



EURASIA  
FOUNDATION

CELEBRATING **25** YEARS



# **2017** IMPACT REPORT

ENGAGING CITIZENS, EMPOWERING COMMUNITIES

# Creating Impact for 25 Years

Dear Friends,

As we mark Eurasia Foundation's 25th anniversary, it is natural to ask, what has been the impact of a quarter century of work? Statistics may sketch the general scale of our activities, but numbers alone cannot capture the impact we've made in the lives of individuals and communities that have participated in our programs across 24 countries over the past 25 years.

To grasp the true impact of Eurasia Foundation's work, we must dive into our project pool to see where an initiative started and how results have rippled from that point to the present. For instance, support for a nascent education initiative in Ukraine in 1995 ultimately led to the establishment of the Kyiv School of Economics, which today is the leading economics education institution in the region and staffed entirely by Ukrainian faculty. To take another example, a loan made 20 years ago enabled a small business in Armenia to add jobs and broaden its market reach. Years later, Eurasia Foundation used that repaid loan—along with many others—to establish Gazelle Finance, an impact investment fund that today finances small businesses in Georgia and Armenia.

This virtuous cycle of small interventions begetting larger outcomes is at the heart of our work. Investments to expand viable economic opportunities and support citizens tackling problems in their neighborhoods are data points that, examined individually, have profoundly influenced the lives of our partners. Taken together, they comprise a constellation of initiatives whose ripple effect is still being felt today.

None of this would have been possible without the enduring support and guidance of partners and donors like you. We thank you for all you have done for Eurasia Foundation in the past and look forward to continuing our work together over the next 25 years!

Sincerely,

**JAN H. KALICKI**

Chairman



**HORTON BEEBE-CENTER**

President



# 2017

15

COUNTRIES

386

INSTITUTIONS  
strengthened

10,489

MEMBERS  
enrolled in  
online training  
networks

58

COURSES  
facilitated  
online

641

WOMEN  
participated  
in online training  
(60% of beneficiaries)



# Promoting Good Governance

Eurasia Foundation partners with governments and civil society organizations to increase public sector accountability, openness, and performance by building capacity and providing policy guidance.

## Helping Ukraine Reduce Corruption through Transparent Public Procurement

Ukraine's 2014 Revolution of Dignity transformed its executive and legislative branches of government. Since then, the government has prioritized increasing public sector transparency and accountability through eGovernance reforms, including eProcurement, open data, and eServices. Many who participated in the revolution are now playing an active role in their government, and Eurasia Foundation is bringing together civil society, business, and government to help them realize their vision of open access and accountability. One way we are doing this is by supporting the implementation of ProZorro, Ukraine's state-owned eProcurement platform.



**Vasyl Zadvornyy** became CEO of the award-winning enterprise in 2016 and has been working with Eurasia Foundation to ensure it is meeting the country's needs. Expanding competition for state contracts, simplifying the use of the platform for suppliers, and securely migrating its data to Ukraine have been key accomplishments. ProZorro's transparent approach to public procurement has saved Ukraine more than \$2 billion and generated vast amounts of data about

tenders for state contracts. Vasyl and his team are using this information to improve efficiency and transparency of the procurement system and set the standard for both national reforms and international best practices.

**"WITH EURASIA FOUNDATION'S SUPPORT, THE PROZORRO PLATFORM IS NOW MORE RELIABLE, FLEXIBLE, AND SECURE. THE IMPROVEMENTS TO PROZORRO WILL FURTHER INCREASE COMPETITION FOR STATE TENDERS AND, CRUCIALLY, REDUCE CORRUPTION IN UKRAINE'S PUBLIC PROCUREMENT."**

**— VASYL ZADVORNNY, CEO OF PROZORRO**



**\$2B**

**SAVED** by the government of Ukraine by using ProZorro's eProcurement platform

# Empowering Communities

Eurasia Foundation fosters leadership in non-permissive environments by providing online training opportunities to help participants deepen their expertise in social inclusion, youth leadership, community engagement, and working with local governance.

## Disability Advocate Fights for Her Rights

**Zuleikhah** is a software engineer who teleworks from a provincial town. Limited by a lack of accessible space in her community because she uses a wheelchair, she participated in local and national campaigns advocating for inclusion and protecting the rights of persons with disabilities. Eurasia Foundation's online training course on the United Nations Convention on the Rights of Persons with Disabilities inspired Zuleikhah to advocate in her community.



Eurasia Foundation helped Zuleikhah by connecting her with others facing similar challenges and provided intensive one-on-one coaching to help her identify and achieve her goals. The sense of community she developed through the online training helped her overcome her isolation and understand her potential to help improve the lives of people with disabilities.

**"I FEEL FREER TO SPEAK ABOUT MYSELF, MY CONDITION, MY PROBLEMS, AND MY NEEDS. YOUR SUPPORT HAS GIVEN ME THE STRENGTH TO FIGHT FOR MY RIGHTS."**

— ZULEIKHAH

Zuleikhah now uses her technology skills to help her peers with advocacy projects in other towns, combat negative stereotypes, and promote positive portrayals of people with disabilities in the media. Eurasia Foundation's online training program helped her find her voice, which she uses to advocate for all persons with disabilities—including herself.



**1,069**  
**PEOPLE TRAINED**  
in online courses



**425** **STUDENT-**  
**LAUNCHED**  
community campaigns

# Engaging Citizens

Eurasia Foundation's U.S.-Russia Social Expertise Exchange is a diverse network of youth and professionals engaged in meaningful exchange of ideas and best practices that leads to joint action and positive change in both countries.

## Collaborative Storytelling for Social Inclusion



In her hometown of Berezovsky, Russia, **Ksenia Kaminskaia** has been covering stories about the successes and challenges people with disabilities face for her student media club. She was interested to learn about the experiences of people with disabilities in other countries and to increase her own independence.

Eurasia Foundation selected Ksenia and her colleagues to join a U.S.-based student media team for a unique cross-cultural collaboration on social inclusion and the representation of people with disabilities. The teams met in Russia and the United States and co-produced five episodes of Disability Partnership TV (DPTV), an online news magazine series that is part of the Social Expertise Exchange. DPTV opens new doors for everyone and fosters common understanding, creating a more inclusive and diverse space in online student media.

Since her season of Disability Partnership TV, Ksenia has traveled independently within Russia and plans to attend university in the United States.

**"EVERYTHING I SAW MADE ME SURE THAT,  
IN THE FUTURE, I COULD ALSO LIVE INDEPENDENTLY."**

**— KSENIA KAMINSKAIA, STUDENT JOURNALIST**



**557**

**PEOPLE INCREASED their  
knowledge and understanding  
through international exchange**

# Building Networks

Eurasia Foundation connects higher education institutions to build sustainable, long-term collaboration. We assess potential academic links and partnerships, analyze the internationalization policy environment, and facilitate new mechanisms for university cooperation.

## Connecting Institutions to Deliver Impact Beyond Borders

In the winter of 2017, the presidents of Jordan's major universities gathered at the University of Jordan in Amman for a dialogue with government representatives and American nonprofit education partners. The question before them was simple: Can Jordanian universities find common cause and deepen the ties among themselves and their U.S. counterparts? The answer was a resounding, "Yes!" American universities responded with equal enthusiasm, and the first steps were taken in the **Creating Pathways to US-Jordanian University Partnerships** initiative.

"THROUGH PARTNERSHIPS WITH U.S. INSTITUTIONS, WE CAN ALL MOVE FASTER AND MORE EFFICIENTLY TOWARD ACHIEVING OUR EDUCATIONAL, RESEARCH AND DEVELOPMENTAL GOALS."

— DR. RAMI M. ALI, THE UNIVERSITY OF JORDAN

Eurasia Foundation facilitated a series of site visits, workshops, and bilateral meetings, bringing together leading higher education experts from 16 institutions in Jordan and the United States. All agreed that a framework was needed to strengthen the quality of higher education by linking their institutions around high-priority research themes and common priorities.

With support from the U.S. Embassy in Jordan and in coordination with the Ministry of Higher Education and Scientific Research, Eurasia Foundation launched the U.S.-Jordan University Cooperation Network to foster collaborative research projects and student and faculty exchanges. These partnerships connect and benefit both societies by enriching students' educational experiences and mobility while enhancing the capacity of universities to maintain long-lasting engagements with one another.



40

UNIVERSITIES  
linked



23

PARTNERSHIPS  
catalyzed

# Fostering Economic Growth

Eurasia Foundation seeded and launched Gazelle Finance, an impact investment management company that unleashes the potential of entrepreneurs in Georgia and Armenia by providing a combination of growth capital and technical expertise. Gazelle Finance identifies promising small businesses with exceptional growth potential and provides them with long-term, risk-based financing to fuel their expansion.

## Gazelle Finance Catalyzes Economic Growth in Georgia

Small businesses in Georgia and Armenia drive economic growth throughout the region, but many struggle to grow due to lack of access to capital and limited business expertise. Enter **Gazelle Finance** and its Gazelle Fund LP, which provides risk capital to fast-growing companies that have the potential to generate significant revenue, create jobs, and contribute to local economies. Gazelle Finance exceeded its fundraising target, raising more than \$30 million in committed capital by early 2017 with investments from Dutch development institutions, the U.S. government, and a Georgian sovereign fund.

“THE COMBINED FINANCING AND PARTNERING SOLUTION THAT GAZELLE FINANCE PROVIDED TO OUR COMPANY ENABLES US TO RAPIDLY GROW OUR BUSINESS HERE IN GEORGIA [AND] HAVE SUFFICIENT SCALE TO BE COMPETITIVE IN THE MARKET.”

By the end of 2017, Gazelle Finance had made its first investment—in Gurmano LLC, which owns and operates Degusto, the leading “fast casual” restaurant chain in Georgia. Degusto offers healthy and affordable cuisine made from locally sourced ingredients and is poised to take advantage of Georgia’s recent boost in tourism and a growing economy. With Gazelle’s investment of \$700,000, Degusto is opening seven new restaurants in less than two years, doubling revenues, and creating more than 100 new jobs. More than 80 percent of Degusto’s new hires are women.

**6** STORES  
opened



**100** JOBS  
created

# Strengthening Institutions

The Eurasia Foundation Network consists of ten organizations that collaborate to advance a shared mission through initiatives spanning the entire Eurasia region. Its projects mobilize resources and connect partners with the goal of equipping them to build resilient communities.

## PARTNER FOUNDATIONS



EURASIA  
PARTNERSHIP  
FOUNDATION



Фонд Східна Європа



## OTHER LEGACY ORGANIZATIONS



CR  
RC  
ARMENIA



KSE  
Kyiv  
School of  
Economics



# 2017 Partners and Funders

## **PARTNERS**

American Councils for  
International Education  
AMP Global Youth  
APCO Worldwide  
Data Journalism Agency TEXTY  
East Europe Foundation  
Jordanian Ministry of Higher Education  
and Scientific Research  
Kyiv School of Economics  
Ministry of Economic Development  
and Trade of Ukraine  
Open Data Institute  
Skylesse Game Studios  
Social Boost  
SoE ProZorro  
State Agency for E-Governance  
of Ukraine  
Transparency International — Ukraine  
University of Wisconsin-Madison

## **FUNDERS**

### **Government Agencies**

U.S. Agency for  
International Development  
U.S. Department of State  
U.S. Embassy in Jordan  
U.K. Department for  
International Development  
U.K. Foreign and Commonwealth Office

### **Organizations**

Adobe  
APCO Worldwide  
The Aspen Institute Stevens Initiative  
Brightening Lives Foundation  
Carnegie Corporation of New York  
Chevron  
The Hand Foundation  
International Tax & Investment Center

Kennan Institute of the  
Woodrow Wilson International  
Center for Scholars  
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Horton Beebe-Center  
The Honorable John R. Beyrle  
Randy Bregman  
Angel Collins & Keith Brophy  
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Peter Derby  
Thomas Dine  
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George Ingram  
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Sandra Willett Jackson  
Serdar Jorayev  
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The Honorable Richard L. Morningstar  
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## **OUR VISION**

All citizens have the opportunity to realize their full potential and transform their societies.

## **OUR MISSION**

Eurasia Foundation equips citizens to build resilient communities.





## ABOUT EURASIA FOUNDATION

Eurasia Foundation is a nonprofit organization that has empowered citizens to take responsibility for their own civic and economic prosperity since 1992. We partner with the U.S. government and other public and private funders to equip citizens to build resilient communities by providing technical assistance, online training, and cross-cultural exchange. For more information, visit [www.eurasia.org](http://www.eurasia.org), like us on Facebook and follow us on Twitter.



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