MISSION:
The East-West Management Institute works to strengthen democratic societies by bringing together government, civil society, and the private sector – to build accountable, capable and transparent institutions. Founded in 1988, as an independent not-for-profit organization, EWMI’s work began the year before the wall came down, with the challenge of crafting functioning democratic systems in transitioning post-soviet societies. We learned—in our initial work across central and eastern europe, and in the decades that followed around the world—that a collaborative approach involving civil society, government and the private sector is the key to ensuring that citizens exercise their rights, and institutions are accountable for protecting them. This leads to more just and prosperous societies.

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The EWMI 2013 Annual Report
Editorial: Christina Keller

Photo on the Cover: View from the Our Lady of the Rock (Gospa od Škrpjela), an island on the Bay of Kotor, off the coast of Perast in Montenegro.
Dear Friends,

I am proud to present the EWMI annual report for 2013. We have had the honor of working with dedicated partners to implement locally relevant initiatives focused on justice, economic development and civic engagement. The accomplishments and successes shared in this report are based on an in-depth understanding of local needs, and approaches implemented in partnership with local governmental and non-governmental organizations.

Supporting the effective participation of civil society organizations (CSOs) in democratic and economic transitions is one of the cornerstones of EWMI’s expertise. This year, we worked with local organizations to build their capacity to become effective voices and advocates for political and economic reform, as well as for the protection of human rights. In Georgia, many CSOs working with EWMI have become the go-to experts for government officials as they consider national and local policy changes. One such organization, the Georgian Civic Development Association successfully advocated the Sagarejo and Sighnaghi City Councils to adopt its recommendations to improve existing benefit distribution systems and create new healthcare and social assistance programs for socially vulnerable people. In Azerbaijan, EWMI worked with community organizations and local government to implement over 20 community socio-economic projects, including improving potable water provisions, construction of village medical points, and improving the provision of electricity.

As shown in this report, justice reform is a central focus of EWMI’s work, including empowering local groups to advocate for change, strengthening informal dispute resolution mechanisms, training judges and lawyers, improving legal education, and improving the efficiency and transparency of court operations. In 2013, EWMI launched its innovative Prosecutor Office Performance (POP) Fund in Bosnia, which provides material support to selected prosecutors’ offices (POs) in direct relation to their performance. EWMI also worked with six courts in Serbia and two of the largest courts in Montenegro to drastically reduce their case backlogs. In Ecuador, EWMI worked to standardize and encourage the use of Special Proceedings and Alternative Procedures to improve the effectiveness and transparency of justice. Looking forward, we know that technological change will continue to have a profound impact on society, and we have continued to deploy innovative technologies to hold governments accountable and protect citizens’ rights, with dramatic and measurable impact.

One of EWMI’s guiding principles has always been a commitment to building local capacity through partnerships with local organizations. We are pleased to announce that in 2013, EWMI established the Partner Legacy Support Program as a mechanism to continue to fund its partners around the world. EWMI has accepted donations from individuals, foundations, and donor advised funds for partners in Cambodia, Kosovo and Liberia that promote access to justice for the most vulnerable groups in various political, economic and cultural contexts.

I am only able to highlight a few of our accomplishments in this letter, and invite you to read the full report to learn more about our work.

Adrian Hewryk, President
Tipping the Scales of Gender Equality in Georgian Courts

In July 2012, the gender distribution in the Georgian Judicial Administration was 63% male. Several high positions within the court lacked female representation and were entirely made up of male jurists. To address this issue of gender disparity in the courts, in April 2013, EWMI organized a conference entitled “Gender in the Court: Working toward a More Inclusive Court System.” The conference aimed to foster the development of a court system that encourages women to play a greater role in the running of courts and the development of the justice system. A few months after the conference, noticeable improvements could already be seen. Female jurists moved into leadership positions which were previously without female representation. Although the shift towards a more even distribution of gender in the courts is exciting, several positions, including the Disciplinary Chamber and the Judge chairs of the Chambers of the courts, remain entirely male. EWMI will continue to support initiatives aimed at balancing the scales and encourage further progress.

EWMI’s PtP Project Featured in the Economist

2013 was an exciting year for EWMI’s “Philanthropication thru Privatization” (PtP) Project. EWMI organized a conference in Hanover, Germany, hosted by VolkswagenStiftung, which brought together expert practitioners and scholars from across the globe to explore the potential for capturing in charitable endowments at least some of the proceeds of the sales of state-owned enterprises or common-use resources — a phenomenon called “Philanthropication thru Privatization.” The work of EWMI’s PtP project was also featured in The Economist on September 21st, 2013. The article A Spoonful of Sugar: Endowing Charities can make Privatization more Palatable highlights several examples of philanthropication through privatization sales and the resulting foundations.

▶ Dr. Lester M. Salamon of the John Hopkins University Center for Civil Society Studies addresses conference participants.
To increase community participation in socio-economic development at the local and regional levels, EWMI is revitalizing and supporting the establishment of Community Development Councils (CDCs) in more than 100 communities in the Aran, Guba-Khachamaz, and Ganja-Gazakh regions of Azerbaijan. During a meeting to identify the needs of the Khachmaz community, the majority of community members expressed the need for the construction of a school building and repairs to the community’s often impassable roads. Shortly after the meeting, the Khachmaz CDC announced that the government planned to build a new school in the community. With funding from USAID, the Government of Azerbaijan, the local municipality, and community members, EWMI initiated a project to rehabilitate the community roads in June 2013. By the end of 2013, the roads were complete and construction of the school was well underway. This was a dream come true for many of Khachmaz’s community members. “For years we have been dreaming that our children could safely walk through repaired roads to a community school. Now we are very excited that this year both problems were addressed,” said Gulesmer Abbekirova, CDC Coordinator.
2013 HIGHLIGHTS:

Backlog Reduction Initiative in Serbia Shows Promising Results

Six courts in Serbia working with EWMI’s Separation of Powers Program (SPP) have reduced their case backlogs by 49%, from 23,000 to 12,000 old cases. These preliminary successes resulted from the courts’ adoption of reduction and prevention techniques outlined in SPP’s “Backlog Reduction and Prevention Best Practices Guide.” The task ahead is to extend this success to other jurisdictions around the country in order to reduce the backlogged cases across the country where over 730,000 cases have been pending for 5, 10, or more years. SPP has developed a National Plan for Backlog Reduction, and through its implementation, Serbia will be able to reduce backlogs throughout the country by 80%, improve citizen trust and confidence in the judiciary, and facilitate Serbia’s entry into the EU.

Bringing Innovation to Social Procurement in Kyrgyzstan

EWMI’s Collaborative Governance Program organized a conference entitled “Social Procurement: International and Kyrgyzstan Experience” in partnership with the International Center for Not-for-Profit Law (ICNL) and UNICEF. Representatives of Kyrgyzstan’s government, including the Minister of Social Development and senior officials from other ministries, along with local authorities, civil society organizations and representatives from several international organizations were among the conference participants. Both Kyrgyz and international participants
shared their experiences in developing and implementing social procurement in order to provide a broader context for enhancing the legislative and procedural framework for social procurement in Kyrgyzstan.

 EWMI Funds Support Bosnian Prosecutors

In 2013, EWMI began implementation of its innovative Prosecutor Office Performance (POP) Fund, which provides material support to selected prosecutors' offices (POs) in direct relation to their performance. EWMI assesses the performance of the POs by measuring their compliance with a Matrix of Standards previously developed by the project and adopted by the High Judicial and Prosecutorial Council. Through the POP Fund, EWMI will disburse funds for IT equipment and customized shelving and furniture to nine POs over the course of the next year.

 Anti-Counterfeit Drug Trainings in Cambodia to Protect Health

EWMI continued its anti-counterfeit pharmaceuticals work with Cambodia’s Ministries of Justice and Health, completing training of 46 health, justice and provincial hall officials in a workshop to improve inspections and prosecutions of counterfeit and substandard drugs, and the illegal pharmacies that sell them. The two-day trainings brought together inspectors from provincial health departments and prosecutors and other court officials to learn side-by-side about the problems of drug resistance, the elements of the Drug Law, and the process of submitting complaints for prosecution. 15 investigations have been initiated since the start of the EWMI training program, eight of which have become prosecutions so far. These are the first such prosecutions ever pursued in western Cambodia.
EWMI Sent Serbian Delegation to Dubai

In early December, EWMI supported a Serbian Delegation from the Separation of Powers Project to attend the Courts’ Excellence in a Changing World Conference in Dubai, where the Delegation presented on “Modernization of Financial Operations in the Judiciary.” The Conference provided an opportunity for court officials from around the world to meet and share experiences. The participants toured the Dubai courts and to see their world-renowned advances in infrastructure, automation and efficiency.

Policy Development in Rwanda

This year marked the second successful collaboration between EWMI and a student research team from the School of International and Public Affairs at Columbia University to work on an inventory of value chain studies, value chain analysis, and industrial indicator development. Following submission of impressive and highly pragmatic outputs, EWMI worked on the development of an Industrial (Licensing) Law for Rwanda. The draft Industrial Licensing Law is currently being considered by relevant ministries.

Maize value chain analysis described the constraints limiting the development of the industry in Rwanda and provided recommendations to address them.
Building Bridges between Parliament and Civil Society in Georgia

CSO influence in policy making is much improved from the beginning of EWMI’s Policy, Advocacy, and Civil Society Development Program in Georgia (G-PAC), when the government rarely seriously considered the input of CSOs. Many of these organizations have now become the go-to experts for government officials as they consider national and local policy changes, including Borjghali (IDPs), EPRC (economic development and agriculture), CCIIR (education), and Society of Democrat Women of Marneuli (local preschool development). As a result of EWMI G-PAC activities, government and CSOs formally established collaboration through a Memorandum of Cooperation between CSOs and Parliament in December 2013, a landmark agreement for civil society. 150 civil society organizations (CSOs) signed the Memorandum, which acknowledged the role civil society organizations play in protecting human rights, ensuring social and economic development, and consolidating democracy! The agreement also established an annual Civil Society Organizations’ Day in Parliament.
In 2013, Open Development Cambodia (ODC) released their new animated Forest Cover map with time lapse. The forest cover change maps show trends illustrating the extent and rate of reduction in Cambodia’s forest cover over the past 40 years. Until ODC launched the page, no attempt had been made to track changes in Cambodia’s forest cover over such an extended period. ODC’s analysis of satellite images shows that in 1973 approximately 72 percent of Cambodia was covered by forest, 42 percent of which was evergreen forest, or old growth forest, referred to as “dense forest” in Cambodia. More recent images suggest that today’s forest cover is closer to 46 percent, inclusive of tree plantations, and only less than 11 percent of that is dense forest.

ODC launched the maps with only an email to local journalists and announcements via social media. Yet the animations attracted more than 2000 views in the first week, and about 8000 total in the next month. 26.6 percent of visitors viewed the page in Khmer. Infomediary groups such as the Cambodian Youth Network, downloaded and shared the animations with grassroots groups and wider audiences’ offline, including it in a short video of its own on forests. Since launch, the page has been visited by hundreds of Cambodians and presented at numerous workshops and events. Several CSO groups from around the country have presented the page to grassroots groups and wider audiences. The maps also attracted important press coverage, making headlines.
in the Phnom Penh Post on the day after publication and the following day in the Cambodia Daily. It was discussed on a Khmer-language Cambodian TV program offering news analysis.

These maps represent a new technical tool to help understand environmental changes and inform development planning. When ODC published its forest cover change maps, MAFF publicly critiqued the ODC maps, from a technical basis, but also offered explanations as to why they had not released forest cover maps, and stated they would do so by 2015. This suggests government is becoming more attuned to the idea of increasing public expectations regarding access to information. It also suggests that the provision of information by an independent organization can “prime the pump” – increasing public demand and government response. There are also indications that when this information is made available, questions about development policy direction, and posited alternatives are advanced.

New Partnership in Burma

EWMI initiated an exciting new partnership Partners Asia to implement the Oak Foundation Fund to strengthen human rights and promote the rule of law in Burma (Myanmar). The grantmaking program that will begin in January 2014.
Strengthening Good Governance in Montenegro:

The USAID-funded Good Governance Activity in Montenegro (GG Activity) was a 33-month program designed 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. EWMI’s successful implementation of the program helped improve the visibility of government operations through efficient and transparent business licensing and permitting practices that reduce costs and mitigate corruption.

By the end of the project, GG Activity had greatly improved judicial administration and transparency. Using a model court approach that it had developed in Bulgaria and BiH, EWMI designed and implemented a Court Improvement Plan (CIP) in the Basic Court Podgorica, the largest court in the country with almost 50% of all active cases in the judicial system, to improve its internal court and case management, as well as its services to all court users. On the basis of its success, the project later implemented a similar CIP in Basic Court Ulcinj. The CIPs led to substantially improved court administration, reduced case backlogs and a vastly improved user interface. EWMI also helped the Judicial Council and the courts fix and upgrade the Judicial Information System (PRIS), making it an automated case-management and statistical reporting system functional in all courts. The upgraded PRIS now maintains extremely accurate case data and allows fully automated statistical performance reporting for all courts.

Under the private sector component of the project, EWMI improved the visibility of government operations through efficient and transparent business licensing and permitting practices that reduced costs and mitigated corruption. Procedures for the most commonly issued business licenses and permits are inventoried, simplified and incorporated into an online e-Registry, which by the end of the project held 540 different...
licenses, permits and permissions from some 36 government agencies. Under this component EMWI’s experts also guided ministerial and other officials on business licensing regulations, illiquidity regulations, proposed legislation on late payments, and the social housing law, among others.

GG Activity also worked to strengthen trust in public administration and the courts by boosting public oversight of these institutions. Through a grant-making program and technical assistance, the EWMI supported advocacy and watchdog efforts by NGO’s, media, and professional and business associations to stimulate public policy dialogue, promote transparency and efficiency, and advocate for tougher anti-corruption measures.

**Transparency through Technology: Montenegro**

Information and communication technologies play important role in EWMI’s strategy. EWMI technology programs have helped modernize hundreds of courts and justice institutions over more than a decade, raising transparency and accountability through modern data tracking, communications, and case management. At the close of GG Activity, EWMI left behind several new IT innovations, which included: (i) a streamlined national commercial registry where parties can file a single form to register a business, as opposed to the 7 forms required previously; (ii) a trained Regulatory Impact Assessment unit that is capable of reviewing all newly proposed legislation and regulations; (iii) a National Electronic E-Registry that automates business licensing and permitting; (iv) a strengthened NGO community capable of continuing to monitor government activities and promote transparency; (v) improved internal court and case management systems, resulting in sustainable backlog reduction measures; (vi) fully working and nationally implemented case management system, strengthening the oversight capacity of the Judicial Council and Court Presidents; and (vii) a web portal that allows for the automatic updating of court decisions.
2013 COMPLETED PROJECTS:

Improving Court Performance in Romania:

The Optimizing Court Performance project ended in March 2013 with an International Conference on Optimization of Court Performance and Resource Allocation in Bucharest that gathered nearly 140 participants from across Romania, several European countries, and the United States. Reports were presented which may be used as foundational documents for future court improvement plans. Key recommendations, which were reiterated in a separate meeting with the Superior Council of the Magistracy (SCM) following the conference, included how Romania could reallocate personnel and budgetary resources throughout the country in a way that would better reflect actual needs and caseloads, based on the use of Key Performance Indicators (KPIs), as well as ways to improve court performance using performance standards and better practices piloted at individual courts throughout the country.

The project aimed to modernize Romania’s judiciary, improve management, and increase efficiency by developing standards for court performance and introducing improved methods for resource management.
Collaboration and Understanding through Dialogue in Fiji:

In September, EWMI concluded its three year Promoting Dialogue and Tolerance in Fiji (PDTF) project. Throughout the term of the project, EWMI worked with Dialogue Fiji, a coalition of Fijian NGOs, to strengthen Fiji’s civil society capacity by creating regional dialogues throughout the country. PDTF promoted tolerance between the divided social and political groups by bringing together representatives from different stakeholders, including NGO representatives, members of the public sector, community leaders, youth group members and religious leaders to discuss important local and national issues at each of the regional dialogues. This was an entirely demand-driven initiative, which reflected and respected the goals and perspectives of EWMI’s partners on the ground in Fiji.

In the last year of the project, EWMI and Dialogue Fiji created dialogues on the national constitutional drafting process. The dialogues explained each step of the drafting process and encouraged participants to make official submissions to the government on the constitution. The last four months of the project, although bustling with activities, were especially successful. EWMI’s consultant Sylvia McMechan and Dialogue Fiji hosted two workshops on dialogue facilitation in June and September. The participants in the training were all experienced mediators from around the Suva area, who will now be able to lead Dialogue Fiji’s upcoming regional dialogues and thereby greatly increase the organization’s capacity.
Promoting Justice in Ecuador:

Ending in January 2014, EWMİ’s Strengthening Ecuadorian Justice Project (SEJP) sought to strengthen the effectiveness, fairness, and transparency of Ecuadorian justice by providing support in key areas and providing guidance on the implementation of recent judicial reforms. The criminal justice system in Ecuador, as in many countries in the region, is criticized for its extended and complex procedures, an over-reliance on pre-trial detention, and the failure to use new and alternative methods for resolving cases. EWMİ sought to address these concerns by supporting the increased use of Special Proceedings and Alternative Procedures in the early stages of the criminal procedures in Ecuadorian courts. In order to standardize and encourage the use of Alternative Procedures and Special Proceedings, EWMİ supported the development and mandatory nationwide application of two public policies. EWMİ then trained justice sector operators in Quito and Guayaquil on how to apply these mechanisms. The courts where EWMİ worked demonstrated dramatically improved results – increased efficiency in the application of the alternative case resolution methods and a significant reduction in the time it took to resolve cases.
These results meant that victims obtained justice sooner, fewer defendants were held in pre-trial detention, and trust in the criminal justice system increased.

Recognizing the important role CSOs can play in advocating for and ensuring the implementation of judicial reforms, EWMI implemented a targeted grants program to support and promote the participation of civil society in the judicial reform process in Ecuador. With EWMI’s support, grantees successfully implemented projects that documented access to justice patterns for LGBTI groups, identifying best practices in judicial proceedings; trained Ombudsman staff on environmental issues; analyzed trafficking cases in two high risk provinces, improving the responsiveness of the judicial system to these types of cases; and raised awareness concerning domestic violence, among others. As part of its support, EWMI strengthened grantees’ organizational capacity to monitor and guide the judicial reform process and advocate for their issues.

To ensure that all Ecuadorians receive the protection of the law, EWMI worked to improve the quality of legal services and increase access to justice by vulnerable groups of the population by increasing the capacity of the Public Defenders’ Office (PDO) and legal aid clinics. EWMI developed a legal services management model that incorporated policies that improve services, such as introducing a rights and gender approach to the analysis of cases, improving case management and improving the quality of care provided to clients. In addition, EWMI produced and distributed 500 copies of a practical guide, A Guide for Strengthening Legal Services: How to Improve the Quality of Legal Services, that provides technical concepts and tools to implement a management model tailored to the particularities of legal centers, whether at universities or CSOs, to improve the delivery of their legal services.
EWMI has 25 years’ experience successfully managing grants programs with the strategic aim of building civil society support to further advance human rights, nascent justice sector reforms and economic development. EWMI has honed an expertise in the area of strategic grants management, working closely with CSOs and justice institutions to enhance their organizational capacity, and improve their ability to carry out effective advocacy campaigns and advance rule of law and other reforms. EWMI takes pride in its commitment to its local partners, and established the Partner Legacy Support Program in 2013 as a mechanism to continue to fund its partners around the world. To date, EWMI has accepted donations from individuals, foundations, and donor advised funds for partners in Cambodia, Kosovo and Liberia that promote access to justice for the most vulnerable groups in various political, economic and cultural contexts.

Through its grant-making programs throughout the world, in 2013, EWMI awarded 220 grants totaling $7,547,649.
EWMI's grants funded projects that addressed the following issues:

- Access to Justice
- Advocacy
- Advocacy for the Elderly
- Agribusiness and trade
- Agriculture and Food Security
- Anti-Corruption
- Child Welfare and Protection
- Civic Engagement of Youth
- Community Safety
- Civil Society Organization Capacity Building
- Disability-Inclusive Development
- Domestic Violence
- Education
- Employment Assistance
- Energy & Infrastructure
- Environment
- Financial Reform
- Gender Equality and Women's Empowerment
- Health Care Access
- Human Rights
- Indigenous Rights
- Internally Displaced Persons (IDP) Rights
- Labor migration
- Labor Rights
- Land Rights
- Legal Aid
- LGBT Rights
- Microenterprise Development
- Poverty
- Pre-Trial Detention
- Privatization
- Promoting Sound Economic Policies for Growth
- Public Policy
- Returnee Integration
- Rights of Religious Minorities
- Rule of Law
- Social Procurement
- Supporting Private Enterprise
- Sustainable Development
- Trade and Regulatory Reform
- Trafficking-in-Persons
GRANT HIGHLIGHTS:

EWMI Grantee Creates First Human Rights Hub in Cambodia:
EWMI supports the development of several NGO human rights data systems. In Cambodia, the Sithi Hub, developed by EWMI grantee, The Cambodian Center for Human Rights, is the first physical technology hub designed to support human rights in Cambodia. On Sithi Hub, innovators and human rights advocates can meet to share ideas and exchange information. The Sithi Hub will accommodate 100 active members working to utilize technology to protect and promote human rights in Cambodia.

EWMI raises funds to send Liberian children back to school:
As part of EWMI’s Partner Legacy Support Program, EWMI provided a grant and organized a fund-raising campaign for Prison Fellowship Liberia’s Break the Cycle program, which provides the needed funding for prisoners’ children to attend school each year. With support from donors, in the fall of 2013 PFL was able to send an additional 60 children to school, who otherwise would not been able to afford the cost of attendance. PFL was able to pay for school fees and provided them with uniforms, shoes, book bags, copy books and pens. By keeping children in school and off the streets, the program helps these children finish primary school and junior high school.
Green Alternative Facilitates Greater Collaboration on Sustainable Energy Issues in Georgia:

Hydro-power will be an important component to developing a sustainable domestic energy supply in Georgia; however, several hydro-power plant (HPP) construction contracts were signed without the input of the communities those HPPs would affect or an assessment of their environmental impacts. To ensure a more participatory process that accounts for community and environmental concerns, EWMI’s grantee Green Alternative successfully facilitated greater collaboration between the government, CSOs, the private sector, and the public on the issue. The organization also researched the terms of HPP construction contracts and recommended amendments that would promote greater sustainability and economic benefits for Georgia which were presented to all stakeholders. Thanks to Green Alternative, and their coalition partners like Stepantsminda, three HPP projects (in Dariali, Khudoni, and Namakvani) have been put on hold until concerns about them can be adequately addressed. The Ministry of Energy is now working on a sustainable energy strategy that will account for the concerns Green Alternative’s coalition has raised.

▶ CSOs and the Georgian public have called for the potential benefits of HPPs to be balanced against potential environmental damage and risks to local communities.
EWMI Supports the Kosovo Oral History Project:

This year, EWMI awarded a Partner Legacy Support Grant to the Kosovo Women’s Network (KWN) to support the Kosovo Oral History Initiative, a collective of women of different generations, nationalities and competences, whose mission is to record life stories. Working in partnership with The New School, KWN is collecting the life stories of women, whose part in war and peace times has been most often sidelined, if not forgotten. The initiative goes beyond the narratives of victimization and war stories to recover the whole life experience of diverse individuals and is building an archive of life-history interviews and short films for wider audiences. The interviews, filmed and transcribed in Albanian, English, and Serbian, are collected and presented in on a new website “Oral History Kosovo” (http://oralhistorykosova.org/).
Local CSO Advocates for Changes to Seed Registration Law in Azerbaijan:

The Seed Registration Law in Azerbaijan falls short for many Azeri farmers. The price of imported seeds is high, making it difficult for many farmers to purchase them. Without an established registry of local seeds as another option, many farmers find themselves in a difficult position. To address this issue, EWMI began to support the advocacy efforts of a local CSO, AKTIVTA. As a direct result of AKTIVTA's advocacy efforts, the State Seed Testing Commission involved farmers in testing seed varieties in its regional testing centers for the first time. The Commission is planning to continue to conduct seed variety testing with farmer participation and is also committed to simplifying the seed registration procedures. Finally, AKTIVTA republished a new version of state seed varieties and even submitted recommendations on seed variety registration procedures to the “Seed Policy Paper,” a report prepared by the Ministry of Agriculture.

Youth for Justice Project Promotes Rule of Law in Bosnia-Herzegovina:

With a grant through EWMI’s Justice Sector Development Project - II, the Youth Initiative for Human Rights (YIHR) is advocating for equality before the law through the harmonization of criminal law provisions and court practice in BiH, which currently vary considerably by jurisdiction. To highlight the practical consequences of this lack of harmonization, YIHR organized a series of activities, including public education initiatives, research, and meetings with civil society groups and government officials. YIHR also provided strategic planning and networking training for young lawyers and law students active in rule of law advocacy and developed a media and internet campaign to open new space for wider participation in the public debate on reform processes in judicial institutions. To that end, YIHR developed strategies to make the issue of “rule of law” more familiar and more appealing to the general public. By matching its strategy and tactics to its audience, YIHR developed a number of messages and printed them on fashionable T-shirts and bags – messages intended to creatively reflect the problems in the delivery of justice in BiH.
For the year ending December 31, 2013, EWMI’s revenue totaled $21,197,009. Overall, in 2013, EWMI had 16 projects, working in 12 countries in the world. EWMI’s funding sources in 2013 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 United Nations Industrial Development Organization, and private foundations. EWMI’s 2013 financial statements were audited by Mitchell & Titus, and EWMI’s audited financial statements and IRS Form 990 are available upon request.

### Statement of Activities for Year Ended December 31, 2013

#### Revenues:
- Government grants $15,468,292
- Government contracts $4,678,927
- Contributed services $272,396
- Other grants $389,516
- Other contracts $385,431
- Other revenue $2,447
- **Total revenue** $21,197,009

#### Expenses:
- Program $18,360,720
- General and administrative $2,826,042
- **Total expenses** $21,186,762

Changes in net assets before other income (expense) $10,247

#### Other income (expense):
- Interest income $225
- Currency exchange gain $5,403
- Interest expense ($20,000)
- Deferred rent ($16,500)
- Bad Debt ($1,184)
- **Other expense, net** ($32,056)

Change in net assets ($21,809)

Net assets at the beginning of year $1,647,496
Net assets at the end of year $1,625,687
EWMI worked with many donors and partner organizations globally in 2013, including:

DONORS:
Associazione di Fondazioni e di Casse di Risparmio Spa (ACRI) • Bureau of International Narcotics and Law Enforcement Affairs (INL) • 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) • International Finance Corporation (IFC) • Oak Foundation • 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)

PARTNERS:
ACTION-IEC Cambodia • Arizona State University • The Asia Foundation • Aspiration • Association of Civil Society Support Centers (Kyrgyzstan) • Association of Young Economists Georgia • Attorney General’s Office, Ecuador • 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 • Columbia University • 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 • International Bridges to Justice • International Center for Not-for-Profit Law • John Hopkins University • Kyrgyzstan Development Institute • Ministry of Economic Development, Azerbaijan • Ministry of Economy and Finance, Cambodia • Ministry of Finance, Rwanda • 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 • National Court of Justice of Ecuador • Pact • PILNet • Prison Fellowships – Liberia (PFL) • Public Defender's Office, Ecuador • 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 • Youth Initiative for Human Rights (YIHR).