ANNUAL REPORT

FY 2015
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To Our Stakeholders

In the past, I have used these letters to point to the grim situation facing Iraq – a situation you can read about in any newspaper on an almost daily basis. This time, I want to talk about the positives.

Over the last six years, Iraqi oil output has nearly doubled, reaching an all-time record of 4.55 million barrels per day in March 2016. Corporate earnings at publicly listed firms across the country have more than doubled in that period. Despite the fact that the country is racked by strife and conflict, GDP still grew in 2015. And although Iraqi politics remain in disarray, civil society is showing signs of life. The Prime Minister’s anti-corruption and reform efforts are staying at the top of the agenda due, in part, to citizens taking to the streets to voice their opinions in largely peaceful protests.

That is not to minimize the threat posed by the so-called Islamic State of Iraq and al-Sham (ISIS, or Daesh/ISIL). As EPIC’s own reporting and research has shown, ISIS terrorists have engaged in ethnic cleansing, the use of chemical weapons, the destruction of priceless cultural heritage, mass sexual violence, and brutalities that cannot be condemned harshly enough.

But while EPIC cannot fight the battle against these extremists directly, we can fight to ensure that the victims of conflict have a brighter future. In that regard, EPIC accomplished some incredible feats in 2015. Last summer, in 120°F degree heat, we reached the besieged city of Khaladiyah (between ISIS-held Fallujah and Ramadi). Last year, we also reached other parts of Anbar, Babil, Kirkuk, and Baghdad that other international organizations or governments will not dare visit for security reasons.

To accomplish this, we have worked with an incredibly wide array of partners, including religious organizations, large NGOs, local aid societies, and the Japanese non-profit International Volunteers of Yamagata. Our work together is permeated by instances of heroism and truly inspirational stories. For example, the primary local partner for our Soccer Salaam program, the Iraqi Health Access Organization (IHAO), carried out an aid distribution near Tikrit in honor of a local heroine, Sheikhah Umayyah Naji Jabara. The daughter of a prominent Sunni tribal leader with the “Sahwa” (Sunni Awakening), Sheikhah Jabara was killed by an ISIS sniper’s bullet on June 22, 2014 while defending the town. Linking one innocent person’s loss at the hands of ISIS to our work illuminates that we are not helping a nameless multitude – we are trying to make a difference in individuals’ lives, individuals like Sheikhah Jabara.

As we work with an ever-expanding list of partners, and continually grow the scope of our efforts, we are becoming more effective. By shifting to local procurement of humanitarian goods for our Soccer Salaam program, we significantly lowered the total program costs while providing a positive impact on the local economy. And by engaging the local youth to help us, we further the ultimate goal of our programs, namely to assist the younger generations that are striving to usher in a brighter future for their country. Ultimately, we aim to be the best possible supporting actors to these true protagonists of the country’s history.

Looking ahead, the outlines of future EPIC activities are coming into focus. US involvement in Iraq is ratcheting up again, with three high-profile visits (including one by US Vice President Biden) within the last few months. As this continues, more opportunities to improve US policy will present themselves to the organization. More leadership on humanitarian advocacy related to Iraq is needed in Washington. While valued colleagues at the major aid agencies are making vital contributions, there is a lack of sustained advocacy or sufficiently concerted pressure on key officials and Members of Congress to further civil society
in Iraq. Events in Europe over the last year, particularly the pressures exacted by waves of refugees from the Middle East, drive home the truth that our mission has never mattered more. By furthering peace in Iraq, we contribute to the stability and prosperity of our own country.

I ask you to continue to support EPIC, not just with your social media clicks and much-needed dollars, but also by letting us know what we can do better, sharing your thoughts about the events transpiring in Iraq, and helping us identify candidates who will make meaningful additions to our Board of Directors.

Onwards,

Sören Südhof
President, Board of Directors
April 30, 2015
Introduction to EPIC

The Education for Peace in Iraq Center (EPIC) works one-on-one with young people and civil society leaders in Iraq to carry out effective programs, monitor the crisis and inform public policy, enhance understanding of Iraq’s story, and advocate for peaceful change. EPIC was founded in 1998 by veterans of the Gulf War who believe that youth empowerment and a human security approach can make Iraq safe and prosperous again. EPIC is an independent, politically nonaligned 501(c)3 charitable organization funded by the contributions of private foundations and individuals like you who share our commitment to building a brighter future for all Iraqis.

Based on UN estimates, 10 million people in Iraq are in urgent need of humanitarian assistance and half of them are children. In war-torn cities like Baghdad, Mosul, and Kirkuk, nearly every resident has experienced traumatic life events such as the violent death of a loved one. A large number of Iraqi youth have no immediate prospects and are disenfranchised from the country’s political, economic, and social development. Only 4 in 10 continue their education beyond primary school, and of those who enter the workforce, half are unemployed. Iraq’s stability (and, in turn, the stability of the Middle East) depends on reversing these trends and creating opportunities for the country’s young people. Preparing them for the future is the most effective way to support Iraq’s peace and development.

Given the slow response to Iraq’s multi-faceted crisis by many Western governments and institutions and Iraq’s strained economic situation, EPIC’s work is more important than ever before. EPIC is dedicated to helping people build a more peaceful, sustainable, democratic society in Iraq by advocating policies that further Iraq’s prospects for peace and democracy, keeping global citizens well-informed on the developments in the country, and supporting youth programs and partnerships in Iraq that engage young people. In short, we are helping to rebuild civil society in Iraq through advocacy, education, and philanthropy.

As part of a diverse community of stakeholders who are invested in seeing a brighter future for all Iraqis, EPIC creates and promotes opportunities for young Iraqis to contribute to their country’s peace and development. We do this in three ways:
(1) Empower Iraqis: fund, structure, and execute on-the-ground programs that empower Iraqi youth from diverse backgrounds to make a positive difference together.

★ Soccer Salam
★ TentEd
★ PhotoVoice Iraq: Picturing Change
★ Iraqi Youth Hike

(2) Educate Americans: facilitate research and information-sharing on developments inside Iraq and on lessons learned and best practices in the fields of peace-building, education, security, humanitarian relief, and youth development.

★ The Iraq Security and Humanitarian Monitor (ISHM)
★ The Iraq Matters Podcast
★ The Ground Truth Project
★ Congressional and Departmental briefings
★ EPIC’s Blog and social media presence

(3) Enact Policy: advocate for U.S. and international diplomacy and assistance for securing peace and building democratic institutions and processes, including efforts to increase government accountability, strengthen civil society, and improve educational opportunities for current and future generations of Iraqis.

★ Correspondence and briefings with policymakers (2014, 2015)
★ “Out in the Cold” Panel Discussion (2015)
★ The Future of Iraqi Civil Society Forum (2010)
★ Iraq Action Days (2008)
★ FACES of Iraq Photo Exhibition (2002 to 2005)
★ National Rally to End the Humanitarian Crisis in Iraq (2000)

EPIC maintains connections with those we have served to better understand their needs and aspirations. We gain valuable insight directly from them on how to advance innovative ideas in education, health access, youth development, trauma therapy, aid distribution, and more.
Update – 2015 Programming

Due to the growing humanitarian crisis, EPIC strategically shifted emphasis toward on-the-ground impact programs, but maintained strong footholds on the other two prongs of our strategy: advocacy and information sharing. Thanks to the generosity of a long time EPIC supporter, our organization's capacity also grew remarkably in 2015.

ON-THE-GROUND

• Soccer Salaam

Together with the Iraqi Children Foundation, the Goals and Dreams Outreach Foundation, and Karadah Project International, EPIC launched Soccer Salam in 2014. The program is a grassroots effort to deliver emergency humanitarian relief and the joy of play to some of Iraq’s most vulnerable children and families while raising public awareness about their situation. The effort aims to engage college students, soccer enthusiasts, veterans, and other concerned Americans who want to take action and do something about Iraq’s humanitarian emergency. (#SoccerSalam).

Although this campaign is built around soccer – a sport that constitutes both the primary avenue of play for Iraq’s youth, and a chief symbol of national unity that brings Arabs and Kurds, Sunni and Shi’a Muslims, and other parts of the population together – the initiative is primarily focused on supplying goods necessary for survival to some of the most vulnerable people in the world. Quite simply, children and families displaced by ISIS find it difficult to trust others. Soccer serves as our entry point into their lives, helps EPIC earn their trust, address their most critical needs, and eventually make them a part of our family.

In 2015, Soccer Salam completed four distributions of lifesaving aid:

★ January-February 2015: EPIC and the Soccer Salam team reached 1,077 displaced families at multiple camps and locations across Baghdad. Volunteers delivered winter essentials including 1,000 blankets and 1,000 sleeping bags along with 1,000 Franklin youth league soccer balls for children.

★ June 17-July 17 2015: During Ramadan, Soccer Salam reached 677 displaced families living in makeshift camps or urban areas in the provinces of Kirkuk, Anbar, Babil, and Baghdad. Roughly half of the families were living in areas that had not yet been reached by other aid agencies. The Soccer Salam team delivered emergency food baskets, water containers, first aid and hygiene kits, a change of clothes and urgently needed medicine.
August 2015: In 120 degree heat last summer, Soccer Salam reached the besieged city of Khaladiyah in Anbar (between ISIS-held Fallujah and Ramadi). The team delivered five tons of emergency food assistance to 500 vulnerable families (including more than 1,500 children). Medicine and soccer balls were also delivered to the community.

December 26 2015: In celebration of Youth Volunteer Day, the Soccer Salam team established a soccer field at a UN camp serving 250 displaced families near Bziebiz, and organized a day-long soccer tournament for the camp’s youth. Teams were organized and provided Soccer Salam uniforms. The camp’s children won the final match against the youth volunteers! Other aid agencies provided food for a large feast, and the spirit of the day was to celebrate the diverse cultures of Iraq coming together.

In total, Soccer Salaam reached over 2,504 families, disbursing over $46,000 in much-needed supplies in 2015. The campaign continues at a rapid pace in 2016 with goals to assess the needs of young people impacted by a suicide bombing at their soccer field in Asryia, south of Baghdad; support families returning to cities recently cleared of ISIS; and revisit communities already reached to ensure they have what they need while they remain displaced.

• TentEd

Spearheaded by EPIC Board Member and veteran Zack Bazzi, TentEd responds to the educational needs of displaced children in Iraq’s Kurdistan Region, including Syrian refugees and displaced Iraqis based in camps and urban areas. TentEd is a rapid-impact, agile, low-cost direct relief program.
In 2015, TentEd ran a three-way project with World Orphans and Terre des Hommes to deliver quality education to displaced Arab children in the rural town of Soran – two hours from Iraqi Kurdistan’s capital of Erbil. Donations to TentEd supported a summer school at Kawergosk Refugee Camp which houses Iraqi Shabak refugees – an ethnic and cultural minority whose ancestral lands include a handful of farming villages in the Ninevah Plains east of Mosul. Also in 2015, TentEd provided compensation for teachers who have gone months without it due to limited government resources and winter coats and transportation assistance to students who urgently needed them. Thus far, TentEd has directly reached more than 1,000 children in Iraq, and delivered materials that will impact many more in the years to come.

ADVOCACY

- Congressional Education Around Budget Reconciliation
  
  In 2015, EPIC lobbied the Senate to increase appropriations for the U.S. State Department’s Economic Support Fund (ESF) and emergency humanitarian accounts (based on current needs worldwide) and restore “bill language” on Iraq in the current appropriations bill. The House version of the bill would have resulted in a drastic cut in USAID/Embassy spending on Iraqi civil society, peacebuilding, youth engagement, rule of law, governance, and other essential peace and development programs in Iraq, as well as limit the U.S. State Department’s ability to respond to global humanitarian emergencies, including the crisis in Iraq and the region.

- Additional Engagement
  
  EPIC continued to provide context of the changing situation in Iraq through participation with the Syria and Iraq NGO Working Group and several policy conferences, including:
  
  - The Sulaimani Forum, a major annual event hosted by American University of Iraq-Sulaimani (AUIS) that attracts senior officials, business leaders, and top scholars
  - Iraq policy roundtable on “Religious Actors & Opportunities for Sectarian Cohesion” organized by CIPE and Partners for Democratic Change.
  - INSS/NDU conference on “Countering ISIS: Local and Regional Dynamics” with General John R. Allen (Ret.), Special Presidential Envoy for the Global Coalition to Counter ISIL
  - Conference organized by TOFIQ (Together for Iraq), an Iraqi diaspora organization of medical doctors and other professionals
RESEARCH AND COMMUNICATIONS

• **Iraq Matters Podcast**

The Iraq Matters podcast launched in August 2013 with the intent to educate our stakeholders and the public about impactful individuals and organizations, current events and developments, and cultural themes related to Iraq. In 2015, EPIC shared five episodes of the podcast and re-released one more with additional commentary. The podcast has been downloaded over six thousand times in 2015 and covers topics ranging from the humanitarian crisis facing displaced families to the history and story of Iraq’s Christian communities.

Podcast # 19 (“Out in the Cold”) is of particular note, as it contains a recording of a panel discussion organized by EPIC and hosted at the Iraqi Cultural Center in Washington, DC. It concerns the deepening crisis, the opaqueness of the current military campaign, and warnings for the future of international aid in Iraq.

In addition to podcasting via iTunes, Blubrry, and Stitcher, the podcast is now available through Soundcloud.

• **Iraq Security and Humanitarian Monitor**

In late January, leading Iraq analyst Ahmed Ali joined EPIC as a Senior Visiting Fellow to support the launch of the Iraq Security and Humanitarian Monitor (ISHM), a new project that aims to track the latest security and political developments in Iraq through a humanitarian lens. ISHM uses Arabic and Kurdish primary sources for its reporting and analysis, and is a valuable tool for policymakers, aid workers, journalists, scholars, and anyone with a deeper interest in Iraq’s changing environment.

Since its inaugural issue on January 30th, 2015, EPIC has released an edition of ISHM nearly every week, for a total of 44 issues in 2015.

• **Journalism and Publication**

In 2015, EPIC published an evaluation of Prime Minister Haider al-Abadi’s first eight months in office. Within hours of posting, the piece attracted the interest of Kirk Sowell of *Inside Iraqi Politics* who contributed additional insights.

EPIC also commissioned and published a research report by Cathy Otten, an independent journalist based in Iraqi Kurdistan, profiling two vulnerable families of Iraqi IDPs in Shaklawa (“The Forgotten Displaced Families of Anbar”).
• **Online Engagement**

  EPIC’s website has been a reliable voice on development issues in Iraq since 2006. It is a source of information both about developments in Iraq and about activity in the development/NGO sector, as well as a medium for views on current events, new analysis, current programming, and partners. In 2015, EPIC continued to publish on its blog weekly, attracting a loyal readership who trust its accuracy and independent voice.

• **Interactive Analysis**

  EPIC hosted a dial-in Ground Truth Briefing between EPIC Visiting Fellow Ahmed Ali and Iraq watchers around the world. Ahmed offered unique insight into the challenges facing the government’s reform efforts, the ongoing fight against ISIS, and other key developments.

  EPIC’s programs and policy perspectives were featured in major print publications and television features around the world, including mentions in the *Washington Post*, *Financial Times*, Al-Arabiya, Al-Jazeera, BBC America, MSNBC, NPR, and the *New York Times*.

**Organizational Development**

2015 was a year of rapid growth for the organization. Alongside the continued high pace of its programming efforts, EPIC’s capacity grew exponentially through the onboarding of new staff and the complete overhaul of its web presence.

In 2015, a large group of very talented interns supported the work of full-time staff, but the number of programs and ever-expanding scope of work necessary to promote peace and stability in Iraq made it clear that permanent staff additions were necessary.

After screening over one hundred applicants, EPIC hired Mark Seaman to lead development and communications. Detailed information about his impressive previous experience can be found on our website. He has made an immense impact on EPIC’s operations from day one. Under Mark’s leadership, EPIC will continue to grow its supporter base and pursue more institutional means of funding.
SÖREN SÜDHOF, PRESIDENT
Soren Sudhof graduated from Yale University, where he studied Ethics, Politics, and Economics. As a Richard U. Light Fellow, Georg Walter Leitner Fellow, and Fox International Fellow, he explored religious political conflict across Asia and the Middle East, focusing in particular on India and Iraq. Currently, Soren is a graduate student at the Stanford University Graduate School of Business, where he is an Arbuckle Leadership Fellow. He also remains active within the Association of Yale Alumni and affiliated organizations. Previously, he was an investment professional at Parthenon Capital Partners, a director for Vianar Affordable Housing, and a strategy consultant for Oliver Wyman, the global management consultancy. He was also a part of the founding team of the Unreasonable Institute in Boulder, CO.

TOM HOUGH, TREASURER
Tom graduated summa cum laude with a Master’s and Bachelor’s in Accountancy from Wake Forest University, where he was a member of Phi Beta Kappa. While at Wake Forest, Tom served with Teach For America, promoting TFA’s mission and recruiting students to teach in underprivileged communities throughout the United States. He also co-founded the Wake Forest chapter of Habitat for Humanity, where
he helped grow the volunteer base to more than 100 students in under a year and organized service-oriented trips abroad. Tom currently works as an investment professional with Parthenon Capital Partners, a private equity firm investing in growth companies within the financial services, healthcare services and business services sectors. Prior to Parthenon, Tom worked with BlackArch Partners, an investment bank focused on sell-side mergers and acquisitions advisory services.

YASMEEN ALAMIRI
Yasmeen Alamiri is an Iraqi-American journalist covering foreign politics and policy in Washington, DC. She covered the White House for several years and has written extensively on the war in Iraq and American foreign policy. She received her undergraduate from James Madison University and her Master’s Degree from American University in journalism. She has long been interested in the cultural and economic implications of war. She travels often to southern Iraq to visit her family, as well as the across the greater Middle East and Europe. Her work has been published in both domestic US media outlets, as well as publications across the globe.

ZACK BAZZI
Zack Bazzi is an international development professional with extensive on-the-ground operational experience in military, civil society, and private sectors, both in the USA and abroad. In 2014, Zack co-founded TentEd, an EPIC initiative supporting the education of refugee and displaced populations in the Kurdistan Region of Iraq (KRI). Between 2011 to 2013 Zack worked overseas, first in Afghanistan assisting logistics and operations for an airlift company supporting military operations in Afghanistan then as a consultant for development firm implementing Department of State and USAID projects in the KRI. Prior to that, he held several leadership positions with organizations working on behalf of military veterans. Between 1997 and 2008, Zack served in the U.S. Army and Army National Guard completing four overseas deployments to Bosnia, Kosovo, Iraq, and Afghanistan. Zack earned a degree in Psychology from the University of New Hampshire and is currently pursuing an Executive Master’s Degree through Georgetown University in Emergency and Disaster Management.

PETER KJELDGAARD
Peter Kjeldgaard is a business development manager at Opower, a tech startup that combines data analytics and behavioral science to help energy utilities save energy and become trusted advisors to their customers. At Opower he is focused on building strategic alliances with energy and technology partners. In the past, Peter worked for Booz Allen Hamilton, consulting for US government agencies, and as a high school teacher. After moving on from teaching, he also spent time as a tutor and mentor for high school students in Washington, DC. Peter holds a M.A. in International Trade & Investment Policy from the Elliott School of International Affairs at George Washington University, and a B.A. in history from Yale University.
DAVID SLATER

David Slater has been interested in the Middle East since 2005, when he joined the U.S. Army. During his time of service, David studied Arabic at the Defense Language Institute (DLI) and deployed to Iraq twice, in 2008 and in 2011. While deployed, he worked closely with Iraqi civilians, personally witnessing the utter devastation which surrounded them, and therefore decided that he was going to do something to help improve their situation. To that end, after returning to the U.S., he finished junior college then studied International Relations at U.C. Davis. In the summer of 2013, David participated in the University of California Washington D.C program, during which he interned at EPIC and was instrumental in creating the “Iraq Matters” podcast. Currently, David is working as a Caseworker for the International Rescue Committee in Sacramento, where he helps resettle many Iraqi refugees and SIVs.

BILAL WAHAB

Bilal Wahab, PhD, is from Iraqi Kurdistan where he is a faculty member at the American University of Iraq, Sulaimani (AUIS). At AUIS, he teaches classes on petroleum policy and international politics. He was AUIS’s first research fellow at the Institute of Regional and International Studies. He completed his PhD at George Mason University’s (GMU) School of Public Policy, where he studied patronage networks, economic and political transition, and Iraq’s petroleum policy. While at GMU, he was the managing editor of Foreign Policy Bulletin for two years. He received a Master’s Degree from the American University in Washington, DC on a Fulbright Scholarship. He also taught at Salahaddin University’s College of Law and Political Science and College of Education in Iraq, and has spoken at numerous campuses and think tanks across the United States, Europe and Iraq. He has made frequent media appearances, including on Aljazeera, National Public Radio, News Hour with Jim Lehrer. He worked at the World Bank, the United Nations, and in numerous USAID programs. His latest publication is on Iraq-Kurdish dispute over the management of the country’s petroleum resources.

MELINDA WITTER

Melinda Witter is an academic, and practitioner of conflict mitigation, stabilization, and international development. She has over 29 years of professional experience with program design and management of programs for USAID, World Bank and an array of professional associations and nonprofits. Her specialty focuses on resolving conflict through community based initiatives which also incorporate youth, women, and disability participation. She holds an Executive Master’s degree of International Service from American University in Washington, D.C. with a concentration in Iraqi studies and conflict mitigation, and has worked in Iraq and Afghanistan.
ERIK GUSTAFSON, EXECUTIVE DIRECTOR

Erik K. Gustafson is Executive Director of the Education for Peace in Iraq Center (EPIC), an organization he founded in 1998. Gustafson is a U.S. Army veteran of the 1991 Gulf War. Witnessing the consequences of war has fueled a life-long passion for peacebuilding, human rights work and humanitarian advocacy.

Following his military service, he attended the University of Wisconsin-Madison to pursue a degree in education. While there, he led the Madison chapter of the East Timor Action Network, supporting East Timor's right to self-determination. In 1997 and 1999, he traveled to Iraq to investigate the deterioration of humanitarian conditions under Saddam Hussein's regime and the most comprehensive economic sanctions ever imposed in the history of the United Nations. In 1998, Gustafson moved to Washington DC and established EPIC to improve humanitarian conditions and promote human rights in Iraq. Under his leadership, Gustafson has hosted dozens of policy forums and led humanitarian advocacy on Iraq in Washington DC. In 2008, he organized Iraq Action Days, which helped generate $1.8 billion in funding for war-affected Iraqis and other vulnerable persons worldwide. From early 2009 to late 2010, Gustafson took a sabbatical from EPIC to spend time in Iraq. Based in the Kurdistan Region of Iraq, he worked with DePaul University’s International Human Rights Law Institute (IHRLI), directing a countrywide professional development program for Iraqi human rights defenders. Participants included organizations from 9 of Iraq's 18 provinces including Baghdad, Basra, Najaf, Anbar, Kirkuk, and Erbil. Since his return from Iraq, Gustafson has focused on implementing EPIC’s new strategic plan of research, advocacy, and field work to serve young people and educators in Iraq and the region.
Financial Summary

1.1 Total Expenses

$208,570

- Management & General Admin
- Fundraising
- Advocacy
- Research & Communications
- Fieldwork: Soccer Salam
- Fieldwork: TentEd

$64,351 Education & Advocacy 31%
$52,564 Fieldwork: Soccer Salam 25%
$40,938 Research & Communications 20%
$33,201 Fieldwork: TentEd 16%
$10,876 Fundraising 5%
$6,640 Management & General Admin 3%
### 1.2 Total Revenue

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<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
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<tr>
<td>Ruth Wilson's Bequest</td>
<td>$348,802</td>
<td>68%</td>
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<tr>
<td>Gift of Securities (Handleman Trust)</td>
<td>$80,000</td>
<td>16%</td>
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<tr>
<td>Individual Contributions</td>
<td>$58,200</td>
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<tr>
<td>Foundation Grants (Edna Wardlaw Trust)</td>
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<tr>
<td>Employer match and other</td>
<td>$2,588</td>
<td>1%</td>
</tr>
</tbody>
</table>

Total Revenue: $514,590
Special Thanks

We would like to extend our heartfelt appreciation to the following donors who deserve special recognition for making this year of growth and impact possible.

Estate of Ruth Wilson
Scott Handleman
Tatianna Gildersleeve
Tom Hough
Cindy Fogleman
Lyal Gustafson
Sisters of Charity of Nazareth
John and Trisha Glass
Lumar Jaffar
Kevin Christie

To support EPIC, please contact our Executive Director, Erik Gustafson, at ekg@epic-usa.org or our Development Director, Mark Seaman, at mark@epic-usa.org
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