

WHO WHAT WHY

2024 ANNUAL REPORT



EURASIA FOUNDATION

TABLE OF CONTENTS

- 1** Letter from the President and Chair of the Board of Trustees
- 2** Who is Civil Society?
- 4** What Do We Do?
- 6** Centering Local Needs in Ukraine's Reconstruction
- 9** Strengthening Social Enterprise in Tajikistan
- 10** Expanding Budget Advocacy in Kazakhstan
- 13** Boosting Participatory Democracy in Moldova
- 14** Our Values
- 15** Statement of Financial Position
- 16** Acknowledgements

Letter from the President and Chair of the Board of Trustees

This report looks back on Eurasia Foundation's work in 2024, a highly successful year overall. But it is impossible to tell that story without acknowledging the seismic changes that reshaped our organization, our sector, and our world in early 2025.

Abrupt cuts to U.S. foreign assistance have forced a reckoning. They've reminded us that it's not enough to do good work. We must also articulate why that work matters. And we must also recognize that there may be times when a reckoning comes despite our best plans and intentions. Those are the times in which we now live.

Accountable governance, inclusive development, and civic engagement are not abstract issues. They touch lives globally, including in areas where we have worked, such as Ukraine, Kazakhstan, Tajikistan. We believe that when we invest in civil society abroad, we strengthen the fabric of democracy everywhere.

We're not certain what the future holds for our organization or the people we serve. So in this report, we're doing things differently. We will describe 2024. But we're also stepping back to ask the fundamental questions: Who is civil society? What does it do? And why does it matter now more than ever?

At Eurasia Foundation, we know that foreign assistance makes Americans safer, more prosperous, and more connected to the world. But our "why" goes deeper than that. It's about the kind of world we want to live in and the values we choose to project. Compassion, community, cooperation, and integrity: this is what truly makes America strong.

Why help Ukrainians document their war-torn homes through digital tools?
Why support anti-corruption watchdogs in Kazakhstan?
Why champion laws that unlock opportunity for social entrepreneurs in Tajikistan?

By the end of this report, we hope the answers will not only be clear, but also compelling.



A handwritten signature in black ink.

Lisa Coll
PRESIDENT & CEO



A handwritten signature in black ink.

Pamela L. Spratlen
BOARD CHAIR

Who is Civil Society?



When people talk about “civil society,” they often discuss *what* it is. We think the better focus is *who*.

Civil society isn’t a monolith. It’s a complex, living network of people who see a need and meet it, often with little fanfare or gratification. They are the quiet architects of stronger communities and freer societies.

Some work in nonprofits. Others teach, write, organize, or serve in public office. Many are volunteers, neighbors, parents, and friends.

They are advocates and listeners. Builders and watchdogs. Helpers and healers.

Civil society is us, and civil society is you.

The following stories offer just a few glimpses of the people who make civil society real. Each one is a reminder that positive change doesn’t only come from governments or markets. It starts with people like these.



The Parent

Ashgabat, Turkmenistan

As a mother and an educator, Yekaterina wants school to mean more than rote memorization and learning to follow rules. She launched Turkmenistan’s first Montessori school to infuse children’s early education with democratic principles.

The Teacher

Jizzakh, Uzbekistan

Zilola knows she can’t keep her students off the internet, but she can teach them how to navigate it wisely. Through her “Critical Lens” workshops, she equips young people with the media literacy skills they need to stay safe, ask questions, and think for themselves.



The Engineer

Aksukent, Kazakhstan

Vladislav is tackling two challenges at once: pollution and poverty. His initiative pays residents to return recyclable materials and reimagines abandoned factories as hubs of innovation. What others treat as relics of the past, he uses as infrastructure for the future.

At Eurasia Foundation, we've always believed that lasting change builds from the ground up. For more than three decades, we've invested in the people, institutions, and ideas driving that change.

We train leaders, form coalitions, draft policy, champion laws, create tools, and equip local organizations to flourish independently.

Our goal isn't to run programs from Washington in perpetuity, but to build the infrastructure for civil society to run itself. Long before "localization" became an industry buzzword, we made it our strategy.

This strategy began with the creation of the EF Network—a constellation of independent, locally run institutions that grew from our partnerships and now lead development in their own countries. Since 2004, we've helped launch and strengthen more than a dozen locally led organizations across the region. The EF Network is our living legacy.

EF Network



Legacy Organizations



What Do We Do?



This ethos continues to guide our work today. The stories that follow show what we do and why it matters.

Four places. Four problems. One solution: people power.

Centering Local Needs in Ukraine's Reconstruction

A troubling pattern often emerges in post-conflict reconstruction: the war ends, donors arrive, and decision-making power is stripped from the people most impacted by the conflict.

Historically, rebuilding efforts too often center on external “best practices” that can miss on-the-ground needs.

Ukraine is trying something different. In 2024, Eurasia Foundation's Digital Transformation Activity (DTA) worked alongside the Government of Ukraine to support a bold idea: equip Ukrainians to document the damage themselves, one shattered window and shelled school at a time.

The result was the Registry of Damaged and Destroyed Property. Using Diia, Ukraine's digital public service system, Ukrainians can catalog the damage directly from their phone or computer. This data powers e-services like eRecovery, also supported by EF, that allow people to apply for government support to repair or replace their homes. It also feeds into DREAM, the Digital Restoration Ecosystem for Accountable Management platform, which provides a single digital ecosystem for managing and overseeing all reconstruction projects funded through public spending or donor investment. EF's partner, Open Contracting Partnership, implemented DREAM under the DTA program.

This data does more than tally broken buildings. It captures the full scale of the war's impact, giving Ukraine's government and international partners a clear, real-time map of the types of damage the country has suffered, what needs exist and how to address them. That means fewer wasted resources, smarter prioritization, and reconstruction that reflects lived experience, not outside assumptions.

But we didn't stop there. Alongside the Council of Europe and the United Nations, DTA supported the creation of the Register of Damages for Ukraine (RD4U). This system and their related e-services are accessible through the Diia app and portal, Ukraine's digital public service system. Any Ukrainian who lost a family member, home, business, or piece of infrastructure to Russian aggression can log the damage straight from their phone or laptop. Businesses and public authorities are also able to submit claims for damages they've sustained.

The RD4U creates a digital archive of damages created by Russia's aggression to facilitate future reparations. Ukrainians aren't just rebuilding—they're recording and remembering.

This is digital innovation at its most powerful: giving people tools to survive war and to shape what comes after.



WHY?

Because no one understands what a country needs more than the people who live there.

When citizen voices are heard, post-war reconstruction is faster, fairer, and built to last.

Strengthening Social Enterprise in Tajikistan

In Tajikistan, starting a business is hard. Starting one that exists to serve the community, not just make a profit? That was nearly impossible.

Until recently, Tajikistan's legal framework didn't recognize the concept of social entrepreneurship: businesses that reinvest earnings into social programs like employment, disability rights, or rural education. Civil society groups across the country were doing this work anyway. But the lack of clear legislation complicated their start-up process and financial sustainability.

That's where Eurasia Foundation's Social Innovation in Central Asia project came in.

Working with the Bureau for Human Rights and Rule of Law, Eurasia Foundation supported the development of Tajikistan's first-ever law on social entrepreneurship.

Our team helped civil society partners conduct research, organize public hearings, attend a study tour to Moldova, and draft legislation that would define and legitimize the field.

In late 2024, the law passed with resounding support in Tajikistan's parliament. Today, social entrepreneurs in Tajikistan are officially recognized and ready to act.

What does that mean in real life? It means organizations like IRODA's coffeehouse, which employs young people with autism, can scale up with less red tape. And it means Tajikistan is one step closer to financing its own social priorities on its own terms.

Social enterprises like IRODA's coffeehouse use business principles to promote social well-being, such as creating employment opportunities for people with disabilities.



WHY?

Because communities deserve the tools to tackle local issues on their own.

Foreign aid works best when it fuels local solutions that will last long after donor funding ends.

Expanding Budget Advocacy in Kazakhstan

Hundreds of miles from the government offices in Astana and the urban hub of Almaty, Kazakhstan's westernmost regions aren't known for their proximity to power.

Geography isn't the only barrier to civic participation. Trainings for changemakers often occur in Russian, leaving the majority Kazakh-speaking populations in the west and south out of the conversation.

So when an anti-corruption expert proposed the Youth Anti-Corruption Caravan, a traveling training course in Kazakh, Eurasia Foundation's Social Innovation in Central Asia project jumped at the chance to support it.

Over the course of several weeks in 2024, the Caravan traveled across western Kazakhstan. Experts trained more than 80 students, entrepreneurs, journalists, and lawyers in public procurement monitoring, budget transparency, and advocacy tactics.

Through the Youth Anti-Corruption Caravan, over 80 aspiring advocates learned how to help their governments promote efficiency in public spending.

No prior experience required. Just curiosity and a commitment to the idea that public money should serve the public.

After a training in the northern town of Uralsk, the trainer and a group of students decided to visit a local road project that had dragged on for years. Rather than progress, they found potholes—a sign that the construction company contracted to fix the road was not upholding its promises. Students dug into procurement records, filed appeals, and exposed serious irregularities. Their work helped the local government win back nearly \$1 million in public funds from the construction company.



WHY?

Because accountability shouldn't be reserved for experts or urban centers.

When civic tools reach beyond traditional power centers, everyone can be part of the solution.





WHY?

Because democracy works best when everyone can show up.

From websites to meeting rooms, real civic participation requires systems that include the people they're meant to serve.

Boosting Participatory Democracy in Moldova

In the northern Moldovan town of Ștefănești, local council meetings were held on the second floor of City Hall, up a staircase that many residents couldn't climb. That included over 100 people in town living with disabilities who had no way of accessing council discussions or decisions.

Until recently, the town didn't even have a website where residents could access local news. And when you can't get into the room where decisions are made—physically or virtually—you're locked out of democracy.

A group of young leaders started to change this status quo in 2024 with support from Eurasia Foundation's Judy Initiative.

With support from Eurasia Foundation and local experts, a coalition of young people in Ștefănești launched Decisions for All, an initiative to expand access to public participation in decision making. The project began with a simple idea: if the council's decisions affect everyone, then everyone should have a say in making them.

The team started small by building the town a website. The prototype now hosts council agendas, public notices, and updates accessible to all town residents. Then came the harder part: making sure people with disabilities weren't just informed, but involved.

Young residents with disabilities launched a self-advocacy group and successfully registered it as a formal stakeholder in local decision making. With guidance from Eurasia Foundation and local experts, they developed a detailed mapping questionnaire to identify the needs of residents with disabilities. In partnership with the gymnasium, the doctor's office, and cultural institutions, they conducted a town-wide data collection effort.

The initiative is timely. Access to public spaces and civic life for all residents is an important benchmark of democratic maturity—one that the European Union has explicitly cited in regards to Moldova's ongoing candidacy for accession. Decisions for All ensures that everyone, from people with disabilities to residents living abroad, has a say in their city's future.

Our Values

If there's one takeaway from this report, it's that we are all civil society. That means holding organizations like ours to the same standards that we apply in our work: transparency, equity, and good governance. We believe that what we do is influenced by how we do it, and we want our values to be reflected throughout.

We adhere to the highest standards of financial management.

- Eurasia Foundation enforces a strong anti-corruption policy, screening all vendors using a tool called WatchDog that ensures that our business operations align with ethical standards and regulatory requirements.

We believe pay should reflect performance, not hierarchy.

- We maintain consistent salary bands for each role within Eurasia Foundation and publish salary expectations on job listings. Employees conduct annual reviews to ensure responsibilities align with pay.

We know that governance is only good if it's accountable.

- Board members serve three-year terms and complete annual self-assessments to evaluate performance. Term limits ensure a regular infusion of new perspectives and enhance accountability among the organization's leadership.
- Annual conflict-of-interest forms ensure transparency and compliance among all decision-makers.

We are dedicated to the conscientious stewardship of our natural world by reducing waste and embracing digital solutions.

- In 2022, we fully transitioned our contracts to DocuSign, an e-contract and e-signature tool, to minimize our paper usage. Since the introduction of DocuSign, we have saved 101,406 sheets of paper, equivalent to conserving 42 trees, forgoing 30 loads of laundry, or removing three cars from the road.
- We participate in Washington, DC's SmartBenefits program, which covers the cost of public transit for staff commuting to the DC-based office. This program disincentivizes the use of personal vehicles, decreasing road congestion and individual carbon emissions. As of 2024, 75 percent of EF's DC employees take advantage of SmartBenefits to commute to work using public transportation. The remaining 25 percent commute either by driving, biking, or walking to work.

Statement of Financial Position

Expenses

Program Services	\$31,554,492
Management and General Supporting Services	5,298,507
Total Expenses	\$36,852,999

Assets

Cash and Cash Equivalents	\$945,425
Investments	1,540,271
Grants, Accounts, and Other Receivables	1,734,117
Prepaid Expenses and Other Assets	374,893
Fixed Assets	438,374
Right of Use Asset	976,952
Total Assets	\$6,010,032

Liabilities

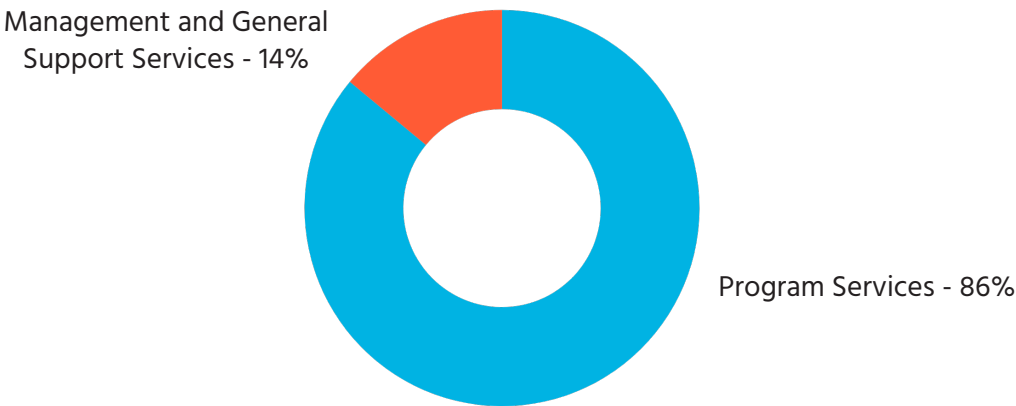
Operating Lease Liability	\$1,150,348
Accounts Payable and Accrued Expenses	1,250,627
Grants Payable	415,185
Refundable Advance	1,111,266
Total Liabilities	\$3,927,426

Net Assets

Without Donor Restrictions	\$2,069,569
With Donor Restrictions	13,037
Total Net Assets	\$2,082,606

TOTAL LIABILITIES AND NET ASSETS

\$6,010,032



Acknowledgements

Every success in this report—and every milestone over the past three decades—started with the people and institutions who believed in our mission and shared in our work. To our Board of Trustees, donors, and partners around the world, we are grateful for your trust, your support, and your shared commitment to building more just, vibrant, and resilient societies. Your belief in civil society made everything in these pages possible.

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Eurasia Foundation is a nonprofit 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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