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 August 2013

The EWMI 2012 Annual Report

Editorial  
Christina Keller

Design  
Christopher Berzins
This past year has been marked by several notable successes in our many projects around the world. From strengthening legal aid mechanisms for the indigent in Bosnia to raising autism awareness in Georgia and resolving land disputes in Cambodia, EWMI strives to improve the lives of the people in the countries where we work. By promoting accountability, working to improve transparency and building local capacity, EWMI acts to improve the overall environment for just, prosperous and democratic societies.

In addition to the selected project stories you will read about in this report, I would like to highlight a few of the success stories from this year.

• With funding from UK Department for International Development from 2008–2012, EWMI played an instrumental role in the development of the new Constitutional Court of Kosovo, currently the most respected and influential judicial institution in the country. EWMI’s contributions to this effort were many, including: drafting the Law on the Constitutional Court, establishing an interim secretariat of the Court, protecting the Court's independence, developing a strategic plan and rules of procedure for the Court, developing a state-of-the-art case management system for the Court, and helping the parliamentary committee charged with nominating judges to the Court develop objective and transparent criteria for evaluating candidates. The process of developing the Court has also been described in detail in the most recent edition of the EWMI Occasional Paper Series.

• Initially as part of EWMI’s Program on Rights and Justice in Cambodia (PRAJ), EWMI created the Open Development Cambodia (ODC) website, dedicated to compiling freely available data in a ‘one-stop shop’ to help consolidate access to up-to-date information about Cambodia. By making materials available to all users, the site facilitates stronger communication between public, private and international sectors. To date, ODC has concentrated on economic land concessions, the mining sector, special economic zones, hydropower, oil and gas blocks, and protected areas. All of the information provided on the website is supported by official documents and references. Going forward, EWMI is working on transforming ODC into an independent entity, which will continue to provide objective information about Cambodia. We are also exploring: (i) other subject areas for ODC to cover, i.e., health, education, etc.; and (ii) ways to transform ODC into a global initiative, building upon interest shown by potential partners at events ODC was invited to in Burma, Tanzania, Washington DC (World Bank) and Guatemala.

• In Montenegro, EWMI has managed to transform the Basic Court in Podgorica, the largest court in the country (it handles over 50% of the case load of Montenegro) into one of the most efficient and transparent in the nation. On September 12, 2012, the court’s renovated premises were officially opened to the public, signifying the successful completion of EWMI’s Court Improvement Plan implemented under the Good Governance Activity in Montenegro. As a result the internal court management, overall court transparency, and internal communications within the court administration were greatly improved. The final component of the Court Improvement Plan was the partial renovation of court archive premises and the renovation of the court facilities in the customer service areas (file registries, copy center, security desk, etc.), which greatly improved customer flow.

These accomplishments would not be possible without the commitment and perseverance of our staff and local program partners. As we approach a new year, I would like to take the opportunity to recognize their tireless efforts towards achieving our mission.

Sincerely,

Adrian Hewryk
President
AZERBAIJAN

2012 PROJECTS:

SOCIO-ECONOMIC DEVELOPMENT ACTIVITY IN AZERBAIJAN (SEDA)

Azerbaijan has experienced rapid revenue growth in recent years and the US Government is supporting efforts undertaken by the Government of Azerbaijan to ensure that this growth reaches Azerbaijani citizens in the regions. This support stems from the belief that increased citizen participation in regional social-economic development will ensure more efficient allocation of resources, will better address critical, daily problems, and will improve the quality of life in the regions. Working in strategic partnership with the Azerbaijani Support to Social Development Public Union (UMID) and the Washington, D.C.-based International Center for Not-for-Profit Law (ICNL), EWMI’s Socio-Economic Development Activity in Azerbaijan (SEDA) aims to contribute to the advancement of the socio-economic development at the regional level in Azerbaijan by providing support for community-driven socio-economic projects and strengthening stakeholder participation in setting priorities for socio-economic strategies and programs in the regions that SEDA targets and beyond. The project is funded by the United States Agency for International Development (USAID) and co-financed by the Government of Azerbaijan.

In 2012, EWMI awarded over $85,000 through a SEDA grants program that supports organizations that engage in advocacy on socio-economic development at local and regional levels. With grant support, students from Khajavan IDP Settlement in Beylagan received CV Writing training conducted by Beylagan YESDPU.

Community residents in Yukhary Aran in Beylagan are involved in the implementation of Inter-Community Road Rehabilitation project funded by Social Development Fund of IDPs with a grant from EWMI.

EWMI and the International Center for Not-for-Profit Law, conducted focus groups on citizen participation in Azerbaijan to gather qualitative information about local level citizen participation, which will help stakeholders develop recommendations for improving citizen participation in governance.

EWMI conducted training sessions in the Imishli rayon focused on community mobilization, leadership and team work, community funds management, needs assessments and proposal writing.
Sevara Ulfanova is a young teacher whose family left Uzbekistan as refugees in 1989 to settle in Ahmedabad village in Sabirabad rayon. She grew up warmly accepted as a member of the village. Sevara’s love for her adopted village compelled her to become a teacher in the same school from which she graduated.

When EWMI’s SEDA project facilitated Community Development Council (CDC) elections in Ahmedabad in July 2012, Sevara was the first to arrive. She was excited to learn about the new opportunities that EWMI offered citizens. “I had never participated in solving any problem in our village or in any elections,” she said. “I always refrained from sharing my thoughts with others. I never thought that they would be important.”

Although she was nervous, Sevara summoned her confidence and courage, requesting to be nominated to the CDC. “Surely, you will succeed,” the other women encouraged her. “You are energetic and active.” Sevara’s name was included on the candidate list. When a majority of community members raised their hands voting for Sevara, her heart swelled with pride. “SEDA gave me hope and I am grateful,” she said. “They also raised my self-confidence and enabled me to be part of this open and transparent election process in Ahmedabad.”

Sevara is among 75 women and 95 men elected to serve on one of 18 CDCs in communities that benefit from SEDA’s support. Through SEDA, EWMI has provided the opportunity for 3,571 citizens, including women, men, youth and the elderly, to come together in a participatory process to identify community socio-economic development priorities and propose solutions to address them. Based on the proposed solutions, EWMI helps address the needs of the community by funding small community-driven socio-economic projects, such as repairing roads and medical centers, or supporting milk processing centers. “I keep thinking about the problems in our village and ways to resolve them,” Sevara said.

The primary goal of EWMI’s SEDA program is to increase civic participation in addressing social and economic needs at the community and regional level. Over the next four years, EWMI plans to support 150 community-driven socio-economic projects and 12 community-driven cluster projects.
THE JUSTICE SECTOR DEVELOPMENT PROJECT II (JSDP II)

The Justice Sector Development Project II (JSDP II) in Bosnia and Herzegovina (BiH) builds upon the success of its predecessor project, JSDP, which contributed substantially to justice sector reform in the country. JSDP II, funded by USAID works to: (i) strengthen independence, accountability and effectiveness of the judiciary; (ii) assist in developing a better coordinated and more unified justice system ready for EU accession; and (iii) enhance the public’s confidence in the rule of law.

EWMI conducted public opinion surveys that helped not only JSDP II, but also its non-government partners and partners in the judiciary, to evaluate the impact of their efforts and determine whether and what changes to the strategy should be adopted. David Barth, Director of USAID Mission in Bosnia and Herzegovina presented the results of the Public Opinion Survey “Public Perception of Rule of Law in BiH: Trust, Transparency and Corruption”, Sarajevo, October 31, 2012.

Through JSDP II, EWMI urged the BiH High Judicial and Prosecutorial Council (HJPC) to undertake the development of optimum and foreseeable case processing timeframes as called for by European Commission for the Efficiency of Justice. A HJPC Working Group was established and met regularly to address the matter.

EWMI and its partner, Foundation Mediacentar Sarajevo, continued to organize high school mock trials in BiH under the “Support to BiH Judiciary: Education of Students and Communication with Local Communities” project. The mock trials are an innovative way to educate students about the legal system of BiH, the role of the courts and the judges, and the way in which cases are processed.
The Justice Network, a unique, EWMI-fostered network of civil society groups in Bosnia and Herzegovina engaged in justice reform, continued to grow and mature in 2012. Cooperation deepened between the advocacy groups and professional associations that comprise the Network and membership expanded to 64 organizations. Approximately 25 of the members are considered very active, which is significant given that EWMI only provides funding to 9 of the members. When two leading political parties announced a proposal that would reduce the independence of the appointment process for chief prosecutors, the Justice Network issued press releases and organized press conferences to oppose the proposal, an indication of the network’s maturation and development into a watchdog and advocate for judicial transparency.

Justice Network members release a report on Bosnia’s implementation of human rights recommendations from the UN Universal Periodic Review.
CAMBODIA PROGRAM ON RIGHTS AND JUSTICE 2

Cambodia has suffered decades of political volatility and civil war, including the devastating violence of the Khmer Rouge period that still scars the country. Although a measure of stability and economic progress has since been achieved, significant challenges to development still remain: weak government institutions, displaced populations, an increased demand for natural resources, especially land, and a weak civil society. EWMI’s Program on Rights and Justice 2 in Cambodia (PRAJ 2), funded by USAID, focuses on human rights advocacy, rule of law promotion and biodiversity protection to address some of these challenges. Building upon the success of its six-year Program on Rights and Justice in Cambodia (PRAJ), the new project continues EWMI’s innovative work to promote access to justice, improve the professional standards of the future Cambodian legal community, and strengthen grassroots advocacy and community networks, including community-based advocacy to protect Cambodia’s biodiversity.

Following the measurable impact from EWMI’s gender-based violence (GBV) prosecution programs, in September 2012 EWMI’s Program on Rights and Justice in Cambodia expanded its work to address the growing global problem of drug resistance caused by counterfeit and substandard pharmaceuticals.

EWMI, Mozilla, and the Khmer localization team in Phnom Penh joined together to reenergize – and complete – the stalled localization effort of the Firefox web browser. As of January 2012, the most popular web browser in Cambodia was officially transformed into Khmer Firefox.

The public interest law group, Vishnu, a EWMI-PRAJ grantee and partner, worked closely with community members, providing legal advice, collecting further evidence, and meeting with additional witnesses, to successfully persuade the Kampot Provincial Court of First Instance to acquit two farmers at the center of the Porng Toek land dispute case.

Client-counseling and mock trial competitions are an important part of EWMI’s legal education program in Cambodia. For the third year running, Cambodia’s representatives reached the semi-finals in the International Client Counseling Competition.
OPEN DEVELOPMENT CAMBODIA INITIATIVE

Cambodia has made major strides liberalizing its economy and attracting foreign investment, joining ASEAN in 1999 and the WTO in 2004. Unfortunately, economic development has been accompanied by life-threatening environmental and social impacts including massive deforestation, water and food security issues, land tenure insecurity and widening inequality. Lack of transparency in land conversion and industrial development endangers Cambodia's poor, hampering advocacy and resource stewardship. To increase transparency, in 2012 EWMI created the Open Development Cambodia Initiative (http://www.opendevelopmentcambodia.net/home/), which unites disparate data collection efforts by individual groups advocating for social and environmental justice and allows them to share it. Too often, core data is perceived as biased, and subsequently undermined, solely based on the particular advocacy group presenting it as fact. For this reason, EWMI designed the Open Development Cambodia Network to be secure and to make inaccessible data public in a politically neutral way. It provides the necessary content, training and infrastructure to foster a culture of credibility based on objective information presented by a recognized unbiased source and following international “Open Data” standards of transparency. In this way, Open Development Cambodia addresses urgent areas of concern including: deforestation, land grabbing, water/food security, access to information, and freedom of expression.
THE JUSTICE SECTOR DEVELOPMENT PROJECT II (JSDP II)

The Strengthening Ecuadorian Justice Project (SEJP) is a three-year initiative funded by USAID to promote the rule of law in Ecuador. EWMI is focusing its efforts on improving the effectiveness of the criminal justice system through the introduction of streamlined practices and procedures to overcome chronic delays, expanding access to justice for vulnerable groups by strengthening the intuitional capacity of Public Defender’s Office, providing technical assistance to legal aid clinics and increasing citizen participation in justice reforms through grants to CSOs. It is expected that SEJP, through the implementation of the above activities, will result in a more just, effective and accessible justice system that will better serve all citizens of Ecuador.

In addition to building institutional capacity, EWMI provided legal aid clinics with much needed computer equipment and furniture to help them provide better service to their clients.

SEJP’s main impact thus far has been to make criminal justice sector operators and authorities more knowledgeable in the subject of Alternative Procedures and Special Proceedings, and more aware of the advantages of using these mechanisms in order to lower impunity and increase efficiency.

EWMI held several workshops to improve the litigation skills of prosecutors, public defenders, and legal aid lawyers.
One of the goals of EWMI’s Strengthening Ecuadorian Justice Project (SEJP) is to improve the application of criminal justice by increasing the effective application of special proceedings and alternative sentencing. EWMI’s first review of the application of alternative sentencing and special proceedings in Quito, Ecuador, completed in September 2010, revealed that one of the main reasons why these mechanisms are not applied by judicial operators is the lack of knowledge and awareness of these tools and their application to criminal conflict resolution.

For this reason, in June 2012, SEJP published a practical guide to strengthen knowledge and promote best practices, “Soluciones Rápidas y Efectivas al Conflicto Penal: Manual para la Aplicación de Procedimientos Especiales y Salidas Alternativas” (Quick and Effective Solutions to Criminal Conflict: A Manual for the Application of Special Proceedings and Alternative Sentencing.) This unique manual was the first of its kind in Ecuador. It is a technical tool that provides judicial operators with the knowledge necessary to apply these procedural mechanisms for solving criminal cases quickly, efficiently, and fairly. The guide also clearly defines each of the roles to be fulfilled by the parties involved: prosecutors, public defenders, judges, victims, defendants and third parties.

The manual’s contribution as a specialized reference source has been recognized by leading judicial authorities in the country. So far, the book has been distributed to judicial operators in Quito and Guayaquil, and in 2013, it will be distributed nationwide. EWMI has also printed an additional 2,000 copies that will be given to criminal law professors and university libraries.

Patricia Esquetini, SEJP Director, presented the results of the initial assessment to judicial authorities.
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. Under this U.S. Department of State-funded project, EWMI and its international partner, the Dialogue Advisory Group, are working with a coalition of Fijian NGOs to explore ways of initiating and developing an ongoing dialogue between the government of Fiji and the NGO community. PDTF also promotes tolerance between the divided social and political groups in Fiji, in particular the Fijian majority and the Indo-Fijian minority, by bringing representatives from the different communities together to discuss local and national issues of greatest concern. The Promoting Dialogue and Tolerance in Fiji project is an entirely demand-driven initiative, which reflects and respects the goals and perspectives of EWMI partners on the ground in Fiji.

The dialogues supported by EWMI provide a place for Fijians to discuss national issues, such as progress towards constitutional reform, implementation of human rights and the promotion of inter-ethnic tolerance. Participants often include senior government officials, NGO leaders, members of interfaith groups, religious leaders, and other vital actors in the Fijian community.

Regional dialogue events to discuss the new constitution were held July - August 2012.

EWMI supports training workshops to improve dialogue facilitation skills and expand the team of facilitators available to Dialogue Fiji.
FIJI 2012: A SUCCESS STORY

THE CONSTITUTIONAL DRAFTING PROCESS

In early 2012, when Fiji started a year-long process to draft a new constitution, EWMI and its implementing partner, Dialogue Fiji, took the opportunity to hold a series of regional dialogues that revolved around the constitutional drafting process. The dialogues provided safe places where CSOs, community members and government officials could build trust and understanding while discussing the constitutional process and addressing other pressing issues facing the nation.

In 2012, the dialogues served two crucial purposes by:

1. educating the community on the constitutional process, including providing information on where participants can vote on the constitution and describing the progress of the constitutional draft; and

2. providing a space for members of the constitutional drafting committee (international scholars and government officials) to meet with various members of the Fijian community.
GEORGIA

POLICY, ADVOCACY, AND CIVIL SOCIETY DEVELOPMENT PROJECT IN GEORGIA (G-PAC)

In the wake of the Rose Revolution, Georgia experienced an unexpected weakening of the civil society sector. Many civic leaders migrated to work in government and politics, creating a dearth of policy and advocacy professionals within the sector. Georgian civil society was also adversely impacted by the gradual polarization of think tanks between pro- and anti-government supporters and diminishing donor support as direct support increasingly shifted to the Government of Georgia (GoG). As a result, many civil society organizations (CSOs) were left without the ability to engage the government constructively on key policy issues. EWMI, in a strategic partnership with the Columbia University School of International Public Affairs (SIPA), is addressing the challenges faced by the CSOs in Georgia by implementing the Policy, Advocacy, and Civil Society Development Program in Georgia (G-PAC), a four-year initiative funded by USAID. This program aims to strengthen civil society’s role in advocating for and influencing the development and effective implementation of public policy reforms.

A priest from a minority Orthodox Christian sect spoke about the importance of tolerance toward religious minorities at a photo exhibition organized by EWMI-grantee, the Social Photography Caucasus Foundation, to promote tolerance towards religious and sexual minorities.

With a Citizens’ Advocacy Grant from EWMI – GPAC, the Civic Activities Center (CAC) helped the Inaishvili family of the Mtskheta-Mtianeti region in Georgia, whose home is pictured here, receive social assistance payments they were entitled to under the law.

Columbia University Professor Richard Greenwald facilitated a discussion at a case study workshop at ISU intended to provide ISU MPA Program faculty and administration with the knowledge and skills to research, develop, publish, and teach Georgian case studies in public policy and administration.

EWMI G-PAC staff met with CSO leaders in Tbilisi to discuss new ideas for effective advocacy following Georgia’s first democratic transition of power on October 23, 2012.
EWMI’s Judicial Independence and Legal Empowerment Project (JILEP) in Georgia is a four-year initiative funded by USAID. The project is structured around four components: (1) Strengthening judicial independence, accountability, and professionalism; (2) Strengthening the institutional capacity of legal professional associations, legal rights NGOs, and the state legal aid system; (3) Improving the quality of legal education; and (4) Developing commercial law and improving commercial law related practice, including strengthening the use of alternative dispute resolution (ADR).

Through JILEP, EWMI facilitated the signing of a Memorandum of Cooperation between the State Legal Aid Service and eleven local, nongovernmental legal aid providers, establishing a framework for a partnership that will include the development of a referral system for clients and an exchange of information between state and non-state legal aid providers.

EWMI launched an information services development program for Georgian law libraries to improve law libraries at several Georgian law schools.

The High Council of Justice, with EWMI-JILEP assistance, presented the first-ever “Golden Gavel” Award to honor efforts that demonstrate thoughtful, timely, accurate, and analytical approaches to coverage of the judiciary and its judges, with an eye toward raising public awareness of the work of the Georgian courts. EWMI hosted an orientation meeting for 15 Georgian journalists interested in competing for the award.
RAISING AWARENESS ABOUT AUTISM IN GEORGIA

It is estimated that 1% of the world’s population suffers from an autism spectrum disorder (ASD). However, according to Nino Darsavelidze, Director of the Autism Society of Georgia (ASG), “autism awareness in Georgia is still very low.”

To help get the word out, the Coalition for Autism (CfA), a EWMI grantee, organized activities in five cities across Georgia on April 2 for World Autism Awareness Day. Ms. Darsavelidze’s organization that is part of the CfA, helped mobilize the media, regional communities, public schools, education teams, and medical professionals to raise awareness about autism throughout the country.

CfA advocates for the development and implementation of effective Georgian government policies to address autism. This includes addressing the human rights issues and social stigma that are commonly associated with people affected by autism. “Right now, people with autism cannot receive disability status in Georgia,” Darsavelidze said, adding: “At present, there is no funding allocated in the state budget for people diagnosed with autism.” CfA’s advocacy efforts are helping to change this, as the government recently agreed to draft legislation that assigns special legal status for people with autism.

In order to address autism’s social stigma, Darsavelidze looks at parents as an important resource. “Parents of autistic children are the best advocates for their children. They shouldn’t have to hide their children. Unless you talk about autism publicly and explain what autism is, society will remain afraid,” she said.

With this in mind, the CfA staged a photo exhibition featuring children with autism in Tbilisi on World Autism Day. “This exhibition was very important. Autism is not just a diagnosis… it’s a person. When you are trying to raise awareness of autism, you have to show the face,” Darsavelidze said.

One of the key challenges for people with autism in Georgia is obtaining early diagnosis and treatment. According to Dr. Maia Gabunia from the Association of Child Neurologists and Neurosurgeons, there is a lack of certified professionals in Georgia with knowledge of autism. “Currently, diagnosis can only be given in Tbilisi,” she said. However, with the help of a Partnership for Change (PFC) grant, through EWMI’s G-PAC Program, this association is now providing autism training for Georgian professionals. Dr. Gabunia notes that while diagnosis is important, “the most important aspect is still early treatment.”

By raising awareness about autism, advocating for larger government support for autistic persons, and contributing to enhance doctors’ skills in diagnosing autism, EWMI’s grantees are leading the way in changing attitudes and improving medical care for people with autism in Georgia.
Supporting Legal Education in Georgia

Despite great progress made in the area of legal education in Georgia, thousands of students still graduate ill-prepared to advise clients in complex criminal and commercial matters. Professors are still spread too thin, and often reiterate the lessons of the past, lacking the time to develop new and more relevant materials. EWMI’s Judicial Independence and Legal Empowerment Project (JILEP) in Georgia strives to further improve legal education; and further develop commercial law and improve commercial law related practice.

By the end of 2012, JILEP and its university partners had successfully established two “national centers of learning” housed at Georgian law schools and partnered with U.S. law schools. Working with the South Texas College of Law in Houston, Texas, JILEP helped establish the National Center for Alternative Dispute Resolution (NCADR) at Tbilisi State University (TSU) dedicated to teaching dispute resolution skills to law students and legal professionals and introducing alternative dispute resolution, especially mediation, into the Georgian legal system. In 2012, the NCADR delivered a number of mediation-related workshops using as instructors professors from TSU and South Texas; they also sponsored the first ever “National Law Student Mediation Competition.” Working with the Washburn University School of Law (WUSL), located in Topeka, Kansas, JILEP helped establish the National Center for Commercial Law (NCCL) at Free University of Tbilisi. The NCCL supports the development of commercial law-related education and practice and focuses on such topic areas as tax law, bankruptcy, competition law, intellectual property, as well as some aspects of constitutional law. In 2012, the NCCL, using a mix of Georgian and Washburn law professors, delivered numerous workshops, training sessions, and public lectures to students and lawyers focusing on commercial law and practice. In addition, Free University law students, working in concert and at a distance with a group of Washburn clinical students, drafted and filed Georgia’s first law clinic amicus curiae brief at the Georgian Constitutional Court.

Together with the Free University Law School and National Center for Commercial Law (NCCL), EWMI co-sponsored the National Moot Court Competition in Commercial Law.

The National Center for Commercial Law (NCCL)’s Winter School introduced a new skills training course entitled, “International Business Transactions and Contract Drafting,” to 36 law students from six Georgian schools.
KOSOVO

2012 PROJECTS:

KOSOVO CONSTITUTIONAL JUSTICE INITIATIVE

EWMI launched the Kosovo Constitutional Justice Initiative Project in August 2008 with funding from the UK Department for International Development (DFID) to help the newly independent Kosovo create a Constitutional Court. After the court was established, EWMI supported the court with key technical assistance, encompassing all facets of operations. The President of the Court has noted publicly that DFID and EWMI’s support were essential to the Court’s early development and success.

Dr. Arsim Bajrami, Minister of Public Services, announces the opening of the Constitutional Court.

EWMI established an interim secretariat of the Court before the judges were appointed and the permanent staff hired, allowing claims to be filed from the moment the new law went into effect.

KOSOVO SYSTEMS FOR ENFORCING AGREEMENTS AND DECISIONS PROGRAM (SEAD)

Since achieving independence in 2008, Kosovo has faced the challenge of establishing a system for enforcing legal agreements and court decisions that are necessary to stimulate domestic economic growth and foreign investment. In particular, the responsibility given to municipal court judges for executing utility bills and other minor claims has left the courts with large backlogs of civil cases and diverted resources from protecting the contract and property rights of citizens and businesses. Under a subcontract with Checchi & Co Consulting, USAID’s implementing partner for the Systems for Enforcing Agreements and Decisions (SEAD) Program in Kosovo, EWMI worked to develop and implement an effective system for alternative dispute resolution (ADR) in Kosovo that is consistent with international standards that could yield more timely resolution of claims and could provide relief to the courts. While work is still needed to leave Kosovo with a thriving sustainable ADR system, by the end of the SEAD program in July 2102, Kosovo’s businesses and citizens had access to professional arbitration and mediation services.
ESTABLISHING THE NEW CONSTITUTIONAL COURT OF KOSOVO

Since opening its 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. In September 2012, EWMI completed work on the Kosovo Constitutional Justice Initiative. Launched in June 2008, the project played an essential role in the development of the new Constitutional Court of Kosovo. At the beginning of the project, the Court existed only in the text of the Constitution; at its conclusion, the Court stood as the most respected and influential judicial institution in the country. With its authority to review legislation and individual complaints of rights violations, the Court is the ultimate check on legislative and executive power in Kosovo and the final arbiter of the meaning of constitutional human rights provisions. The Court’s landmark rulings to date include a decision that resulted in the removal of a sitting President from office, a decision clarifying key aspects of parliamentary immunity, and a decision protecting the rights of minorities in the selection of municipal symbols.

EWMI’s key contributions to the Court were many. At the request of the Court, EWMI coordinated a working group of local and international experts that produced a draft Law on the Constitutional Court that was adopted by the National Assembly within six months of the launch of the project. EWMI established an interim secretariat of the Court before the judges were appointed and the permanent staff hired, allowing claims to be filed from the moment the new law went into effect. In the crucial early days after the judges took office, EWMI’s sound and practical counsel to the Court’s leadership was essential in helping the Court get on its feet. In a particularly crucial instance, the timely legal advocacy of EWMI’s project leader on the Court’s behalf helped deflect an attempt by the National Assembly to undermine the new Court’s financial autonomy, laying down a lasting marker that has protected the Court’s independence.

Building the capacity of a brand new judicial institution was no easy task, particularly in this instance where the majority of judges lacked any prior judicial experience and the Court was called upon very soon after it began operations to rule in several politically charged cases. EWMI pursued a careful team-building approach, helping the Court develop a strategic plan and rules of procedure in a highly participatory fashion, key steps in the Court’s development and maturity. The fact that the Court has now successfully implemented more than 90% of its strategic plan is a testament to the quality of the process.

EWMI also developed a state-of-the-art Case Data Management System for the Court that is unmatched in Kosovo and is improving efficiency at the Court. The first indexed Case Bulletin of the Court’s decisions that EWMI spearheaded has made the Court's jurisprudence much more accessible and is now being supported through other funding sources. The lawyer training and public outreach efforts EWMI carried out with the Court have also broadened public understanding of the Court’s role. In the final months of the project, EWMI helped the parliamentary committee charged with nominating judges to the Court develop objective and transparent criteria for evaluating judicial candidates, helping ensure that the first transition within the Court’s membership was conducted in a merit-based fashion.

EWMI facilitated an official meeting for the President of the Kosovo Constitutional Court, the British Ambassador to Kosovo, and the Director of the Office of UK DFID in Kosovo, to discuss the functioning of the justice system as well as other matters relating to the Rule of Law in Kosovo.
GOOD GOVERNANCE ACTIVITY IN MONTENEGRO

The Good Governance Activity in Montenegro (GG Activity) is a USAID-funded project with the overall objective 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 GG Activity is also working to strengthen citizens’ trust in public administration and the courts through civil society oversight activities and investigative journalism. The project has three distinct but interrelated components. Through the Licensing and Business Environment Reform component EWMI supports a new Regulatory Impact Assessment (RIA) regime; a licensing and permitting reform program leading to a national e-registry of licences and permits; and a program to streamline administrative procedures, introduce new e-government software and create one-stop shops. Activities under component 2, Strengthening Civil Society and Anti-Corruption Efforts, include implementing a wide-ranging grants program, implementing an investigative journalism capacity building, and designing and launching the second iteration of an Annual Corruption Survey (ACS), which has been taken seriously by government, the judiciary and civil society. Through the 3rd component, Improving Judicial Administration and Transparency, EWMI supported a comprehensive Court Improvement Program in Montenegro’s busiest court – the Basic Court of Podgorica, and is supporting comprehensive reform, nationwide, of the Judicial Information System (PRIS).

U.S. Ambassador to Montenegro, Sue K. Brown, and Vesna Medenica, President of the Supreme Court and the Judicial Council of Montenegro, attended the opening ceremony of the newly renovated Basic Court in Podgorica.

EWMI has delivered comprehensive RIA Capacity Building to government officials in Montenegro that included the development of a RIA Manual, highly practical workshops and targeted assistance on specific RIAs. EWMI also led a study tour to Ireland, involving multiple ministries led by an Assistant Minister of Finance. Ireland is considered an example of good international practice, but participants also learned from the challenges Ireland has faced in implementing this EU requirement.

One grant helped Digitalizuj.me (the manager of the “.me” domain) organize a series of townhall events to discuss the potential uses of social media and other online tools by the government, business and civil society. Each with a panel of practitioners and experts, these were held at the Economic Faculty of the University of Montenegro.
In December 2012, the Old Royal Capital of Cetinje opened a new Customer Center One Stop Shop (CCOSS) in its historic municipal building. Opened in the presence of the US Ambassador and central and local government officials, the CCOSS was the culmination of a year’s work on multiple agendas by EWMI through the Good Governance Activity in Montenegro. The GG Activity worked closely with Cetinje’s IT Department to design and implement the new CCOSS, which will allow local businesses and citizens to complete various procedures through a single office in the municipal building rather than having to make multiple visits to different offices following unclear procedures. EWMI helped streamline administrative procedures, and sponsored the creation of a user-friendly e-government software to turn them into electronic procedures. The introduction of electronic document archiving will improve efficiency, and customers are now being notified by text message concerning the progress of their applications. The CCOSS introduces a new era of customer service in Cetinje, and will expand over time to cover the full range of municipal procedures. The program will be replicated in other municipalities around Montenegro within the next year.
COURT OPTIMIZATION IN ROMANIA

Seven years after its accession to the EU, the courts in Romania remain inefficient, plagued by backlogs, and susceptible to corrupt influences. EWMI is currently implementing a court administration reform project in Romania, funded by the World Bank, to modernize Romania’s judiciary, improve management, and increase efficiency by developing standards for court performance and introducing improved methods for resource management. In particular, EWMI is advising the Superior Council of the Magistracy (SCM) on establishing a comprehensive system for monitoring and benchmarking the efficiency of the courts, enabling it to better measure, monitor and improve performance and allocate resources. The project will also begin to implement recommended reforms through training programs and piloting at individual courts. EWMI’s initiatives will improve transparency and efficiency in the Romanian judiciary, helping to align it with European standards.

EWMI has been working with the Pilot Courts to introduce performance management, to improve data about caseloads and court proceedings, to expand court management, and to improve caseflow management. At a highly informative training session for these Pilot Courts on December 5, 2012, courts presented reports to EWMI and to their colleagues on innovative progress.

The EWMI Project Team reviewed case data from 1.3 million cases and then created case groupings to organize case data in a meaningful way for court management. The data and case groupings were used to generate Key Performance Indicators across each case category. These indicators permit each court to use actual case data to identify case management problems within specific departments of the court.

After assessing the status of many aspects of the Romanian judicial system, EWMI generated an extensive “Issues and Options Paper” which identified the issues which the project should address and suggested multiple options for resolving the underlying problems.
The main product in the essential oils value chain in Rwanda is the oil obtained from processing essential oil crops. These essential oils are further processed in the international market to produce perfumes, pharmaceutical and even phyto-sanitary products, depending on the plant used. So far, the few existing Rwandan firms have focused on high-value added essential oils mainly used in perfumes, such as geranium, patchouli and rose oils. Geranium plants are grown in several locations in Rwanda, including Ikirezi.

Irirezi technician explaining the displacement process by which essential oil is separated from the floral water.

A local producer in Ruhango also harvests Patchouli alongside Geranium, where it is dried and bagged for further processing.
EWMI's five-year USAID-funded Separation of Powers Program (SPP) in Serbia is working to help Serbia move closer to EU accession by strengthening the division of power and authority more equitably 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.

In an effort to assist the Serbian judiciary in making the administration of justice more efficient and responsive to the needs of users, EWMI held intensive workshops on strategic planning for staff members from SPP partner courts aimed at helping participating courts create their own strategic plans, by setting up their goals, priorities, tasks and activities.

Through SPP, EWMI and the High Court Council (HCC) have been working together to extend the existing strategic plan to cover the five year mandate of the Council’s judge members. EWMI is also working to ensure that the activities contemplated by the extended plan are adequately funded. The first session for the drafting of the extension of the Strategic Plan, held in Belgrade on December 21-23, 2012, was facilitated by the SPP and HCC judge members.


In 2012, the High Court Council Working Group adopted a new Communication Strategy based on techniques recommended by EWMI and grounded in international best practices that outlines specific steps toward greater transparency of the HCC, as it serves as the guardian of judicial independence in Serbia.
Courts working with EWMI’s Separation of Powers Program in Serbia continued to successfully reduce backlogs and increase clearance rates throughout 2012. By the end of September 2012, the six courts participating in SPP’s backlog reduction program, focused on bringing cases older than two years to resolution, had reduced their combined backlog from over 23,000 cases in 2010 to less than 12,000 cases as of September 30, 2012. This 49% decrease in backlog well exceeded SPP’s target of a 25%-30% reduction. SPP’s partner courts were equally successful in their backlog prevention efforts, i.e., reducing the likelihood of future backlogs by increasing the percentage of cases closed versus cases opened in a corresponding period. As of September 30, 2012, the average clearance rate for the five courts participating in SPP’s backlog prevention program exceeded 113%, meaning that the courts, on average, closed 13% more cases than were filed in the same period. Based on these results, SPP easily exceeded its clearance rate target of 95%. The courts achieved these impressive results through the application of various backlog reduction and prevention techniques provided by SPP.

As part of its efforts to chronicle and publicize the successes of its case management efforts, in July of 2012, SPP published the Best Practices Guide: Backlog Prevention & Reduction Measures for Courts in Serbia. The Guide, which conforms to international standards developed by the European Commission for the Efficiency of Justice, provides practical techniques and guidance for improving case and court management, including a description of the backlog reduction and prevention techniques applied by SPP’s partner courts and steps taken to implement each technique.
For the year ending December 31, 2012, EWMI's revenue totaled over $20,172,661. Overall, in 2012, EWMI had 15 projects, working in 14 countries in the world. EWMI's funding sources in 2012 included 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 2012, 32% of all EWMI expenditures were for sub-grants, while an additional 55% of all expenditures were for program activities. Administrative costs totaled 13% of expenditures. EWMI's 2012 financial statements were audited by Mitchell & Titus, and EWMI's audited financial statements and IRS Form 990 are available upon request.
EWMI continued to work with many donors and partner organizations globally in 2012. These included:

**Donors:**
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- The Romanian Ministry of Justice
- The World Bank
- U.K. Department for International Development (DFID)
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- American Bar Association (ABA)
- The Asia Foundation
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- Attorney General's Office (Ecuador)
- B&S Europe
- Bar Association of the Kingdom of Cambodia
- Caucasus Resource Research Center
- Council on State Support to Nongovernmental Organizations under the Auspices of the President of the Republic of Azerbaijan
- Center for International Development, State University of New York at Albany
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- Ecuadorian Judicial Council
- Eurasia Partnership Foundation (EPF)
- Free University, Tbilisi
- Georgian Bar Association
- Georgian High Council of Justice
- 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
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- Ministry of Justice, Bosnia and Herzegovina
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- 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)