



World Justice  
Project

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# Annual Report 2015

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## About Us



The World Justice Project® (WJP) is an independent, multidisciplinary organization working to advance the rule of law around the world.

Effective rule of law reduces corruption, combats poverty and disease, and protects people from injustices large and small. It is the foundation for communities of peace, opportunity, and equity, underpinning development, accountable government, and respect for fundamental rights.

Traditionally, the rule of law has been viewed as the domain of lawyers and judges. But everyday issues of safety, rights, justice, and governance affect us all; everyone is a stakeholder in the rule of law.

The World Justice Project (WJP) engages citizens and leaders from across the globe and from multiple sectors and professions to advance the rule of law. Through our complimentary programs of Research and Scholarship, the WJP Rule of Law Index®, and Engagement, WJP seeks to increase public awareness about the foundational importance of the rule of law, stimulate policy reforms, and develop practical programs at the community level.

# WJP Rule of Law Index



The **WJP Rule of Law Index**<sup>®</sup> provides original, impartial data on how the rule of law is experienced in everyday life in 102 countries around the globe. It is the most comprehensive index of its kind. To date, more than 180,000 citizens and experts

have been interviewed worldwide. Index findings have been referenced by heads of state, chief justices, business leaders, public officials, and the press, including more than 600 media outlets in over 110 countries worldwide.

## 2015 Launch Event



On June 2nd, the World Justice Project launched the *WJP Rule of Law Index 2015* in Washington DC, presenting our newest data on how the rule of law is experienced by ordinary people in 102 countries around the globe.

The Index relies on over 100,000 household and 2,400 expert surveys to measure how the rule of law is experienced in everyday life around the world. Adherence is assessed using 47 indicators organized around eight themes: constraints on government powers, absence of corruption, open government, fundamental rights, order and security, regulatory enforcement, civil justice, and criminal justice. More than 500 variables are computed to produce these indicators for every country.

According to the 2015 Index, Denmark (Western Europe and North America), Uruguay (Latin America and the Caribbean), Botswana (Sub-Saharan Africa), New Zealand (East Asia and Pacific), Georgia (Eastern Europe and Central Asia), Sri Lanka (South Asia), and the United Arab Emirates (Middle East and North Africa) led their regions on rule of law performance.

Central Asia), Nepal (South Asia), and the United Arab Emirates (Middle East and North Africa) led their regions on rule of law performance.

New data and features for the 2015 Index included:

- **New data for 2015:** Updated scores and rankings for 102 countries across 8 primary rule of law indicators and 47 sub-factors.
- **Global insights:** New insights into issues of impunity, open government, policing, and more as they are experienced and perceived by ordinary people worldwide.
- **Data app:** In-depth country data featured on a standalone site for quickly accessing, comparing, and downloading WJP Rule of Law Index data.
- **Changes over time:** Country profiles feature changes in rule of law adherence over time.
- **Additional countries:** New to the WJP Rule of Law Index - Belize, Costa Rica, and Honduras.



Left: Chief Research Officer, Alejandro Ponce Right: Chairman of the Board of Citizens for Justice, Margaret Sikwese

## WJP Open Government Index 2015 Launches



On March 25, the World Justice Project launched the *WJP Open Government Index 2015* in Washington DC, the first effort to measure government openness based on the general public's experiences and perceptions worldwide.

The WJP Open Government Index presents scores and rankings for 102 countries organized around four dimensions: publicized laws and government data, right to information, civic participation, and complaint mechanisms. Scoring for the Index is drawn from more than 100,000 household surveys and in-country expert questionnaires.

In addition to global, regional, and income-peer scores and rankings, the WJP Open Government Index interactive data site displays selected survey responses by country, with gender and socio-economic breakouts. An accompanying report provides global insights on the relationship between open government and other aspects of governance and development.

*The WJP Open Government Index 2015* presents scores and rankings for 102 countries and jurisdictions. In addition to the global, regional, and income-peer scores and rankings, the WJP Open Government Index interactive data site displays selected survey responses by country, with gender and socio-economic breakouts.

Our accompanying *WJP Open Government Index 2015 Report* provides global insights on the relationship between open government and other aspects of governance and development. For example:

- **Awareness:** Worldwide, less than half (40%) of survey respondents know of any laws supporting their right to access government-held information.
- **Socio-Economic Status:** In 80% of countries low-income respondents are less aware than high-income households of their right to information. In 68% of countries low-income respondents are less likely to request information from the government.
- **Open Government and Gender:** In 76% of countries women are as likely as men to request information from a government agency. However, in half of all countries surveyed, women tend to be less aware than men of laws supporting their right to access government-held information.

“The universality of the rule of law cannot be overemphasized.

In the developing world, we generally have a political leadership that always looks at the rule of law as a foreign imposition from the West, without regard to the fact that the rule of law is in fact probably even more important for the developing world.”

*Beatrice Mtetwa*  
*Human Rights Lawyer*  
*Zimbabwe*

PLAY VIDEO 



## In the Media

**THE WALL STREET JOURNAL.**

January, 2015

"(Hong Kong) has especially drawn business from parties in mainland China, where its judgments have a strong record of enforcement, according to HKIAC, which says that none of its rulings has been refused enforcement in the last five years."



January, 2015

"When states are weak and crises emerge, resident firms inevitably fill power vacuums, for better or for worse. When states are strong, however, the role of foreign investors — for better or for worse, again — inevitably declines."

**Forbes**

March, 2015

"Peña Nieto's party, the PRI, has not shown the same enthusiasm for anti-corruption initiatives as it has for economic reforms that are designed to attract investment. Mexico is now competing with countries from around the globe for energy industry investments in an environment of low oil prices."

**theguardian**

June, 2015

"Without progress towards stronger, more efficient institutions ... rule of law, justice and government accountability, other aspects of development cannot progress. There is growing recognition of that fact ... and there is growing awareness among governments that those issues are measurable and that they impact development goals."

**The Economist**

June, 2015

"The World Justice Project Rule of Law index, a new global report that ranks countries' adherence to the rule of law, puts Botswana in the top spot for Africa. The country's chief justice, Maruping Dibotelo (pictured at left, with President Ian Khama), was probably not surprised: the diamond-rich southern state has been regarded for decades as among the best-run on the continent"

**The New York Times**

June, 2015

"The Legal Services Corporation is the closest thing we have to a corps of lawyers for low-income litigants. Yet Congress has consistently underfunded it. For 2015, the corporation received less than \$400 million — adjusted for inflation, roughly half its funding in the early '80s. The result is that every year about two million citizens eligible for its help do not get served."

**The Washington Post**

July, 2015

"The crime rate has been decreasing steadily in recent years but the incarceration rate has not dropped at the same rate. But those trends are beginning to change. People who were incarcerated in the late 1970s during the spike in crimes and received mandatory decades-long sentences are now being released. According to the Bureau of Justice Statistics, 2009 was the first year in 31 years when prison releases exceeded admissions."

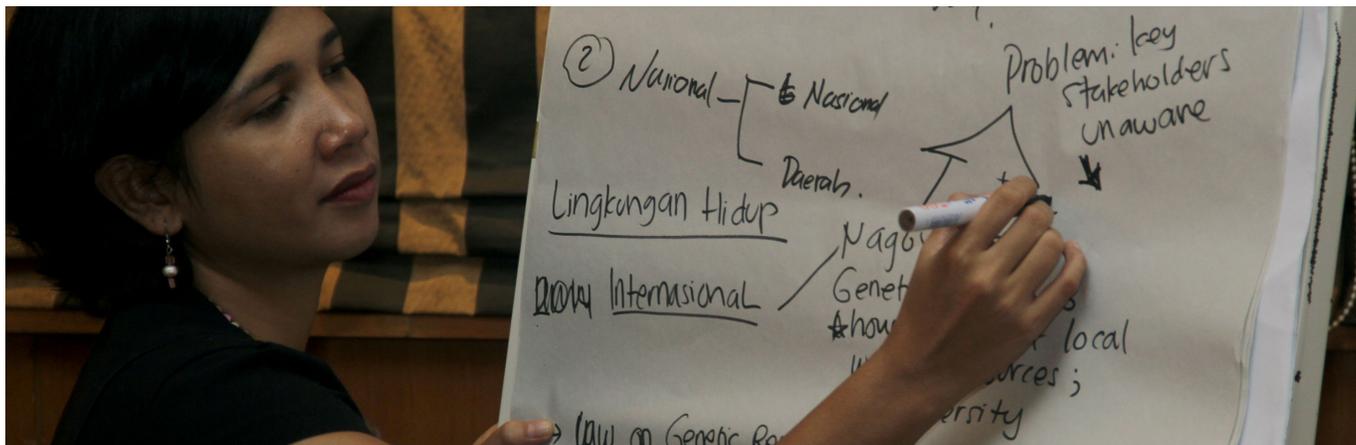


Engagement efforts include connecting and developing a global network, organizing strategic convenings, and fostering practical, on-the-ground programs. At our biennial **World Justice Forum**, regional conferences, and single-country sorties, citizens and leaders come together to learn about the rule of law,

build their networks, and design pragmatic solutions to local rule of law challenges. In addition, the **World Justice Challenge** provides seed grants to support practical, on-the-ground programs addressing discrimination, corruption, violence, and more.



## Indonesia Country Sortie



In Jakarta, Indonesia, on 19-21 January, 2015 WJP brought together a wide range of stakeholders—including leaders from business, academia, civil society and government—from across Indonesia to assess current rule of law challenges and opportunities.

Discussion was focused on: quality of regulatory enforcement; why the rule of law matters to development (economic, socio-political, and human development); access to justice and dispute resolution systems; and anti-corruption. Seed grants were awarded to five pilot programs led by local organizations in Indonesia. The programs address key challenges in adherence to the rule of law in Indonesia, including judicial corruption, access to government ID, women's inheritance and property rights, forest-related land conflicts, and paralegal assistance in remote indigenous communities.

Programs were selected for their innovative approach, as well as for potential reach and impact, among other considerations. Selected grantees will receive up to US\$20,000 in seed funding as well as connections to other partners in the WJP network and increased visibility for their work.

**Top:** Working Sessions - Quality of Regulatory Enforcement



## Grantees for the World Justice Challenge in Indonesia



### Judicial Corruption Monitoring in Indonesia through Legal Clinics

This program will focus on monitoring judicial corruption in Jakarta, Bandung, and Surabaya by partnering with local university law clinics to conduct Street Law trainings in marginalized communities, and develop online mechanisms for complaints. This project will also produce a Judicial Corruption Monitoring Manual to capture best practices and inform community trainings.



### Documents Service

Difficulty obtaining a national ID card is a major obstacle to civic engagement in Indonesia, hindering citizens' ability to vote, claim social security, and enjoy other basic rights. This program will establish a volunteer civil administration network in Pontiak and West Kalimantan, and will result in a public policy plan for implementing this model at the city and district levels.



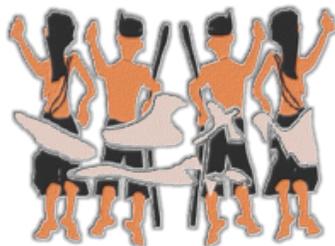
### Strengthening Balinese Women's Inheritance Rights

Women's equal property and inheritance rights were denied during Dutch rule in Indonesia and were recently reinstated, though most citizens are unaware that the laws have changed. This program will raise awareness about these newly reinstated rights by engaging cultural and religious leaders, producing spot advertisements, and creating a guide book on marriage, divorce, and female inheritance.



### Strengthening the Capacity of Local Communities to Monitor Environmental Courts

This program will address the growing number of forestry-related conflicts in Indonesia by providing training for paralegals and law enforcement, as well as trial monitoring. This project will empower civil society and farmers organizations to monitor environmental courts' legal proceedings, and will build law enforcement officers' capacity to handle cases of illegal logging.



### Paralegal Education for Indigenous Peoples

To help indigenous communities in Banemo, Lelillef Sawai, and Togutil Dodaga understand and enforce their customary land rights, this program will train local paralegals—a strategy that both empowers local paralegals and reduces lengthy wait time for outside agents to arrive and resolve disputes. In addition to a series of community assessments and trainings, this program will also facilitate fieldtrips for community paralegals to visit courts, police stations, and attorneys.



## Senegal Country Sortie



On March 10-12, 2015 in Dakar, the WJP hosted “The Rule of Law in Senegal.” The meeting and workshop brought together 50 leaders from business, academia, civil society, and government to assess current rule of law challenges and opportunities in Senegal.

This meeting convened a wide range of stakeholders from across the country—including engineers, religious leaders, lawyers, government, academia, etc.—to assess rule of law challenges and incubate practical solutions. To continue the momentum from these conversations and catalyze participants' commitment to action, WJP is providing modest seed funds for the proposals with the greatest potential to advance the rule of law in Senegal.

Four new pilot programs to address key rule of law issues in Senegal—including corruption, access to information, and women and children's rights—have been awarded seed grants through the World Justice Challenge. Programs were selected for their innovative approach, as well as for potential reach and impact, among other considerations. Selected grantees will receive up to US \$15,000 in seed funding as well as connections to other partners in the WJP network and increased visibility for their work.



## Grantees for the World Justice Challenge in Senegal



### Combatting Corruption: Assistance and Capacity Building Project for OFNAC

This program seeks to build the capacity of the newly created National Office for Combatting Fraud and Corruption (OFNAC) and provide a framework for its work addressing the socio-cultural causes of corruption and creating synergies between anti-corruption actors. A Best Practices Guide for OFNAC and the Ministry of Good Governance based on internationally accepted best practices for combatting corruption, will be created as part of this program adapted to the context of Senegal.



### Promoting Children's Rights and Strengthening Women's Empowerment

Many women and children in Senegal – particularly those in rural and marginalized communities – struggle to access civil registries and lack vital records that are essential to claiming their legally guaranteed rights and benefits. This program will train local representative facilitators in the villages of Ndounème, Keur Mbaye, Mbary, Ngogom, and Sambène on vital records and access to decision-making bodies, and will develop training and registration materials.

### Strengthening Mechanisms for Public Access to Information in Senegal

This program seeks to address poor access to information in Senegal and citizens' lack of knowledge about their right to information and other fundamental rights. The first phase of this program will focus on creating and passing a regulatory framework for access to information (A2I) by harmonizing existing A2I texts, conducting a study on the successful implementation of A2I laws in Mozambique, and carrying out a lobbying and advocacy campaign. The second phase of this program will focus on disseminating information concerning fundamental rights and A2I laws to the general public in national languages through radio broadcasts and public fora in Kolda, Motum, and Kédougou.



### Voices of Youth



In order to encourage youth to play an active role in the social and economic development of Senegal, this program will develop a debate curriculum and competition designed to mobilize students in creating solutions for social injustices. Social Change Factory will hold a series of 16 "boot camps" to train 500 youth on good governance, gender, and other social issues as well as public speaking skills, which they will put to use during a televised debate and contest. The program will also include an online "Campaign 2.0" with interactive activities designed to engage a larger network of youth through social media.



# Financials

## Statement of Activities

### Revenues

Grants and Contributions	6,584,096
Total Revenues	6,268,267

### Expenditures

Program Services	
Research and Scholarship	103,640
Rule of Law Index	1,225,674
Engagement	838,211
<b>Total Program Services</b>	<b>2,167,525</b>

Supporting Services	
Management and General	704,637
Fundraising	155,681
<b>Total Supporting Services</b>	<b>860,318</b>

<b>Total Expenditures</b>	<b>3,027,943</b>
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Change in Net Assets	3,240,424
Net Assets at Beginning of Year	2,164,033
<b>Net Assets at End of Year</b>	<b>5,404,457</b>



# Financials

## Statement of Financial Position

### Current Assets

Cash and Cash Equivalents	1,969,776
Accounts Receivable	86
Grants Receivable	585,001
Prepaid Expenses	23,087
<b>Total Current Assets</b>	<b>2,577,950</b>

Fixed Assets	178,296
Other Assets	50,496
<b>Total Assets</b>	<b>2,806,762</b>

### Liabilities

Current Liabilities	535,028
Long-term Liabilities	107,681
<b>Total Liabilities</b>	<b>642,709</b>

### Net Assets

Unrestricted	(223,416)
Temporarily Restricted	2,387,449
<b>Total Net Assets</b>	<b>2,164,033</b>

<b>Total Liabilities and Net Assets</b>	<b>2,806,742</b>
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# WJP Supporters

From 2006 to present

## Foundations

### \$10,000,000 and above

Bill & Melinda Gates Foundation  
Neukom Family Foundation

### \$500,000 - \$550,000

GE Foundation  
William and Flora Hewlett Foundation

### \$200,000 - \$499,999

Ewing Marion Kauffman Foundation  
Ford Foundation  
Oak Foundation

### \$50,000 - \$199,999

Carnegie Corporation of New York  
National Endowment for Democracy  
Open Society Foundations

### \$25,000 - \$49,999

Gordon and Betty Moore Foundation  
The Edward John and Patricia Rosenwald Foundation

### \$5,000 - \$24,999

Allen & Overy Foundation  
Judson Family Fund at The Seattle Foundation  
The Stanley S. Langendorf Foundation

### \$200 - \$4,999

Chase Family Philanthropic Fund  
The North Ridge Foundation  
Pinnacle Gardens Foundation  
Salesforce Foundation

## Corporations

### \$1,000,000 and above

Microsoft Corporation

### \$250,000 - \$450,000

Anonymous  
Apple Inc.  
Hewlett-Packard Company  
LexisNexis

### \$100,000 - \$249,999

The Boeing Company  
Google Inc.  
Intel Corporation  
Johnson & Johnson  
Merck & Co., Inc.

Nike, Inc.  
Walmart

### \$25,000 - \$99,999

General Electric Company  
McKinsey & Company, Inc.  
Texas Instruments, Inc.  
Viacom International, Inc.

### \$5,000 - \$24,999

E.I. DuPont de Nemours & Company  
Invest in Law, Ltd.  
PepsiCo

### Up to \$5,000

Amazon Smile

## Government Agencies

### \$5,000,000 - \$7,500,000

U.S. Department of State

### \$250,000 and above

Irish Aid  
Singapore Ministry of Law

### \$50,000 - \$75,000

European Commission  
National Endowment for Democracy

## Professional Firms & Trade Associations

### \$350,000 and above

American Bar Association (ABA)

### \$20,000 - \$50,000

ABA Section of Environment, Energy & Resources  
ABA Business Law Section  
ABA Section of Litigation  
ABA Section of Antitrust Law  
ABA Section of International Law  
ABA Health Law Section  
Welsh, Carson, Anderson & Stowe

### \$3,500 - \$19,999

ABA Section of Intellectual Property Law  
ABA Criminal Justice Section  
ABA Section of Labor and Employment Law  
ABA Section of Real Property, Trust and Estate Law  
ABA Section of Taxation

Union of Turkish Bar Associations  
United States Chamber of Commerce & Related Entities  
Major, Lindsey & Africa

### \$1,500 - \$3,499

ABA Section of Administrative Law & Regulatory Practice  
ABA Section of Dispute Resolution  
ABA Section of Individual Rights & Responsibilities

### \$500 - \$1,499

ABA Judicial Division  
ABA State and Local Government Law

## Law Firms

### \$100,000 and above

Boies, Schiller & Flexner, LLP  
K&L Gates  
Nelson Mullins Riley & Scarborough LLP  
Winston & Strawn LLP

### \$50,000 - \$99,999

Allen & Overy LLP  
Fulbright & Jaworski  
Hunton & Williams

### \$20,000 - \$49,999

Drinker Biddle & Reath LLP  
Sullivan & Cromwell LLP  
White & Case LLP

### \$5,000 - \$19,999

Garrigues LLP  
Haynes and Boone, LLP  
Mason, Hayes+Curran

### \$1,000 - \$4,999

Cochingyan & Peralta Law Offices  
Gómez-Acebo & Pombo  
Holland & Knight LLP  
Roca Junyent  
SyCip Salazar Hernandez & Gatmaitan  
Troutman Sanders LLP  
Turner Freeman Lawyers  
Uría Menéndez

## Individuals

### \$1,000,000 and above

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### **\$30,000 - \$49,999**

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Lawrence B. Bailey

### **\$5,000 - \$29,999**

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Juan Carlos Botero  
Toby Bright  
Russell C. Deyo  
Suzanne Gilbert  
William C. and Kappy  
Hubbard  
R. William Ide  
Suet Fern Lee  
Roderick and Karla Mathews  
Sandy McDade  
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Erik A Schilbred

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Maren Christensen  
Liliana Moreno  
Llewelyn G. Pritchard  
Scott Partridge  
James R. Silkenat  
Dwight Gee and  
Barbara Wright

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Mark Agrast  
Matt Christensen  
Mark S. Ellis  
Jaimie S. Gorelick  
Norman E. Harned  
Thomas Z. Hayward, Jr.  
R. Thomas Howell, Jr.  
Gerold Libby  
Justin Nelson  
Nancy Ward  
H. Thomas Wells

### **Up to \$999**

Randy J. Aliment  
William and Kay Allen  
David and Helen Andrews  
Keith A. Ashmus  
Kirk Baert  
Robert Badinter  
Martha Barnett  
Richard R. Barnett, Sr.  
April Baskin  
David Billings  
Pamela A. Bresnahan  
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Richard D. Catenacci  
Valerie Colb  
Lee and Joy Cooper  
Sandra Disner  
Deborah Enix-Ross  
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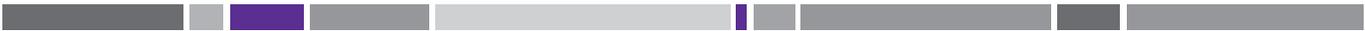
William and Janet Falsgraf

Jonathan Fine  
Joshua Harkins Finn  
Malcolm Fleming  
William Forney  
Steven Fredman  
Phillip Galgiani  
Tom Ginsburg  
Lynn T. Gunnoe  
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Hongxia Liu  
Lucile and Gerald McCarthy  
M. Margaret McKeown  
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William R. Moller  
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Robert Nelson  
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Michael Reed  
Joan and Wm. T Robinson III  
Daniel Rockmore  
Rachel Rose  
Robert Sampson  
Judy Shulze  
Rhonda Singer  
Thomas Smegal  
Ann and Ted Swett  
Joan Phillips Timbers  
Kathleen Vermillion

### **Institutions**

#### **\$200 - \$500**

Eastminister Presbyterian  
Church  
Society of Cincinnati Mutual Funds



## Leadership

“The rule of law is the foundation for communities of opportunity, peace, and equity—it is the predicate for the eradication of poverty, violence, corruption, pandemics, and other threats to civil society.”

-*William H. Neukom, Founder and CEO, The World Justice Project*

### Board of Directors

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\* deceased

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[worldjusticeproject.org](http://worldjusticeproject.org)