



*Make a Better World*



**IREX**

2010 ANNUAL REPORT



IREX is an international nonprofit development organization that supports educators, journalists, and community leaders in over 100 countries.

## *These Are the Stories of IREX.*

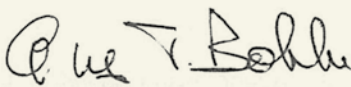
### **DEAR FRIENDS,**

The poet Muriel Rukeyser once wrote, “the universe is made of stories, not of atoms.” In 2010, IREX has certainly been privileged to witness a host of inspiring stories unfold through our work around the world, stories not of IREX but of the dedicated women, men, and youth who work ceaselessly to improve their communities by bringing new ideas and perspectives that engage citizens, governments, educators, and the media.

By listening to the hopes and challenges of our local partners and the individuals we support, we’ve continued to refine and expand our activity in our three traditional focus areas (civil society strengthening, education, and media development) and four cross-cutting areas (conflict resolution, gender, technology for development, and youth). With a commitment to excellence, we’ve grown as an organization by 5 percent (see financials on page 20) and now operate in over 100 countries (see map on page 4). We’ve introduced innovative program elements, further integrated new technologies into our approach, and worked to ensure sustainable results.

We invite you to learn of the challenges and successes of our partners in the following pages. While we can only highlight a few, please visit [www.irex.org](http://www.irex.org) to learn more about our projects, partners, and staff who work to make a better world.

### **SINCERELY,**



**AVIS T. BOHLEN**  
CHAIR, IREX BOARD



**W. ROBERT PEARSON**  
PRESIDENT, IREX



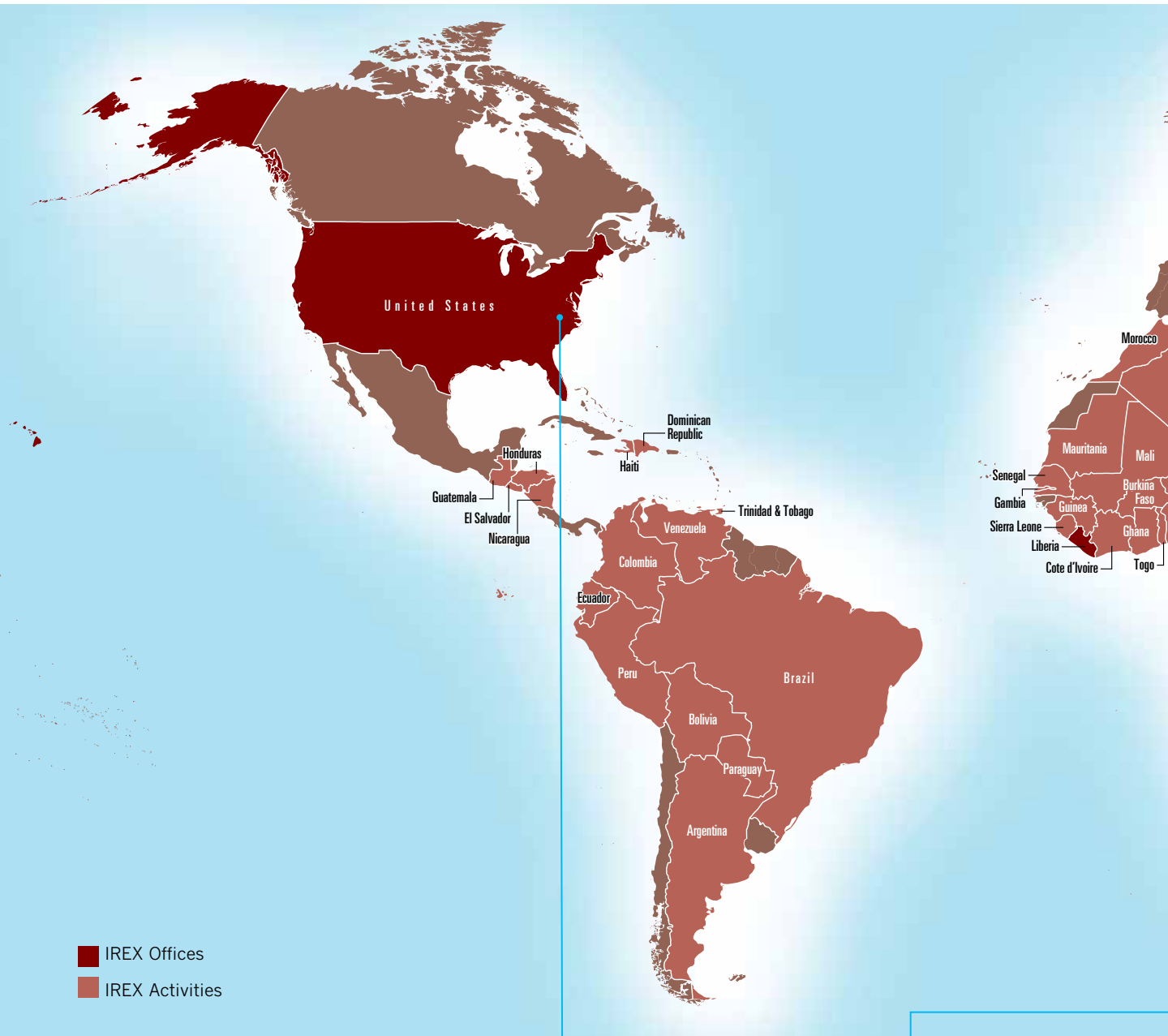


# ABOUT IREX

IREX is an international nonprofit development organization providing thought leadership and innovative programs to promote positive lasting change globally. We enable local individuals and institutions to build key elements of a vibrant society: quality education, independent media, and strong communities. To strengthen these sectors, our program activities also include conflict resolution, gender, technology for development, and youth. Founded in 1968, IREX has an annual portfolio of over \$58 million and a staff of 500 professionals worldwide. IREX employs field-tested methods and innovative uses of technologies to develop practical and locally-driven solutions with our partners in more than 100 countries.

# FOCUS AREAS

IREX enables local individuals and institutions to build key elements of a vibrant society: quality education, independent media, and strong communities. To strengthen these sectors, our program activities also include conflict resolution, gender, technology for development, and youth.



■ IREX Offices  
■ IREX Activities



## 22 SPECIAL EVENTS

Hosting the Civil Society to Civil Society summit of Russian and American thought leaders attended by Secretary of State Hillary Rodham Clinton.



## 12 GENDER

Providing the tools that allow young women to contribute to public discussion on critical issues and increase the level of online local language content from their perspectives.



### 6 CIVIL SOCIETY

Helping individuals of different clans and subclans in Somalia work together toward conflict transformation using media and conflict mediation tools.



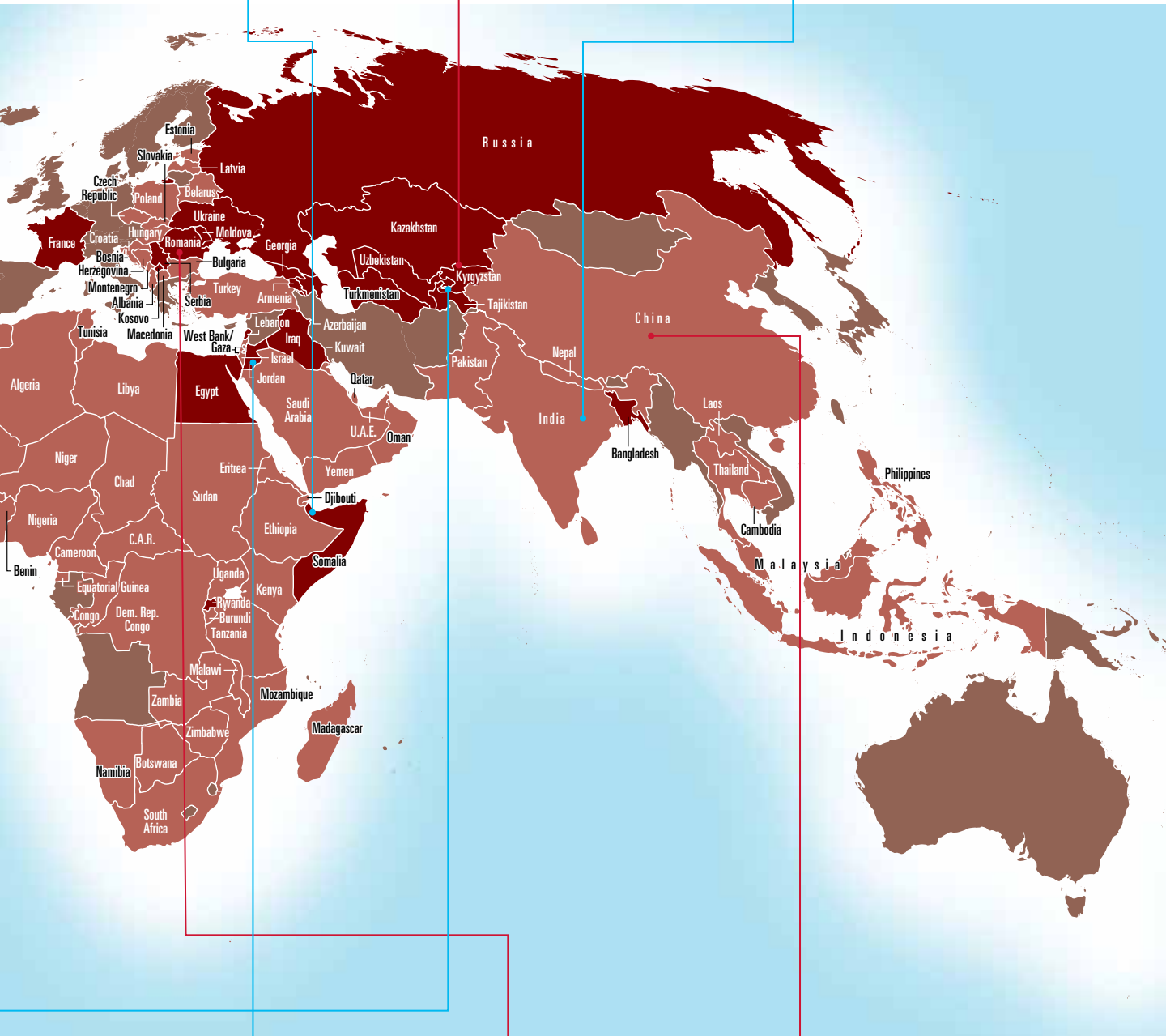
### 8 CONFLICT

Teaching young people and teachers drama techniques as a means of conflict transformation in areas of recent unrest in Kyrgyzstan.



### 10 EDUCATION

Supporting an energetic teacher to launch a program that improves access to education for the homeless in a poverty-stricken community in India.



### 14 MEDIA

Developing community radio and supporting professional and citizen journalists in Jordan.



### 16 TECHNOLOGY

Training librarians to better use technology to serve their communities in over 300 libraries across Romania.

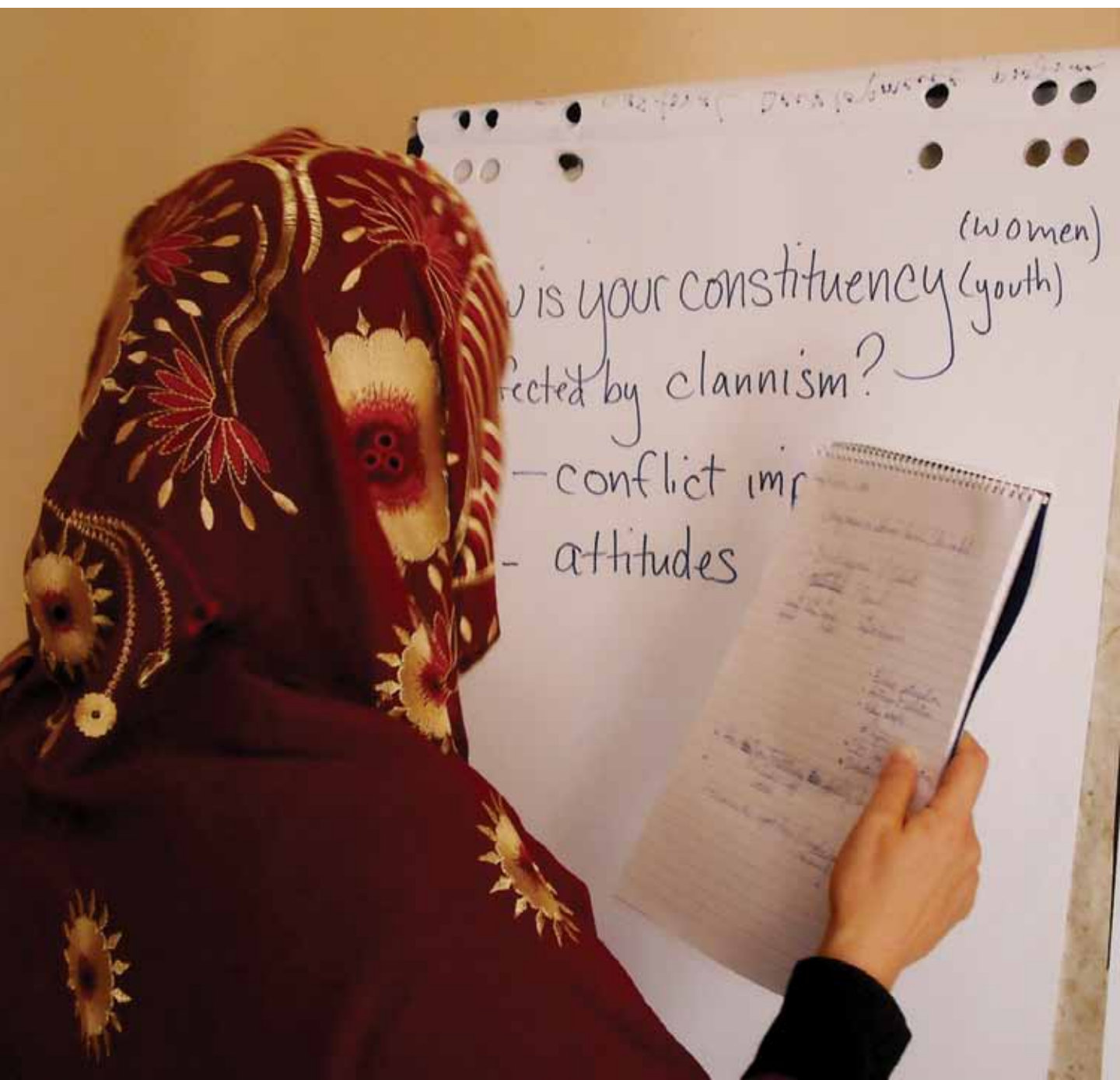


### 18 YOUTH

Helping Chinese youth develop their journalism skills and establish high school newspapers.

# CIVIL SOCIETY

IREX has a strong history of working with non-governmental and community-based organizations to develop their capacity and to foster sustainability. With targeted technical assistance, training, and mentoring, IREX improves their impact and increases their relevance. In promoting advocacy, IREX fosters collaboration among communities, NGOs, businesses, government agencies, and international donors through targeted training, stakeholder meetings, and broad-based grassroots initiatives. IREX adapts its approach and training to meet the specific local needs of a community so stakeholders can better serve their constituents. IREX integrates targeted activities for underrepresented populations, which include women, youth, ethnic minorities, people living with HIV/AIDS, and people with disabilities.





Through the **Uniting Communities to Mitigate Conflict** program in Somalia, individuals of different clan and subclan communities come together to work toward conflict transformation—as leaders of civil society organizations, trainees in peace-building media, and participants in dialogues on clan dynamics. The program is supported by USAID.



## A LAND DISPUTE SPARKS ACTIVISM

Fosiya Mohamed Ahmed has experienced enough loss and grief for many lifetimes. Her family lived in Burao, now part of Somaliland, when the 1988 civil war erupted and a mortar shell hit her house and killed five family members. The family members who survived fled to Ethiopia, and were repatriated to Hargeisa in 1991. As they had no option but to settle back in the war-ravaged land, they returned to Burao, only to encounter another family living on and asserting rights to their land.

After failed attempts to resolve the land dispute through talks and mediation with the family, Fosiya was forced to turn to the court system for resolution. Eight years after filing her initial claim, the case remained unresolved when Fosiya turned to a civil society organization for support. The dispute led Fosiya to become a tireless advocate for government and court reform in the region. Through the Uniting Communities to Mitigate Conflict program, Fosiya is gaining additional skills in conflict mitigation as well as using media tools for advocacy. Fosiya commented, “The IREX training builds up my professional skills and turns over a new page in my life.” Her commitment to a peaceful resolution of the land dispute led her to restart discussions with the other family, and she was able to negotiate a mutually agreeable resolution.

Today, Fosiya is a mother, activist, and member of the Somaliland-based *Nagaad* Umbrella NGO that promotes justice, good governance, and leadership. Using techniques she is learning as part of IREX’s Uniting Communities to Mitigate Conflict program, Fosiya aims to broaden her peace advocacy work and expand its reach.

# CONFLICT

Preventing conflict and mitigating violence requires engaging citizens at local levels in community peacebuilding, strengthening connections between civil society actors, ensuring the spread of objective and balanced news and information, and promoting citizen-government collaboration. IREX's current programs train youth to develop their communities while bringing together opposing groups, help media to promote tolerance and nonviolence while ensuring citizens have access to objective information and news, and encourage greater advocacy and involvement by civil society in formal and informal peacebuilding initiatives.

## ACTING TOGETHER

When 14-year-old Gulnara moved from Osh in southern Kyrgyzstan to Tokmok, a small city near the capital of Bishkek, regional divisions made it difficult for her to integrate. Following violent conflict in the south, her parents had come north in search of work only to be greeted with suspicion by their new neighbors. While Gulnara excelled in school, some of her new classmates quickly seized upon regional differences, mocking her dialect. After she was involved in a physical fight with a classmate, she begged her parents to let her change schools.

But at a summer theater camp organized by IREX, Gulnara entered a safe space where she could share her story and learn conflict resolution skills. Using an interactive technique called Forum Theater, Gulnara and other campers created a play about her experiences and invited the audience to come on stage, intervene, and discuss the problem. With IREX support, Gulnara and her teachers went on to create a Drama Club at their school and to perform the play for city administration and local education and law enforcement officials.

In a community with few extracurricular outlets for youth, the Drama Club gives at-risk youth a chance to participate in meaningful activities, to build self-confidence, and to dialogue about key community issues. As Kyrgyzstan charts a new course, initiatives like these help youth become a positive force for change in society, serving as leaders and ambassadors of peace in their communities and regions.



**The Youth Theater for Peace** program introduces drama for conflict transformation to teachers, teenagers, and professionals working with teenagers in rural, conflict-prone areas of Kyrgyzstan and Tajikistan. The program is creating a group of empowered youth and supportive adults who are equipped to lead community-based conflict resolution activities. Youth Theater for Peace is funded by USAID.



# EDUCATION

Education supports economic development, social reform, and civic participation within a society and provides the foundation for tomorrow's leaders. IREX works with individuals, institutions, and governments to expand access to and to improve the quality of education worldwide. IREX designs programs and provides consulting to support lifelong learning starting at the primary and secondary levels, continuing through higher education, and including professional training.



**The Teaching Excellence and Achievement Program** brings outstanding secondary school teachers from around the globe to the United States to develop expertise, to enhance their teaching skills, and to increase their knowledge about the United States. International alumni are eligible to apply for small grants to implement self-designed education development projects. This is a program of the Bureau of Educational and Cultural Affairs of the U.S. Department of State.



## EXTENDING THE BENEFITS OF EDUCATION

In a slum near Kolkata, India, young children dream about their future. Eleven-year-old Shaher wants to be a doctor. “I would like to work in the court,” says 10-year-old Imran. Thanks to the work of Hasnain Imam, a local teacher, these children now have access to basic education that can bring them that much closer to a successful future.

After returning home from an intensive in-service training program as part of the Teaching Excellence and Achievement Program, Hasnain launched an innovative community education program in one of the most underserved areas of his city. He recruited bright and motivated 11th graders from his classroom — themselves the children of poor mill workers and laborers — to teach economically marginalized students at Talimi Haq (“Right to Education”), a non-formal learning center.

The community teacher model offers one means to address the dearth of educators serving India’s slums. After a series of trainings on non-formal education, including units on lesson planning and student motivation, the teen teachers began to work with the younger students at Talimi Haq. The children learn English, participate in art projects, and receive help with homework.

In addition to giving the younger children fundamentals in education, the initiative has benefited the volunteer community teachers as well. Not only has the program given Hasnain’s students practical teaching experience, it sensitizes them to their responsibility of becoming role-models for their community.

# GENDER

Effective international development means taking into account the real-world needs of program beneficiaries, including when the needs of women and men differ. In many countries and communities, even modest investments in education for girls, leadership training for women, and life skills programming for youth can yield tangible and lasting results. IREX programs in this area include leadership training for women and girls, girls' education, life skills development for boys and girls, training journalists in gender-sensitive reporting, strengthening women's NGOs, and combating human trafficking.



The **Tech Age Girls** program encourages and develops promising young female leaders by providing them with specialized information technology training and opportunities to engage in critical public discussion. Program participants attend events that enable them to develop technical and professional skills, and gain the confidence and inspiration necessary to become leaders in their communities. Tech Age Girls is a program of the OCSE, Peace Corps, USAID, and U.S. Department of State.



## PUTTING A FACE ON EQUALITY

Despite the challenges presented to her, Gulirano Saidova, a 16-year-old from a small village on the Kyrgyz-Uzbek border, is determined to further her education and improve the lives of others. In southern Kyrgyzstan, the lack of educational opportunities along with recent ethnic violence has hindered the ability of youth, particularly young women, to reach their full potential and to be leaders in their communities.

Gulirano Saidova is no stranger to helping others, a quality she demonstrated in applying to IREX's Tech Age Girls program. As part of her competitive entrance to the program's quarter-final round, she and other young girls designed and implemented community projects as part of Global Youth Service Day. Her project assisted local senior citizens to improve the conditions of their homes, some of which were in a state of disrepair. She organized a group of 10 friends, raised money for supplies, borrowed tools, and made an effort with her group to clean and to repair the properties and public spaces of women living in her village.

Thanks to Gulirano's Youth Service Day project and her demonstrated technical and leadership skills, she became a program finalist and attended the Tech Age Girls Summer Conference in July 2010, where she received advanced training and took on an additional community project. Gulirano developed a plan to encourage her female peers to organize a seminar to teach mothers and their daughters about educational opportunities. As she said in a recent TV interview, she sees the influence of gender-based double standards in her provincial region all too often. But having discovered that technology and education provide a vehicle for women to enter a high-profile field, she sticks by a firm conviction: in spite of obstacles, girls should apply for a higher education after finishing from high school and with the help of technology and access to information, they will succeed.

# MEDIA

IREX's work with local partners advances media professionalism, sustainability, sound media laws, and the local institutions that support independent media and journalists. IREX works across all media—television, radio, online, print, and mobile. Recognizing the shift to interactive and multiplatform media and the role of citizen journalists, IREX works to provide and integrate new technologies that democratize the flow of information.

## GIVING VOICE TO THE COMMUNITY

Residents of Karak, a small city in southern Jordan, traditionally have had little media to provide local news and information. Now, however, they hear the sounds of *Sawt Al-Karak FM*, the Voice of Karak, a new community radio station at Mutah University launched with the support of IREX to support an already politically active citizenry. Thanks to the dedication of scores of volunteers, students, faculty, and ordinary citizens who are committed to the success of the station, *Sawt Al Karak FM* celebrated its first birthday on May 31, 2010.

The commitment of the station's staff is well represented by the confident Haniyeh, who began volunteering at the station the day it opened. "I wanted to study journalism but there was no program available," Haniyeh explained. She spent every weekend over the next four months attending IREX-sponsored training events where she learned how to write investigative reports, conduct interviews, and approach officials.

Haniyeh began hosting *Sabah Al Khair Karak* ("Good Morning Karak"), a program featuring open discussion of the most important issues in the community, including controversial topics such as water shortages, teachers' protests, and mismanagement by local officials. "At the beginning," Haniyeh said, "It was difficult to present this program as a young woman in Karak." Her family disapproved of her spending so much time at the station, unaccompanied by family members, and returning home late in the evening. But her show has gained the trust of the people in town, and her family has come to take great pride in her accomplishments. "Now, when they listen to me solve a problem on air or give something to the town, they have more trust in me."



**The Jordan Media Strengthening Program** works with media outlets, journalists and journalists' associations, media regulatory bodies, universities, and NGOs to promote a sustainable and professional independent media system that provides citizens of Jordan with the news and information necessary to participate effectively in political and economic institutions. This is a program of USAID.



# TECHNOLOGY

While technologies become more common, skills in applying them effectively for social issues often lag behind. For almost 20 years, IREX has been pioneering the integration of appropriate technology into development activities. Using simple technology, IREX has developed networks of young women leaders in Turkmenistan, helped health organizations send SMS medication reminders to people living with HIV/AIDS in Ukraine, worked with professional and citizen media to use blogs in the Middle East, and brought libraries in Romania and Ukraine into the 21st century.

## AN ENEMY BECOMES A BEST FRIEND

Vica Blaga has been the librarian of Tg. Bujor, a little town in Galati County, Romania, for 26 years. She recalls feeling desperate when computerization of libraries was first discussed. “I was afraid I would not be able to keep up with my younger co-workers who talked of Google, IDs, Yahoo, Messenger, etc., and I didn’t understand a word they said. I even thought about retirement, but apparently I was too young for this.”

When Vica was diagnosed with a rare illness, she rushed to her medical books to learn more. “They didn’t tell me much,” Vica recalls. “Then I went in front of my enemy—the computer—and got online for the first time and learned many things—risks, treatments, the best doctor, appointments, and forum discussions. And so, during a difficult time my enemy became my best friend and a good adviser.”

The Biblionet: The World in My Library program, implemented by IREX, was introduced to her region, and the library of Tg. Bujor was among the first selected. After Vica’s training in IT skills and service management, her fears about computers in libraries disappeared. “I learned not only how to use the Internet, but also how to create PowerPoint presentations and, most importantly, how to help others.”

Through the Biblionet program, Vica organized a library event to get her community online. She won a prize in the “Get Online” campaign for producing a PowerPoint presentation outlining how she welcomed a homeless child into the community by teaching him to read and write using the computer. Soon afterwards, she won the essay section of the “I Am a Librarian” contest organized by Biblionet, with a recollection of her trials and tribulations with the computer. “Now I am twice as proud that my library will remain the indisputable leader of my community.”



The **Biblionet** program is helping to develop a modern public library system in Romania through the introduction of technology and training. Biblionet is a program of IREX, the Bill & Melinda Gates Foundation, the National Association of Public Libraries and Librarians, the Ministry of Culture, local and national government agencies, and libraries through the country.



# YOUTH

Youth are a vast resource but are often treated as a constituency that needs to be managed, instead of engaged and supported to play an influential role in their communities. Around the world, IREX's youth programs equip young people with the knowledge and skills to transform their communities, to prepare for a meaningful, active adulthood, and to act as advocates of peace. IREX seeks to work with youth as a resource, crafting programs that serve young people's needs and interests while developing their unique gifts.



The **Student Journalism in China** program helps Chinese schools to establish viable and sustainable high school newspapers. The program empowers youth as media producers and consumers, while promoting well-rounded development by fostering analytical thinking, communication skills, teamwork, and a strong sense of responsibility. The newspaper represents the first news-focused student newspaper in Gansu province.



## FINDING THEIR VOICES, SERVING THEIR PEERS

Chunlin is working to give youth a voice by serving as a reliable and relevant information resource for his peers. “We want platforms where we can express ourselves, to share our thoughts with others, to learn about trends, what our peers are doing and thinking on campus.”

A high school senior in the remote northwestern Gansu province of China, Chunlin is editor-in-chief of the newly formed school newspaper, *Campus Perspectives*. Traditional publications in Chinese high schools more closely resemble academic or literary journals. This newspaper is one of the first of its kind to cover issues affecting students’ lives. The paper serves as a valuable resource for youth in the school community, “giving voice to the voiceless,” as one student describes being a journalist.

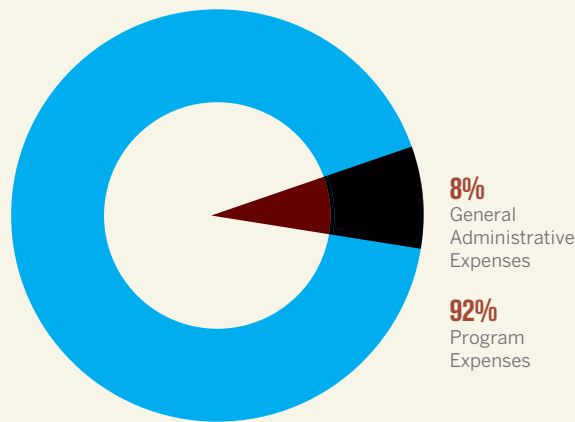
Chunlin’s efforts are part of the Student Journalism for China program implemented by IREX, which helps establish viable student-run newspapers in high schools across Gansu province. The program offers a hands-on practical curriculum, trains teachers on high school journalism instruction and advising, and empowers students to take ownership of their newspapers. The students are responsible for the production of an accurate, fair, and relevant newspaper that serves the school-wide community of students, teachers, administrators, and parents. Students make decisions on what news stories to publish, conduct interviews, write editorials, take photographs, design layout, and disseminate the paper school-wide.

Holding their first edition of the newspaper, Chunlin and his fellow staff are understandably proud. They are providing an important service to their community through ingenuity, hard work, and creativity.

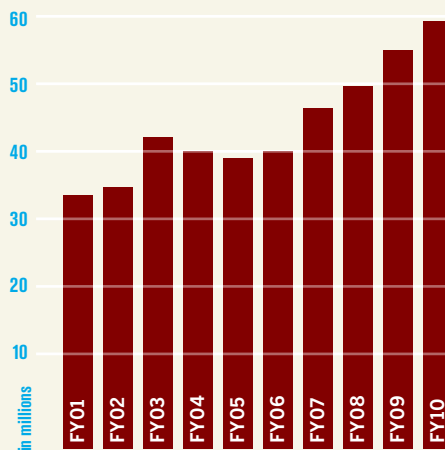
# FINANCIAL STATEMENTS

IREX is a nonprofit, charitable organization that is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. Contributions to IREX are tax deductible. IREX maintains very low administrative costs, with 92 percent of our expenses going toward programs and 8 percent allocated for general administration purposes. The financial statements are audited on an annual basis by a national, certified public accounting firm. This Statement of Financial Position and Statement of Activities for the year ending June 30, 2010, are part of IREX's financial statement. The complete audited statements are available upon request to the IREX controller.

## Allocation of Funds



## Yearly Expenses



## Statement of Financial Position

Year ended June 30, 2010

### ASSETS

#### Current Assets

Cash and cash equivalents	\$ 390,929
Short-term investments	8,822,507
Grants receivable respectively	5,100,540
Prepaid expenses and other assets	1,705,850
Program advances	1,929,269
Total current assets	17,949,095
Property and equipments net	320,844
Long-term investments	5,773,841

**Total Assets** **\$ 24,043,780**

### LIABILITIES AND NET ASSETS

#### Current Liabilities

Accounts payable and accrued expenses	\$ 5,193,785
Deferred rent	236,837
Refundable advances	60,595
Deferred revenue	10,874,571
Total current liabilities	16,365,788

#### Commitments and Contingencies

—

#### Net Assets

Unrestricted assets	4,503,589
Temporarily restricted	254,403
Permanently restricted	2,920,000
Total net assets	7,677,992

**Total Liabilities and Net Assets** **24,043,780**

## Statements of Activities and Changes in Net Assets

Year ended June 30, 2010

### Revenue and Support

Federal grants and contracts	\$ 50,148,069
Private grants, contributions, and contracts	7,949,945
Other revenue	34,264

**Total Revenue Before In-kind Support** **58,132,278**

In-kind support 6,504,071

**Total Revenue and Other Support** **64,636,349**

### Expenses

Program activities	53,905,594
General administration	4,473,529

**Total Expenses Before In-kind Expenses** **58,379,123**

In-kind expenses 6,504,071

**Total Expenses** **64,883,194**

Change in net assets before investment return (246,845)

Investment return, net 523,965

Change in net assets 277,120

Net assets, beginning of year 7,400,872

**Net Assets, End of Year** **\$ 7,677,992**

# C2C SUMMIT

Given IREX's long-standing experience in the field of U.S.-Russian relations, the U.S. Government requested that IREX convene a meeting of Russian and American thought leaders in Washington, DC in June to discuss common challenges and best practices in areas including education, technology, youth, and new media, among others.

The Civil Society to Civil Society Summit took place in parallel to the work of the Bilateral Presidential Commission, part of the summit between Russian President Dmitry Medvedev and U.S. President Barack Obama. IREX is actively following up with the working groups as they continue to explore the latest models in civil society development in both Russia and the United States. In October, participants of the initial meetings reconvened to develop a detailed agenda for action.







*Speaking at the Summit, Secretary of State Hillary Rodham Clinton told the crowd of over 150 attendees "...we need creative, committed, courageous organizations like you and yours to find innovative solutions, to expose corruption, to give voice to the voiceless, to hold governments accountable to their citizens, to keep people informed and engaged on the issues that matter most to them."*

IREX offers its sincere thanks to the donor organizations that supported its work in 2010.

**ABA Rule of Law Initiative (ABA ROLI)**

**Academy for Educational Development (AED)**

**Bill & Melinda Gates Foundation**

**CARE**

**Carnegie Corporation of New York**

**Center for Development Services (CDS)**

**Charles Stewart Mott Foundation**

**Chemonics**

**Counterpart International**

**DAI**

**Embassy of the United States, Armenia**

**Embassy of the United States, Ukraine**

**Google**

**Governors State University**

**Management Systems International (MSI)**

**Open Society Institute**

**Prometric**

**South Federal University**

**Tengizchevroil (TCO)**

**The International Center for Journalists (ICFJ)**

**The Starr Foundation**

**The World Bank**

**U.S. Agency for International Development (USAID)**

**U.S. Department of State**

Bureau of Democracy, Human Rights, and Labor (DRL)

Bureau of Educational and Cultural Affairs (ECA)

Bureau of Intelligence and Research, Title VIII Program (INR)

Gender Trafficking in Persons (G/TIP)

Middle East Partnership Initiative (MEPI)





*Help us make a better world. Your tax-deductible donation will bring positive change to local communities around the globe, including: giving youth access to quality education and job skills training; providing leadership and networking opportunities for women; promoting free and open access to information; and building mutual understanding and cultural awareness. If you would like to support IREX's work, please visit [www.irex.org/donate](http://www.irex.org/donate).*

