

EURASIA FOUNDATION

A photograph of four school children, three boys and one girl, all smiling and laughing. They are wearing white long-sleeved shirts and dark vests or skirts. They are huddled together in a group hug outdoors, with a building in the background.

2013 Annual Report



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OUR MISSION

Eurasia Foundation believes societies function best when people take responsibility for their own civic and economic prosperity. Through cooperation based on mutual respect, our programs equip citizens to define and achieve outcomes of enduring benefit to their communities. While building the leadership skills of women and young people, we help small business become more successful, local government more responsive and civic organizations more effective and resilient.

LETTER FROM THE CHAIRMAN AND PRESIDENT

Dear Friends,

Today we have more information at our fingertips than at any time in history. There is a constant tide of updates to our mobile phones and computers, yet the flood of information can sometimes make it difficult to discern what is important.

The neighbor engaging his local government to improve essential services, the entrepreneur going all-in on her business startup, the civic organization reaching across political or ethnic divides to protect a child's rights—none of these actions would likely garner a headline. Yet these simple efforts by ordinary people can lead to extraordinary achievements. And they constitute the heart of Eurasia Foundation's work. This annual report is dedicated to our partners—to their tenacity, intelligence and spirit—and offers a glimpse of the quiet but crucial work they do every day.

Sincerely,



Jan H. Kalicki
Chairman

As you will read in this report, Eurasia Foundation's programs range from advocating for Internet freedom in the Middle East and Eurasia to strengthening civic organizations in Belarus and enhancing the skills of women entrepreneurs in Iran. A common thread running through all of our programs—stretching from the Mediterranean Sea to the Tibetan Plateau—is the involvement of more women and young people as they set the course of their communities and build their own futures.

The important work of Eurasia Foundation and its partners around the world would not be possible without the enduring commitment of friends like you. We thank you for all you have done to support us over the years, and look forward to continuing our work together for many years to come.



Horton Beebe-Center
President



Jan H. Kalicki
Chairman



Horton
Beebe-Center
President



ADVOCACY

Equipping citizens to create social change through online learning and regional initiatives

Drawing on its legacy in the Eurasia region, Eurasia Foundation (EF) has expanded its advocacy initiatives to the Middle East and North Africa (MENA) region. These projects encompass a variety of issues, from women's rights to Internet freedom.

This year, EF partnered with a regional organization to bolster the use of the Internet as a tool to support and sustain democratic change in the MENA region. The Middle East Network for Internet Protection (MENIP) convenes representatives of the private sector and civil society in Iraq, Syria, Lebanon, Tunisia and Egypt. Through MENIP, EF has mobilized local partners to identify common advocacy goals and devise action plans that increase citizens' awareness of their rights online. EF launched an Arabic language website to monitor Internet freedom developments and promote our partners' online campaigns.

EF also manages an online school of advocacy in Iran that equips citizens to lead effective campaigns for social change. Alumni of the school have started NGOs to protect the environment, help the disabled and build libraries, among many other projects.

Another EF initiative provides technical assistance to the Arab Center for the Rule of Law and Integrity (ACRLI), based in Lebanon, as part of ACRLI's Middle East Bankruptcy Reform Initiative in Egypt and Jordan. The project involves researching the current state of bankruptcy legislation and practice, and developing and advocating for policy recommendations. EF is working with ACRLI to create successful advocacy strategies to promote public awareness about bankruptcy.

An online family law center operated by EF helps women understand their rights under Iran's family law framework by providing one-on-one consultations. Through its training courses, EF has strengthened the skills and knowledge of practicing lawyers, allowing them to better protect the rights of women under Iranian law.

CAPACITY BUILDING

Helping community organizations better serve constituents through civic institutions and legal training

In 2013, together with our Minsk-based affiliate, the New Eurasia Establishment (NEE), EF launched the Capacity Building for Civil Society Organizations Project (CBCSOP), aimed at strengthening nonprofit organizations in Belarus.

Through this partnership, EF helps civil society organizations (CSOs) strengthen their organizational systems and increase their capacity to advocate on behalf of the communities they represent. EF and NEE selected more than two dozen local organizations and provided them with a comprehensive package of organizational development support.

EF is also strengthening networks among business and economics educators and researchers in Belarus. This professional community is driving innovative economics research at universities and helping researchers contribute to economic development strategies.

In addition, EF is enhancing the role and visibility of CSOs engaged in community development in Belarus through two initiatives: a network of legal clinics that expand access to pro bono legal services to vulnerable groups, and efforts to expand community participation in local development projects. By improving the quality of justice for vulnerable people, CBCSOP is contributing to the rule of law. And by making local development more participatory, CBCSOP is making CSOs a vital component of building vibrant, active communities.





Above, from
left to right:
Gayane Mirzoyan of
Armenia; Emna Ben
Yedder of Tunisia;
Burcu Becermen of
Turkey.
Photos: Narine
Petrosyan, Eurasia
Foundation, Burcu
Becermen.

2013 BILL MAYNES FELLOWS DISCUSS WOMEN’S RIGHTS

Women play a key role in building stable and prosperous societies. To promote the achievements of promising female leaders, EF selected three emerging professionals from the countries in which it operates for fellowships in the U.S.

Gayane Mirzoyan is a journalist who started Armenia’s first hyper-local news platform, Taghinfo. Emna Ben Yedder is a banker and civil society activist from Tunisia. Burcu Becermen has been involved in peace-building with the Hrant Dink Foundation in Turkey.

The two-week Maynes Fellowship provided the fellows with individually tailored programs in Washington, D.C. Emna, Gayane and Burcu met with academics, government and nonprofit representatives, journalists, advocates and representatives from local diasporas.

EF honored the fellows at a panel event and award ceremony at the Embassy of Finland. Hosted by MIT’s Sanam Naraghi Anderlini, and with introductory remarks by USAID’s Paige Alexander and Finnish Ambassador Ritva Koukku-Ronde, the panelists held a discussion about how women facilitate positive social change in their countries.

“The Bill Maynes Fellowship allowed me to better understand global trends in media and get new ideas and contacts for my future projects.”

—Gayane Mirzoyan

LINKING YOUNG SCHOLARS AND EXPERTS

The Young Professionals Network (YPN) is the premiere professional development network in Washington, D.C. for young people working on issues related to the Eurasia region.

The 2013 YPN class consisted of a diverse group of 26 outstanding young professionals from a variety of backgrounds in government, nonprofit, the private sector, media, academia and the U.S. military.

By introducing former ambassadors, senior practitioners and academics to these emerging professionals, YPN helps young scholars connect with experts, with EF serving as a convener of Eurasia expertise in the nation’s capital.

BUILDING LOCAL RESEARCH SKILLS IN THE CAUCASUS

With offices in Georgia, Armenia and Azerbaijan, the Caucasus Research Resource Centers (CRRC) have built extensive datasets that have supported years of innovative public policy research. Their projects range from comprehensive opinion polling, such as the Caucasus Barometer, to studies about police reform, education policy and media.

In 2013, CRRC celebrated its 10th anniversary. Founded in 2003 through a partnership between EF and the Carnegie Corporation of New York, CRRC is a vital resource for social science and public policy research across the South Caucasus.

Through publicly accessible datasets, training courses and access to sophisticated analytic software, CRRC has transformed scholarship in the South Caucasus on a wide range of social and economic issues. As a result, dozens of local scholars have become internationally recognized for their academic work.

CRRC Azerbaijan’s work is so well regarded that in 2013 it was ranked fourth among the top think tanks in Central Asia and the Caucasus by the Think Tanks and Civil Societies Program, conducted annually by the University of Pennsylvania.

SUPPORTING LOCAL NGOS IN CHINA

In Qinghai, a province in western China, NGOs are isolated from mainstream civil society. Although there has been a dramatic increase in domestic philanthropic organizations and foundations in the coastal cities, few of those organizations reach the less developed communities in the northwest.

EF started the Qinghai NGO Resource Center with its local partners in 2007 to support the development of local NGOs. For the next six years, EF partnered with Chinese organizations to build local initiatives to improve communities, connecting remote NGOs in Qinghai with donors in southern China by means of a learning tour for potential partners in Hong Kong, Shenzhen and Guangzhou.

Through these programs, EF and its partners have cultivated the project and financial management skills of nearly 150 local NGO leaders; financed 13 NGO-led projects; created 10 new partnerships between participating NGOs and the private sector; and assisted local organizations in securing more than \$375,000 in financial support—including more than \$100,000 from domestic donors.



Above:
A CRRC interviewer
conducts a survey
in Gldani, on the
outskirts of Tbilisi,
Georgia. Photo:
Caucasus Research
Resource Centers.

CIVIC AWARENESS

Creating local knowledge and offering the tools people need for active engagement

Since 2011, EF has operated an online School for Civic Education in Iran. Focused on building teachers' skills to better assist youth in becoming independent decision makers, the school has helped teachers develop interactive curricula to engage their students in the classroom.

Through online coursework and interaction with other teachers, EF has supported the development of more effective and creative lessons that assist students in gaining skills that will serve them as they grow into productive adults. EF's school is the only training and online platform that provides guidelines and lesson plans on facilitation skills in Farsi, making it an invaluable resource for teachers with different pedagogical backgrounds.

One teacher, who offers literacy training and skills-based workshops to underprivileged students and their mothers, says EF's courses helped her discover creative ways of managing her classroom and increasing student engagement.

The online school provides a safe forum for teachers from across Iran not only to learn from global education experts, but also to meet and discuss their methods, successes and challenges with each other. As a result, teachers are devising new ways of engaging students in the classroom and creating professional networks with each other that they would not have had access to otherwise.



ECONOMIC OPPORTUNITY



Advancing economic empowerment through training, mentorships and networks

Through EF's innovative online school of women's entrepreneurship, more than 460 Iranian women have gained the knowledge, skills and confidence to establish and expand their own businesses and achieve a more equal standing in society. The online learning and social networking platform gives female entrepreneurs a space to discuss business ideas and receive guidance from experienced instructors who help hone their initial concepts into concrete business plans and develop tools to advance their entrepreneurial goals.

Through its online courses, alumnae club and website, the school fosters social learning, mutual support and peer feedback. The women entrepreneurs turn to EF coaches and community members for targeted guidance on challenges and opportunities, including asking questions and sharing experiences about new business concepts, marketing strategies or partnership troubles.

The school's practical and empowering approach makes the trainings useful for both aspiring and more experienced entrepreneurs. After enrolling in courses such as Business Planning, Marketing, Financial Management and Online Commerce, 28 women have started their own businesses, and 37 have improved or expanded an existing business. These businesses operate in many provinces throughout Iran, demonstrating the widespread demand for such trainings, as well as the far-reaching impact an online approach can achieve.



Above, from top to bottom: Sales associates prepare for a store event at a women-owned designer boutique in Tehran. The clothing business begun by alumnae of EF's entrepreneurship program in Iran is thriving.

COMMUNITY ENGAGEMENT

Supporting local initiatives to
improve communities through
online education

EF launched a new online school of social entrepreneurship in Uzbekistan in 2013. Using an innovative online teaching approach, the school has provided classes on leadership for 35 community activists and laid the groundwork for future courses on project planning and management. The widespread interest and rapid take-up from Uzbek community leaders has been remarkable: more than 135 Uzbeks have applied for the 35 available course slots.

The Uzbek school is modeled after a similar program EF launched in Iran in 2010. Initially meant to foster the professional development of young community activists, the online program has expanded to include other active elements of Iranian civil society. In 2013, EF taught courses on human resource management, project management, financial management and interpersonal skills, while fostering a growing network of program alumni and other social entrepreneurs across the country.

EF's social entrepreneurship program in Iran fostered the development of more than 80 community improvement projects. Many of these projects have focused on improving education, working with refugees and children from impoverished areas of Iran, and helping traditional schools build more socially aware class projects.

One of the key activities undertaken by this program is the creation of a network of social entrepreneurs. Through the school's website, social media, instant messaging and e-mail, EF has nurtured a growing community of Iranians working to improve their lives through service.





Above: SEE's Flora and Fauna working group co-chairs David Houghton and Victoria Elias present their project on the preservation of U.S. and Russian protected areas at a SEE conference on October 17-18, 2013, in Arlington, Va. *Photo: Eurasia Foundation.*

SUPPORTING GENDER EQUITY IN WESTERN CHINA

In 2013, EF began a project to broaden the civic participation of women in Qinghai, China. The first of its kind, EF is partnering with local NGOs to build gender awareness in local communities and support women's leadership. EF is developing a cadre of rural woman leaders who are equipped to respond to community needs.

Through this unique partnership with local organizations, EF is able to support the leadership of rural women from 10 communities across eastern Qinghai. With EF training and support from local organizations, rural women in Qinghai are taking charge of improving their own communities.

U.S.-RUSSIA SOCIAL EXPERTISE EXCHANGE

The U.S. and Russia frequently face similar social challenges, yet opportunities for experts from both countries to share knowledge and work on these issues together remain uncommon. In an effort to provide a platform for greater collaboration, EF formed the U.S.-Russia Social Expertise Exchange (SEE). Guided by a joint steering committee, the program consists of three interconnected components: working groups, linkage projects and fellowships.

SEE facilitates 12 thematic working groups that gather experts to discuss and identify solutions facing each community. The groups work on themes such as education, health, child protection and the environment. SEE also supports bilateral projects that link U.S. and Russian partners to tackle issues ranging from compliance with ethical standards in business to media training that helps people with disabilities tell their stories.

In 2013, the fellowship exchange brought 42 Russians to the U.S. and 33 Americans to Russia to spend up to eight weeks gaining experience and advancing working group projects. Some of their experiences follow.



Above: The inaugural class of SEE fellows gathered in Washington, D.C., on January 23, 2014, for the official launch of the fellowship program. *Photo: Eurasia Foundation.*



ROMAN EGOROV
COMMUNITY DEVELOPMENT
WORKING GROUP

"I spent part of my fellowship with the Heartland Center for Leadership Development in Nebraska, where I had the opportunity to learn new strategies and methodologies from professionals, get exposed to best practices in entrepreneurship and leadership development, and to see how Hometown Competitiveness [a program for stimulating rural community development in Lincoln, Neb.] is developing in its different phases."

DON ZEIGLER
PUBLIC HEALTH WORKING GROUP

"We proceeded across five time zones on the Trans-Siberian Railroad ... to meet civil society, academic and governmental leaders in very diverse communities. They were demonstrating cooperation to make their resources go as far as possible to meet the health needs of ... migrants struggling for better lives by leaving their countries of birth to find work in Russia."



PAYTSAR DANIELYAN
GENDER EQUITY WORKING GROUP

"[While in the U.S.], we got acquainted with advocates who are speaking to victims of domestic violence, to women who are in trouble and who worry about their relationships. We now have to deliver similar projects in our own towns, such as trainings with judges and prosecutors, trainings for students and so on."

ILZE EARNER
CHILD PROTECTION WORKING GROUP

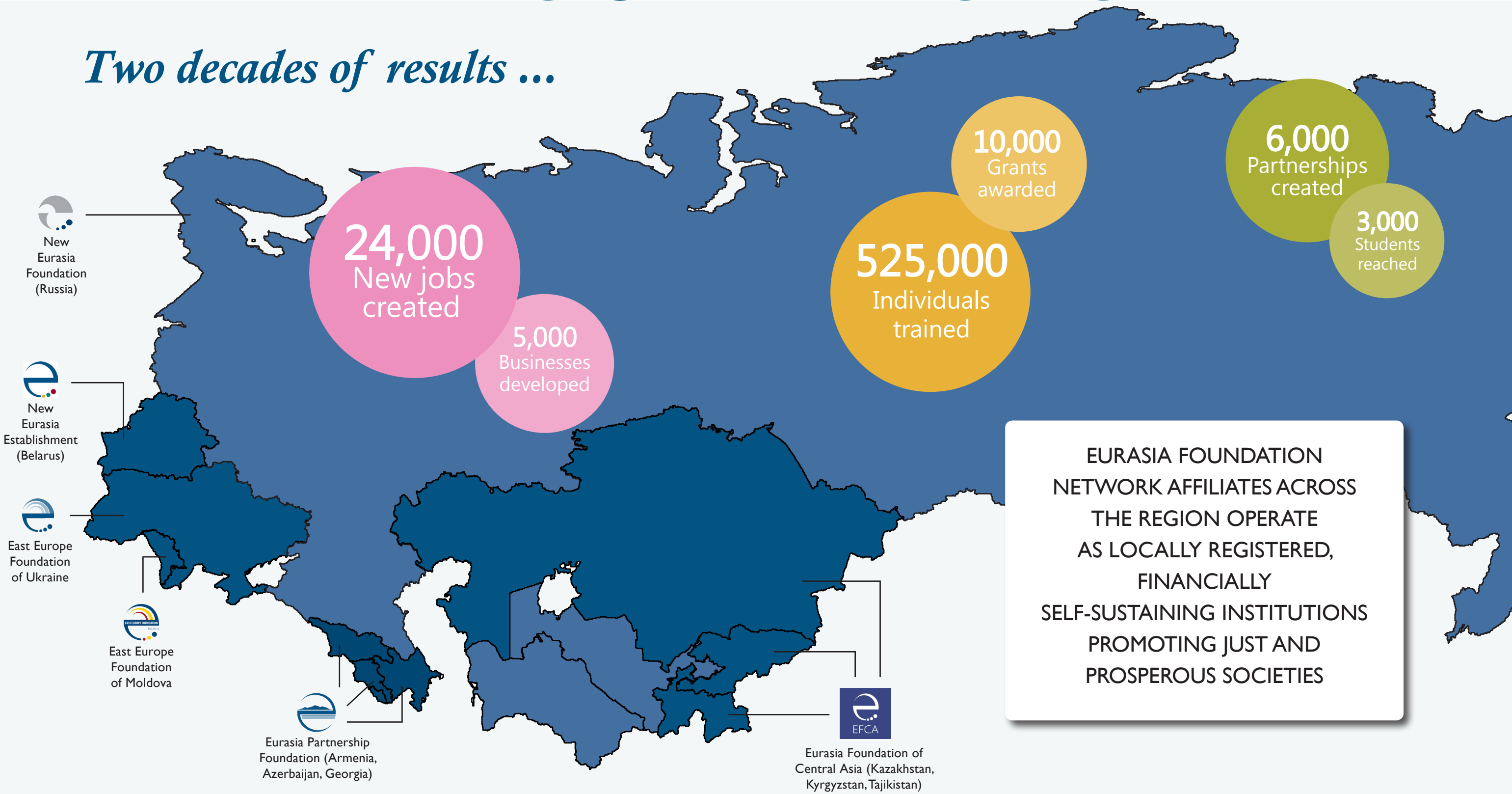
"We learned a number of things from the Russians. The staff at many institutions remains largely the same, providing stability for the kids. ... On the walls of every group home or institution, there were no posters admonishing "Respect" or "Zero Tolerance for Bullying." Instead, there were pictures of the kids engaged in sports, winning trophies and honors. And those who graduate or leave the institutions are 'alumni,' honored with a wall plaque and yearly reunions. Some return as mentors to the younger kids."



Above, from left to right: SEE fellows Roman Egorov and Paytsar Danielyan, from Russia; Don Zeigler and Ilze Earner, from the U.S. *Photos: Eurasia Foundation.*

PARTNER FOUNDATIONS

Two decades of results ...





Above: South Caucasus expert Thomas de Waal gives a public lecture in Yerevan, Armenia, on the results of a survey measuring public opinion on Joseph Stalin. **Right:** At CRRC Armenia's 10th anniversary celebration, Chief Advisor to the Prime Minister Vache Gabrielyan awards CRRC's Country Director Heggine Manasyan a commemorative medal. *Photos: CRRC Armenia.*

BELARUS

In 2013, the New Eurasia Establishment (NEE) in Belarus completed a multi-year project designed to meet socioeconomic needs of rural citizens and enhance sustainable development in rural Belarus. The project built partnerships between grassroots NGOs and local governments to support new enterprises.

NEE established six information desks on sustainable development, eco-tourism and rural development that provide regular consultations and advice to rural entrepreneurs. Over the course of the project, the information desks offered 41 information and training sessions serving 289 people, along with 183 individual consultations. This project resulted in an increase in the number of agro-farms on the Blue Ribbon of Vileyka (a tourist greenway) from three to eight, and the overall number of tourists in 2013 grew by 60 percent, with the average stay increasing from 10 to 14 days.

KYRGYZSTAN

Eurasia Foundation of Central Asia in Kyrgyzstan launched the YouthBanks for Issyk-Kul project, enabling Kyrgyz youth to lead community development initiatives. Six YouthBanks across the region trained 48 members, who then implemented more than 70 social projects in 2013. These projects included supporting sports teams, village libraries and computer and Internet centers, as well as cooking, foreign language, hairdressing and sewing courses. Some small-scale infrastructure projects were also supported.

The YouthBank methodology was also applied to the Women's Peace Banks (WPB) project, which empowers women in Osh and Jalal-Abad to lead interethnic reconciliation initiatives and promote women's peace-building at the national level. In June 2010, simmering interethnic violence between Kyrgyz and Uzbeks shook southern Kyrgyzstan, leaving thousands dead or displaced. Sixteen Peace Banks implemented 64 projects, and more than 450 WPB members and local residents improved their understanding and skills in mediation and conflict prevention.



UKRAINE

Implemented by East Europe Foundation of Ukraine, the Partnerships for Clean Energy project promoted energy saving and CO₂ reduction in Dnipropetrovsk Oblast. More than 500 local government representatives and 30 local business leaders participated in a series of trainings on specific practices to reduce CO₂ emissions in state-run sectors and private enterprises. New energy-saving equipment was installed in 23 towns and villages, leading to a 60 percent CO₂ reduction at the pilot sites, more than 600,000 kilowatt-hours in annual energy savings and access to improved energy services for more than 300,000 citizens.

MOLDOVA

East Europe Foundation of Moldova was instrumental in setting up the Independent Press Council (IPC), a regulatory mechanism created to protect media consumers' rights. A journalistic Code of Ethics was developed and signed by many leading local and national media outlets. IPC became an efficient self-regulatory body, receiving and examining dozens of complaints from media consumers and issuing decisions that are binding for the signatories of the Code of Ethics.

ARMENIA

The Caucasus Research Resource Center in Armenia conducted two nationally representative surveys in 2011 and 2013, providing rich information on the media preferences, expectations and perceptions of the Armenian public. Key findings include a 20 percent increase in the number of Armenian Internet users (including a 24 percent increase in rural areas) and an increase in the number of people using the Internet for consuming and sharing political and social information. The surveys were conducted to inform the Alternative Resources in Media project, implemented by Eurasia Partnership Foundation in Armenia.

AZERBAIJAN

The Caucasus Research Resource Center in Azerbaijan successfully completed the project "Next Generation: Improving Policy Research and Analysis in Azerbaijan," aimed at increasing the pool of potential policy analysts in Azerbaijan by drawing talented students into the field and changing their perceptions about research and policy making. Ten fellows completed the program, which included quizzes and homework assignments, and submitted papers for the Best Policy Paper Competition.

Above, from left to right: Residents of Jalal-Abad, Kyrgyzstan, celebrate spring at the Women Bring Music festival. A young girl in Zhaludok, Belarus, participates in a costume contest at the annual flower festival. English teacher Marina Misevich introduces students in Belarus to the basics of energy efficiency and waste recycling. Through the YouthBanks for Issyk-Kul project, youth sports teams in Tamga, Kyrgyzstan, were equipped with sports uniforms. *Photos: New Eurasia Establishment and EFCA Kyrgyzstan.*

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Above, from left to right: Jan Kalicki, Madeline Albright, Horton Beebe-Center and Eugene Lawson at the 2013 Sarah Carey Forum; Angela Stent at the U.S.-Russia Social Expertise Exchange fellowship orientation. *Photos: Eurasia Foundation.*

Financials

Statement of Financial Position as of September 30, 2013

ASSETS	2013	2012
Cash and cash equivalents	\$1,507,515	\$2,033,951
Investments	8,127,901	7,434,352
Grants, accounts and other receivables	2,316,126	9,664,703
Prepaid expenses	78,528	86,507
Fixed assets, net of accumulated depreciation and amortization of \$20,000 in 2013 and \$1,579,934 in 2012	980,000	197
Advances and deposits	17,895	68,110
TOTAL ASSETS	\$13,027,965	\$19,287,820

LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable and accrued expenses	\$425,563	\$365,131
Grants payable	2,819,769	7,163,327
Refundable advance	90,521	48,625
TOTAL LIABILITIES	3,335,853	7,577,083
NET ASSETS		
Unrestricted	8,093,977	7,329,832
Temporarily restricted	1,598,135	4,380,905
TOTAL NET ASSETS	9,692,112	11,710,737
TOTAL LIABILITIES AND NET ASSETS	\$13,027,965	\$19,287,820

Statement of Activities and Change in Net Assets for the Year Ending September 30, 2012

REVENUE	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL - 2013	TOTAL - 2012
Grants and contributions	\$24,997	\$ 5,184,450	\$5,209,447	\$7,756,309
Investment gain/(loss)	772,159	-	772,159	979,897
Other income	613	-	613	19
Cancellation of donor awards	-	-	-	(348,925)
Net assets released from donor-imposed restrictions	7,967,220	(7,967,220)	-	-
TOTAL REVENUE	\$8,794,753	\$(2,782,770)	\$6,011,983	\$8,387,300

EXPENSES	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL - 2013	TOTAL - 2012
PROGRAM SERVICES:				
Russia	\$1,364,443	-	\$1,364,443	\$1,423,063
Caucasus	516,787	-	516,787	516,005
Central Asia	1,331,873	-	1,331,873	2,050,613
Ukraine/Belarus/Moldova	779,331	-	779,331	1,113,935
MENA	1,431,636	-	1,431,636	965,115
China	328,587	-	328,587	514,350
Other Initiatives	401,355	-	401,355	280,047
TOTAL PROGRAM SERVICES	\$6,153,992	-	\$6,153,992	\$6,863,128
SUPPORTING SERVICES:				
Management and General	1,856,616	-	1,856,616	1,676,317
TOTAL EXPENSES	\$8,010,608	-	\$8,010,608	\$8,539,445

Change in net assets	764,145	(2,782,770)	(2,018,625)	(152,145)
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Complete audited financial reports are available upon request. • 990 is available online at <http://www.eurasia.org/about-us/financial-information-0>.

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