

EURASIA FOUNDATION
2005 ANNUAL REPORT



BEYOND TRANSITION





EURASIA FOUNDATION

Engaging Citizens, Empowering Communities...We believe 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.

Did you notice?

The Eurasia Foundation (EF) has adopted a new visual identity reflecting our vision for the future and our continuing commitment to the individuals and institutions of the Eurasia region as it moves beyond the transition from the Soviet system to more open societies and markets.

Over the past 13 years, the Eurasia Foundation has empowered thousands of exceptional social entrepreneurs who have guided the development of civil society, private enterprise, and public policy and administration in their countries. In that time, these countries have evolved in different ways. Now each has its own identity and a clearer vision of the future. In this new era **beyond transition**, we remain committed to fostering the transformative energy of citizens of these societies.

Our new logo highlights distinct facets of EF's organizational personality. The three circles represent not only our three focus areas—civil society, private enterprise, and public policy and administration—but also stand for our three organizational goals: equipping grantees with the knowledge and infrastructure to become self-sustaining organizations, engaging international donors and governments to support these organizations, and empowering communities to realize civic and economic prosperity.

As EF embraces this new identity, we look forward to a continued partnership with the countries of the Eurasia region, a partnership based on mutual respect and a hopeful vision of tomorrow.



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letter from

THE CHAIR AND THE PRESIDENT

What lies beyond the transition from a command economy and a multinational, monolithic state? That's the question the countries of Eurasia are asking—and they're coming to answers as diverse as they themselves have become. Some countries are attempting major political transformations but face severe economic problems. Others are stronger economically but remain wary of internal political shifts. Eurasia, in short, is a region of dynamic change and political challenge.

In such a climate, what is the role of an institution like the Eurasia Foundation? We stand for evolutionary change, not revolution; we do not export “pre-packaged democracy.” Rather, our goal remains simple: improvement in the lives of citizens in the countries where we work through constructive change from the bottom up.

To achieve this goal, we combine five major components:

- ✿ **LOCAL IDEAS:** EF responds to needs and ideas generated by the communities we serve. Our broad mandate allows us the agility to design programs across a wide spectrum of sound ideas.
- ✿ **LOCAL ACTORS:** Effective and lasting development cannot be imposed on a society, but rather must bubble up from within it. We support the work of the region's leading citizens, and we believe that governments grow stronger when more of their citizens become stakeholders in their political and economic systems.
- ✿ **EURASIA FOUNDATION EXPERTISE:** Our experience in grant making and program design and our knowledge of societal issues increases the effectiveness of grass-roots efforts, amplifying the voices of citizens throughout the region.
- ✿ **DONORS AND PARTNERS:** The contributions—time, funding and expertise—of other organizations, governments, foundations and corporations multiply the impact of the work we do.

✿ **KNOWLEDGE TRANSFER:** We help our grantees develop their project management skills as well as their overall operational management; we also offer direct training and technical assistance to build their financial and organizational infrastructure. *Our ultimate goal is to help organizations become self-sustaining institutions.*

Our approach values maximum operational transparency, increased local involvement through our local foundations and representative offices, and renewed efforts to help the people of the region directly. Whereas a decade ago these countries needed assistance to get on their feet, now such partnerships are a matter of choice—relationships built on mutual interest. We are gratified that the Eurasia Foundation is able to maintain and grow so many such partnerships.

As the Eurasia region moves beyond transition to transformation, the Eurasia Foundation as an organization continues its own transformation—moving from a single international foundation with multiple field offices to a network of affiliated, locally registered and operated organizations. Our most notable accomplishments in this area are the ongoing operations of the New Eurasia Foundation in Russia and the launch of the Eurasia Foundation of Central Asia.

The Eurasia Foundation's new logo was developed in light of our internal changes and the broader transformation of the countries we serve. We feel it reflects our evolving relationship with the region and our hope for strong and enduring partnerships.



Sarah C Carey

Sarah Carey
Chair

Charles W Maynes

Charles William Maynes
President

“The Eurasia Foundation's long-standing support to nascent NGOs in the South Caucasus has enabled creative approaches to the solution of development issues and made the assistance efforts of donors in the region, including those of the U.S., more effective. We like to think of EF as the R&D division of U.S. assistance efforts in the region.”

—Robert Wilson, Deputy Mission Director, USAID/Caucasus

OVERVIEW

The Eurasia Foundation assists grass-roots organizations working to improve public policy and administration, develop private enterprise and advance the goals of civil society.


Guided by the strategic leadership of regional vice presidents serving the South Caucasus, Central Asia, and Ukraine, Belarus and Moldova, local EF offices and affiliates—20 throughout the region—manage a broad portfolio of grants and technical assistance projects. The headquarters staff in Washington, D.C., provides oversight and support to this transnational network of professional grant makers, project managers and evaluators. In Russia, the New Eurasia Foundation, an independent institution that promotes the goals of civil society, continues EF's important work in the region's largest country. Both the chairman and the president of the Eurasia Foundation serve on the board of this new foundation.

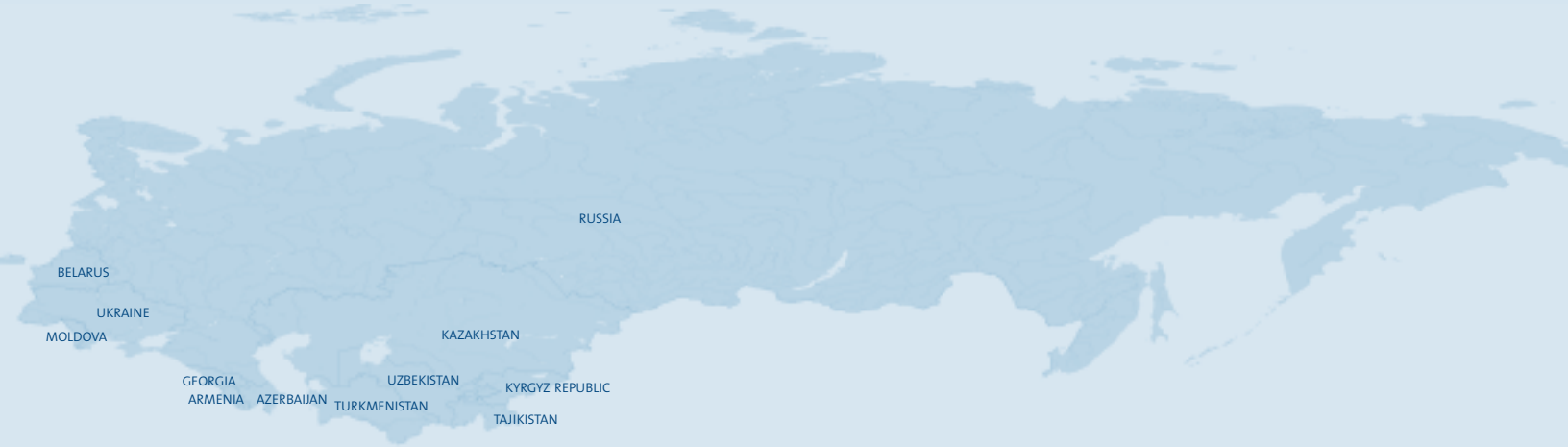
A public-private partnership, EF is managed by a board of trustees of private citizens and is supported by the U.S. Agency for International Development (USAID) as well as other governments, private foundations, corporations and individuals.

The Eurasia Foundation possesses five distinct qualities that make a lasting difference for our partners, donors, host governments and ultimately the citizens who benefit from our work:

- Our **programmatic agility** allows us to embrace a spirit of innovation in our grant making and program implementation. We cast a wide programmatic net and launch pilot programs that are frequently replicated by other donors on a national scale for broader impact.
- We demonstrate **fiscal and operational integrity** through the development and use of robust systems and processes that assure responsible and transparent financial and professional operations.
- We value the **human factors** that make us strong. Our relationships—with staff, partners, governments and donors—enable us to transfer knowledge effectively and build the efficacy and operational confidence of grantees and nascent EF affiliate organizations.
- The **donor and partner synergy** we create brings together diverse funding and operational sources to enhance program effectiveness and sustainability, creating a whole greater than its parts.
- Finally, we strive to build **organizational sustainability** by strengthening the infrastructure of grass-roots organizations and facilitating the development of internal processes and procedures. Applying the goal of sustainability to our own operations, we are also creating a lasting legacy in the region by launching local institutions built on an EF model of success.

Examples of local institutions the Eurasia Foundation has helped to create include: a self-sustaining small and medium business loan fund in Armenia, the only Western-style school of economics in Ukraine, the New Eurasia Foundation in Russia, and the Eurasia Foundation of Central Asia based in Bishkek, Kyrgyzstan. The Eurasia Foundation has attracted millions of dollars of local or international support for all of these initiatives.

EF is expanding this growing network of affiliates by establishing similar institutions in the Caucasus, Belarus, Moldova and Ukraine to bring greater geographic reach, financial investment and social entrepreneurship to the Eurasia region. 



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In Memoriam... We regret the passing on April 26, 2006, of EF Advisory Council Member Thomas Kemp. Mr. Kemp served as a trustee of the Eurasia Foundation from 1993 to 2001, and as the Finance Committee chair for a number of those years. His contribution helped the Foundation secure its solid reputation as a transparent and professional organization, and his sense of humor made him a delightful colleague to work with through the process.

“The changes taking place in Ukraine call for new partnerships among governments, businesses and civil society. The Eurasia Foundation’s national and regional programs make an important contribution to attaining this goal.”

*—Kateryna Yushchenko, First Lady of Ukraine, Head of the
Supervisory Council of Ukraine 3000 Foundation*



PROGRAMMATIC AGILITY

The Eurasia Foundation has a long tradition of supporting diverse programs under the umbrella areas of civil society, private enterprise, and public policy and administration. EF wants local citizens to retain ownership of their society's future; therefore it supports programs that arise from grassroots efforts and mirror locally articulated needs. These needs might be expressed by groups of citizens, municipal, regional and national governments or nongovernmental organizations. EF's expertise has been sought by governments in the region—most recently Moldova—to achieve civil society and citizen engagement goals. EF is proud to support all these groups as they move beyond the transition from the Soviet system to more open societies and markets.

EF uses a combination of invited, targeted and open-door grant mechanisms to support locally incubated ideas. EF begins its programmatic support to its partners long before the grant is awarded, however, offering applicants program design assistance. The Foundation then supports grant recipients with training in financial and operational management, public relations and marketing to ensure their programs are sound and well-managed, and achieve the greatest possible impact. EF also implements a variety of development programs directly, managing day-to-day operations of such diverse efforts as an applied research center and community mobilization along gas and oil pipelines in the Caucasus.

This dual role of funder and implementer enables the Foundation to react effectively to changes in the local political, social and economic landscape by quickly supporting responsive programs.

“Adjusting programs and awarding grants that leverage funds from other sources to meet specific needs allows EF to provide citizens the most programmatic impact for each dollar EF grants,” remarks Dr. Olexiy Haran, regional vice president for Ukraine, Belarus and Moldova. “Our local advisory boards are instrumental in assuring our grants go to plausible programs whose impact and long-term efficacy are apparent.”

Thinking beyond sectors and borders is another manifestation of EF's programmatic agility. Designing and supporting initiatives that cross national borders provides an even greater return on investment. Giving citizens of neighboring countries opportunities to work together and gain mutual understanding adds an additional layer of impact over and above a program's main goals.

Combining efforts across sectors provides an economy of scale for the program participants and ultimately the citizen beneficiaries of such cross-sectoral programs. For example, the Eurasia Foundation is spearheading a Central Asia-wide initiative to increase the capacity of regional universities to provide high-quality applied research in economics, business and social policy to the business community and government agencies.

In both grant making and program implementation, EF applies industry standards and modern technologies. For instance, in media programs, the concept of true editorial and financial independence is stressed, along with digital printing, current best practices in subscription development, advertising sales and operational management. ☼

“...No other donor organization developed such an [integrated] cross-border program as the Eurasia Foundation did in the South Caucasus and the Ferghana Valley. This experience...is unique in many aspects and may be interesting for other donors...”

—LINKS Scientific Research Laboratory of the
Non-Commercial Sector

◀ **It's the most basic expression of grass-roots involvement:** two women sitting down over tea discussing an issue of local importance. Using locally incubated ideas stemming from such grass-roots identification of needs allows the Eurasia Foundation to deliver programs and support grants that positively impact the countries where it works. With help from the Eurasia Foundation, thousands of exceptional regional social entrepreneurs are working together to advance development of civil society, private enterprise, and public policy and administration, partnering with their governments and other concerned citizens to move beyond the transition from communism to democracy, from socialism to free market enterprise.

Polling the People of the Kyrgyz Republic

Exit polling, an independent indicator of election results, helps to increase public trust in the election process and becomes vital in a country like the Kyrgyz Republic that has experienced fraudulent elections. A consortium of three independent sociological research companies received two EF grants, funded by USAID and the Dutch, Norwegian and Swiss governments, to implement an exit polling project in the July 2005 Kyrgyz presidential election. During the election, the consortium polled over 18,000 voters in 210 polling stations throughout the country. *This was the first exit polling of voters in a presidential election in Kyrgyz history.*

The consortium posted preliminary exit poll results on its Web site throughout election day, July 10, 2005. Local and international news sources such as AKIpress, Reuters, Deutsche Welle, Radio Liberty and the BBC reported results as they were posted.

The poll results closely corresponded with official results published by the Central Election Commission, helping to legitimize the outcome and adding weight to the analysis of both international and domestic observer groups that monitored the election.

Clean Water in the Caucasus

In January 2005, EF's South Caucasus Cooperation Program funded a three-sided project to initiate a collective effort among the communities of Bolnisi (Georgia), Akhtala (Armenia) and Kazakh (Azerbaijan) to confront the mismanagement of trans-boundary water systems in the region. The partners are raising public awareness about these issues through Public Environmental Information Centers (PEICs). As an intermediary between citizens, businesses and government, PEICs serve as watchdogs, informing the population and media about the environmental

conditions of the region and seeking solutions that involve partners from all sectors.

The partners have already achieved success in facilitating cooperation among these sectors through the PEIC mechanism, and their work has raised awareness among government leaders. This year, the Georgian government initiated the privatization of *JSC Madneuli* (a copper mine and the main polluter of the river flowing through Bolnisi, Georgia) and named environmental protection as one of four primary criteria to be considered during the privatization process.

A Reason to Stay in the Russian Far East

In the Russian Far East (RFE), university graduates have a difficult time finding employment and are thus likely to leave the region in search of work. Through research and evaluation, EF determined that students lacked access to services that would assist them in finding jobs. EF awarded grants funded by the Ford Foundation and USAID to teams from four leading area universities to help them prepare qualified graduates and link them to job opportunities in the region.

The teams developed career centers and built cross-sector partnerships among educators and employers. Involving more than 350 specialists from universities, governing bodies, and state and private employers, the grant projects created and expanded career centers, developed a course curriculum for teaching job-search skills, and launched a Web-based information exchange network for employers, universities and students.

One of the implementers, the Far Eastern State Agrarian University, helped 679 young professionals find jobs at enterprises in the region, a 600 percent increase over 2004 placements! ☼



FISCAL AND OPERATIONAL INTEGRITY

The Eurasia Foundation runs all operations transparently—enabling donors and local governments appropriate access to EF financial and operational records. Audits are a fact of life in grant making and program operations, so donors and recipient governments rightly review the records of organizations like EF as a matter of good financial stewardship. The Foundation is proud that it routinely receives clean audit reports and even praise from audit teams because of its diligent monitoring, record keeping and adherence to local laws.

This transparency demonstrates just one aspect of the Foundation's fiscal and operational integrity. EF relies on sophisticated operational systems for grant and program tracking and management, financial reporting, and donor contributions and contact. Its grant management methods ensure both the internal development of financial structures for its grantees and reassurance to its donors that funds are being used for their intended purpose.

Supplementing these systems are articulated and repeatable policies and procedures that guide EF operations at every level in every office. These policies and procedures are reviewed and updated regularly.

The execution of grants and operating programs is governed by the completion of a series of documents and review cycles, ensuring that EF is exercising good stewardship of its funding and supporting well-conceived programs with clear, attainable goals.

EF also prides itself on the unbiased, politically neutral positions that guide its efforts. Though primarily funded by USAID, EF is independently managed at the local level. EF programs are selected without pressure or direction from lawmakers, development agencies or donors. Host governments and donors in the region consider EF an honest broker able to mobilize local constituencies.

EF frequently performs extensive evaluations of past programs and grants, and uses these evaluations to make decisions on future programming to best serve beneficiaries within its operating countries. In Armenia, for instance, an extensive evaluation following a \$200,000 grant program supporting municipal development showed that greater cooperation between municipalities would be beneficial. Based on this information, EF's follow-on grant program, begun in 2005, supports municipalities and inter-municipal unions by connecting communities via the Internet and developing inter-municipal strategies to increase effective use of community resources and delivery of services.

These traits have earned the Foundation a strong reputation among local NGO communities, citizen beneficiaries and local governments. According to Kanat Saudabayev, Kazakh Ambassador to the United States: "As *Kazakhstan* enters a new stage of economic and political reforms and continues to nurture democratic institutions, *we regard the Eurasia Foundation as a valuable partner*. The Foundation's programs are *helping us achieve our goals*." EF strives to provide this level of partnership and assistance in all countries where it works. ☸

The Foundation is proud that it routinely receives clean audit reports and even praise from audit teams because of its diligent monitoring, record keeping and adherence to local laws.

◀ **Natural resource management is an important service local and national governments provide their citizens.** But when infrastructure is weak, corrupt or non-existent, valuable national assets are squandered, ultimately harming the greater good. The Eurasia Foundation helps local, regional and national governments achieve fiscal and operational integrity so they can better manage the resources entrusted to them. To be a credible source of this assistance, EF must also hold its own operations to the highest standards of integrity and transparency.

Putting Readers First in Russia

For many newspaper owners and editors, their publication is their heart and soul. Often, this principled dedication is the best guarantor of a publication's continued independence. However, participants in the Russian Independent Print Media Program run by Eurasia Media, a division of the New Eurasia Foundation in Russia, come to learn that truly independent newspapers belong not to their owners and editors, but to their readers. And with that realization come the greatest changes in professionalism and ethics.

In Buzuluk, Russia, *Vesti ot Partnera* adopted a new code of ethics that, among other things, bans accepting money for articles (so-called *zakazukha*); such articles subsequently disappeared from the newspaper. In Apatity, *Dvazhdy Dva* likewise managed to eliminate 93 percent of *zakazukha* from its pages.

Editors and reporters at *Kachkanarsky Chetverg* (Kachkanar, Sverdlovskaya Oblast) began paying more attention to readers' interests and stopped shying away from difficult stories. As a result, circulation began to grow—even during the summer, when it usually falls.

Knowing the Code in Azerbaijan

Keeping up with Azerbaijan's tax code changes is a challenge for owners of small and medium enterprises (SMEs) in the country. The lack of clarity about tax regulations has created an atmosphere of distrust between businesspeople and tax authorities. EF, in partnership with Statoil Azerbaijan, is working to help SMEs expand their knowledge and to support them in developing better working relationships with local and national tax authorities.

Through the extensive experience of EF's grantees KRON Company and Caucasus Business Development Center, SMEs, individual entrepreneurs and consultants have access to a well-designed and tested training program

covering a range of practical issues related to their rights and responsibilities under the tax code. The increased organizational, informational and management capacity of the training participants will lead to more sustainable SMEs. In addition, the project engages both businesses and representatives of local tax offices in roundtable discussions, thereby promoting transparency and information flow. These discussions are helping to build trust between the two parties.

Curbing Corruption in Georgia

Nongovernmental watchdog organizations aim to reduce corruption and increase transparency in local government by raising public awareness and involvement in government decision making. Since 2002, EF has supported NGO watchdogs in Georgia with nearly half a million dollars in grants as well as focused training for its grantees. Sixteen grantees have covered a variety of issues including local government budgeting, state property management, the privatization process and the issuance of passports and licenses. As a result, laws curbing corruption have been passed, corrupt officials have been relieved of their posts, and misappropriated and illegally obtained funds have been found and redirected or refunded. But there is still much to be done.

After the first seven projects of EF's NGO Watchdog Initiative were completed, the Foundation evaluated the results. The multistage research process, managed in cooperation with EF's Caucasus Research Resource Centers, also provided recommendations for further programming and identified risk factors for corruption in a number of sectors, such as health, education and budget, thus providing NGOs with direction and focus for future activities.

The research results were presented and the second phase of the initiative, co-funded by the British government, was launched at a conference in February 2005, attended by a number of domestic and international stakeholders. ☸



HUMAN FACTORS

The Eurasia Foundation's multinational staff—84 percent of whom are nationals of the countries EF supports—are experts in a broad range of areas, including grant making, community mobilization, finance, evaluation and economics. Their various professional experiences, cultural awareness and practical experience in EF's focus region make this group a key factor in the success of EF programs and operations.

The expertise of EF's staff is valued by both the public and private sectors in the countries where EF works. Government and corporate leaders recognize EF's skill in engaging local stakeholders and mobilizing communities, and call on the Foundation for advice and guidance in their own efforts to encourage grass-roots civic and business development activities:

- ✦ **Marguerite Baker**, associate country director for Azerbaijan, sits on the board of directors of the American Chamber of Commerce in Azerbaijan and is the only board representative from a nonprofit organization.
- ✦ **Jeff Erlich**, regional director for Tajikistan, Turkmenistan and Uzbekistan, served on the American Chamber of Commerce board in Tashkent, and was the editor of its magazine, *Business Connections*.
- ✦ **Olexiy Haran**, regional vice president for Ukraine, Belarus and Moldova, is a member of the Public Advisory Board at the Ministry for Foreign Affairs of Ukraine.
- ✦ **Misha Minakov**, regional director for program development for Ukraine, Belarus and Moldova, is the chair of the Program Board for Social Capital and Academic Publications of the International Renaissance Foundation, leading a group of experts who make decisions on programmatic activities and grants.
- ✦ **Rinad Temirbekov**, Kazakhstan country director, and **Andrew Eil**, Central Asia regional development director, have both served on the tourism subcommittee of the Image Enhancement Group of the Foreign Investors Council Association, helping to develop a national strategy on tourism in order to improve Kazakhstan's image abroad.
- ✦ **Andy Wilson**, president of the Eurasia Foundation of Central Asia, runs the Corporate Social Responsibility Working Group of the American Chamber of Commerce in Kazakhstan, which promotes more effective community engagement and corporate philanthropy.

The expertise of EF's staff is valued by both the public and private sectors in the countries where EF works.

The inter-working of some 200 staff members deployed throughout EF's focus countries enables the Foundation to offer its grantees and donors a broad array of local expertise, as well as a dynamic and mobile workforce. Because the majority of EF's field staff are native to the country in which they serve, they bring to the Foundation a deep knowledge of domestic NGOs, their own experience working with and within these groups and the ability to transfer this knowledge to the entire staff. They bring this expertise to bear in choosing the best grantees and pride themselves in effective and sustainable relationship building at the local, national and international levels.

For instance, the head of EF grantee EcoCenter, Kaisha Atakhanova, was awarded the 2005 Goldman Prize for her campaign to block the import of nuclear waste into Kazakhstan. The prize is awarded for sustained and

important efforts to preserve the natural environment. EF has supported EcoCenter since 2002, helping it engage the public in environmental policy debate and increase the transparency of government agencies entrusted with environmental protection.

EF's exceptional team of professionals is supported by prominent local advisory boards in each country, through which all grants pass prior to being awarded. These bodies are comprised of senior professionals in all fields, former government leaders and leaders of local NGOs.

"Working through local advisory boards enables our projects to directly impact social and economic development around the Eurasia region," says Andrea Harris, regional vice president for the South Caucasus. "In Armenia alone, we've helped create a national press council, assisted the Charentsavan municipality improve self-governance, spearheaded community support organizations for working women, and developed a business directory in the Gegharkunik Region. The combination of staff expertise and counsel from our boards makes this level of accomplishment possible." 🌿

◀ **Citizen engagement is critical to civil society building**—and ultimately the creation of participatory government and citizen-centric institutions. Fostering the interest and participation of people from all walks of life—young, old, rich, poor, tradespeople and professionals—is essential. The Eurasia Foundation carefully awards grants and designs programs that ensure relationships are built between grantees and EF staff, between beneficiaries and grantees, and among citizens and their governments.

Reading Uzbek Citizens Their Rights

A report by the International Finance Corporation and the Swiss Secretariat for Economic Affairs documented uneven interpretation of the law by Uzbek courts—creating a highly unpredictable legal environment for citizens.

To address this gap and empower citizens to claim their legal rights, an Uzbek law firm, Konun, opened a Public Advocacy Center using funds and operational assistance from the Eurasia Foundation. The Dutch government provided co-funding, and the American Bar Association's Central European and Eurasian Law Initiative (ABA/CEELI) trained lawyers and provided ongoing legal and operational consultations.

Since its founding, the Public Advocacy Center has provided free, decisive assistance to hundreds of citizens on a broad range of issues, including breach of contract, unlawful termination and imminent domain. The number of court appeals filed by Uzbek citizens to defend their rights and interests has increased dramatically.

Though EF has now been forced to cease operations in Uzbekistan, the Foundation believes that in time the Uzbek government will allow more direct interaction with its citizens.

Leading Women in Azerbaijan

Once released from correctional facilities, women and youth often have a difficult time assimilating back into their communities because of the social stigma associated with being in prison. To ease this transition for Azerbaijanis, EF has invested nearly \$70,000 over the past two years supporting the work of the Baku-based Leader Women Social Union. The organization's activities include providing educational opportunities to incarcerated youth, assisting women in securing employment and housing, and encouraging voters in correctional facilities to take an active role in the 2005 parliamentary elections.

The founder of the organization, Mahalat Hasanova, is a member of Parliament representing a different district than that of the prison. She became involved with helping incarcerated women and youth because she realized no other group was doing this work. She explained that because Azerbaijan is a small country, one's background is very important within local communities: "[The stigma of incarceration] creates a 'helplessness syndrome' among women who are released from correctional facilities, causes their isolation and offers very few opportunities for their normal integration into the society." As a result of Leader Women's work, to date 14 released women have found employment and approximately 60 imprisoned youth are pursuing distance learning.

One Hundred Days in Kyiv

Following the Orange Revolution in Ukraine, with its promise of governmental reform, a consortium of seven independent think tanks set out to assess the new government's first 100 days in office. With EF co-funding, the Institute for Economic Research and Political Consulting led the research and coordination with other analytical centers. Ihor Burakovskyy, director of the institute, explained, "This was the first experience of such broad cooperation between analytical centers. We hope the next request for an evaluation will come from the government itself."

At a roundtable discussion supported by EF and the International Renaissance Foundation, the consortium presented its findings to the government, which included reforming aspects of judicial, social and economic policy, as well as security and defense issues. The discussion brought together NGOs, embassies, donors, media organizations and government representatives, including a deputy state secretary and the vice prime minister in office at the time.

The event marks one of the first times the government of Ukraine has been receptive to such broad commentary from the nongovernmental sector. Eventually, the government incorporated several of the consortium's recommendations into its policies in areas such as re-privatization, trade policy and budget policy. 🌿



DONOR AND PARTNER SYNERGY

The Eurasia Foundation's multi-donor approach engages U.S. and international government agencies, local and international corporations, foundations and other donors to enhance the contributions of each individual funder. AES Corporation, BP, Chevron, ExxonMobil, Philip Morris and Samsung all entrust funds to the Eurasia Foundation—knowing it will create programs and award grants that meet local needs while it simultaneously builds local organizational capacity and acts as a good steward of the funds. The support of these diverse partners enables EF to underwrite a wide range of grant and implementation programs in its three focus areas, as well as match donors to specific, locally articulated program needs.

The Foundation has established a reputation for promoting good causes, and for being a good partner and teammate by championing causes espoused by other donors that fall within its mandate areas. Georg Gunderson of Statoil Azerbaijan expresses it this way: "In Azerbaijan, Statoil has found the Eurasia Foundation's knowledge and experience to be of great value in our efforts to support the development of private enterprise and civil society in the places where we work."

According to Andy Wilson, president of the newly launched Eurasia Foundation of Central Asia, "The importance of leveraged partnerships cannot be overstated. The United States has made a significant, long-term financial investment in the Eurasia region, and it benefits all parties—the U.S. government, host governments, other donors and citizen beneficiaries—when EF leverages that contribution and makes it larger through these partnerships."

Supporting projects that span more than one of EF's program mandate areas is another benefit of the Foundation's synergistic approach to donor relations. By maintaining flexibility, EF is able to fund and/or implement locally incubated programs that do not neatly fit into a single programmatic niche. For instance, the Foundation has partnered with local and international corporations to mitigate hunger, support foster parent programs and empower disabled populations. This flexibility is key to EF's continued effectiveness as the region moves beyond transition. ☼

The support of diverse partners enables EF to underwrite a wide range of programs in its three focus areas.

◀ **The financial gains that come from owning one's own business can be key to a better tomorrow.** But small business ownership is predicated on trust: in market stability, in suppliers, in consumers. The trust needed to invest one's assets and energies in a fledgling enterprise is similar to the trust the Eurasia Foundation's donors place in our programs, our people and our promise of a better tomorrow. For over 13 years, the Foundation has earned that trust, offering donors around the world transparency and accountability, and adhering to the highest standard of organizational ethics, which we teach to and expect from our grantees.

Getting the Word Out To Rural Tajikistan

Although independent media has started to emerge in Tajikistan, most independent media outlets are confined to Dushanbe, the capital, and the northern Sogd region. Four EF grant recipients have recently made it possible for many residents of the southern Khatlon region to access independent sources of information for the first time.

Recognizing the Royal Netherlands Embassy's objectives to encourage freedom of speech and human rights in Tajikistan, EF invited the embassy to partner with it in funding projects that would increase independent print and broadcast media coverage in Khatlon.

Three of the grantees—one radio and two television stations—expanded not just their geographic reach, with more powerful transmitters, but also their programming, adding talk shows and analytical programs. Now discussion and debate of major news events reaches 1.5 million people in the region.

The fourth grantee, a Web-based news company, made its information available to residents of the region, most of whom do not have Internet access, by publishing a semiweekly print version of its online newsletter. The company is distributing the newsletter free of charge for one year, hoping to build readership that will transition to paid subscribers when the time comes.

Mastering Environmental Science in Kazakhstan

The United Nations Development Programme (UNDP) has identified water, radiation and waste as the three main environmental concerns in Kazakhstan. EF has brought together several stakeholders with an interest in combating these problems, creating a mechanism to give Kazakhs the skills to address their environmental issues.

The Eurasian National University (ENU) in Astana, a city surrounded by industrial areas that are the region's worst pollution challenges, is offering a Master of Science degree in environmental management and engineering.

AES Corporation, a global power company with operations in Kazakhstan, is providing more than half a million dollars to fund the master's program and provide student internships and applied research opportunities over the next five years. The company recognizes the need for qualified environmental specialists in the region who are capable of implementing environmental engineering solutions.

USAID has provided major funding through its Central Asia mission and the Global Development Alliance mechanism, which aims to foster public-private partnerships. The master's degree program directly supports USAID's

strategy to foster economic growth through improved management of natural resources. USAID has also helped the program to build connections with the Kazakh ministries of health, environment and education.

Providing expertise, training and additional resources, the University of New Mexico (UNM) is working closely with ENU to develop the program's curriculum and facilities. The university operates environmental education partnerships in a number of developing countries, making it an ideal partner for the ENU program.

The combined efforts of these organizations have already produced results. In fall 2005, 10 Kazakh students started classes toward the master's degree. ENU and UNM are currently recruiting students for the second cohort and are further refining the program. Within five years, the partners expect to enroll at least 115 students and to make the program self-sustainable.

Free and Fair in Moldova

As Moldova was preparing for its 2005 parliamentary elections, EF convened a conference of 12 leading NGOs concerned about the potential for fraud in the campaigns and the vote. The conference introduced non-partisan, citizen-controlled ways to promote free and fair elections.

During the campaign season, the Coalition for Free and Fair Elections ("Coalition 2005") formed by the 12 organizations grew to include nearly 200 NGOs. Projects included mobilizing voters in minority populations, ensuring equitable media coverage for all candidates, exploring issues through live debates and talk shows, and on election day conducting exit polls and a parallel vote tabulation.

EF provided technical assistance and, with contributions from USAID and the Swedish International Development and Cooperation Agency, funded the elected secretariat of the coalition and 10 other projects with more than \$400,000 in grants. EF's reputation as a neutral broker helped the coalition expand its membership, activities and base of support. The Foundation brought other donors together, convincing them to fund the coalition rather than the independent members, thus increasing the cooperative, coordinated work of the coalition members. In all, 14 European, American and international donors provided nearly \$2 million to the coalition.

The ambassador to Moldova of the Organization for Security and Cooperation in Europe observed: "The March 2005 Moldovan parliamentary elections saw an unprecedented, coordinated effort of Moldovan civic organizations in the monitoring of the electoral process. The building of Coalition 2005 and its activities had decisive influence on the ... elections." ☼



ORGANIZATIONAL SUSTAINABILITY

By holding grantees to high standards of financial integrity, requiring detailed and frequent reporting and mentoring individuals within grantee organizations, the Eurasia Foundation transfers best practices in finance, management and evaluation. The Foundation's ultimate goal is the creation of independent, sustainable organizations.

With over 13 years in the region, EF is well-equipped to mentor fledgling NGOs and EF affiliates. It has developed a profound institutional and regional memory, significant intellectual property, wide-ranging technical skills and a substantial infrastructure. The William and Flora Hewlett Foundation recognized the value of these traits and joined with EF to transfer lessons learned and best practices in social investment to major Russian corporations interested in implementing corporate social responsibility programs. EF has fine-tuned this knowledge transfer, replicating the program in Azerbaijan and Kazakhstan. A program in Armenia may soon follow.

EF performs as both a donor and an implementing partner in the region. This dual role offers EF a unique perspective, enabling it to fund and create projects that inherently include critical components of organizational sustainability, such as infrastructure development, exposure to industry best practices and staff confidence building. One EF program—the Caucasus Research Resource Centers—began as a public policy research incubator designed to support scholars in Armenia, Azerbaijan and Georgia. In 2005 EF began awarding fellowships to the most promising individuals so they could pursue more in-depth research and analysis of key public policy issues. Another EF program—the Ukraine-Belarus Partnership for Effective Community Development—offers community leaders

opportunities to learn from one another by organizing exchange visits between the two countries.

Information exchanges like this one reach critical mass when coupled with EF's cohesive, regional network of locally based institutions and field offices. Since the Foundation is a recognized leader in grant and program administration in its mandate areas of civil society, private enterprise, and public policy and administration, the natural next step became the creation of independent foundations based on the EF model.

The Foundation has embarked on an initiative to create self-sustaining local organizations by further devolving its own operational authority to citizens of the countries where it works. EF has transformed an economics education program in Ukraine and a small business lending program in Armenia into sustainable local institutions. In 2004, it launched the New Eurasia Foundation in Moscow—an institution headed by a Russian citizen and overseen by a board of Russian, American and European members. And in 2005 the Eurasia Foundation of Central Asia was registered in Kyrgyzstan to operate programs throughout Central Asia. These local institutions are the first members of a growing network of EF affiliates that extend its reach and enhance its ability to support local efforts to build stronger civil societies and markets throughout the region. ☘

“The Eurasia Foundation has been working effectively in Central Asia for more than 10 years. By continuing to support new and exciting civic initiatives and mobilizing community resources, the Eurasia Foundation of Central Asia will remain one of the most important civic institutions working in the region.”

*—A. Elizabeth Jones, Member of the Eurasia Foundation of Central Asia
Board of Trustees and Former U.S. Ambassador to Kazakhstan*

◀ **Don't stop these presses**—independent media is a critical component of a free and open society. With a loan and grants from the Eurasia Foundation, GIND Printing House (left) broke the Armenian government's monopoly on newspaper printing. EF's media support program is also working to broaden distribution. This example of multi-tiered support is made possible in part through the financial and infrastructure development that occurs as part of EF capacity and institution building. Because the Foundation transfers financial and operational best practices to its grantees, they become more successful and eligible for additional funding and support, ultimately giving them a greater chance at sustainability.

Supporting Media Independence in Armenia

For nearly a decade, EF has helped develop sustainable, independent media in Armenia. To have editorial freedom, media must first establish financial freedom, so EF initially focused on helping GIND Printing House acquire a viable, market-quality printing press using a \$350,000 EF loan. Once in place, this press gave independent newspapers an alternative to the state-run printing house—and put them out of reach of state censors. In 2005, GIND successfully repaid EF's initial loan.

But printing more newspapers does not necessarily equate to reaching more readers, so in 2005 EF's focus expanded to help four independent distribution companies develop newsstands, subscription services and other means of circulation in rural and urban areas across the country. Greater circulation and wider distribution will increase advertising rates and revenue for regional newspapers.

These projects, together with a new initiative to improve the quality and efficiency of the newspapers themselves, will lead to financial and editorial independence of the media and access to information for citizens across the country.

Establishing the NEE in Belarus

In 2005, the New Eurasia Establishment (NEE), a successor to EF Belarus, opened its doors as a locally registered, independent entity. NEE will carry on much of EF's earlier work within the framework of Belarusian law.

For example, EF has supported business education at the secondary, undergraduate and graduate levels in Belarus with \$2.5 million in grants since 1993. In many cases, EF has brought together leading institutions in the U.S., Europe and Belarus to develop strong MBA programs. NEE will continue to support these programs, while looking for new and innovative ways to grow business education opportunities.

EF—and by extension NEE—also takes business development out of the classroom. EF has supported local economic development through more than half a million dollars in grants to help entrepreneurs and small businesses. NEE will continue this support, particularly through programs to promote the growth of the rural tourism industry, housing reform, ecological initiatives and credit unions.

Knowledge of laws affecting business and individual rights fosters a strong economy. Since 1995, EF has awarded half a million dollars in grants to organizations offering *pro bono* legal advice on consumer and citizen rights. Targeted EF grants involved student legal clinics, teaching future lawyers as well as the general public. Belarusian law students will continue to benefit from NEE-funded student legal clinics, where they will receive practical training by providing *pro bono* legal consultations to the public.

Branding Georgia

The Rose Revolution increased international interest in Georgia—both as a nation and as a tourist destination. Recognizing this and knowing of EF's expertise in organizational development training, Georgia's Department of Tourism asked EF for assistance in developing a marketing strategy to encourage visitors from around the world. The program—*Branding Georgia*—has developed basic branding and promotional materials for Georgia's nascent tourism industry, including concepts, slogans, images and symbols.

The initial set of promotional materials were presented at International Tourism Industry trade fairs in Berlin and London, two of the preeminent tourism promotion events worldwide. The materials were also widely distributed during the Tourism Department's promotional campaign in Italy and Japan. According to Department of Tourism statistics, the number of visitors to Georgia has increased by a significant margin over any previous year since Georgia's independence.


Beyond external promotion, EF support to the tourism industry in Georgia has focused on two critical issues—improving informational support and strengthening the human resource base for the tourism sector. Grants to Suntni Union and the Center for Tourism and Recreation supported the development of databases of tourism attractions. These databases will be made available to travel companies and tourists via the World Wide Web to highlight Georgia's appeal to potential tourists. A grant to the Center for Training and Consultancy funded a special training program for guest-house managers in three locations with high tourist interest. EF plans to expand its tourism industry program to support localized projects developing tourism services in Georgian regions and cities. 🌟

FINANCIAL REPORT

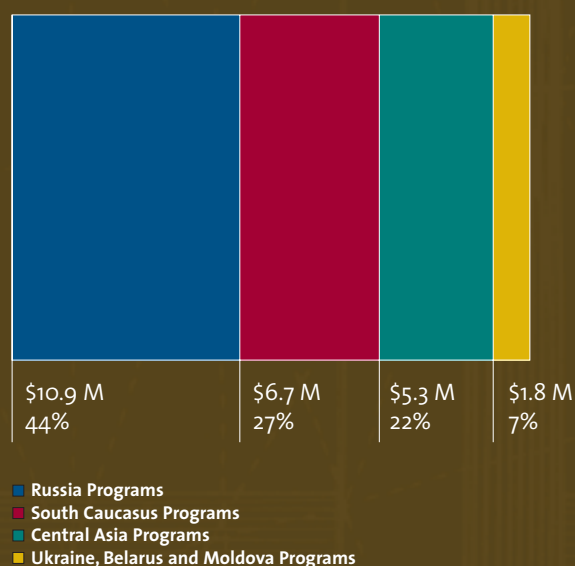
For more than 13 years, the Eurasia Foundation has assisted grass-roots organizations working to improve public policy and administration, develop private enterprise and advance the goals of civil society in the countries of the former Soviet Union. Utilizing direct contributions and leveraged funding totaling over \$335 million, we have supported the countries of the Eurasia region as they move beyond their transition from the Soviet system.

Our hallmarks in this endeavor include the **programmatic agility** that enables us to facilitate locally articulated program needs; the **fiscal and operational integrity** we adhere to and expect from our grantees; the **human factors** that enable us to form lasting and sustainable relationships; the **donor and partner synergy** that multiplies our efforts for broader impact; and the **organizational sustainability** we create by building local capacity through mentoring, monitoring and support.

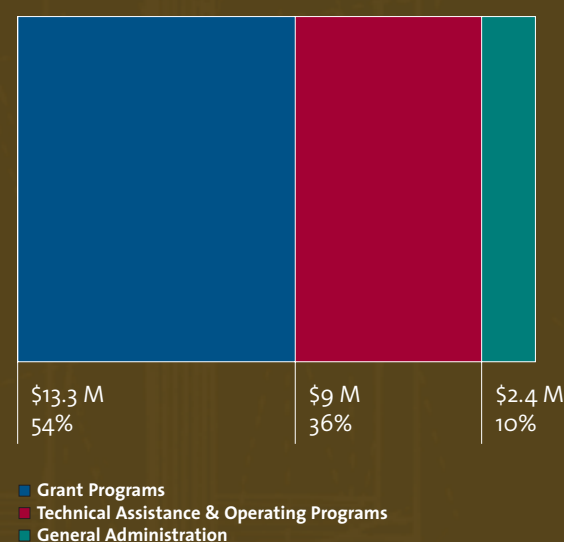
With majority funding historically provided by the U.S. Agency for International Development through multi-year core grants, EF also attracts co-funding from other governmental, private and non-profit sources. Led by the efforts of our regional vice presidents in the field, EF continues to seek innovative ways to fund its overall mission as well as focused program initiatives.

In all of our grant programs and technical assistance, EF applies rigorous financial and administrative controls, and we require the same of our grant recipients. EF values maximum operational transparency, increased local involvement through our local foundations and representative offices, and renewed efforts to help the people of the region directly. 

Expenditures by Region Fiscal Year 2005*



Expenditures by Activity Fiscal Year 2005*



* Includes expenses of \$24,687,725 plus loans issued of \$50,000.

FINANCIAL SUMMARY

Fiscal year 2005 (October 1, 2004—September 30, 2005), with summarized combined financial information for 2004

STATEMENT OF FINANCIAL POSITION

	2005	2004
Assets		
Cash and cash equivalents	\$ 3,896,439	\$ 4,349,761
Investments	1,556,872	1,666,607
Investment in Subsidiary	1,000,000	125,000
Grants, accounts and other receivables, net of allowance for doubtful accounts of \$0 and \$35,319 for 2005 and 2004, respectively	13,650,877	11,090,452
Prepaid expenses	66,790	58,604
Program related investments, net of allowance for possible losses of \$144,459 and \$534,200 for 2005 and 2004, respectively	884,500	2,969,820
Fixed assets, net of accumulated depreciation and amortization of \$1,654,862 and \$2,014,668 for 2005 and 2004, respectively	22,697	35,159
Advances and deposits	47,700	23,973
Total Assets	\$ 21,125,875	\$ 20,319,376
Liabilities and Net Assets		
Liabilities		
Accounts payable and accrued expenses	\$ 656,080	\$ 569,201
Grants payable	11,580,096	9,546,058
Recoverable grant payable	96,108	471,732
Refundable advance	526,141	103,592
Total Liabilities	12,858,425	10,690,583
Net Assets		
Unrestricted	6,824,637	6,825,905
Temporarily restricted	1,437,013	2,797,088
Permanently restricted	5,800	5,800
Total Net Assets	8,267,450	9,628,793
Total Liabilities and Net Assets	\$ 21,125,875	\$ 20,319,376

STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS

	2005				2004
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
Revenue					
Contributions	\$ 50,061	\$ 23,569,668	\$ —	\$ 23,619,729	\$ 22,772,398
Investment income	33,879	—	—	33,879	131,946
Other income	26,505	—	—	26,505	510
Cancellation of donor awards	—	(353,731)	—	(353,731)	(968)
Net assets released from donor imposed restrictions	24,576,012	(24,576,012)	—	—	—
Total Revenue	24,686,457	(1,360,075)	—	23,326,382	22,903,886
Expenses					
Program services:					
Headquarters	9,206,202	—	—	9,206,202	3,709,561
Caucasus	5,597,432	—	—	5,597,432	4,898,197
Central Asia	4,501,561	—	—	4,501,561	4,417,721
Western NIS	1,689,265	—	—	1,689,265	2,627,835
Russia	729,437	—	—	729,437	5,175,754
Total Program Services	21,723,897	—	—	21,723,897	20,829,068
Supporting services:					
Management and General	2,963,828	—	—	2,963,828	2,697,073
Fundraising	—	—	—	—	986
Total Supporting Services	2,963,828	—	—	2,963,828	2,698,059
Total Expenses	24,687,725	—	—	24,687,725	23,527,127
Change in net assets before other item	(1,268)	(1,360,075)	—	(1,361,343)	(623,241)
Other Item					
Transfer of EERC net assets	—	—	—	—	(2,690,709)
Change in net assets	(1,268)	(1,360,075)	—	(1,361,343)	(3,313,950)
Net assets at beginning of year	6,825,905	2,797,088	5,800	9,628,793	12,942,743
Net Assets at End of Year	\$ 6,824,637	\$ 1,437,013	\$ 5,800	\$ 8,267,450	\$ 9,628,793

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◀ The Eurasia region has moved beyond a period of transition into one of transformation. The Eurasia Foundation remains committed to fostering the transformative energy of the region's citizens. By equipping local grantees with best practices and funds, engaging international donors and governments to contribute, and empowering citizens to realize civic and economic prosperity, EF looks forward to a continued partnership with the countries of the region—a partnership based on mutual respect and a hopeful vision of tomorrow.

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