

# FACES OF THE FUTURE



**2021 ANNUAL REPORT**

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# LETTER FROM THE PRESIDENT AND CHAIRMAN OF THE BOARD OF TRUSTEES

Dear Friends,

Just as 2020 was a year of navigating a new normal, 2021 was a year of putting lessons learned into action. As communities around the world continue to face compounding health, economic, and social crises, Eurasia Foundation's mission to equip citizens to develop self-sustaining solutions to local problems has perhaps never been more relevant.

In this report, we celebrate the significant accomplishments Eurasia Foundation and our partners have made in the past year. We championed civic movements around the world, serving as both a listening ear and as a microphone for local communities. We supported Indigenous people in the Arctic, so often sidelined from climate change conversations, to develop locally led, sustainable strategies to address the climate crisis. We launched several new programs for local leaders, many of whom reside in the world's most restrictive environments, to advance the rights of people with disabilities, promote environmental stewardship, and equip youth for global citizenship.

Our Social Innovation in Central Asia project supported aspiring data journalists and anti-corruption activists to leverage state open data and other transparency mechanisms for improved public oversight. Transparency and Accountability in Public Administration and Services (TAPAS), now in its fifth year of operations, continued to help Ukrainians harness the power of open data, e-procurement, and e-services to combat corruption. We celebrated TAPAS's achievements in April at USAID's Digital Development Award ceremony, which recognized TAPAS for implementing cutting-edge, data-driven solutions to global challenges. Since the Russian invasion of Ukraine in February 2022, TAPAS has rapidly mobilized to help the citizens and government of Ukraine scale digital tools to meet unique wartime needs.

In the coming year, we are redoubling our commitment to equipping individuals to transform their communities from within. Last year highlighted global and local challenges that required us to rethink the future we are trying to build. This year, we've taken the first steps toward this new future. None of this would be possible without the enduring commitment of our donors and partners.

Warm wishes,



Lisa Coll  
President



William Courtney  
Chairman

# FUTURE GOVERNANCE

## Using digital tools to combat corruption

Effective governance is key to building peaceful and prosperous societies. Eurasia Foundation uses technology to help citizens better understand their governments and hold them to account, and to support governments to better reach and serve their citizens. E-governance tools harness the power of open data, e-procurement, and e-services to create person-centered states that evolve to meet citizens' ever-changing needs. In doing so, reforms eliminate opportunities for corruption, ensure equitable access to resources and citizen services, and build public trust.

To construct a new building in Ukraine, builders once solicited permits in person, collecting stacks of documents from disparate national and local agencies—and often paying bribes along the way. Builders could pay officials to look away as they destroyed historical and culturally significant structures or built with unsafe materials. Eurasia Foundation's Transparency and Accountability in Public Administration and Services (TAPAS) project supported Ukraine's Ministry of Digital Transformation to overhaul this opaque and decentralized process with a suite of custom-made online tools called the State Electronic System in the Construction Sector (SESCS).

SESCS leverages e-services and open data to safeguard against corruption. E-services allow builders to submit and request documents in one online portal, eliminating in-person opportunities for bribery and negotiation. All e-services integrate with the Construction Activity Registry, an open data platform developed with TAPAS support in 2020. SESCO uses this data to detect and deny any fraudulent requests, like building on protected areas.

These early investments in digitization lay a strong foundation for Ukraine to rebuild after the war. Following the Russian invasion of Ukraine in February 2022, TAPAS supported the Government of Ukraine to launch an e-service that allows people to report government and private property that has been damaged or destroyed in the war. Data from this e-service will form a new Registry of Damaged and Destroyed Objects that integrates with SESCO, automatically sending the Government of Ukraine a request for the buildings' reconstruction.

In 2021, TAPAS supported the Ministry of Digital Transformation to develop 11 e-services and to integrate SESCO with new open data sources. Over 1 million people visited the SESCO user portal and over 25,000 users submitted documentation by year's end.





# FUTURE PARTNERSHIPS

## Building resilience against the next pandemic

Forging cross-cultural relationships is essential to creating a more just and peaceful world. Eurasia Foundation's people-to-people exchanges unite individuals from varied backgrounds to learn across languages, backgrounds, and borders. Participants communicate with diverse peers, engage with private and public sector partners, and drive positive change in their communities. Eurasia Foundation exchanges form a robust network of global citizens and leaders, ready to take on the challenges of tomorrow.

COVID-19 compounded existing societal inequities and exposed the fragility of the global community's most marginalized groups. To address the COVID-19 crisis in the United States and Russia, Eurasia Foundation's COVID-19 Response Public Health Working Group united six professionals from both countries to provide reliable and easily understood public health resources to those who needed it most. In Russia, they targeted Indigenous communities and populations in isolated rural areas, many of which are located far from health centers or hospitals. In the United States, the group focused their efforts on people experiencing unsheltered homelessness. When the pandemic hit the United States in 2020, rates of homelessness were already at a 20-year high. Faced with lack of hygiene supplies, limited nutrition, and costly medical care, thousands of unsheltered people suffered compounding health risks for COVID-19.

To tackle these challenges, the team developed customized toolkits for distribution in Russia and the United States. Toolkits included basic hygiene supplies, information on coronavirus disease management, and healthy lifestyle tips, tailored for each target community. The working group partnered with Indigenous people in Russia to develop the toolkits and trained volunteers to distribute them in both countries. In summer 2021, the working group delivered 400 of these toolkits to over 700 individuals.

While the toolkits offered vital information, their impact extended even farther. They reminded people thousands of miles apart, separated by borders and health barriers, that they were not alone.

"We asked ourselves, 'What groups might be at-risk, overlooked, or wary of mainstream efforts to combat COVID?' We wanted to engage them in our project, to connect them with the global community and show that people across Russia and the United States care about their issues."

– Sveta, Working Group Member



# FUTURE MEDIA

## Addressing the challenge of disinformation

Media systems are powerful tools for cultivating tolerant, informed, and civically engaged societies. However, challenges of political interference, self-censorship, mis- and disinformation, and lack of resources negatively impact journalists and the communities they serve. Eurasia Foundation provides essential tools and skill-building opportunities in media literacy, digital security, and use of non-traditional media. In doing so, we equip information producers and consumers to better assess what they read, see, and hear. Eurasia Foundation promotes free and thriving information landscapes worldwide.

Omar is a journalist who regularly encounters state-sponsored propaganda and disinformation in his work. Eager to provide his audience with compelling counter-narratives, Omar enrolled in a Eurasia Foundation media strengthening course. Through hands-on workshops and expert mentorship, Omar practiced fact-checking, photo forensics, audience analysis, and critical thinking skills.

Following the course, Omar teamed up with classmates to launch his own media campaign. With support from Eurasia Foundation, he launched an investigation into the unique challenges faced by marginalized people, including women, children, and the LGBTQ community, in conflict zones. The investigation explored how false and misleading narratives in the media disproportionately impact vulnerable communities and deepen existing inequalities.

Eurasia Foundation coaches worked one-on-one with Omar and his classmates to help them strategize messaging, develop a story arc, and pitch their story to reputable local and international media outlets. The resulting multimedia series reached over 200,000 viewers online in just a few short months. Omar hopes that by shedding light on the experiences of the most vulnerable, he can begin to break the cycle of information inequality that perpetuates the disenfranchisement of those already on the margins.

“Where I live, disinformation is an everyday part of people’s lives. But with help from Eurasia Foundation, I gained a more accurate picture of how to distinguish between misinformation and propaganda, and learned ways to push back against both. I am confident that my improved ability to conduct investigations, fact-check, and understand false information will help me champion fact-based reporting in my professional community and motivate others to do the same.”

– Omar

# FUTURE ADVOCATES

## Championing an inclusive global workforce

As the trailblazers of civil society, advocates pave a two-way street between governments and the people they serve. Eurasia Foundation helps forward-thinking people push for transformative change in their communities, even in the most hard-to-reach environments. Our programs reach people often excluded from decision-making spheres, including women, youth, rural communities, and people with disabilities. Eurasia Foundation helps rising leaders engage and inspire others, advocate thoughtfully, and drive lasting social progress.

**R**ania is a Blind woman who has devoted her professional life to advocating for the rights of people living with disabilities. In 2018, she was instrumental to the success of a country-wide campaign to strengthen the rights of people with disabilities at both the local and national levels. Invigorated by the campaign's success, Rania applied for a position as special advisor for disability rights in her local government office. However, she was shocked when leadership rejected her application precisely because of her disability.

With support from Eurasia Foundation, Rania launched an advocacy campaign to help people with disabilities obtain government jobs. Drawing on her own experience, Rania focused her campaign on making public sector recruitment more accessible to people with visual impairments. Eurasia Foundation coaches helped Rania create an action plan for her advocacy campaign, offering practical step-by-step guidance on tactics like persuasive messaging and coalition-building.

To begin, Rania drafted a petition to raise awareness around this issue. The petition set forth clearly defined recommendations to make government hiring more accessible. Rania circulated the petition online, and within weeks, it garnered more than 1,200 signatures.

Eurasia Foundation is now helping Rania strategize how to present her recommendations to decision-making agencies. Rania knows that the road ahead is long, but she is determined to push forward.

*"I feel reinvigorated since launching my campaign. I am determined to achieve something meaningful, and hopefully spare others like me the dejection I felt when I was denied this position I was clearly qualified for, based simply on my disability."*

– Rania

# FUTURE WATCHDOGS

## Promoting transparency in public spending

Civic participation is the bedrock of globally minded, citizen-oriented societies. Eurasia Foundation supports local leaders to promote constructive public engagement, combat injustice, and build diverse and inclusive social movements. We equip people with skills and resources to effectively identify and address pressing social challenges in their communities. Together, we help communities shape public policy, hold governments accountable, promote peace and inclusion, defend human rights, and contribute to the well-being of all people.

Openness and transparency are the driving forces behind many countries' e-governance systems, which advertise efficient, equitable, and responsive public service delivery. But what happens when systems meant to promote transparent services are themselves opaque?

This question prompted Integrity Astana, a Nur-Sultan-based research group, to launch an investigation into the e-governance platform Digital Kazakhstan. According to government reports, Digital Kazakhstan successfully provided public services, with some reports stating that the platform "exceeded expectations." Everyday users disagreed, citing wait times of over 480 hours, in the case of one nine-month period. With grant support and technical assistance from Eurasia Foundation's Social Innovation in Central Asia (SICA) project, Integrity Astana set forth to learn more.

The investigation revealed that between 2019 and 2021, Digital Kazakhstan's maintenance costs totaled 223 billion tenge (\$423 million). The country's 2022 budget would allocate another 80.3 billion tenge (\$156 million) for platform expansion. Yet despite these large-scale taxpayer investments, Digital Kazakhstan was failing its citizens. When the system malfunctioned, students in rural areas lost internet access. Outdated e-health catalogs misled patients in need. And judicial authorities, lacking functional case management platforms that should have been included in Digital Kazakhstan, turned to WhatsApp to exchange sensitive personal data, putting client privacy in jeopardy.

For Integrity Astana, one recommendation was clear: Digital Kazakhstan needed better budget oversight to ensure efficient use of taxpayer funds. The team enrolled in a Eurasia Foundation course on improving state budget transparency. They learned how to locate reliable state data and make it accessible to ordinary citizens.

Integrity Astana is now collaborating with government officials to launch Open Budgets, an updated portal that will display state agencies' budget data with details about each expenditure's progress. The platform encourages public participation in budget advocacy. Greater oversight from citizens will keep systems like Digital Kazakhstan running smoothly. In partnership with Integrity Astana and the people it serves, the government of Kazakhstan is taking the next step toward transparent governance.

"Because we always operate with open and reliable data and we adhere to principles of constructive cooperation, Integrity Astana has established a reputation as a trustworthy expert and valued government partner."

– Zhanat Nurgaliev, Director, Integrity Astana





# FUTURE NETWORKS

## Uniting across borders to end human trafficking

A strong response to trafficking in persons is fast, flexible, and focused on survivors. Eurasia Foundation helps anti-trafficking organizations throughout Central Asia sustain and scale services to better meet survivors' legal, psychosocial, and reintegration support needs. We support organizations to develop individualized multi-year strategies, navigate national and international law, and strengthen transnational networks. The resulting cross-regional collaboration, Partnership in Action, fills a critical gap in the global safety net against human trafficking.

The Partnership in Action network connects leading anti-trafficking experts with advocates, media professionals, government officials, and one another to form a robust taskforce across Central Asia. With support from Eurasia Foundation, the group convenes regularly to communicate, collaborate, raise awareness, and bring survivors home.

One area of network focus is improving cooperation between local, national, and international law enforcement. Trafficking in persons is an intrinsically cross-border issue; yet, each country has a distinct legal framework and limited resources for responding to trafficking cases. Therefore, stakeholders often struggle to mount a coordinated response. Partnership in Action's legal working group unites lawyers and civic leaders across borders to advocate for streamlined legislation, share intelligence, train law enforcement, and launch investigations. In 2021, the working group provided legal assistance and reintegration support to 50 survivors of trafficking.

One investigation traced the story of 13 citizens of Uzbekistan, who were hired to work at a brick factory in southern Kazakhstan. However, the job was a far cry from the men's expectations. Immediately upon their arrival, their employer seized their passports and identifying documents. The employer forced the men to work long, grueling hours without rest or compensation, and beat them when they failed to meet expectations. Frightened, the workers eventually fled the factory. They found support with Sana Sezim, a trusted Eurasia Foundation partner in Shymkent, Kazakhstan. Sana Sezim rapidly mobilized Partnership in Action network members in Uzbekistan, who helped the workers return home. Partnership in Action has since helped law enforcement launch a criminal investigation and encouraged journalists to follow the case.

"In any trafficking case, state bodies are tied to certain procedures prescribed at the international level. Civil society can do all this in an informal format and react very quickly. We must understand that survivors cannot wait. They need to be promptly provided with assistance."

– Nurjan Tulegabylova  
Director, El Agartuu, and Partnership in Action member, Kyrgyzstan

# EF NETWORK AND LEGACY ORGANIZATIONS

The Eurasia Foundation Network consists of seven locally rooted, independent organizations that collaborate to champion vibrant civil societies across the Eurasia region. Eurasia Foundation also played a central role in establishing five legacy organizations and continues to support their initiatives and institutional growth.

## EF Network



East Europe  
Foundation of  
Moldova



East Europe  
Foundation of  
Ukraine



New Eurasia  
Foundation



Eurasia  
Foundation of  
Central Asia



Europe  
Foundation



EURASIA  
PARTNERSHIP  
FOUNDATION

Eurasia  
Partnership  
Foundation  
Armenia



EURASIA  
PARTNERSHIP  
FOUNDATION

Eurasia  
Partnership  
Foundation  
Azerbaijan

## Legacy Organizations



Caucasus  
Research  
Resources Center  
Georgia



Caucasus  
Research  
Resources Center  
Armenia



Gazelle Finance



European Humanities  
University



Kyiv School of  
Economics



# STATEMENT OF FINANCIAL POSITION

(as of September 30, 2021)

## Expenses

Program Services	\$14,119,667
Management and General Supporting Services	\$2,507,196
<b>Total Expenses</b>	<b>\$16,626,863</b>

## Assets

Cash and Cash Equivalents	\$1,781,035
Investments	\$1,129,773
Line of Credit Receivable	\$165,000
Grants, Accounts, and Other Receivables	\$1,735,874
Prepaid Expenses	\$52,337
Fixed Assets	\$609,274
Advances and Deposits	\$25,174
Right of Use Asset	\$1,784,214
<b>Total Assets</b>	<b>\$7,282,681</b>

## Liabilities

Loan Payable	\$0
Operating Lease Liability	\$1,960,287
Accounts Payable and Accrued Expenses	\$812,192
Grants Payable	\$711,270
Refundable Advance	\$1,050,536
<b>Total Liabilities</b>	<b>\$4,764,285</b>

## Net Assets

Without Donor Restrictions	\$2,414,528
With Donor Restrictions	\$103,868
<b>Total Net Assets</b>	<b>\$2,518,396</b>
<b>Total Liabilities and Net Assets</b>	<b>\$7,282,681</b>

# 2021 PARTNERS AND DONORS

## Partners

Caucasus Research Resource Center Armenia	Mobility International USA
Caucasus Research Resource Center Georgia	Navanti Group
Council on International Education Exchange	New Eurasia Foundation
Data Journalism Agency TEXTY	Open Data Institute
Deloitte	Public Fund El Agartuu
East Europe Foundation of Ukraine	Samir Kassir Foundation
Eurasia Foundation of Central Asia – Kazakhstan	Social Boost
Global Impact	SOE Prozorro
IREX	Student Television Network
Kyiv School of Economics	Transparency International Ukraine
MapWorks Learning	
Media Diversity Institute	
Millennium Partners	
Ministry of Digital Transformation of Ukraine	
Ministry of Economy of Ukraine	
Ministry of Health of Ukraine	

## Donors

### Government Agencies

U.S. Agency for International Development  
U.S. Department of State  
U.K. Foreign, Commonwealth, and Development Office

### Organizations

Carnegie Corporation of New York  
Chevron  
Open Society Foundations

### Individuals

Anonymous  
Eric Boyle  
Randy Bregman  
Nydia Clayton  
Andrew Coll  
Lisa Coll  
The Honorable William Courtney  
Mira Davidovski  
Peter Derby  
Jill Dougherty  
Patricia Dowden  
Robert Drumheller

Susan Kosinski Fritz  
Alton Frye  
Frank Ingriselli  
Nina Jankowicz  
The Honorable Jan Kalicki  
Nancy Lubin  
Eileen Malloy  
The Honorable Richard Morningstar  
Marsha Olive  
The Honorable Thomas Pickering  
Steve Pifer  
Susan Reichle  
David R. Slade  
Daniel Speckhard  
The Honorable Susan Thornton  
Judyth Twigg  
Leif Ulstrup  
The Honorable Mary Warlick  
Andrew Wilson  
Ross Wilson  
Daniel Witt  
Dj Wolff  
The Honorable Kenneth Yalowitz

# BOARD OF TRUSTEES

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## Vice Chairman

**Daniel Witt**, President, International Tax and Investment Center

## Treasurer

**The Honorable Richard L. Morningstar**, Founding Director, Global Energy Center, Atlantic Council

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**Lisa Coll**, President, Eurasia Foundation

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**Randy Bregman**, Partner, Dentons

**Nydia Clayton**, Partner, Deloitte

**Mira Davidovski**, Advisor, Verizon Business

**Jill Dougherty**, Adjunct Professor, Georgetown University; Global Fellow, Woodrow Wilson International Center for Scholars; CNN Contributor

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**The Honorable Jan Kalicki**, Chairman Emeritus; Public Policy Fellow, Kennan Institute, Woodrow Wilson International Center for Scholars



## ABOUT EURASIA FOUNDATION

Eurasia Foundation is a non-profit international development organization committed to the idea that societies function best when people take responsibility for their own civic and economic prosperity. We envision a future where all people have the opportunity to realize their potential and transform their societies. Since 1992, Eurasia Foundation has equipped forward-thinking people across Europe, Eurasia, Asia, the Middle East and North Africa with the tools, knowledge, and resources needed to address issues of concern in their communities. Our success showcases the power of a vibrant civil society to drive real and lasting change.



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