



2015-2016 Annual Report  
**Eurasia Foundation**

# Empowering the Next Generation of Leaders

For more than 20 years, Eurasia Foundation has empowered citizens and emerging leaders across Eurasia, the Middle East, China, and the United States. EF believes that harnessing the potential of citizens around the world to promote progress – and giving every person a voice – is the best way to meet today's global challenges. With this report, Eurasia Foundation reflects on our work over the past two years and how we have helped prepare the next generation of leaders to build a better future.

Leadership, critical thinking, civic literacy, international collaboration, and digital expertise are at the center of our philosophy. Our programs create new channels for civic engagement, inspire innovation and creativity, and overcome economic, social, and technological divides to promote inclusive development. By partnering with young civic leaders and educators in the Middle East, women farmers in China, and high school students in Russia, we have fostered new networks and joint activities that have made tangible improvements in people's lives.

We consider these 21st century skills to be the building blocks citizens need for sustainable social and economic development in their own communities and across the wider world.



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# 2015 & 2016 in Perspective

In the past two years, Eurasia Foundation has implemented **21** programs in **12** countries around the world.



We have provided technical and financial support to **672** civil society organizations.

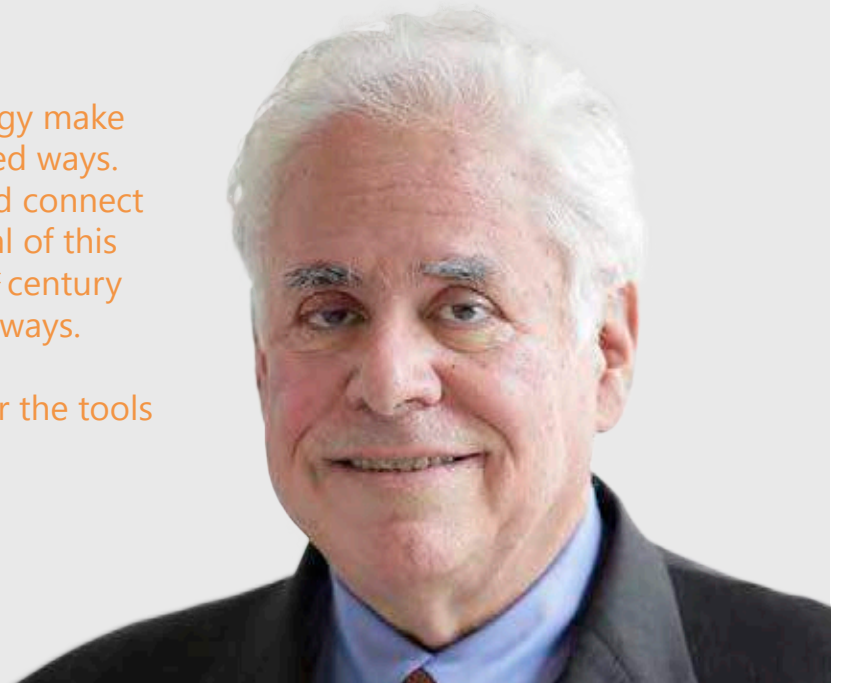
We have cultivated robust online networks connecting more than **15,000** members worldwide.

**We have trained more than 4,000 individuals including educators, community leaders, youth activists, and citizens.**

Accelerating changes in information and communications technology make it possible for people around the world to connect in unprecedented ways. Digital innovations overcome geographical and linguistic barriers and connect people across borders and social divides. Yet to realize the potential of this unfolding technological revolution, citizens need to acquire the 21<sup>st</sup> century skills necessary to apply new technologies in socially productive ways.

Eurasia Foundation embraces this challenge and our programs deliver the tools that engaged, 21<sup>st</sup> century citizens and institutions require.

**Jan Kalicki, Chairman**



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Eurasia Foundation's engagement with our partners is a two-way street. We channel resources and knowledge to them while they teach us about what their communities need and how those needs can best be met.

The transfer of 21<sup>st</sup> century skills that lay at the heart of our programs is only the start; the creativity and commitment with which our partners apply these skills constitute the real impact of our work and reveal how we can meet the challenges of this new century together.

**Horton Beebe-Center, President**





# Critical Thinking



A participant in the Sustainable Youth initiative in Kuwait is recognized for her achievement. (2016)

A key 21st century skill, critical thinking challenges assumptions, tests beliefs, and leads to informed decisions. Eurasia Foundation's programs equip ordinary citizens, educators, and community advocates with critical thinking skills to solve social problems and promote progress in their communities.

In 2015, our **Online School of Civic Education** launched a new youth leadership initiative in the Middle East. Designed to promote civic participation and leadership skills among students ages 11-17, we designed a series of innovative online courses for educators that underscore the link between civic education and community service. In the past two years, more than 300 educators have been trained to apply these new approaches in their classrooms, exposing more than 850 students to the concepts of empathy, respect, and diversity, while building their skills in collaborative problem-solving. Through the project's alumni network, one pair of teachers launched a new nongovernmental organization with a mission to foster critical thinking and civic skills; to date they have reached more than 1,200 students.

As part of Eurasia Foundation's **U.S.-Russia Social Expertise Exchange program**, our partners in both countries are working collaboratively to strengthen legal clinics in Russian universities. One SEE project is establishing new student-run legal clinics to offer free legal advice while giving law students hands-on training. The project's mission is to use workshops and mock trials to boost legal literacy and strengthen advocacy skills. At a 2016 summer school in Kaliningrad, 30 Russian law students learned about legal strategies in classes based on interactive exercises and peer discussion, helping them develop the reasoning and advocacy skills they will need in their careers.

In 2015, we piloted the **Youth Critical Thinking Program** in Kuwait. Called “n-mu,” which means “I grow” in Arabic, the project empowered young people, ages 18-25, to become engaged and constructive community members. We created a specialized curriculum in Arabic and English on four important topics: Active Citizenship, Critical Thinking, Advocacy, and Media Messaging. The curriculum builds on new ways of thinking about education in Kuwait, focusing on experiential and inquiry-based learning – a shift from traditional rote memorization to peer-to-peer and student-centered learning.



Idea board from an n-mu training session in Kuwait.  
(2015)

In collaboration with a local Kuwaiti civil society organization, called en.v, we conducted a dynamic Training of Trainers for seven young civic leaders. They then delivered three training rounds to a diverse group of 41 young people from all over Kuwait. The project’s unique learning environment encouraged participants to express their own ideas and points of view, building an active youth community based on the values of acceptance and mutual respect. “When I hear other ideas, I don’t reject them,” said one participant when asked about the impact of the project. “I ask for an explanation and want to learn more.”

*“In Kuwait, there is a thirst for this kind of activity and engagement. [Many young people] have the feeling that they would love to change things but don’t really know how or where to start. So ‘n-mu’ fits perfectly.”*

**- Abdullah Alkhonaini, n-mu facilitator**





Participants of n-mu's Sustainable Youth initiative promote physical activity in Kuwait.(2016)



# Civic & Digital Literacy



A Georgian entrepreneur shows off his animal feed while meeting with Gazelle Finance representatives. (2016)

Our programs encourage active citizenship and promote an understanding of the roles and responsibilities of citizens, communities, and governments in building responsive, accountable, and inclusive institutions. We equip people and organizations with the skills and digital tools to devise new solutions to pressing challenges, harness the power of technology to amplify marginalized voices, and advocate for social change.

The **Capacity Building for Civil Society Organizations Project** strengthens civil society organizations in Belarus. Through training, organizational assessments, and financial assistance, the project has helped 25 civil society organizations improve their financial sustainability and management capabilities. These civil society organizations have supported the modernization of business and economics education, improved access to transportation and buildings for people with disabilities, and helped victims of labor trafficking by connecting them with rehabilitation services and job opportunities when they return to Belarus.

Our **Online School for Advocacy** builds the skills of community leaders and the organizational ability of non-governmental organizations in the Middle East to push for change. The school has trained more than 300 people in advocacy skills. Those skills include defining a strategic vision, mapping community needs, and engaging diverse audiences via social media. The project has supported more than 35 campaigns on issues including air and water pollution, disability rights, youth, education, migrant workers, women's rights, HIV/AIDS, and animal rights. Eight of these campaigns had an impact on local and national policies.



# Program Spotlight

## Transparency and Accountability in Public Administration and Services

The Transparency and Accountability in Public Administration and Services program, launched in August 2016 in partnership with the U.S. Agency for International Development and UK aid, supports the government of Ukraine to reduce corruption by improving public procurement, eServices, and access to public data. The program aims to establish eProcurement as the standard approach for public spending in Ukraine. It also creates an Open Data program, assisting Ukraine's 18 central ministries and at least 35 municipalities to regularly publish government data online. In addition, key public services will be largely free of corruption through greater transparency, streamlining of business processes, and automation.



EF's Transparency and Accountability in Public Administration and Services team discuss the project during its launch in November 2016 in Kyiv. (2016)

**Under Eurasia Foundation's Social Expertise Exchange, the [US-Russia Global Forest Link Project](#) teaches young people in the United States and Russia to use technology to analyze environmental issues.** In the past two years, EF has trained 311 high school students in science, technology, engineering and math ( STEM ) and helped 22 joint Russian-American teams use Global Forest Watch, an interactive online forest monitoring system. Through virtual meetings, participants compared old photographs of local forests to current satellite images and mapped changes to the environment. Following training on evidence-based digital storytelling, students produced 72 online stories for a global audience.

*"n-mu allowed me to think in a different way but also taught me skills that are relevant to everyday life."*

**- Ahmed Al Gharabally,  
n-mu facilitator**

An n-mu participant and facilitator participate in Kuwait's first free 5K race, which the n-mu program organized. (2016)

Under the **Youth Critical Thinking Project** in Kuwait, participants worked in teams to design and implement community projects to apply the critical thinking and advocacy skills they gained through the training. With the support of local mentors, participants developed action plans and budgets and managed small seed grants to launch their own initiatives. These projects successfully addressed issues important to local youth such as recycling, fitness and health, pluralism and tolerance, and entrepreneurship, while also enhancing participants' self-confidence and leadership abilities. One group introduced the idea of reusable shopping bags, distributing more than 3,000 fabric bags to local markets, while another garnered more than 300 signatures on its petition to legalize home-based businesses and more than 100,000 impressions through its online awareness campaign. Overall, the program engaged more than 15,000 individuals, spreading positive messages about active citizenship and youth engagement to a broader swath of Kuwaiti society.



In Uzbekistan, Eurasia Foundation has cultivated a diverse network of nearly 2,500 young advocates and trained more than 270 people through the **Online School of Social Entrepreneurship**. In 2016, the school rolled out a new course, Civic Leadership and Digital Storytelling, to promote online narratives as a way to connect people more closely to their communities. The course inspired more than 100 blogs on community issues ranging from the delivery of public services to gender equality and the rights of people with disabilities.

The network is active across the country's 14 regions and has helped spark nearly 300 community development projects, including a new library in the Namangan region that provides classes and youth programs to rural populations. To date, the school's online campaigns have reached more than 150,000 people via social media.



A participant of the Online School of Social Entrepreneurship uses the skills he gained in the project to open a learning center for youth in Uzbekistan. (2015)

*"When I first heard about the school, the term 'social entrepreneurship' got my attention. As a journalist, I thought that social entrepreneurship is not related to me at all. However, after learning more about the school and reading materials on its website, I understood that not only people interested in business, but everyone, can become a social entrepreneur and contribute to the betterment of our communities."*

**– Gulruksora, Uzbek Online School of Social Entrepreneurship participant**



# Nino Nanitashvili

*2015 Bill Maynes Fellowship Recipient*

Nino Nanitashvili was selected to be EF's 2015 Bill Maynes Fellow in recognition of her work to combine community development, peacebuilding, and new technologies to bring young people together.

Nino works for a tech-focused nongovernmental organization, Elva, in Tbilisi, Georgia, but her interests range around the world. She developed "Peace Park," a digital game designed to connect Georgian and Abkhaz youth, who have long been divided by conflict. Nino also founded the first Women Techmakers Community in Georgia.

As part of her fellowship, Nino met with leading specialists in her field in New York and Washington, D.C. She has spoken at several high-profile conferences, including TechSalon, the PeaceTech Summit of the U.S. Institute of Peace, and the Forbes Under 30 Summit in Israel. Nino has also won the Emerging Leader Award from the U.S. Embassy in Georgia.



Nino Nanitashvili representing Elva Community Engagement at the Build Peace Conference. (2016)  
Photographer: Omer Malik

# International Collaboration



TV Bridge participants take part in team-building activity during the Volga Encounters Youth Media Festival in Russia. (2016)

In increasingly interconnected societies, people are seeking new ways of communicating and collaborating with their peers all over the world. Eurasia Foundation's programs – whether in education, journalism, or entrepreneurship – encourage international collaboration and global citizenship through open dialogue and the exchange of ideas across borders. By promoting diversity, cross-cultural understanding, and acceptance of different opinions and viewpoints, our programs channel international best practices and transform them into viable local solutions.

**Our U.S.-Russia University Partnership Program bolsters collaboration among 31 American and Russian universities to promote collaboration in research and joint teaching across a range of academic disciplines, from healthcare and child welfare to modern language education and environmental studies.**

In one partnership, the University of Oklahoma Health Sciences Center and Irkutsk State Medical University developed a child maltreatment and prevention curriculum, conducted joint student-faculty research, and organized a conference and training seminars on the challenges facing at-

risk children. In another project, the University of Illinois at Chicago and the I.I. Mechnikov North-Western State Medical University developed a new system of assessments for severely disabled students using digital technologies. Columbia University and Moscow State Pedagogical University launched a jointly-taught course on new discoveries and achievements fostered by technological innovations in contemporary mathematics.



# Program Spotlight

## Generation 7.0

Under our Generation 7.0 program, EF is developing a new type of digital game and mobile app to promote understanding and collaboration among young people in the United States and the Middle East. Generation 7.0 is made possible through the efforts of the Aspen Institute's Stevens Initiative. It aims to expand exchange opportunities for teenagers who are unable to join traditional face-to-face classes. The digital game encourages players to work together to solve puzzles while drawing cultural parallels and distinctions as they play. The storyline and characters give players a glimpse of daily life in each other's countries and provide the opportunity for players to establish lasting connections across borders.

Through the Social Expertise Exchange, our **U.S.-Russia TV Bridge Project** creating a network of American and Russian youths who jointly produce and broadcast video shorts. The anchors, who met in 2016 at the Student Television Network Convention in Atlanta, Georgia, and at the Volga Encounters festival in Cheboksary, Russia, competed successfully for the chance to play a leading role in the pilot program. One of their video features depicts how students overcome cultural and linguistic barriers by using games to work together. As a result of these interactions, students have reported increased awareness of stereotypes and positive changes in their perceptions of the other country.



*"We [Russians and Americans] are more alike than different. This experience opened my eyes to the possibility of an international network of teachers and students, transcending borders and language barriers to produce videos together."*

**- Jacki Romey, Student Television Network President,  
TV Bridge facilitator**





UPP fellow Ekaterina Ostrovskaya of the National Training Foundation in Moscow chats with EF board member David Slade during the National Council of University Research Administrators Conference. (2016)

*"My favorite parts of the program were communicating with colleagues from other Russian universities and possibilities for further cooperation. Useful meetings with key administrators and leaders of research groups at the host university have already brought about preparation of joint research and educational projects."*

**- Andrei Tolstikov, Tyumen State University, RAI fellow**



Eurasia Foundation's **Research Administration Initiative** links universities and professional organizations together to strengthen research practices and academic output. The initiative contains a nucleus of 21 research administrators from Russia and is bolstered by a network of 80 American universities through our partnership with the National Council of University Research Administrators.

"I am inspired to introduce new management training courses in scientific research management," said Irina Karapetyants, vice-rector for international education programs at Moscow State University of Railway Engineering. In 2017, the program will bring American education experts to Russia to share knowledge.

## Program Spotlight

### Gazelle Finance

Gazelle Finance is an impact investment fund designed to spur the growth of small businesses in the Eurasia region. The fund invests in businesses with growth potential that would otherwise not have access to the capital they need to expand. Beginning with investments in Georgia and Armenia, the program will ultimately offer entrepreneurs in the Kyrgyz Republic, Moldova, and other countries investment capital and technical support. With investments from development partners in the Netherlands, Georgia, and the United States, Gazelle Finance delivers a double bottom line: financial returns for its investors and growth for communities by creating new jobs, expanding the tax base, and supporting responsible business practices.



Eurasia Foundation's programs encourage young leaders to work for positive change in their communities. We equip young women and men with problem-solving and teamwork skills, as well as the tools they need to translate their ideas into action. By encouraging creativity, innovation, and self-confidence, our programs are paving the way for young people to improve lives and livelihoods around the world.

In China, our **Community-based Women's Leadership Project** helps women farmers in rural areas earn higher incomes and take on leadership roles. The program trains rural women to build their communities into sustainable ecovillages, organize and maintain organic farms, and market traditional handicrafts. Women in the program maintain public spaces in their villages and have partnered with a local nongovernmental organization to build an environmental education center. Some have organized river patrols to reduce pollution in the water supply for their farms. Because of their work, neighboring villages and other members of their communities have begun to focus on protecting their farms, adjacent land, and communal water sources.

Our **Online School of Social Entrepreneurship** supports more than 250 community leaders and social activists in the Middle East as they design innovative solutions to problems, such as youth unemployment, environmental degradation, gender inequality, and poverty. EF offers intensive coaching and mentorship to the most promising leaders to help them look for ways to transform their ideas into livelihoods. One participant launched an online platform to sell handicrafts made by women in her region. Her project brought income to 70 women and created 40 new jobs.



# Cultivating Leadership

The Sarah Carey Young Professionals Network is the premier professional development network for Eurasia specialists in Washington, D.C. YPN is designed for university students and recent graduates starting their careers in diplomacy, education, science, journalism, business, and the law, with a focus on the Eurasia region. The network

has brought 155 young professionals together with senior policy makers, ambassadors, and seasoned analysts to discuss issues such as upcoming elections in the region and U.S. foreign policy. In addition to supporting young professionals, EF's Sarah Carey Award and the Bill Maynes Fellowship also recognize civic leaders, policy experts, journalists, lawyers, and businesspeople whose careers have touched lives and communities in Eurasia and the Middle East.



## Drew Guff

*2015 Sarah Carey Award Recipient*

Drew Guff, a founding partner of Siguler Guff & Company, was honored for his work in the Eurasia region with the 2015 Sarah Carey Award. Drew has spent decades working on private equity investment and cultural exchanges between Russia and the United States.

Recently, Drew conceived and financed the launch of the Kennan Institute's Solzhenitsyn Initiative to translate certain works of Alexander Solzhenitsyn into English for the first time.

Drew Guff delivers his Sarah Carey Award acceptance speech. (2015)

Under Eurasia Foundation's Social Expertise Exchange, the **Youth Engaged in Leadership and Learning Across the World** initiative develops leadership skills among young people from **Russia and the United States**. Eighty-two students from both countries participated in the project, which culminated in 16 youth-led community service initiatives across five cities in Russia and the United States. Program participants cleaned up parks and neighborhoods, created arts and education programs, and organized local youth councils.

*"Today the importance of international support, cooperation, and dialogue are even more obvious than ever before. Let us maintain the critically important work that Sarah Carey launched almost half a century ago. Let us preserve the highest professional integrity in our work to help Eurasian countries move towards a sustainable and prosperous future."*

**– Maryna Kavaleuskaya, YPN class of 2014-2015 and distinguished speaker at 2015 Sarah Carey Award Dinner**



Members of the 2015-2016 YPN class at the 5th Annual YPN Launch event in Washington, D.C. (2016)

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# Financial Report

## FY 2015 Financial Summary\*

### Expenses

Eurasia	\$6,510,815
Middle East and North Africa	\$1,527,535
East Asia	\$181,202
Management and General Supporting Services	\$2,158,708
<b>Total Expenses</b>	<b>\$10,378,260</b>

### Assets

Cash and Cash Equivalents	\$380,814
Investments	\$4,800,052
Grants, Accounts, and Other Receivables	\$1,847,239
Prepaid Expenses	\$31,323
Fixed Assets	\$1,858,556
Advances and Deposits	\$35,003
<b>Total Assets</b>	<b>\$8,952,987</b>

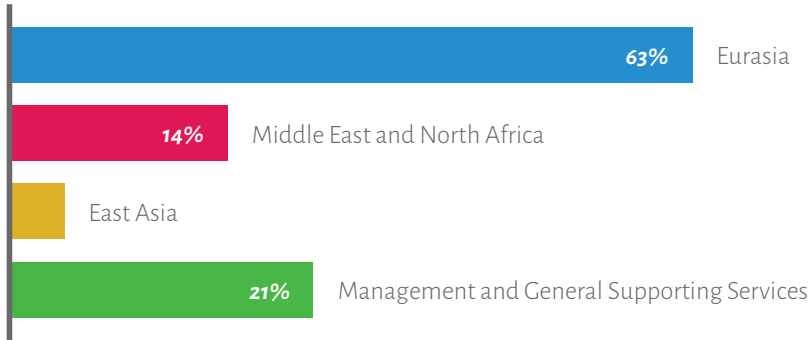
### Liabilities

Line of credit	\$1,025,017
Accounts Payable and Accrued Expenses	\$484,733
Grants Payable	\$833,366
Refundable Advance	\$44,631
Deferred Rent	\$188,095
<b>Total Liabilities</b>	<b>\$2,625,842</b>

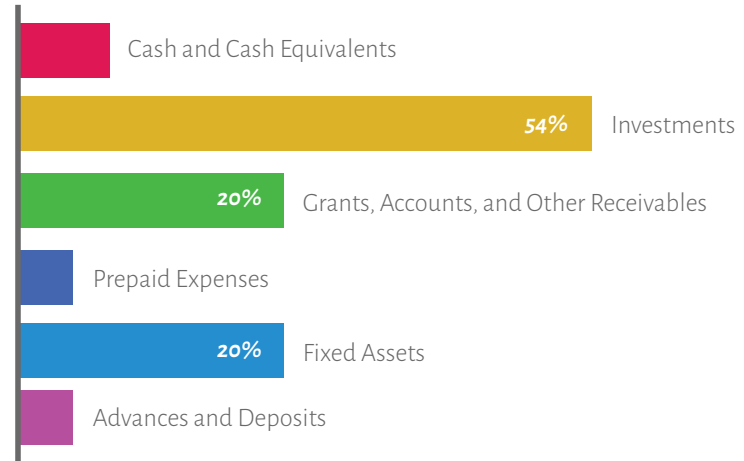
### Net Assets

Unrestricted	\$5,481,650
Temporarily Restricted	\$845,495
<b>Total Net Assets</b>	<b>\$6,327,145</b>
<b>Total Liabilities and Net Assets</b>	<b>\$8,952,987</b>

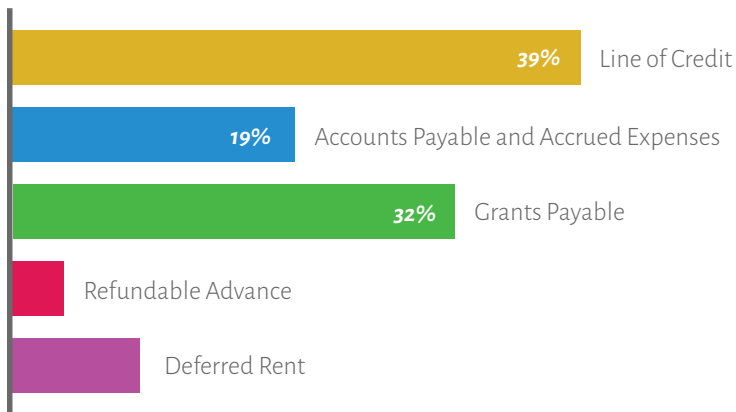
## Expenses



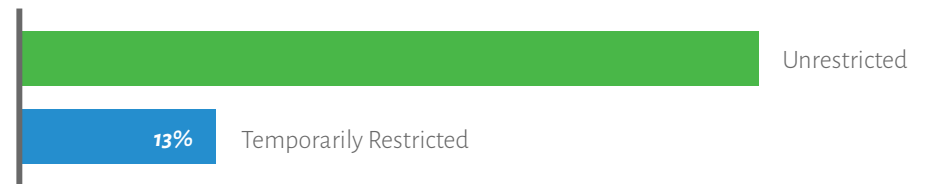
## Assets



## Liabilities



## Net Assets





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