



Lawyers Without Borders

Annual Report 2012-2013

Crossing borders to

Make a difference

This Annual Report represents a change from our past reports, which were organized to showcase delivery mechanisms and program models. In this Two-Year Annual Report, we examine LWOB activities from the vantage point of the following thematic areas: Corruption, Human Trafficking, Inheritance & Succession Rights, Gender Violence, and Conflict Resolution, and how these thematic areas are addressed in the pursuit of LWOB's objectives of Access to Justice, Capacity Building, Fair Trials, and Integrity of Legal Process.

LWOB approaches Rule of Law with an activism that works very hard to be dynamic and innovative and that demands measurable impact. The staff, pro bono lawyers, and other dedicated volunteers are ambitious and dedicated. They work intensely hard, always mindful of the quest to push the boundaries, engage our audience robustly, and keep our materials captivating.

From the first day LWOB was conceived to the present, every plan has been a long-term plan. For this reason, the themes we pursue and the venues in which we work rarely "follow the money." We direct our energies to areas where we have identified a compelling, legally-oriented need or in response to needs that have been brought to our attention and that cannot be ignored. Our decision to commit to a region has everything to do with determining whether we can accomplish systemic and sustained improvement through strategically planned action. With or without funding, we then turn to our partners to determine what we can accomplish by leveraging law firm, corporate, and volunteer in-kind donations and contributions. The definition of feasibility for LWOB is, as a result, a broad one that depends upon a network of conscious and engaged supporters as fiercely independent and committed as we are.

To those who support our work and the organizational framework needed to manage substantial pro bono resources, we extend our heartfelt appreciation and thanks. Your support is responsible for enabling LWOB to stick to its founding mandate of neutrality and independence and to maintain consistent growth from the day it was first conceived in January 2000.

If you are new to LWOB and reading about us for the first time, we encourage you to join the ranks of those who share our vision, a growing group of committed lawyers crossing borders to make a difference.



Christina M. Storm
Founder and Director

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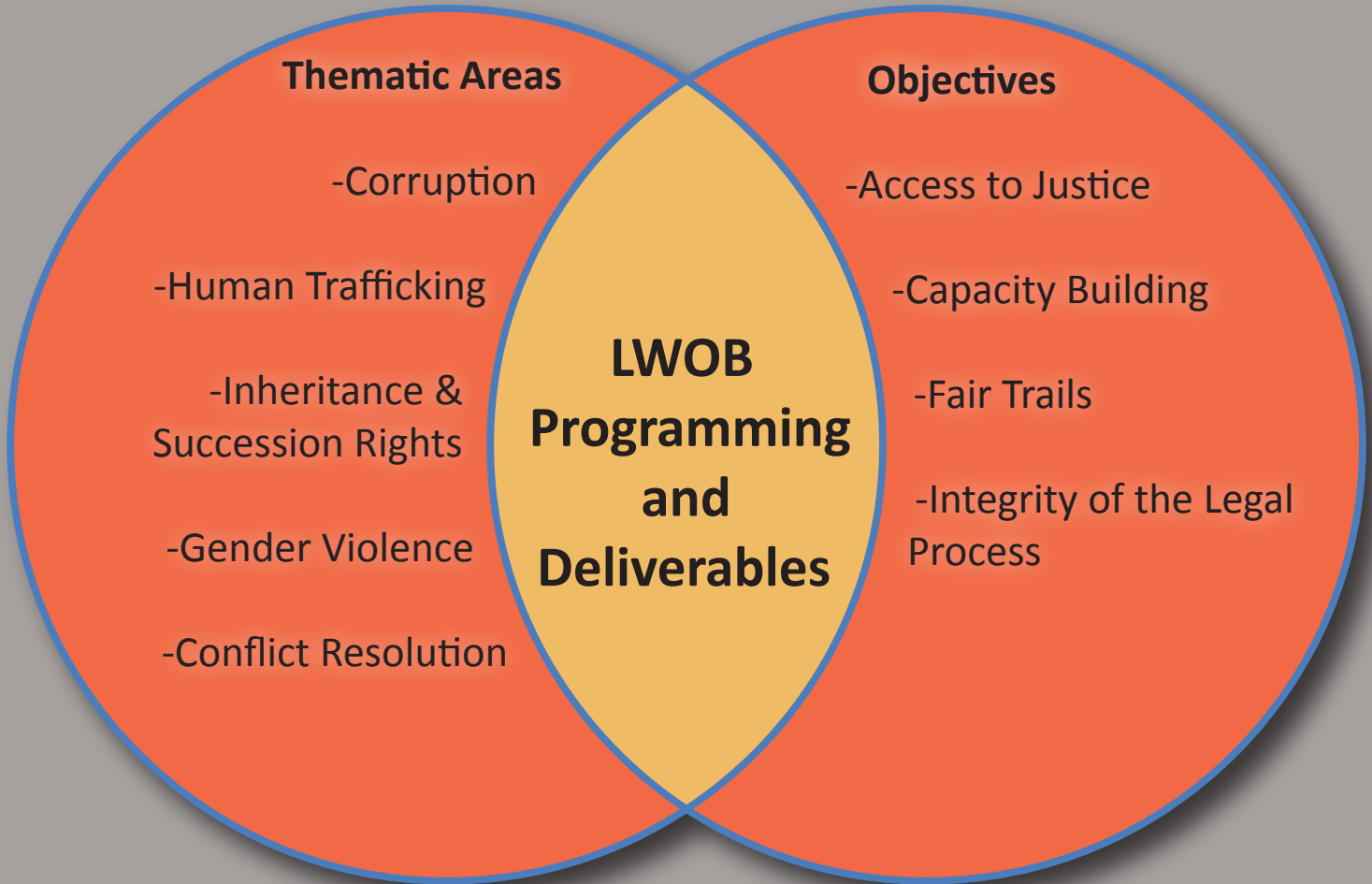
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OUR MISSION

WHAT WE **STAND** FOR

AT LAWYERS WITHOUT BORDERS,
WE WORK TO PROTECT THE INTEGRITY OF THE JUDICIAL
PROCESS WORLDWIDE BY HARNESSING AND CHANNELLING
PRO BONO VOLUNTEER SERVICES OF LAWYERS AND JUDGES
FROM AROUND THE WORLD INTO
RULE OF LAW PROGRAMMING.

OUR OBJECTIVES ARE ACHIEVED THROUGH DEVELOPMENT OF
PROJECTS AND MATERIALS THAT SUPPORT TRANSPARENCY,
CAPACITY BUILDING, CONFLICT RESOLUTION, ACCESS TO
JUSTICE, AND SERVICE TO THE UNDERSERVED.

WE STRIVE TO KEEP LWOB AND ITS WORK
NEUTRALLY ORIENTED.

TWO YEARS AT A GLANCE

2012

JANUARY-JUNE

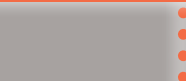
LWOB conducted a conflict resolution workshop at the 56th Session of the United Nations Commission on the Status of Women. The workshop attracted eighty participants from at least sixteen countries and eight U.S. states.

An LWOB sister organization, LWOB-Kenya, was approved and registered as an official Kenyan NGO in May.

LWOB brought its signature Judicial Trial Advocacy Support Training in Family and Juvenile Law program to Accra, Ghana. This training was supported by the Virtue Foundation, Women in the World, NITA, and Kirkland & Ellis.



STTAT Training Session in Kenya



JULY-DECEMBER

LWOB conducted its sixth year of Trial Advocacy Training programming in Kenya. The program focused on gender violence and corruption using a mock case file created by lawyers at the London office of Gibson Dunn.

LWOB donated 2,000 pounds of law books collected from several U.S. law firms to a new Albanian university law library.



A team of Lawyers from Shearman & Sterling LLP Present at LWOB UN Workshop

JANUARY–JUNE

LWOB's headquarters moved from Hartford to New Haven, CT. The new location facilitates easy access to New York and Washington, D.C. The layout features an open work space for LWOB's many interns and fellows.

LWOB conducted its second Liberia human trafficking training. The training was attended by 39 individuals, including judges, lawyers, and, for the first time, law enforcement officers.



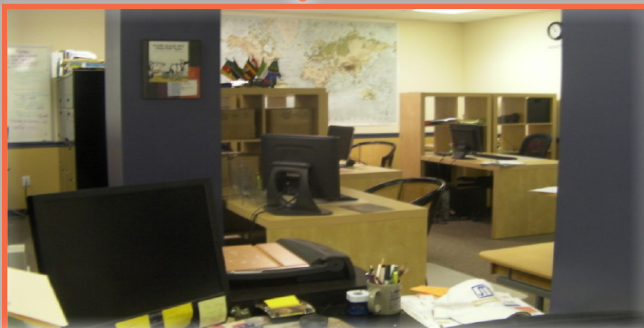
Windhoek Prison,
Site of the Caprivi Treason Trial

JULY–DECEMBER

LWOB conducted its seventh Trial Advocacy Training program in Kenya, which was the largest yet. Attended by 94 judges and lawyers, it focused on corruption, money laundering, and terrorism.

Observation of the Caprivi Treason Trial in Windhoek, Namibia, resumed after a lengthy adjournment. LWOB has been observing this trial since 2008.

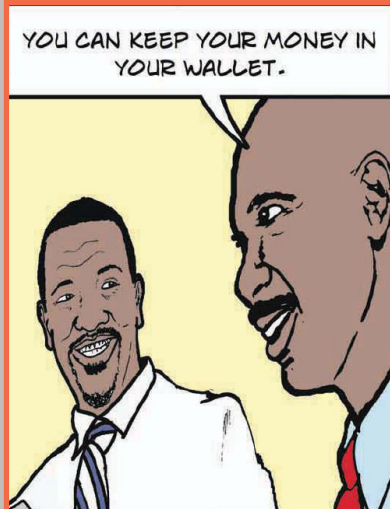
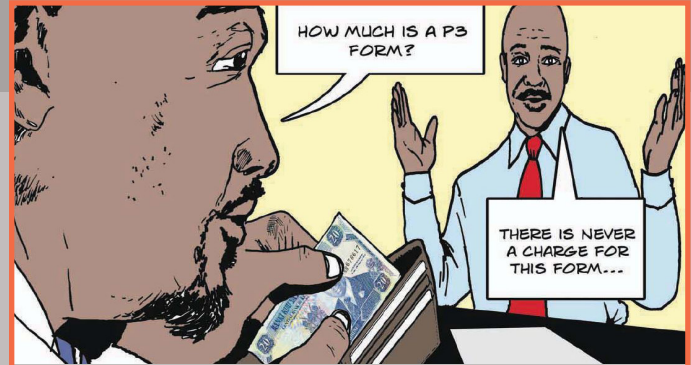
LWOB assisted and supported the first East Africa Regional Judicial Training, held in Kenya. It included a Training of Trainers and a training on judicial opinion writing.



The New Haven Intern and Fellow "Annex"

CORRUPTION

One of LWOB's most successful innovations is the use of graphic novels in our toolkits and trainings. These publications illustrate key legal principles through simple and meaningful story lines, illustrations, dialogues, and narratives drawn from everyday life of the community for which they are created. Typically, they will take an aspirational rather than a didactic approach, illustrating what should happen as opposed to what does happen but shouldn't.



For example, in one graphic novel, a victim's parents offer to pay the policeman for a form necessary to prosecute an incident of gender violence. No payment is required to obtain this form. In our graphic novel, the officer rejects the offer of payment by politely refusing the money and stating that there is no cost associated with it. This approach provides law enforcement with a simple, straightforward example of how to refuse money. It also informs the citizenry about the form's existence and the fact that it is their right to obtain it at no cost, without disparaging local corrupt officials. The graphic novel encourages target audiences to abide by the law and instills an expectation of honesty and good moral choices in these kinds of interactions. This approach also signals LWOB's respect for our in-country partners, recognizing that, while there is often a corruption problem we are all working to address, the examples of those who abide by and respect the law are abundant and need to be promoted and encouraged.

“The trainees were overwhelmingly enthusiastic and appreciative of our help. This was a transformative experience...”

- Greg Starner,
Partner, White & Case



2012 and 2013 marked LWOB’s sixth and seventh years of programming in Kenya with successively larger Trial Advocacy Trainings in Nairobi. These two programs focused on gender violence and corruption, with specially -tailored mock case files, complete with physical evidence and “real” exhibits.

In 2013, thirty volunteer lawyers, LWOB staff and law student assistants oversaw the program, which was attended by over 130 lawyers, judges and prosecutors. A separate Training of Trainers program preceded the main training and featured standout candidates from prior years’ trainings. The TOT trainings

are part of LWOB’s long-term goal of establishing a corps of Kenyan trainers who are positioned to lead the STTAT program starting in 2015. This is all part of the long-term strategic objective of creating a sustainable, in-country mechanism to continue the development and strengthening of the rule of law in Kenya.



“Well organized and useful study material. Long live LWOB!”

- 2012 Kenya Trainee

HUMAN TRAFFICKING



Liberia Trainees 2013

Before LWOB's first human trafficking training in 2010, the local consensus in-country was that there was no human trafficking in Liberia. LWOB had the benefit of the world's most complete collection of Liberian case law, and our exhaustive analysis reflected that there were several potential human trafficking incidents that were being classified and prosecuted as other types of crimes. These included prosecution of probable human trafficking victims for illegal presence in the country.

Impact is most often measured in the trial advocacy arena by the capacity of those trained to investigate, prosecute and convict. In three and a half short years, Liberian authorities have investigated, prosecuted, and obtained convictions in its first two of what we hope will be several cases under the country's human trafficking law.

LWOB's Human Trafficking work in Liberia builds on its trial advocacy training that started in 2007, continued in 2010, and will, by 2015, have trained over 200 lawyers, judges, prosecutors, and law enforcement personnel. It aims to identify high achievers from its past programming in the hopes of developing in-country Liberian trainers by the close of the current human trafficking grant. This continued and sustained effort and commitment to rule of law in Liberia began with LWOB's first comprehensive assessment conducted in Liberia in 2005, when the country was under a transitional government. At LWOB's urging, Liberia was included in the 2008 World Bank Doing Business Report. We are very proud of our enduring relationship and work with colleagues in the country that represented LWOB's first rule of law undertaking in Africa.



Liberia Assessment Team 2005

IMPROVING AWARENESS OF HUMAN TRAFFICKING FOR ALL AGES

LWOB's Human Trafficking community outreach work includes a commitment to expanding legal awareness to any and all potential victims—children, parents, and other adults—of human trafficking schemes.

LWOB's first foray into programming materials targeting the very young is a coloring book created with a team of pro bono lawyers at the London office of McDermott Will & Emery LLP. This document serves two purposes: to help

children identify potentially dangerous situations that may expose them to trafficking, and to help police understand the need to engender trust in children in a way that effectively protects them. Part of its aim is to keep interaction with the law from becoming the source of additional trauma for children.



Lawyers Without Borders
Law Enforcement Training Manual
Trafficking in Persons



 **LAWYERS
WITHOUT
BORDERS** 
LIBERIA 

Another part of that goal is met with the creation of the LWOB Law Enforcement Training Manual. This manual focuses on the police response to human trafficking. Topics include investigation and protection efforts, including inquiry and interviewing techniques to help victims feel more comfortable speaking with officers.

"It was just truly eye-opening. I see everything around me in a different light now."

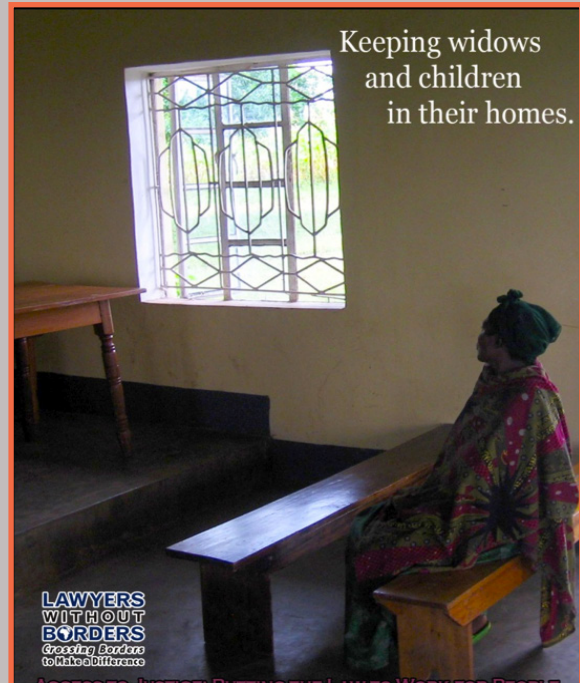
- Christopher Knight, Student
University of Virginia School of Law
Liberia Clinical Volunteer Team

I NHERITANCE & SUCCESSION RIGHTS

LWOB's work on inheritance and succession dates back to 2005, long before there was meaningful international interest in the subject. LWOB viewed its work in inheritance and succession as a critical way to address legal problems with strong causal roots in the HIV-AIDS epidemic in the developing world.

The impact that the scourge of HIV-AIDS was having on women, children, the social fabric, and the survivors' access to justice was too significant to ignore. In 2006, LWOB commissioned white papers on the inheritance and succession situation in major areas of East Africa, and in 2012 LWOB asked the authors of those papers to update their legal research due to the rapidly changing legal environment on the subject. In 2008, LWOB dispatched lawyers to Uganda, for two reasons: First, to explore relationships and assess the rule of law needs on the ground in Kampala; second, to delve deeper into the rural areas and to connect with the community. We needed to evaluate the differences between the urban and rural issues and understand how LWOB could help the two disparate groups to access justice.

The rural exploration yielded the photo here—a woman who had left her children with relatives to travel on foot for days to reach the court where she, as of the time this photo was taken, had waited three days for the judge to arrive and hear her case. Upon the death of her husband, his relatives had taken her home and she and the children were rendered homeless. This practice, known as property grabbing, is an all too common one throughout the continent of Africa and indeed throughout the world in areas where patriarchal traditions feature strongly. This widow knew enough to look to the courts for redress and went to great lengths to secure the return of the family home for herself and her children.



“Finding solutions that address women, inheritance, and economic development has long been on LWOB’s agenda and will continue to be a top priority for LWOB”

-Anne B. Rudman
Chairperson of the Board of Directors



This story helped us appreciate that providing legal, rights-based information to widows could succeed in helping them understand where to go to avoid the havoc that some customs were wreaking on their lives. Since LWOB’s work began so many years ago, progress is being made in a variety of ways, including LWOB’s own focus on education and access to information. Much work needs to be done to make even a dent in this pervasive problem. International stakeholders large and small believe that women and preservation of the social fabric in the developing world are essential to economic development. Creating access to justice with respect to inheritance and succession is one area where progress can and needs to occur. LWOB is there, and there it will remain - at the forefront of change.

The entirety of funding of LWOB’s work in this area is comprised of in-kind pro bono resources from our partners, nearly all of whom have engaged with LWOB on this important topic.

GENDER VIOLENCE

2012 saw the addition of two new countries to LWOB's work in gender violence: Ghana and Haiti. Until that year, LWOB's work had addressed urban gender violence in Nairobi. In 2012, LWOB turned its attention to violence in displacement camps in Haiti, working with a pro bono team at the London offices of Reed Smith. In Ghana, gender violence was addressed by a team fielded by the Kirkland & Ellis law firm in the context of matrimonial disputes and divorce in a training with family court judges in Accra. That training was made possible by a grant from Virtue Foundation, a long-time supporter of LWOB's gender violence programming.



In each instance, from Nairobi in East Africa, to Ghana in West Africa, to Haiti in the Caribbean—the problems are not dissimilar. Gender violence is pervasive and insidious. In each instance, the courts are grappling with daunting numbers, challenges faced by traumatized victims who are often reluctant complainants, and systems simply not equipped nor inclined to process the large volumes of gender violence cases efficiently.



IMPROVING **LEGAL INTERVENTION** FOR MEN AND WOMEN



Kenya, Ghana, and Haiti represent three examples of LWOB tailoring its work using a balanced approach and coordinating the information at the judicial level to dovetail with the information provided at the community level. While admittedly the judicial systems in each of these jurisdictions could benefit from systemic improvement, those systems must still be accessible to all. In each of these jurisdictions there is a common chorus among victims, who report a lack of information regarding where to go for help, how to report the crime of rape, and what to expect in the legal process.

**LAWYERS
WITHOUT
BORDERS**
GHANA 



One of LWOB's teaching tools, tested in a workshop at the UN and later modified for a training in Ghana, is an interactive game developed by LWOB, called In My Shoes. The game gives participants an opportunity to think through the choices a young woman might make in a sexual harassment situation at work.

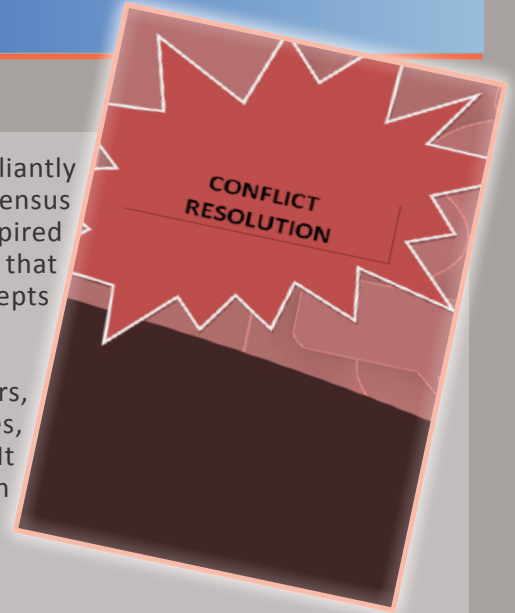
CONFLICT RESOLUTION

LWOB's director came upon a children's book that she thought was a brilliantly simple way of introducing basic concepts in conflict resolution: consensus building, neutrality, positions, and interests. The children's story inspired LWOB to bring sophisticated conflict resolution skills down to a level that would appeal to a broad audience for whom dispute resolution concepts were foreign and new.

LWOB designed a trainer's manual featuring the story's characters, dialogues, and illustrations. Thus began the first volume in a series, an introduction to the basics of mediation and conflict resolution. It was quickly followed by single and multi-day primers on negotiation basics, resulting in a toolkit that features illustrations, plain language, and interactive activities to make the material more approachable, understandable and usable.

In the spring of 2012, LWOB and a team of pro bono lawyers from the New York office of Shearman & Sterling LLP created an abbreviated version of an introductory training on basic conflict resolution. The team introduced and tested it with the attendees at LWOB's annual workshop at the United Nations Commission on the Status of Women special session. Eighty men and women from at least sixteen countries and eight U.S. states participated in the workshop.

Historically, the attendees at LWOB's workshops at the UN represent a diverse group that includes lawyers from around the world, with sub-Saharan Africa well represented. The workshop reflects two critical elements of LWOB's philosophy: educating and building capacity in both urban and rural communities using innovative, interactive tools; and taking advantage of every opportunity to test and rework our materials before launching them in-country.



ACCESS TO JUSTICE & CAPACITY BUILDING

Community outreach is a key component of all LWOB programming, ensuring a balanced approach to our rule of law work. It recognizes that training judges and lawyers, while important, is most effective when the community at large understands the law well enough to access the courts and benefit from the protections that well-educated lawyers, judges, and fair and transparent trials can offer.



Anti-crime billboard and t-shirts used in Community Outreach Campaign Liberia 2007



The Star has a daily circulation of approximately 30,000 to 35,000

Strategic collaborations with publishers like Thomson Reuters and Nairobi's newspaper, The Star, give LWOB the ability to provide durable, high quality materials that deliver information capable of reaching thousands of individuals—achieving a breadth of reach that would be nearly impossible or prohibitively expensive in traditional commercial frameworks.

LWOB's commitment to improving access to justice transcends the ordinary and goes beyond how things have been done in the Rule of Law sector. Our goal is to reach people who need help, in the

“The Inheritance comic represents a targeted educational message on one of the most pressing and important issues in Kenya at this time.”

- William Pike,
Editor of the Nairobi STAR

most innovative, unforgettable ways, on a large scale and at “rock-bottom” cost, and to build the capacity of those organizations in-country that serve local constituencies.

LWOB's partnership with The Star and its law firm supporting collaborations have made this project possible.

FAIR TRIALS & INTEGRITY OF LEGAL PROCESS



First LWOB trial
observer
Ethiopia, 2006

Acting as a Neutral Independent Court Trial Observer (NICTO) is a critical role, especially in those trials with strong political elements. Good trial observation offers an objective eye that is neutral and incentivizes the court, prosecution, and defense to put their best foot forward. LWOB's commitment to trial observation dates back to its founding and continues to echo our commitment to neutrality and responsible pro bono service that aims to preserve the integrity of the judicial process. LWOB staff and volunteers have been involved in critical trial observations since 2006 in Africa, where a politically charged trial has the potential to last for several years. The challenge and hallmark of LWOB trial observation is our long term commitment to trials selected for observation—through adjournments and interlocutory appeals, we stay the course. We remain committed to neutrality and confidentiality every step along the way, through verdict, sentencing and appeal.

Typically our trial observations involve self-funded volunteer lawyers who serve 1-3 weeks observing the trial in-country, attending daily court sessions and supporting the research side of the trial observation when not observing. All LWOB observers are guided by a Trial Observation Manual ("TOM") developed especially for LWOB by lawyers at the London offices of Gibson Dunn.

Some LWOB trial observers in Namibia, 2007-2013



WHERE WE WORK

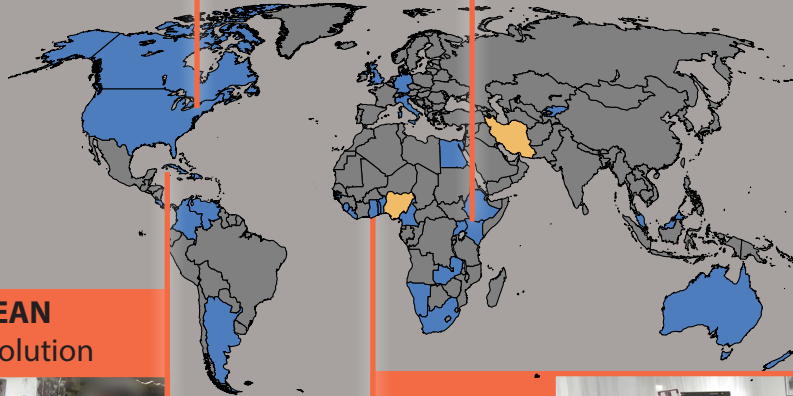
EXPANDING OUR **GLOBAL MISSION** AND REACH



USA
UN Workshops



KENYA
Corruption Trial Advocacy Training





CARIBBEAN
Conflict Resolution



GHANA
Family
and Juvenile
Law



-  Where we are or have been
-  Where we are headed

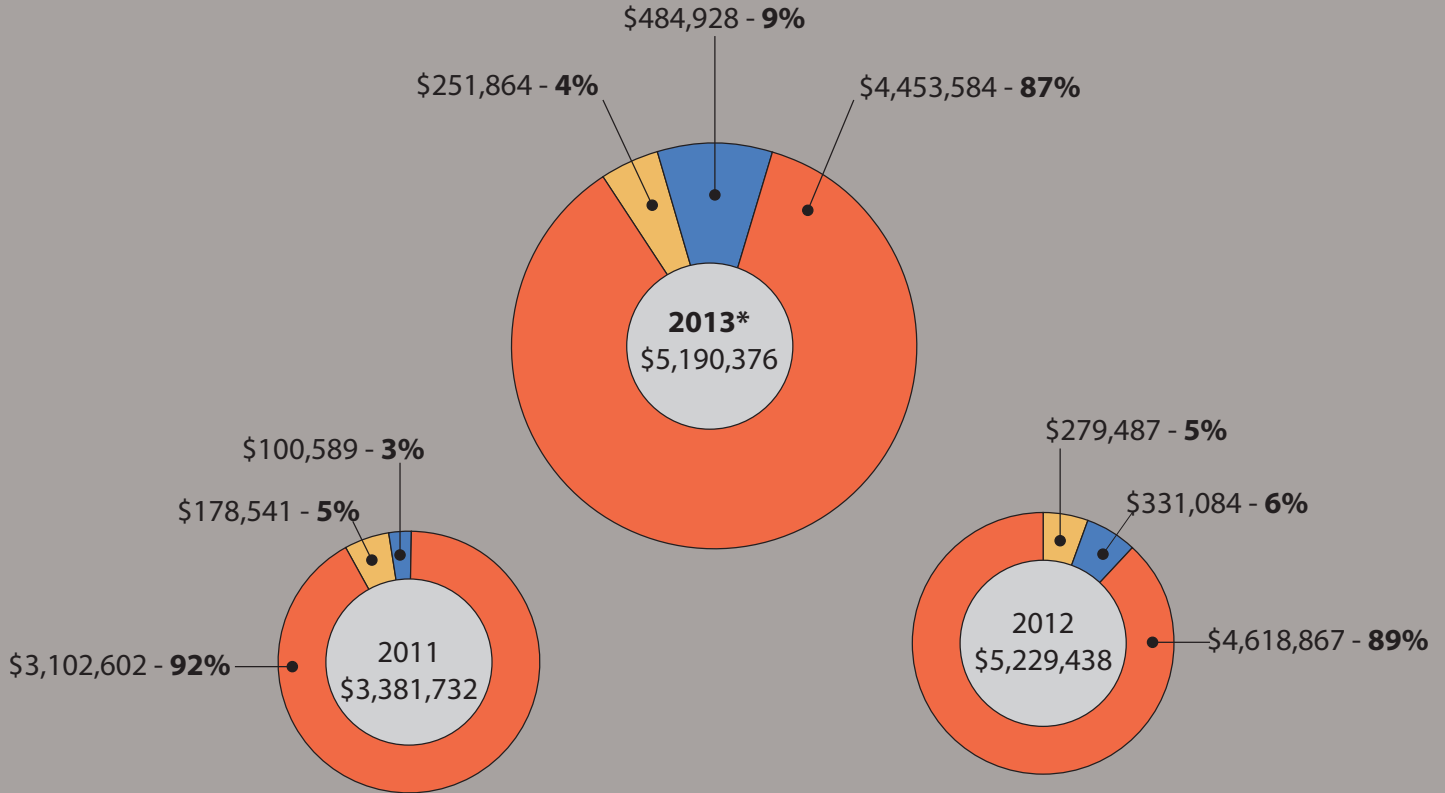
THE LWOB NETWORK

MAKING A DIFFERENCE ONE LAWYER AT A TIME

ConferenceCall.com **Gibson Dunn** IntraLinks
TD Bank **Linklaters LLP** FreeOnlineSurveys.com
Innovision Inc. **Jones Day** Fallon Moving and Storage
McDermott Will & Emery LLP Bingham McCutchen LLP
Simon & Schuster **Pfizer** Value Office Furniture
WalekPeppercomm **Reed Smith** Wiley & Sons Inc.
Thomson Reuters **Shearman & Sterling LLP**
OddCast **White & Case** GoGirl NITA

FINANCIALS

THE POWER OF PRO BONO



- LWOB Managed Pro Bono Lawyer Hours
- Grant Managed Funds
- Operating Expenses

*Unaudited

Note: Lawyer hours are valued at blended cost rates, not billable rates.

WHO WE ARE

A DIVERSE TEAM FROM AROUND THE WORLD

The LWOB network spans all ages, backgrounds, and nationalities in order to create a sustainable culture of pro bono legal service. Undergraduates, law students, and postgraduate students constitute the bustling pool of interns and fellows who perform critical writing, research, and administrative duties. Experienced lawyers from around the world conduct training, implement our innovative learning models, plan and orchestrate programming, and support all LWOB's work with high-caliber research. Our in-house legal staff is supplemented by talented communication specialists, skilled IT workers, and gifted art and design specialists. Each individual plays a critical role implementing LWOB's objective of ensuring global access to justice.

In addition to its core staff, LWOB is working with a dedicated team based in the U.K. whose aim is to cultivate university student groups that support ongoing projects and contribute to the culture of pro bono in future lawyers. These students are committed to educating themselves about critical rule of law issues around the world and building the foundation for engagement in global pro bono initiatives. In 2013, LWOB authorized Student Divisions at King's College, the University of Oxford, the University of Connecticut, and Cornell University. Major expansion of the student division initiative is expected next year.



A DIFFERENT APPROACH WITH VISIBLE RESULTS



We function in a community filled with acronyms. We have selected one that illustrates the approach we try to utilize in all LWOB programming: TODOBUS, which means Top Down, Bottom Up, and Sideways...

securing access to justice and ultimately preserving human rights by engaging all stakeholders from the judiciary to the community at large.

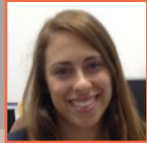
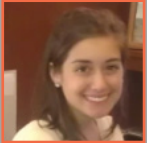
Part of the beauty of this approach, and likely a large piece of why it works so well, is that, at the heart of the delivery system, there is a corps of committed, dedicated individuals from every corner of the legal sector (students, lawyers, judges, paralegals, clerks, and beyond) who donate their financial resources, time, spirits, energy, and intelligence to making this happen.

In the early days, LWOB was described by one of its board members as a single, very long train with the Executive Director as the engine. The "train" now has several engines, notable among them are the individuals pictured on this page, each of whose leadership guides and directs dedicated staff and volunteers from around the world.

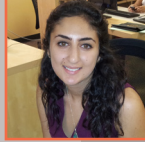
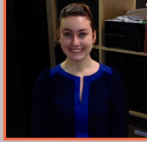
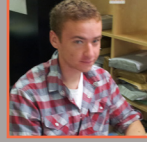
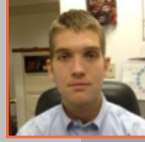
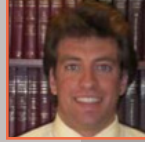
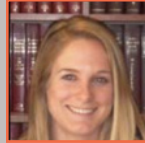


FELLOWS & INTERNS

THE NEXT GENERATION AND THE FUTURE OF PRO BONO LAW



Hundreds of young people have participated in LWOB's intern program since its launch in 2006. Being an LWOB intern or fellow means being part of something much bigger than yourself. These young people are not only critical components of the LWOB network, they also represent the future of pro bono—the best of the legal profession's future lawyers. Intern tasks range from administrative duties to sophisticated analytical research. Our interns are involved in every stage of production of our educational materials, from research and draft phases to design and distribution. They are required to master sophisticated technologies, ensuring that our materials are of the highest caliber while being produced at the lowest possible cost. LWOB fellows, typically graduate students or young lawyers, work full-time with LWOB and are given the opportunity to get involved in LWOB's most challenging legal work. Some also have the opportunity to experience in-country field work during their LWOB fellowships.



Crossing borders to

Make a difference



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@LWOB](https://twitter.com/LWOB)

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