



World Justice  
Project

# Annual Report 2014

## The rule of law for all



**World Justice Challenge Grantee Spotlight:** Jose Luis (above) was evicted from his home in Alto de Paz , Brazil, with no notice or compensation. The two boxes next to him were the only possessions he was able to remove from the rubble. WJP grantee Urucum—a collective of lawyers, journalists, and artists—is working with residents in favelas to help them understand their housing rights and change the way Brazilians interact with their government.

*Photo: Deborah Ezpinosa for WJP*

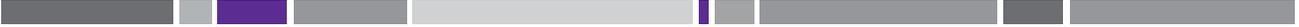
“The rule of law matters to all of us, to the entire human family.

Wherever we live, however we look, regardless of ethnicity, gender, geographic location, or class - strengthening the rule of law is an essential ingredient to enhance justice, peace, and economic and social progress.”

**The Most Reverend Desmond Tutu**  
Archbishop Emeritus of Cape Town

PLAY VIDEO 





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## CONTACT US

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[twitter.com/TheWJP](https://twitter.com/TheWJP)

## 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.

## Endorsements

What do experts and world leaders think about the rule of law—and the World Justice Project’s efforts to measure it? In 2014 we asked several leading global voices for their thoughts. [Watch the videos here.](#)



▶ **The Most Reverend Desmond Tutu**  
Archbishop Emeritus of Cape Town



▶ **Jenny S. Martinez**  
Associate Dean for Curriculum | Professor of Law and Warren Christopher Professor in the Practice of International Law and Diplomacy | Stanford Law School



▶ **The Honorable Petar Stoyanov**  
Former President | Bulgaria



▶ **Beatrice Mtetwa**  
Human Rights Lawyer | Zimbabwe



▶ **Bill Gates**  
*Co-chair and Trustee*  
Bill & Melinda Gates Foundation



▶ **Thomas Carothers**  
Vice President for Studies | Carnegie Endowment  
for International Peace



▶ **The Right Honorable Beverley McLachlin, P.C.**  
Chief Justice | Supreme Court of Canada



▶ **Mr. Justice Tasadduq Hussain Jilani**  
Honorable Chief Justice of Pakistan

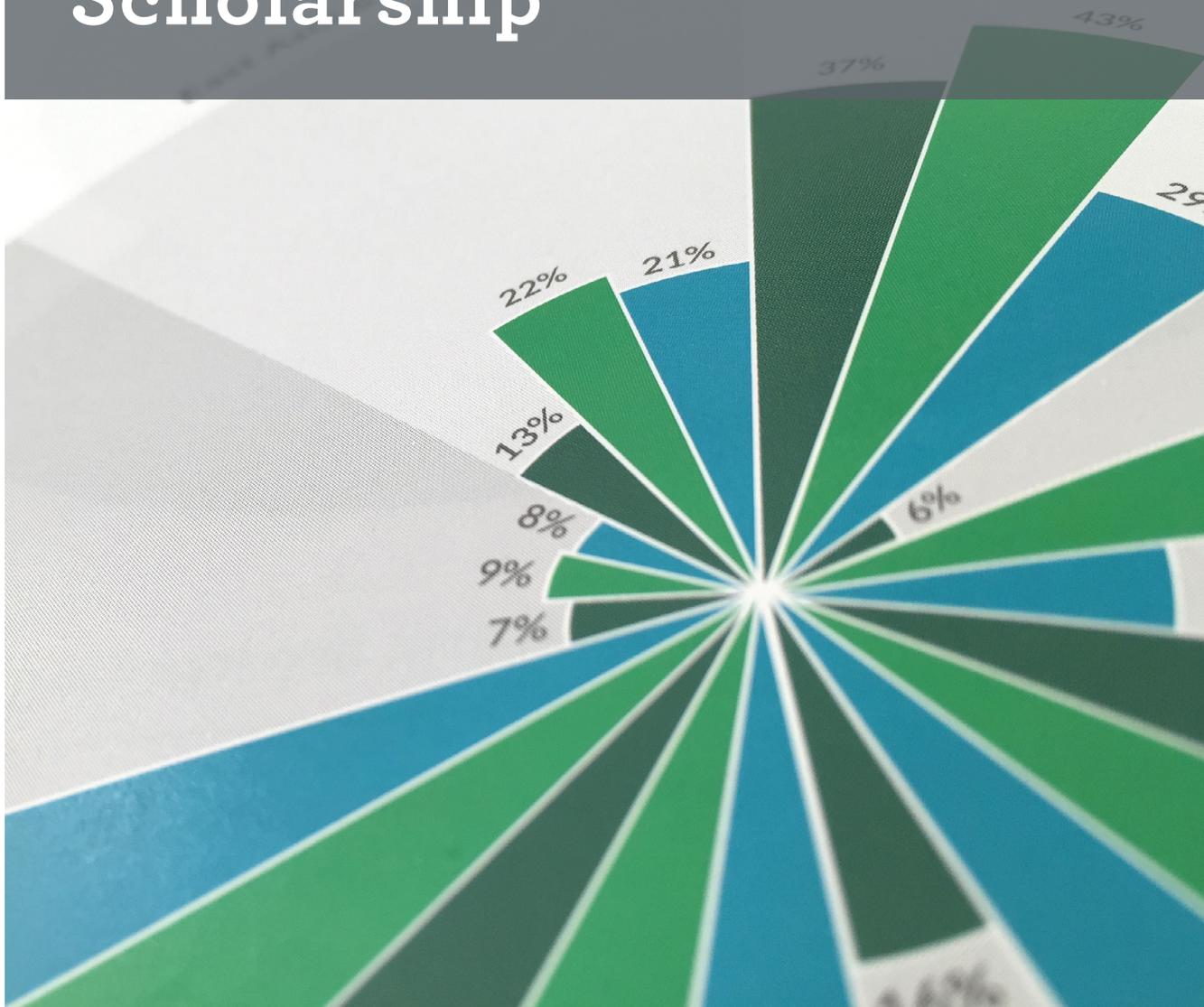


▶ **The Honorable Justice Hassan Bubacar Jallow**  
UN International Criminal Tribunal for Rwanda  
(UNICTR) | Rwanda

"The Rule of Law Index provides guidance in an objective manner, as a universal standard for self-evaluation and assessment, and as a compass for steering our nations forward, in demand for social, political, and economic justice and advancement."

**The Honorable Justice Hassan Bubacar Jallow**  
UN International Criminal Tribunal  
for Rwanda (UNICTR) | Rwanda

# Research & Scholarship



WJP's Research & Scholarship work supports research about the meaning and measurement of the rule of law, and how it matters for economic, socio-political, and human development. The **Rule of Law Research Consortium (RLRC)** is a community of leading scholars from a variety of fields harnessing diverse methods and approaches to produce research on the rule of law and its effects on society.



# Reducing Violence and Improving the Rule of Law



## REDUCING VIOLENCE AND IMPROVING THE RULE OF LAW

Organized Crime, Marginalized Communities,  
and the Political Machine

September 23–24, 2015 | Washington, D.C.

Policymakers face many roadblocks in their pursuit to implement policies that reduce violence and improve rule of law, including a lack of time to review the available expertise. In order to probe these issues, the World Justice Project, the Carnegie Endowment for International Peace, and Stanford University joined together to convene “Violence and Improving Rule of Law: Organized Crime, Marginalized Communities and the Political Machine.”

The invitation-only workshop brought together top researchers, practitioners, and government policymakers in order to facilitate collaboration amongst them with the main goal of catalyzing opportunities for producing policy-relevant research that can be put into action. It targeted three spheres: reducing violence from political parties and elections, reducing violence by gangs, youth, and the state in marginalized communities, and reducing violence from organized crime.

# 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.

## 2014 Launch Event



On March 5th, members of the rule of law community and global stakeholders convened in New York City for the public launch of the WJP Rule of Law Index 2014.

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.

“General Electric does business in 150 countries. How they apply the rule of law matters.”

**Brackett B. Denniston,**  
General-Counsel and VP, General Electric

According to the 2014 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

**Top:** WJP Board Director, Mondli Makhanya; GE Senior Vice President and General Counsel, Brackett Denniston; Chairman of the Board of Citizens for Justice, Margaret Sikwese, and retired Justice of the Constitutional Court of South Africa, Richard Goldstone

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

The 2014 Index included key global findings as well as an analysis of regional strengths, rule of law challenges, best and worst performers, and trends to watch.

New data and features for the 2014 Index included:

- Global and regional key findings as well as an analysis of significant changes in rule of law performance over the past year.
- The addition of Afghanistan and Myanmar.
- New data visualization of the Index scores and rankings in print and in an online, interactive application.



**Left:** WJP Board Director, Ellen Gracie Northfleet, and Chief Research Officer, Alejandro Ponce **Right:** Chairman of the Board of Citizens for Justice, Margaret Sikwese

“If you want to improve the rule of law, you need a way to measure it.

The World Justice Project’s Rule of Law Index helps the global community by doing just that - helping transform the global conversation about the rule of law, and in doing so, providing a new source of knowledge that can improve lives everywhere.”

*Bill Gates*  
Co-chair and Trustee  
Bill & Melinda Gates Foundation

PLAY VIDEO 





## In the Media

### Forbes®

March, 2014

“The criminal justice system in the U.S. is what pulls the rug out from higher rankings here. The general public view it as discriminatory, and stories like the murder of Trayvon Martin in central Florida in 2012 help perpetuate that negative perception.”

### The CHRISTIAN SCIENCE MONITOR

March, 2014

“Rule of law in Venezuela is weaker than anywhere else world in the world, as measured in the World Justice Report’s annual index. More than half of all government officials are believed to be involved in corrupt practices, and three-fourths of Venezuelans feel unsafe or very unsafe walking in their neighborhood at night.”

### TIME

March, 2014

“The World Justice Project’s newly released Rule of Law index for 2013 put Denmark in top spot ahead of neighbors Norway, Sweden and Finland. But while scoring high overall – notably for government accountability, fundamental rights, lack of corruption and criminal justice – the Nordic quartet was cautioned for discrimination against foreigners and ethnic minorities.”



May, 2014

“The Modi led “near national” government has been voted in for its perceived capacity for good governance. Good governance is an amorphous concept. But one essential component is access to timely justice. Punishing people for the crimes they commit, at the earliest, through due process becomes a key measure which makes commitment to the rule of law credible.”

### malaymail online

November, 2014

“According to the World Justice Project’s 2013-14 rule of law index, only police forces in Japan, Singapore and Denmark ranked higher in providing order and security. Hong Kong police were also fourth – behind Finland, New Zealand and Qatar – in a World Economic Forum 2013-14 global competitiveness report that gauged the reliability of police services.”



November, 2015

“Gaborone – President Lt Gen. Seretse Khama Ian Khama has informed Parliament that adherence to the rule of law remains a cornerstone to Botswana’s development.”

### The New York Times

December, 2014

“China’s very public campaign against graft has netted thousands of officials both big and small – “tigers” and “flies,” in Communist Party parlance – but the perception of China as a deeply corrupt country is only rising, according to a leading watchdog group.”

# Engagement



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.

## World Justice Challenge



On March 31, 2014, WJP announced the results of its 2014 World Justice Challenge, a seed grant competition designed to strengthen the rule of law worldwide through practical, on-the-ground programs.

Seed grants were awarded to 15 startup initiatives including projects focused on advancing labor rights for cotton pickers in Pakistan, promoting equal treatment for women soccer players in Brazil, developing an open-source, online civic participation platform, and more.

More than 360 applicants from 97 countries were considered for the competition. Selected organizations received seed grants ranging from US\$10,000-\$20,000 as well as connections to other key partners in the WJP network and increased visibility for their work.

Applicants used data from the WJP's Rule of Law Index® – a tool that relies on household and expert surveys to measure how the rule of law is experienced in everyday life– to identify rule of law weaknesses that could be improved in their communities. Programs were selected for their innovative approach, as well as for potential reach and impact, among other considerations.

## 2014 World Justice Challenge Grantees:



### **A2I Toolkit: Improving Access to Information Laws Around the World (Global)**

This program will create an open source toolkit to support legislative development, monitoring, and compliance exercises on a global scale. The toolkit will be developed using existing materials and an online prototype to rapidly advance several knowledge development goals including comprehensive National, Regional, and International legal frameworks, assessments against established benchmarks, and geo-referencing and map analytics to show patterns and relationships.



### **A Call for Justice (Tajikistan)**

This program will provide a nation-wide free legal consultation hotline, focusing its service on women and vulnerable groups. The program will produce a confidential online database for lawyers, donor agencies and hotline consultants, and work with the media on a campaign promoting the hotline.



### **A Mobile Training Platform for Urban Policing (India, Nepal)**

India and Nepal have been experiencing urbanization at a rate faster than most other countries, and city police forces are not adequately trained to cope with the challenges of policing rapidly urbanizing populations. This program will create a low-cost mobile-phone-based visual training system will provide police personnel with a platform to access short training and informational videos on their mobile phones.



### **DemocracyOS: Digital Tools for Democratic Civic Empowerment (Global)**

This initiative uses technology to build participatory institutions for the 21st century. DemocracyOS is an open-source, free software that works to encourage a robust public debate by empowering citizens to build a more inclusive, collaborative, and open social system. It is the first system that builds a bridge between the two formal kinds of code known to man: digital software (the net) and the legal contractual system that operates most of the governmental processes.



### **Fair Trial Rights (Cambodia)**

This program will raise awareness among the Cambodian people of their rights and the judicial process by producing video clips on fair trial rights such as the right to be presumed innocent, the right to legal representation, the right to liberty, and juveniles' rights.



### **Ganhando Terreno (Brazil)**

Female futbol players in Brazil are often exploited. Very few of them have legal contracts, receive a minimum wage, or get worker benefits and many confront issues including sexual harassment, late pay checks, lack of health care, etc. This project will launch the Ganhando Terreno World Cup 2014 Campaign to promote women’s empowerment, employability and gender justice by training 24 female futbol leaders as ambassadors and mentors to other women in sports.



### **LGBTI Rights in Cameroon (Cameroon)**

Among countries that criminalize homosexuality, Cameroon has some of the highest number of arrests and prosecutions of LGBTI persons and very few lawyers who will defend LGTBI persons due to intimidation and fear for their security. This project will help to defend LGBTI persons by providing legal assistance and technical support to their lawyers. The project will also strengthen the legitimacy and visibility of local efforts by facilitating an effective network of CSOs and local authorities.



### **Microjustice Toolkit (Kenya)**

This program will develop a toolkit for women and children in the slums of Nairobi, Kenya, to help protect their fundamental rights and prevent violence and intimidation. The toolkit will include information on key issues, such as how to register a marriage or partnership, and the importance of registering land and property in both the woman’s and man’s name.



### **Open County Government (Kenya)**

A new government was elected in 2013 and tasked with implementing the constitution enacted in 2010 which includes focusing more political and economic resources into the county level, however, little progress has been made. This project will help county citizens to engage their leaders on issues of resource allocation, map community assets, and conduct “asset mapping” including village mapping, village street naming, and uploading GIS village maps onto Google maps.



### **Organizing Women Cotton Pickers (Pakistan)**

In rural areas of Pakistan, women play a major role in cotton production, one of the country’s largest cash crops for textile exports. However, these women cotton pickers face exploitative working conditions with wages that are far lower than men’s wages for equal work, exposure to poisonous pesticides, and sexual harassment from landowners. This program aims to provide legal empowerment to women cotton pickers on collective bargaining power, fair wages and safe working conditions.



### **Participlan (Argentina, Bolivia)**

The project seeks to upgrade and prevent informal settlements through participatory territorial planning, engaging slum dwellers and public officials in a productive dialogue to respond to the challenge of informal settlement expansion.



### **Promoting an Action Plan for Implementation of UNSCR 1325 in Israel (Israel)**

UN Security Council Resolution 1325, which Israel adopted several years ago, calls for equal participation of women in all peace and security initiatives. Unfortunately, women comprise only 23 per cent of the Knesset, leaving women absent from decision-making concerning the Israeli-Palestinian conflict. This project seeks to create a National Action Plan for UNSCR 1325 (in Hebrew, Arabic, and English) to bring more women into conflict resolution processes and prevention of further violence. The project will seek diversity and inclusion of ultra-Orthodox, Palestinian, and immigrant women.



### **SADC Judges Support (South Africa)**

Courts in South Africa are under-resourced; court libraries are often non-existent, and judges receive little or no research support when deliberating. This program will provide judges with high quality academic research through “virtual research assistants” who can respond to email/sms requests from judges and send documents to the judges via email. The program will also create a Judges Forum where judges can discuss and debate issues of critical concern in a safe environment.



### **SASANE (Nepal)**

In Nepal, sex traffickers often target girls in rural communities who are impoverished and uneducated. These women and girls often do not report these crimes, as they fear stigmatization by their communities or abuse from police, and because they lack the resources or knowledge to take legal action. This project—led by trafficking survivors—will provide paralegal skills training and certification to 45 women to help them achieve financial independence and act as resources for other victims.



### **Vanuatu Chief's Legal Education Pilot (Vanuatu)**

Over 80 percent of ni-Vanuatu rely on their customary justice systems, accessible through chief's whose primary role is judicial. Most chiefs, spread out over Vanuatu's 83 islands, have had limited, if any, education, and thus a gap exists between their customary knowledge and their understanding of the state legal system. This program will create a culturally appropriate legal education program to equip chiefs with knowledge of state and customary laws to improve the delivery of justice.

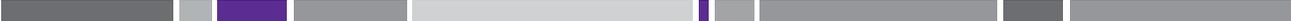
## WJP Grantee Spotlight: Urucum



As the world was getting excited for the 2014 World Cup, 71 year-old Yope Maria, a resident of Poco da Draga, an urban slum (called favelas in Brazil) in Fortaleza, Brazil, had little to be excited about. A few months ago, she awoke to find a large wall being erected around Poco da Draga. Residents believe the wall was intended to hide the slum from would-be tourists coming to visit the new \$136 million aquarium that the state is building next to—and possibly on top of—Poco da Draga.

According to Brazilian law (including the Brazilian Constitution, the City Statute of Brazil, the City Plan of Fortaleza, and the Organic Municipal Law), favela residents become the owners of the land they occupy after five years of uncontested squatting. Unfortunately, few citizens understand how to enforce this right. There is also another problem: evicted residents must prove ownership of their property to be eligible for compensation or relocation. But the vast majority of residents have no legal documents, and the process of obtaining compensation can take months or years.

One local organization—Urucum—has stepped in to help. Comprised of lawyers, communication professionals, and artists, Urucum is using a seed grant from the World Justice Project to help favela residents defend their housing rights and document the disappearing slums using handheld cameras.



# Financials

## Statement of Activities

### Revenues

Grants and Contributions	1,702,962
<b>Total Revenues</b>	<b>1,718,018</b>

### Expenditures

#### Program Services

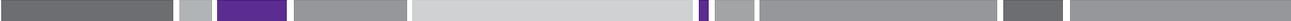
Research and Scholarship	79,799
Rule of Law Index	1,677,707
Engagement	860,633
<b>Total Program Services</b>	<b>2,618,139</b>

#### Supporting Services

Management and General	916,486
Fundraising	246,693
<b>Total Supporting Services</b>	<b>1,163,179</b>

<b>Total Expenditures</b>	<b>3,781,318</b>
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Change in Net Assets	2,063,300
Net Assets at Beginning of Year	4,227,333
<b>Net Assets at End of Year</b>	<b>2,164,033</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

**Total Assets** 2,806,762

### Liabilities

Current Liabilities 535,028

Long-term Liabilities 107,681

**Total Liabilities** 642,709

### Net Assets

Unrestricted (223,416)

Temporarily Restricted 2,387,449

**Total Net Assets** 2,164,033

**Total Liabilities and Net Assets** 2,806,742

# WJP Supporters

## Foundations

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

Bill & Melinda Gates Foundation  
Neukom Family Foundation

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

GE Foundation

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

Ewing Marion Kauffman Foundation  
Ford Foundation  
Oak Foundation  
William and Flora Hewlett Foundation

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

Carnegie Corporation of New York  
National Endowment for Democracy

### \$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

### \$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  
Hewlett-Packard Company  
LexisNexis

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

Apple Inc.  
The Boeing Company  
Google Inc.  
Intel Corporation  
Johnson & Johnson  
Merck & Co., Inc.  
Nike, Inc.  
Wal-Mart Stores, Inc.

### \$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 \$5000

Amazon Smile

## Government Agencies

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

U.S. Department of State

### \$250,000 and above

Irish Aid

## 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 & Regula-

tory 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

William H. Neukom

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

Anonymous  
Lawrence B. Bailey

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

Anonymous  
Toby Bright  
Russell C. Deyo

Suzanne Gilbert  
William C. and Kappy  
Hubbard  
R. William Ide  
Roderick and Karla Mathews  
Sandy McDade  
J. Anthony Patterson Jr.  
Erik A Schilbred

**\$2,000 - \$4,999**

H. William Allen  
Juan Carlos Botero  
Liliana Moreno  
Llewelyn G. Pritchard  
Scott Partridge  
James R. Silkenat  
Dwight Gee and  
Barbara Wright

**\$1,000 - \$1,999**

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

**Up to \$999**

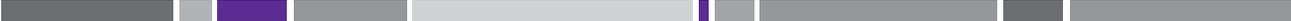
Randy J. Aliment  
William and Kay Allen  
David and Helen Andrews  
Keith A. Ashmus  
Kirk Baert  
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Martha Barnett  
Richard R. Barnett, Sr.  
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Judith Hatcher  
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Patricia Jarman  
George E. Kapke  
Peter E. Halle and  
Carolyn Lamm  
Myron and Renee Leskiw Margaret Levi  
Gerold Libby  
Paul M. Liebenson  
Iris Litt  
Hongxia Liu  
Lucile and Gerald McCarthy  
M. Margaret McKeown  
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Robert Nelson  
Jitesh Parikh  
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David Price  
Michael Reed  
Joan and Wm. T Robinson III  
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Rachel Rose  
Robert Sampson  
Judy Shulze  
Rhonda Singer  
Thomas Smegal  
Ann and Ted Swett  
Joan Phillips Timbers

**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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Suet-Fern Lee  
Mondli Makhanya  
William H. Neukom  
Ellen Gracie Northfleet  
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Hassan Bubacar Jallow  
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*Chief Research Officer*

Nancy Ward  
*Chief Engagement Officer*