OUR MISSION

The East-West Management Institute, Inc. (EWMI), a US not-for-profit organization, promotes the rule of law, civil society and free market systems. EWMI provides training, technical expertise and grants to foster sustainable reforms in government, business, and civil society. Working in partnership with grass roots groups, local governments and international organizations, EWMI combines legal, civic and economic initiatives to build just, prosperous and democratic societies.

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As of April 2011
Dear Friends,

Working in partnership with grassroot groups, local governments and international organizations is the cornerstone of EWMI’s approach and vital to the success of our development initiatives. In 2010, we had the privilege of working with partners whose passion and commitment to democracy led EWMI to one of its most successful years ever, as documented in this report.

In promoting the rule of law, our projects focused on judicial reform, legislative framework reform, court administration, anti-corruption and transparency, judicial and legal education, and access to justice. EWMI’s assistance to the Constitutional Court of Kosovo helped the recently established Court develop into arguably the most respected, and surely most influential, judicial body in the country. In Cambodia, an important legal education milestone was achieved when the Royal University for Law and Economics formally agreed to include the EWMI-initiated trial advocacy skills class into its official curriculum. This success is a direct reflection of the initiative's popularity among students and recognition of its education value by faculty and administration.

However we believe that in order to protect democracy, advances in the rule of law must be supported by civil society. In 2010, we worked closely with NGO partners to enhance their abilities to represent citizens' concerns, ensure transparency and good governance, and encourage peace and security. In Bosnia, EWMI created and fostered rapid development of the Justice Network, a network of NGOs and relevant justice sector professional membership associations working to improve the rule of law and delivery of justice in Bosnia. EWMI's efforts to promote grassroots community-based advocacy in Cambodia through its support for the Community Peace Building Network reached an apex in June, with the presentation to the Prime Minister of a petition with more than 60,000 thumbprints from 23 provinces and municipalities. This petition supported the Prime Minister's public call for an end to land-grabbing and requested the Prime Minister to implement the Land Law.

Despite our accomplishments and successes, it would be wrong to convey the impression that our work is complete. In 2010, two of EWMI's projects seeking to improve land tenure security in Cambodia came to a close. Local leaders and villagers alike tell EWMI that the projects were highly effective in addressing the real needs of Cambodians and are still urgently needed. With further funding, EWMI hopes to do more to help Cambodians gain a better understanding of their rights and responsibilities as land holders, thereby contributing not only to peace and stability in the country but also to its economic development.

Finally, in addition to the existing programs, in 2010 EWMI launched nine new projects in the areas of rule of law, civil society strengthening, and economic development and in countries where EWMI has never before had a presence. We look forward to the challenges that the future will bring as we continue to work with dedicated men and women to bring about positive change in the world.

I invite you to learn more about our efforts and the efforts of our partners.

Sincerely,

Adrian Hewryk
President
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.

**Projects in 2010**

- Awareness Campaign for Farmers and Households on Land Rights and Other Issues Relates to Land Tenure in Siem Reap, Battambang and Banteay Meanchey, Cambodia
- Bosnia Justice Sector Development Project 2
- Egypt Administration of Justice Program
- Good Governance Activity in Montenegro
- Jaffna Legal Aid Project in Sri Lanka
- Judicial Independence and Legal Empowerment Project
- Kosovo Constitutional Justice Initiative
- Program on Rights and Justice in Cambodia II
- Romania Syllabus Drafting for National School of Clerks
- Safeguarding Cambodians’ Land Rights Project
- Serbia Separation of Powers Project
- Strengthening Ecuadorian Justice Project
- Systems for Enforcing Agreements and Decisions (SEAD) Program in Kosovo
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 EWMI to work creatively and realistically with local partnerships to build autonomous, transparent, and effective civic organizations. EWMI provides technical expertise, training and grants to help NGOs identify problems and develop and implement practical solutions. EWMI’s partners have actively participated in the formation of policies on a national and local level, resulting in tangible improvements in their communities.

Projects in 2010

Awareness Campaign for Farmers and Households on Land Rights and Other Issues Related to Land Tenure in Siem Reap, Battambang and Banteay Meanchey, Cambodia

Community and Detainee Reconciliation in Liberian Localities Program

Georgia Policy, Advocacy and Civil Society Project

Good Governance Activity in Montenegro

Municipal Councils on Safety in Communities Program in Kosovo

Program on Rights and Justice in Cambodia 2

Promoting Dialogue and Tolerance in Fiji

Safeguarding Cambodians’ Land Rights Project
Economic Development and Financial Sector Strengthening

Economic Development is achieved when government, the private sector and civil society work 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 for growth. Whether at the national or local level we believe that socially and environmentally sustainable economic growth is achieved alongside a strengthened rule of law; a principle that is reflected in the implementation of our projects. EWMI helps develop codes, financial standards and institutions that facilitate access to trade and investment. Training in accounting, auditing, financial reporting, anti-money laundering, disclosure and corporate governance provides the essential tools for the expansion into regional and global markets. EWMI also provides programs on the legal and operational aspects of specific financial service industries, including securities exchanges, banking, capital markets and insurance for both business and government audiences. Through technical assistance, expert instruction and advice in seminars and workshops, innovative research and financial assistance, EWMI works to create a framework that will enable countries to achieve financial stability and economic growth.

Projects in 2010

Competitiveness Enhancement Program in Suriname
Fostering the Development of Public Private Partnership (PPP) Models in East Africa
Good Governance Activity in Montenegro
Improving industrial Governance in Botswana
Improving Industrial Governance in Lesotho
Partners for Financial Stability 2
Philanthropication thru Privatization
In 2010, EWMI implemented 23 new or ongoing projects in over 15 countries. While EWMI strives to build just, prosperous and democratic societies through programs that promote rule of law and justice, encourage economic growth, or support an active and engaged civil society, we understand that it is the work of individuals that make our projects successful — one activity, workshop, and person at a time. The following stories highlight some of the accomplishments of our incredible staff and partner organizations in 2010.
Serbia Appoints First Court Manager

EWMI is active in supporting efforts to make the administration of justice in Serbia more efficient and responsive to the needs of the users of the courts. A core component of this work is to improve the professionalism of court management through the creation of a court administrator position. After extensive work during the last two years, the position has been created under the designation of “Court Manager.” In July 2010, Serbia got its first Court Manager. Mr. Zoran Aleksic was hired as the Court Manager of the Higher Court in Belgrade.

Mr. Aleksic has 10 years of managerial experience working as the Director of Joint Services in the Belgrade District Court. During 2009 and 2010 he distinguished himself as one of the most prominent members of SPP’s Working Group for Court Administration. In his new position, Mr. Aleksic will be responsible for the management of all financial and administrative aspects of the court’s work. The Higher Court in Belgrade is one of the largest and complex courts in Serbia. It occupies three different buildings, and includes the Special Departments for Organized Crime and War Crimes.

In consultation with EWMI, the Ministry of Justice approved court manager positions for 11 other large and important courts: all four Appellate Courts, the Higher Court of Nis, Basic Courts in Belgrade and Novi Sad, Commercial Appellate Court and Commercial Court in Nis, and the Higher Misdemeanor Court and Misdemeanor Court in Belgrade. As these new managers are hired, EWMI will assist efforts to enhance their professionalism by organizing trainings on court management in cooperation with the Judicial Academy.

EWMI’s five-year Separation of Powers Program (SPP) in Serbia was developed to help Serbia move closer to EU accession by strengthening the division of power and authority more equably among Serbia’s three branches of government, helping the judiciary strengthen its defenses against executive and political influence and control, and helping the National Assembly build its capacity to respond to the needs of Serbia’s citizens and conduct oversight of government operations.

Mr. Zoran Aleksic
Cambodia’s Third Annual Law Student Client Counseling Competition

On January 28 – 29, 2010, EWMI worked with the Bar Association of the Kingdom of Cambodia to host the Third Annual Cambodian Client Counseling Competition (CCCC) in Phnom Penh. The CCCC is an example of the creative and exciting new methods used to teach law students important practical skills that are not being effectively taught in Cambodian law schools, and is an integral part of EWMI’s innovative work in Cambodia to promote access to justice and improve the professional standards of Cambodia’s future lawyers and judges.

During the event, over 200 law students, professors and members of the legal community watched as twelve teams from eight Cambodian law schools (Royal University of Law and Economics, Cambodian Mekong University, Pannasastra University, Build Bright University, Norton University, National University of Management, Cambodian University of Specialties and University of Cambodia) competed for the...
Cambodia’s Third Annual Law Student Client Counseling Competition — continued

honors of national champion. The teams were placed in a simulated law office environment where they were challenged to conduct a counseling session with a “client” that is played by an actor. The teams were scored by a panel of local and international judges (mostly lawyers in Phnom Penh).

Theng Tith Maria and Tan Tepikanika, the team from the Royal University of Law and Economics, were named national champions and were given the opportunity to travel to Hong Kong to represent Cambodia in the Louis M. Brown International Client Counseling Competition, where they made the semi-finals and finished ahead of Australia, Bangladesh, China, Finland, Hong Kong, India, Indonesia, Malaysia, Netherlands, Nigeria, Scotland, Sri Lanka, and Ukraine.

The competition gave all of the students involved the opportunity to employ important practical legal skills such as active listening, interrogation, empathy, issue spotting, legal analysis, problem solving and teamwork. To prepare for the national and international competitions, the students worked with local lawyers and attended a client counseling workshops conducted by EWMI. Both the competition and workshops were well received by the Cambodian legal community.

Award ceremony was presided over by the US Ambassador to Cambodia, Carol Rodley, and President of the Bar Association of the Kingdom of Cambodia, Chiv Song Hak
**Mediators Work to Establish Peace in Liberia**

Together, EWMI and Prison Fellowship Liberia (PFL) trained a core group of 24 mediators in Liberia to address the root causes of conflict, such as land and economic disputes, and to educate citizens and leaders on how to resolve quarrels relating to these topics before violence erupts.

Following a series of community outreach efforts aimed at educating the public about the benefits of mediation and the peaceful resolution of disputes, several community members approached the EWMI-PFL team requesting assistance in resolving disputes. As a result, in 2010, C-DRILL mediators resolved almost 250 matters through mediations, thereby avoiding violence.
Another innovative aspect of the Community and Detainee Reconciliation in Liberian Localities project incorporates PFL’s on-going work to facilitate the release of pre-trial detainees who have been held in detention for periods beyond the legal limit from prisons in the four localities where C-DRILL operates (Montserrado, Margibi, Bong, and Grand Bassa). The group of 24 mediators traveled to these prisons to work with officials to identify those detainees who should be released, facilitated reconciliation with their accusers and advocated for their freedom with local authorities. Since the start of the project in January 2010, the mediators have aided over 2,000 pre-trial detainees.

Community Mediation Success Story 1

The team mediated a case in Margibi County between Rachel and Helen, at the request of the church the two women attend. Initially the dispute appeared to have to do with the younger woman (Rachel) disrespecting the elder (Helen); as the mediation went on, it turned out that the dispute really concerned the replacement of money taken from a revolving fund the two women are part of. Helen blamed Rachel for bringing in the member who absconded with the money; Rachel felt that Helen was turning the community and Helen’s family (which includes Rachel’s boyfriend) against her. After prolonged discussion, the family and Rachel agreed to share the cost of replacing the missing money.
Mediators Work to Establish Peace in Liberia — continued

Prison Mediation Success Story
In mid-December, mediators in Bong County visited Phil, a 22-year-old who was arrested in July 2010 and charged with theft of property. Phil was in jail without trial for four and one half months. PFL mediators learned that he had been arrested after he returned the property that was alleged to be stolen; the complainant demanded reimbursement for expenses she incurred in looking for him, and it was his failure to pay the reimbursement that led to his arrest. The complainant never pursued her complaint, and in an interview stated that she no longer had a problem with Phil. After notifying the County Attorney of the situation, the PFL mediator asked that Phil be put on a list of persons who would be released before the end of the year. Phil was released on December 29.

Community Mediation Success Story 2
In mid-December, mediators in Bong County visited Charles, a twelve-year-old, and his mother, to deal with problems they were having. Charles’ mother was threatening to evict her son from the house because he was regularly stealing money from her and from others. Charles stated that he stole because he was angry that he could not attend school. Charles’ mother stated that she was willing to send her son to school, but it was difficult because any extra money she had was devoted to paying people from whom her son admitted stealing money. PFL acted as a mediator between mother and son, and together they worked out a plan for the son’s education, along with a promise to refrain from further theft.

Community and Detainee Reconciliation in Liberian Localities — Funded by USAID

PFL staff use role play to demonstrate the usefulness of mediation

The comic book, created by Laurie Cooper, has been an effective and well-received educational tool
In a continued effort to assist the judicial branch of Serbia in making its administration of justice more efficient, transparent, and responsive to the needs of its users, EWMI's Separation of Powers Program (SPP) has encouraged individual courts to broaden efforts to reduce case backlogs by coordinating with entities outside of the court. One of the courts that has acted on the SPP recommendations has been the Basic Court in Vršac, one of the 10 courts participating in SPP's case backlog prevention and reduction program. On November 30, 2010, the Basic Court in Vršac (with assistance from SPP), the Basic Prosecution in Vršac, the Police station, the Prison, the local Hospital, the Neuropsychiatric clinic, the Center for Social Care, and the Bar chamber agreed to sign both a common MOU to define general aspects of mutual cooperation among all the institutions, and an individual MOU to regulate specific rights and obligations between the court and a particular institution. Furthermore, the Vršac Basic Court announced the results to-date of its efforts to reduce criminal case backlogs. The judges have resolved 43% of their total 2010 old criminal cases and 51% of their 2010 old investigation cases. These results have been achieved with a smaller number of judges than in 2009, and the Court President expressed her hope that the improved relations with other agencies will lead to even better results in the future.
The Justice Sector Civil Society Network (JSCSN) in Bosnia held its inaugural meeting at the UNITIC Business Center in Sarajevo on January 22, 2010. Comprised of local civil society organizations, including justice-related professional associations, the network was formed to increase Bosnian civil society’s involvement in the development of public policies and legislative reform initiatives that advance the rule of law, as well as to improve the public’s understanding of justice-related issues. The network aims to increase public demand for the rule of law, as well as public confidence in justice institutions, and therefore promote the integration of BiH into the European Union.

EWMI’s Justice Sector Development Project II (JSDP II) served as a catalyst for the network, working with interested organizations to develop criteria for participation. The JSCSN is comprised of 36 organizations, including 26 NGOs working to improve the rule of law and delivery of justice in
By the end of 2010, the network grew from 36 to 50 organizations, sent a delegation to Geneva to present before the UN Human Rights Council, and called for several key judicial reforms.

BiH and 10 professional membership associations, including groups comprised of judges, prosecutors, women judges, mediators, bankruptcy commissioners and expert associates in courts and prosecutors’ offices. The coordinating organization of the JSCSN is the Association for Democratic Initiatives (ADI), a Sarajevo-based NGO that has been active in justice matters.

At the inaugural meeting participants of the network signed the JSCSN Participation Agreement, which emphasizes their collaborative working relationship based on ethical behavior, prudent use of resources, equity, openness and transparency. The network intends to launch a strategic planning process to identify and prioritize action and ensure the effective use of network resources. JSDP II will support the network through its partnership with ADI, a small grants program for network members, and relevant technical assistance.
Trafficking in Cambodia

Trafficking in persons remains a serious issue in Cambodia and a serious threat to the future of the country. Through its Program on Rights and Justice 2, EWMI has launched a cross-cutting effort to address this crime. Working closely with government partners and civil society, EWMI’s activities include data collection, legal representation of victims, public outreach, and legal training. In 2010:

- EWMI worked with the Ministry of Justice to develop the Trafficking-in-Persons Database
- EWMI supported the efforts of Legal Services for Children and Women (LSCW), one of its key legal aid NGO Partners, in LSCW’s efforts to represent trafficking victims and women and children at risk of becoming trafficking victims.
- Through its Lawyer Working Groups, EWMI provided a skills building program for legal aid lawyers with an emphasis on skills needed to properly represent services to victims and persons at risk of trafficking.
- The 3rd installment of EWMI-supported television drama series, Scales of Justice, produced by Women’s Media Center (WMC) – an NGO based in Phnom Penh, began airing nationally August 2010 and focused largely on human trafficking.
- EWMI provided technical assistance and training to the ministry of Interior’s Provincial Committees, district and commune offices, as well as civil society groups, focused on the provisions of the Law on Trafficking and Sexual Exploitation.
- EWMI has incorporated anti-trafficking into it is successful national mock trial competition. Now in its 4th year, the competition, held in April 2010 involved facts and law related to trafficking in persons.
Cambodia Raised to Tier Two, State Department Cites New Conviction Data

In June 2010, the U.S. State Department recognized substantial progress in counter-trafficking in persons by the Royal Government of Cambodia, lifting the RGC from the Tier Two Watch List and citing the improved conviction data as a significant factor. Substantial EWMI activities in 2009 and 2010 were directed at this outcome – improved conviction data – and were undertaken in collaboration with the Ministry of Justice (MoJ), USAID, and the U.S. Embassy. These collaborative activities included: the creation of the MoJ Trafficking Database, hosting of the leading magistrates and clerks at a MoJ National Conference on Trafficking Data Collection, conducting a dozen field visits to courts nationwide to assist with data analysis, and regular (near daily) communication with the U.S. Embassy during the final weeks leading up to the TIP Report submission to document and deliberate over each conviction in close detail. All of these activities, in an intensive and complex six-month partnership, resulted in a marked increase in the quality and quantity of trafficking prosecution data and assisted in the final report to the State Department.

These data collection efforts would be useless if not for other justice sector improvements in policing and prosecution, but the data question itself was also a stumbling block in previous Cambodia TIP Reports. The 2008 Report cited data collection problems as a serious hindrance to counter-trafficking efforts: “Due to resource constraints, the government has not provided reliable statistics on prosecution.” Earlier, the 2007 Report echoed the same concerns: “It is possible that some of these statistics overlap as there is no consolidated data collection in Cambodia.” This year, however, there was no mention of prosecution data collection concerns, eliminating one of the perennial worries about RGC counter-trafficking efforts.

The new MoJ Trafficking-in-Persons Database was completed and fully operational in March of 2010. EWMI worked closely with the Ministry of Justice to develop the database, which tracks the case information of all prosecutions and convictions reported to the MoJ under the new Law on Suppression of Human Trafficking and Sexual Exploitation, and allows MoJ officials to search the status of cases through a variety of topics, including: province, case number, date, and statute article. Based on the natural reporting methods of the prosecution and the courts, the database requires no new forms that might burden the judiciary. Rather, it tracks existing reporting methods and merely converts the existing reports into a digital format.
Constitutional Court of Kosovo Announces Its First Decision

On March 19, the new Constitutional Court of Kosovo announced its first decision on the merits of a case that was declared admissible. The decision rendered the emblem of the Municipality of Prizren unconstitutional because it did not represent all the communities that live in Prizren. Consequently, the Court ordered the Municipality of Prizren to amend the emblem in consultation with non-majority communities and in accordance with constitutional provisions on minority protection.

The importance of this ruling, which was crafted competently and reasoned thoroughly, is threefold. Firstly, it was a unanimous decision reached by an ethnically diverse Court. Secondly, this case was the first real test of the sustainability of the minority protection rights enshrined in the Kosovo Constitution. The decision sends a clear message that the Constitutional Court is fulfilling its role as the protector of human rights and, particularly, the rights of non-majority communities. Finally, the decision is to a considerable extent based on a number of international human rights instruments.

EWMI launched the Kosovo Constitutional Justice Initiative in August 2008 to help the newly independent Kosovo create a Constitutional Court. Since the court was established by law in early 2009, EWMI has supported the Court with key technical assistance, encompassing all facets of operations, including strategic planning, human resources, infrastructure, budgeting, case management, public outreach and administration, and has included a series of training programs and public information campaigns to ensure that Court staff is qualified and well trained, members of the Court have the capacity to implement its mandate, domestic lawyers understand how to bring complaints before the Court, and the public is aware of the Court and its significance. The President of the Court has noted publicly that DFID and EWMI’s support has been essential to the Court’s early development and success.
Constitutional Court of Kosovo Announces Its First Decision

and the practice of the European Court for Human Rights (ECHR), which is a testament to the commitment of the Court to apply the highest international standards on human rights. The direct application of international human rights conventions in these types of cases is of particular importance for the citizens of Kosovo, who - otherwise - cannot access the ECHR given that Kosovo is not a member of the Council of Europe.

The decision was widely covered in the local media and was praised by the international presence in Kosovo. Mr. Peter Faith, the International Civilian Representative in Kosovo, welcomed the Court’s ruling while noting that “this decision strongly reinforces the principle that protecting and promoting the cultural and linguistic rights of all communities strengthens Kosovo and its development as a democratic society.”

In September 2010, the Court issued another landmark decision, ruling that the President of Kosovo violated the Constitution by holding the office of President while maintaining his position as the leader of a political party. The decision of the Court was followed swiftly by the resignation of the President, a clear indication of the authority and prestige that the Court garnered during its relatively brief existence. This is perhaps the only example of a head of state in the Balkans resigning as a result of a judicial ruling.
EWMI’s support for Cambodia’s Community Peace-Building Network (CPN) aims to constructively address human rights issues by linking communities and dialoguing with government. With support from EWMI’s partners in the Program for Rights and Justice in Cambodia (PRAJ 2), and assistance from EWMI-PRAJ’s Grassroots Advocacy Team, Cambodia’s Community Peace-Building Network (CPN) has developed to a point where it is successfully undertaking community awareness-raising, community organizing, and significant national advocacy. CPN has also begun representing community concerns in and to audiences beyond Cambodian communities, through broader media coverage, and UN and regional advocacy forums. This has been done in a manner appropriate to communities and has shown a level of daring and commitment rare in Cambodia’s highly controlled environment. But the group has also demonstrated its desire to engage with government leaders and institutions in a friendly, cooperative relationship.

This is perhaps best exemplified by the National Peaceful Petition Parade that CPN organized in June of this year. On June 15, 2010, CPN led a peaceful march of 220 affected community representatives from...
**CPN Succeeds with “Friendly Persuasion” — continued**

23 provinces and cities, to present a petition endorsed by more than 60,000 thumbprints, calling for the full, fair and proper implementation of land law. The petition acknowledged the commitments that the Prime Minister had made in support of the law, and asked for his further support. CPN’s objective was to deliver the petition to the Prime Minister, at his residence. Dozens of riot police were dispatched to prevent that from occurring.

While the riot police attempted to intimidate the peaceful group, individuals (notably older women) engaged the police (equipped with riot gear, electric batons and side arms) with a nonviolent tactic called “rehumanisation”. One woman implored a security officer to call her “mother-in-law” to show that they were both from the same Cambodian “family”. His face turned bright red in apparent embarrassment. Police challenged a middle-aged man, asking him if it was another war that he desired. “No,” he said. “I know war too well; we are finished with war. We are here today because we are working for peace.” This peace-building approach had military police relaxing at their stations, chatting with the petitioners, sharing water, and, at the event’s end, even taking photos together. See photo above.

The UN and a number of PRAJ partners provided monitoring and media assistance. These included CHRAC, ADHOC, LICADHO, CCHR, and CCD. EWMI also observed the event. After several hours of a stand-off, an official representing the Council of Ministers received the petition, and the group voluntarily disbanded, its leaders announcing through a bullhorn that the police were hot and thirsty and they should let them go.

The event was promptly responded to by the prime minister, who indicated that he appreciated the group having organized the event strategically and effectively, and for informing him of what was happening in the rural areas. He also suggested that no domestic community network could have had the capacity to organize this event on its own – perhaps the highest praise that could be made to the effectiveness that CPN had achieved. Through a subsequent press conference, and radio appearances, CPN used the public attention the event generated to further increase public awareness of land use issues, to encourage more communities to join its network and to make clear that the June 15 event had been prepared and executed by CPN. This sequence of events became a prelude to CPN increasing it organizational structuring and self-governance.
**Bosnian Youth Group Promotes Judicial Reform**

One of the most active groups in the EWMI-supported Justice Network of NGOs and professional associations in Bosnia-Herzegovina is the Youth Initiative for Human Rights (YIHR). In June 2010, a YIHR leader spoke on behalf of the Justice Network before the UN Human Rights Council in Geneva, articulating the network’s key judicial reform concerns in the context of the adoption of the UN’s Universal Periodic Review report and recommendations regarding human rights in BiH. With a grant from EWMI, YIHR subsequently held public discussions at four major universities in BiH (Sarajevo, East Sarajevo-Pale, Mostar and Banja Luka) on the importance of the judiciary and its independence for the protection of individual rights. Following the discussions, YIHR held street actions in each of these cities, handing out flyers and securing over 600 signatures on a petition supporting recommendations stemming from the public discussions. YIHR also orchestrated the agreement of over 150 students from the above universities to a set of key justice sector reform recommendations and subsequently conducted an advocacy campaign to pursue them through a media event and individual meetings with government and international partners. The recommendations included an improved legal aid system, harmonized court practice and legislation, the reduction of case backlogs in the courts, improved financing of the judiciary and greater transparency of judicial proceedings.

**YIHR activists meet with Republika Srpska Minister of Justice Džerard Selman to advocate for improvements in the justice sector**

Sarajevo, BiH
In 2010, EWMI completed an historical first for Cambodia: the first law journal in Cambodian history. This was a follow on activity to Cambodia’s first academic conference held at the Royal University of Law and Economics (RULE) in March 2009. The conference was organized by a new group of academics and lawyers known as the Cambodian Society of Comparative Law (CSCL). Many of the speeches and papers presented there are now published in this journal. EWMI’s PRAJ 2 program helped edit and coordinate the articles and then funded the printing of the journal. The journal was presented formally to the Cambodian community on March 6-7 at the CSCL second annual academic conference at Pannasastra University of Cambodia.

EWMI supports this journal because it represents the first opportunity for legal academics and practitioners to engage in research and writing on Cambodian legal topics. EWMI hopes that it will represent the start of a process whereby talented young students, professors and lawyers can learn how to research, write and advocate for positions. This is part of the development of a mature judicial and legal regime that allows for debate, reason and argumentation. Ultimately, it is hoped that it leads to the development of the rule of law.
Expansion of Journalist-Based Court Monitoring to Make the Work of the Judiciary More Transparent

Independent and objective reporting of court proceedings by well trained journalists can contribute to improved media-court relationship, transparency in the courts and greater public understanding of judicial proceedings. The monitoring of war crimes trials specifically renders itself as a natural first choice when borne in mind that war crimes trials are most susceptible to political manipulation, which has a highly negative impact on the public perception of judicial independence and impartiality. In addition, while war crimes trials before the internationalized Court of BiH have received some media attention, those trials before strictly national cantonal and district court have received minimum or no such attention.

With EWMI’s support, the Balkan Investigative Reporting Network (BIRN), a close group of editors and trainers that enables journalists in the region to produce in-depth analytical and investigative journalism on complex political, economic and social themes, provided intensive training to 30 selected journalists in the independent and objective monitoring of war crimes trials before the following 11 selected cantonal and district courts: Brcko, Sarajevo, Bihac, Zenica, Banja Luka, Mostar, Gorazde, Travnik/Novi Travnik, Trebinje and Doboj. By monitoring eleven selected cantonal and district courts, BIRN helped prepare in-depth analysis on how prepared they are to try war crimes, with regard to securing access to information and transparency of work, witness protection and support and the right to defense. These analyses were published through v’s specialized information agency Justice Report, which included web site and other print media, as well as radio and TV.

BIRN
Balkan Investigative Reporting Network

Trebinje, BiH
Dialogue Training Workshop in Fiji

EWMI held a five-day training workshop to improve the dialogue facilitation skills of a group of Fijians in hopes of expanding the team of facilitators available to Dialogue Fiji, a local coalition representing the NGO community, private sector, and faith-based organizations. Participants discussed definitions of dialogue in the Fijian context, practiced skills for facilitators, experienced dialogue processes first hand, and built a collegial group of peer dialogue facilitators. Individuals from various sectors of Fijian society participated, including representatives of the Fijian police, the ministry of Fijian affairs, the labor movement, various religious and ethnic groups, and a selection of NGOs. In addition to training individuals who can help Dialogue Fiji conduct its dialogue meetings around the country, the workshop succeeded in exposing Fijians from different backgrounds to diverse views in an environment that was designed to promote learning and build trust.

Following the most recent coup in 2006, Fiji's interim military-dominated government has rejected attempts at domestic and international dialogue, while postponing elections until 2014. In response, EWMI seeks to build Fiji's civil society capacity to promote democracy and human rights in the country through the Promoting Dialogue and Tolerance in Fiji (PDTF) project. EWMI and its international partner, the Dialogue Advisory Group, are working with Dialogue Fiji to explore ways of initiating and developing an ongoing dialogue between the government of Fiji and the NGO community, promote tolerance between the Fijian majority and the Indo-Fijian minority, and expand the capacity of Dialogue Fiji.
EWMI’s Impact
A Look Back at Projects Completed in 2010
Since opening an office in Kosovo in 1999, EWMI has been at the forefront of Kosovo’s development by supporting Kosovo’s civil society, government and media through mentoring, training, grant-making and networking programs. More recently, EWMI has been working to address the needs of a fledgling government left with the challenge of managing security in a multi-ethnic, post-conflict state as the role of the international presence in Kosovo has decreased. In September 2008, USAID awarded EWMI a two year grant to implement the Municipal Councils on Safety in Communities (MCSC) Project when EWMI determined that reactivating municipal level structures, Municipal Councils on Safety in Communities, could serve as the backbone in assuring communication between central and local government officials, civic institutions, and minority communities and between the municipal officials and the public.

Working in cooperation with the Association of Kosovo Municipalities, the Office of the Prime Minister of Kosovo and the Ministry of Local Government Administration, EWMI worked to improve security in Kosovo at the municipal level by reactivating and strengthening the Municipal Councils on Safety in Communities. By supporting the MCSCs, EWMI and its partners supported efforts by the community and citizen groups to: (i) create sustainable mechanisms for communication between civil society, local elected leaders and security structures; (ii) improve the confidence in the security and safety institutions; and (iii) allow Kosovo Serbs and Albanians to work together to address security and safety issues at the municipal level.
September 2010 marked the successful conclusion of EWMI’s implementation of the MCSCs Project in Kosovo, and EWMI is very proud of all that has been accomplished. By increasing the participation of various communities in the municipal government decision-making process, EWMI helped community leaders to work together to improve life and security at the municipal level. In addition, through a grants program, EWMI supported specific projects identified by the MCSCs in their local action plans. These projects addressed issues and conditions pertaining to the physical security of the respective communities, and promoted interethnic cooperation while building trust in Kosovo’s governing institutions.

The re-establishment of MCSCs has provided citizens and elected officials a forum within which to work together; improve life and security; and build a stronger social network. As a result, the MCSCs have contributed to better communication between citizens, municipal leaders and the central government and worked to build confidence among Albanian and Serbian communities in Kosovo’s governing institutions. Moving forward, the successes of these MCSCs will provide a sound foundation for local and international safety and security stakeholders to create permanent mechanisms for safety in Kosovar communities.
**Kosovo Municipal Councils on Safety in Communities (MCSC) Project — continued**

Below is a summary of our key achievements:

**Establishing and Re-Establishing the MCSCs**

EWMI provided technical and administrative support to the working group that drafted the Administrative Instruction for the re-establishment of the Municipal Community Safety Councils in accordance with the Law on Police, which entered into force in March 2009. Working in close cooperation with the Ministry of Local Government Administration (MLGA) and the Ministry of Internal Affairs (MoIA), EWMI and its partners, the Association of Kosovo Municipalities (AKM), Association of Independent Electronic Media of Kosovo (AMPEK), “Syri i Vizionit,” “Elita,” “Aureola,” “AgroEko,” and “Me Dorë Në Zemër,” established MCSCs in 28 municipalities including the newly-established municipality of Klloko/Kloko.

**Common Cause Grants Program**

EWMI’s Common Cause grants program assisted the MCSCs in five municipalities to implement one or more projects identified in their Annual Action Plans. The areas addressed by the implemented projects included: road safety awareness, vandalism prevention in schools, road infrastructure, and field fire prevention. The grants created significant progress in traffic safety throughout Kosovo. The most striking representation of this progress is among youth populations. Since the inception of the project, the knowledge level about major safety issues including: traffic signs, pedestrian crossings, and safe bicycle-riding rose dramatically. Similarly, youth participation in environmental preservation programs increased through regular clean-up activities. Each of these initiatives represents a small victory in the overall improvement of quality of life for all residents in each municipality. The increased awareness of all residents regarding safety and environmental initiatives also created a safe space for inter-ethnic dialogue and cooperation for the betterment of the entire community.
**Kosovo Municipal Councils on Safety in Communities (MCSC) Project — continued**

**Training Efforts**

As part of our capacity building efforts, EWMI in cooperation with Association of Kosovo Municipalities (AKM) organized workshops for MCSC civil society members on how to develop a workplan. Additionally, in cooperation with international and local safety and security stakeholders, EWMI organized a training workshop for MCSC members to improve their monitoring, reporting and communication skills.

**Conflict Mitigation**

The MCSC project established 28 MCSCs that include members from five ethnic communities: Albanian, Serb, Roma, Turkish and Bosniak peoples. Through this collaborative accomplishment, the project organized several events that strengthened the understanding of conflict mitigation amongst these groups. Over the course of the project, 976 participants attended project-sponsored training events, including 211 women and 765 men. These participants represented 28 municipalities and 6 types of organizations including: the Local Public Safety Committee (LPSC), Community Safety Action Teams (CSAT), ethnic community organizations, civil society organizations, the business community, and the media. Many of the participants held senior-level leadership positions. Additionally, each meeting and training organized included the participation of ethnic minority leaders including Serb, Askali and Roma peoples. Throughout the project, 59 ethnic minority leaders from 7 different municipalities participated in various roundtable sessions. These roundtables were featured on Serbian media outlets including: Radio KiM, Radio Kllokot, Radio Gorazdevac, Radio Herc and Radio Contact Plus.

Urim Ahmeti, USAID addressed MCSC training participants

The training sessions strengthened the capacity of MCSCs to monitor safety issues, establish better communication channels with their community and governments and better coordinate their work with existing community safety forums.

MCSC training participants gather for a group photo
Kosovo Municipal Councils on Safety in Communities (MCSC) Project — continued

Through the Common Cause Grants, the following projects, which were derived from the MCSC Annual Action Plan were successfully implemented:

- **Center for Policy and Advocacy (CPA)** - project achieved to raise the awareness of youth and the wider communities on road safety issues, to develop their capacities, decrease the number of traffic accidents and to promote cooperation between MCSC, municipal and central institutions, community, civil society, media, Kosovo Police (KP), schools and other relevant stakeholders. On May 19 and 31, 2010 CPA in cooperation with KP organized a roundtable on safety and security of students in schools, named “Young and Safe,” which was attended by thirty (30) participants, including community activists, Municipal officials as well as representatives of the media, elementary and high schools KP and youth. On June 17, 2010 CPA in partnership with KP, Community and Traffic Police Unit of the Mitrovicë/a region organized a lecture for youth on “Road Safety”. This activity was followed by a bicycle tour of the students with in the streets of Mitorivcë/a. In this event, students from the technical high school “Artiket Sinani” distributed 700 leaflets with the slogan “Better to lose a minute in life then a life in a minute”. They also talked to drivers and pedestrians advising them to be more careful in traffic and also to use bicycles as more environment-friendly means of transport instead of motorized vehicles.
The Association for the Wellbeing of Under-aged of Kosovo (AWUK) successfully managed to raise the awareness on youth delinquency. AWUK organized five seminars on the rights of children for the youth of Gjilan/Gnjilane municipality. These workshops focused on prevention of child abuse and were attended by children. Furthermore, in these workshops the participants discussed ways youth and their community can work together to prevent juvenile delinquency by developing family-oriented, community-based prevention, awareness, and education programs. The awareness campaign that followed this workshop disseminated 5,000 brochures to affected groups.

Youth Center “Ate Lorenc Mazreku” project entitled “Safer Life for Youth” brought together Municipal Legal Office, KP, Court, Prosecutors’ Office, and the business community on April 15, at Hotel “Dukagjini” in Pejë/c to join their resources with the aim of developing a safer environment for their youth. In this respect, several meetings were organized with all relevant stakeholders and representatives of the municipality, KP, schools, religious, youth, civil society and EULEX representatives. In addition, two conferences on public safety were organized for the wider community of Pejë/c municipality. Finally, through this project Youth Center “Ate Lorenc Mazreku” drafted and submitted to the municipal assembly for approval the regulation on the increase of the security at café-bars frequented by youth.

Youth Center volunteers place anti-violence posters near ‘diskotekes’ in Peja
**Kosovo Municipal Councils on Safety in Communities (MCSC) Project — continued**

- **Aureola**'s project on the “Environment protection at the Obiliq municipality” has been completed successfully. This project included various open discussions on the radio and public meetings with the wider community, municipal representatives, civil society and other stakeholders on how citizens can play a more active role in protecting the environment. Through these meetings and debates citizens were informed on the environment pollution and how they can contribute to its minimization. Various volunteer activities have also taken place with youth and the wider community to clean their municipality. In addition, a brochure on the Ministry of Environment and Spatial Planning Administrative Instructions No. 04/2009 on Penalties and Mandatory Fines was published and disseminated to the community.

- **Kosovo Serbian Media Association (KOSMA)** successfully increased the awareness of Serbian minority community on the role and work of the MCSC. This project was implemented through all members of KOSMA network, who actively supported and organized debates in which various distinguished guests were involved in addition to the representatives of municipalities and other local residents. Awareness debates managed their objective to bring Serbian minority community closer to the MCSC. Through a total number of ten debates and twenty radio reports that are successfully carried out through this project, daily listeners had the opportunity to hear what the MCSCs are, what their role is, and what are the issues they deal and address for the benefit of the whole community. Debates and meetings were organized in the following municipalities Mitrovica/a, Obiliq/c, Peje/c, Gjilan/Gnjilane and Kllokot/Klokot. The main message that came out of these meetings was promotion of multiethnic dialogue and encouragement of minority communities to work together for a better quality of life.
Over the past 38 years, land ownership rights of Cambodian citizens have changed more than five times, leaving citizens confused and insecure about the status of their land. In 1989, after more than 10 years during which private ownership of land was not permitted, the Cambodian government began to allow citizens to own land. Several massive land distributions were made, most of which were never recorded. Ownership rights were strengthened by the Land Law of 1992 and the Cambodian Constitution in 1993, but in practice, most land possessed by poor people was never recorded, and was often the subject of disputes.

In an effort to further improve land tenure security, the Royal Government of Cambodia (RGC) enacted the Land Law of 2001, which established a new “title by registration” system to register all land parcels in the country (estimated to between 10 and 12 million), providing a title guaranteed by the state. This systematic registration process is underway in selected districts in all of the 24 provinces and is expected to take several years to complete. People who can afford it request registration of their land through a sporadic registration process. However, this option is beyond the means of the vast majority of the population, who will have to wait until the systematic registration process comes to their locality. Thus, in the vast majority of cases, people holding land outside the systematic registration areas hold their land as mere “possessors”, often with little or no documentation of their rights. With a growing population and increasing pressures from investment and development in the country, these citizens are extremely vulnerable to disputes regarding their rights to continue to occupy their unregistered land.
For most Cambodians who have land, it is their most valuable possession, and for many Cambodians, particularly those living in the target areas, their land is their only valuable possession. Land ties people to their community and it provides them the means for their subsistence. They know land is critical to their very existence, and often resort to very drastic measures to protect their land. But at the same time, people, especially those living in rural areas, are often confused about what land they can lawfully own, and how to protect their rights. In fact, a surprising number of rural people still do not think it is important to register their land, feeling secure because they have lived on the land for many years, and everyone knows the land belongs to them.

In 2010, two of EWMI’s projects seeking to improve land tenure security in Cambodia came to a close; the ‘Safeguarding Cambodian’s Land Rights Project’, funded by the U.S. Department of State, and the ‘Awareness Campaign for Farmers and Households on Land Rights and Other Issues Related to Land Tenure in Siem Reap, Battambang and Banteay Meanchey’, funded by the European Union and the Royal Government of Cambodia and implemented under the Economic and Social Relaunch of Northwest Provinces in Cambodia (‘ECOSORN’) project. EWMI is very pleased with the outcome of both projects, as the results far exceeded expectations.
Implemented from June 7, 2007 to March 31, 2010, the primary goal of the Safeguarding Cambodians’ Land Rights Project was to improve land tenure security by informing citizens of their rights to acquire and preserve full ownership of their land and by assisting in the peaceful resolution of land disputes. These objectives were achieved through three interlocking activities: (i) fostering a network of Party Assistants to advise and assist citizens in resolving their land disputes; (ii) carrying out comprehensive public awareness campaigns; and (iii) through pilot programs in two communities to comprehensively document land history and preserve data.

The Safeguarding Cambodians’ Land Rights Project addressed the real needs of Cambodians who may not have the opportunity to receive official land certificates for years to come and resulted in the broader understanding of land rights and dispute resolution procedures among the people in underserved communities. Local leaders and villagers alike tell EWMI that this project has been both highly effective and is still urgently needed.
Upon completion of the project, EWMI achieved the following:

- Trained 104 NGO workers to be “Party Assistants” to assist parties in conciliating land disputes through Cadastral Commissions.

- Staged a total of 12 road shows – 10 live performance road shows and 2 movie night road shows, in 12 districts in 7 provinces, with more than 42,000 people in attendance, to bring land law literacy to people living in rural areas. The two movie night road shows were held to reinforce learning on in the two villages where the land documentation projects were implemented.

- Produced inexpensive and attractive land law public awareness materials, including posters, T-shirts, stickers and copies of the 2001 Land Law, designed to reinforce key land law messages for people with limited education. Approximately 10,000 copies of these printed materials were distributed through the road shows and other public awareness activities.

- Provided technical and logistical support to two local NGOs, AARR in Pursat, and BFDK in Kompong Thom to assist 431 families in two villages to understand their land rights and to collect and protect all the documents they had to support their claims to lawful possession of their land. Each family received a data sheet that included information about the family and its land holdings, and photographs of all their documentation. Each village developed a village land-use map prepared with input from all the villagers and local leaders.

- Assembled the largest compilation of Cambodian land related laws and regulations – 740 legal texts, (estimated to be between 5000 -6000 printed pages), that were scanned and indexed for easier reference, and downloaded in CD-ROMs for distribution to 10 identified land law resource centers. Hard copies of key legal texts (approximately 300 documents) were printed off and indexed for NGOs and local authorities, many of whom do not have access to computers.

- Obtained matching funds to expand the land awareness activities to 14 districts in 3 northwest provinces through the EU-funded ECOSORN project. The Safeguarding Land Rights campaign materials were reproduced and used to develop additional posters, booklets, wall calendars, live performances, videos and radio programs. This expanded campaign reached an additional 55,000 households in the ECOSORN target areas.

- EWMI supported the International NGO, Austcare, to stage 10 movie night road shows in their target villages, using EWMI videos and printed materials.

Land mapping projects improved citizens’ prospects of gaining title to their land

Land mapping projects improved citizens’ prospects of gaining title to their land

Land mapping projects improved citizens’ prospects of gaining title to their land
Safeguarding Cambodians’ Land Rights Program — continued

Recognizing that it could take considerable time for all land parcels to be registered in the new Land Register, the 2001 Land Law calls for the creation of Cadastral Commissions to resolve land disputes involving unregistered land. When EWMI assisted the Ministry of Land Management, Urban Planning and Construction (MLMUPC) in developing the legal framework for the Cadastral Commissions, the Ministry accepted our proposals for safeguards to protect individuals throughout the dispute resolution process. One important safeguard was the right of a party to choose a person to assist the party in filing and conciliating the dispute through the Commissions. Party Assistants help the parties file their disputes and collect documentation to support the claim, and may provide assistance – but not representation – during the non-adversarial conciliation process. One of the goals of the Safeguarding Cambodians’ Land Rights

Project was to establish a sustainable network of Party Assistants that would advise and assist citizens in underserved areas and disseminate their knowledge to other members of their organization.

One of the Party Assistants trained by EWMI, Mr. Khun Borin from Cambodia Association for Rural Development and Health (CARDH) in Banteay Meanchey Province, is shown [above] assisting Mr. Lek Sarin in a land dispute with his son-in-law.

Villagers and project staff participating in the model community land documentation began their mapping activity with a map drawn on the ground before working with paper.
Integral to the Safeguarding Cambodians’ Land Rights Program has been EWMI’s innovative, informative and culturally sensitive public outreach campaigns. Together with its local partner, Action IEC, EWMI launched a series of ‘road shows’ that brought a living public awareness campaign to a largely illiterate population in underserved rural areas. Because land law literacy information is fairly complex, and misunderstandings are widespread, the challenge was to present this information through formats and media that are effective for educating people with different educational levels and differing access to radio, TV and print media. Combining, live performances of comedy, songs and dance, as well as videos on a range of land issues, these shows attracted hundreds or even thousands of participants – even during the rainy season. The shows included messages on conditions of land ownership, importance of land registration, ways to resolve land conflicts, caution about use of public land and other valuable information. These shows were carefully constructed to be similar to popular village ceremonies, in order to appeal to the target audience.
Mr. Chheng Daravuth Kosal, Action IEC Director, noted that unlike audiences at Action IEC’s health issues programs, people did not wander in and out of these shows. They just sat there transfixed. Some people even took notes, something he had never seen before.

During informal surveys, villagers told the agents that the road shows were not only popular and entertaining, but vitally important. They expressed their concern about various land issues including: inheritance issues, losing land due to a lack of official documentation, the legality of clearing forested land, land disputes between family members or neighbors and learning how to protect their land. The villagers felt that the road shows increased their knowledge and their capacity to speak about land law and address issues they may be facing personally.
On October 17, 2010, EWMI’s 35 month project, Awareness Campaign for Farmers and Households on Land Rights and Other Issues Related to Land Tenure in Siem Reap, Battambang and Banteay Meanchey, through ECOSORN, was successfully completed. The ECOSORN project began implementation after the Safeguarding Cambodians’ Land Rights awareness campaign got underway. Building on the design and project approach of the earlier campaign, EWMI planned, organized and implemented a public awareness campaign in the ECOSORN target area, covering about 55,000 households.

After conducting a baseline survey in the target areas to get information about gaps in land law knowledge as well as media preferences among target beneficiaries, EWMI developed a variety of integrated, multi-media interventions to present the land information for beneficiaries to view, listen to, read about, and test their learning through quizzes and games. These methodologies were designed specifically for the target beneficiaries who, for the most part, have very limited education and reading skills. The centerpiece of the campaign was a series of innovative all day road show festivals that presented land related information through live drama and comedy performances, songs, videos and quiz contests.
Because some of the ECOSORN target districts are very remote and lack good road access, a smaller “movie night” road show was developed. These smaller shows required only a 4 wheel drive vehicle and a team of technicians to erect a large screen to show a series of videos of live performances. After each video, the EWMI team would conduct quiz contests with the audience to reinforce learning. In both cases, the EWMI team, actors and technicians, and supporting ECOSORN staff, stayed in the target area for a full day to publicize the show, conduct the show, distribute printed materials, and answer questions.

The other major component of the awareness campaign was a series of two types of radio programs broadcast in the target areas. The first type of radio program was a series of 25 one hour long programs in a magazine style format, which included feature stories, interviews with land law experts, sometimes interspersed with vox pops or voice of the people interviews and questions recorded in the field by EWMI and incorporated into the program. The end of each program was a drama based on the audio portion of the MLMUPC videos that had been serialized for the shows. After each show, EWMI staff was available to take calls from listeners. Listeners’ questions were answered and incorporated in subsequent programs. The second type of radio program was a series of 33 short commercial type spots on various land issues. These commercials – as well as the hour long program -- covered the entire land law literacy curriculum, and complemented the road shows, movie nights and educational materials distributed during the campaign.
Summary of Key Achievements

- A basic land law literacy curriculum was designed and presented for beneficiaries to achieve a basic understanding of the key information everyone needs to know about their rights and responsibilities as land holders. As a general rule, members of the target group are poorly educated and have very low levels of literacy, thus this information was provided in ways that the target population can understand and apply.

- A total of 47 road shows were conducted in target areas (rather than the 14 shows originally planned), including 21 live performance road shows and 26 movie night road shows, attended by more than 37,000 people.

- Approximately 137,200 pieces of 12 different types of educational materials were produced and distributed; 95% of which were distributed to all target villages. These materials included 3 types of posters, 2 types of leaflets, a story book, stickers, Tee-shirts, copies of the Land Law, a notebook with land information on the cover, and calendars for 2009 and 2010.

- Two types of radio programs were broadcast for over 100 hours, including 70 hours of a magazine type series on land law and land tenure issues and almost 40 hours of radio spots.

- Surveys and feedback from beneficiaries helped in planning the campaign and measuring its effectiveness. A baseline survey helped get a sampling of people's knowledge about the land law and access to information through various media channels. This information was used in developing the campaign. Audience surveys provided feedback about issues of concern to participants.

- Surveys and focus group discussions at the end of the campaign confirmed the coverage of the campaign on the ground and that people did remember key information from the campaign. These end line surveys also confirmed our strategy to use multi-media and entertaining formats to bring land related information to rural households.
Awareness Campaign for Farmers and Households on Land Rights and Other Issues Related to Land Tenure in Siem Reap, Battambang and Banteay Meanchey — continued

- The campaign had a ripple effect within and beyond the target area. The campaign was not targeted at one specific segment of the target population, but included the entire community – families, school children and local leaders and authorities. People living in villages, districts and provinces adjacent to ECOSORN target areas also benefited from the public education campaign activities, particularly the radio programs, which were broadcast across the northwest region of the country. Many of the district and commune officials that participated in the campaign were able to further disperse land related information to their constituencies in non-ECOSORN target areas.

EWMI conducted follow-up surveys in Siem Reap, Battambang and Banteay Meanchey to evaluate the impact of the ECOSORN project’s public awareness program. One respondent, Mr. Mao Viriak, from Andeuk Heb, Ratanak Mondol, Battambang province commented that, “the road show came to Ratanak Mondol at the right time as many people in my village were selling their land. After watching the play, ‘Don’t sell land to buy metal’ many thought about the consequences of selling their land so they changed their mind and continue to use their land.”
EWMI’s Partners

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. Our local partners make all the difference in the success of our programs, and we are profoundly thankful for their hard work and dedication. We would like to take this opportunity to introduce a few of our partners in 2010.
Prison Fellowship Liberia
A Partner in Our Community and Detainee Reconciliation in Liberian Localities Project

Prison Fellowship Liberia (PFL), a nonprofit based in Monrovia, is EWMI's partner on the ground in Liberia. EWMI and PFL are working together to implement a USAID-funded project that informs citizens in four counties about the use of mediation to resolve disputes over land and other economic disputes, rather than resorting to violence or straining the resources of an under-developed criminal justice system. The project evolved out of a meeting that Mark Dietrich, EWMI's Senior Legal Advisor, had with the PFL Executive Director, Rev. Francis Kollie, in Monrovia in late 2009. Rev. Kollie described how in Liberia, given the country's recent civil war and its high poverty level, minor disputes over land use or economic matters that should ordinarily be resolved amicably frequently lead to mob violence. Alternatively, one party to the dispute will have the other party arrested. Because of the lack of resources in the justice system, Rev. Kollie explained, such detainees would not be brought quickly to trial but would be left to languish in overcrowded and unsanitary prisons, sometimes for periods far in excess of the time they would have served if they had been tried and convicted. Using its own funds, EWMI provided a small grant to PFL to mediate disputes between parties and work with correctional officers to secure the release of such detainees. Later, EWMI
Prison Fellowship Liberia
A Partner in Our Community and Detainee Reconciliation in Liberian Localities Project

and PFL submitted a successful proposal to USAID to support and expand this work, and to educate communities more broadly about mediation and other ways to resolve disputes without recourse to violence or the formal justice system. Under this project, EWMI has posted Laurie Cooper, an experienced mediator, to advise PFL staff around the country on mediation and public outreach, and has also advised PFL on developing its institutional capabilities overall. PFL, a faith-based organization, also provides food and clothing to prisoners, and has helped to establish a medical clinic inside Monrovia Central Prison that bring essential healthcare to prisoners. PFL also initiated a scholarship program targeting children of prisoners who have been left to fend for themselves. These boys and girls are often left to live or work on the streets of Liberia and are vulnerable to sex trafficking or prostitution. PFL is also starting a halfway house in Monrovia, where it plans to provide vocational training to former prisoners and help guide their reintegration into society.

Rev. Kollie became involved in prison reform work through his own experience as a detainee during Liberia’s civil war, when he himself was a victim of torture and injustice. “Visiting prisons in Liberia with Francis,” Mark reports, “is a truly inspirational experience. He has a tremendous capacity to bring hope to those who have otherwise been forgotten, and is an outstanding advocate for justice reform in Liberia.” EWMI looks forward to continuing our partnership with PFL, and to helping it promote peaceful means of resolving disputes to citizens throughout the country.
Samreth Law Group (SLG) is the first public interest law firm in Cambodia. Its unique model is to combine public interest litigation with public policy reform work while also providing traditional legal services to paying private clients. In this manner the firm works to advance the rule of law in Cambodia, establish models by which citizens’ rights are protected, and establish public interest legal advocacy as an integral, understood and supported aspect of the legal profession.

EWMI’s engagement with the Samreth principals dates to the beginning of EWMI’s PRAJ I program in 2004, as these lawyers developed key skills and experience while working under EWMI’s innovative, NGO-based Public Interest Legal Advocacy Project. Their vision was to bring a public interest ethos into the private practice of law, while also developing a more productive relationship with government. The establishment of the Samreth Law Group in this sense marked an important milestone in EWMI’s longstanding effort to promote public interest law in Cambodia.
Samreth Law Group
A Partner in our Program on Rights and Justice 2 in Cambodia

The lawyers of Samreth Law Group implement an integrated series of activities, targeting a wide range of stakeholders, ranging from local communities and NGOs, to private lawyers and government officials. The firm takes on a variety of legal advocacy work, ranging from cases, to consultations, to legal policy work. Complementing this legal work, the firm reaches out to the justice sector and government, building relationships that will generate support for the firm and public interest legal advocacy as a concept. The firm also conducts an internship program to train the next generation of lawyers in legal advocacy skills.

In 2010, the lawyers took a case representing local vendors who were angered when a well-connected businessman misappropriated a parking area near the district market and began to install additional vendor stalls for his own benefit. When the vendors complained to authorities, the businessman sued the vendors for misinformation. Samreth worked to have the misinformation complaint dismissed as well as to demonstrate that the misappropriation of the parking area was in violation of the Land Law. In another case Samreth is representing a poor community involved in a complicated land dispute with a powerful person in Kampot province. The case involves a variety of court actions and administrative interventions, including attempts by the opponent party to bring criminal changes against the community for destruction of property, trespass, and most recently libel. In addition to working on these and other cases, the Samreth lawyers dedicate significant time to legal policy work. For example, in 2010, Samreth worked with the Ministry of Interior on a proposed law to combat acid attacks, and assisted the Avon Global Center for Women Justice in its research into legal issues regarding acid attacks.
Youth Initiative on Human Rights (YIHR)
A Partner in our Justice Sector Development Project - II in Bosnia and Herzegovina (BiH) and Good Governance Activity in Montenegro

The Youth Initiative for Human Rights (the Initiative) is a regional network of non-governmental organizations with programs in Serbia, Kosovo, Croatia, Montenegro and Bosnia and Herzegovina. The Initiative was formed by young people from these countries in order to enhance youth participation in the democratization of the society and empowerment of the rule of law through the process of facing the past and establishing new, progressive connections in the post-conflict region of former Yugoslavia.

The Initiative was formed in 2003, and more than 30 people work on various projects on a daily basis. The work of the organization also includes several hundred activists. The mission of the Initiative is to protect the victims of human rights violations, establish new connections in the region among the post-war generations, as well as to include the young in the process of transitional justice, through promoting the truth about the wars in former Yugoslavia. The Youth Initiative for Human Rights promotes the truth, justice, responsibility and equality as basic values.

In Bosnia and Herzegovina, the Initiative implements three projects; (i) Equality in Rights, a project that deals with discrimination issues in Bosnia and Herzegovina, and takes a course of action that includes students’ education,
Youth Initiative on Human Rights (YIHR)
A Partner in our Justice Sector Development Project - II in Bosnia and Herzegovina (BiH) and Good Governance Activity in Montenegro

Awareness raising, promotion of and advocating for the law implementation and implementation of other legal mechanisms regulating this issue; (ii) Activist Team in Sarajevo, an initiative which has been developing since December 2008, and has been a platform for activities performed by hundreds of activists, including numerous public discussions related to the minority rights, transitional justice, youth rights, judiciary reform, peace building, constitutional reforms, legislation changes; and (iii) Citizen, Its Me, a program that focuses on youth civil activism, development of critical opinion towards socio-political trends, activities related to fundamental freedoms and human rights protection primarily working against discrimination and ethnical segregation in BiH society.

In Montenegro, YIHR and EWMI are working together to implement a project designed to increase the effectiveness and transparency of the judicial system through targeted monitoring activities that identify and analyze problems in the areas of court practices, court services, and the transparency of court operations. Following the analysis, YIHR and EWMI will provide recommendations and will engage in public advocacy to foster a debate on its findings. Montenegro cannot develop economically and politically unless citizens feel they live in a country where there is a rule of law. YIHR and EWMI activities are contributing to the development of an independent yet accountable judiciary; a core component of rule of law development.

YIHR activists collect petition signatures during street action in Pale
Action IEC (Information Education Communication)
A partner in our Safeguarding Cambodians’ Land Rights and ECOSORN projects

EWMI began working with Action IEC in 2002 when EWMI was looking for a local media organization to film two soap opera style videos for EWMI’s Land Law Implementation Project with the Cambodian Ministry of Land Management, Urban Planning and Construction, which was funded by the Asian Development Bank. The idea behind the videos was to use story telling as a means to raise land law literacy in Cambodia, particularly among rural audiences with limited education.

We had very good scripts prepared by a former script writer for public television in Canada, and were looking for a filmmaker to convert these scripts into entertaining and informative Cambodian stories. The search led us to Action IEC and the two people who co-founded the organization in 1995: Cambodian filmmaker, Chheng Daravuth Kosal and Belgian media for development expert, Cedric Jancloes. Working out of a cramped shop front, Action’s small staff of dedicated artists and technicians had developed an impressive portfolio of IEC tools, including films, TV, radio, “edutainment” live performances, picture books and
Action IEC (Information Education Communication)
A partner in our Safeguarding Cambodians’ Land Rights and ECOSORN projects

other materials related to domestic violence, HIV/AIDS and other social and health issues. The materials were attractive, humorous and specifically designed for rural Cambodian audiences, which are largely comprised of people with very limited formal education.

Action IEC, having worked extensively in rural Cambodia, had a special understanding of the important ties that rural Cambodians have to their land. With this understanding, and under the artistic direction of Mr. Kosal, the Action team transformed EWMI’s scripts into two beautiful films that provide practical information about land rights against the picturesque backdrop of rural Cambodia. When the videos were filmed, Action IEC had only one camera. Each scene was filmed several times with the camera positioned at different angles, then edited to give the impression that it was shot with multiple cameras. Action IEC also worked with EWMI to produce picture books based on the stories in the videos. The resulting videos were shown extensively on TV. DVD copies of the videos, along with the 2 picture books, were distributed to provincial and district land offices as well as to the various NGOs working on land issues.

EWMI and Action IEC teamed up a second time in two land awareness projects: Safeguarding Cambodians’ Land Rights, funded by the US Department of State, and the “Awareness campaign for farmers and households on land rights and other issues related to land tenure in Siem Reap, Battambang and Banteay Meanchey” funded by the EU. The centerpoint of these awareness campaigns was a series of road shows, similar to traveling road shows that had
**Action IEC (Information Education Communication)**

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been a popular form of entertainment for rural Cambodians. Action IEC pioneered the use of these live performance road shows, and a smaller “movie night” version as innovative ways to bring educational and developmental social awareness activities to rural audiences. Action had conducted over 250 of these shows to promote HIV/AIDS and H5N1 awareness in rural areas. Action IEC was instrumental in helping EWMI develop land related road shows. The materials from the two land videos and picture books were used to create new materials, which included posters, a comedy play, a puppet show, poem and song based on traditional art forms. Videos of the live performance shows were used to develop a smaller “movie night” show for remote villages that could not be reached by the large trucks and equipment needed for the live performance show. In the past 3 years, Action and EWMI carried out 69 live performance and movie night road shows on land rights.

The Action IEC team of artists and technical staff have extensive experience in all aspects of social and health related awareness raising campaigns specifically designed for the Cambodian audience. The team is led by Chheng Daravuth Kosal, who has served as the Director of Action IEC for the past 12 years. His media expertise includes film making, scriptwriting, stage and film direction, and production of various development IEC materials such as illustrated comic books, radio programs, TV programs and live theater shows.
New Developments

We experienced significant changes in 2010 as EWMI initiated nine new projects, many of which were in countries where EWMI has never before had a presence. As we implement these projects, we look forward to developing strong relationships with our new partner organizations and learning from their meaningful and important work.
Strengthening Ecuadorian Justice Project

USAID awarded EWMI a cooperative agreement to implement the three-year Strengthening Ecuadorian Justice Project (SEJP). The project will: (i) improve the effectiveness of the criminal justice system through the introduction of streamlined practices and procedures; (ii) expand access to justice by strengthening the Public Defender’s Office (PDO) and civil society organization (CSO) legal aid clinics; (iii) increase citizen oversight of justice reform by promoting citizen participation in the reform process; and (iv) improve transparency and public confidence in the courts by strengthening the capacity of the Judicial Council.

Working closely with USAID, our governmental and non-governmental partners, and with other implementers in Ecuador, the SEJP is expected to result in a more effective criminal justice system that will lower the numbers and length of pre-trial detentions, provide speedier public hearings and foster the more timely and fair adjudication of cases.

EWMI is implementing the SEJP with sub-grants to Checchi and Co., a Washington-based consulting firm with extensive experience in Latin America; Participación Ciudadana (PC), a leading civil rights NGO based in Quito; Universidad San Francisco de Quito (USFQ), one of the top law schools in Ecuador; and Asociació por los Derechos Civiles (ADC), a human rights and legal reform NGO based in Argentina.

Romania Syllabus Drafting for National School of Clerks

EWMI was awarded a contract by the Romanian Ministry of Justice funded by a loan from the World Bank to expand the training activities at the National School of Clerks (NSC), Romania’s court clerks’ training center. This project builds upon EWMI’s prior project with the NSC in 2008, which resulted in a revised school curriculum. During this ten-month project, EWMI experts will draft a syllabus and course manuals in four subject matters: Change Management, Time Management, Records Management, and Measuring and Improving Court Performance. EWMI will also organize train-the-trainers seminars for each of the four courses.
Promoting Dialogue and Tolerance in Fiji

In June, EWMI won a two-year State Department-funded project to build Fiji’s civil society capacity to promote democracy and human rights in the country through the Promoting Dialogue and Tolerance in Fiji (PDTF) project. EWMI and its international partner, the Dialogue Advisory Group, will work with a coalition of Fijian NGOs to (i) explore ways of initiating and developing a dialogue between the government of Fiji and the NGO community; and (ii) foster better relations between the various ethnic groups of Fiji.

Partners for Financial Stability Program 2

USAID’s new Partners for Financial Stability Program (PFS 2) is a three-year regional follow-on program to EWMI’s recently completed and highly successful PFS program. Like its predecessor, PFS 2 supports the development of the financial sector in Southeast Europe and Eurasia while addressing some of the key challenges posed by the global financial crisis. Under a subcontract with Deloitte Consulting, USAID’s implementing partner for PFS 2, EWMI will assist Deloitte in facilitating regional knowledge sharing and institutional capacity building through the design and implementation of conferences and seminars and conducting various benchmarking activities.

Policy, Advocacy, and Civil Society Development Program in Georgia

In August, EWMI was awarded a cooperative agreement to implement the Policy, Advocacy, and Civil Society Development Program in Georgia (G-PAC), a four-year initiative funded by the United States Agency for International Development (USAID). Working in partnership with the Columbia University School of International Public Affairs (SIPA), EWMI aims to strengthen civil society’s role in advocating for and influencing the development and effective implementation of public policy reforms. EWMI will work to strengthen the advocacy and watchdog roles of civil society organizations (CSOs) as advocates for an empowered citizenry; improve public policy discourse, research and analysis leading to the development of viable policy options which reflect the citizenry’s needs to government; enhance the institutional capacity of universities in the areas of public policy, public administration and political science; and build coalitions to develop strong networks of CSOs throughout Georgia and strengthen their connections to media, political parties and constituencies. Throughout the implementation of the program, EWMI will work closely with local organizations and will focus on developing an institutional grounding in support of the emergence of respected independent voices in the nascent public policy and political policy community in Georgia.
Judicial Independence and Legal Empowerment Project

EWMI has launched the Judicial Independence and Legal Empowerment Project (JILEP) in Georgia, a four-year initiative funded by the United States Agency for International Development (USAID). In implementing the program, EWMI is working to: a) Strengthen judicial independence, accountability, and professionalism; b) Strengthen the institutional capacity of legal professional associations, legal rights NGOs, and the state legal aid system; c) Further improve legal education; and d) Further develop commercial law and improve commercial law related practice, including strengthening the use of alternative dispute resolution (ADR).

Among other activities aimed at advancing the rule of law in Georgia, EWMI is advising the High Council of Justice (HCOJ) on how to appoint, advance, and discipline judges in a more objective and transparent manner. EWMI is also working to strengthen the capacity of the High School of Justice (HSOJ), charged with training judges, to make it more sustainable and better prepared to meet evolving needs well into the future. EWMI will also be working with the Judges Association of Georgia (JAG) and the Georgian Bar Association (GBA) to enable these organizations to better represent the interests of their members.

An integral part of JILEP is a grants program that will foster a stronger and more sustainable NGO community dedicated to advocating for needed reforms and providing assistance to the underrepresented. The program targets court performance monitoring, public education, and providing representation to underserved elements of Georgian society. A third component of the project will be to strengthen Georgian legal education by supporting partnerships with US law schools, and advising on accreditation, and establishing legal clinics.

The final component of the project, which will cross-cut with our work with the bar and the HSOJ as well as with the law schools, will be to strengthen the practice of commercial law in the country. A key element of this work will be to emphasize the utility of and provide greater access to ADR, including arbitration.

EWMI’s partners in implementing JILEP include the Eurasia Partnership Foundation (EPF), the Georgian Young Lawyers Association (GYLA), Transparency International – Georgia, the Public Interest Law Institute (PILI), the International Senior Lawyers Project (ISLP), Justitia (the Judges Association of Poland), the Center for Advancing Legal Skills (CFALS) in Lublin, Poland, the Washburn University School of Law, and the South Texas College of Law.
**Good Governance Project in Montenegro**

EWMI has been awarded a contract to implement the Good Governance Activity in Montenegro, a three year project funded by the United States Agency for International Development (USAID). The overall objective of the project is to help develop transparent, functioning and responsive government institutions, and to strengthen the role of civil society and the private sector as counterparts to those institutions in Montenegro. The specific focus is on the judicial system, business regulation and a variety of non-governmental organizations (NGOs) relevant to strengthening transparency and accountability. The Good Governance Activity in Montenegro will also work to strengthen public trust in public administration and the courts through civil society oversight activities and investigative journalism. The project will have three distinct but interdependent components: (Component 1) business licensing and registration reform, design and establishment of one stop shops (OSS) for business, building regulatory impact assessment (RIA) capacity and implementing pilot programs, subnational competitiveness scorecards and business tracer studies; (Component 2) strengthening civil society oversight through targeted advocacy and watchdog NGO grant programs, and support for investigative journalism capacity building; and (Component 3) improving judicial administration and transparency including partnered support for the Podgorica Basic Court, support to the Judicial Council, and assistance on IT strengthening and online outreach for Montenegro’s judicial system.

**Lesotho Industrial Policy**

Under a contract from the United Nations Industrial Development Organization (UNIDO), EWMI assisted Lesotho’s Ministry of Trade and Industry in implementing a new Lesotho Industrial Policy. In November, as part of our evolving industrial policy development program, EWMI visited Lesotho to help the Ministry of Trade, Industry Cooperatives and Marketing prepare the first annual Action Plan to implement the recently completed New Industrial Policy. Lesotho faces the important challenge of diversifying its small mountain economy as revenue flows from the South African Customs Union’s (SACU) revenue sharing scheme decline. This activity continued earlier support on the Lesotho New Industrial Policy document which is in the process of ratification.
Public Private Partnerships in East Africa

EWMI continued to expand its economic development and public private partnership (PPP) work in Africa. Following the successful project for COMESA in 2009 designed to stimulate the creation of PPP regulation and Government PPP Units, EWMI has recently begun building the capacity of the private sector in East Africa to become more actively engaged in PPP projects. In November, EWMI was engaged by a European firm, BKP Development Research and Consulting, to provide technical assistance to selected Intermediary Organizations (IOs) in establishing Project Advisory Units (PAUs) as part of an EU-ACP program that aims to promote investment and technology flows in Burundi, Kenya, Rwanda and Uganda. This four month activity began by assessing the general awareness of businesses and their representative organizations of the potential of infrastructure PPPs, and the level of actual engagement in such projects. Originally targeted at increasing larger scale infrastructure provision along the Northern Transport Corridor, EWMI immediately proposed a twin focus on capacity building for both larger and smaller PPPs including public buildings, hospitals, sanitation facilities and other such public service infrastructure subsectors. Additionally, with different levels of enthusiasm and absorptive capacity in IOs across the region, EWMI is seeking to deliver a network approach to Project Advisory Units (PAUs) instead of emphasizing the creation of independent units and then linking them.
Financials

For the year ending December 31, 2010, EWMI’s revenue totaled over $14.5 million. Overall, in 2010, EWMI had 23 projects, working in over 25 countries in the world. EWMI’s funding sources in 2010 included the U.S. Agency for International Development, the U.S. Department of State, the World Bank, the U.K. Department for International Development, the European Union and private foundations. In 2010, 35.5% of all EWMI expenditures were for sub grants, while an additional 50% of all expenditures were for program activities. Administrative costs totaled 14.5% of expenditures. EWMI’s 2010 financial statements were audited by McGladrey & Pullen, and EWMI’s audited financial statements and IRS Form 990 are available upon request.

Statement of Activities for Year Ended December 31, 2010

Revenues:
- Government grants $6,697,509
- Government contracts $5,100,324
- Contributed services and cost-share amounts $2,032,593
- Other grants $285,193
- Other contracts $405,374
- Other contributions $1,528
  
  Total revenue $14,522,521

Expenses:
- Program $12,460,695
- General and administrative $2,117,988
  
  Total expenses $14,578,683

Changes in net assets before other income (expense) $(56,162)

Other income (expense):
- Interest income $409
- Currency exchange gain (loss) $4,279
- Interest expense $(13,348)
- Other $(3,712)
  
  Total other income (expense) $(12,372)

Change in net assets $(568,534)

Net assets at the beginning of year $1,436,683
Net assets at end of year $1,368,149
Donors and Partners in 2010

EWMI has worked and continues to work with many donors and partner organizations globally in 2010. These included:

Donors:
- Anonymous
- Associazione di Fondazioni e di Casse di Risparmio Spa (ACRI)
- Compagnia di San Paolo
- European Commission
- Fondazione Banca del Monte de Bologna
- Fondazione Banca del Monte de Lucca
- Fondazione Cariplo
- Fondazione Cassa di Risparmio di Bolzano
- Fondazione Cassa di Risparmio di Cuneo
- Fondazione Cassa di Risparmio di Fossano
- Fondazione Salernitana
- Independent Finance Corporation (IFC)
- Inter-American Development Bank (IADB)
- The World Bank
- U.K. Department for International Development (DFID)
- United Nations Industrial Development Organization (UNIDO)
- United States Department of State
- US Agency for International Development (USAID)

EWMI would like to express its gratitude and thanks to the following partners and institutions for their assistance and support:

- ACTION-IEC Cambodia
- American Bar Association (ABA)
- Asociación por los Derechos Civiles (Argentina)
- Association of Kosovo Municipalities (AKM)
- Association of Young Economists Georgia
- Attorney General’s Office (Ecuador)
- B&S Europe
- Bar Association of the Kingdom of Cambodia
- Caucasus Resource Research Center
- Center for International Development, State University of New York at Albany
- Center for Public Policy (Sri Lanka)
- Checchi & Co. Consulting
- Chemonics International
- Columbia University
- COMESA Regional Investment Agency
- Constitutional Court of Kosovo
- Ecuadorian Judicial Council
- Eurasia Partnership Foundation (EPF)
- Georgian High Council of Justice
- Georgian High School of Justice
Donors and Partners in 2010

Georgian Ministry of Justice
Georgian Young Lawyers Association (GYLA)
High Court Council (HCC) of Serbia
High Judicial and Prosecutorial Council, Bosnia and Herzegovina
Ilia State University, Georgia
Institutul Roman de Training (IRT)
International Center for Not-for-Profit Law
Kosovo Ministry of Local Government Administration
Ministry of Economy and Finance, Cambodia
Ministry of Finance, Mauritius
Ministry of Finance, Rwanda
Ministry of Finance, Uganda
Ministry of Interior, Cambodia
Ministry of Justice and Human Rights, Ecuador
Ministry of Justice of Romania
Ministry of Justice of Serbia
Ministry of Justice, Bosnia and Herzegovina
Ministry of Justice, Cambodia
Ministry of Land Management Urban Planning and Construction, Cambodia
Ministry of Trade and Industry (Lesotho)
Ministry of Trade, Cooperatives and Industry (Suriname)
National Assembly of Serbia
National Court of Justice of Ecuador
Office of the Deputy Prime Minister of Kosovo
Office of the President of Kosovo
Office of the Prime Minister of Kosovo
Participación Ciudadana (Ecuador)
PILNet
Prison Fellowships – Liberia (PFL)
Program for the Development of the Judicial System, Bulgaria
Project on Justice in Times of Transition (PJTT)
Prosecutor General’s Office, Egypt
Radio Television of Kosovo (RTK)
Romania National School for Clerks
Royal Academy for Judicial Professionals (RAJP)
Royal University of Law and Economics (RULE)
South Texas College of Law
State University of New York (SUNY) at Albany, Center for International Development
The Asia Foundation
The Public Defender’s Office (Ecuador)
The Romanian Institute of Training
The Think Tank Fund of the Open Society Institute
Transparency International – Georgia
Universidad San Francisco de Quito
Washburn University School of Law
Youth Initiative for Human Rights (YIHR)