efile GRAPHIC print - DO NOT PROCESS | As Filed Data - | DLN: 93493319081713

Form 990 — Return of Organization Exempt From Income Tax

OMB No 1545-0047

2012

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

▶ The organization may have to use a copy of this return to satisfy state reporting requirements

A For the 2012 calendar year, or tax year beginning 01-01-2012 , 2012, and ending 12-31-2012

B Check if applicable
- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Terminated
- ☐ Amended return
- ☐ Application pending

C Name of organization
EAST-WEST MANAGEMENT INSTITUTE INC

Doing Business As

Number and street (or P O box if mail is not delivered to street address) | Room/suite
575 MADISON AVENUE 25TH FLOOR
Suite

City or town, state or country, and ZIP + 4
NEW YORK, NY 10022

D Employer identification number
13-3586432

E Telephone number
(212) 843-7660

G Gross receipts $ 20,081,918

F Name and address of principal officer
ADRIAN B HEWRYK
575 MADISON AVENUE 25th FL
NEW YORK, NY 10022

H(a) Is this a group return for affiliates? ☐ Yes ☑ No

H(b) Are all affiliates included? ☐ Yes ☐ No
If "No," attach a list (see instructions)

H(c) Group exemption number ▶

I Tax-exempt status ☑ 501(c)(3) ☐ 501(c) ( ) ◀ (insert no) ☐ 4947(a)(1) or ☐ 527

J Website: ▶ WWW EWMI ORG

K Form of organization ☑ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation 1988 | **M** State of legal domicile NY

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities
Working in partnership with grass roots groups, local governments and international organizations, EWMI combines legal, civic and economic initiatives to build just, prosperous and democratic societies

2 Check this box ▶☐ if the organization discontinued its operations or disposed of more than 25% of its net assets

3	Number of voting members of the governing body (Part VI, line 1a)	3	4
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	4
5	Total number of individuals employed in calendar year 2012 (Part V, line 2a)	5	34
6	Total number of volunteers (estimate if necessary)	6	10
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
b	Net unrelated business taxable income from Form 990-T, line 34	7b	

			Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	19,656,860	20,036,916
	9	Program service revenue (Part VIII, line 2g)	37,824	23,400
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	223	256
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	26,472	21,346
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	19,721,379	20,081,918
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	6,096,745	6,331,561
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	7,841,407	7,769,158
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶0		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	5,661,199	5,823,880
	18	Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	19,599,351	19,924,599
	19	Revenue less expenses Subtract line 18 from line 12	122,028	157,319

			Beginning of Current Year	End of Year
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	3,303,556	3,482,493
	21	Total liabilities (Part X, line 26)	1,813,379	1,834,997
	22	Net assets or fund balances Subtract line 21 from line 20	1,490,177	1,647,496

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge

Sign Here

****** | 2013-11-15
Signature of officer | Date

ADRIAN B HEWRYK PRESIDENT
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
FREDERICK DAVIS				

Firm's name ▶ MITCHELL & TITUS LLP | Firm's EIN ▶

Firm's address ▶ ONE BATTERY PARK PLAZA
NEW YORK, NY 10004 | Phone no (212) 709-4500

May the IRS discuss this return with the preparer shown above? (see instructions) ☑ Yes ☐ No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response to any question in this Part III . . . . ☑

1 Briefly describe the organization's mission

THE EAST-WEST MANAGEMENT INSTITUTE, INC (EWMI) PROMOTES AND FOSTERS DEMOCRACY AND ECONOMIC DEVELOPMENT THROUGHOUT THE WORLD BY VARIOUS MEANS, INCLUDING, BUT NOT LIMITED TO, COOPERATIVE AND OTHER PROJECTS AND ACTIVITIES WITH GOVERNMENTS AND NON-GOVERNMENTAL ORGANIZATIONS ("NGOS"), GRANTS, AND SEMINARS, CONFERENCES, WORKSHOPS AND OTHER EDUCATIONAL PROGRAMS

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? . . . . ☐ Yes ☑ No

If "Yes," describe these new services on Schedule O

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? . . . . ☐ Yes ☑ No

If "Yes," describe these changes on Schedule O

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a (Code) (Expenses $ 2,427,628 including grants of $ 1,347,858) (Revenue $)

Cambodia Human Rights Program - The Program on Rights and Justice (PRAJ II), funded by USAID, aims to improve the collection and use of justice system data, improve the competence of legal professionals, broaden and strengthen the constituencies supporting justice sector reform, and expand and improve legal aid for the poor, especially indigent criminal defense In 2012, our legal aid grantees provided representation to 1,716 indigent clients in 1,152 cases Our support to civil society organizations (CSO) provided training to 3,577 citizens, engaged 27,952 citizens in CSO activities, and supported 9,379 advocacy initiatives PRAJ II/EWMI also trained 1,291 people in our various legal profession development activities, including law students, law professors, judges, prosecutors, Ministry of Justice officials and court clerks

4b (Code) (Expenses $ 4,070,189 including grants of $ 2,075,082) (Revenue $)

The Judicial Independence and Legal Empowerment Project (JILEP) in Georgia, funded by USAID, is organized around the following four sets of objectives 1) strengthen judicial independence, accountability, and professionalism, 2) strengthen the institutional capacity of legal professional associations, legal rights NGOs, and the state legal aid system, 3) improve legal education, 4) develop commercial law and improve commercial law related practice In 2012, JILEP provided trainings for 277 judges, judge-candidates, and court personnel JILEP also continued to support implementation of 8 grants, delivered to local NGOs in 2011, to promote greater independence of the judiciary, and greater fairness and transparency of the courts These grants are ongoing JILEP also continued monitoring and supporting 7 NGOs, through grants which were delivered in 2011 but are ongoing, to help them deliver legal aid to elements of the Georgian population most in need In 2012, 27,200 individuals received legal advice and representation from these NGOs through JILEP funding In the area of legal training, JILEP helped the Georgian Bar Association (GBA) train 3,050 members on legal ethics It also trained 115 professors and 387 law students on a variety of issues relating to teaching techniques, mediations, and commercial law JILEP is also supporting a twinning project between two sets of American and Georgian law schools, and is helping to draft textbooks and other materials on legal education, mediation, and commercial law

4c (Code) (Expenses $ 2,672,249 including grants of $ 1,762,302) (Revenue $)

The Policy, Advocacy and Civil Society Development Program in Georgia (G-PAC), funded by USAID, aims to strengthen civil society's role in participating in the development and effective implementation of public policy reforms through a combination of grants, training and educational programs In 2012-2013, GPAC awarded 81 grants to CSOs, think tanks, CSO networks, partners, universities, and students, trained 1,165 CSO representatives, mentored 15 organizations, succeeded in changing the Georgian tax code to create incentives for philanthropic donations to CSOs, bolstered and expanded MPA Program activities, and oversaw promising results in both components Through EWMI G-PAC-supported advocacy campaigns, 5,451 citizens participated in grantee-organized activities, including meeting with government officials, signing petitions, or participating in public meetings Through a partnership with Columbia University's School of International and Public Affairs and its Picker Center, the program successfully launched a new two-year Masters' degree program in Public Administration (MPA) In 2012-2013 the MPA program received 125 applications, an 8% increase from Year 2 The Program now has 41 students and has successfully completed three semesters

4d Other program services (Describe in Schedule O)

(Expenses $ 7,998,967 including grants of $ 1,146,319) (Revenue $ 23,400)

4e **Total program service expenses** ▶ 17,169,033

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1	Yes	
2	Is the organization required to complete *Schedule B, Schedule of Contributors* (see instructions)?	2	Yes	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		No
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4		No
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? *If "Yes," complete Schedule C, Part III*	5		No
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8		No
9	Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9		No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? *If "Yes," complete Schedule D, Part V*	10		No
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D, Part VI.*	11a	Yes	
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b		No
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		No
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e		No
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f	Yes	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a	Yes	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b		No
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a	Yes	
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b	Yes	
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or assistance to any organization or entity located outside the United States? *If "Yes," complete Schedule F, Parts II and IV*	15	Yes	
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or assistance to individuals located outside the United States? *If "Yes," complete Schedule F, Parts III and IV*	16	Yes	
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I (see instructions)*	17		No
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18		No
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		No
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		No
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		

Part IV Checklist of Required Schedules *(continued)*

			Yes	No
21	Did the organization report more than $5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21	Yes	
22	Did the organization report more than $5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22		No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25*	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3) and 501(c)(4) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	25b		No
26	Was a loan to or by a current or former officer, director, trustee, key employee, highest compensated employee, or disqualified person outstanding as of the end of the organization's tax year? *If "Yes," complete Schedule L, Part II*	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		No
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	28b	Yes	
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? *If "Yes," complete Schedule L, Part IV*	28c		No
29	Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M*	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301 7701-2 and 301 7701-3? *If "Yes," complete Schedule R, Part I*	33		No
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		No
b	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? **Note.** All Form 990 filers are required to complete Schedule O	38	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response to any question in this Part V . . . . ☐

					Yes	No
1a	Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable . .	1a	45			
b	Enter the number of Forms W-2G included in line 1a *Enter -0-* if not applicable	1b	0			
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c	Yes	
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	34			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? **Note.** If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			2b	Yes	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year? . . .			3a		No
b	If "Yes," has it filed a Form 990-T for this year? *If "No," provide an explanation in Schedule O*			3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?			4a	Yes	
b	If "Yes," enter the name of the foreign country ▶BK , CB , AJ , RI , EC , GG , MJ , KV See instructions for filing requirements for Form TD F 90-22 1, Report of Foreign Bank and Financial Accounts					
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . .			5a		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			5b		No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?			5c		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? . . .			6a		No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			6b		
7	**Organizations that may receive deductible contributions under section 170(c).**					
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?			7a		No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?			7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			7c		No
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d				
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			7e		No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . .			7f		No
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?			7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?			7h		
8	**Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.** Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?			8		
9	**Sponsoring organizations maintaining donor advised funds.**					
a	Did the organization make any taxable distributions under section 4966?			9a		
b	Did the organization make a distribution to a donor, donor advisor, or related person?			9b		
10	**Section 501(c)(7) organizations.** Enter					
a	Initiation fees and capital contributions included on Part VIII, line 12 . . .	10a				
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b				
11	**Section 501(c)(12) organizations.** Enter					
a	Gross income from members or shareholders	11a				
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	11b				
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?			12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b				
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**					
a	Is the organization licensed to issue qualified health plans in more than one state? **Note.** See the instructions for additional information the organization must report on Schedule O			13a		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b				
c	Enter the amount of reserves on hand	13c				
14a	Did the organization receive any payments for indoor tanning services during the tax year?			14a		No
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O* . .			14b		

Part VI **Governance, Management, and Disclosure** *For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.*

Check if Schedule O contains a response to any question in this Part VI . . . ☑

Section A. Governing Body and Management

			Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year	**1a** 4			
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O				
b Enter the number of voting members included in line 1a, above, who are independent	**1b** 4			
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		**2**		No
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		**3**		No
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		**4**		No
5 Did the organization become aware during the year of a significant diversion of the organization's assets?		**5**		No
6 Did the organization have members or stockholders?		**6**		No
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		**7a**		No
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		**7b**		No
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following				
a The governing body?		**8a**	Yes	
b Each committee with authority to act on behalf of the governing body?		**8b**	Yes	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses in Schedule O*		**9**		No

Section B. Policies (*This Section B requests information about policies not required by the Internal Revenue Code.*)

		Yes	No
10a Did the organization have local chapters, branches, or affiliates?	**10a**		No
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	**10b**		
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	**11a**	Yes	
b Describe in Schedule O the process, if any, used by the organization to review this Form 990			
12a Did the organization have a written conflict of interest policy? *If "No," go to line 13*	**12a**	Yes	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	**12b**	Yes	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe in Schedule O how this was done*	**12c**	Yes	
13 Did the organization have a written whistleblower policy?	**13**	Yes	
14 Did the organization have a written document retention and destruction policy?	**14**	Yes	
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a The organization's CEO, Executive Director, or top management official	**15a**	Yes	
b Other officers or key employees of the organization	**15b**	Yes	
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions)			
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	**16a**		No
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	**16b**		

Section C. Disclosure

17 List the States with which a copy of this Form 990 is required to be filed ▶NY

18 Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection Indicate how you made these available Check all that apply

☐ Own website ☐ Another's website ☑ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year

20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization

▶ADRIAN B HEWRYK 575 MADISON AVENUE 25TH FL NEW YORK, NY (212) 843-7660

Part VII **Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response to any question in this Part VII . . . . ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed Report compensation for the calendar year ending with or within the organization's tax year

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation Enter -0- in columns (D), (E), and (F) if no compensation was paid
- List all of the organization's **current** key employees, if any See instructions for definition of "key employee "
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than $100,000 from the organization and any related organizations
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
(1) Scott Michelle Director	1 0	X						0	0	
(2) Thami Roberta Director	1 0	X						0	0	
(3) McGill Eugenia Director	1 0	X						0	0	
(4) Vickers George Director	1 0	X						0	0	
(5) Hewryk Adrian President	50 5			X				233,260		21,025
(6) Tritt Rachel Executive Vice President	46 65			X				179,260		38,482
(7) Boname John Chief of Party	49 46				X			258,160		28,062
(8) Bowman Herbert Chief of Party	44 04				X			261,412		33,331
(9) Lassman Marc Chief of Party	40 31				X			188,105		21,212
(10) Nahzi Fron Chief of Party	49 79				X			209,193		13,585
(11) Wujcik Patrick Chief of Party	44 0				X			213,873		25,155
(12) Zelin Marylin Chief of Party	40 31				X			196,517		15,008
(13) MADIGAN TIMOTHY CHIEF OF PARTY	41 0				X			233,132		25,818
(14) MEYERMAN GERALD CHIEF OF PARTY	40 15				X			212,902		15,504
(15) West Mark Justice Information Specialist	50 0					X		174,764		28,865
(16) DIETRICH MARK DIRECTOR OF WASHINGTON OFFICE	46 19					X		165,438		19,340
(17) MANSFIELD NICOLAS DIRECTOR OF LEGAL PROGRAMS	43 1					X		165,300		31,548

Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
(18) STUART KENNETH SENIOR RULE OF LAW ADVISOR	40 44					X		159,406		23,732
(19) AARON CARL DIRECTOR OF ECONOMINC DEV PROG	41 77					X		156,090		37,519

		(D)	(E)	(F)
1b	**Sub-Total** . . . . ▶			
c	**Total from continuation sheets to Part VII, Section A** . . . . ▶			
d	**Total (add lines 1b and 1c)** . . . . ▶	3,006,812	0	378,186

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization ▶21

			Yes	No
3	Did the organization list any **former** officer, director or trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*	3		No
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual*	4	Yes	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person*	5		No

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization Report compensation for the calendar year ending with or within the organization's tax year

(A) Name and business address	(B) Description of services	(C) Compensation
Anthony B Fisser , 150 KINGS HIGHWAY NORTH HAVEN CT 06473	See Sch O	105,466
Metiri Consult , PORCELAENSHAVEN 2B5 2000 FREDRIKSBERG0DA	See Sch O	158,008

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization ▶2

Part VIII Statement of Revenue

Check if Schedule O contains a response to any question in this Part VIII . . . . ☐

Section	Line	Description	Sub	Amount	(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns . .	1a					
	b	Membership dues	1b					
	c	Fundraising events	1c					
	d	Related organizations . . .	1d					
	e	Government grants (contributions)	1e	19,831,933				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	204,983				
	g	Noncash contributions included in lines 1a-1f $						
	h	**Total.** Add lines 1a-1f . . . . ▶			20,036,916			
Program Service Revenue				Business Code				
	2a	OTHER CONTRACTS		900099	23,400	23,400		
	b							
	c							
	d							
	e							
	f	All other program service revenue						
	g	**Total.** Add lines 2a–2f . . . . ▶			23,400			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts) . . . . ▶			256			256
	4	Income from investment of tax-exempt bond proceeds . . ▶			0			
	5	Royalties . . . . ▶			0			
			(i) Real	(ii) Personal				
	6a	Gross rents						
	b	Less rental expenses						
	c	Rental income or (loss)	0	0				
	d	Net rental income or (loss) . . . . ▶			0			
			(i) Securities	(ii) Other				
	7a	Gross amount from sales of assets other than inventory						
	b	Less cost or other basis and sales expenses						
	c	Gain or (loss)						
	d	Net gain or (loss) . . . . ▶			0			
	8a	Gross income from fundraising events (not including $ ________ of contributions reported on line 1c) See Part IV, line 18 . .	a					
	b	Less direct expenses . . .	b					
	c	Net income or (loss) from fundraising events . . ▶			0			
	9a	Gross income from gaming activities See Part IV, line 19 . . .	a					
	b	Less direct expenses . . .	b					
	c	Net income or (loss) from gaming activities . . . ▶			0			
	10a	Gross sales of inventory, less returns and allowances .	a					
	b	Less cost of goods sold . .	b					
	c	Net income or (loss) from sales of inventory . . ▶			0			
		Miscellaneous Revenue		Business Code				
	11a	CURRENCY EXCHANGE GAIN		900099	21,162			21,162
	b	OTHER REVENUE		900099	184			184
	c							
	d	All other revenue						
	e	**Total.** Add lines 11a–11d . . . . ▶			21,346			
	12	**Total revenue.** See Instructions . . . . . ▶			20,081,918	23,400		21,602

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns All other organizations must complete column (A)

Check if Schedule O contains a response to any question in this Part IX . . . . ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to governments and organizations in the United States See Part IV, line 21	1,517,275	1,517,275		
2 Grants and other assistance to individuals in the United States See Part IV, line 22	0			
3 Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16	4,814,286	4,814,286		
4 Benefits paid to or for members	0			
5 Compensation of current officers, directors, trustees, and key employees	1,728,346	1,397,966	330,380	0
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0			
7 Other salaries and wages	4,717,994	3,499,046	1,218,948	0
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	140,812	81,901	58,911	0
9 Other employee benefits	942,512	729,099	213,413	0
10 Payroll taxes	239,494	139,716	99,778	0
11 Fees for services (non-employees)				
a Management	0			
b Legal	117,489	16,569	100,920	0
c Accounting	73,078	11,088	61,990	0
d Lobbying	0			
e Professional fundraising services See Part IV, line 17	0			
f Investment management fees	0			
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	1,675,135	1,596,785	78,350	0
12 Advertising and promotion	0			
13 Office expenses	514,053	429,386	84,667	0
14 Information technology	0			
15 Royalties . .	0			
16 Occupancy	610,598	394,217	216,381	0
17 Travel	518,413	362,579	155,834	0
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
19 Conferences, conventions, and meetings	664,890	661,831	3,059	0
20 Interest	20,055		20,055	0
21 Payments to affiliates	0			
22 Depreciation, depletion, and amortization	1,564		1,564	0
23 Insurance	105,809	45,108	60,701	0
24 Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O)				
a SUBCONTRACTS	921,660	921,660		
b OVERSEAS ALLOWANCE	415,780	415,674	106	
c NONCAPITALIZED EQUIPMENT	86,299	75,807	10,492	
d MISCELLANEOUS EXPENSES	74,139	59,040	15,099	
e All other expenses	24,918		24,918	
25 **Total functional expenses.** Add lines 1 through 24e	19,924,599	17,169,033	2,755,566	0
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation Check here ▶ ☐ if following SOP 98-2 (ASC 958-720)				

Part X **Balance Sheet**

Check if Schedule O contains a response to any question in this Part X . . . . ☐

			(A) Beginning of year		(B) End of year
Assets	1	Cash—non-interest-bearing	864,663	1	1,104,368
	2	Savings and temporary cash investments	53,558	2	47,359
	3	Pledges and grants receivable, net	2,202,674	3	2,128,126
	4	Accounts receivable, net	0	4	0
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L	0	5	0
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L	0	6	0
	7	Notes and loans receivable, net	0	7	0
	8	Inventories for sale or use	0	8	0
	9	Prepaid expenses and deferred charges	129,057	9	125,508
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D — 10a: 7,819			
	b	Less accumulated depreciation — 10b: 1,564	0	10c	6,255
	11	Investments—publicly traded securities	0	11	0
	12	Investments—other securities See Part IV, line 11	0	12	0
	13	Investments—program-related See Part IV, line 11	0	13	0
	14	Intangible assets	0	14	0
	15	Other assets See Part IV, line 11	53,604	15	70,877
	16	**Total assets.** Add lines 1 through 15 (must equal line 34)	3,303,556	16	3,482,493
Liabilities	17	Accounts payable and accrued expenses	813,379	17	834,997
	18	Grants payable	0	18	0
	19	Deferred revenue	0	19	0
	20	Tax-exempt bond liabilities	0	20	0
	21	Escrow or custodial account liability Complete Part IV of Schedule D	0	21	0
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L	0	22	0
	23	Secured mortgages and notes payable to unrelated third parties	0	23	0
	24	Unsecured notes and loans payable to unrelated third parties	1,000,000	24	1,000,000
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D	0	25	0
	26	**Total liabilities.** Add lines 17 through 25	1,813,379	26	1,834,997
Net Assets or Fund Balances		**Organizations that follow SFAS 117 (ASC 958), check here ▶ ☑ and complete lines 27 through 29, and lines 33 and 34.**			
	27	Unrestricted net assets	1,385,665	27	1,452,180
	28	Temporarily restricted net assets	104,512	28	195,316
	29	Permanently restricted net assets	0	29	0
		Organizations that do not follow SFAS 117 (ASC 958), check here ▶ ☐ and complete lines 30 through 34.			
	30	Capital stock or trust principal, or current funds		30	
	31	Paid-in or capital surplus, or land, building or equipment fund		31	
	32	Retained earnings, endowment, accumulated income, or other funds		32	
	33	Total net assets or fund balances	1,490,177	33	1,647,496
	34	Total liabilities and net assets/fund balances	3,303,556	34	3,482,493

Part XI Reconcilliation of Net Assets

Check if Schedule O contains a response to any question in this Part XI . . . . ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	20,081,918
2	Total expenses (must equal Part IX, column (A), line 25)	2	19,924,599
3	Revenue less expenses Subtract line 2 from line 1	3	157,319
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	1,490,177
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	1,647,496

Part XII Financial Statements and Reporting

Check if Schedule O contains a response to any question in this Part XII . . . . ☐

			Yes	No
1	Accounting method used to prepare the Form 990 ☐ Cash ☑ Accrual ☐ Other ______ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		No
	If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b	Yes	
	If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both ☑ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c	Yes	
	If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	3a	Yes	
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits	3b	Yes	

efile GRAPHIC print - DO NOT PROCESS | As Filed Data - | DLN: 93493319081713

SCHEDULE A
(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization
EAST-WEST MANAGEMENT INSTITUTE INC

Employer identification number
13-3586432

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is (For lines 1 through 11, check only one box)

1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**

2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E)

3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state ____

5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II)

6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7 ☑ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II)

8 ☐ A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II)

9 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III)

10 ☐ An organization organized and operated exclusively to test for public safety See **section 509(a)(4).**

11 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h

a ☐ Type I **b** ☐ Type II **c** ☐ Type III - Functionally integrated **d** ☐ Type III - Non-functionally integrated

e ☐ By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

f If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box ☐

g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

		Yes	No
(i) A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?	**11g(i)**		
(ii) A family member of a person described in (i) above?	**11g(ii)**		
(iii) A 35% controlled entity of a person described in (i) or (ii) above?	**11g(iii)**		

h Provide the following information about the supported organization(s)

(i) Name of supported organization	**(ii)** EIN	**(iii)** Type of organization (described on lines 1- 9 above or IRC section **(see instructions))**	**(iv)** Is the organization in col **(i)** listed in your governing document?		**(v)** Did you notify the organization in col **(i)** of your support?		**(vi)** Is the organization in col **(i)** organized in the U S ?		**(vii)** Amount of monetary support
			Yes	**No**	**Yes**	**No**	**Yes**	**No**	
Total									

Part II **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")	10,332,475	11,607,300	12,506,089	19,656,860	20,036,916	74,139,640
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0
3 The value of services or facilities furnished by a governmental unit to the organization without charge						0
4 **Total.** Add lines 1 through 3	10,332,475	11,607,300	12,506,089	19,656,860	20,036,916	74,139,640
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						0
6 **Public support.** Subtract line 5 from line 4						74,139,640

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
7 Amounts from line 4	10,332,475	11,607,300	12,506,089	19,656,860	20,036,916	74,139,640
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	5,827	1,003	409	223	256	7,718
9 Net income from unrelated business activities, whether or not the business is regularly carried on						0
10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)	3,635	1,238	1,528	26,472	21,346	54,219
11 **Total support** (Add lines 7 through 10)						74,201,577

12 Gross receipts from related activities, etc (see instructions) | 12 | 4,609,225

13 **First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and **stop here** . . . . ▶☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2012 (line 6, column (f) divided by line 11, column (f)) | 14 | 99 916 %

15 Public support percentage for 2011 Schedule A, Part II, line 14 | 15 | 99 933 %

16a **33 1/3% support test—2012.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☑

b **33 1/3% support test—2011.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☐

17a **10%-facts-and-circumstances test—2012.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶☐

b **10%-facts-and-circumstances test—2011.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶☐

Part III **Support Schedule for Organizations Described in Section 509(a)(2)**
(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support** (Subtract line 7c from line 6)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)						
13 **Total support.** (Add lines 9, 10c, 11, and 12)						

14 **First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and **stop here** ▶☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2012 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2011 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17 Investment income percentage for **2012** (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from **2011** Schedule A, Part III, line 17	18	

19a **33 1/3% support tests—2012.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☐

b **33 1/3% support tests—2011.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶☐

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ▶☐

Part IV **Supplemental Information.** Complete this part to provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test

Explanation

efile GRAPHIC print - DO NOT PROCESS | As Filed Data - | DLN: 93493319081713

SCHEDULE D (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b
▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization
EAST-WEST MANAGEMENT INSTITUTE INC

Employer identification number
13-3586432

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate contributions to (during year)		
3	Aggregate grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or education)
☐ Preservation of an historically important land area
☐ Protection of natural habitat
☐ Preservation of a certified historic structure
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

			Held at the End of the Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included in (a)	2c	
d	Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶________

4 Number of states where property subject to conservation easement is located ▶________

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ▶________

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ $ ________

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1 ▶ $ ________

(ii) Assets included in Form 990, Part X ▶ $ ________

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a Revenues included in Form 990, Part VIII, line 1 ▶ $ ________

b Assets included in Form 990, Part X ▶ $ ________

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)

a ☐ Public exhibition
b ☐ Scholarly research
c ☐ Preservation for future generations
d ☐ Loan or exchange programs
e ☐ Other

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ **Yes** ☐ **No**

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ **Yes** ☐ **No**

b If "Yes," explain the arrangement in Part XIII and complete the following table

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21? ☐ **Yes** ☐ **No**

b If "Yes," explain the arrangement in Part XIII Check here if the explanation has been provided in Part XIII . . . . ☐

Part V Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a)Current year	(b)Prior year	b (c)Two years back	(d)Three years back	(e)Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

a Board designated or quasi-endowment ▶

b Permanent endowment ▶

c Temporarily restricted endowment ▶

The percentages in lines 2a, 2b, and 2c should equal 100%

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

		Yes	No
(i) unrelated organizations	3a(i)		
(ii) related organizations	3a(ii)		
b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?	3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds

Part VI Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b)Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment		7,819	1,564	6,255
e Other				
Total. Add lines 1a through 1e *(Column (d) must equal Form 990, Part X, column (B), line 10(c).)* . . . . ▶				6,255

Part VII Investments—Other Securities. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
Other		
Total. *(Column (b) must equal Form 990, Part X, col (B) line 12)* ▶		

Part VIII Investments—Program Related. See Form 990, Part X, line 13.

(a) Description of investment type	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Total. *(Column (b) must equal Form 990, Part X, col (B) line 13)* ▶		

Part IX Other Assets. See Form 990, Part X, line 15.

(a) Description	(b) Book value
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 15.)* . . . . ▶	

Part X Other Liabilities. See Form 990, Part X, line 25.

1 (a) Description of liability	(b) Book value
Federal income taxes	0
Total. *(Column (b) must equal Form 990, Part X, col (B) line 25)* ▶	0

2. Fin 48 (ASC 740) Footnote In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740) Check here if the text of the footnote has been provided in Part XIII ☑

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

1	Total revenue, gains, and other support per audited financial statements			1	20,172,661
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12				
a	Net unrealized gains on investments	2a			
b	Donated services and use of facilities	2b	112,161		
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII)	2d	-21,418		
e	Add lines **2a** through **2d**			2e	90,743
3	Subtract line **2e** from line **1**			3	20,081,918
4	Amounts included on Form 990, Part VIII, line 12, but not on line **1**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII)	4b			
c	Add lines **4a** and **4b**			4c	
5	Total revenue Add lines **3** and **4c.** (This must equal Form 990, Part I, line 12)			5	20,081,918

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

1	Total expenses and losses per audited financial statements			1	19,991,787
2	Amounts included on line 1 but not on Form 990, Part IX, line 25				
a	Donated services and use of facilities	2a	112,161		
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII)	2d	-44,973		
e	Add lines **2a** through **2d**			2e	67,188
3	Subtract line **2e** from line **1**			3	19,924,599
4	Amounts included on Form 990, Part IX, line 25, but not on line **1:**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII)	4b			
c	Add lines **4a** and **4b**			4c	
5	Total expenses Add lines **3** and **4c.** (This must equal Form 990, Part I, line 18)			5	19,924,599

Part XIII Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b Also complete this part to provide any additional information

Identifier	Return Reference	Explanation
Form 990, Schedule D, Part X, Line 2		Management evaluated the Institute's tax positions and concluded that, as of December 31, 2012, there were no uncertain tax positions taken or expected to be taken Accordingly, no interest or penalties related to uncertain tax positions have been accrued in the accompanying financial statements The Institute is subject to audits by taxing jurisdictions, however, no audits for any tax periods are currently in progress Management believes that the Institute is no longer subject to income tax examinations by federal, state, or local tax authorities for years ended on or prior to December 31, 2007
Form 990, Schedule D, Part XII, Line 2d		Other expense items Deferred Rent - $24,500 Interest Expense - $20,055 Bad Debt Expense - $418
Form 990, schedule D, Part XI, Line 2d		Other revenue items Currency Exchange Gain - $21,162 Interest Income - $256

efile GRAPHIC print - DO NOT PROCESS | As Filed Data - | DLN: 93493319081713

SCHEDULE F (Form 990)

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.
▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization
EAST-WEST MANAGEMENT INSTITUTE INC

Employer identification number
13-3586432

Part I **General Information on Activities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

1 **For grantmakers.** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . ☐ Yes ☐ No

2 **For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of grant funds outside the United States.

3 Activites per Region (The following Part I, line 3 table can be duplicated if additional space is needed)

	(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in region	(d) Activities conducted in region (by type) (e g , fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for and investments in region
	East Asia and the Pacific	1	29	Grantmaking		642,478
	East Asia and the Pacific			Program Services		1,316,111
	Europe (Including Iceland and Greenland)	4	39	Grantmaking		867,012
	Europe (Including Iceland and Greenland)			Program Services		4,210,543
	Russia and the Newly Independent States	3	67	Grantmaking		3,593,237
	Russia and the Newly Independent States			Program Services		3,443,513
	South America	1	10	Grantmaking		13,789
	South America			Program Services		543,488
	Sub-Saharan Africa			Grantmaking		5,067
	Sub-Saharan Africa			Program Services		4,640
3a	Sub-total	9	145			14,639,878
b	Total from continuation sheets to Part I					
c	**Totals** (add lines 3a and 3b)	9	145			14,639,878

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than $5,000. Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
See Add'l Data								

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter . . . . . ▶ 0

3 Enter total number of other organizations or entities . . . . ▶ 108

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 16. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	**(b)** Region	**(c)** Number of recipients	**(d)** Amount of cash grant	**(e)** Manner of cash disbursement	**(f)** Amount of non-cash assistance	**(g)** Description of non-cash assistance	**(h)** Method of valuation (book, FMV, appraisal, other)
Stipend/Fellowship	Europe (Including Iceland and Greenland)	7	22,408	EFT/WIRE			
Stipend/Fellowship	Russia and the Newly Independent States	40	37,071	EFT/WIRE			
Stipend/Fellowship	East Asia and the Pacific	4			2,200	STIPEND	PURCHASE VAL
Training Participant support	East Asia and the Pacific	625	41,069	CASH/WIRE			
Training Participant support	Europe (Including Iceland and Greenland)	339	83,381	CASH/WIRE			
Training Participant support	Russia and the Newly Independent States	614	180,647	CASH/CHECK			

Part IV Foreign Forms

1 Was the organization a U S transferor of property to a foreign corporation during the tax year? *If "Yes,"the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* ☐ Yes ☑ No

2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organizationmay be required to file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A)* ☐ Yes ☑ No

3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with Respect to Certain Foreign Corporations. (see Instructions for Form 5471)* ☐ Yes ☑ No

4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)* ☐ Yes ☑ No

5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with Respect to Certain Foreign Partnerships. (see Instructions for Form 8865)* ☐ Yes ☑ No

6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to file Form 5713, International Boycott Report (see Instructions for Form 5713).* ☐ Yes ☑ No

Part V **Supplemental Information**

Complete this part to provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information (see instructions).

Identifier	ReturnReference	Explanation
Form 990, Schedule F, Part 1, Line 2		EAST-WEST MANAGEMENT INSTITUTE, INC HAS A COMPREHENSIVE SET OF POLICIES AND PROCEDURES IN PLACE TO MONITOR THE USE OF GRANT FUNDS OUTSIDE THE UNITED STATES UNDER EWMI'S LARGER PROGRAMS, EWMI MAINTAINS FIELD OFFICES THAT OVERSEE PROGRAM IMPLEMENTATION AND MONITOR THE USE OF GRANT FUNDS ALL GRANTEES ARE REQUIRED TO SUBMIT PERIODIC NARRATIVE AND FINANCIAL REPORTS THE FIELD OFFICE AND HEADQUARTERS' STAFF REVIEW THESE REPORTS IN ADDITION, THE FIELD OFFICE GRANTS ADMINISTRATION STAFF PERIODICALLY CONDUCT SITE VISITS AND FINANCIAL REVIEWS OF GRANTEES FOR LARGER GRANTS, EWMI FIELD OFFICE AND HEADQUARTERS STAFF ALSO REVIEW GRANTEE AUDIT REPORTS
Form 990, Schedule I, Part III, Column (e)	Manner of Cash Disbursement	(1) Electronic Fund or wire Transfer (2) Cash, Check or Wire

Additional Data

Software ID:
Software Version:
EIN: 13-3586432
Name: EAST-WEST MANAGEMENT INSTITUTE INC

Form 990 Schedule F Part II - Grants or Entities Outside The United States

(a) Name of organization	(b) IRS code section and EIN(if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		Russia and the Newly Independent States	Civil Society Development	23,612	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law	24,207	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	31,608	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law	5,428	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	28,604	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of law	15,529	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law			37,015	Materials	Acquisition
		East Asia and the Pacific	Rule of Law	18,629	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law, Civil Society and Economic Developmen	19,878	WIRE/CHECK			
		South America	Rule of Law	10,647	WIRE/CHECK			
		East Asia and the Pacific	Civil Society Development	47,909	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	19,511	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	23,302	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	20,415	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	67,055	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	90,541	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	141,542	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	27,654	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law	26,027	WIRE/CHECK			
		Russia and the Newly Independent States	Rule of Law	64,430	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	42,733				
		Russia and the Newly Independent States	Rule of Law	68,005	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	6,734	WIRE/CHECK			
		Russia and the Newly Independent States	Rule of Law	397,484	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	5,801	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	35,524	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law, Civil Society and Economic Development	26,877	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law	14,823	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	151,526	WIRE/CHECK			
		East Asia and the Pacific	Rule of Law	34,055	WIRE/CHECK			

Form 990 Schedule F Part II - Grants or Entities Outside The United States

(a) Name of organization	(b) IRS code section and EIN(if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		Russia and the Newly Independent States	Civil Society Development	6,818	WIRE/CHECK			
		East Asia and the Pacific	Rule of Law	67,341	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	18,368	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society and Economic Development	28,605	WIRE/CHECK			
		Russia and the Newly Independent States	Rule of Law and Civil Society Development	103,403	wire/check	15,157	Materials	ACQUISITION
		Russia and the Newly Independent States	Civil Society Development	11,284	WIRE/CHECK			
		East Asia and the Pacific	Rule of Law	124,469	WIRE/CHECK			
		East Asia and the Pacific	Rule of Law	99,637	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law, Civil Society and Economic Development	128,724				
		Russia and the Newly Independent States	Civil Society Development	35,204	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law			10,330	Materials	Acquisition
		East Asia and the Pacific	Rule of Law	31,005	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	19,011	WIRE/CHECK			
		East Asia and the Pacific	Rule of Law	39,052	WIRE/CHECK			
		Russia and the Newly Independent States	Rule of Law and Civil Society Development	20,759	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	11,456	WIRE/CHECK			
		Russia and the Newly Independent States	Rule of Law and Civil Society Development	278,748	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society and Economic Development	227,784	WIRE/CHECK	514	MATERIALS	ACQUISITION
		Russia and the Newly Independent States	Civil Society Development	12,956	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law	14,155	WIRE/CHECK			
		East Asia and the Pacific	Rule of Law			8,305	MATERIALS	
		East Asia and the Pacific	Rule of Law			27,108	MATERIALS & LABOR	
		East Asia and the Pacific	Rule of Law	93,880	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law	19,844				
		Europe (Including Iceland and Greenland)	Rule of Law	5,251	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law	5,728	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law	5,927	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law	10,917	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law	27,149	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law	11,525	WIRE/CHECK			

Form 990 Schedule F Part II - Grants or Entities Outside The United States

(a) Name of organization	(b) IRS code section and EIN(if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		Europe (Including Iceland and Greenland)	Rule of Law, Civil Society and Economic Development	13,414	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law, Civil Society and Economic Development			5,309	Materials	ACQUISITION
		Europe (Including Iceland and Greenland)	Rule of Law, Civil Society and Economic Development	38,241	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law, Civil Society and Economic Development	67,019	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law, Civil Society and Economic Development	6,913	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law, Civil Society and Economic Development	32,541	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law, Civil Society and Economic Development	26,424	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law, Civil Society and Economic Development	17,083	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law, Civil Society and Economic Development			25,519	Materials	ACQUISITION
		Europe (Including Iceland and Greenland)	Civil Society Development	13,029	WIRE/CHECK			
		Europe (Including Iceland and Greenland)	Rule of Law	94,586	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society and Economic Development	12,461	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society and Economic Development	9,514	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society and Economic Development	12,810	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society and Economic Development	11,464	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society and Economic Development	31,780				
		Russia and the Newly Independent States	Civil Society and Economic Development	12,461	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society and Economic Development	5,246	WIRE/CHECK			
		Russia and the Newly Independent States	Rule of Law	13,097	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	5,992	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	9,707	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	34,131	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	25,256	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	12,018	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	29,373	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	9,132	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	12,137	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	20,227	WIRE/CHECK			
		Russia and the Newly Independent States	Rule of Law and Civil Society Development	702,772	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	10,203	WIRE/CHECK			

Form 990 Schedule F Part II - Grants or Entities Outside The United States

(a) Name of organization	(b) IRS code section and EIN(if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		Russia and the Newly Independent States	Rule of Law	19,162	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	9,931	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	9,898	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	13,369	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	18,179	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	5,174	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	28,314	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	43,581	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	40,000	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	51,160	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	16,814	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	9,097	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	6,338	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	10,283	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	17,935	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	6,596	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	15,487	WIRE/CHECK			
		Russia and the Newly Independent States	Civil Society Development	10,234	WIRE/CHECK			

Schedule I (Form 990)

Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations, Governments and Individuals in the United States

Complete if the organization answered "Yes," to Form 990, Part IV, line 21 or 22.
▶ Attach to Form 990

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization
EAST-WEST MANAGEMENT INSTITUTE INC

Employer identification number
13-3586432

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☑ **Yes** ☐ **No**

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II Grants and Other Assistance to Governments and Organizations in the United States.

Complete if the organization answered "Yes" to Form 990, Part IV, line 21, for any recipient that received more than $5,000. Part II can be duplicated if additional space is needed.

(a) Name and address of organization or government	**(b)** EIN	**(c)** IRC Code section if applicable	**(d)** Amount of cash grant	**(e)** Amount of non-cash assistance	**(f)** Method of valuation (book, FMV, appraisal, other)	**(g)** Description of non-cash assistance	**(h)** Purpose of grant or assistance
(1) American Bar Association Fund for Justice and Educ 740 Fifteenth Street NW Washington, DC 20005	36-6110299	501(c)(3)	119,440				Legal Education
(2) The Trustees of Columbia University in the City of 254 Engineering Terrace 1210 Amste MC 2205 New York, NY 10027	13-5598093	501(c)(3)	201,538				Development of Masters in Public Administration Program (MPA) in Georgia
(3) International Center for Not-for-Profit Law (ICNL) 1126 16th Street NW Suite 400 Washington, DC 20036	52-1818273	501(c)(3)	94,677				Civil Society and NGO legal development in Georgia and Azerbaijan
(4) Public Interest Law Initiative (PILnet) 333 7th Avenue 14th Floor New York, NY 10001	20-5087783	501(c)(3)	65,463				Legal Education and Public Interest Law in Georgia
(5) South Texas College of Law 1303 San Jacinto Street Houston, TX 77002	74-1554976	501(c)(3)	142,312				Legal Education in Georgia
(6) The Asia Foundation 465 California St 9 San Francisco, CA 94104	94-1191246	501(c)(3)	677,119				Human Rights in Cambodia
(7) University of Washington 4333 Brooklyn Avenue NE Seattle, WA 981959472	91-6001537	(IRC) 115(1)	17,832				Civil Society and Open Media Development in Georgia
(8) Washburn University School of Law 1700 SW College Ave Topeka, KS 66621	48-6030115	Code IRC 115	192,019				Legal Education in Georgia
(9) The Mayor's Fund to Advance New York City 253 Broadway 8th Fl New York, NY 10007	13-3783906	501 (c)(3)	6,875				Sandy huricane relief

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ 7

3 Enter total number of other organizations listed in the line 1 table ▶ 2

Part III **Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	**(b)** Number of recipients	**(c)** Amount of cash grant	**(d)** Amount of non-cash assistance	**(e)** Method of valuation (book, FMV, appraisal, other)	**(f)** Description of non-cash assistance

Part IV **Supplemental Information.**

Complete this part to provide the information required in Part I, line 2, Part III, column (b), and any other additional information

Identifier	Return Reference	Explanation
Form 990, Schedule I, Part 1, Line 2		EAST-WEST MANAGEMENT INSTITUTE, INC (EWMI) REQUIRES PERIODIC TECHNICAL AND FINANCIAL REPORTS ON THE USE OF GRANT FUNDS FROM ALL GRANTEES IN THE US EWMI STAFF REVIEW THESE REPORTS AND FOLLOW UP WITH ANY QUESTIONS IN ADDITION, US GRANTEES PROVIDE EWMI WITH COPIES OF THEIR AUDITED FINANCIAL STATEMENTS SUPPORTING THE FINANCIAL REPORTS SUBMITTED FOR SPECIFIC PROGRAM GRANTS
Form 990, Schedule I, Part II, Column (h)	Purpose of grant or assistance	(1)Aspiration - Civil Society and Open Media Development in Cambodia (2)The Trustees of Columbia University in the City of New York (Columbia University - SIPA) -Development of Masters in Public Administration Program (MPA) in Georgia (3) International Center for Not-for-Profit Law (ICNL) - Civil Society and NGO legal development in Georgia (4)Public Interest Law Initiative (PILnet) - Legal Education and Public Interest Law in Georgia (5)South Texas College of Law - Legal Education in Georgia (6)The Asia Foundation - Human Rights in Cambodia (7)University of Washington - Civil Society and Open Media Development in Cambodia (8)Washburn University School of Law - Legal Education in Georgia

Additional Data

Return to Form

Software ID:
Software Version:
EIN: 13-3586432
Name: EAST-WEST MANAGEMENT INSTITUTE INC

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	**(b)** EIN	**(c)** IRC Code section if applicable	**(d)** Amount of cash grant	**(e)** Amount of non-cash assistance	**(f)** Method of valuation (book, FMV, appraisal, other)	**(g)** Description of non-cash assistance	**(h)** Purpose of grant or assistance
American Bar Association Fund for Justice and Educ 740 Fifteenth Street NW Washington, DC 20005	36-6110299	501(c)(3)	119,440				Legal Education
The Trustees of Columbia University in the City of254 Engineering Terrace 1210 Amste MC 2205 New York, NY 10027	13-5598093	501(c)(3)	201,538				Development of Masters in Public Administration Program (MPA) in Georgia
International Center for Not-for-Profit Law (ICNL)1126 16th Street NW Suite 400 Washington, DC 20036	52-1818273	501(c)(3)	94,677				Civil Society and NGO legal development in Georgia and Azerbaijan
Public Interest Law Initiative (PILnet)333 7th Avenue 14th Floor New York, NY 10001	20-5087783	501(c)(3)	65,463				Legal Education and Public Interest Law in Georgia
South Texas College of Law 1303 San Jacinto Street Houston, TX 77002	74-1554976	501(c)(3)	142,312				Legal Education in Georgia
The Asia Foundation465 California St 9 San Francisco, CA 94104	94-1191246	501(c)(3)	677,119				Human Rights in Cambodia
University of Washington 4333 Brooklyn Avenue NE Seattle, WA 981959472	91-6001537	(IRC) 115(1)	17,832				Civil Society and Open Media Development in Georgia
Washburn University School of Law1700 SW College Ave Topeka, KS 66621	48-6030115	Code IRC 115	192,019				Legal Education in Georgia
The Mayor's Fund to Advance New York City253 Broadway 8th Fl New York, NY 10007	13-3783906	501 (c)(3)	6,875				Sandy huricane relief

Schedule J (Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
► Complete if the organization answered "Yes" to Form 990, Part IV, question 23.
► Attach to Form 990. ► See separate instructions.

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization
EAST-WEST MANAGEMENT INSTITUTE INC

Employer identification number
13-3586432

Part I Questions Regarding Compensation

			Yes	No
1a	Check the appropiate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items ☐ First-class or charter travel ☑ Housing allowance or residence for personal use ☑ Travel for companions ☐ Payments for business use of personal residence ☐ Tax idemnification and gross-up payments ☐ Health or social club dues or initiation fees ☐ Discretionary spending account ☐ Personal services (e g , maid, chauffeur, chef)			
b	If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	**1b**	Yes	
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	**2**	Yes	
3	Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director Check all that apply Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III ☐ Compensation committee ☐ Written employment contract ☐ Independent compensation consultant ☑ Compensation survey or study ☑ Form 990 of other organizations ☑ Approval by the board or compensation committee			
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization			
a	Receive a severance payment or change-of-control payment?	**4a**		No
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	**4b**		No
c	Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III	**4c**		No
	Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.			
5	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of			
a	The organization?	**5a**		No
b	Any related organization? If "Yes," to line 5a or 5b, describe in Part III	**5b**		No
6	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of			
a	The organization?	**6a**		No
b	Any related organization? If "Yes," to line 6a or 6b, describe in Part III	**6b**		No
7	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	**7**		No
8	Were any amounts reported in Form 990, Part VII, paid or accured pursuant to a contract that was subject to the initial contract exception described in Regulations section 53 4958-4(a)(3)? If "Yes," describe in Part III	**8**		No
9	If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?	**9**		

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii) Do not list any individuals that are not listed on Form 990, Part VII

Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual

(A) Name and Title		**(B)** Breakdown of W-2 and/or 1099-MISC compensation			**(C)** Retirement and other deferred compensation	**(D)** Nontaxable benefits	**(E)** Total of columns (B)(i)-(D)	**(F)** Compensation reported as deferred in prior Form 990
		(i) Base compensation	**(ii)** Bonus & incentive compensation	**(iii)** Other reportable compensation				
See Additional Data Table								

Part III Supplemental Information

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II
Also complete this part for any additional information

Identifier	Return Reference	Explanation
Form 990, Schedule J, Part I, Line 1A		EWMI provides for the following type of travel for employees and their family members when posted abroad travel to and from post, home leave and R&R travel and education travel (for dependents) Housing allowance (i e , living quarter allowance - LQA) is provided for long-term expats posted abroad

Additional Data

Return to Form

Software ID:
Software Version:
EIN: 13-3586432
Name: EAST-WEST MANAGEMENT INSTITUTE INC

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
Hewryk Adrian	(i) (ii)	233,200		60	10,354	10,671	254,285	
Tritt Rachel	(i) (ii)	179,200		60	7,956	30,526	217,742	
Boname John	(i) (ii)	159,600		98,560	2,817	25,245	286,222	
Bowman Herbert	(i) (ii)	165,300		96,112	8,086	25,245	294,743	
Lassman Marc	(i) (ii)	152,101		36,004	2,506	18,706	209,317	
Nahzi Fron	(i) (ii)	156,000	5,000	48,193	8,545	5,040	222,778	
West Mark	(i) (ii)	157,780		16,984	3,620	25,245	203,629	
Wujcik Patrick	(i) (ii)	165,300		48,573	8,141	17,014	239,028	
Zelin Marylin	(i) (ii)	156,500		40,017	7,518	7,490	211,525	
MADIGAN TIMOTHY	(i) (ii)	157,154		75,978	2,489	23,329	258,950	
MEYERMAN GERALD	(i) (ii)	160,663		52,239	8,242	7,262	228,406	
DIETRICH MARK	(i) (ii)	165,300		138	7,339	12,001	184,778	
MANSFIELD NICOLAS	(i) (ii)	165,300			6,303	25,245	196,848	
STUART KENNETH	(i) (ii)	141,482		17,924	2,037	21,695	183,138	
AARON CARL	(i) (ii)	156,000		90	6,926	30,593	193,609	

efile GRAPHIC print - DO NOT PROCESS | As Filed Data - | DLN: 93493319081713

Schedule L
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Transactions with Interested Persons

▶ Complete if the organization answered "Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization
EAST-WEST MANAGEMENT INSTITUTE INC

Employer identification number
13-3586432

Part I Excess Benefit Transactions (section 501(c)(3) and section 501(c)(4) organizations only).

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b

1 (a) Name of disqualified person	(b) Relationship between disqualified person and organization	(c) Description of transaction	(d) Corrected? Yes	No

2 Enter the amount of tax incurred by organization managers or disqualified persons during the year under section 4958 . . . . ▶ $

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization . . . . ▶ $

Part II Loans to and/or From Interested Persons.

Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a, or Form 990, Part IV, line 26, or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22

(a) Name of interested person	(b) Relationship with organization	(c) Purpose of loan	(d) Loan to or from the organization?		(e) Original principal amount	(f) Balance due	(g) In default?		(h) Approved by board or committee?		(i) Written agreement?	
			To	From			Yes	No	Yes	No	Yes	No
Total			▶ $									

Part III Grants or Assistance Benefitting Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of assistance	(d) Type of assistance	(e) Purpose of assistance

Part IV Business Transactions Involving Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues? Yes	No
(1) ROMAN HEWRYK	BROTHER OF OFFICER	147,060	employee		No

Part V Supplemental Information

Complete this part to provide additional information for responses to questions on Schedule L (see instructions)

Identifier	Return Reference	Explanation

SCHEDULE O (Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization
EAST-WEST MANAGEMENT INSTITUTE INC

Employer identification number
13-3586432

Identifier	Return Reference	Explanation
Form 990, Part III, Line 4d		Serbia Separation of Powers expenses $ 1,281,172 JSDP II expenses $ 1,159,055, including grants of $ 202,646 Good Governance Activity in Montenegro expenses $ 2,214,203, including grants of $ 473,512 Ecuador Justice Project expenses $ 597,796, including grants of $ 13,789 Romania Court Optimization WB expenses $ 729,754 Kosovo Const Justice Initiative (DFID) expenses $ 104,658 Kosovo SEAD - Checchi expenses $ 130,999 SEDA Azerbaijan expenses $ 1,485,638, including grants of $396,521 Promoting Dialogue and Tolerance in Fiji expenses $ 61,447, including grants of $47,909 Philanthropication through Privatization expenses $ 22,419 program revenue $ 24,522 PFS Follow-on - Deloitte expenses $ 924 Small Grants expenses $ 12,595, including grants of $ 11,942 UNIDO Rwanda expenses $ 3,057 program revenue $ 4,400 Rwanda Industrial Governance II expenses $ 15,316 program revenue $ 19,000 RIA Asst Montengro (EU) expenses $ 4,388 Kosovo Appointment CC Judges expenses $ 92,860 Support Judiciary and ROL in Tajikistan expenses $ 79,473 Supporting Forests in Cambodia expenses $ 3,163 Rwanda Industrial Governance expenses $ 50 JILEP Georgia expenses $ 4,070,189 G-PAC Georgia expenses $ 2,672,249

Identifier	Return Reference	Explanation
Form 990, Part VI, Line 11b		The Form 990 is first reviewed in detail by the Controller and officers of the organization, including the President and Executive Vice President Once this review is completed, the Form 990 is circulated to the Board Audit Committee and all members of the Board of Directors for final review

Identifier	Return Reference	Explanation
Form 990, Part VI, Line 12c		As part of its overall compliance program, EWMI has a conflict of interest policy in place All EWMI Directors and Officers completed a conflict of interest policy affirmation for 2012 which required disclosure of any possible conflicts of interest At the end of each year, all officers and employees are asked to respond to a detailed compliance questionnaire and identify any potential conflicts of interest At the end of year, EWMIs officers prepare a compliance report for the Board and a disclosure of any potential conflicts of interest In addition, EWMI has other policies and procedures in place which enables EWMI to enforce and monitor compliance with its conflict of interest policy, including a Code of Conduct which all employees and consultants are required to sign and a vetting process for all agreements which requires disclosure of any potential conflicts of interest prior to entering into an agreement In 2009, EWMIs Conflict of Interest and Gift Policy was reviewed and revised by the Board of Directors, and an updated policy was approved as of May 6, 2009 EWMIs efforts to enforce and monitor compliance with the conflict of interest policy were further strengthened in 2009 with the establishment of an audit committee

Identifier	Return Reference	Explanation
Form 990, Part VI, Line 15a and 15b		EWMI participated in the U S Headquarters Salary, Benefits and Human Resources Policies Report undertaken by Inside NGO, an annual survey for U S Headquarters staff of NGOs that provides compensation and benefits data of over 100 NGO organizations similar to EWMI EWMIs Board reviewed this survey to ensure that EWMIs salaries are within comparable ranges with those of other not-for-profits Based upon the review they found that overall EWMIs salaries were within the parameters identified in the surveys, but that EWMI officer salaries were lower than the average salaries for comparable organizations The Board proposed salary increases in 2012 for officers and key employees based upon a thorough review of this survey

Identifier	Return Reference	Explanation
Form 990, Part VI, Line 19		EWMIs governing documents are made publicly available in the following ways (i)Governing documents are available upon request, (ii)Conflict of interest policy is available upon request and is posted on EWMIs web site, (iii)EWMIs financial statements are available upon request and are posted on EWMIs web site The financial statements are also summarized in EWMIs annual reports, which are posted on EWMIs web site

Identifier	Return Reference	Explanation
Form 990, Part VII, Section B - Description of services		Metiri Consult, a Danish consulting firm, provided the services of Dr Jesper Wittrup to EWMIs World Bank-funded Court Optimization Project in Romania Consulting services included oversight of and participation in all program activities, including an assessment of existing methods and indicators for measuring court performance in Romania, a report providing guidance on how to operationalize and implement recommendations, development and delivery of training on the use of the new system of efficiency evaluation, benchmarking and resource management, implementation of recommendations through a pilot program at various courts in Romania, and organization of an international conference at the end of the project Anthony Fisser, a US Consultant and training expert, provided services to EWMIs World Bank-funded Court Optimization Project in Romania Mr Fisser led the implementation of the training component of the program, which included design of all training materials, organization of training and train the trainers program Mr Fisser also provided expertise and leadership of the international conference at the end of the project

efile GRAPHIC print - DO NOT PROCESS	As Filed Data -	DLN: 93493319081713

Form **4562**

Department of the Treasury
Internal Revenue Service (99)

Depreciation and Amortization
(Including Information on Listed Property)

▶ See separate instructions. ▶ Attach to your tax return.

OMB No 1545-0172

2012

Attachment Sequence No **179**

Name(s) shown on return	Business or activity to which this form relates	Identifying number
EAST-WEST MANAGEMENT INSTITUTE INC	GENERAL DEPRECIATION	13-3586432

Part I **Election To Expense Certain Property Under Section 179**
Note: *If you have any listed property, complete Part V before you complete Part I.*

1	Maximum amount (see instructions)	1	
2	Total cost of section 179 property placed in service (see instructions)	2	
3	Threshold cost of section 179 property before reduction in limitation (see instructions)	3	$ 2,000,000
4	Reduction in limitation Subtract line 3 from line 2 If zero or less, enter -0-	4	
5	Dollar limitation for tax year Subtract line 4 from line 1 If zero or less, enter -0- If married filing separately, see instructions	5	

6	(a) Description of property	(b) Cost (business use only)	(c) Elected cost
6			

7	Listed property Enter the amount from line 29	7	
8	Total elected cost of section 179 property Add amounts in column (c), lines 6 and 7	8	
9	Tentative deduction Enter the smaller of line 5 or line 8	9	
10	Carryover of disallowed deduction from line 13 of your 2011 Form 4562	10	
11	Business income limitation Enter the smaller of business income (not less than zero) or line 5 (see instructions)	11	
12	Section 179 expense deduction Add lines 9 and 10, but do not enter more than line 11	12	
13	Carryover of disallowed deduction to 2013 Add lines 9 and 10, less line 12 ▶	13	

Note: *Do not use Part II or Part III below for listed property. Instead, use Part V.*

Part II **Special Depreciation Allowance and Other Depreciation (Do not** include listed property **)** (See instructions)

14	Special depreciation allowance for qualified property (other than listed property) placed in service during the tax year (see instructions)	14	
15	Property subject to section 168(f)(1) election	15	
16	Other depreciation (including ACRS)	16	

Part III **MACRS Depreciation (Do not** include listed property.) (See instructions.)

Section A

17	MACRS deductions for assets placed in service in tax years beginning before 2012	17	
18	If you are electing to group any assets placed in service during the tax year into one or more general asset accounts, check here ▶ ☐		

Section B—Assets Placed in Service During 2012 Tax Year Using the General Depreciation System

(a) Classification of property	(b) Month and year placed in service	(c) Basis for depreciation (business/investment use only—see instructions)	(d) Recovery period	(e) Convention	(f) Method	(g) Depreciation deduction
19a 3-year property						
b 5-year property		7,819	5	HY		1,564
c 7-year property						
d 10-year property						
e 15-year property						
f 20-year property						
g 25-year property			25 yrs		S/L	
h Residential rental property			27 5 yrs	MM	S/L	
			27 5 yrs	MM	S/L	
i Nonresidential real property			39 yrs	MM	S/L	
				MM	S/L	

Section C—Assets Placed in Service During 2012 Tax Year Using the Alternative Depreciation System

20a Class life					S/L	
b 12-year			12 yrs		S/L	
c 40-year			40 yrs	MM	S/L	

Part IV **Summary** (see instructions)

21	Listed property Enter amount from line 28	21	
22	**Total.** Add amounts from line 12, lines 14 through 17, lines 19 and 20 in column (g), and line 21 Enter here and on the appropriate lines of your return Partnerships and S corporations—see instructions	22	1,564
23	For assets shown above and placed in service during the current year, enter the portion of the basis attributable to section 263A costs	23	

Part V **Listed Property** (Include automobiles, certain other vehicles, certain computers, and property used for entertainment, recreation, or amusement.)

Note: *For any vehicle for which you are using the standard mileage rate or deducting lease expense, complete **only** 24a, 24b, columns (a) through (c) of Section A, all of Section B, and Section C if applicable.*

Section A—Depreciation and Other Information (Caution: *See the instructions for limits for passenger automobiles.***)**

24a Do you have evidence to support the business/investment use claimed? ☐ **Yes** ☑ **No** | **24b** If "Yes," is the evidence written? ☐ **Yes** ☑ **No**

(a) Type of property (list vehicles first)	**(b)** Date placed in service	**(c)** Business/ investment use percentage	**(d)** Cost or other basis	**(e)** Basis for depreciation (business/investment use only)	**(f)** Recovery period	**(g)** Method/ Convention	**(h)** Depreciation/ deduction	**(i)** Elected section 179 cost
25 Special depreciation allowance for qualified listed property placed in service during the tax year and used more than 50% in a qualified business use (see instructions)						**25**		
26 Property used more than 50% in a qualified business use								
		%						
		%						
		%						
27 Property used 50% or less in a qualified business use								
		%				S/L -		
		%				S/L -		
		%				S/L -		

28 Add amounts in column (h), lines 25 through 27 Enter here and on line 21, page 1 . . . **28**

29 Add amounts in column (i), line 26 Enter here and on line 7, page 1 . . . . **29**

Section B—Information on Use of Vehicles

Complete this section for vehicles used by a sole proprietor, partner, or other "more than 5% owner," or related person

If you provided vehicles to your employees, first answer the questions in Section C to see if you meet an exception to completing this section for those vehicles

	(a) Vehicle 1		**(b)** Vehicle 2		**(c)** Vehicle 3		**(d)** Vehicle 4		**(e)** Vehicle 5		**(f)** Vehicle 6	
30 Total business/investment miles driven during the year (**do not** include commuting miles) . .												
31 Total commuting miles driven during the year .												
32 Total other personal(noncommuting) miles driven												
33 Total miles driven during the year Add lines 30 through 32												
	Yes	**No**	**Yes**	**No**	**Yes**	**No**	**Yes**	**No**	**Yes**	**No**	**Yes**	**No**
34 Was the vehicle available for personal use during off-duty hours?												
35 Was the vehicle used primarily by a more than 5% owner or related person?												
36 Is another vehicle available for personal use? .												

Section C—Questions for Employers Who Provide Vehicles for Use by Their Employees

Answer these questions to determine if you meet an exception to completing Section B for vehicles used by employees who **are not** more than 5% owners or related persons (see instructions)

	Yes	**No**
37 Do you maintain a written policy statement that prohibits all personal use of vehicles, including commuting, by your employees?		
38 Do you maintain a written policy statement that prohibits personal use of vehicles, except commuting, by your employees? See the instructions for vehicles used by corporate officers, directors, or 1% or more owners . . .		
39 Do you treat all use of vehicles by employees as personal use?		
40 Do you provide more than five vehicles to your employees, obtain information from your employees about the use of vehicles, and retain the information received?		
41 Do you meet the requirements concerning qualified automobile demonstration use? (See instructions)		
Note: If your answer to 37, 38, 39, 40, or 41 is "Yes," do not complete Section B for the covered vehicles		

Part VI **Amortization**

(a) Description of costs	**(b)** Date amortization begins	**(c)** Amortizable amount	**(d)** Code section	**(e)** Amortization period or percentage	**(f)** Amortization for this year
42 Amortization of costs that begins during your 2012 tax year (see instructions)					

43 Amortization of costs that began before your 2012 tax year **43**

44 Total. Add amounts in column (f) See the instructions for where to report **44**