



Helping Build
Sustainable,
Prosperous
Communities
Since 1915

NEAR EAST FOUNDATION
Annual Report 2011

NEAR EAST FOUNDATION

2011: A YEAR OF IMPACT AND INNOVATION

PROGRAM HIGHLIGHTS –

NEF works with local partners to build more prosperous, sustainable and inclusive communities in the Middle East and Africa. In fiscal year 2011, with assistance from NEF:



- Tens of thousands of subsistence farmers in Mali increased production and ensured food security for their villages, despite ongoing drought and the threat of famine.
- Girls school attendance in rural Morocco improved dramatically – from 10 percent to 98 percent, with 95 percent retention rates in targeted areas.
- Nearly 25,000 refugees in Sudan received healthcare – from immunizations and maternal care to HIV awareness education.
- Tens of thousands of schoolchildren in Palestine improved their nutritional intake and school performance.
- Thousands of farmers in Upper Egypt improved their livelihoods by increasing production and connecting to markets at home and abroad.
- Thousands of entrepreneurs overcame struggling economies to successfully launch their own small businesses in Armenia, Jordan, Palestine, and Sudan.
- Thousands of women and at-risk youth were empowered through training in business, communication, and leadership skills in Egypt, Jordan, Mali, and Palestine.

ORGANIZATION HIGHLIGHTS –

- U.S.-based fixed costs decreased by 50 percent between FY 2010 and FY 2011, following a dedicated restructuring, administrative staff reductions, and a move to the Syracuse University Campus.
- The strategic partnership with Syracuse University developed significantly over its first year. Students helped create NEF's new organization-wide monitoring and evaluation system, renowned faculty in business and conflict management guided the design of a program to help Sudanese ex-combatants reintegrate into society after war, and SU students gained experience through internship opportunities.

A Note from NEF's Leadership

Dear Friend,

The Near East Foundation marked its 96th year of service in 2011, continuing its important work bringing positive change to the lives of tens of thousands of vulnerable and impoverished people in partner communities throughout the Middle East and Africa.

NEF's extraordinary impact is made possible by a legion of supporters and a dedicated force of more than 70 field staff – all working in their native country, where they have unparalleled insight and a vested interest in making a difference.

In this report, you will find highlights of what we accomplished by working together in 2011 and a snapshot of the ways NEF partner communities grew to be more prosperous and sustainable, improving the daily reality for individuals and families throughout the region.

True to our organization's pioneering spirit, NEF continues to confront the challenges of our dynamic times. In a year that brought tremendous changes to Egypt, Sudan, and across the Middle East, NEF's work remains as vital as ever. Today, our teams stand ready in seven countries, working hand-in-hand with local communities to address pressing development issues, advance sustainability, and promote equality and peace.

In 2011, our program areas evolved to align around key constituents and the main challenges they face. In regions experiencing tectonic shifts, we are leading the way toward progress and prosperity by addressing critical issues such as unemployment, climate change, gender inequality, and youth disenfranchisement. Additionally, we continue to provide emergency humanitarian aid where our experienced field teams are well positioned to support relief efforts.

Thank you for supporting NEF. Your commitment is helping to build a better world. As we celebrate the achievements of 2011, we look forward to working with you in 2012 and the years ahead to chart a brighter future – one community and one life at a time.

Sincerely,



Shant Mardirossian
Board Chair



Charles Benjamin
President



NEF's Board Chair and President at Lake Sevan, during a 2011 trip to visit partner communities in rural Armenia

BUILDING SUSTAINABLE, PROSPEROUS COMMUNITIES

For 96 years, the Near East Foundation (NEF) has operated at the forefront of the international development community, leading innovative social and economic development.

The communities where NEF works are home to some of the most disadvantaged people in their region – social groups coping with conflict, facing discrimination and exclusion from civic life, and isolated by their environment.

In 2011, NEF worked with vulnerable and impoverished partner communities in seven countries – Armenia, Egypt, Jordan, Mali, Morocco, the Palestinian Territories, and Sudan – to deliver sustainable change that will improve lives for generations.

During the year we also refined our program focus, increasing our effectiveness and capacity to serve in four core areas:

- Sustainable Agriculture, Natural Resource Management, and Climate Change Adaptation
- Microenterprise Development
- Civic Engagement and Education
- Peacebuilding through Economic Cooperation

NEF's approach remains rooted in its Knowledge, Voice, and Enterprise framework to provide individuals with fundamental opportunities and tools: the knowledge to successfully engage in civic and economic life, a voice in public decisions that affect each individual's wellbeing, and a means to earn a sufficient income through dignified and sustainable work.

NEF is pioneering new and exciting ways to make a difference, including: finding more efficient methods to use water that increase agricultural productivity, food security, and long-term sustainability; helping young people find a voice in local government and developing a new generation of civic leaders; establishing businesses and creating much-needed jobs; breaking down barriers to educate and empower women and girls; pioneering climate change adaptation strategies and policy responses; and helping build peace and reconciliation through grassroots economic development.



Please read on to learn how partner communities became more resilient, prosperous, inclusive, and sustainable as a result of NEF programs in fiscal year 2011.

FY 2011 PROGRAM ACHIEVEMENTS

SUSTAINABLE AGRICULTURE, NATURAL RESOURCE MANAGEMENT, AND CLIMATE CHANGE ADAPTATION

Farming, livestock, and fishing form the economic core of many communities where NEF works. NEF staff members help farmers, policy-makers, and natural resource-dependent populations understand and adapt to climate change, adopt more efficient production methods, build food security, increase income, and conserve natural resources.

EGYPT—HELPING FARMERS ADAPT TO CLIMATE CHANGE

People served: 2,500 families, newly relocated to Upper Egypt

Impact:

- Farmers increased food security by adopting appropriate agricultural practices, such as crop varieties best suited for the desert region
- Farmers linked to new markets in and outside of Egypt to help boost income.
- Strengthened local skills in farming practices, marketing, and financial management



In Egypt, climate change has undermined agricultural livelihoods and public health. Erratic rainfall and the increasing likelihood of drought are particularly dire for vulnerable settler communities in Upper Egypt, a desert area west of Lake Nasser, where the Egyptian government has resettled 60,000 people and

plans to send a million more by 2017.

Through this project, NEF and its affiliate, the Center for Development Services, explored links between climate change, water management, public health, and agricultural livelihoods with the support of the International Development Research Center. The field team worked with 2,500 settler families in 3 villages to facilitate more productive, profitable, and ecologically-sustainable farming practices through such activities as creating a nursery to determine optimal crop varieties, and introducing improved seeds and new crop varieties. Participants received training and technical assistance in fertilization, irrigation, post-harvesting, and biological pest control, as well as increased access and linkages to wholesale markets.

Funding provided by the International Development Research Council (IDRC)

MALI—BUILDING FOOD SECURITY

People served: More than 50,000 farmers, herders, fishermen, and local government officials in Mali's inland delta

Impact:

- 46 villages adopted improved practices for water resource management and ecosystem restoration
- Local citizens and elected officials gained new technical and management skills to sustainably manage natural resources



NEF assisted the inhabitants of 46 villages to cope with changes in rainfall, temperature, and river flow that are threatening their livelihoods. NEF provided training in new techniques for soil and water conservation, introduced new food crops and production methods, and facilitated linkages to markets where they can sell their crops. To improve local capacity to manage and share resources, NEF helped communities harness non-conventional water resources, manage forests and fisheries for sustainable use, and restore wetlands and rangelands. NEF's holistic approach combined technical training with the development of local natural resource governance systems and institutions, and advocacy for policy changes. All the activities were designed to deliver sustainable solutions that can be maintained by the communities.

Funding provided by Oxfam Novib, Fondation Ensemble, Canada-Mali Joint Fund

MALI—BUILDING RESILIENCE TO CLIMATE CHANGE

People served: More than 3,000 farmers in Mopti and Douentza

Impact:

- 4 villages constructed water collection basins for rice production by more than 200 households

- 7,500 farmers in 10 villages established market gardens using spring water
- New market gardens generated \$42,000 in new income, a 108 percent increase
- 4 local conventions were developed and approved to improve management of forests, rangelands, and waterways

NEF worked with local governments to mainstream climate change into local development planning through vulnerability assessments and local conventions to promote improved natural resource management. On the basis of this training and planning, NEF supported micro-projects designed to adapt livelihood activities to climate change. A radio program provided community members with important information about climate change and innovative approaches for agriculture in a changing environment.

Funding provided by the U.S. Agency for International Development (USAID) and the Swedish International Development Agency (Mali Folk Center)



MOROCCO—HELPING FARMERS USE SCARCE WATER RESOURCES EFFICIENTLY

People served: 2,000 people in 20 communities in arid eastern Morocco

Impact:

- 1,000 people learned improved agricultural water management

- 10 communities developed Agricultural Water Action Plans to guide water management improvements
- More than 600 people improved their income through new agricultural techniques and technologies that conserved water resources



NEF is helping two thousand small farmers in arid eastern Morocco use agricultural water more efficiently, more productively, and more profitably. Farmers have increased their income as a direct result of NEF training and technical assistance that introduce more water-efficient crops, irrigation, and farming practices. These activities enable community members to manage their water resources holistically for long-term sustainability. NEF also promotes the sustainable growth of agriculture by emphasizing commercially viable crops and linking them to markets.

Funding provided by the U.S. Agency for International Development (USAID)

SUDAN—IMPROVING LIVELIHOODS THROUGH SUSTAINABLE, PROFITABLE GUM ARABIC PRODUCTION

People served: 400 farmers in central Sudan

Impact:

- Producer income increased by 25 percent
- More than 400 hectares of gum-producing woodlands were protected by community initiatives
- More than 100 people received \$10,000 in microcredit loans for activities to improve production and protect the environment; 100 percent loan repayment rate and 25 percent growth in loan capital

In central Sudan—where 1 in 5 people earns income from gum arabic and 60 to 95 percent of people in the gum producing region live in poverty—NEF helped hundreds of farmers learn simple techniques to improve gum production (and income), break debt bondage with intermediaries through micro-credit, and escape the vicious cycle of poverty-environment degradation.



Working with gum arabic producer associations in North Kordofan, we are helping farmers become better natural resource stewards. In turn, they preserve the forest on which they depend by planting Acacia trees and developing strategies to counter negative impacts of climate change.

Funding provided by the Flora Family Foundation and the International Foundation

CIVIC ENGAGEMENT AND EDUCATION

Education is a critical part of every NEF project and is vital to achieving long-term change. NEF and its local partners train citizens to become better civic leaders, help community groups take collective action, and support governments in addressing constituent needs—with a focus on amplifying the voice of youth in public decision-making.

MOROCCO—IMPROVING RURAL PRIMARY EDUCATION AND ADVANCING COMMUNITY-BASED REFORMS

People served: 16,000 schoolchildren, including 8,000 girls, and their communities in the High Atlas mountains

Impact:

- In 114 rural schools, girls' enrollment rose from 10 percent to 98 percent, with 95 percent retention rates
- Parent participation in Parent-Teacher Associations (PTAs) increased by 50 percent
- PTAs established small businesses that generated \$60,000 to invest in school operations in more than 100 villages



NEF's model of engaging communities to increase girls' education in rural Morocco resulted in dramatic results: girls' attendance rates jumped from 10 percent to 98 percent, with retention rates of 95 percent. Piloted in a handful of villages, the model is now common across the vast southern region and is on the cusp of expansion to the national level based

upon word-of-mouth and government demand. During the multi-year project that concluded in FY 2011, NEF worked with the Moroccan Ministry of Education to develop PTAs, establish partnerships between local government and the community, and create income-generating projects to ensure sustainability in more than 100 villages. NEF's efforts improved quality of primary education for 16,000 children in rural Morocco and improved access to education for 8,000 girls. With NEF support, PTAs generated more than \$60,000 to invest in school maintenance and implemented 400 education initiatives.

Funding provided by the U.S. State Department Middle East Partnership Initiative (MEPI), the Flora Family Foundation, Geneva Global, and private donors

MOROCCO—BUILDING A DIALOGUE BETWEEN GOVERNMENT AND YOUTH

People served: More than 1,000 youth and government officials

Impact:

- 5 Youth Councils formed in major municipalities
- More than 500 youth and community leaders participated in Youth Forums promoting dialogue between youth and local government officials

In 2011, NEF began working to strengthen relationships between youth and their elected officials, foster youth leadership and education, and increase the effectiveness of local government outreach to youth constituents. In both rural and urban areas of

Morocco, NEF aims to help train a new generation of civic leaders, and to create an ongoing, constructive dialogue that elevates the concerns of youth in political discussions and policymaking. Activities address the problems at the heart of the Arab Spring—lack of voice and jobs. The youth activities, conducted as part of USAID’s Local Governance Program, are among the first in Morocco and North Africa to establish Youth Councils to bridge the gap between young people and their local elected officials; they may serve as a model for communities across the region.

Funding provided by the U.S. Agency for International Development (USAID) under sub-contract with RTI International



MOROCCO—EMPOWERING YOUTH IN CASABLANCA’S SLUMS

People served: 10,000 at-risk youth

Impact:

- 1,500 youth received training in leadership, civic engagement, and skills that increase employability
- 5 youth associations received capacity building trainings and support
- Participating youth connected with vocational training opportunities

In a three-year project that concluded in FY 2011, NEF helped reduce social isolation and political extremism among at-risk youth in the Sidi Moumen and Nouaceur peri-urban slums of Casablanca. Youth leaders were trained in leadership and communication, vocational skills that led to employment, and such life skills as conflict-resolution. In turn, youth leaders trained their peers and helped organize them into community development associations. The project empowered youth through leadership and civic engagement initiatives, and created pathways for economic independence for youth. More than 1,500 youth received training through the program, and more than 10,000 youth participated in project activities. Additionally, NEF worked with municipal government officials to improve their outreach activities to youth and organized events to promote constructive expression of youth needs.

Funding provided by the U.S. Agency for International Development (USAID)

MICROENTERPRISE DEVELOPMENT

Creating jobs and generating income is at the heart of NEF's work to help break the cycle of poverty. NEF helps people in rural and urban communities plan, establish, and maintain their own small businesses by providing training, mentoring, and financing that deliver increased income in the short-term and long-term sustainability. NEF places a special emphasis on helping women and young people lift themselves and their families out of poverty by overcoming traditional barriers to employment and entrepreneurship.

ARMENIA—REBUILDING THE RURAL ECONOMY

People served: 150 rural entrepreneurs and new employees in the rural regions of Gegharkunik, Lori, Shirak, and Vayots Dzor

Impact:

- More than 50 aspiring entrepreneurs received training in business management
- A \$30,000 microcredit fund was established to support new businesses
- A network of 15 micro-franchise IT centers was created
- 14 small businesses were established
- More than 85 new jobs (seasonal and permanent) were created



By supporting entrepreneurs and new business creation, NEF is helping break the cycle of unemployment and poverty in rural Armenian communities—where one in four people is without a job. The project focuses on developing businesses where rural areas have

a competitive advantage or strong market niche, such as information technology (IT) centers, dried fruit production, and fish farming.

NEF and its partners established a microcredit fund to help start-up businesses. With this fund, new entrepreneurs started 30 diverse businesses. These businesses included 15 IT centers, providing Internet access and computer training, through a microfranchise model that can be expanded. NEF supported aspiring IT entrepreneurs in four rural regions, providing them with start-up capital, and assistance with business plan design and all aspects of operations. The IT centers have become vital parts of their village, a place where local residents have access to technology and computer training.

Funded by the Armenia Fund of the USA, the Dan and Stacey Case Family Foundation and private donors

JORDAN—DEVELOPING THE ECONOMY IN POVERTY POCKETS

People served: More than 1,600 people living in 6 of Jordan's poorest regions

Impact:

- Community members started 15 collective businesses with more than 1,600 shareholders
- Members of 41 community-based associations gained skills in organizational and business management, including 3

women's associations and 3 youth associations

- 135 unemployed youth and poor families received \$250,000 in microcredit loans to start small businesses; loan reimbursement was over 90 percent
- 20 rural schools were renovated and equipped for children with disabilities



NEF partnered with the Jordanian Hashemite Fund to stimulate economic development in six of the country's poorest regions—areas designated as “poverty pockets” by the Jordanian government. This three-year project concluded in 2011 after establishing fifteen community-owned cooperative businesses—including three large-scale agricultural operations—and creating dozens of jobs. The businesses continue to generate income for hundreds of members in their communities. NEF activities included training local citizens and community-based organizations in basic principles of economic development; constructing or upgrading basic physical and social infrastructure; and supporting enterprise development through business training, small grants, and microcredit.

Funding provided by the Jordanian Ministry of Planning and International Cooperation

PALESTINE & JORDAN—HELPING WOMEN DEVELOP BUSINESSES AND INCOME

People served: More than 1,200 members of community women's associations

Impact:

- Members of 20 women's organizations developed skills in strategic planning, business management, proposal writing, and community mobilization
- 26 women's association started businesses, including school canteens, food processing, and home gardens
- 270 women gained employment through new businesses

When a woman earns a wage and financial independence, her income improves the quality of life for the entire family – including better nutrition and more educational opportunities for children.

NEF provided training, mentorship, and technical assistance to women-led associations to create income-generating activities and increase their capacity and effectiveness to deliver social services for members.

Women's associations are a crucial resource for women: they play a dual role of creating jobs and income for their members (many pay yearly dividends) while providing social services such as savings and revolving credit.

There are many such associations in Jordan and Palestine, but they generally lack resources and skills. NEF trains association leaders in organizational and business management, and leads them in strategic planning. NEF staff actively continues to coach association members in applying their new skills and building cooperative businesses.

Funding provided by the Canadian International Development Agency (CIDA) and the Embassy of New Zealand

BUILDING PEACE THROUGH ECONOMIC COOPERATION

In areas affected by conflict, NEF promotes peace by building strong relationships of trust, mutual understanding, and shared economic interest through collaborative business activities and grassroots economic cooperation, and by strengthening conflict management skills in practical ways. This new program area was created in 2011; additional projects will launch in 2012.



SUDAN—HELPING EX-COMBATANTS FIND ALTERNATIVE LIVELIHOODS TO WAR

People served: 180 ex-combatants – former soldiers in Sudan’s civil war

Impact:

- 180 ex-combatants received training in business development and prepared business plans
- 180 ex-combatants established micro-enterprises to facilitate economic reintegration in their communities

NEF launched a new initiative to support the peace process in war-torn South Kordofan by providing an alternative to conflict for former Sudanese combatants. In FY 2011 the project provided business and conflict management training to its first group of 180 ex-combatants; hundreds more will participate in 2012. NEF training in business and

conflict management skills is providing the tools ex-combatants need to reintegrate into their communities, both economically and socially. After individuals receive training, NEF offers them in-kind grants and ongoing business coaching to help advance sustainable peace, stability, and economic opportunity in conflict-affected areas. The project was designed in conjunction with expert faculty from Syracuse University’s Program for the Advancement of Research on Conflict and Collaboration. It builds upon NEF’s more than three decades of work in Sudan, where NEF is one of the few continuously operating international non-governmental organizations in the country.



Funding provided by the United Nations Development Programme (UNDP)

SERVING THE MOST VULNERABLE



PALESTINE—FEEDING SCHOOL CHILDREN & IMPROVING PRIMARY EDUCATION

People served: 54,000 Palestinian children, more than 2,000 members of community women's associations, 140 primary school teachers and administrators

Impact:

- Students in 189 kindergartens and 100 primary schools received supplemental nutrition
- 24 women's centers provided food to schools, providing women with increased income

In FY 2011, NEF's extremely successful seven-year Early Childhood Education and School Feeding program concluded. In total, NEF provided supplemental nutrition to approximately 54,000 Palestinian children in 189 kindergartens and 100 primary schools in the northern and central West Bank. Our local partners – community-based women's associations – continue to provide nutritionally fortified snacks to many of these schools through market-based canteens.

Project activities linked school feeding, early childhood development, and community development, with a focus on kindergartens

in and around Nablus, Jenin, Qalqilia, Tulkarm, Tubas, and Hebron. NEF delivered food commodities to 24 women's centers, where approximately 2,000 women earned an income by producing enriched snacks that NEF distributed to kindergartens and primary schools. Most of the women continue to operate their businesses and sell snacks at the schools.

NEF's support for school renovations and school feeding catalyzed community action to improve the quality of education in 38 kindergartens in Asira, Nablus, Tulkarm, Hebron, and Bethlehem. Working with Al-Najah National University, NEF provided training in early childhood education for more than 100 teachers and 40 school principals. With the Danish Representative in Ramallah, NEF distributed LEGOs to 630 West Bank kindergartens, along with an awareness-raising campaign for teachers on techniques for reducing stress among children through play and stimulating creativity.

Funding provided by the World Food Programme (WFP), the Flora Family Foundation, the Firedoll Foundation, and the Waterford Foundation

SUDAN—SUPPORTING INTERNALLY DISPLACED PEOPLE

PROVIDING CRITICAL HEALTH SERVICES

People served: More than 2,000 patients per month (24,000 per year)

Impact:

- Healthcare services were provided to a community of 40,000 people outside of Khartoum
- Training and community outreach increased community awareness in HIV/AIDS prevention

- Clinic successfully transferred management to a local health care organization, ensuring continuity of care beyond the project

Dar Al-Salaam Al Rabwa is a settlement of 40,000+ internally displaced people living about 40 kilometers outside Khartoum. Its inhabitants have little or no access to many basic services: potable water, education, and electricity are all scarce or nonexistent. So was healthcare, before NEF built the community's first health clinic in 2002.

Over the years, clinic use grew steadily: at the project's conclusion in FY 2011 it was serving more than 2,000 patients a month. NEF provided health services including primary care, obstetrics, pre- and post-natal care, laboratory testing, family planning, immunizations, and prescriptions. Staff conducted home visits and community education to increase awareness on primary and reproductive health care, basic hygiene, and HIV awareness. In total, 20 health care providers were successfully trained in the technical aspects of HIV/AIDS prevention, more than 60 community volunteers were trained in basic awareness and supplied with educational materials, 60 community-based education sessions were held, 160 community leaders and stakeholders participated in sensitization training, close to 2,000 home visits were conducted, and more than 5,000 clients participated in facility- and community-based education sessions.

In FY 2011, NEF handed over management of the clinic to Umm al-Moumenein – a Khartoum-based NGO that focuses on primary health care – ensuring its continued stability and local ownership.

Funding provided by the Packard Foundation, the Population Council, the Norris Foundation, UNICEF, UNFPA, and private donors

PROVIDING EMERGENCY FARMING SUPPORT FOR FOOD SECURITY

People served: 300 internally displaced farmers and their families in South Kordofan

Impact:

- Participants cultivated 1,500 fedans of land (5 fedans per family) in areas otherwise facing possible famine (one fedan is equal to approximately one acre)
- Farmers received 4.5 tons of certified sorghum seeds
- Extension services and training for farmers promoted new knowledge, skills, and understanding of improved technologies that will contribute to attaining food security

When fighting broke out in Sudan's South Kordofan State in June 2011, displacing tens of thousands of farmers who were unable to prepare their fields for planting, NEF quickly mobilized to help avert a food crisis by providing refugees with the supplies they needed for the growing season. NEF helped to provide equipment for planting and harvesting, seeds for fast-maturing crops, and cultivation training.



ADVANCING OUR STRATEGIC PARTNERSHIP WITH SYRACUSE UNIVERSITY

2011 marked the first full year of partnership between NEF and Syracuse University. At Syracuse, NEF is engaging the talent and creative energy of the academic community to help solve the problems facing the Middle East and Africa. In turn, NEF is helping train a new generation of students who will lead the future of international social and economic development. Collaborations include faculty leadership in development projects and student internships that offer first-hand experience in the field and at the organizational level.



SU/Maxwell intern, Amy McLuskey, with NEF project director, Abdelkhalk Aandam, during a project assessment in eastern Morocco

In FY 2011:

- **Thirteen program assistants** (interns) contributed to NEF's mission and supported our teams in the field. Interns are assigned a portfolio of activities that include program analysis and development, and project management. Interns also contribute substantially to communications and systems development.
- Through the a capstone program of the Maxwell School of Public Affairs, a team of SU students and faculty helped NEF develop a **strategic visioning manual** for agriculture, natural resources, and climate change in North and West Africa. The document describes key issues pertaining to climate change vulnerability and adaptation; identifies major institutions and initiatives involved in climate change adaptation; analyzes NEF's experience in climate change adaptation-related activities; makes recommendations for NEF programming; and identifies donors and funding mechanisms for climate change adaptation-related work.
- A newly created **NEF Fellowship program** allowed recent graduates to work with faculty advisors to assess the strategies and impacts of programs in the field. The first two NEF Fellows traveled to Morocco, where they documented the impact and lessons from NEF's work with young people in urban slums and with rural primary education.
- NEF developed a **training curriculum for ex-combatants** by working with faculty and students in the Maxwell School's Program for the Advancement of Research on Conflict and Collaboration, and the Entrepreneurship and Emerging Enterprises department of the Whitman School of Management. The curriculum was adapted for a current project in Sudan, and in the future can be replicated in other post-conflict areas.
- NEF staff **contributed to SU classes and programs** through regular guest lectures and providing case studies to ground course work in organizational and field program challenges.

FINANCIAL REPORT

Statement of Financial Position at June 30, 2011

ASSETS

Cash & equivalents	936,574
Grants & Contracts receivable	650,074
Accounts & loans receivable	108,903
Investments & investments in trust	2,997,640
Other current assets	24,626
Fixed assets net	51,094
	<u>4,768,911</u>

LIABILITIES & NET ASSETS

Current liabilities	
Accounts payable & accrued expenses	549,587
Refundable advances	11,239
	<u>560,826</u>

Net Assets

Unrestricted	174,689
Temporarily restricted	859,193
Permanently restricted	3,174,203
Total net assets	<u>4,208,085</u>

Total	<u>4,768,911</u>
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Statement of Activities Year ended June 30,2011

REVENUES & OTHER SUPPORT

Contributions	241,236
Government	1,668,170
Private Grants	1,499,628
In Kind Contributions	115,653
Program related	228,898
Other including investment	30,557
	<u>3,784,142</u>

EXPENSES

Program Services	3,117,277
Management & General	411,370
Fund-raising	93,520
	<u>3,622,167</u>

Net Surplus	<u>161,975</u>
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THANK YOU

The Near East Foundation expresses gratitude to our supporters, who help us improve the lives of the most vulnerable, impoverished people in communities throughout the Middle East and Africa.

Our work is made possible by generous contributions from individuals, foundations, corporations, governments, non-governmental organizations, multilateral agencies, volunteers, and local partners.

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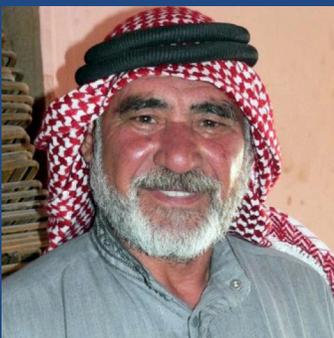
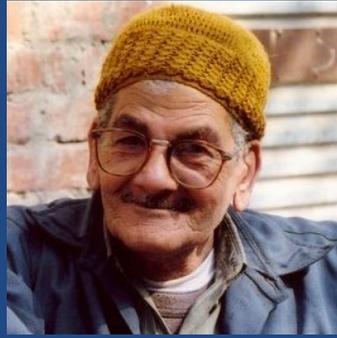
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