

EAST • WEST  
MANAGEMENT  
INSTITUTE



# EAST-WEST MANAGEMENT INSTITUTE

2021 Annual Report

## EWMI'S 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, EWMI's work began the year before the Berlin 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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**Nicolas Mansfield**, *Vice President & Director of Legal Programs*

**Delina Fico**, *Director of Civil Society Programs*

**Ana Drakic**, *Program Director*

Cover photo: "Jubilant members of the NGO Equality Movement", 2021 USAID Democracy and Governance Photo Contest. 1st place winner. Photo by Mikheil Meparishvili, Equality Movement.

# GREETINGS FROM EWMI

## A message from the President

Dear friends and colleagues,

Working in close partnership with local governments, civil society organizations and communities is a key tenet of EWMI's approach to strengthening democratic societies. While it has been challenging to sustain those close relationships during the ongoing COVID-19 global pandemic, EWMI's resilient staff and partners continued to adapt and find innovative ways to connect and implement program activities that serve our beneficiaries around the world.

In 2021, EWMI was able to successfully implement activities associated with 32 programs in several countries including Albania, Azerbaijan, Cambodia, Croatia, Georgia, Kosovo, Kyrgyz Republic, Laos, Malaysia, Myanmar, North Macedonia, Thailand, Uganda, and Uzbekistan. Through these programs, EWMI continued to support efforts to strengthen rule of law, protect human rights, and promote transparent and accountable governance.

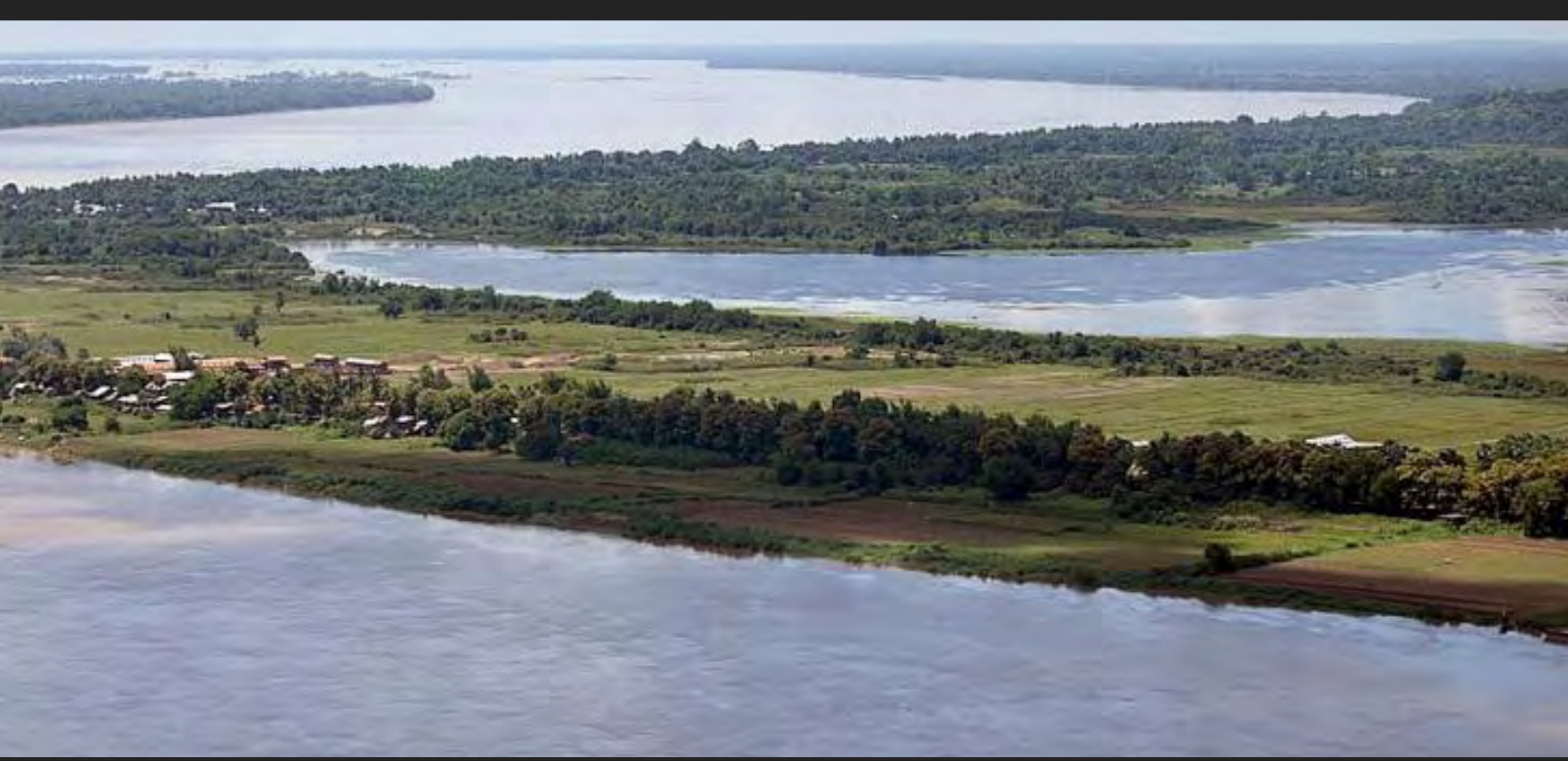
Slow vaccination rates, combined with surges in infections and associated lockdowns, impacted programming, but we were able to adjust our operations to ensure the wellbeing of our staff, implementing partners, grantees, and the communities we serve. Remaining steadfast to our mission, EWMI's dedicated program staff moved to virtual meetings and training sessions when needed and helped our partners find new ways to reach their audience. We leveraged existing partnerships and grant-making mechanisms to support local civil society organizations to provide targeted support to communities they already serve and respond to emerging challenges.

This report celebrates the perseverance of our partners and staff and highlights some of the accomplishments we have made in the past year. I invite you to learn more about our work and the work of our partners.

With warm regards,  
Adrian Hewryk  
President, EWMI

# 2021

## A year of challenges and perseverance



Despite ongoing challenges, 2021 was an exceptionally successful year for EWMI. Our staff and partners persevered in the new reality brought about by the pandemic and were able to re-start and launch new activities around the world. EWMI implemented **32 donor supported programs**, administered **220 subgrants**, and continued to ensure the safety and well-being of the EWMI community. While 2021 was a difficult year, we are proud of the accomplishments achieved by our projects and our staff.

*Photo: Cambodia Civil Society Strengthening (CCSS) Project*

# LOOKING BACK

## Reflecting on programs that ended in 2021



The past year saw the culmination of five major programs that collectively represent over 30 years of work and US\$73 million in investment. The following pages highlight the accomplishments of these programs, and share brief reflections from our staff on the broader impact and legacy these programs will have in the years ahead.

*Photo: "Bringing WiFi to an isolated community," 2021 USAID Democracy and Governance Photo Contest - 2nd place winner. Photo by Center for Civic Activities (CCA).*

# Socio-Economic Development Activity (SEDA)

Azerbaijan | 2011–2021 | USAID

1

To revitalize or establish **Community Development Councils (CDCs)** to increase community participation in socio-economic development at the local and regional levels.

2

To strengthen the capacity of **Civil Society Organizations (CSOs)** to engage with citizens and government officials on local, regional, and national social and economic priorities.

3

To strengthen the capacity of the **Government of Azerbaijan (GOAJ)** to engage with stakeholders on key socio-economic development issues.

## BACKGROUND & REFLECTIONS

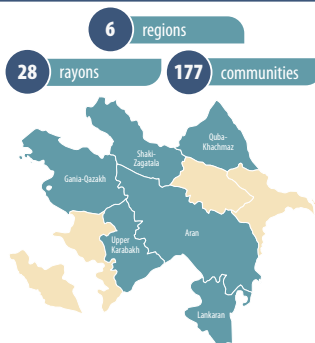
Azerbaijan has experienced rapid revenue growth in recent years and the U.S. Government is supporting efforts undertaken by the Government of Azerbaijan to ensure that this growth reaches Azerbaijani citizens in the regions. This support stems from the belief that increased citizen participation in regional 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 with partners, the Azerbaijani Support to Social Development Public Union (UMID) and the International Center for Not-for-Profit Law (ICNL), EWMI's **Socio-Economic Development Activity in Azerbaijan (SEDA)** contributed to the advancement of 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.

Over SEDA's 10-year lifespan, **related activities benefited nearly 340 thousand individuals throughout 28 rayons in Azerbaijan.** SEDA helped establish Community Development Councils (CDCs) in 167 communities that supported almost 200 community-driven socio-economic projects including: establishing agricultural processing facilities (freed grinding, honey processing, milk collection, fruit drying, incubation facilities, etc.); improving water and irrigation systems; establishing local medical points; repairing roads; rehabilitating schools, libraries, recreation facilities, and community centers; and improving electrical supply systems. Because of SEDA's support, residents of the Surra community in Shabran were able to build a bridge allowing them to safely cross the river that divides their village to get to school, work and the nearest town; Alpan village residents worked with their local and regional governments to construct a brand new facility for designing and weaving carpets and helped reinvigorate the traditional carpet weaving economy; and senior citizens in the Alinazarli village in Beylagan rayon are now registered to receive social services. For over 16 years, most children did not attend classes at a public school in Gobektala during the coldest winter months, due to an ad hoc heating system that exposed the children and teachers to the risk of fire, toxic smoke, and other dangers. With SEDA support, the Gobektala CDC designed a new heating system that provides consistently safe heat throughout the winter.

## LEARN MORE

- [EWMI Project Page](#)
- [SEDA video](#)

## ESTABLISHED COMMUNITY DEVELOPMENT COUNCILS (CDCs) IN 167 COMMUNITIES



1,676 community members served in SEDA-supported CDCs



957 men

691 women



## SUPPORTED 196 COMMUNITY-DRIVEN SOCIO-ECONOMIC PROJECTS (CSEPs)



337,866 community members' lives have been improved due to SEDA-supported CSEPs



167,747 men

170,139 women



81,441 youth

4,815 internally displaced persons



## SUPPORTED XXX KNOWLEDGE-SHARING EVENTS AND TRAINING SESSIONS



At least 2,558 participants in 104 knowledge-sharing events



75% men

25% women

9% youth



At least 2,579 participants in XX training and learning sessions



65% men

35% women

21% youth

## AND MORE...



Established a *Community Development House* in Guba.



Prepared and disseminated the *Handbook on the Right to Access to Information in Azerbaijan* and the *Handbook on Best Practices on Citizen Participation*.



Conducted a *compliance survey* of 102 NGOs on the legal regulation for NGO activity.



**87 recommendations** submitted by SEDA/ICNL were reflected in the final text of the 2014 Law on Public Participation and accompanying administrative regulations.

# Advancing CSO Capabilities and Engaging Society for Sustainability (ACCESS)

Georgia | 2014–2021 | USAID

1

To increase citizen awareness of and involvement in CSO activities.

2

To improve CSO leadership, organizational capacity, and sustainability across a range of organizations in and outside Tbilisi.

3

To ensure CSOs are able to effectively monitor and influence key government policies and processes.

4

To ensure that Centers for Civic Engagement continue to operate as politically neutral gathering spaces for public discourse.





## BACKGROUND & REFLECTIONS

Georgia has historically been characterized by low civic engagement among the general population, due to poor awareness by citizens of their rights and responsibilities and to low public trust of civil society organizations (CSOs). While there are some highly effective and professional CSOs based in Tbilisi, the rest of civil society is largely ineffective and weak and have historically been driven more by foreign donor funding than by the concerns of local communities. The **Advancing CSO Capacities and Engaging Society for Sustainability (ACCESS)** Project aimed to enhance the effectiveness of civil society organizations throughout Georgia and enable a more constituent-connected, organizationally mature, and financially sustainable cadre of CSOs capable of leading public debate and collaborating with government to create more transparent and accountable governance. EWMI implemented ACCESS in partnership with local organizations the Centre for Training and Consultancy and the Civil Development Agency.

ACCESS pursued its objectives through grants supporting policy research, watchdog, and civic engagement activities by CSOs; tailored technical assistance programming to strengthen Centers for Civic Engagement and CSO management and operations; and a wide range of events that deepen dialogue and partnerships between citizens, CSOs, government, businesses, and media. ACCESS successfully stimulated diversity and innovation across civil society by working with both formal and informal civic actors and supporting innovative projects that previously lacked donor support, such as internet access, metro infrastructure, tunnel access, quality of air and water, preservation of cultural heritage, intercity transport safety, and rural development. The project supported evidence-based awareness-raising and advocacy and introduced the Social Labs discussion format, which in turn facilitated the co-creation process and helped CSOs to identify the most important problems facing Georgia's regions, to tailor their projects to citizens' priority issues, and to define solutions through citizen input. For example, a grant to the Center of Civic Activities provided the high mountain regions of Ukana, Pshavi, and Piraketa Khevsureti with telephone and internet services for the first time; and in 2019, grant recipient Batomi successfully mobilized public sentiment against unregulated development in Batumi and secured historical zone status for some of Batumi's old neighborhoods. In 2016, ACCESS became the first donor to support intensive anti-disinformation and resilience-building activities in Georgia. This work helped secure a historic level of public support for Georgia's NATO and EU membership.

Type of grant	Type of issues addressed	Grants disbursed	Grants by location
Citizen outreach	Connect CSOs to citizens on campaigns relevant to their organizational mandate	67	Tbilisi: 30 Regional: 37
Public policy & outreach	Policy research and analysis in priority areas; monitoring implementation of legislation and policies	31	Tbilisi: 30 Regional: 1
Rapid response	Flexible support for public awareness or community mobilization on time-sensitive political, economic, and social needs (e.g., COVID-19) or important policy research	32	Tbilisi: 15 Regional: 17
Technical assistance	Build capacity to manage and operate CSOs and/or conduct policy research and analysis	30	Tbilisi: 15 Regional: 15



## LEARN MORE

- [EWMI Project Page](#)

# Promoting Rule of Law in Georgia (PROLoG)

Georgia | 2015–2021 | USAID

1

**To strengthen the legal framework** to provide for a more independent judiciary and improved due process protections.

2

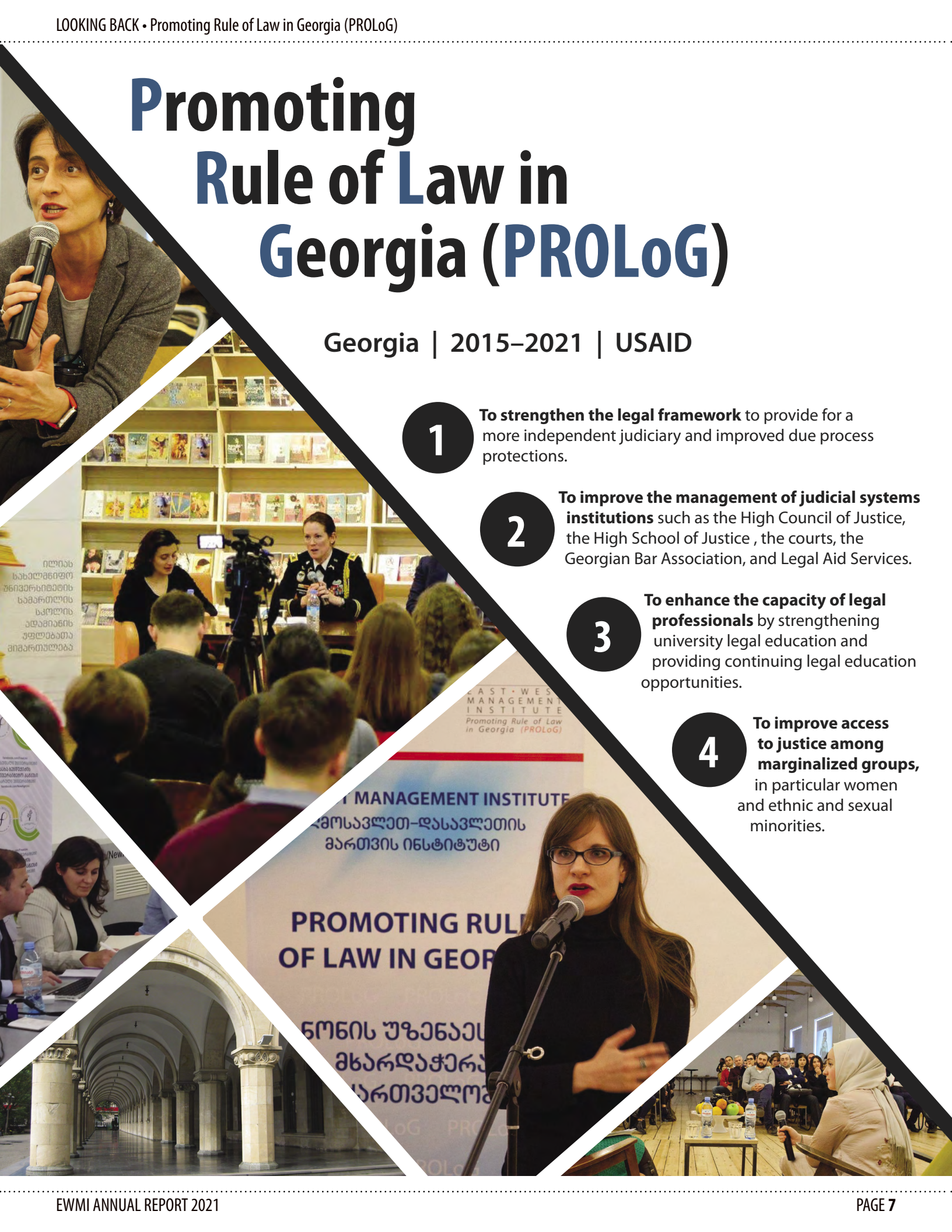
**To improve the management of judicial systems institutions** such as the High Council of Justice, the High School of Justice, the courts, the Georgian Bar Association, and Legal Aid Services.

3

**To enhance the capacity of legal professionals** by strengthening university legal education and providing continuing legal education opportunities.

4

**To improve access to justice among marginalized groups,** in particular women and ethnic and sexual minorities.



## BACKGROUND & REFLECTIONS

PROLoG began with significant forward momentum in the area of judicial reform. Due in part to the efforts of its predecessor project, also implemented by EWMI, the Georgian court system was more transparent than ever before. PROLoG followed up by advising on subsequent “waves” of reform leading to important changes to the Organic Law on the Common Courts that limited the transfer of judges without their consent; introduced a more detailed list of disciplinary misconduct; and established better safeguards for the independence of the judicial Independent Inspector. In 2018, PROLoG initiated a Judicial Exchange program that brought Georgian judges to the U.S. to learn from American judges, in which 44 Georgian judges participated. When the COVID-19 pandemic hit, PROLoG created “J-Talks,” where reform-minded judges gave their views on the role of judges in protecting the rule of law and serving the community. The nine programs reached nearly 60,000 viewers.

PROLoG took a multi-pronged approach to human rights advocacy, working with Parliament and government institutions to improve Georgia’s human rights legal framework while at the same time supporting civil society groups to advocate for changes in the law and to defend human rights. Perhaps the most dramatic and enduring changes to Georgia’s human rights landscape came through advocacy in the courts. With advice and support from sub-recipient European Human Rights Advocacy Centre (EHRAC), PROLoG unleashed an army of lawyers, students, and rights advocates who pursued strategic litigation that set 45 groundbreaking precedents. Through litigation at the Constitutional Court and the European Court of Human Rights, PROLoG grantees helped establish new standards eliminating arbitrary permit requirements to construct houses of worship, discourage discriminatory treatment towards LGBTQI+, and ensure the full enjoyment of freedom of speech and right to peaceful demonstration.

In recent decades, there had been a breakdown in communication between justice institutions; PROLoG partnered with the Georgian Bar Association to improve cooperation between actors. PROLoG also helped to build the GBA Ethics Commission into an effective and respected internal watchdog.

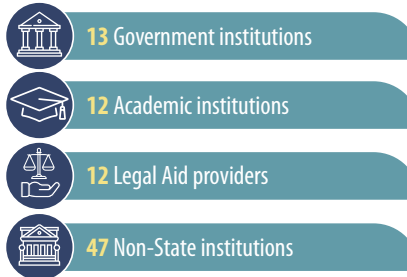
Recognizing that the future of Georgia’s legal system depended on improving the quality of legal education, PROLoG helped 12 academic partners develop 13 new courses; helped to create over 30 new law books, commentaries, and other materials; and helped to establish 3 legal clinics and support law student participation in 9 moot court competitions.

### LEARN MORE:

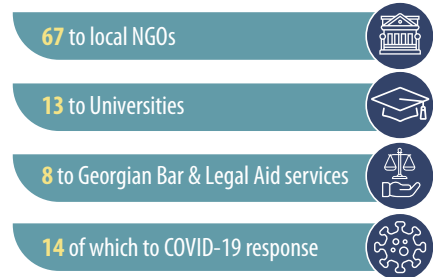
- [EWMI Project Page](#)

## PARTNERED WITH 84 INSTITUTIONS & AWARDED 88 GRANTS

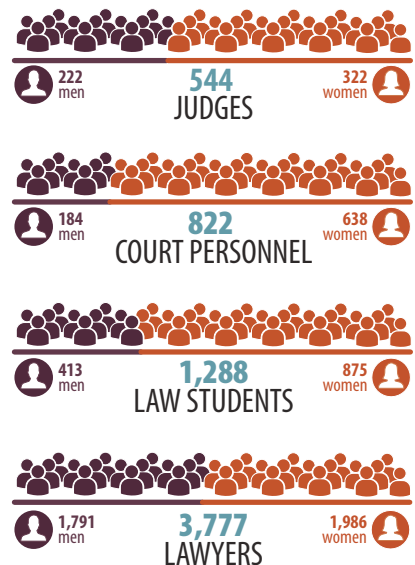
### 84 partner institutions, including:



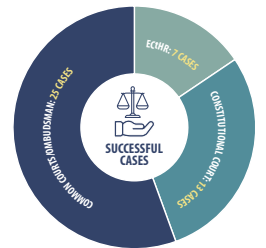
### 88 grants awarded, including:



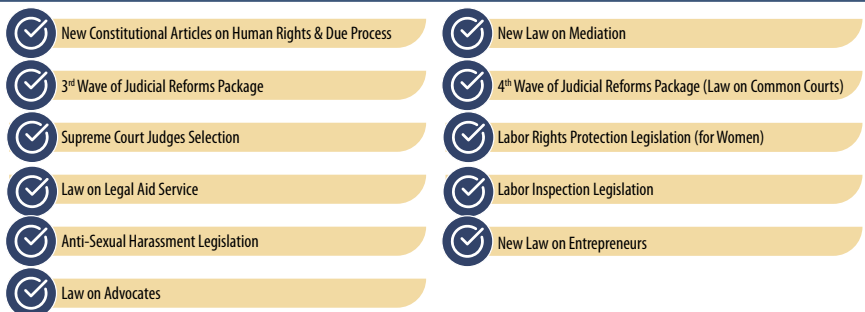
## DEVELOPED 65 EDUCATIONAL PROGRAMS IMPACTING 6,431 LEGAL PROFESSIONALS



## SUPPORTED 91,989 LEGAL CONSULTATIONS & 136 STRATEGIC LITIGATION CASES



## SUPPORTED PASSAGE OF 11 POLICIES & LAWS STRENGTHENING RULE OF LAW



# Justice for All (JfA)

Albania | 2016–2021 | USAID | UK Embassy

1

To improve court administration in Albania's courts.

2

To work with CSOs to develop activities that will advocate for an improved and transparent system of justice.

3

To support activities that promote investigative journalism.



## BACKGROUND & REFLECTIONS

When the **Justice for All (JfA) in Albania** activity began in March 2016, the judiciary and the media sector were facing a panoply of challenges and needs. In particular, the Albanian judiciary was subject to overt political influences and corruption while in the midst of grappling with a new judicial reform package. Very little true investigative journalism was practiced, and even regular daily reporting was of a poor quality. The capacity of existing counterpart institutions was low, and in need of basic, remedial assistance, and the Project had to help new institutions find their footing. Although several donors were active in these sectors, coordination was not always optimal.

If JfA opened its doors in March 2016 facing classic rule of law project challenges, it closed the Project having successfully responded with resiliency and perseverance, leaving behind a strengthened Albanian judiciary and a stronger cadre of investigative journalists capable of conducting quality investigations to better inform the public. JfA's efforts to ensure streamlined, expeditious, and transparent court proceedings led to reductions in the number of hearings and postponements needed to resolve cases in Albania's district courts, decreases in case delays, and greater transparency in court proceedings thanks to the installation and use of digital audio recording equipment 38 courts across the country. JfA's Backlog Reduction Officers worked with Albania's High Court to begin processing the Court's backlog of cases and has resulted in an 18% reduction in the Court's backlog of more than 28,000 cases. With the goal of strengthening the skills and foundational knowledge of new members of the judiciary, the Project developed the Court Administration Program, a 13-module course covering modern court and case management principles, which was successfully woven into the School of Magistrate's Initial Training Program for incoming judges. The Project also achieved success in its efforts to strengthen investigative journalism in Albania, including the establishment of Faktoje, Albania's first ever fact-checking service, which JfA supported from incubation through its transition to become an independent organization and beyond. Today, Faktoje continues its fight to increase the accountability of public officials and institutions and has expanded its reach by working more closely with fact-checking organizations in the region.

## LEARN MORE

- [EWMI Project Page](#)
- [JfA closeout video](#)
- [Backlog reduction video](#)



# Cambodia Civil Society Strengthening Project (CCSS)

Cambodia | 2016–2021 | USAID

1

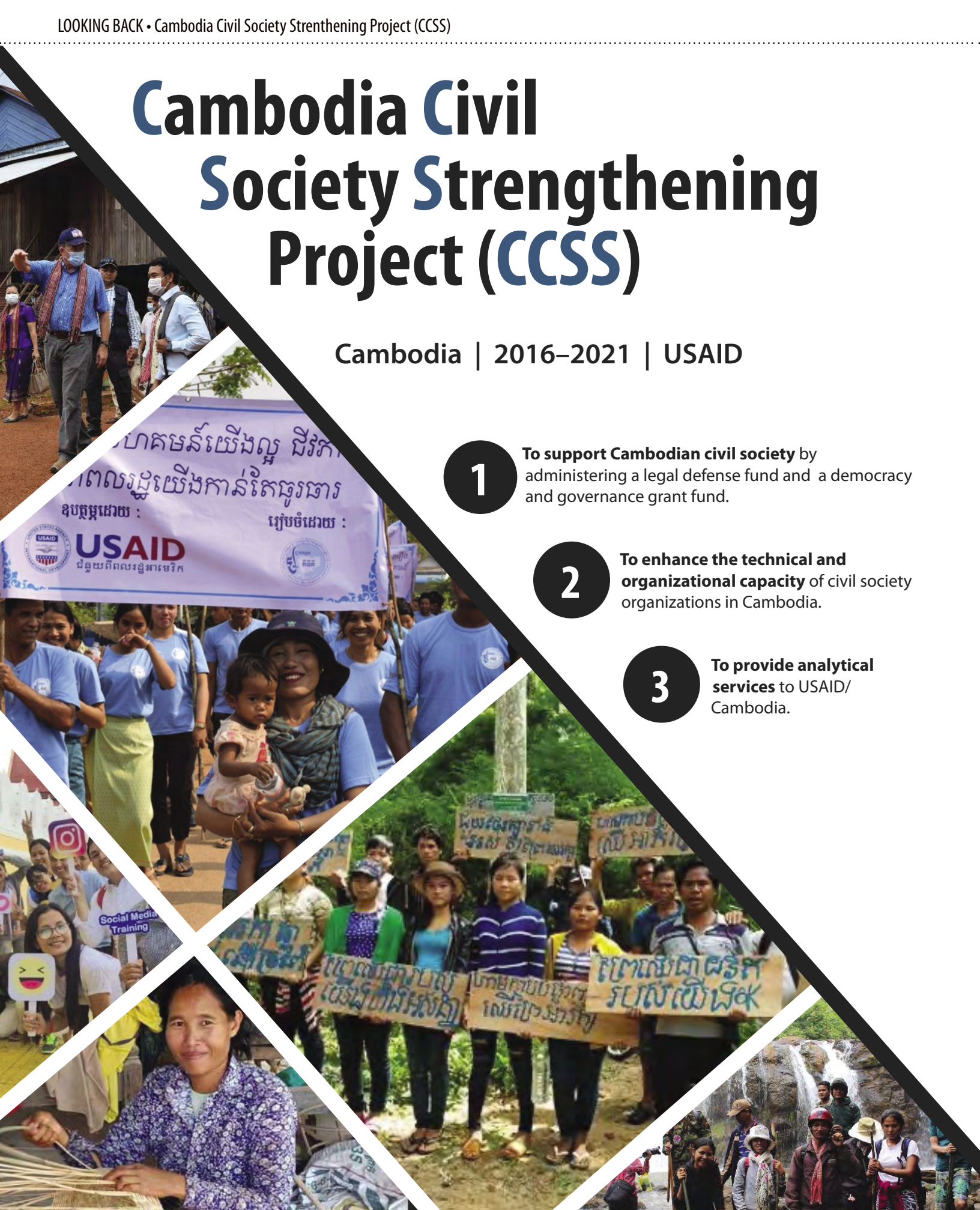
To support **Cambodian civil society** by administering a legal defense fund and a democracy and governance grant fund.

2

To enhance the **technical and organizational capacity** of civil society organizations in Cambodia.

3

To provide **analytical services** to USAID/ Cambodia.



## BACKGROUND & REFLECTIONS

The **Cambodian Civil Society Strengthening (CCSS) Project** aimed to strengthen the organizational and technical capacity of Cambodian civil society organizations and grassroots networks. The project worked with CSOs to improve their management, planning, and analytical skills while enabling them to play a more active role in Cambodia’s economic and political development. The project worked with CSOs to improve their management, planning, and analytical skills while enabling them to play a more active role in Cambodia’s economic and political development. The five-year project included a grants program that offered small grants for important work such as monitoring land rights cases, assisting victims of gender based violence, and supporting the legal protection of Cambodia’s rich natural resources. The grants also funded research activities to help CSOs better target their services. The CCSS project emphasized the value of local solutions to Cambodia’s development challenges while putting CSOs on a path towards sustainability.

Over the course of the project, EWMI’s partners developed a strong working relationship with local officials to facilitate collaborative management of community challenges and institutionalize the project’s learnings. We worked with **24 partner organizations (13 of whom were new to USAID funding) across all of Cambodia’s 25 provinces**. We built the organizational capacity of all our partners through a dedicated team of professionals from VBNK—a Cambodian-led capacity development organization.

Cambodians benefited in very tangible ways from improvement in roads and bridges, protection of natural resources, access to land, negotiations with the private sector, and improved gender equality and social inclusion. Several participants of the project’s training and civic activities became formal leaders in Cambodian society, as elected leaders or government staff.

**As a result of active citizen engagement and a strong civil society, we are confident that Cambodia’s communities will be able to deal with the challenges of the future.**

## LEARN MORE

- [EWMI Project Page](#)
- [Supporting Community Forest Protection Advocacy in Cambodia](#)
- [Supporting Grassroots Advocacy in Cambodia](#)



# LOOKING AHEAD

## A look at new programs initiated in 2021



Despite its challenges, 2021 was a highly successful in for EWMI when it came to winning new opportunities to continue our work, with almost **\$100 million in new awards over 11 programs**. This would not have been possible without the hard work of the staff who put in long hours developing, writing, and submitting proposals—all while adapting to COVID restrictions with online activities and, when possible, re-starting activities that had been postponed due to COVID.

*Photo: Advancing CSO Capabilities and Engaging Society for Sustainability (ACCESS) Project*



## Justice for All (Continuation)

Albania  
April 1, 2021-  
March 30, 2022  
DOS/INL

Following the end of Justice for All (JfA) in March 2021, EWMI received a direct grant from DOS/INL to continue its work to improve the functioning of Albania's High Court and support the High Court and High Judicial Council to better present the role of the Court to the public. The activities include a continuation of EWMI's backlog reduction efforts, which will allow the embedded Backlog Reduction Officers to process an anticipated 6,500 additional backlogged cases. The DOS/INL grant will support these efforts through March 2022, with the possibility of expansion and extension. Concurrently, with support from the UK embassy, EWMI continues to support media strengthening efforts, including introducing investigative journalism courses at the University of Tirana and supporting the work of Faktoje, the only fact-checking organization in Albania. Through a subgrant to the Albania Helsinki Commission, the project also provides legal representation to Albanian journalists. Another subgrantee is the Social Contract Institute (SCI), which EWMI helped to establish, and which is providing needed management and technical support to the project. This grant from the UK Embassy will also run through March 2022, with a final event to include a study visit to the UK.

## Georgia Civil Society Engagement Program (CSEP)

Georgia  
November 1, 2021-  
October 31, 2026  
USAID

In late summer 2021, EWMI was awarded the **Georgia Civil Society Engagement Program (CSEP)**, a follow-on activity to EWMI's recently completed ACCESS program. CSEP aims to: **(i)** Enhance the capacity of CSOs, including new formal and informal civic groups, movements, and individuals, to address citizen identified issues at the local, regional, and national levels and to mobilize domestic resources for civic action; **(ii)** Foster effective intra-sectoral partnerships among local, regional, and national level civil society entities; and **(iii)** Develop an ecosystem for sustainability and promote long term self-reliance of the civil society sector. To implement CSEP, EWMI has teamed up with the International center for not-for-profit Law (ICNL); the Center for Applied Nonviolent Action and Strategies (CANVAS), a Serbian CSO that is a global leader in building and running non-violent civic movements; and ZINC Network, a UK-based communication agency that helps deliver meaningful and measurable change. EWMI began implementing the CSEP in November 2021. The official launch event was held on December 7, 2021.

## Georgia USAID Rule of Law Program

Georgia  
January 1, 2022-  
December 31, 2026  
USAID

In November 2021, EWMI was awarded the USAID Rule of Law Program in Georgia, a follow-on activity to EWMI's recently-concluded PROLoG project. The program aims to: **(i)** Strengthen the independence and effectiveness of justice system institutions; **(ii)** Enhance access to justice for all; and **(iii)** Increase citizen and institutional oversight of justice institutions. To implement the program, EWMI has teamed with the American Bar Association's Rule of Law Initiative, the International Legal Foundation; New York's Center for Court Innovation; Northwestern University's Pritzker School of Law; Street Law; and the European Human Rights Advocacy Centre.

## Rule of Law and Anti-Corruption Activity in the Kyrgyz Republic (Ukuk Bulagy)

Kyrgyz Republic  
July 19, 2021-  
July 18, 2026  
USAID

In July 2021, EWMI was awarded the USAID Rule of Law and Anti-Corruption Activity in the Kyrgyz Republic Program. The aim of the program, titled *Ukuk Bulagy* (source of justice in Kyrgyz), is to: **(i)** Strengthen judicial independence and self-governance; **(ii)** Optimize the quality and efficiency of justice and legal services; **(iii)** Enhance the collaboration between the judiciary, judicial support organizations and the public; and **(iv)** Strengthen open and accountable governance. To implement the program, EWMI has teamed with the Danish Institute for Human Rights, the Brooklyn-based Center for Court Innovation; and George Washington University's Elliot School of International Affairs.

## USAID Successful Aimak 2 Project

Kyrgyz Republic  
September 6, 2021-  
September 7, 2025  
USAID Subgrant

In the summer of 2021, EWMI teamed up with Development Policy Institute (DPI), a Kyrgyz-based CSO and a former grantee, to provide assistance under the USAID Successful Aimak 2 Project. EWMI will serve as a mentor to DPI under this program, providing guidance and assistance on implementing a USAID-funded program. Among the activities envisioned are the strengthening of DPI's accounting systems, program management skills, and reporting procedures. To implement these activities, EWMI will draw upon its home office staff and Russian-speaking field office staff. EWMI will strengthen DPI's capacity to manage the project in accordance with USAID rules and regulations. Based on the USAID Pre-Award Survey findings, EWMI has already assisted DPI develop an Action Plan to address USAID's findings and provide recommendations on how to best address identified risks. EWMI proposed areas, corrective actions and a timeline which will require DPI's and EWMI staff joint actions to mitigate risks and address shortcomings primarily in the financial management and internal control systems.

## Judicial System Strengthening Activity in Uzbekistan

Uzbekistan  
October 1, 2021-  
September 30, 2025  
USAID

In July 2021, EWMI was the USAID Judicial System Strengthening Activity in Uzbekistan Program. The goals of the program are to; **(i)** Strengthen the administration of justice; **(ii)** Strengthen the professionalism and integrity of the judiciary; and **(iii)** Strengthen the openness and public trust in the judiciary. To implement this four-year program, EWMI has teamed up with the International Commission of Jurists, and Street Law, Inc.

## Luminate – Indigenous Data Sovereignty

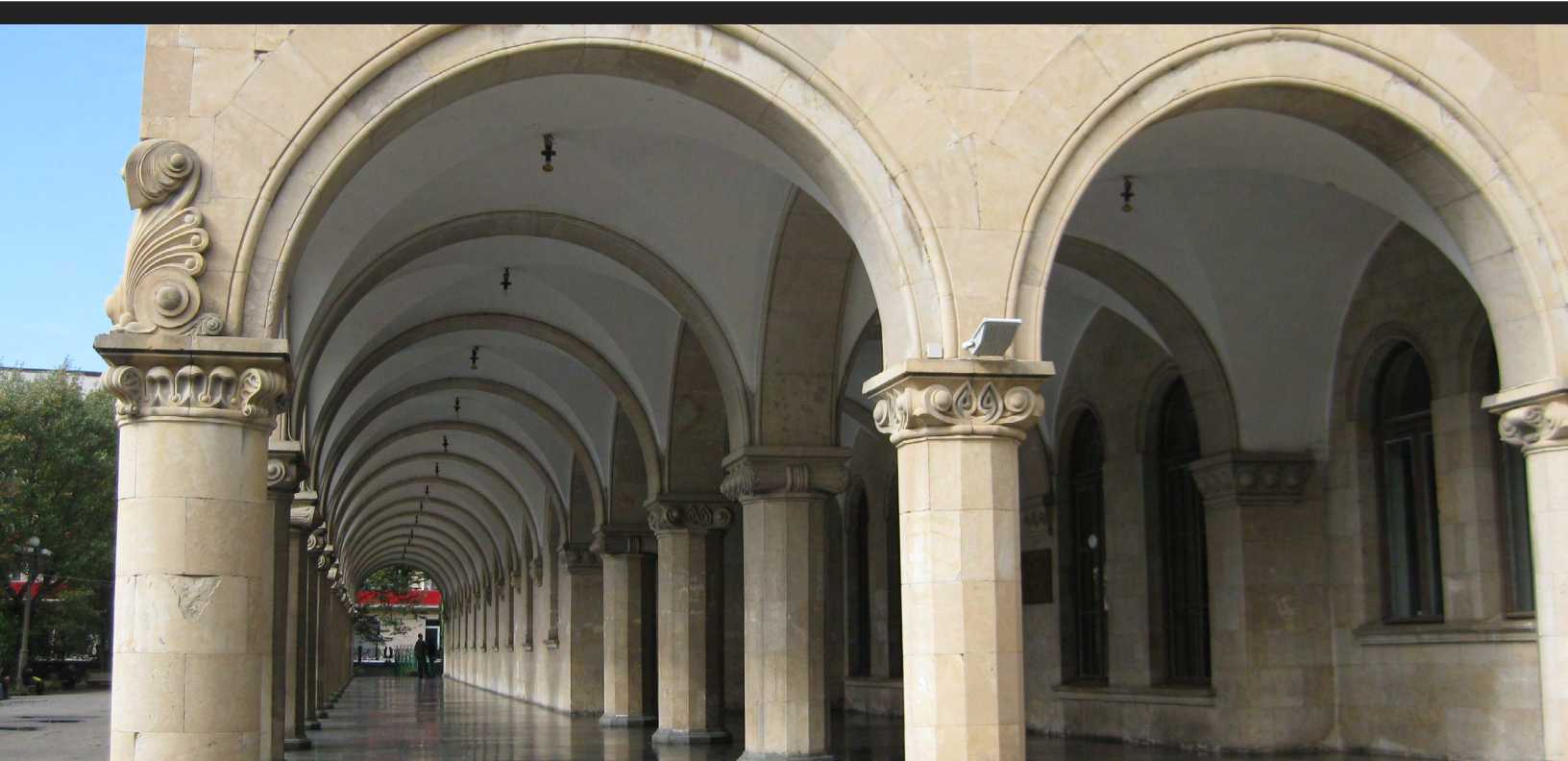
Malaysia & Thailand  
January 1, 2021-  
December 31, 2022  
Luminate

This project aims to build a constituency of Indigenous Peoples who assert and promote Indigenous Data Sovereignty. This requires education, building trust and strengthening capacities to support Indigenous Peoples in the use of technology so that they can use an Indigenous-centered data governance framework to govern their data. These frameworks are necessary to guide structured, responsibly developed, decentralized, and context-driven technology.

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# COLLABORATION

Focus on the people who drive our work



Collaboration is at the heart of EWMI's work. Our Home Office and Program staff and our partners—including experts, researchers, funders, and organizations—who support, implement, and monitor our programs are the keys to our successes. This section highlights a key partner in our work.

*Photo: Promoting Rule of Law in Georgia (PROLoG) Project*

# In Memoriam: Dr. Lester M. Salamon

## 1943-2021

Our team was greatly saddened by the passing of our dear friend and colleague, Dr. Lester M. Salamon, on August 20, 2021.

A pioneer in the study of the nonprofit sector and philanthropy, Dr. Salamon played a vital role in EWMI's efforts to strengthen civil society globally. In particular, due to his vision and leadership, EWMI supported the establishment of a consortium of Kyrgyz Universities that worked with the Johns Hopkins Center for Civil Society Studies to introduce a comprehensive non-profit management curriculum and form an Association of Nonprofit Management Educators and Resource centers throughout Kyrgyzstan.

Dr. Salamon was truly an innovative thinker, and dedicated his career to tackling some of society's most entrenched challenges. As director of EWMI's **Philanthropic thru Privatization (PtP) project**, Dr. Salamon explored cases throughout the world where sizable pools of public capital had been tapped to build a permanent support base for civil society.

Dr. Salamon's dedication to the PtP concept never waned. In June 2021—just months before his passing—Dr. Salamon co-authored "America's Health Conversion Foundations: A PtP Success Story," which examined how health conversion foundations are managing the resources placed under their control to improve the health of people in the regions they serve. And in April 2021, Dr. Salamon released a **concept note** with Michael Calabrese of the New America Foundation on how the PtP process could be used to capture proceeds from U.S. broadband spectrum auctions to endow a Digital Equity Foundation—an effort which is on-going with EWMI and PtP technical support.

EWMI will continue to be inspired by Dr. Salamon's work and legacy, which we look forward to building on. Dr. Salamon's passing is a great loss to all who have had the privilege of working with him, and we extend our deepest condolences to his family and friends, and to his colleagues at the Johns Hopkins Center for Civil Society Studies and around the world.



# FINANCIALS

## 2021 Financial report summary



In 2021, EWMI implemented **32 projects**, working in **18 countries** around the world. EWMI's funding sources in 2021 included the U.S. Agency for International Development, the U.S. Department of State, the United Kingdom's Foreign and Commonwealth Office, and various private foundations.

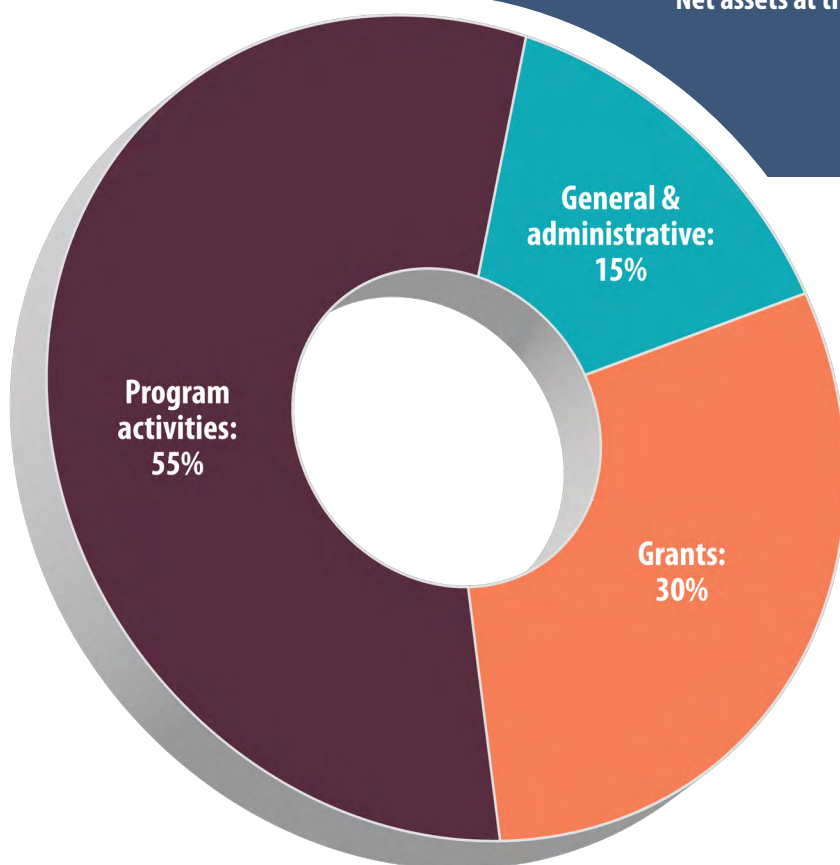
*Photo: Socio-Economic Development Activity (SEDA) (Azerbaijan)*

For the year ending December 31, 2021, EWMI's revenue totaled \$16,529,356.

EWMI's 2021 financial statements were audited by Mitchell & Titus. EWMI's audited financial statements and IRS Form 990 filings are available upon request.

### Statement of activities for year ended December 31, 2021

<b>Revenues:</b>	
U.S. Government grants	\$12,179,699
U.S. Government contracts	\$2,879,742
Contributed services	\$191,795
Other contracts	\$291,581
Other grants & contributions	\$986,539
<b>Total Revenue</b>	<b>\$16,529,356</b>
<b>Expenses:</b>	
Program	\$14,235,215
General and administrative	\$2,455,356
<b>Total Expenses</b>	<b>\$16,690,571</b>
<b>Changes in net assets before other income</b>	<b>(\$161,215)</b>
<b>Other income (expense):</b>	
Interest income	\$40
Interest expense	(\$13,509)
Deferred rent	\$8,125
Bad debt	(\$1,009)
<b>Other expense, net</b>	<b>(\$6,352)</b>
<b>Change in net assets</b>	<b>(\$167,567)</b>
<b>Net assets at the beginning of year</b>	<b>\$1,361,566</b>
<b>Net assets at the end of year</b>	<b>\$1,193,999</b>



Expense breakdown for year ended December 31, 2021

# SUPPORTERS

## Thanking our donors and 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.

### 2021 Donors

Embassy of the Kingdom of the Netherlands in Kosovo; European Union; Ford Foundation; International Development Research Centre; Landesa; Luminate; New America; Open Society Foundations; Swedish Program for ITC in Developing Regions (SPIDER); UK Foreign and Commonwealth Office; U.S. Department of State; USAID; World Wildlife Fund

*Photo: Cambodian Civil Society Strengthening (CCSS) Project*