

# MEETING THE MOMENT



EURASIA  
FOUNDATION

2023 ANNUAL REPORT





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## **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.

## LETTER FROM THE PRESIDENT + CHAIR OF THE BOARD OF TRUSTEES

**E**urasia Foundation ushered in exciting changes in 2023 as our digital governance and disability rights portfolios expanded rapidly, and we amplified the achievements of emerging changemakers on a bigger stage than ever before. These changes do not mark a departure from our traditional work. Instead, they are the culmination of commitment, care, and years-long partnerships with participants, peers, and donors.

An early highlight of the year was Diia in DC, a showcase of Ukraine's groundbreaking e-services platform that drew over 1,000 people to Washington's Warner Theater. Every day, Diia connects 19 million Ukrainians with more than 120 government services. Eurasia Foundation's Transparency and Accountability in Public Administration and Services (TAPAS) project supported the Government of Ukraine to launch many of these e-services and other e-governance solutions aimed at eliminating corruption, increasing efficiencies, and fostering public trust. These reforms have proven vital to sustaining Ukrainians during the war.

The expansion of TAPAS's work did not end there. In late December, we launched the Digital Transformation Activity, a five-year, \$150 million partnership with USAID and UK Dev. With this program, Ukraine will continue to develop its digital capabilities and build resilient systems for a secure, prosperous future.

Alongside our digital governance work, we expanded our programs promoting disability rights in 2023. In October, we launched the Judy Initiative to champion

youth with disabilities in Armenia and Moldova. The program honors the legacy of disability rights activist Judith "Judy" Heumann, a trailblazer and mentor to many young people with disabilities around the world. Our Social Innovation in Central Asia project also adopted a new focus area: the intersection of climate change and disability. This new initiative, Advocating for Disability-Inclusive Climate Action, supports advocates with disabilities as they advance practical and inclusive solutions to the ecological changes impacting Central Asia.

We further had the privilege of celebrating rising leaders at Eurasia Foundation's Future Changemakers Forum. The event honored Ukraine's Ambassador Oksana Markarova for her unwavering commitment to advancing transparent governance in Ukraine. We welcomed three members of the inaugural cohort of the Fellowship for Women Changemakers from Kazakhstan, Ukraine, and Uzbekistan.

None of this would be possible without the enduring support of our partners and donors. We are thrilled to carry this positive momentum forward with you at our side.



A handwritten signature in black ink, appearing to read 'Lisa Coll'.

Lisa Coll  
**PRESIDENT & CEO**



A handwritten signature in black ink, appearing to read 'Pamela L. Spratlen'.

Pamela L. Spratlen  
**BOARD CHAIR**





***“This program provides substantial support, not only for our family but also for all Ukrainians whose homes suffered damage during the full-scale invasion by Russia into our country.”***

— Andrii, eRecovery user



# HELPING UKRAINE REBUILD

**F**ollowing Russia's full-scale invasion of Ukraine in 2022, more than 250,000 buildings have been damaged or reduced to ruins. The ongoing conflict has disrupted communities and displaced millions of Ukrainians who now face the war without a place to call their own. Eurasia Foundation's Transparency and Accountability in Public Administration and Services (TAPAS) project is supporting the development of Ukraine's eRecovery program, which harnesses digital tools to help Ukrainians return home.

In spring 2022, Andrii and thousands of other residents were forced to flee their hometown of Bucha, as this once pleasant suburb on the outskirts of Kyiv became a tragic symbol of Russia's aggression. As similar stories unfolded across the country, TAPAS helped the Government of Ukraine to launch a tool for collecting crowd-sourced data on damaged infrastructure via Diia, Ukraine's e-services platform. With this tool, the government could estimate damages and anticipate future housing and repair costs. This data then became the basis for Ukraine's cutting-edge eRecovery service.

With eRecovery, Ukrainians can apply for compensation for a damaged or destroyed home through the Diia app. Government authorities use this data to effectively allocate aid of up to 500,000 hryvnia (\$13,000) for damaged homes or housing vouchers for destroyed homes.

Months after they were forced to flee, Andrii and his wife returned to a heavily damaged home. Thankfully, eRecovery was there to help. Andrii submitted an eRecovery application in Diia and opened a specialized bank account to receive funds. Within two weeks, state inspectors arrived to assess the severity of property

damage. Using a pre-determined digital checklist, inspectors authorized 78,000 hryvnia (over \$2,000) in compensation, allowing Andrii to begin repairs. While the eRecovery payment won't cover the complete cost of restoration, it will go a long way toward securing Andrii's home.

Andrii's family is among 35,800 Ukrainian households who have received financial assistance towards repairing or purchasing new homes since the service's launch. The total distributed aid amounts to more than 3.3 billion hryvnia (\$88 million).

Beyond rebuilding physical infrastructure, eRecovery serves a symbolic role in facilitating collective healing, even as the war wages on. The e-service also keeps a digital record of all compensation to prevent mismanagement of relief funds. This increased transparency builds trust with Ukrainians and with international donors, demonstrating that money marked for post-war reconstruction will meet its intended goal. By supporting Ukraine's creation of world-class e-governance tools, Eurasia Foundation reaffirms our commitment to a free and prosperous Ukraine.

# SUPPORTING INCLUSIVE ENTREPRENEURSHIP

**S**ocial entrepreneurship posits that profit and purpose can go hand-in-hand. Inspired by a passion for social justice, social entrepreneurs leverage their business acumen to drive positive impact. Eurasia Foundation is supporting social entrepreneurs across Central Asia to advance inclusive, people-driven solutions to local challenges.

Dilmurad Yusupov of Tashkent, Uzbekistan, is one such social entrepreneur. Dilmurad is the co-founder of Sharoit Plus, an organization dedicated to championing people with disabilities. Within Sharoit Plus is the groundbreaking inclusive recruitment portal IshPlus.uz. Sharoit Plus developed IshPlus.uz with support from Eurasia Foundation's Social Innovation in Central Asia program.

IshPlus.uz connects job seekers with disabilities to public and private sector employers. Candidates create a public profile listing their work experience, specialization, salary expectations, and disability status. They can use this profile to apply for jobs, or employers can search profiles and contact candidates directly.

Recognizing that the majority of job seekers with disabilities use smartphones for job searches, in 2023 Dilmurad and his team scaled the IshPlus.uz website to an accessible mobile app. The new, intuitively designed app is geared toward users with a wide range of disabilities, who may struggle to use a desktop or may not have access to a computer at all.

To further enhance IshPlus.uz, Sharoit Plus also designated two dedicated recruitment coordinators to connect employers and job seekers with disabilities. These coordinators actively search for vacancies in the Tashkent area and post them to IshPlus.uz. They communicate with employers to ensure inclusive and accessible work environments and safeguard job seekers' rights. They also work with candidates to help them prepare competitive resumes, network with potential employers, and apply for jobs.

In just six months' time, Sharoit Plus provided career guidance to more than 600 people with disabilities and helped 135 secure employment.

For people with disabilities, who experience higher rates of unemployment worldwide, initiatives like Sharoit Plus serve as a critical vessel for financial independence and equal opportunity.



***“The Sharoit Plus team changed my life for the better. In Uzbekistan, they are the only organization I know of that provides [this kind of] assistance to people with disabilities.”***

— Farrukh, IshPlus.uz user





***“Programs like Eurasia Foundation’s are crucial in Afghanistan right now. We attend courses like these while we witness the deprivation of our fundamental rights, including the rights to work and to education. Expressing our desires for the future becomes a way for us to assert our rights.”***

— Fatima, Marjan’s classmate



# CHAMPIONING THE RIGHTS OF WOMEN

**S**ince ascending to power in August 2021, the Taliban has sought to erase women and girls from virtually every aspect of public life. Eurasia Foundation is supporting women in Afghanistan and in the Afghan diaspora to advance their rights to inclusion and to self-determination.

We unite women in hard-to-reach locations throughout Afghanistan with human rights experts, mental health resources, and like-minded peers—including male allies—in the Afghan diaspora. Together, these changemakers work to amplify the voices of Afghanistan’s women within and beyond the country’s borders.

Marjan, a determined young woman from Herat, always dreamed of a career in engineering. When the Taliban seized control, however, she felt these dreams slipping through her fingers. Overnight, Marjan and thousands of women like her across Afghanistan awoke to find themselves deprived of any assurance of a safe, free, and fulfilling future.

After a September 2021 ban on secondary education, in late 2022 the Taliban also barred women from attending university. Faced with a worsening economic and humanitarian crisis and no prospects for their daughter beyond the home, Marjan’s family pressured her to accept an arranged marriage. Desperate, Marjan reached out to trusted women’s networks for help.

Through these networks, Marjan learned of Eurasia Foundation’s women’s rights courses. She promptly enrolled, joining a cohort of more than 200 women across Afghanistan determined to defend their rights. Delivered over a secure network, lessons focused on trauma-informed leadership, communication, negotiation, and conflict-management: all skills Marjan would immediately put to use. Marjan also participated in one-on-one sessions with a mental health professional.

Upon completion of the course, Marjan successfully dissuaded her family from proceeding with the forced marriage. Further, she convinced her father to support her ambitions of attending a master’s program. Marjan is currently preparing to pursue an engineering degree outside Afghanistan, with full financial support from her family.

# CONFRONTING CORRUPTION IN PUBLIC SPENDING

**F**rom counting plants in Taldykorgan flowerbeds to exposing shoddy roadwork in Ashchybulak, transparency advocates in Kazakhstan take great care to promote accountability in public spending. Rooted in the belief that societies function best when governments and constituents work in tandem, Eurasia Foundation’s Social Innovation in Central Asia (SICA) program provides watchdogs with training, resources, and opportunities to collaborate with like-minded peers and government leaders.

In recent years, civic leaders in Kazakhstan have responded to a growing demand from both government and citizenry for public engagement in state budgeting processes. Eurasia Foundation has helped meet this demand by supporting Kun Jarygy, an anti-corruption coalition of 25 non-governmental organizations across Kazakhstan. Meaning “sunlight” in Kazakh, Kun Jarygy has united technical experts, journalists, activists, and community leaders across Kazakhstan under one mission: to reduce opportunities for corruption in public spending.

The coalition’s founders launched Kun Jarygy after participating in Eurasia Foundation’s policy research and public procurement trainings. The team learned how to monitor transactions between businesses and governments by examining open data provided by the state. With ongoing support from SICA, they launched the coalition to share this knowledge and rally others—including government bodies—behind their mission.

Their strategy has proven effective. In 2023, Kun Jarygy monitored over 1,200 purchases, valued at a total of 346 billion tenge (over \$773 million). In partnership with law enforcement agencies, the coalition flagged 270 procurement violations, launched 89 investigations and 5 criminal cases, and recovered 11.38 million tenge (nearly \$25,000) to the national budget.

Financial vigilance is only one half of the equation. Kun Jarygy also actively participates in public advocacy and education campaigns. Throughout 2023, the team hosted free webinars and two international conferences. Prozakup.kz, the coalition’s main website, serves as a learning tool for others interested in public spending oversight. The coalition has even contributed to policy reform, enhancing transparency measures in the new draft law on public procurement. By equipping local advocates to band together and consolidate their expertise, Eurasia Foundation is helping to nurture mutual and lasting collaboration between Kazakhstan’s civil society and government.





***“Residents of Kazakhstan can view and monitor how public funds are utilized, particularly in areas that directly affect their lives. Our mission is to educate them on how to monitor public spending effectively to ensure they receive quality services for their taxes.”***

— Nurgali Rakhmanov, Kun Jarygy co-founder

# EF NETWORK + LEGACY ORGANIZATIONS

The EF Network is Eurasia Foundation’s living legacy. Since 2004, Eurasia Foundation has built a network of partner foundations across Central Asia, the South Caucasus, and Eastern Europe. The EF Network now forms a constellation of independently operated, locally rooted institutions across the Eurasia region. With support from Eurasia Foundation, each organization has developed solid financial and program management systems and procedures that make them among the most efficient and reliable local partners in their respective markets. Each receives independent support from a diverse portfolio of international and local donors.

## 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**



## Partners

Better Regulation Delivery Office  
Caucasus Research Resource Center  
Armenia  
Deloitte LLC  
East Europe Foundation  
Eurasia Foundation of Central Asia  
– Kazakhstan  
Global Impact  
Institute of Analytics and Advocacy

Kyiv School of Economics  
Millennium Partners  
Ministry of Digital Transformation of  
Ukraine  
Ministry of Economy of Ukraine  
Ministry for Communities, Territories,  
and Infrastructure Development of  
Ukraine  
Missouri State University

Open Contracting Partnership  
Prozorro  
Public Organization “El Agartuu”  
Social Boost  
Southern Utah University  
Teach for Lebanon  
Transparency International Ukraine  
Women in Digital Transformation

## Donors

### Government Agencies

U.K. Foreign, Commonwealth, and  
Development Office  
U.S. Agency for International  
Development  
U.S. Department of State  
U.S. Embassy in Astana  
U.S. Embassy in Beirut  
U.S. Embassy in Moscow

### Organizations

Carnegie Corporation of New York

### Individuals

Anonymous  
Joshua Abrams  
Josev Aquino  
Stanislav Babenko  
Roger Booker  
Eric Boyle  
Yulia Boyle  
Randy Bregman  
Sean Cairncross  
Kyra Cheremeteff  
Nydia Clayton  
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Judyth Twigg  
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Aaron Williams  
Andrew Wilson  
Dj Wolff  
The Honorable Kenneth Yalowitz  
The Honorable Marie Yovanovitch

# EURASIA FOUNDATION BOARD OF TRUSTEES

**The Honorable Pamela L. Spratlen**, Chair; U.S. Ambassador (retired)

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

**Brad Stevenson**, Treasurer; Audit Partner, Deloitte

**Susan G. Reichle**, Secretary; President & CEO, IYF

**Lisa Coll**, President & CEO, Eurasia Foundation

**Randy Bregman**, Partner, Dentons

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**Jill Dougherty**, Adjunct Professor, Georgetown University; Global Fellow, Woodrow Wilson International Center for Scholars;  
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**The Honorable Jan Kalicki**, Chair Emeritus, Public Policy Fellow, Woodrow Wilson International Center for Scholars and  
Kennan Institute



# STATEMENT OF FINANCIAL POSITION

(As of September 30, 2023)

## Expenses

Program Services	\$17,907,749
Management and General Supporting Services	3,518,959
<b>Total Expenses</b>	<b>\$21,426,708</b>

## Assets

Cash and Cash Equivalents	\$3,308,266
Investments	1,161,498
Grants, Accounts, and Other Receivables	1,373,575
Prepaid Expenses and Other Assets	205,241
Fixed Assets	506,852
Right of Use Asset	1,254,904
<b>Total Assets</b>	<b>\$7,810,336</b>

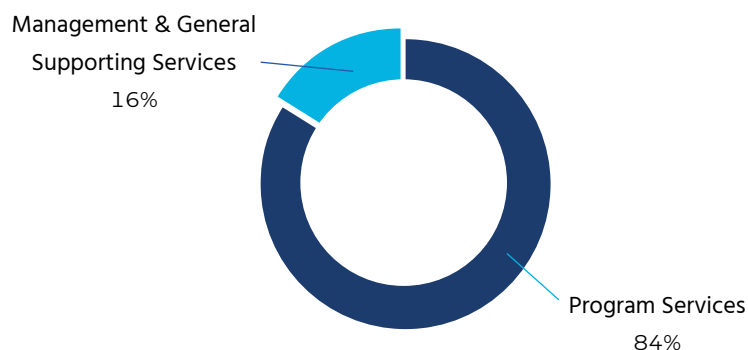
## Liabilities

Operating Lease Liability	\$1,445,007
Accounts Payable and Accrued Expenses	1,203,276
Grants Payable	658,503
Refundable Advance	2,237,835
<b>Total Liabilities</b>	<b>\$5,544,621</b>

## Net Assets

Without Donor Restrictions	\$2,256,047
With Donor Restrictions	9,668
<b>Total Net Assets</b>	<b>\$2,265,715</b>

**TOTAL LIABILITIES AND NET ASSETS** **\$7,810,336**







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