



EWMI MISSION

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

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PROGRAM AREAS

Civic Engagement

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



Promoting Justice

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

We believe that courts should be both independent and accountable. We work with them to reduce delays and improve transparency, and we help ensure that judges are appointed, promoted and disciplined in a manner free from political influence. We help create local judicial and legal training centers so that judges, prosecutors and lawyers are better equipped to perform their crucial roles. By also focusing on improvements in basic legal



education at universities, we help develop a new generation of legal professionals who possess more practical skills and understand how law can be a vehicle for social change.

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

Economic Development

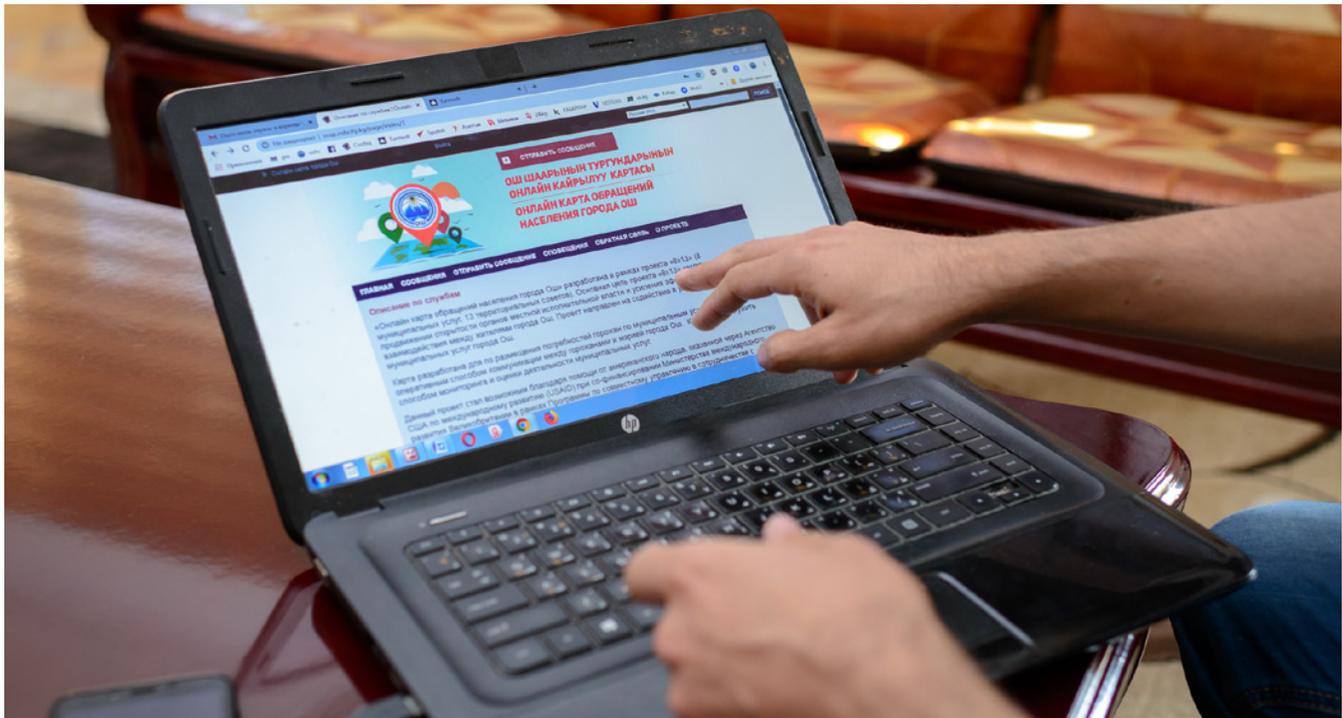
Government, the private sector and civil society working together create equitable prosperity. EWMI supports this process by working with and through local institutions, building local capacity, and helping lay the legal, institutional and regulatory foundations of growth. Countries where the Rule of Law is strong, where communities know and stand up for their rights will become more prosperous. Both on the national and local level we believe that socially and environmentally sustainable economic growth is achieved alongside a strengthened rule of law. EWMI staff and consultants have worked on various

types and stages of projects including design and implementation, as well as monitoring and evaluation, company/employee surveys and innovative research.

Technology and Innovation

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

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



IMPACT

A close-up photograph of two women in traditional African attire. The woman on the right is wearing a white short-sleeved shirt with a lace collar and a white headwrap with gold and green patterns. She is smiling and looking down at a bowl of beans. The woman on the left is wearing a bright pink top and an orange and white patterned headwrap. The background is blurred, suggesting an outdoor setting.

Women smallholder farmers in Western Uganda

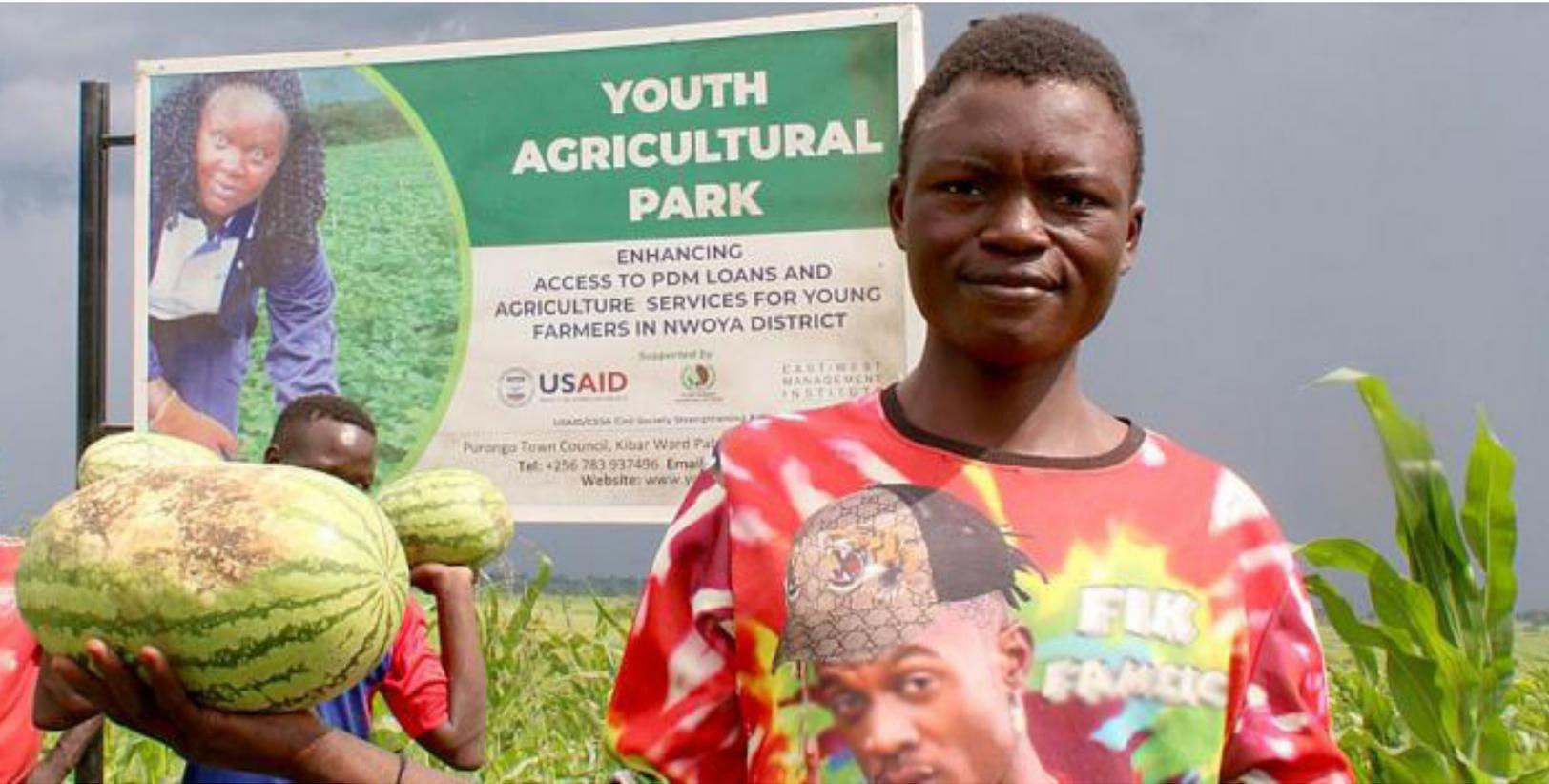
Program: Uganda Civil Society Strengthening Initiative
Funder: USAID
Country/Region: Uganda

Expanding Opportunities for Women Smallholder Farmers in Uganda

In Uganda, most households depend on agriculture for food security, nutrition, and income. In many communities, these smallholder farmers are traditionally women. With changes in climate patterns, smallholder farmers are facing many new challenges and are often unsure where to get the assistance they need. Through the USAID/Uganda Civil Society Strengthening Activity (CSSA), EWMI and the National Association for Women's Action in Development (NAWAD) are working with women smallholder farmers in Western Uganda to provide them better opportunities to enhance their positioning to benefit from government programs. Please watch this video to learn more about work that is being done to expand opportunities for women smallholder farmers in Mbarara and Rubirizi districts.



Click the image to watch the project video on YouTube



With support from USAID/CSSA, Alexander Opiyo and his group members planted 10 acres of watermelon, which sold for over USD 8,000.

Cultivating Opportunities for Youth in Uganda

Shy smile, calm demeanor — Alexander Opiyo’s warm personality carefully masks the hurdles he has had to overcome to provide for himself and support his aging parents, especially for a young man barely in his twenties.

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“I used to go around providing casual labor for very little pay. Weeding gardens, carrying farm produce, and things like that”, he says, “In a month I would make about 20,000 Uganda Shillings (USD 6)”, he says.

Alexander’s plight is very relatable for many youths from his home district of Nwoya, Northern Uganda. Nwoya is still tardily recovering from a two-decade war that deeply scarred the region, creating a lasting economic and social void. Due to disrupted education and infrastructure destruction during the war, many youths lack the skills or capital to pursue sustainable livelihoods. With the joy in his voice almost palpable, Alexander shares that he feels like the sun is finally starting to shine in his life.

"I have started a small poultry project, and now, because of the agricultural techniques I have learned, I also get occasionally hired to work on bigger farms that require modern farming knowledge. They pay a lot more than I used to earn", he smiles.

A patchwork of fertile fields and untamed wilderness, Nwoya's virgin lands provide a remarkable opportunity for agriculture, as evidenced by the countless thousands of acres of foreign-owned plantations stretching to the Nile River on the horizon. Land is, therefore, a critical livelihood resource in the district, yet limited access hinders youth's ability to engage in agriculture – and for those with access, lack of modern farming skills greatly affects their yields.

EWMI's USAID/Uganda Civil Society Strengthening Activity (CSSA), through the Ugandan organization Young Farmers Champions Network (YOFCHAN), is



empowering youths to overcome these challenges by providing access to land and high-quality agricultural inputs, as well as hands-on training in modern farming techniques and financial literacy. The project also provides young people with market access and associated services such as financial linkages and access to government programs that they could benefit from.

To achieve this, a 30-acre Youth Agricultural Park (YAP) has been set up in Nwoya district.

"At the park, we were taught advanced agricultural skills in areas like proper crop management, fertilizer application, irrigation, and many other modern farming practices, and I feel like I am now an expert, especially in growing watermelon and maize", says Alexander, who is one of the 75 pioneer beneficiaries of the project.

"I was finally able to move out of my sister's house and rent my own space", says a delighted Alexander, "I am also able to support my parents more, and now I am saving to rent a garden of my own, and expand my chicken business – soon I will be able to marry and start a family of my own".

Besides the agricultural skills, Alexander and his colleagues at the park were also trained in entrepreneurship, building their capacity in business management and marketing.

"We were also able to connect the youth to the district leadership to make it easy for them to walk in and ask for the services they need from the local government," says Tumwebaze Khamutima, YOFCHAN's Executive Director. "We supported 31 youths from the project to apply for the government Parish Development Model loan, with 15 so far successful. They have rented land and already planted their own maize and watermelon gardens using the expertise they got from the park."



A still from a project video profiling local business owners assisted through EWMI's Uganda Civil Society Strengthening Activity.

Empowering Local Businesses in Uganda's Oil-Rich Albertine Region

The “Extractives for Community Development” project, implemented by MIRAC with funding from EWMI's USAID-funded Civil Society Strengthening Activity (CSSA), has had a transformative impact on local businesses in Uganda's oil-rich Albertine region. Through the story of Bijampora Business Venture Limited, the video below showcases how local businesses are benefiting from training on business registration, local content laws, and securing contracts in the oil and gas sector. The documentary also features insights from MIRAC's Executive Director on efforts to empower communities, enhance transparency, and resolve land compensation issues, ensuring that local citizens actively participate and benefit from extractive industry developments.



Click the image to watch the project video on YouTube



Program: Rule of Law Program in Georgia
Funder: USAID
Country/Region: Georgia

Supporting Child-Friendly Justice in Georgia

With the efforts of Rights Georgia and the support of the EWMI-implemented USAID Rule of Law Program in Georgia (ROLP), another precedent of child-friendly justice was established in the case of a minor child whose biological father initially evaded caregiving and responsibility.

The case involved a five-year-old child whose birth certificate lacked information about her father. The child's biological father only assumed responsibility after paternity was established through a court-ordered medical examination, litigated by Rights Georgia. Seeking legal assistance, the child's mother approached the organization, facing economic challenges that prevented her from independently conducting the necessary tests to determine the child's paternity.

On February 13, 2023, Rights Georgia submitted a lawsuit to the Tbilisi City Court, requesting the establishment of paternity, amendments to the birth certificate, and the imposition of alimony. The legal battle highlighted the economic struggles faced by single mothers, especially when essential evidence such as DNA testing incurs substantial costs.

Despite the financial obstacles, the lawyers of Rights Georgia filed a petition on May 1, 2023, arguing that the alleged father should cover the expenses for the paternity examination. Through their efforts, Judge Maya Kutkhashvili of the Tbilisi City Court agreed that assigning the costs to the father was crucial for establishing paternity and ensuring the woman's access to justice. The judge mandated a biological examination, and the defendant was directed to



prepay the associated costs with the ruling of September 29, 2023.

This landmark case serves as a precedent in safeguarding the child's best interests and upholding a high standard of child-friendly justice. Unfortunately, many single mothers face limitations in accessing justice due to the substantial costs associated with obtaining crucial evidence, especially DNA testing, leading them to forgo legal actions in numerous instances.

The Levan Samkharauli National Forensic Bureau confirmed the defendant's biological fatherhood through a relevant report, with the costs for DNA testing being covered by the defendant. On December 18, 2023, Judge Maya Kutkhashvili partially granted the claim, recognizing the defendant as the child's biological father. The necessity to change the birth certificate to indicate the defendant as the

child's father was established, and the defendant was ordered to pay alimony of 300 GEL (instead of the requested 550 GEL) from the moment of filing the lawsuit until the child reaches adulthood.

"I can't put into words how emotional all of this is for me. This is the happiest day in my life since the birth of my child, as now I can demand providing my child with sufficient financial support and caregiving," exclaimed the mother, expressing her joy upon receiving the results of the biological examination.

According to Rights Georgia, this case holds particular significance for access to justice for single mothers, demonstrating the possibility of making the presumed father prepay the expenses of DNA testing. It serves as an example that single mothers are not alone in seeking justice and managing child-care despite economic challenges.



Program: Civil Society Engagement Program in Georgia
Funder: USAID
Country/Region: Georgia

Increasing Access to Preschool Education

Georgian law mandates the universal right to early education for all Georgian residents, but research conducted by Civil Society Engagement Program (CSEP) in Georgia grantee, **Center for Civic Activities** (CCA), showed that for residents of mountainous and ethnic minority populated areas, this type of access proves to be the exception rather than the rule. CCA went door to door in more than 30 villages in these areas, engaging local activists and meeting with residents to help them advocate for their children's right to early education. In many of these areas, CCA and the CSO **Platform Salam** helped locals use petitions—a first in the history of the municipalities—to assert their rights. After this campaign, the state announced in early 2023 that it would allocate 1.3 billion GEL for the renovation of 555 kindergartens and the construction of 330 new ones – including some in ethnic-minority populated villages that previously lacked kindergartens.

Expanding Access to Affordable Medication

Despite reforms in Georgia's healthcare sector over the last two decades, access to affordable medication has remained a top concern of citizens. A 2023 poll found that 68% of Georgians consider the cost of medicine the biggest issue for the healthcare sector. EWMI's grantee in Georgia, **Curatio International Foundation** (CIF), evaluated recent government reforms to the pharmaceutical sector and how they have impacted Georgian households' access to medications. After CIF shared their findings and policy recommendations for how to decrease the costs of medication for Georgians, the state's universal health coverage program was expanded to offer full medication coverage for various chronic diseases. It also launched a **web platform** that allows Georgians to access information about drug prices, patient rights, state programs, and eligibility for medication-related subsidies.



**Program: Open Development Initiative
Funder: World Bank, Various
Country/Region: Mekong River Basin**

Data Storytelling Amplifies Grassroots and Indigenous Voices in the Mekong

Across the Mekong River Basin, extractive industries such as sand and coal mining have disrupted ecosystems and livelihoods, wiping out fish species, contaminating water, and costing farming and fishing jobs. For many grassroots and Indigenous advocates, these impacts are deeply felt but hard to prove. Data storytelling is changing that.

By blending the “hard power” of data with the “soft power” of personal narrative, advocates can make invisible harms visible. But too often, technical bar-

riers often shut grassroots activists out—especially Indigenous Peoples and Women Environmental Defenders, who are underrepresented in official statistics and too often lose control of their own stories.

Since 2019, the East-West Management Institute (EWMI), through its Open Development Initiative (ODI) and with early support from the World Bank, has been helping to level the playing field. Its data skills and storytelling trainings equip grassroots

advocates with tools to find, analyze, and present data—while rooting evidence in lived experience and culture.

In June 2024, with support from the World Bank, EWMI-ODI hosted a data storytelling workshop in the Lower Mekong Basin to aid Women Environmental Defenders in their advocacy effort. Participants learned tools like Pivot Tables, Flourish, Canva, and digital mapping. A Vietnamese health advocate produced a community leaflet on sustainable farming and gender equality. In Thailand, a

participant mapped vulnerable residents across ten villages to improve disaster response. In Cambodia, Indigenous trainees used data to defend land rights.

Building upon this successful pilot, more than 300 people across ten Asian countries have now taken part. The result: data-backed stories told in advocates' own voices, turning numbers into narratives, and narratives into powerful calls for action.

Learn more here: <https://blogs.worldbank.org/en/opendata/data-storytelling-amplifies-the-voices-of-grassroots-and-indigen>





Program: Ukuk Bulagy Project
Funder: USAID
Country/Region: Kyrgyz Republic

Increasing Access to People-Centered Justice in the Kyrgyz Republic

In 2024, EWMI's USAID Ukuk Bulagy Project helped bring justice closer to the people of the Kyrgyz Republic, making it more accessible, responsive, and grounded in community needs.

At the national level, Ukuk Bulagy convened the country's first People-Centered Justice (PCJ) Forums, hosted by the Supreme Court and regional Justice Houses. Judges, mediators, prosecutors, civil society, media, and community members came together to explore practical solutions to everyday justice problems. Through mock trials, mediations, and interactive demonstrations, participants expe-

rienced how justice systems can better respond to the people they serve.

At the local level, the project supported the opening of the "Open Nookat" Information and Legal Center, providing free legal aid, psychological support, and mediation on land and social issues. In just its first two months, the center handled 262 cases, confirming strong demand for people-centered services. Building on this success, Ukuk Bulagy laid the groundwork for a second center in the Ton region, set to open in 2025.

Ukuk Bulagy also invested in long-term change by embedding PCJ approaches into education and professional training. Working with universities, legal clinics, Street Law Inc., and government partners, the project helped integrate people-centered and gender-sensitive justice concepts into curricula for students, judges, prosecutors, and advocates. At the national school level, new legal education textbooks now introduce students across the country to their rights and practical ways to resolve common legal problems.

To make courts more transparent and accountable, Ukuk Bulagy supported the nationwide rollout of QR-coded court user surveys and expanded public access to judicial decisions through www.sot.kg. In

2024, the Supreme Court formally adopted these feedback tools across all courts—giving citizens a voice in improving justice services.

Finally, Ukuk Bulagy demonstrated the power of creative outreach to shift attitudes and spark dialogue on gender-based violence. Community plays and film screenings reached hundreds of people, generating strong emotional engagement and community-led calls for action—often proving more effective than traditional awareness campaigns.

Together, these efforts show how people-centered justice is no longer an abstract concept in the Kyrgyz Republic—but a growing reality, shaped by communities, institutions, and citizens working together.

Program: USAID Judicial System Strengthening Activity
Funder: USAID
Country/Region: Uzbekistan

Bringing Uzbekistan's Landmark GBV Law into Practice

Uzbekistan passed groundbreaking legislation in April 2023 criminalizing gender-based violence and introducing new protections for women and children. From July 23-27, the USAID Judicial System Strengthening Activity trained a total of 37 judges and court staff from civil and criminal courts in Ferghana and Samarkand on implementing this legislation, including utilizing gender-responsive justice and victim-centered approaches. These trainings

were designed to sensitize judges to the complexities of GBV cases, from recognizing the psychological nuances of violence to applying international standards in their courtrooms. These trainings represent just one small part of USAID JSSA efforts to support the judges, civil society activists, and citizens pushing for women's protection and access to justice in Uzbekistan.

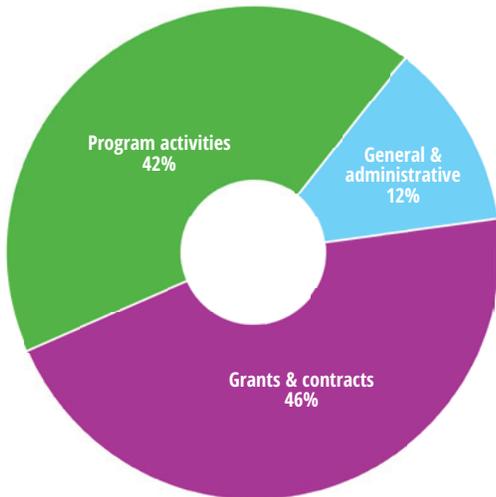
FINANCIALS

For the year ending December 31, 2024, EWMI's revenue totaled \$31,326,875, and total net assets totaled \$2,875,567.

EWMI's 2024 financial statements were audited by CBIZ CPAs P.C. EWMI's audited financial statements are available [online](#) and EWMI's IRS Form 990 filings are available upon request.

Expense Breakdown

The breakdown of EWMI's expenses for the year ended December 31, 2024 shows that General and Administrative costs are kept to a minimum, totaling 12% of total expenditures.



Statement of activities for year ended December 31, 2024

REVENUE

U.S. Government grants and contracts	\$ 28,617,025
Contributed services	\$ 867,963
Other contracts	\$ 301,005
Other grants and contributions	\$ 1,540,882
Total revenue	\$ 31,326,875

EXPENSES

Program	\$ 27,242,227
General and administrative	\$ 3,815,941
Total expenses	\$ 31,058,168

Change in net assets before other income	\$ 268,707
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OTHER INCOME (EXPENSE)

Interest income	\$ 21,866
Interest expense	(\$ 1,893)
Bad debt	(\$ 11,850)
Other income, net	\$ 8,123

Change in net assets	\$ 276,830
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Net assets, beginning of year	\$ 2,598,737
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Net assets, end of year	\$ 2,875,567
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KEY DONORS & PARTNERS

EWMI's success would not be possible without our donors and partners. We would like to take this opportunity to express our gratitude for their continued support, trust, and contributions to our work in 2024.

- International Development Research Centre/ Government of Canada
- Landesa
- Luminate Foundation
- George Mason University/Mott Foundation
- National Endowment for Democracy
- Slovak Aid
- Stiftung Auxilium
- United States Agency for International Development
- United States Department of State, Bureau of Democracy, Human Rights, and Labor
- United States Department of State, Bureau of International Narcotics and Law Enforcement Affairs
- World Bank Group
- World Wildlife Foundation





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**AMPLIFY YOUTH
CIVIC AWARENESS
OUTREACH**

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