

EAST • WEST
MANAGEMENT
INSTITUTE



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Who We Are **The East-West Management Institute**

Founded in 1988 as an independent, not-for-profit organization, the East-West Management Institute, Inc. (EWMI) is internationally recognized for its work in promoting the rule of law, civil society and free market systems. EWMI originally focused on legal and economic reform issues in Central and Eastern Europe and the former Soviet Union, but over the years it has expanded activities to Asia, the Middle East, Africa and beyond. Our core program areas have added new major and niche specializations ranging from financial sector capacity building and biodiversity to business environment reform and youth empowerment.

As of 2010, EWMI has successfully implemented projects in more than thirty-five countries throughout Eastern Europe, South East Asia, Africa and the Middle East. We currently maintain offices in New York, Washington DC, Bosnia-Herzegovina, Cambodia, Kosovo, Serbia and Poland.

EWMI's current and past funders include: United States Agency for International Development, the Asian Development Bank, the Charles Stewart Mott Foundation, the European Commission, the Balkan Trust for Democracy, the World Bank, the Ford Foundation, the Rockefeller Brothers Fund, the U.S. Treasury Department, the U.S. Department of State and the Open Society Institute.

Since its establishment in 1988, EWMI has managed over \$200mn in funds from such sources. A large proportion has been distributed in sub-grants, one of EWMI's core skills, thereby strengthening the legal and institutional support fabric of our client countries. We currently manage approximately \$10mn per annum, and have 80 staff, of whom roughly 90% work in field projects. We are registered as a 501(c)3 tax-exempt charity in the United States.

What We Do

Rule of Law

The rule of law is an essential component of democratic societies, necessary for both protecting human rights and facilitating economic development. Promoting the rule of law is a complex and multi-faceted undertaking, requiring an understanding of local and comparative legal traditions, an awareness of political realities, and the experience to know how to craft and implement appropriate donor interventions. Effective rule of law promotion also requires an ability to strengthen government institutions such as the courts, as well as to work at the grassroots level to ensure sufficient access to justice. EWMI brings a wealth of experience to all aspects of these challenges:

EWMI Expertise

- Promote judicial reform, legislative framework reform, improved court administration, anti-corruption policies, judicial and legal education, and access to justice
- Work with courts in emerging democracies to strengthen their capacity and independence, reduce delays and improve transparency
- Build independent yet accountable judiciaries
- Provide partners with knowledge of changes to criminal, civil and commercial law frameworks
- Create indigenous judicial and legal training centers
- Promote an interactive approach to legal education
- Improve access to justice by organizing legal aid systems
- Encourage civil society to use courts as a means to promote societal change
- Help local stakeholders develop country-specific commercial laws, market regulations and codes for public and corporate governance that meet international standards
- Conduct assessment and evaluation of rule of law projects

Prishtina, Kosovo



Access to Justice

In **Egypt**, EWMI is improving the implementation of legislation that guarantees access to counsel to criminal defendants, by training prosecutors on their obligation to advise defendants on their right to counsel and their obligation to appoint counsel if the defendants cannot afford their own attorneys.



Egyptian High Court

In **Cambodia**, EWMI has strengthened the capacity of the major legal aid NGOs and launched an innovative impact litigation initiative that has successfully protected the land rights of poor people in several high profile cases.



EWMI meditation specialist speaks with guards at the Firestone Prison Guardhouse

In post-conflict areas of **Sri Lanka**, EWMI is supporting a legal aid center that helps citizens who could not otherwise afford representation settle land disputes, resolve domestic conflicts, and obtain documentation from the government that they need in order to return to their lands.

Court Administration

EWMI works with “**Model Courts**” to implement a “**Court Improvement Plan**” which promotes using random case assignment systems, improving the preparation and use of statistical information for planning and budgeting, maintaining standard hours of court operation, improving case intake procedures, improving access to information concerning cases, and introducing the use of information technology.



EWMI's Court Improvement Plan in Bosnia modernized the archive room in the Zenica Municipal Court

In **Romania**, EWMI and its partner, the Institutul Roman de Training, revised the curriculum of the National School for Clerks in Bucharest to prepare judicial clerks to assume managerial tasks currently performed by judges as Romania continues to modernize its justice system.

Human Capacity Building

Working with its governmental and non-governmental partners in **Bulgaria**, EWMI transformed a local training NGO into the National Institute for Justice, a full-fledged, government-supported training institution for judges and prosecutors, with a facility in the heart of downtown Sofia.

The NIJ has emerged as the premier judiciary training institution in all of Eastern Europe



In **Serbia**, EWMI is working to increase the capacity of the Serbian judiciary to allocate, acquire and manage its budgetary resources, and is building the capacity of the National Assembly to manage its own budget and resources and improve its deliberative and oversight functions.

Judicial Independence

In **Bosnia**, EWMI helped transform the Office of Disciplinary Counsel from a donor driven entity to a fully-functioning local and independent organization that is operating effectively to enforce an ethics code that EWMI helped to draft.

EWMI provided crucial technical assistance in the establishment of the new Constitutional Court of **Kosovo**, a court with the authority to review legislation and individual complaints of rights violations. EWMI continues to work with government and court officials to ensure that that court serves as a check on legislative and executive power in Kosovo and effectively protects the rights and freedoms defined in the Constitution of Kosovo.



Constitutional Court
Judges Sworn in

In **Bulgaria**, EWMI advised the Supreme Judicial Council on its operations and the enforcement of that country's judicial ethics code.

Legislative Drafting

In **Bulgaria**, EWMI co-sponsored a drafting group with the Ministry of Justice to prepare regulations governing the administrative operations of the court system that resulted in a set of clear, carefully crafted regulations that improved services to the public.



In **Cambodia**, EWMI worked with the inter-ministerial Council for Land Policy (CLP) and other advisors to draft key regulations to implement a new Land Law.

EWMI's Land Legislation
Implementation Project organized
several workshops, trainings, and
drafting sessions

What We Do Civil Society

An active and engaged civil society is the cornerstone of sustainable development. Non-governmental organizations (“NGOs”) are essential to creating and sustaining an active citizenry and responsive government. International and regional experience with diverse cultures and issues enables EWTMI to work creatively and realistically with local partnerships to build autonomous, transparent, and effective civic organizations. EWTMI provides technical expertise, training and grants to help NGOs identify problems and develop and implement practical solutions. EWTMI’s partners have actively participated in the formation of policies on a national and local level, resulting in tangible improvements in their communities.

EWTMI Expertise

- Build and support a broad range of civic organizations, including non-profit charitable and issue-driven organizations, membership associations, think-tanks and other civic organizations through mentoring, training, grant-making and regional and international networking programs
- Conduct innovative, informative, culturally sensitive, and effective public outreach campaigns
- Stimulate creativity and citizen participation through targeted, strategic grants
- Develop capacity of organizations to effect positive change
- Organize advocacy efforts that lead to policy recommendations and changes
- Implement conflict resolution programs that seek to improve relations between the ethnic communities by providing them with skills to identify and propose solutions to their governing authorities and to their respective communities
- Ensure the further development of civil society, by building sustainable local civic organizations through partnership, mentoring, international networking, and innovative fundraising.

Mekong River, Cambodia



What We Do Civil Society Project Examples

Promoting Grassroots Advocacy and Sustaining Local Institutions



EWMI held **grassroots advocacy workshops** in **Cambodia** for its local partners that were designed to build up a cadre of peer coaches in grassroots advocacy and help participants understand the role that communities play in promoting good governance, rule of law, and protection of human rights.

EWMI is helping **Cambodian** citizens secure their rights to land by training a **network of grassroots “Party Assistants”** to advise and assist citizens in resolving land disputes.

In **Moldova**, EWMI launched the **Social Responsibility Initiative** in support of private farmers’ community development activities to increase the capacity of their communities, identify their most pressing needs and develop action plans for social development.

EWMI’s **Kosovo NGO Advocacy Project** developed a core group of Kosovar NGOs that successfully advocated for the formation of policy at the local and the national levels, held governing authorities accountable, and raised public awareness about corruption and other issues.

Public Outreach

EWMI’s “**road shows**” are part of an **innovative public awareness campaign** that help people living in remote areas understand land rights and other land tenure issues in **Cambodia**. Implemented in cooperation with our local partner Action IEC, the “road shows” engage and inform the audience through soap opera style videos, a traditional shadow puppet theater, and a live theater performance by the troupe.



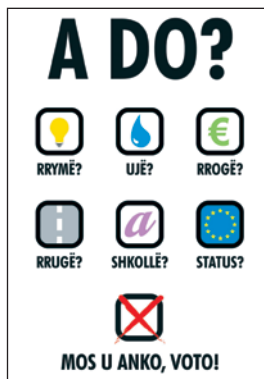
Members of the road show troupe prepare for the traditional shadow puppet theater



EWMI’s innovative land law campaign included informative posters and stickers

Public Outreach

In response to voter apathy in **Kosovo**, EWMI's public outreach program successfully organized a coalition of more than 70 local organizations, 2 national television stations, 5 international organizations and 2,222 volunteers in a "Get Out and Vote!" campaign with the singular message: "**Don't Complain, Vote.**" Combined with smaller efforts throughout Kosovo, the campaign contributed to a 53% voter turnout, greatly exceeding expectations.



President William J. Clinton addressed participants at the Developing a Strategy for Kosovo's First 120 Days conference



Facilitating Peace and Security

EWMI's inter-ethnic **Community Watch Project** brought ethnic Albanians and Serbs in **Kosovo** together to improve life and security through more effective participation in the municipal government decision-making processes and the implementation of "common cause" projects that fostered inter-ethnic cooperation.



Kosovo Albanians and Serbs worked together to build a Peace Park in Lipjan

EWMI assisted a Sri Lankan policy institute and human rights group through a combination of technical assistance and targeted funding, in the running of a **workshop series** designed to bring together significant actors to address key issues relating to the peace process in **Sri Lanka**.

Facilitating Peace and Security

EWMI is working with local partners in **Kosovo** to improve security at the municipal level by reactivating and strengthening the **Municipal Councils on Safety in Communities**. The Councils, comprised of local political leaders, law enforcement officers and civil society representatives, will benefit from a grants program that will support “common cause” projects that will allow them to propose and implement projects. This process will foster community development and inter-ethnic cooperation, while building trust in Kosovo’s governing institutions.

EWMI has launched a project in **Liberia** that seeks to mitigate conflict in Liberia through a community outreach and mediation program focusing on three key areas that have emerged as being of vital concern in Liberia’s reconstruction: land disputes, gender based violence (GBV), and integration of returning soldiers.



Mediation Meeting
with Town Elders

Facilitating Peace and Security

Columbia University’s Center for International Conflict Resolution (CICR) joined EWMI in 2010 to initiate a global State and Peace Building Program (SPBP), which will eventually include a network of State and Peace Building Centers. The SPBP responds to the expressed needs of, in particular, smaller, conflict-affected countries to build skills and capacity in areas such as education, economic development, reconciliation, local government and security. These are particular challenges often underemphasized by traditional donor support. To respond to these challenges, the SPBP will help policymakers build training capacity and linkages with practitioners in other conflict-affected countries, and with international experts through Columbia University’s CICR. Based on EWMI’s long term engagement with civil society and government in **Kosovo**, and CICR’s deep engagement in **East Timor**, the SPBP will initially focus on these two countries, with a view to expanding the network at a steady pace.



What We Do

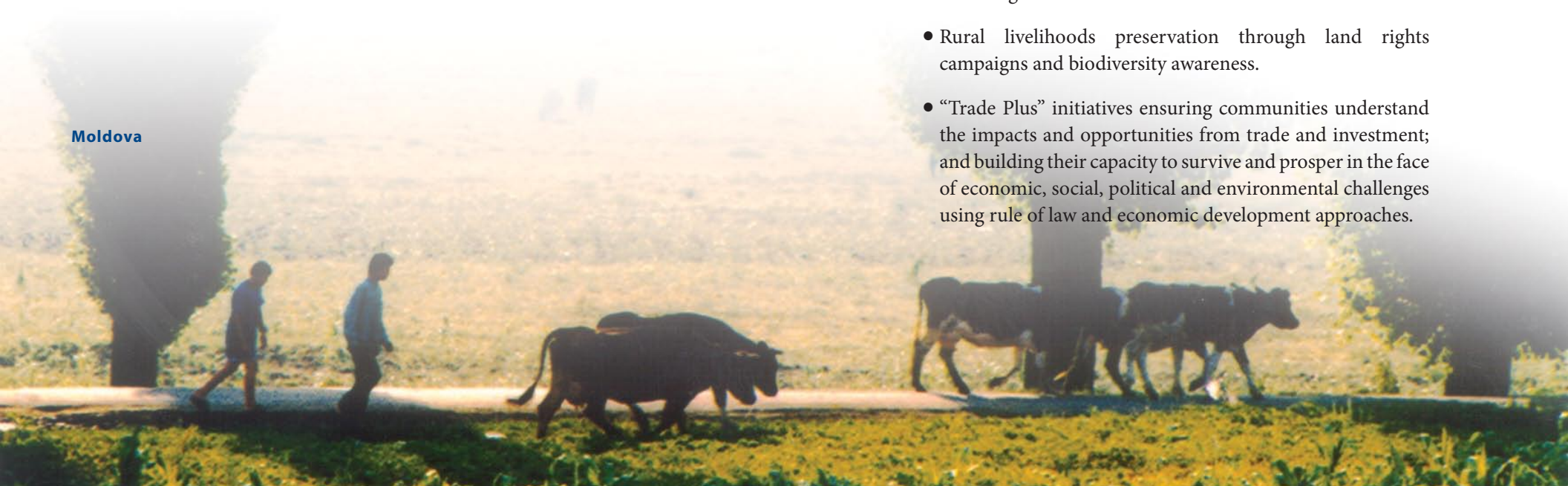
Economic Development and Financial Sector Strengthening

Economic Development is about government, the private sector and civil society working together to create equitable prosperity. EWMI supports this process by working with and through local institutions, building local capacity, and helping lay the legal, institutional and regulatory foundations of growth. Countries where the Rule of Law is strong, where communities begin to know and stand up for their rights will become more prosperous. Whether at the national or local level we believe that socially and environmentally sustainable economic growth is achieved alongside a strengthened rule of law. In training financial supervisory authorities and central bankers, in promoting land rights awareness, in strengthening rural producer groups we put this principle into practice. EWMI staff and consultants have worked on various types and stages of projects including design and implementation, as well as monitoring and evaluation, company/employee surveys and innovative research.

Moldova

EWMI Expertise

- Investment climate reform design and implementation at the national, subnational and regional levels. Regulatory and institutional reform relating to investment, trade, the SME sector, employment, business start-up and licensing.
- Benchmarking design, analysis and implementation. EWMI experts are familiar with many business environment and legal benchmarking systems, and their application to diverse locations.
- Investment promotion and ethical sourcing strategies for governments.
- Corporate governance, foreign investment and CSR strategies for international and domestic business.
- Producer group and association strengthening for rural and urban sectors.
- Strengthening of the financial sector support fabric regionally and within countries by promoting skill sharing, training courses and project partnerships.
- Employment generation and labour market strategy analysis and design.
- Rural livelihoods preservation through land rights campaigns and biodiversity awareness.
- “Trade Plus” initiatives ensuring communities understand the impacts and opportunities from trade and investment; and building their capacity to survive and prosper in the face of economic, social, political and environmental challenges using rule of law and economic development approaches.



What We Do

Economic Development and Financial Sector Strengthening Project Examples

For 10 years, EWMI implemented USAID's **Partners for Financial Stability Program** in Europe and Central Asia. We worked with financial sector support institutions around the region to share experience and best practice within and from outside Europe and Central Asia. We partnered with training institutions in the US and Europe and arranged public-private partnerships for funding, with excellent feedback from beneficiaries. EWMI managed the program out of Warsaw and New York and operated through a wide variety of partner institutions in beneficiary countries, such as stock exchanges, central banks, federations of accountants, and other financial organizations. EWMI is particularly proud of PFS's long-standing corporate governance and CSR surveys in the region conducted through local universities and thinktanks, its training of financial supervisors and central banks, and anti-money laundering initiatives.



EWMI provided post-privatization assistance to private farmers and rural enterprises in Azerbaijan

EWMI is carrying out a **“Philanthropication thru Privatization” (PtP)** research project funded by the Charles Steward Mott Foundation to explore and promote the creation of community-based philanthropic endowments. This initiative could lead to a new model for building a permanent support base for civil society and community-based development by drawing on possibly substantial privatization proceeds.

In **Cambodia**, we are helping communities push for a **community-managed forest concession** in Prey Lang as part of our **Program on Rights and Justice**, helping them find partners, engage private investors and the government, and find economically-sound and environmentally friendly solutions. The PRAJ project is also implementing surveys to assess the Cambodian labor market for legal graduates, and EWMI staff are working on a **National Jobs and Growth Strategy** with the Asian Development Bank and the Ministry of Commerce.



Through public outreach, EWMI is providing an understanding of land law issues to Cambodian farmers

In **Suriname**, EWMI, in partnership with the Economic Transformations Group (ETG), is advising the Ministry of Trade, Cooperatives and Industry on implementing a competitiveness program. Challenges facing Suriname include industrial diversification beyond key natural resource sectors, employment generation in the private sector, and improving the general business environment and investment attractiveness in which the country ranks poorly according to World Bank and other international benchmarks. EWMI has provided the in-depth analysis of Suriname's competitiveness, and a prioritized implementation agenda for business environment and institutional reform.

What We Do

Economic Development and Financial Sector Strengthening Project Examples

Under the **Moldova Private Farmers Assistance Program (PFAP)** EWMI provided post-privatization assistance to rural entrepreneurs through farmer cooperatives, producer associations and local community organizations. The PFAP grants program supported over 320 local organizations and programs, strengthening local producer organizations and increasing the productivity of local enterprises.



EWMI helped create market linkages for Moldovan farmers

In **Southern Africa (Botswana, Lesotho)** EWMI recently begun working with client governments and the United Nations Industrial Development Organization (UNIDO) to design industrial governance structures and industrial policy to support sustainable, equitable growth. Industrial diversification and employment generation are very real challenges for small countries dealing with a open global economy under stress. EWMI is helping strengthen interministerial and public-private dialogue mechanisms that are critical for effective industrial policymaking. We are also providing advice on what industrial policy and competitiveness strategies have worked or failed in other countries and historically.

In Africa, EWMI helped COMESA member countries make more creative and systematic use of Public Private Partnerships (PPPs) for infrastructure service provision through a field research and training assignment focused on the design of enabling legislation and government institutional coordinating mechanisms. The project, led by EWMI's Director of Economic Development, was sponsored by the COMESA Regional Investment Agency with funding from the European Union's BizClim Facility, and was implemented in collaboration with BKP Development and EKWA Consulting. EWMI believes that creative use of PPPs, as well as more regional collaboration and knowledge-sharing, can help fill Africa's enormous gap in infrastructure service provision. Effective PPPs can complement traditional infrastructure procurement, and help realize both larger and smaller projects – in social, utility and other sectors – that might not otherwise happen. This COMESA assignment concluded with a major regional training workshop (www.comesaria-ppp.org) where EWMI led and organized the technical program.



Regional Training Workshop

What We Do Environment & Sustainability

The human rights of many of the planet's poorest people are indivisible from the natural resources upon which their lives depend. A forest not-destroyed supports the livelihoods of thousands of families, protects the water and food resources of whole countries, and helps preserve the global environment. Building upon the civil society work and grassroots initiatives it has supported in the past, EWMI has recently created an environment program designed to work with local citizens to find sustainable and community-based solutions to urban and natural environmental conservation issues. The program brings together our civil society, access to justice and private sector work in exciting and effective ways. We are strengthening communities and giving them the tools and support to interact with government and private companies to preserve their assets and create a sustainable outcome for all. EWMI takes a participatory approach to local environmental conservation and provides capacity-building programs, technical assistance, and funding to support network-building and grassroots advocacy initiatives at the local, national, and regional levels. Since sustainable solutions must also ensure the business-government and business-community sides of the triangle, our economic development and corporate sustainability expertise is increasingly important.

Modulkiri, Cambodia

Project Examples

EWMI's environment program in **Cambodia** employs a three-pronged approach to build better biodiversity management: grass roots advocacy support, national network building and legal advocacy support. Additionally, we have made award-winning films, started a wave of community media activity, and are working with major environmental NGOs and foundations to preserve the biodiversity-rich area of Prey Lang. Our efforts have brought communities together to stop illegal gold mining that poisoned their water supplies, and have created a growing network of concerned forest-based communities that are willing and able to advocate for themselves and protect their natural resources rights using peaceful methods.



EWMI conducts community conservation workshops on biodiversity monitoring and related protection and advocacy activities

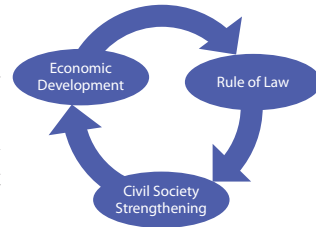
In **Haiti**, EWMI is assisting FOKAL in the creation of Martissant Park and the urban rehabilitation of the surrounding Martissant neighborhood. The 50-acre park, formerly private land known as Habitation LeClerc, is one of the only places in Port-au-Prince where dense, old-growth forest still remains. It is at the center of the project to revitalize the neighborhood, which has been severely effected by gang violence in recent years.



How we integrate Developing Synergies

Rule of Law — Civil Society — Economic Development

Reducing poverty in countries and their communities means addressing government, business and civil society challenges and opportunities in differing combinations. EWMI, with a keen understanding of how to strengthen the Rule of Law, support Economic Development and engage Civil Society, is uniquely placed to catalyze integrated, sustainable solutions.



Sustainable solutions deal with interfaces rather than just with improving government institutions, or strengthening communities, or training businesses. Rather, how should communities interact with their (national) governments? How should businesses interact with (national and local) authorities, regulations, institutions and policies? How should big and small business, foreign or domestic, interact with host communities? The relationship must be symbiotic not exploitative, or it will not be poverty-reducing in the long term.

- Environmental challenges, as our work in Cambodia shows, need to engage communities, business and government, as well as the international community, if they are to have any chance of succeeding.
- Our integrated approach similarly takes us beyond the business environment of nations to address how poor people can realize their right to do business and prosper. At the grass roots level, for example, this is about land rights and dialogue with government, and about understanding, for example, that a forest's biodiversity is a livelihood asset for poor people.
- In post conflict societies our challenge is to help strengthen the fabric of civil society by supporting NGOs, which are a critical element of governance and the rule of law. Without that fabric strengthened the economic growth that brings prosperity and stability is less likely and less sustainable.

The interdependence of community, business and governance is emphasized more and more, with the rule of law, access to justice, and stronger community voice increasingly being acknowledged as drivers of poverty reduction and prosperity.

- The Commission on Legal Empowerment of the Poor underlined that: *“National governments and international institutions should make legal empowerment a key element of the anti-poverty agenda.”* As well as the Rule of Law and Access to Justice, it identifies property, business and labour rights as key legal empowerment pillars affecting the human rights, dignity and prosperity of poor people.
- The World Bank's *Governance Matters* research found that: *“[T]he causal link between governance and incomes is particularly robust in the long run. Rule of Law, broadly understood, may not be the supreme pre-requisite for growth and development, but it certainly does matter. A lot.”* (June 2008)
- *Voices of the Poor*, a unique effort to understand how poor people define their poverty shows clearly that the strengthening of communities is key to poverty reduction. *“The social fabric, the poor's only “insurance” is unraveling. Difficult to reverse, the breakdown in social solidarity and social bonds leads to increased lawlessness, violence and crime, to which the poor are most vulnerable within a society.”* By strengthening community poor people stand up to government officials who fail to educate their children, who take away their land, or who deny their human rights. Moreover, when communities are strengthened alongside the family, women become empowered and often rise to be a community's strongest advocates, and drivers of prosperity and survival.

EWMI works with local institutions, communities and NGOs to strengthen these interfaces. We do this at the grass roots level, for example in the forest communities of Cambodia, but also at the national level in Europe where we help financial regulatory bodies ensure the integrity of banks, stock exchanges and corporations. We are proud of our record in developing synergies across our product areas, and are constantly seeking ways to help countries and communities reduce poverty and achieve prosperity in this sustainable fashion.

How We Work

Working through Local Institutions

EWMI is committed to building local capacity through partnerships with local organizations. Effective partnerships are based on the trust established by sustained commitment and mutual long-term goals. EWMI demonstrates its commitment to its local partners not only through financial and technical support, but also by giving them substantial responsibility for project implementation. A partner-based approach helps ensure that projects are grounded in the local context and result in long-term, sustainable reform after donor assistance has ended. This approach gives EWMI a distinct advantage over other contractors in unstable, post-conflict country contexts, where contractors reliant on expatriates are often forced to abandon projects. Because of our partner-based approach in Kosovo, EWMI was the first organization to successfully establish **advocacy-driven, self-sustainable, community organizations outside of the urban centers**, allowing us to represent the needs of Serb and Roma communities and address issues crucial to rural communities. EWMI's approach has also strengthened local auditors associations throughout the **SEE region**, and through partnerships with several smaller human rights NGOs in Cambodia, EWMI has catalyzed the establishment of **Cambodia's first public interest law firm**.



EWMI partnered with local NGOs to implement a reforestation project in Kosovo

Getting the Word Out – Media for Development



EWMI published a "Citizen's Guide" to educate the public about the structure of UNMIK

Getting the word out to people in a way that makes them want to listen, learn and take action greatly amplifies the impact of outside assistance. Partnering with local organizations, EWMI often uses **media tools to engage and empower individuals and communities** and increase their knowledge of pertinent issues including the land rights of rural Cambodians or the structure and function of a new government in Kosovo. Conversely, EWMI uses media tools to **let the world know what is happening at the local level** and has trained local partners in the art of working with the media to spread their message. This is particularly crucial for human rights and environmental campaigns. EWMI has developed award-winning international environmental films, dispatched theatre troupes to inform indigenous communities about land laws, sponsored soap operas and radio shows to inform citizens about their judicial system, and has even supported the creation of radio stations to ensure open access to information.



EWMI's *Prey Lang: One Forest, One Future* won the Environmental and Conservation Film Festival of Cambodia Grand Prix du Bassac

How We Work

Training and Education

Training and education are at the core of EWTM's mission. EWTM has trained thousands of private sector professionals, non-profit managers and government officials in developing countries. We have provided **management, technical, legal, and financial training programs** in Albania, Armenia, Azerbaijan, Bosnia and Herzegovina, Bulgaria, Cambodia, Czech Republic, Egypt, Georgia, Hungary, Kazakhstan, Kyrgyzstan, Kosovo, Moldova, Russia, Slovakia, Sri Lanka, Ukraine and the Baltic countries. One of the hallmarks of EWTM's approach is to **"train the trainers"** to promote sustainability and guarantee a lasting impact. Under EWTM's **Moldova Land Privatization Program (LPP)**, for example, EWTM trained over 250 trainers, who were then responsible for training farmers and local government officials on all issues regarding land privatization, ultimately contributing to the privatization of over 1,000 collective farms. EWTM also believes in developing sustainable, locally-supported training institutions to meet local needs. By providing technical assistance on skills training, curriculum development, and strategic planning, we guided the **Bulgarian National Institute of Justice (NIJ)** as it evolved from an NGO supported by donor funds to a fully functioning government institution with its headquarters in the center of Sofia. Building human capacity through training is an essential aspect of international development, and EWTM is proud to be a leader and innovator in this vital field.

EWTM works to reform legal education in Cambodia through workshops targeting law professors



Grants Management

We are particularly proud of our **grants management and local capacity building** credentials. EWTM has successfully managed numerous sub-grant programs worldwide including in conflict-affected environments whilst ensuring compliance with stringent donor regulations. EWTM's sub-granting procedures cover structured competitive grant programs, as well as flexible unsolicited proposal and partnership development opportunities. EWTM is well-practised in preparing local language and English-language Grants Manuals. Our grant management experience is exemplified by our **Program on Rights and Justice (PRAJ)** in **Cambodia**, which had funded over \$10 million in grants to NGOs by the project's end in 2008. Under the recently awarded PRAJ II we will administer another \$10.3mn in sub-grants from 2009 onwards. Other examples include a nationwide judicial strengthening grants program in Bulgaria, and \$6.5mn in institutional support grants to farmer producer groups in Moldova in 2000-2005.



EWTM has prepared Grant Manuals for numerous projects in diverse locations

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