OUR MISSION
EWMI works to strengthen democratic societies – by bringing together government, civil society, and the private sector to build accountable, capable and transparent institutions.

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As of May 2012

The EWMI 2011 Annual Report

Editorial  
Christina Keller

Design  
Christopher Berzins
For over twenty years EWMI has deployed innovative technologies to hold governments accountable and protect citizens’ rights, with dramatic and measurable impact. EWMI has developed, implemented, and provided training to increase the transparency of state institutions, and strengthen the capacity of civil society. Successful and sustainable initiatives range from automating hundreds of courts in Eastern Europe to implementing a new wave of Civil Society 2.0 programs in 2011.

In an effort to bolster our ongoing efforts to promote transparency and accountability, EWMI launched a new initiative in 2011 in the area of open information and communication, which are vital to the efforts of civil society organizations to build an open society. EWMI organized and hosted the Open Cambodia Conference, which brought together leaders of the free and open web movement with Cambodia’s vibrant open source community. Sithi.org, a human rights portal that we supported through the Program on Rights and Justice from 2010-2012, received the Information Society Innovation Fund (ISIF) award for all of Asia. Successful prosecution of gender-based violent crimes in Cambodia doubled following the launch of an EWMI-supported, database-driven training program of civil society and justice officials. We look forward to deepening and strengthening our Transparency through Technology Initiatives in 2012.

The success of EWMI’s programs and projects would not be possible without our in-country partners. In this regard, I would like to especially thank Reverend Francis Kollie, Director of Prison Fellowship Liberia, EWMI’s key partner on the Community Detainee Reconciliation in Liberian Localities Project. As a result of PFL’s unparalleled dedication and commitment to detainees who often languish years in overcrowded and unsanitary prisons awaiting trial, PFL mediators have aided over 2,428 pre-trial detainees, helped resolve 250 disputes on behalf of pre-trial detainees and assisted 160 detainees reintegrate into their communities. I would also like to thank our key implementing partner on our recently completed project in Sri Lanka. Through a strategic partnership with the Colombo-based Council for Public Policy, the Jaffna Legal Aid Project resulted in the establishment of a legal aid center in Jaffna that has served more than one thousand clients and reaches the neediest citizens through public legal education programs – all in an extraordinarily difficult setting.

EWMI looks forward to continuing to work with our in-country partners throughout the world to bring together government, civil society, and the private sector to build accountable, capable and transparent institutions in 2012 and beyond.

Sincerely,

Adrian Hewryk
President
A system of impartial and efficient justice is a cornerstone of fair and prosperous societies. EWMI improves justice in emerging democracies by strengthening the capacity of the people and institutions that deliver it, and improving access for all. We believe that courts should be both independent and accountable. We work with them to reduce delays and improve transparency, and we help ensure that judges are appointed, promoted and disciplined in a manner free from political influence. We help create local judicial and legal training centers so that judges, prosecutors and lawyers are better equipped to perform their crucial roles. By also focusing on improvements in basic legal education at universities, we help develop a new generation of legal professionals who possess more practical skills and understand how law can be a vehicle for social change.

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

Projects in 2011

- Bosnia Justice Sector Development Project 2 (JSDP 2)
- Cambodia Program on Rights and Justice 2 (PRAJ 2)
- Community and Detainee Reconciliation in Liberian Localities (C-Drill) Program
- Dalit Health Access Monitoring Pilot Project
- Egypt Administration of Criminal Justice Project
- Good Governance Activity in Montenegro
- Jaffna Community Based Legal Aid Project in Sri Lanka
- The Judicial Independence and Legal Empowerment Project (JILEP) in Georgia
- Kosovo Constitutional Justice Initiative
- Kosovo Systems for Enforcing Agreements and Decisions Program (SEAD)
- Romania Court Optimization Project
- Romania Syllabus Drafting
- Serbia Separation of Powers Program
- The Strengthening Ecuadorian Justice Project (SEJP)
- Updating the Land Law Book for Cambodia Project
**STRENGTHENING TRAFFICKING PROSECUTIONS...**

Following intensive collaboration between Cambodia’s Ministry of Justice (MOJ) and EWMI’s Program on Rights and Justice 2 (PRAJ) to support the investigation in a child trafficking case, an Australian national was convicted in Siem Reap in July and sentenced to eight years in prison for a sexual assault against a four-year-old Cambodian girl. The case was brought to light by EWMI-PRAJ colleagues from the International Justice Mission (IJM), who contacted PRAJ about the flight risk of a man accused in a child trafficking case in Siem Reap Province. Using the MOJ Trafficking Database, developed in collaboration with EWMI in 2010, EWMI-PRAJ was able to identify the relevant Siem Reap court officials from the prosecution and investigating judge divisions, and encourage key MOJ officials to look into the case. Exercising care to uphold the rights of the accused and of the victims in the case, PRAJ worked with IJM to obtain the investigation documents and trace the status of the case file as it worked its way from the prosecutor’s office, to the court president, and finally for referral to the investigating judge. Following the court’s analysis of the investigation records, the accused was placed in pre-trial detention, avoiding his flight risk and allowing the victims to prepare for their testimony without intimidation. Based on the courageous testimony of the four-year-old victim and other corroborating evidence, the accused was convicted, sentenced to eight years in prison, and required to pay a significant sum in restitution to the victim’s family.

**IMPROVING COURT EFFICIENCY AND AUTONOMY THROUGH TECHNOLOGY...**

In Serbia, EWMI installed a new automated budget planning and management information system (BPMIS) that will soon automate the budget processes of the High Court Council (HCC) and Serbia’s courts. The judicial system’s budget sets the framework for court operations and the delivery of justice. BPMIS supports this framework by providing a web-based, integrated budget formulation system to assist the HCC and courts in meeting all of their budget responsibilities, including budget planning, management, realization, oversight, and advocacy. It allows courts to quickly and consistently provide budget information to the HCC. In turn, it provides the HCC with a modern tool to analyze, consolidate, and submit the judiciary’s overall budget to the Ministry of Finance. In July, EWMI provided training for staff from 120 of Serbia’s 129 courts to help them adapt to the new financial management software. Following the training, budget and financial staff from Serbia’s courts agreed that the new system will make it much easier for courts to develop accurate budgets. Helping bring financial independence to Serbia’s judiciary is one of the main tasks of EWMI’s Separation of Powers Program. By installing and training court staff in BPMIS, Serbia’s courts will become more autonomous, efficient and effective.
EDUCATING A NEW GENERATION OF LEGAL PROFESSIONALS...

EWMI’s Judicial Independence and Legal Empowerment Program (JILEP) in Georgia broke new ground in legal education by sponsoring a summer school on practical skills for lawyers July 18-21 in Tbilisi. Georgian law schools typically do not teach practical skills, and do not equip their law students with trial or practical skills. Sponsored in partnership with the Faculty of Law of Ivane Javakhishvili Tbilisi State University and the Tbilisi City Hall project, the summer school was the first specifically dedicated to practical skills acquisition. The program also included a session for Georgian law professors on interactive teaching methodology, to make teaching in law schools more practical for future generations of students.

BUILDING AN INDEPENDENT JUDICIARY...

As part of an effort to support the development of a more independent judges association, EWMI sent five representatives of the Judges Association of Georgia (JAG) to Poland to meet with representatives of the Polish Judges Association, Iustitia. The five Georgian judges - Paata Silagadze, Ketevan Dugladze, Giorgi Chemia, Shorena Jankhotely, and Khatuna Bolkvadze met with their Polish counterparts to learn how Iustitia was able to build a dynamic and independent judges association in the wake of the communist system collapse. During their visit, the Georgian judges learned what steps Iustitia took to make themselves a force for legal reform and how Polish judges were able to unite together to make the judiciary more independent.
SUPPORTING ANTI-CORRUPTION EFFORTS...

In Cambodia, EWMI and Transparency International Cambodia hosted a National Anti-Corruption Conference in September. More than 80 persons participated in the event, which included opening remarks by U.S. Ambassador Carol A. Rodley and Australian Ambassador Penny Richards, as well as speakers from Bangkok, Dhaka and Manila. The event served to announce the newly registered TI-Cambodia as a fully active element in Cambodia’s anti-corruption environment and to encourage anti-corruption synergies between the government, private and NGO sectors.

IMPROVING ACCESS TO JUSTICE...

EWMI’s Jaffna Legal Aid project (JLAP) came to a close this year. Seeking to increase the effectiveness of legal services in the Jaffna District of Sri Lanka, an area that was largely separated from the rest of the country due to the civil war between the separatist Liberation Tigers of Tamil Eelam (LTTE) and the government, a key accomplishment of the project was the establishment of a legal aid center, which maintained operations throughout the war and continues to function today. In addition to the legal aid center, EWMI also served the people of Jaffna through mobile land law clinics, public legal education programs targeting ordinary citizens and community leaders, and Bar Association trainings to improve the skills of Jaffna’s lawyers who had been isolated by years of civil war. Since its launch in 2008, the project delivered legal services to 1461 of Jaffna’s neediest citizens, a majority of them women, through the work of the Legal Aid Center and mobile legal clinics that visited IDP camps. JLAP obtained final certification of land deeds for 324 Jaffna families, primarily through the work of the mobile land law clinics and maintained a 97% success rate through District Court litigation, with JLAP lawyers winning all but one of their 35 cases.

Mrs. Santhanam and her family took refuge in Jaffna for 8 years when the war forced them to leave their home in Pt. Pedro. When the war came to an end, Mr. and Mrs. Santhanam were unable to show proof of ownership of their original land in Pt. Pedro. After spending many months trying to obtain documentation on her own, Mrs. Santhanam visited JLAP lawyers who were eventually able to help Mrs. Santhanam and her family find the deed in the land registry.
INCREASING TRANSPARENCY, ACCESSIBILITY AND ACCOUNTABILITY…

On 16 June 2011, the National Assembly of Serbia launched its new website. As the supreme representative body and holder of constitutional and legislative power in Serbia, the National Assembly strives for increased transparency and inclusive interaction with Serbian citizens. Developed with technical assistance from EWMI’s Separation of Power Program (SPP), the updated website will facilitate this openness with a comprehensive events and activities calendar, which includes plenary sessions and working group meetings; a searchable database of both draft and enacted legislation; as well as information that addresses frequently asked questions about the Assembly, budgeting, law adoption, and election cycles. Echoing the impact of the new website, USAID Mission Director Susan Fritz stated at the launch event, “We truly hope the website will allow civil society and the public to play a greater role in determining what kind of country Serbia will be in the future.”

The website is a vital tool in enhancing the principles of democratic, open and transparent governance.

INCREASING EFFICIENCY OF COURTS AND RESTITUTION TO VICTIMS OF CRIME…

A cornerstone of EWMI’s efforts in Ecuador is supporting the development of national policies to prioritize the application of alternative procedures and special proceedings in early stages of trials specifically for low penalty crimes. As part of these efforts, EWMI conducted an initial assessment/diagnóstico of the application of alternative procedures and special proceedings and has worked with select courts to develop measures to streamline practices and procedures to overcome chronic delays. A follow-up review in 2011 of courtrooms in Quito working with EWMI to more efficiently apply these procedures and proceedings yielded astonishing results. Prior to training on the new management model, it took an average of 305 days to resolve cases through abbreviated proceedings, and 73 days to resolve cases through alternative procedures, resulting in excessive pretrial detention for minor offenses. After the training, it took only 1 day to resolve criminal conflicts in “flagrancia” units (dealing with defendants who were caught in the act) through alternative procedures or abbreviated proceedings, resulting in more timely restitution to victims of crime and a reduction in the length of pretrial detention.

The director of the program in Ecuador, Patricia Esquetini, presented the results of the follow-up review to the principal justice authorities.
SUPPORTING LEGAL EDUCATION...

EWMI and its partner, Foundation Mediacentar Sarajevo, organized the first high school mock trial program in Bosnia and Herzegovina. Organized under the “Support to BiH Judiciary: Education of Students and Communication with Local Communities” project, the first mock trial was held in Prnjavor, on May 27, 2011, for the senior students of the Secondary School Rada Vranjesevic. A second mock trial was held in Sarajevo, on June 2, 2011 for the High School of Commerce. The mock trials reached over 100 students with the aim of educating them about the legal system of BiH, the role of the courts and the judges, and the way in which cases are processed. When asked about the project, Azra Baralija, the Director of the Sarajevo School of Trade, responded, “As a teacher and educator, I find this project to be an excellent opportunity for children to learn more about the justice system in their country. It is innovative, creative and challenging for the children.”

UTILIZING REGIONAL KNOWLEDGE AND EXPERIENCE TO PROMOTE THE VALUES OF EFFICIENCY, TRANSPARENCY AND COURT REFORM...

EWMI’s Good Governance Activity in Montenegro (GG Activity) launched the Court Improvement Plan at the Basic Court in Podgorica in January 2011 to improve the internal court case management system, enrich client services, and enhance public relations efforts. As a key component of the plan, in May 2011, the Change Management Team from the court participated in a study tour throughout Bosnia and Herzegovina (BiH), meeting with several Bosnian courts that had engaged in the successful implementation of reforms through the EWMI-administered Justice Sector Development Project. The tour began with a meeting with the High Judicial and Prosecutorial Council of Bosnia dedicated to discussing the main accomplishments and challenges of the recent reform process in BiH. The team then visited four courts to learn more about court management and organization through enhanced court automation and internal controls, records management practices, archiving procedure, backlog reduction strategies, the function of public relations officers, and budgetary and finance practices. Upon returning to Montenegro, the team held study tour presentations for judges and court staff to share what they had learned. The presentations gave the Change Management Team an opportunity to express their dedication and confidence with regard to achieving intended program objectives and to ensure that the court administrative staff enjoys the same level of confidence in the intended changes in regular court operations. In the end, the study tour was an essential step to achieving buy-in and acceptance of the objectives of the Court Improvement Plan and cemented the Change Management Team’s resolve that the goals of the Plan were vital for the successful future operations of the Court and, most importantly, achievable given their current resource limitations.
In Cambodia, the criminal justice system faces two significant barriers when addressing gender-based violence (GBV) cases. First, many cases either go unreported, or never make it past the police investigation to the court. Second, those prosecutions which do commence have a very poor clearance rate. In 2010, the percentage of GBV prosecutions that led to a final verdict was just 16%, whereas the clearance rate for all other criminal cases in Cambodia averages more than 80%. This second problem of prosecutions dropping away is injurious to society in a number of ways: not only does it rob the courageous survivor (most of whom are minor girls) from receiving justice, it also reinforces a belief in Cambodian communities that the rule of law does not protect them.

EMWI’s USAID-funded Program on Rights and Justice 2 (PRAJ), has been assisting the Ministry of Justice (MoJ) to address this problem through the monitoring of GBV prosecutions in Cambodia since 2009. A case tracking database developed with the MoJ, and used to train the courts and legal aid groups, has been instrumental in this process. After EMWI and the MoJ discovered the abysmal 2010 clearance rate in these prosecutions in February 2011, they immediately began to work with their partners at GIZ in the Ministry of Women’s Affairs (MoWA) to design a yearlong evidence-based training program to improve the success of the prosecutions. The very next month the nationwide program was launched, and by September 2011 over 500 justice sector officials and legal aid lawyers, from every province, had participated. These intensive regional workshops set out to diagnose the causes of the attrition, and to design solutions. In February 2012, after all the prosecution and court reports for 2011 had been completed, EMWI and the MoJ returned to the case tracking database and were pleased to discover that while the number of prosecutions remained the same from 2010 to 2011, the number of final verdicts – guilty and not-guilty alike – had doubled. The 2011 clearance rate had increased from 16% to 32%. While the rate of successful prosecutions remains poor, hundreds of Cambodian women and girls – and thousands of their family members and neighbors – are now receiving greater care, improved due process, and final justice as a direct result of these programs. This is a good start to correcting a systemic access to justice issue.
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 2011

Bosnia Justice Sector Development Project II (JSDP 2)
Cambodia Program on Rights and Justice 2 (PRAJ 2)
Community and Detainee Reconciliation in Liberian Localities (C-DRILL) Program
Good Governance Activity in Montenegro
Policy, Advocacy, and Civil Society Development Program in Georgia (G-PAC)
Philanthropication thru Privatization
Promoting Dialogue and Tolerance in Fiji
Strengthening Ecuadorian Justice Project (SEJP)
PROMOTING GRASSROOTS ADVOCACY...

In Cambodia, EWMI works to strengthen grassroots networks and associations representing constituent interests. When Vietnamese companies, CRCK Rubber Development (CRCK) and PNT, began clearing the forests for rubber plantations in February, the EWMI-assisted Prey Lang Network staged a three-day forest protest in which more than 400 members from around the forest attempted to block the forest clearing. When a large contingent of military, police and private security was deployed to the forest and their water and food supplies were cut by the companies, the demonstrators eventually disbanded. They continued their advocacy through a variety of venues including a press conference in Phnom Penh and a CCHR-hosted public forum in Kampong Thom, attracting significant local press coverage.

Prey Lang Forest, a lowland dry evergreen forest in Cambodia, is under serious threat from developers who are transforming the forest into plantations and mining operations.

FACILITATING PEACE AND SECURITY...

EWMI is working with a coalition of Fijian NGOs (Dialogue Fiji) to explore ways of initiating and developing an ongoing dialogue between the government of Fiji and the NGO community and promoting tolerance between the divided social and political groups in Fiji, in particular the Fijian majority and the Indo-Fijian minority. In mid-July, Dialogue Fiji held its fourth dialogue meeting – a three-day event with participants from the Western region of Fiji, including representatives from the NGO community, religious and interfaith groups, interim government officials, and political groups. Participants recognized the importance of dialogue, discussed ways to peacefully resolve conflicts and completed trust-building exercises. In mid-September, Dialogue Fiji hosted a National Dialogue Conference. The conference participants included senior government officials, participants from past division dialogues, NGO leaders, members of interfaith groups, religious leaders, and other vital actors in the Fijian community. The purpose of the conference was to discuss the outcomes of the previous dialogues and debate national issues, such as progress towards constitutional reform, implementation of human rights and the promotion of inter-ethnic tolerance. After attending the conference, a high-level government official expressed that he understood the importance and necessity of a government-supported national dialogue event. Such an event may take place again in the coming year.

Participants recognized the importance of dialogue, discussed ways to peacefully resolve conflicts and completed trust-building exercises.
In December 2010, Cambodian Civil Society Organizations (CSOs) faced the specter of a draft Law on Associations and Non-Governmental Organizations (LANGO) that threatened multiple harms to their organizations: registration requirements that would be burdensome for some and impossible for others, the possible disallowance of CSOs chartered to engage in advocacy activities that met with official displeasure, and unclear rules about when and how they might be suspended or terminated. It was generally accepted that the advance of the law was inevitable and that resistance would be futile.

A year later, in December 2011, Prime Minister Hun Sen announced publicly that the LANGO, then in its fourth public draft, would not be adopted until there was consensus with civil society on its contents, and that this could wait, if necessary, until 2014. Not only was the LANGO being shelved but, by all appearances, Cambodian CSOs were more unified and collectively stronger as a social force than they might ever have been. How did this happen?

The structure of the law itself was a major factor. The law targeted both domestic CSOs and international non-governmental organizations (INGOs) in one package, threatening both classes of organizations directly, and indirectly menacing the delivery of donor aid and development programs (including EWMI’s), much of which depends on CSOs as a transmission mechanism. So the law created conditions that would foster an alliance between Cambodian CSOs, INGOs and donors. EWMI, and others, took steps to reinforce this alliance. EWMI was the lead drafter of the INGO joint statement presenting the first public, collective challenge to the draft. A statement from Human Rights Watch and other international human rights watchdogs closely followed, and then a joint statement of domestic non-governmental organizations (NGOs). With facilitation from EWMI, informal CSOs, previously excluded from the advocacy effort of local human rights NGOs, also signed on to the domestic joint statement, significantly broadening local opposition to the draft.

The US State Department’s public opposition to the draft LANGO, as an unnecessary infringement on freedom of association, was also very significant. It created a basis for believing that the law was not inevitable, and it gave cover to other donors to take lesser positions opposing the draft law.

Finally, the technical analyses produced by EWMI and its partners convincingly demonstrated that provisions of each draft violated international human rights standards. These analyses were particularly compelling when released by respected experts, such as the International Center for Not-for-Profit Law (ICNL). With support from EWMI, ICNL released analyses of each draft of the LANGO that were of critical importance. EWMI also generated its own analyses, more detailed and localized than ICNL’s. Most importantly, EWMI led the effort to aggregate, after each draft was released, all the other analyses (primarily those of LICADHO and CCHR, two leading local human rights NGOs) so that a common, joint set of legal concerns – backed by the entire CSO community – was advanced at each stage. EWMI focused on facilitating solidarity and coordination across the CSOs, building a solid legal case against the LANGO and leading ultimately to its shelving.
INCREASING CIVIL SOCIETY OVERSIGHT...

EWMI sponsored a Computer Assisted Research training (CAR) in Montenegro for its current 8 investigative journalist grantees. CAR is a standard method used by reporters around the world to make sense of voluminous government data and other complex information. The training was focused on the use of different software, databases and tools available online for investigative and analytic purposes, and it combined examples from other countries and concrete cases that the journalists are currently working on.

SUPPORTING ADVOCACY EFFORTS...

EWMI’s partner and grantee, the Cambodia Center for Human Rights (CCHR), won an Information Society Innovation Fund 2011 Award under the category of “Rights and Freedoms” for the development of Cambodia’s first online human rights portal – www.sithi.org. The award was granted in recognition of the role that the portal has played in advocating for social change and in promoting the civil and political rights of Cambodian citizens, using information communication technologies in innovative ways. The website is a new, collaborative approach to human rights work, which relies on monitoring, documentation, and information sharing as a basis for research and evidence-based dialogue, enabling civil society organizations and development partners to engage in advanced and effective advocacy. Sithi.org also strives to provide information on the human rights situation in Cambodia to increase awareness and mobilize action to protect and promote rights.

PREPARING A NEW GENERATION OF WELL-TRAINED PUBLIC POLICY AND PUBLIC ADMINISTRATION PROFESSIONALS...

In 2011, EWMI awarded 33 paid Internship grants to place Georgian graduate students in substantive policy-related positions in leading non-governmental organizations (NGOs) and in various central and local levels of government ministries and agencies. Grant recipients conducted research on policy-related topics or worked on research-based advocacy campaigns. Internships were open to enrolled students of public policy, political science, economics and related disciplines, as well as to those who had recently completed a graduate degree, or intended to pursue graduate studies in these fields.

Teona Tsknovrebadze started as an intern at the Rustavi-based Civil Development Agency (CiDA) but has since been promoted, and now manages an initiative as a full time employee.
**CREATING AN ENABLING ENVIRONMENT...**

EWMI’s Policy, Advocacy and Civil Society Development in Georgia program (G-PAC) seeks to enable CSOs to engage effectively in advocacy and public policy issues in Georgia as financially sustainable entities. According to an analysis completed by EWMI and its partner, the International Center for Not-for-profit Law (ICNL), in September 2011, the Tax Code impedes the financial sustainability of Georgian CSOs. Improving the Tax Code is crucial for furthering the financial sustainability of Georgian CSOs, particularly in the current context where decreases in international aid are imminent. As part of EWMI G-PAC’s Enabling Environment Grant Program, ICNL is collaborating with Georgian business leaders and the Civil Society Institute (CSI) to: (i) improve the enabling legal environment so that it better supports the financial sustainability of CSOs, and (ii) improve communication between CSOs and the government. CSI and ICNL are advocating for resolutions to the issues identified in the Tax Code analysis. Additionally, they are partnering with another Georgian CSO to address legal and non-legal problems faced by CSOs in Georgia, identified through the Tax Code analysis and a EWMI-commissioned national opinion poll on public perceptions and attitudes towards CSOs.

**ENGAGING CIVIL SOCIETY TO PROMOTE THE RULE OF LAW...**

EWMI has been working to bolster confidence in the rule of law in Bosnia and Herzegovinia by building partnerships with citizens and organizations to advocate for stronger justice institutions and increase public awareness and engagement in promoting the rule of law. Working closely with BiH CSOs, EWMI facilitated the establishment of the Justice Network, a social change and advocacy network comprised of civil society organizations and professional associations working together to enhance the independence, accountability and effectiveness of the judiciary, as well as securing equal access to justice for BiH citizens.

In 2011, two Justice Network members, the Foundation of Local Democracy (FLD) and the Association of Women Judges, received grants from EWMI to advocate for the better implementation of protective measures stipulated under the Law on Domestic Violence. The organizations developed a policy study on the underused protective measures in domestic violence cases and presented it on December 2nd at a roundtable meeting to a number of stakeholders: NGOs the mission of which is to protect victims of domestic violence, judges, prosecutors, police, social services, ministry of justice, gender center, ministry of human rights and ministry of health. The two grantees also conducted a related media campaign, which included: TV and radio appearances on BiH, FTV, Sarajevo Canton and Hayat TV, as well as BiH Radio; and the production and distribution of public education material. Furthermore, through its Legal Aid Center for Women, FLD provided legal aid to 191 women, which resulted in the initiation of 60 judicial proceedings. Policy recommendations from the abovementioned policy study aim at the increased use of protective measures in domestic violence cases and target all participants in the process – the police, the prosecutor, the judge, the social worker, the policy maker (ministry of justice), as well as NGOs. They are practical and simple, and as such should secure better protection of victims of domestic violence.
Internally displaced people (IDPs) in Georgia are confronted with many challenges, not the least of which is knowing where to go for help. To address the problems of IDPs in the Samegrelo and Imereti regions, the Institute of Nationalism and Conflict Studies (INCS), with a grant and assistance from EWMI GPAC’s Citizens’ Advocacy Grants program, developed a practical guidebook describing these problems and explaining how to go about resolving them. Beginning in September 2011, the INCS conducted in-depth interviews with the government officials responsible for IDP issues. Then INCS interviewed IDPs to ascertain and prioritize the problems they most frequently face when communicating with government officials. After analyzing its results and developing case studies, INCS wrote the guidebook. The guide identifies the government institutions responsible for each issue, and includes contact information for these institutions. It also provides helpful background information about common problems and tips for how to address them. The INCS distributed one thousand copies of the publication through an IDP network. In October 2011, the INCS presented the project’s findings and results in Kutaisi. The Council of Abkhazia, the Public Defender’s Office, and the Abkhazia State Representatives for the Imereti and Samegrelo regions attended the event.

Society Biliki also received support and funding through EWMI GPAC’s Citizens’ Advocacy Grant program to implement a project addressing the needs of IDPs. The project aimed to enhance civic education among IDP youth and their parents living in the Khurvaleti settlement in order to facilitate their social integration and empower them to protect their rights and interests. With EWMI funding and support, a study tour for IDP youth...
to the Gori municipality gave thirty children an opportunity to meet with the members of the Gori local council and learn about the structure and functions of the council and mechanisms for citizen participation.

Society Biliki also organized advocacy trainings for local journalists and further enhanced the civic education of IDP youth and their parents through trainings in community mobilization, human rights, civic participation, local governance, proposal writing, and short documentary production. The impact of these education efforts were seen immediately. Many of the youth became involved in the production of “minute movies” that seek to bring local government attention to issues like water, garbage, and access to education. The Ministry of Education and Science replaced the school principal and started the necessary repair work after one of the journalists trained by Society Biliki sent a letter to the Ministry describing school infrastructure and management problems in Khurvaleti. An IDP parent who received training in proposal writing, successfully submitted a proposal to Care International Caucasus and received funding to address some of the pressing issues in the community. The advocacy efforts of those trained by Society Biliki also resulted in the establishment of a new Gori-Khurvaleti bus route, and a special library for children in the IDP settlement. Additionally, due to pressure from the Khurvaleti residents and Society Biliki, the local council purchased 100 maple trees that were planted jointly by IDPs, Society Biliki members, and local council representatives to create a much needed windbreak zone to protect gardens and homes in the IDP settlement areas of the Khurvaleti village.

One of the greatest concerns raised by IDPs was the absence of a library. With EWMI’s support, Society Biliki was able to establish a new library in the Khurvaleti IDP settlement.
EWMI helps strengthen economic governance in partner countries thereby providing companies and entrepreneurs with opportunities to create wealth and reduce poverty. We work to improve the framework for economic activity in multiple ways including streamlining business regulation, helping governments design and implement industrial policy, designing and implementing economic indicator systems and surveys at national and subnational levels, implementing local economic development partnerships, advising on public private partnerships, amongst other activities. Our economic development work has been particularly effective when delivered as part of a broader governance program, where support for civil society organizations, is working to make governments more transparent and accountable towards business.

**Projects in 2011**
- Good Governance Activity in Montenegro
- Improving Industrial Governance in Botswana
- Partners for Financial Stability Program 2
- Philanthropication thru Privatization
- PPP East Africa
- Rwanda Industrial Governance
- Socio-Economic Development Activity in Azerbaijan
- Technical assistance to the Administration of the Parliament of Montenegro
SUPPORTING BUSINESS REGISTRATION REFORM...

EWMI worked closely with the Commission for Regulatory Reform and Improvement of the Business Environment (CRRIBE) to improve the business regulation process in Montenegro by establishing One Stop Shops for business registration. As of Friday, May 20th, 2011, new business organizations in Montenegro are able to register a company; register for taxes; and obtain a VAT, excise tax and customs number, all at one place utilizing a unified set of forms. The new procedures were announced by Minister of Finance Mr. Milorad Katnić at a press conference held on May 20, 2011. Mr. Katnić further stated that “establishment of One Stop Shops for business registration in Podgorica will enable Montenegro to get closer to modern economies”. This reform, one of several being supported by the EWMI’s Good Governance Activity in Montenegro, is a critical step in reforming the business environment in Montenegro, and bringing the country closer to European and global best practice.

ENCOURAGING PUBLIC-PRIVATE PARTNERSHIPS...

EWMI helped promote the use of traditional and smaller, innovative forms of public private partnerships (PPP) in infrastructure in East Africa as part of an EU-ACP funded program. Working through a European firm (BKP Development and Research Consulting), the project analyzed the potential and appetite for public private partnerships, and helped establish/strengthen Project Advisory Units (PAUs) designed to promote and advise on their greater use to fill Africa’s large and small scale infrastructure gap. This East Africa project (specifically Burundi, Kenya, Rwanda and Uganda) built on PPP advisory work initiated in 2009 in COMESA targeted at government institutions but shifted the focus to business membership organizations whose potential contribution to the agenda had generally been overlooked. The project laid the foundations for PAUs through design of an indispensible and larger following program, and the delivery of a major training and awareness-raising event in Mombasa. The project was extremely successful in bringing new types of PPPs to the attention of local businesses, and in stimulating interest in follow on activities.
**IMPROVING THE BUSINESS ENVIRONMENT...**

EWMI delivered the first in a series of Regulatory Impact Assessment (RIA) trainings for Government employees in Montenegro over three days in September. RIA is a systematic process of analyzing the economic and social costs and benefits of proposed legislation in order to identify whether the proposed regulation or other solution is the best way to address the policy problem being targeted. Held in Kolasin, the training was organized in cooperation with the Council for Regulatory Reform and Improvement of Business Environment (CRIBBE) Secretariat, and was attended by 18 participants from 14 Government of Montenegro Ministries. The objective was to train Government employees to carry out RIA on their own regulations, and to present the results of analysis in an appropriate format. As of January 2012 all new Montenegrin legislation that has not been specifically exempted will need to have a RIA conducted before being presented to the Cabinet of the Government.

**BUILDING PHILANTHROPIC ENDOWMENTS...**

EWMI has continued its work on the “Philanthropication thru Privatization” (PtP) project to explore and promote the option for building community-based philanthropic endowments by capturing a portion of the proceeds of privatization sales. In cooperation with Dr. Lester M. Salamon of the John Hopkins University Center for Civil Society Studies, EWMI hopes to develop a new model for building a permanent support base for civil society and community based development. In an earlier phase of the project, the project team identified over 400 examples of PtP worldwide and five different broad forms that such PtP transactions could take. In hopes of identifying the lessons that some of these examples may hold and to illustrate the potential this general approach offers for foundation-formation, the team has completed case studies to determine the nature of the transaction that led to the creation or expansion of a charitable endowment out of the privatization of a public or quasi-public asset; the circumstances that led to this PtP outcome; the form and governance structure of the charitable institution that secured the resulting assets; the evolution of this institution; and the uses made of the assets. In late September, the project team held a meeting in the Netherlands to begin the process of evaluating their findings.

**STRENGTHENING INDUSTRIAL GOVERNANCE...**

EWMI has been supporting the design of industrial policy and the strengthening of industrial governance for several years in Africa in partnership with the United Nations Industrial Development Organization (UNIDO). Governments are increasingly seeing industrial policy as strategic competitiveness rather than central planning, and struggling with the governance and implementations of such new forms of industrial policy. EWMI has been working on the design of official industrial policy documents, as well as on governance structure design (because of the pan-government collaboration needed), and appropriate performance indicators. In Rwanda, EWMI initiated a collaboration with Columbia University’s SIPA to conduct industrial policy research to support our Rwanda project, and to the sow seeds of collaboration between Rwanda’s Ministry of Trade and Industry, and Columbia University.
While initiatives focused on Promoting Justice, Civic Engagement and Economic Development are the foundation of its activities, EWMI continuously surveys issues most relevant to strengthening democratic societies. In 2011, EWMI focused on the following global priorities:

**GLOBAL HEALTH EQUITY**

**CONFLICT MITIGATION**

**TRANSPARENCY THROUGH TECHNOLOGY**
GLOBAL HEALTH EQUITY

ADDRESSING LEGAL BARRIERS TO DISEASE ERADICATION...

Leveraging the role of the justice sector to help tackle global health inequities, this year EWMI has begun new programs in South and Southeast Asia to compliment and strengthen ongoing global initiatives to end some of the world’s most intractable diseases. The many barriers to effective vaccination programs include unlawful discrimination against minority communities, which makes the last mile of polio eradication a struggle. A second barrier to combating disease is the resistance to treatments created by counterfeit drugs, a threat to one of the best hopes of reducing the malaria burden. Drawing on its years of experience with the justice sector in South and Southeast Asia, EWMI is targeting these risks to global health equity through two new programs in India and Cambodia.

India’s Dalits (so-called untouchables) are regularly excluded from public life – including unlawful discrimination at health centers, where exclusion occurs at a rate of 10% according to a recent comprehensive study of untouchability practices. With more than 50 million Dalit children living in India, a 10% exclusion rate from access to health services translates into 5 million children missed. Unfortunately, accounts from villagers provide evidence that the systematic discrimination faced by Dalits also extends to polio vaccination campaigns: a grave risk to the goal of polio eradication. EWMI has begun a pilot monitoring program with its local partner in Gujarat, the Navsarjan Trust, to map and address this problem.

EWMI supports Cambodian Ministry of Justice training and assistance of judges and prosecutors nationwide on implementation of the newly adopted Criminal Code. Pictured here, a MoJ training of all court presidents and chief prosecutors, supported by EWMI. Specific programs target key justice sector interventions to promote global health equity, including prosecution of counterfeit drug traffickers and protection of accused persons with HIV.
CONFLICT MITIGATION

LAYING THE FOUNDATIONS FOR LASTING PEACE AND SECURITY...

Founded in 1988, as an organization focused on legal and economic reform issues in post-soviet societies, conflict mitigation and peace-building strategies have always been integrated into EWMI’s programs. Recently, however, EWMI’s work with communities affected by conflict in Fiji and Liberia has brought conflict mitigation initiatives into the foreground of EWMI’s focus. In Fiji, EWMI continues to implement its Promoting Dialogue and Tolerance in Fiji project that promotes tolerance through dialogue among the divided social and political groups in Fiji. In order to effectively administer the dialogues, EWMI has partnered with Dialogue Fiji, a coalition of prominent Fijian civil society actors that promote track-two dialogues. For Fiji to move towards a sustainable constitutional democracy, national dialogues are necessary because they will start to heal deep societal and political divisions, decrease land conflict issues, bring about electoral reform and create the provisions of a new constitution that respects human rights and achieves a balance for Fiji’s ethnic groups.

This year, EWMI completed its two-year mediation and community outreach program in Liberia, a country that continues to face many challenges in establishing a peaceful society. Liberia’s strained criminal justice system cannot handle the overflow of pre-trial detainees fed by citizens who abuse the weak legal system by having their fellow citizens arrested, knowing that a detained person can languish years in overcrowded and unsanitary prisons awaiting trial. Responding to this trend, EWMI and its key local partner, Prison Fellowship Liberia (PFL), educated community leaders and the public on the benefits of mediation to mitigate conflicts, provided mediation services to community members, and used mediation to address the overuse of extended pre-trial detention in the country. The overall goal of the two-year project was to encourage Liberians to address the central causes of conflict in the community before a dispute escalated to violence or before individuals were unjustly arrested and placed in extended pre-trial detention.

Revered Francis Kollie, director of PFL, far right, pictured here with the EWMI team: Mark Dietrich, Laurie Cooper and Sando Kpehe (L to R)
In September of 2011, EWMI brought together scores of young IT professionals and human rights NGO staff at the Open Cambodia conference, which aimed to broaden the reach of open source social media technology and the human rights data it delivers. EWMI’s USAID-funded Program on Rights and Justice 2 (PRAJ) organized and hosted the event in collaboration with leaders of the global movement for an open web – the Mozilla Foundation and Aspiration Technology from Silicon Valley, and the University of Washington’s Technology and Social Change Group (TASCHA) in Seattle. The Open Cambodia conference featured experts such as Allen Gunn of Mozilla/Aspiration, a recognized leader in the Open Source movement and an advisor to the U.S. State Department’s Tech@State division, and Joe Sullivan, a TASCHA research scientist whose work on ICTs in international development has spanned four continents over the past decade. The conference was planned locally with leaders of the Cambodian Open Source movement, as well as representatives from the successful human rights web portal Sithi.org, which is supported by EWMI-PRAJ grantees, the Cambodian Center for Human Rights. The conference gave young IT professionals and human rights NGO staff the opportunity to discuss how access to free and open information can assist civil society organizations build an open society in Cambodia.

Leveraging information and communication technologies across its civil society, justice and economic sector programs, EWMI prioritizes transparency as central to building stronger democratic societies. Demonstrated dramatically by the movements in North Africa and the Middle East in the Spring of 2011, the relationship between social movements and information technologies is the vital lever of democratic change in the 21st Century. EWMI civil society programs have prioritized ICTs – information and communication technologies – as key drivers of open societies for years. From the Caucasus to Cambodia, these programs have recognized ICTs as a toolkit to be used by civil society for greater government transparency and accountability, as well as a democratizing influence on civil society itself. EWMI supports the development of several Cambodian NGO human rights data systems, including Sithi.org, which won the 2011 Information Society Innovation Fund “Rights and Freedoms” Award for all of Asia. Open source technologies and their advocates – such as www.Sithi.org – practice the values of shared knowledge and self-reliance, and have been central to international development innovations in recent years.

In September of 2011, EWMI brought together scores of young IT professionals and human rights NGO staff at the Open Cambodia conference, which aimed to broaden the reach of open source social media technology and the human rights data it delivers. EWMI’s USAID-funded Program on Rights and Justice 2 (PRAJ) organized and hosted the event in collaboration with leaders of the global movement for an open web – the Mozilla Foundation and Aspiration Technology from Silicon Valley, and the University of Washington’s Technology and Social Change Group (TASCHA) in Seattle. The Open Cambodia conference featured experts such as Allen Gunn of Mozilla/Aspiration, a recognized leader in the Open Source movement and an advisor to the U.S. State Department’s Tech@State division, and Joe Sullivan, a TASCHA research scientist whose work on ICTs in international development has spanned four continents over the past decade. The conference was planned locally with leaders of the Cambodian Open Source movement, as well as representatives from the successful human rights web portal Sithi.org, which is supported by EWMI-PRAJ grantees, the Cambodian Center for Human Rights. The conference brought together these two active civil society groups, along with young private sector IT professionals who share a similar interest in Open Source technology, in order to mainstream human rights data tools, revitalize the Open Source systems in Cambodia, and focus on how the Internet can facilitate access to free and open information.

Map of human rights violations occurring throughout Cambodia featured on Sithi.org

The conference gave young IT professionals and human rights NGO staff the opportunity to discuss how access to free and open information can assist civil society organizations build an open society in Cambodia.

[photo: Faine Greenwood]
2011 Highlights

Financials

For the year ending December 31, 2011, EWMI’s revenue totaled over $19,729,243. Overall, in 2011, EWMI had 23 projects, working in over 25 countries in the world. EWMI’s funding sources in 2011 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, the Canadian International Development Agency, the United Nations Industrial Development Organization, and private foundations. In 2011, 30% of all EWMI expenditures were for sub-grants, while an additional 57% of all expenditures were for program activities. Administrative costs totaled 13% of expenditures. EWMI’s 2011 financial statements were audited by Mitchell & Titus, and EWMI’s audited financial statements and IRS Form 990 will be available upon request.

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Statement of Activities for Year Ended December 31, 2011

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<tr>
<th>Revenues:</th>
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<tr>
<td>Government grants</td>
<td>$11,792,272</td>
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<tr>
<td>Government contracts</td>
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<td>Contributed services</td>
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<td>Other grants</td>
<td>$565,088</td>
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<td>Other contracts</td>
<td>$824,191</td>
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<td>Other contributions</td>
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<td><strong>Total revenue</strong></td>
<td><strong>$19,729,243</strong></td>
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<table>
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<tr>
<th>Expenses:</th>
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<tr>
<td>Program</td>
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</tr>
<tr>
<td>General and administrative</td>
<td>$2,594,210</td>
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<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$19,595,661</strong></td>
</tr>
</tbody>
</table>

Changes in net assets before other income (expense) 133,582

Other income (expense):
- Interest income                  | $223   |
- Currency exchange gain (loss)    | $24,848|
- Interest expense                 | ($20,000)|
- Deferred rent                    | ($16,625)|
| **Other income net**             | **($11,554)** |

Change in net assets  $122,028

Net assets at the beginning of year  $1,368,149
Net assets at end of year  $1,490,177
EWMI continued to work with many donors and partner organizations globally in 2011. 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
- Foundation to Promote Open Society (FPOS)
- Independent Finance Corporation (IFC)
- The Romanian Ministry of Justice
- 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)
- The Asia Foundation
- Aspiration
- 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)
- Free University, Tbilisi
- Georgian Bar Association
- Georgian High Council of Justice
Donors and Partners in 2011

Georgian High School 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
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 Georgia
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
PILNet
Prison Fellowships – Liberia (PFL)
Prosecutor General’s Office, Egypt
Public Defender’s Office, Ecuador
Romania National School for Clerks
The Romanian Institute of Training
Royal Academy for Judicial Professionals (RAJP)
Royal University of Law and Economics (RULE)
Serbian Judicial Academy
South Texas College of Law
State University of New York (SUNY) at Albany, Center for International Development
Supreme Council of the Magistracy, Romania
Tbilisi State University
Technology & Social Change Group at the University of Washington (TASCHA)
The Think Tank Fund of the Open Society Institute
Transparency International – Georgia
UMID Support for Social Development Public Union, Azerbaijan
Washburn University School of Law
William and Mary School of Law
Youth Initiative for Human Rights (YIHR)