

EAST • WEST
MANAGEMENT
INSTITUTE

A photograph of a crowd of people, likely graduates, at a ceremony. They are gathered under a large canopy with yellow and blue sections. Many people have their hands raised in the air. In the background, there are flags and a building. The overall atmosphere is celebratory.

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EWMI MISSION

The East-West Management Institute (EWMI) works to strengthen democratic societies by bringing together government, civil society, and the private sector, to build accountable, capable and transparent institutions. Founded in 1988, as an independent not-for-profit organization with the challenge of crafting functioning democratic systems in transitioning post-Soviet societies. We learned—in our initial work across Central and Eastern Europe, and in the decades that followed around the world—that a collaborative approach involving civil society, government, and the private sector is the key to ensuring that citizens exercise their rights and institutions are accountable for protecting them, resulting in more just and prosperous societies.

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▲ Cover photo by Alice Kotlyarenko. In Georgia, EWMI supported community organizations providing assistance to Ukrainian refugees.

PROGRAM AREAS

Civic Engagement

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



Promoting Justice

EWMI believes that a system of impartial and efficient justice is a cornerstone of fair and prosperous societies. We improve the administration of justice in emerging democracies by strengthening the capacity of the people and institutions that deliver it, and making sure it is accessible to all.

We believe that courts should be both independent and accountable. We work with them to reduce delays and improve transparency, and we help ensure that judges are appointed, promoted and disciplined in a manner free from political influence. We help create local judicial and legal training centers



so that judges, prosecutors and lawyers are better equipped to perform their crucial roles. By also focusing on improvements in basic legal education at universities, we help develop a new generation of legal professionals who possess more practical skills and understand how law can be a vehicle for social change.

EWMI understands that a justice system is not just if it is beyond the reach of the poor and the vulnerable. We help expand the breadth and quality of legal aid and we develop innovative public awareness campaigns so that people understand their rights and how to exercise them. We also encourage civil society groups to mobilize their constituencies to monitor the courts and push for improvements in the justice system.

Economic Development

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 know and stand up for their rights will become more prosperous. Both on the national and local level we believe that socially and environmentally sustainable economic growth is achieved alongside a strengthened rule of law. EWMI staff and consultants have worked on various types and stages of projects including design and implementation, as well as monitor-

ing and evaluation, company/employee surveys and innovative research.

Technology and Innovation

EWMI supports digital rights and governance globally, with a deep understanding of the challenges and opportunities related to digital repression. EWMI has initiated interventions that combine multi-stakeholder conferences with tactical assistance to enhance the impact and security of civil society groups. EWMI is also engaged in global networks and research, including supporting a network focused on bringing Global Majority perspectives on data use and impact to the forefront to enhance open data availability and impact. EWMI promotes digital equity and inclusion, such as supporting initiatives focused on empowering indigenous

communities to manage and govern data related to them. EWMI's efforts in open government and open data include providing technical assistance to governments and partnering with organizations on various projects. Additionally, EWMI supports efforts to monitor network interference and restrictions to freedom of expression online and provides legal support and redress for digital and human rights defenders. Overall, EWMI's work spans pioneering innovative platforms and technology, equity and inclusion, open government and open data, civil society monitoring and advocacy for a free and open internet, and consumer rights, reflecting a comprehensive approach to fostering digital ecosystems that respect rights and promote transparency and accountability.



IMPACT

A photograph of a dense forest of tall, thin evergreen trees. The trees are closely packed, and their branches are covered in green needles. Sunlight filters through the canopy, creating a dappled light effect on the forest floor. The ground is covered with a mix of green ferns, moss, and small plants. The overall atmosphere is serene and natural.

▲ *A trail in the forest. Racha Georgia.*

Environmental Advocacy Campaign Garners National Attention

Program: Civil Society Engagement Program

Funder: USAID

Country/Region: Georgia

Georgia's northwestern Racha region has long been recognized for its environmental allure with its breathtaking mountain peaks, pristine lakes, and a sprawling forest that is enjoyed by locals and nature enthusiasts alike.

Residents grew concerned about the status of their land after it emerged in April 2022 that the Georgian government had auctioned off more than 100,000 hectares of the Racha-Lechkumi forest in a single bidder auction. The resulting 49-year lease left many in the community concerned about how the development of the land could impact them. To address these concerns, the Center for Civic Activities, in partnership with online media portal Mtis Ambebi, the Racha Community Organization, and environmental organization Green Alternative, began an advocacy campaign to hold the government accountable for its decision.

Less than a month into the campaign, the issue gained widespread attention. Through canvassing efforts, Racha Community Organization went door to door in 10 villages, engaging with more than 300 residents to raise awareness, hear citizen concerns, and advocate for the establishment of a national park that includes the auctioned territory.

Through a poignant online campaign, the project's organizers were also able to give residents a larger platform to bring attention to the issue. The online campaign has included a Facebook group, which now boasts membership of more than 2,300 concerned citizens and videos produced by Mtis Ambebi to raise awareness - one of which garnered a Facebook reach of more than 420,000. National media outlets have also taken notice of the issue, with Mtavari TV and Formula TV both covering the story. In a call for greater transparency, the organizations also initiated a lawsuit to obtain administrative proceedings on the auction.

Supportive Innovative Solutions to Bring Open Data Closer to Citizens

Program: Citizen Engagement Project

Funder: USAID

Country/Region: North Macedonia

The Citizen Engagement Project (CEP), in partnership with the North Macedonian Ministry of Information Society and Administration, organized a series of three Open Data Hackathons in hopes of building a comprehensive ecosystem for a successful fight against corruption and to ensure that North Macedonia's institutions and organizations have the capacity and knowledge to address key challenges in their country's path towards EU accession. The Hackathons were four-day competitions intended for students, startups, and IT enthusiasts as an open platform to propose creative solutions for visualizing, linking, or facilitating the process of filling in and updating publicly available databases published by one or more public institutions.

The Open Data Hackathons resulted in various innovations, including: a web application that enabled users to convert municipal budgets into machine-readable open data formats that can be further viewed, downloaded, compared, visualized and archived; a web solution to map and identify all primary and secondary schools in North Macedonia by integrating the publicly available databases and information from the Ministry of Finance, Ministry of Education and Science, local municipalities and other relevant institutions, and a concept solution for a web application that will enable mapping of all pharmaceutical and health-care facilities in North Macedonia, as well as enable comparison of the product and service prices.

During the Hackathons, creative teams from a wide range of sectors used open data from public-



▲ Poster for the Open Data Hackathon, inviting students and startups.

ly available institutional databases to develop and offer software solutions that will benefit citizens, confirming the importance of open data for creating new products and services that can facilitate and improve the daily life of citizens.

To expand the use of open data, a priority under the Government's Open Data Strategy and Action, the Ministry of Information Society and Administration, with USAID support through CEP, enabled the release of more than 200 datasets from both central government institutions and municipalities.

Celebrating the Achievements of High Judicial Court in Albania



Program: Reduce Case Backlogs and Improve Efficiency in the High Court of Albania

Funder: US Department of State/INL

Country/Region: Albania

The Program hosted an event in coordination with Albania's High Judicial Council (HJC) to celebrate their achievements. The event highlighted the HJC's and High Court's commitment to Albania's quest for judicial excellence, including the reduction of the Court's case backlog. Participants included HJC members and High Court Judges, HJC staff and HC legal advisors and staff, as well as representatives of other justice system institutions. During the event, U.S. Ambassador Yuri Kim emphasized the shared commitment between the United States and Albania to a truly independent judiciary that serves all citizens of Albania with fairness, efficiency, and justice. In addition to the

▲ U.S. Ambassador to Albania Yuri Kim speaking to guests at the "Towards Judicial Excellence, Strengthening Albania's High Judicial Council and High Court" event on December 13, 2022

Ambassador, HCJ Chair Naureda Llagami spoke about the successes of the HJC over the past four years, the Acting Chair of the High Court Sokol Sadushi discussed the reduction in the court's case backlog, and EWMI Vice President Mark Dietrich described EWMI's contributions to judicial reform in Albania and introduced a brief video concerning the backlog reduction initiative.

As of November 30, 2022, 27% of 28,662 backlogged cases pending when the project started had been resolved. Additionally, the Court's reduction rate reached 21% and its case clearance rate in the year 2022 was 300%, far exceeding the internationally recommended rate of 1:1.

Rupa Community Strikes Gold

Program: Civil Society Strengthening Activity
Funder: USAID
Country/Region: Uganda

To support the indigenous pastoral communities in their efforts to achieve equitable benefit sharing, EWMI's USAID/ Civil Society Strengthening Activity (CSSA) is working with the Ugandan CSO Africa Leadership Institute (AFLI) to train these communities and provide them with platforms to engage with the government and mining companies to make the resource extraction process more equitable. One of the ways that AFLI has achieved the desired results is by facilitating a biannual inter-agency meeting that brings the mining companies and government together to negotiate fair compensation, which has resulted in the reception of 8 billion Uganda shillings (USD \$2.1 million) from Sunbird for land surface rights compensation.

"In working with CSSA, we discovered that if we transform the traditional clans into Communal Land Associations, they can register and become legal entities, which can hold land in trust of all their members," said AFLI Executive Director David Pulkol.

AFLI legally registered and formed the Rupa Community Development Trust, which has provided leadership and advocacy training to associations to negotiate with mining companies with a focus on women's representation and participation, since traditional clans are dominated by males.

"We would only hear about it. But when the trust was formed, we all benefitted equally. Personally, I have received 2 million Uganda shillings from the land service compensation. I invested part of that



▲ "Previously, women were not included in any land issues," said Villa Nangiro, a mother of 5 who looks after a family of 25 and lives in Rupa sub-county, Moroto District, in the Karamoja region of North-eastern Uganda.

money in my garden, to start a brewing business, and I also bought some animals."

The benefits that the trust has provided have been not only financial, but also educational and medical.

"During the negotiations and using the advocacy skills we received, we got Sunbird to agree to drill 24 boreholes in Rupa, build a fully equipped health center, give us an ambulance, build a tertiary institution, and sponsor 10 students at universi-



▲ *Artisan miners extracting marble in Moroto, Karamoja. Through the different platforms and avenues created by CSSA, the communities were able to engage the government and mining companies to allow artisan miners to continue their operations alongside the mining companies.*

ty every year for 49 years,” said Paul Aleper Kaluwat, a board member of the trust.

One of the recipients of the scholarship program was Villa Nangiro’s daughter. Villa added “I never thought my daughter could ever attain a university education. Not only are they paying her tuition, they are also taking care of accommodation, food, and healthcare.”

However, perhaps the most notable result of this process is something that can’t be measured – women’s status in their local community.

“There has been a lot of change since women were included. We can now sit at the same table with our husbands and discuss our assets. There is no more looking down on women,” said Villa.

Empowering Women in Water Governance through Co-creation and Data Storytelling

Program: Open Development Initiative
Funder: IDRC, SPIDER
Country/Region: Cambodia

Marginalized communities often lack access to the data that impact their lives, and the skills needed to use it, hindering their participation in decision-making processes. For women and girls, these challenges are even more pronounced. To address this, the Women in Water Governance (WIWG) project, led by EWMI's Open Development Initiative (ODI), is developing co-creation solutions that empower women to lead in water and river governance. This co-creation platform enables women to share knowledge, connect with peers, amplify their voices, and legitimize their knowledge related to water and river governance.

Through support from IDRC, SPIDER, and other donors, EWMI-ODI partnered with local organizations to address barriers to women's engagement with data across the Mekong region. This collaboration included the creation of context-driven data literacy training programs, enabling women in the



Mekong to participate more effectively in data collection, aggregation, and dissemination.

The EWMI-ODI team completed a pilot study to co-design storytelling, connect, and support for women to exchange knowledge on rivers and water governance. The study resulted ultimately in the development of a platform that connects women leaders in water governance across the Mekong and Southeast Asia. This platform not only facilitates the exchange of knowledge but also provides a safe space for collaboration and enhances women's leadership in water governance. This co-creation approach has led to many notable successes, including one participant faced backlash but ultimately succeeded in joining a local government commission, with support from the project's network.



Empowering Female Leadership: Ntando's Triumph Over Gender Bias

Program: Citizen Engagement for Accountability Activity

Funder: USAID

Country/Region: Zimbabwe

Ntando, a 24-year-old Midlands State University (MSU) law student in Zimbabwe, dreamed of breaking the patriarchal barriers that hindered women's participation in decision-making processes. With no female representation in the Student Representative Council (SRC) since 2015, Ntando aspired to become the first female SRC President and challenge the prevailing narrative of male dominance in student politics. However, she initially doubted her ability to overcome the obstacles before her. That all changed when she attended an inception program conducted by Female Students Network Trust (FSNT) and discovered how they could empower and support female students who wanted to contest leadership positions. The FSNT program provided Ntando with valuable support and resources to amplify her vision. Despite facing stiff competition from her male counterparts, Ntando's unwavering passion and determination her victory in the SRC Presidential election.

Ntando's achievement as the first female MSU SRC President in seven years ignited a spark of inspiration among her fellow female students. Her triumph motivated others to pursue leadership positions in subsequent elections. Through her example, Ntando set the stage for greater female representation in the presidency and key roles such as vice president and secretary general. Her election exemplifies the transformative impact of the project in empowering young women. By equipping them with the necessary tools and support, the program encourages female students to



articulate their aspirations and mobilize support from their peers.

Ntando's achievement has immediate implications for student leadership and holds great promise for future female participation on the national stage. Universities are often breeding grounds for the leaders of tomorrow, and Ntando's success sends a powerful message to aspiring young women across the country. Her triumph challenges traditional gender roles and inspires a new generation of female leaders to step forward and make their voices heard. With more female students breaking barriers and assuming leadership positions at universities, the ensuing ripple effect should pave the way for increased female representation in national politics, fostering a more inclusive and equitable society in the coming years.

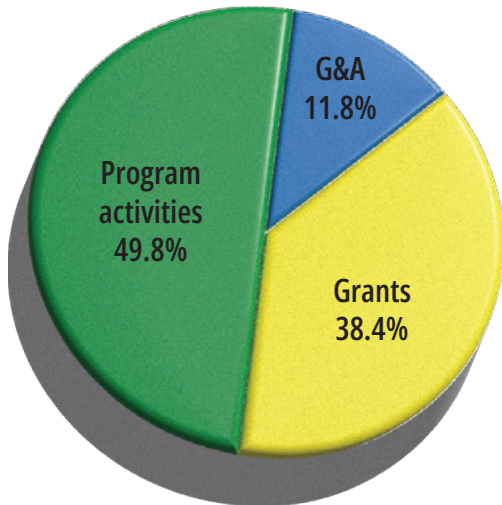
FINANCIALS

For the year ending December 31, 2022, EWMI's revenue totaled \$26,021,619, and total net assets totaled \$2,351,255.

EWMI's 2022 financial statements were audited by Mitchell & Titus. EWMI's audited financial statements and IRS Form 990 filings are available upon request.

Expense Breakdown

The breakdown of EWMI's expenses for the year ended December 31, 2022 shows that General and Administrative (G&A) costs are kept to a minimum, totaling less than 12% of total expenditures.



Statement of activities for year ended December 31, 2022

REVENUE

U.S. Government grants	\$ 21,623,700
U.S. Government contracts	\$ 1,445,447
Contributed services	\$ 804,276
Other contracts	\$ 128,343
Other grants and contributions	\$ 2,019,853
Total revenue	\$ 26,021,619

EXPENSES

Program	\$ 21,924,408
General and administrative	\$ 2,922,412
Total expenses	\$ 24,846,820

Change in net assets before other income \$ 1,174,799

OTHER INCOME (EXPENSE)

Interest income	\$ 165
Interest expense	(\$ 16,260)
Bad debt	(\$ 1,448)
Other expense, net	(\$ 17,543)
Change in net assets	\$ 1,157,256
Net assets, beginning of year	\$ 1,193,999
Net assets, end of year	\$ 2,351,255

KEY DONORS & PARTNERS

EWMI's success would not be possible without our donors and partners. We would like to take this opportunity to express our gratitude for their continued support, trust, and contributions to our work in 2022.

- Center for People and Forests – RECOFTC/European Union
- Open Data Kosovo / Embassy of the Kingdom of the Netherlands in Kosovo
- New America Foundation/Ford Foundation
- International Development Research Centre/ Government of Canada
- Landesa
- Luminate Foundation
- George Mason University/Mott Foundation
- National Endowment for Democracy
- Open Society Institute
- Slovak Aid
- Swedish Program for ICT in Developing Regions (SPIDER)
- UK Foreign and Commonwealth Office
- United States Agency for International Development
- United States Department of State, Bureau of Democracy, Human Rights, and Labor
- United States Department of State, Bureau of International Narcotics and Law Enforcement Affairs
- World Wildlife Foundation





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