial planning and human resource management for social innovators. The citizenship education program offers online courses on inquiry-based learning, critical thinking, cooperative learning and service learning to help educators reflect on their own views of citizenship and civic engagement and apply participatory teaching methods in their classrooms.
- In 2014, EF's China Program continued to support non-governmental organizations (NGOs) in Western China by connecting them with domestic donors and building their strategic capabilities and technical expertise. In Northwest China, EF's partner organizations are currently empowering women to become leaders in local enterprise and civic life.

# 182

*NGOs and academic institutions in Russia and the U.S. reached by EF trainings, consultations and webinars*





The Education and Youth working group brought six Russian students to join 2,700 U.S. counterparts at a convention sponsored by the Student Television Network in San Diego, California. Students participated in competitions and sessions on storytelling, production, screenwriting and other skills related to video journalism.

### BRINGING TOGETHER EXPERTS FROM THE U.S. AND RUSSIA

The U.S.–Russia Social Expertise Exchange (SEE) is a diverse network of subject-matter experts and social entrepreneurs engaged in an exchange of ideas and best practices.

In 2014, Russian and American experts collaborated in SEE's nine working groups to address pressing social issues, including community development, higher education, public health and protection of flora and fauna.

The working groups have achieved substantial results. Drawing insights from the American approach to recruitment of families in foster care, Russian experts of the Child Protection working group enhanced their own emerging foster care system. At the same time, their American colleagues learned that Russian institutional stability—with staff often remaining at particular orphanages and schools for many years—brings benefits to Russian children that American foster care kids don't often experience.

Several members of the Public Health working group partnered this year to gather their collective expertise in the field of mobile health into a comprehensive “roadmap”—a guide for turning cellphones into a health and behavioral intervention tool for at-risk women. Based on this guide, the working group is now developing a mobile app that would deliver helpful information to other at-risk populations in Russia.

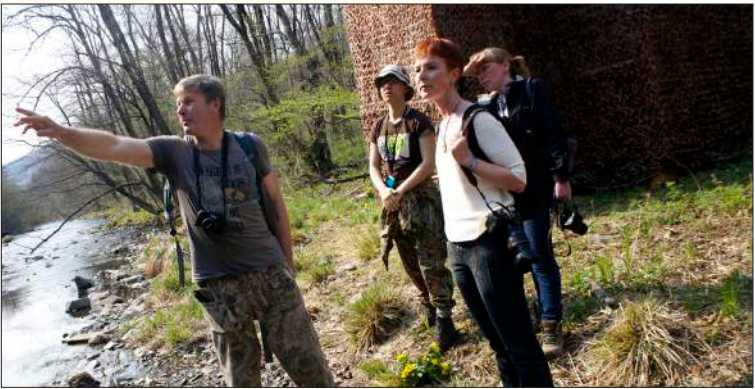
SEE has also created new educational resources for secondary schools and universities. The Education and Youth working group produced and distributed two bilingual publications to educators, community leaders and NGOs in Russia and the U.S. The first one showcased successful U.S. and Russian teaching models that connect schools and community-based organizations to create unique learning opportunities for students in both countries. The second publication focused on a specific international project-based learning model called CyberFair. One

2014 WORKING GROUPS
Child Protection
Community Development
Education and Youth
Gender Equity
Higher Education
Migration
Protection of Flora and Fauna
Public Health
Rule of Law and Community

school in Buryatia is already using these resources to initiate student collaboration with a school in California on the topic of environment. The Higher Education working group created an essential guidebook, “Partnerships between U.S. and Russian Universities: From Motivations to Results,” offering new models for creating and sustaining viable university partnerships. This guidebook became the inspiration for the design of a new EF program—the U.S.–Russia University Partnership Program, which supports new partnerships between Russian and American higher education institutions.

To further strengthen connections among U.S. and Russian social innovators, SEE also awards professional fellowships to established and emerging experts from both countries. Fellows spend up to four weeks at host organizations in their counterpart country and gain experiences that drive SEE projects forward.

Seventy-five SEE fellows travelled to 17 Russian regions and 26 U.S. states to work in host organizations in 2014. “These fellowships allow us to look at familiar situations in a new way,” says Anna Zavadskaya, a Russian SEE fellow.



### TRAINING THE NEXT GENERATION OF IRANIAN EDUCATORS

EF believes in helping ordinary citizens take charge of their own professional development and growth. Through our online citizenship education program in Iran, EF empowers educators to build more inclusive and engaged classrooms.

One EF alumna, Roya, teaches middle school science and math. “Many of my students struggle to work in groups,” she says. To address this pedagogical challenge, she enrolled in an EF course on cooperative learning methods. By learning how to guide students in small groups for projects, Roya acquired the skills needed to facilitate cooperation among her students.

“I never could have imagined such a degree of cooperation among my students,” she says. “Before taking these courses, I used to focus exclusively on transferring knowledge to students and gave little attention to group work and other social skills in my class.”

By sharing her experiences with other participants in the citizen education program, Roya helped her colleagues come up with new ways to excite and engage their students. This two-way communication between course participants takes place without direct EF intervention: by providing a platform for collaboration, EF is creating new online spaces for professional discussion, improved student engagement, teaching methods and curriculum development.

As a result of the citizenship education program, more than 200 teachers across Iran have developed new lesson plans that are helping their students cooperate and collaborate in entirely new ways.

“Students are independently evaluating their own work and other groups’ progress throughout the class,” Roya says. “Implementing cooperative learning activities opened my eyes to the importance of fostering social skills among students.”

Top: Members of SEE's Flora and Fauna working group in the field in Sikhote-Alin, Russia. Bottom: Working group experts look for signs of the Amur leopard, a critically endangered species native to southeast Russia and northeast China.



# Economic Opportunity

Promoting the active participation of individuals in building their economic futures and contributing to the productivity of their communities.



For more information, visit:  
[www.eurasia.org/econopp](http://www.eurasia.org/econopp).



EF's economic opportunity programs provide targeted training and mentoring—tailored to local needs—to strengthen business skills and encourage networking among entrepreneurs.

In the Middle East, EF created an online learning and social networking platform to provide women entrepreneurs a space to discuss business ideas and receive guidance from experienced instructors. Over the course of five years, this platform helped aspiring business owners hone their initial concepts into concrete business plans. As a result, the women entrepreneurs developed tools for success and built the confidence necessary to advance their business goals. In addition, 40 new businesses were launched and 44 improved or expanded their operations. Once the training concluded, the participants joined a self-sustaining community of 200 women entrepreneurs with similar aspirations, where they find support, solutions and collaborators to further expand their operations.

In Eurasia, EF is providing seed capital to establish Gazelle Finance, an investment fund that aims to invest in “gazelles”—fast-growing, small- and medium-sized enterprises—that are underserved by the banking sector in Armenia, Georgia, Kyrgyzstan and Moldova. The fund has a double bottom line investment goal of creating financial returns for investors while achieving a significant development impact in local economies and communities.

# 684

*Iranian women  
enrolled in EF's online  
entrepreneurship courses*



# Capacity Building

Developing sustainable local institutions that are equipped to respond to community needs and advocate on behalf of their citizens.



For more information, visit:  
[www.eurasia.org/capacitybuilding](http://www.eurasia.org/capacitybuilding).



Since 2013, EF has been supporting civil society organizations (CSOs) in Belarus through the Capacity Building for Civil Society Organizations Project (CBCSOP). Aimed at increasing civil society's participation in decision-making and policy discussions both locally and nationally, CBCSOP identifies organizations eager to deepen their organizational capabilities and supports their locally led initiatives. EF implements CBCSOP with its local affiliate, New Eurasia Establishment (NEE).

Through an innovative organizational capacity assessment toolkit, CBCSOP to date has helped 11 CSOs improve their capacity to deliver services to Belarusian communities. CBCSOP mentorship has also dramatically improved the public relations and communications skills of more than 140 Belarusian CSOs, enabling them to advocate more effectively on behalf of their communities.

EF and NEE are also increasing the level of civic activism and participation among law school instructors and students by working through a network of university-based legal clinics throughout Belarus. CBCSOP is offering a combination of networking and joint learning activities for legal clinic supervisors and law students. During 2014, four of these clinics expanded their services to clients as a direct result of the training they have received through this program.

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*CSOs participated in project design and budget training in Belarus in 2014*





The Honorable John Beyrle, The Honorable Thomas R. Pickering, Charles Ryan and Jill Dougherty at the 2014 Sarah Carey Forum.



## 2014 SARAH CAREY AWARD

Launched in 2012 to honor the memory of EF's long-serving chair, the Sarah Carey Program comprises an annual award, a policy forum and the Young Professionals Network.

In 2014, EF presented the Sarah Carey Award to outgoing Deputy Secretary of State William J. Burns for his service to the country and his efforts to bring Americans and citizens of the Eurasia region closer together.

At the award presentation, EF held the annual Sarah Carey Forum. A panel of renowned Russia experts debated the future of engagement between the U.S. and Russian governments. The panel speakers included The Honorable John Beyrle, former U.S. Ambassador to Russia; The Honorable Thomas R. Pickering, former under secretary of state for political affairs; Charles Ryan, chairman of UFG Asset Management; and Jill Dougherty, a public policy scholar at the Kennan Institute and former CNN correspondent. Susan Glasser, editor of *Politico*, moderated the discussion.

The wide-ranging discussion touched on media coverage in Russia, the effects of economic sanctions, and opportunities for continued U.S.–Russia engagement.

## THE BILL MAYNES FELLOWSHIP

In 2008, EF launched the Bill Maynes Fellowship to connect emerging civil society leaders from Eurasia with their counterparts in the United States.

EF selected two public health advocates for the 2014 Bill Maynes Fellowship. Dr. Elena Dmitrieva, director of the Health and Development Foundation, implements health communication projects in Russia. Dr. Dmitrieva also serves as the head of the Johns Hopkins Bloomberg School of Public Health office in Russia. Andriy Skipalskyi, chairman of the board of Life Regional Advocacy Center, leads the Kiev-based NGO to advocate for tobacco control. Mr. Skipalskyi successfully lobbied for the passage of two tobacco control laws, including legislation mandating the placement of graphic images of the effects of smoking on cigarette packages. Through their fellowship, Dr. Dmitrieva and Mr. Skipalskyi met with fellow advocates, including the Campaign for Tobacco-Free Kids, as well as U.S. health specialists from universities and the Centers for Disease Control.

At the annual Maynes panel discussion, the fellows joined veteran HIV/AIDS activist Gregg Gonsalves to discuss how to promote innovative health policies in their respective countries. Russia expert Dr. Matthew Rojansky moderated the discussion.

## RESEARCH AND SCHOLARSHIP IN THE SOUTH CAUCASUS

Through the Caucasus Research Resource Centers (CRRRC), EF has supported innovative public policy research in the Caucasus since 2003. CRRRC prepares the Caucasus Barometer report, which is an extensive household survey conducted across Armenia, Azerbaijan and Georgia. Published annually, the barometer is a globally respected dataset for social scientists and policymakers.

In addition to the Caucasus Barometer, CRRRC also hosts Junior Fellows, young social scientists from the region who have recently graduated from university. Over the course of seven months, Junior Fellows are mentored through an apprenticeship model to advance their research skills.

“When you study social science in Georgia, it is not easy to find an opportunity to put your skills into practice,” says Edisher Baghaturia, a CRRRC Junior Fellow in Tbilisi.

Edisher conducted household surveys as part of the Caucasus Barometer, and senior scholars at CRRRC's Georgia office mentored him to further develop his research methodology and analysis skills. As a result of his fellowship, Edisher found work at a local think tank where he regularly puts his new skills into practice.

CRRRC does not limit its fellowships to research topics covering the South Caucasus. In Yerevan, Junior Fellow David Sarkisyan received support for his own research project expanding on his master's research at Yerevan State University that examined China's role in East Asian security.

“CRRRC gave me the tools and perspective to make my research valuable for a global audience,” Sarkisyan says. The eighth International Conference on Global Studies in London invited him to share his findings at its annual summit. “CRRRC played a great role in strengthening my research. Because of them, I feel like I will be a successful scholar.”



## YOUNG PROFESSIONALS NETWORK

The Young Professionals Network (YPN) continues Sarah Carey's efforts to mentor young people who share EF's commitment to international engagement across the Eurasia region. Over the course of nine months, YPN connects young people in Washington, D.C. with established professionals and hosts discussions on developments in the Eurasia region with diplomats, journalists and analysts. This year's group of 30 young professionals met with an exciting range of scholars and experts including:

- Christian Caryl, editor at *Foreign Policy*
- Katy Pearce, University of Washington professor researching social media in Eurasia
- Peter Pomerantsev, an expert on Russian media
- Theresa Sabonis-Helf, an expert on Eurasian energy politics
- Steven Pifer, the former U.S. ambassador to Ukraine and fellow at The Brookings Institution
- Fiona Hill, director of the Center on the United States and Europe at The Brookings Institution

YPN members attend a discussion about Russian politics at Eurasia Foundation's offices.



# Stories From Our Network

Starting in 2004, EF spun off its offices into sustainable local institutions in Russia, the Caucasus, Ukraine, Moldova and Central Asia. They are now leading civil society actors in their respective countries.

## IMPROVING ARMENIA–TURKEY RELATIONS

Together with a consortium of eight civil society organizations from Armenia and Turkey, Eurasia Partnership Foundation of Armenia (EPF Armenia) launched a special initiative to help normalize relations between the two countries. The project supports an open border by enhancing people-to-people contact, expanding economic and business links, promoting cultural and educational activities, and facilitating access to balanced information in both societies.

As part of the initiative, EPF Armenia partnered with Anadolu Kültür, a Turkish cultural organization, to organize a visit in October 2014 to study Armenian cultural history in the eastern Turkish city of Mush. A group of 12 architects, restoration specialists, historians, ethnographers and art historians from Armenia and Turkey joined the head of the Norwegian Institute for Cultural Heritage Research to examine Armenian monuments. Bringing together experts from both countries to discuss their shared history is an important step in normalizing relations.

## FACILITATING COOPERATION AT THE LOCAL LEVEL

In rural areas of Kyrgyzstan, it can be difficult for communities to work toward solving social and economic challenges. While limited finances are a chronic problem, they are not the only obstacle to solving community development issues. Residents often lack the knowledge, experience and confidence required to initiate community actions.

In 2012, Eurasia Foundation of Central Asia (EFCA) launched the Local Transparency and Cooperation Initiative (LTCI), aimed at improving communication between citizens and local government and the quality of public and municipal services.

Through training, community meetings, public hearings and legal consultations, local residents learned to assess and prioritize the needs of their communities and find effective ways to address them. They also learned about their rights to municipal services. For example, access to clean drinking water is one of the most serious problems faced by people in remote regions of the Kyrgyz Republic. But thanks to the joint efforts of local authorities and residents supported by LTCI, this problem is being solved: citizens learned how to organize repair brigades, volunteer campaigns and local fundraising—enabling them to work with local government to repair their own utilities and restore access to clean water.



## FOSTERING YOUTH LEADERSHIP

In Moldova, the East Europe Foundation (EEF) supports the participation of young people ages 16 to 22 in local decision-making and development through the Youth Bank program. Initially developed in Northern Ireland as a conflict-mediation tool, the Youth Banks empower young people by providing small grants for training, education and awareness campaigns.

Through Youth Bank, EEF has more than doubled the number of young people participating in local decision-making and economic development, from around 1,000 in 2013 to more than 2,500 in 2014. These young people receive training in project cycle management, fundraising and networking. Youth Bank Germany has also hosted several interns from Youth Bank Moldova during short study visits.

The end result of this work is that more and more young people are able to have a say in how their communities are run—improving local government responsiveness and increasing democratic participation.



Top: An Armenian reporter from Radio Free Europe/Radio Liberty and his interpreter interview a Turkish shoeshiner in Fethiye, Turkey. Bottom: A fireman teaches primary school students in Cahul, Moldova how emergency services work in their community.



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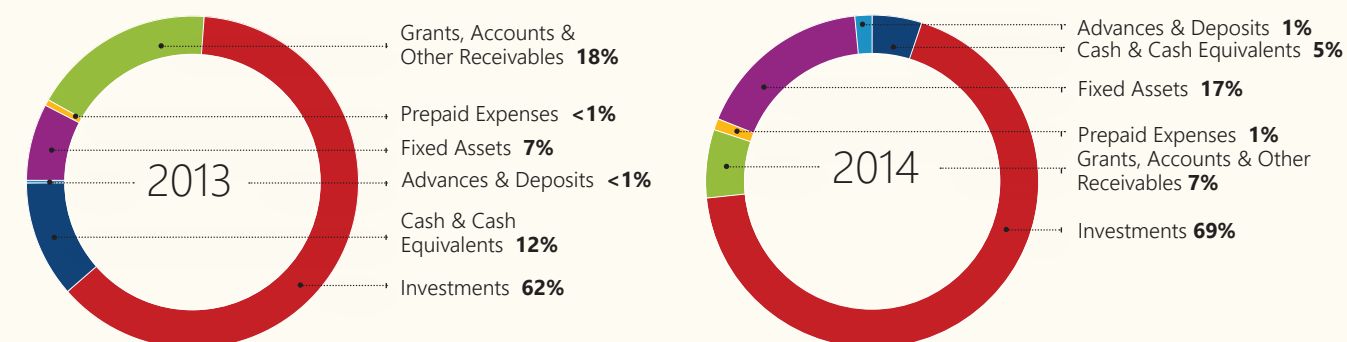


# Statement of Financial Position

(as of September 30, 2014)

Assets	2014	2013
Cash and cash equivalents	\$565,546	\$1,507,515
Investments	7,948,810	8,127,901
Grants, accounts and other receivables	755,032	2,316,126
Prepaid expenses	142,083	78,528
Fixed assets, net of accumulated depreciation and amortization	2,002,227	980,000
Advances and deposits	163,519	17,895
<b>TOTAL ASSETS</b>	<b>\$11,577,217</b>	<b>\$13,027,965</b>
Liabilities and Net Assets	2014	2013
<b>LIABILITIES</b>		
Line of credit	\$814,070	-
Accounts payable and accrued expenses	513,247	425,563
Grants payable	1,053,897	2,819,769
Refundable advance	259,236	90,521
Deferred rent	206,584	-
<b>TOTAL LIABILITIES</b>	<b>\$2,847,034</b>	<b>\$3,335,853</b>
<b>NET ASSETS</b>		
Unrestricted	8,208,732	8,093,977
Temporarily restricted	521,451	1,598,135
<b>TOTAL NET ASSETS</b>	<b>\$8,730,183</b>	<b>\$9,692,112</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$11,577,217</b>	<b>\$13,027,965</b>

## ASSETS



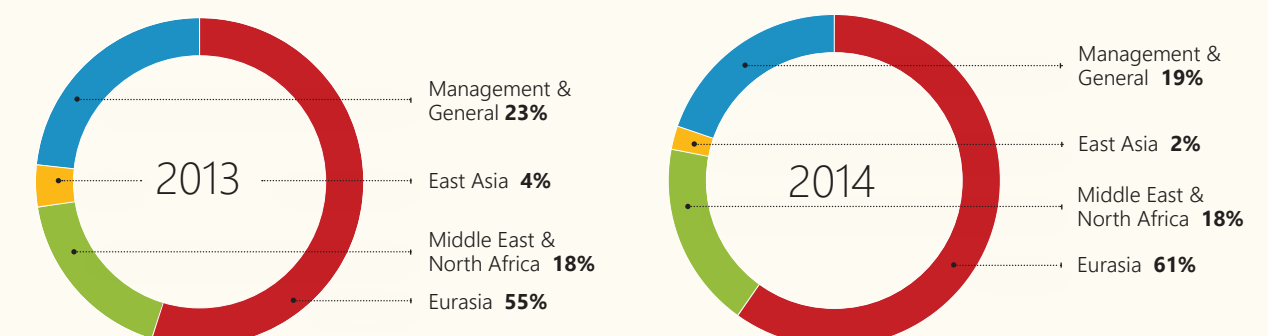
Complete audited financial reports are available upon request • Current 990 is available online at [www.eurasia.org/financials](http://www.eurasia.org/financials)

# Statement of Activities

and change in net assets (as of September 30, 2014)

Revenue	Unrestricted	Temporarily Restricted	Total - 2014	Total - 2013
Grants and contributions	\$17,155	\$7,434,391	\$7,451,546	\$5,209,447
Investment gain/(loss)	1,021,530	-	1,021,530	772,159
Donated rent	170,249	-	170,249	29,764
Other income	336	-	336	613
Net assets released from donor-imposed restrictions	8,183,669	(8,183,669)	-	-
<b>TOTAL REVENUE</b>	<b>\$9,392,939</b>	<b>\$(749,278)</b>	<b>\$8,643,661</b>	<b>\$6,011,983</b>
Expenses	Unrestricted	Temporarily Restricted	Total - 2014	Total - 2013
<b>PROGRAM SERVICES</b>				
Eurasia	\$5,554,430	-	\$5,554,430	\$4,393,770
MENA	1,670,079	-	1,670,079	1,431,635
East Asia	191,266	-	191,266	328,587
<b>TOTAL PROGRAM SERVICES</b>	<b>\$7,415,775</b>	<b>-</b>	<b>\$7,415,775</b>	<b>\$6,153,992</b>
<b>SUPPORTING SERVICES</b>				
Management and General	1,809,088	-	1,809,088	1,856,616
<b>TOTAL EXPENSES</b>	<b>\$9,224,863</b>	<b>-</b>	<b>\$9,224,863</b>	<b>\$8,010,608</b>
<b>CHANGE IN NET ASSETS BEFORE OTHER ITEM</b>	<b>\$168,076</b>	<b>\$(749,278)</b>	<b>\$(581,202)</b>	<b>\$(1,998,625)</b>
Other Items	Unrestricted	Temporarily Restricted	Total - 2014	Total - 2013
Depreciation - buildings	(49,305)	-	(49,305)	(20,000)
Amortization - building improvements	(4,016)	-	(4,016)	-
Cancellation of funder awards	-	(327,406)	(327,406)	-
<b>CHANGE IN NET ASSETS</b>	<b>\$114,755</b>	<b>\$(1,076,684)</b>	<b>\$(961,929)</b>	<b>\$(2,018,625)</b>
<b>NET ASSETS AT BEGINNING OF YEAR</b>	<b>\$8,093,977</b>	<b>\$1,598,135</b>	<b>\$9,692,112</b>	<b>\$11,710,737</b>
<b>NET ASSETS AT END OF YEAR</b>	<b>\$8,208,732</b>	<b>\$521,451</b>	<b>\$8,730,183</b>	<b>\$9,692,112</b>

## EXPENSES





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