



**LAWYERS  
WITHOUT  
BORDERS**

*Crossing Borders  
to Make a Difference*

**BIENNIAL REPORT  
2014-2015**

# From the Founder

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This Biennial Report celebrates Lawyers Without Borders' completion of its 15th year of operations, and marks the organization's 10th year of trial advocacy training of judges, lawyers, and law enforcement officers in the developing world.

Fifteen years ago when I founded LWOB, my aim was to approach the Rule of Law in a dynamic and innovative way while demanding observable and measurable impact. This model's success was designed to depend on the involvement of lawyers from around the world dedicated to pro bono work, and was structured to ensure an unprecedented level of dependability and reliability.

The assumption, since proven correct, was that there was a vast pool of untapped resources in the form of talented and committed lawyers eager to find an organization that could channel, manage, and structure their skills and energies into meaningful work in the Rule of Law arena.

The significance of the illustration found on the cover of this Biennial Report speaks to the next two years, 2016-2017, when two of our programs will focus on men and boys affected and victimized by child labor practices and human trafficking.

If you are new to LWOB and reading about us for the first time, then surely we have a few things in common – an interest and possibly even a burning desire to give back, an urge to tap into your legal skills, have an impact, and find a way to create lasting change.

Whether your interest lies in donating services to LWOB programs or helping to fund the work of volunteer lawyers from around the world, we welcome you to the community of lawyers crossing borders to make a difference.



- Christina M. Storm  
Founder and Executive Director

# Table of Contents

## Introduction

Our Philosophy .....	2
Our Mission .....	3
Two Years at a Glance .....	4
Where We Work .....	8
Financials .....	9

## Our Work

Wildlife Crime .....	10
Human Trafficking .....	12
Fundamental Human Rights .....	14
Child Labor .....	15
Gender Violence .....	16
Fair Trials .....	18
Conflict Resolution .....	19

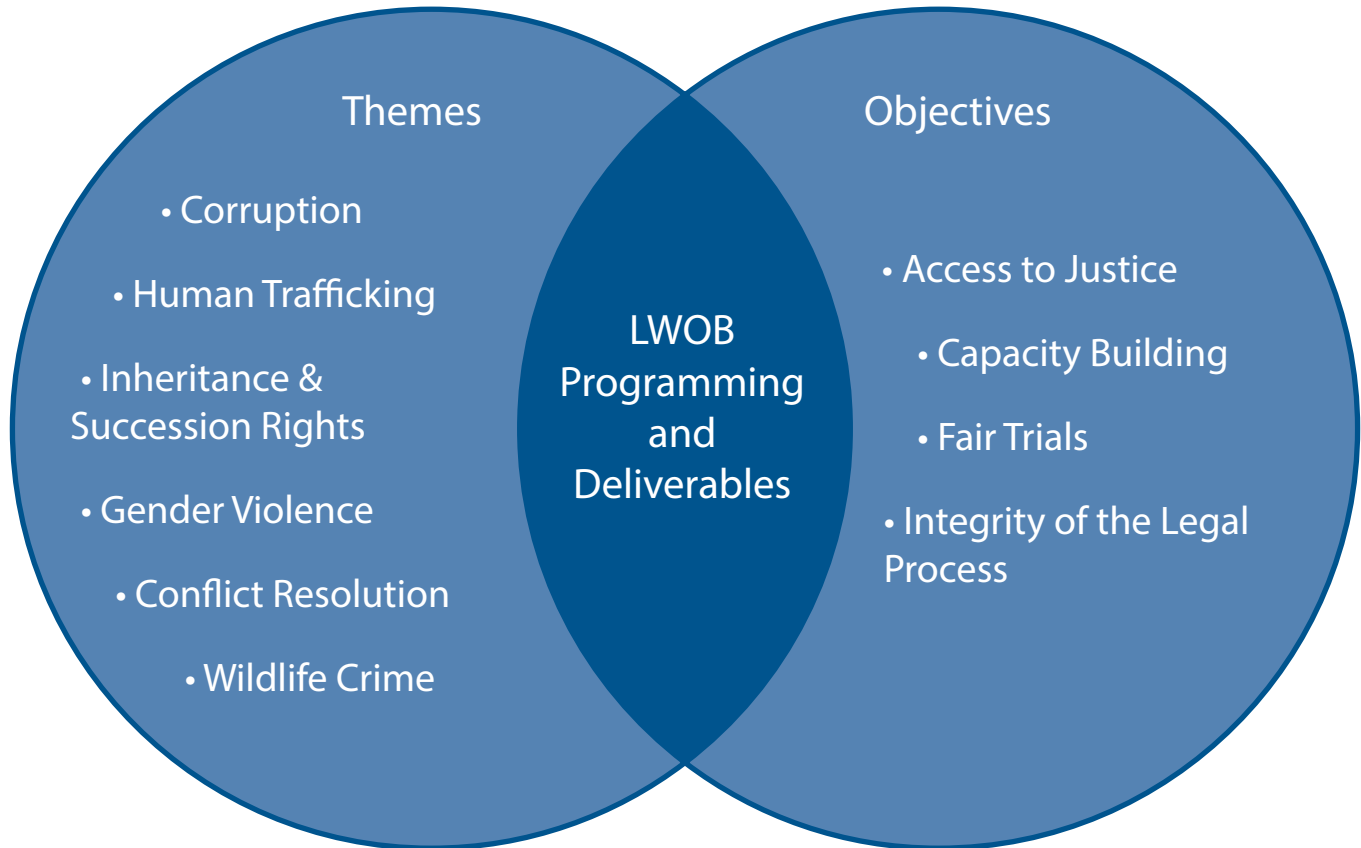
## About Us - Who We Are

Lawyers .....	20
Judges .....	21
Student Divisions .....	22
Interns .....	23
The LWOB Support Network .....	24



# Our Philosophy

GENERATING CHANGE THROUGH ACTION



# Our Mission

WHAT WE STAND FOR

*At Lawyers Without Borders,  
we work to protect the integrity of the judicial process  
worldwide by harnessing and channeling pro bono  
volunteer services of lawyers and judges from around the  
world into Rule of Law programming.*

*Our objectives are achieved through the 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.*

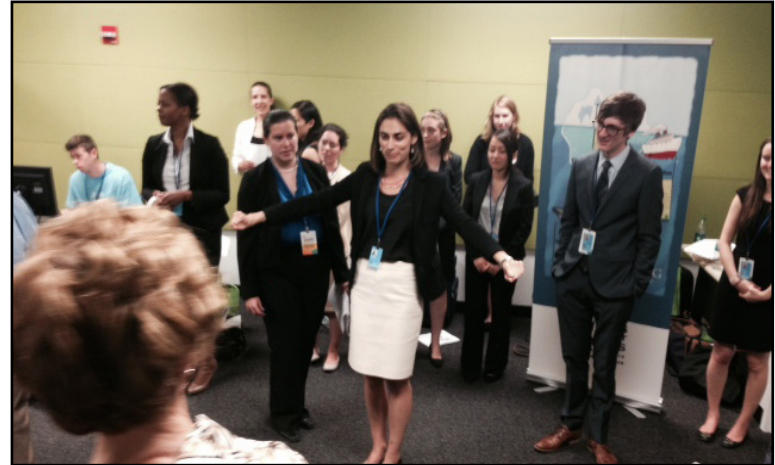
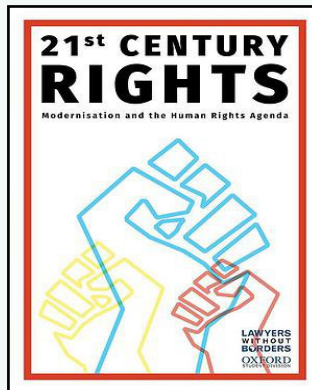
# 2014 at a Glance

## January-March

LWOB launched its largest-ever graphic novel project through the development of a series of ten educational graphic novels in the span of twenty months. The series focused on key provisions of the UN Universal Declaration of Human Rights. Themes included, but were not limited to, freedom of speech, association, and press, as well as freedom from arbitrary detention and forced exile.

LWOB premiered its human trafficking educational board game "FIND ME!" at a UN workshop. This multi-purposed tool was designed with the capability to teach, evaluate, or be used as an assessment mechanism.

The Oxford LWOB Student Division organized its 2nd annual conference and policy competition. The theme of the conference was "The Rule of Law and International Development."



## April-June

LWOB launched its 1st phase of research to support the publication of the book on inheritance and succession for women and children in Africa and Asia. The goal is for the work to serve as the initial phase of legislative reform in the field of inheritance and succession.

Linklaters, an LWOB partner, received **Global Pro Bono Project of the Year** for the LWOB Liberia Digest Project in the 2014 American Lawyer's Global Legal Awards.

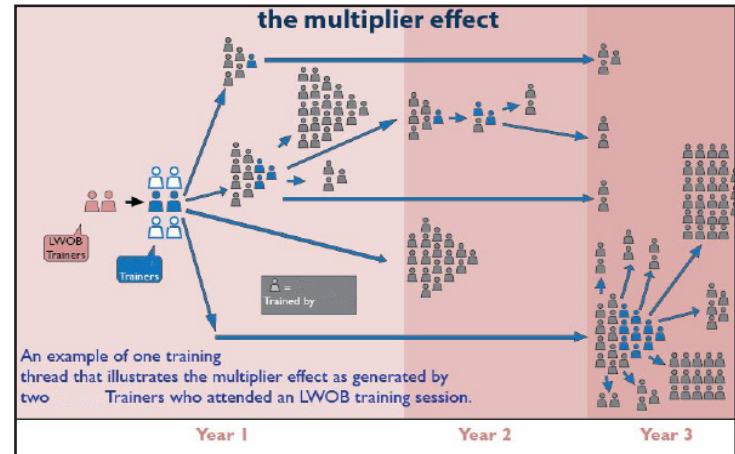
# A Year of Setting Goals...

## July–September

LWOB conducted its 8th year of trial advocacy training in Kenya. The program focused on corruption and terrorism using a LWOB mock case file tailored to the Kenyan judicial system. Despite the less than ideal circumstances in Kenya at the time that hampered security measures, as a result of LWOB's efforts and commitment to the training, thirteen of the Kenyan lawyers assisted in training forty-five other Kenyan judges, lawyers, and prosecutors.

LWOB organized a workshop on conflict resolution at the UN Department of Public Information Conference at the UN headquarters in New York.

LWOB attended the UN Roundtable "Leaving No One Behind" on the post-2015 Sustainable Development Goals.



## October–December

LWOB completed its largest Rule of Law undertaking to date by developing and distributing a variety of educational materials and training to approximately 600 individuals on mediation and conflict resolution. The curriculum featured a comprehensive, self-paced learning program covering the introduction to mediation and conflict resolution, and was supplemented by capacity building materials for the community of NGOs and a train-the-trainer skills toolkit.

Through a grant from The Community Church of New York Unitarian Universalist, LWOB mass produced and distributed its educational human trafficking game "FIND ME!" throughout Africa.

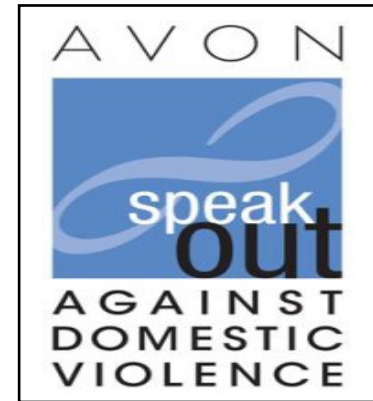
# 2015 at a Glance

## January-March

The LWOB assessment team traveled to Jakarta, Indonesia to meet with local partners in anticipation of the 2015 judicial symposium and trial advocacy training of trainers programs. The visit and the trainings that followed marked the launch of LWOB's programming in Asia.

LWOB's partner Gibson Dunn, with logistical support from LWOB, presented a workshop at the 59th United Nations Commission on the Status of Women that focused on the role of law and gender.

LWOB launched a new project as a sub-grantee addressing the issue of child labor with an initial roll out in Nepal.



## April-June

In the wake of the Ebola emergency in Liberia, LWOB developed e-Training modules as self-paced learning tools. They were designed to avoid program interruptions when natural disasters or other catastrophic events prevented in-person trainings.

The Avon Foundation recognized LWOB with their Break the Silence Award for the graphic novel "Rape is a Crime: Report It, Prevent It!", created as part of an LWOB/Reed Smith collaboration. The award recognized communication campaigns that effectively encouraged people to speak up about violence against women and to promote a shift in attitudes and practices at the individual, family, and community level.



# ... A Year of Achieving Goals

## July-September

LWOB conducted its 9th Support Through Trial Advocacy Training in Nairobi as part of the program combatting wildlife crime in Kenya. A total of 128 Kenyan participants attended the week-long interactive trial skills program.

LWOB opened a satellite office in Washington D.C., thanks to a generous donation of space by Jones Day LLP.

An LWOB board member attended and observed the opening of former Chadian dictator Hissène Habré's trial in Dakar, Senegal.

LWOB's Human Trafficking e-Learning Training of Trainers took place in Monrovia, Liberia.



## October-December

LWOB conducted a Judicial Symposium in Indonesia bringing 58 Indonesian judges together with several US judges for discussions and information sessions on a variety of courtroom management and rule of law topics.

LWOB hosted and led a meeting of stakeholders addressing human trafficking issues in Tanzania.

LWOB's ongoing Neutral Independent Court Trial Observer (NICTO) ended with a final decision on the Caprivi Treason Trial in Windhoek, Namibia.



# Where We Work

EXPANDING OUR GLOBAL MISSION & REACH



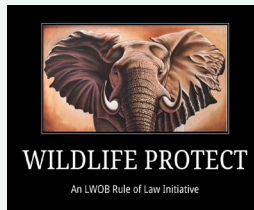
**United States**  
UN Workshops



**Middle East**  
Human Rights Education

**ABOGADOS SIN  
FRONTERAS**

**Colombia-Cuba**  
Conflict Resolution



**Kenya**  
Wildlife Crime



**Nepal**  
Child Labor



**Indonesia**  
Judicial Exchange



Map Key

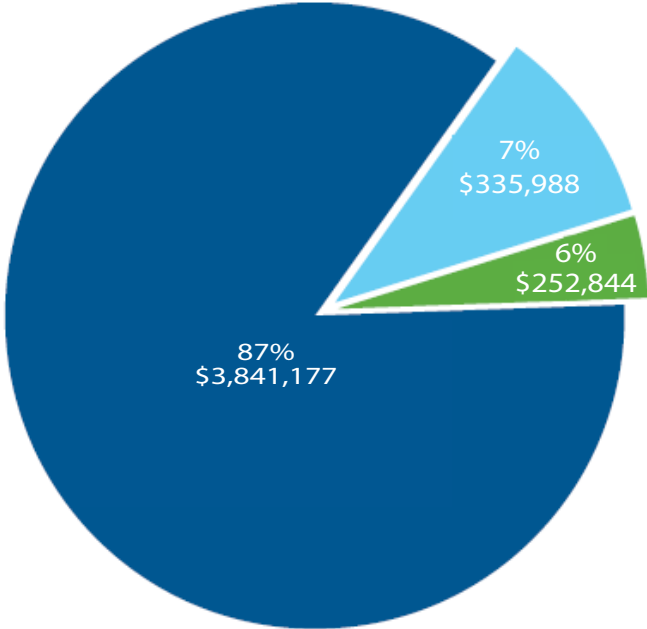


Where we, our lawyers, or pro bono volunteers are based or have conducted programming

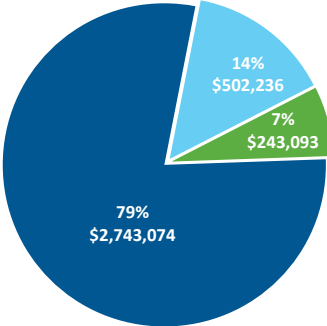
# Financials

## THE POWER OF PRO BONO

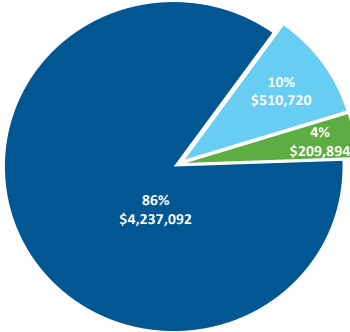
2015\* \$4,430,009



2014 \$3,488,403



2013 \$4,957,706



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

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

# Wildlife Crime

## ENGAGEMENT AT EVERY LEVEL

In April 2015, LWOB was awarded a grant to combat wildlife crime in Kenya with a focus on strengthening the enforcement chain. Prior to that award, LWOB conducted trial advocacy trainings in Kenya for the past nine years and attained considerable familiarity with the culture, custom, and laws. The topics covered included corruption, anti-money laundering, terrorism, and domestic and gender-based violence. In the wildlife project, LWOB continues to build on its model, which



now includes the training of law enforcement officials and emphasizes the important role the investigation plays in the ultimate success of a prosecution. LWOB's first program that included law enforcement officials launched in Liberia in 2013, and focused on forensic issues such as crime scene protection, sequence of investigatory processes, and preservation and analysis of evidence. LWOB's signature training model was modified to incorporate "shared modules" attended by law enforcement officials and prosecutors together. The aim of integrating law enforcement with prosecutorial and judicial training was to deepen their appreciation of the challenges and obstacles faced by the prosecution when evidence processing at the investigative level is not up to par. Training

# Cooperation and Coordination to Create Sustainable Change

justice sector stakeholders together tackles a weak link often found in capacity building initiatives, namely, a profound lack of coordination and collaboration among the sector's key actors.

The Wildlife PROTECT Project also directly engages those living in proximity to wildlife in Kenya in recognition that human-wildlife conflict and economic considerations factor into the mix. The program addresses how to meet community needs, which are not always aligned with conservation efforts, to generate a level of trust that will aid those combatting wildlife crime.

Some of LWOB's most innovative approaches to learning will be deployed in the wildlife crime regional field trainings. In the final year of programming, LWOB will distribute e-Learning tools intended to provide the wildlife officers in rural regions with a wealth of digitized educational products that are expected to contribute to the program's sustainability.



## WILDLIFE PROTECT

An LWOB Rule of Law Initiative

*The Wildlife PROTECT Project symbolizes the significant impact a group of individuals can have when they understand each other's challenges and work to overcome them together as a community.*

# Human Trafficking

## INNOVATIVE EDUCATIONAL TOOLS



Since 2010, LWOB has been working to develop a full curriculum of anti-trafficking programs. The Liberia Trafficking in Persons Project, delayed by the Ebola emergency, ended in February of 2016. This project aimed to promote the Rule of Law and strengthen Liberia's overall capacity to identify, investigate, and prosecute trafficking. This was accomplished by training judges, lawyers, magistrates, law enforcement personnel, and NGO leaders. The Ebola emergency prompted the creation of new and digitized educational tools that included a variety of e-Learning programs, such as digital courses with animated videos and recorded panel discussions on human trafficking.

With the first declaration that the country was Ebola-free, LWOB dispatched a small team to administer the train-the-trainer programs using the digitized materials accompanied by annotated trainer manuals. Following WHO guidelines, LWOB waited

the requisite 42 days after the Ebola emergency before dispatching another team. Three additional trainings were completed.

The development of the educational board game "FIND ME!" was rolled out in Liberia in 2015. It was the centerpiece of LWOB's 2014 presentation at the UN Commission on the Status of Women Special Session. Various UN fora provided LWOB with the opportunity to test the tool in a large group setting and obtain feedback from people working directly in the field of human trafficking.



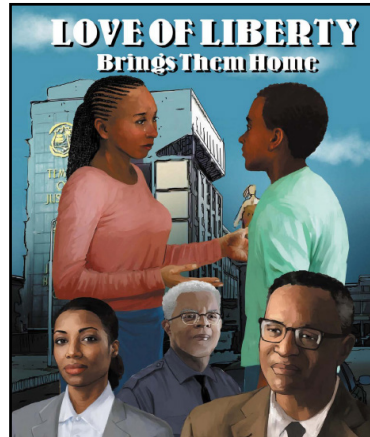
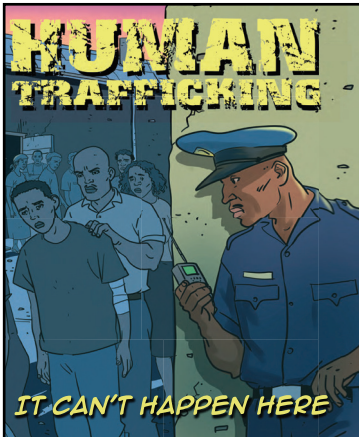
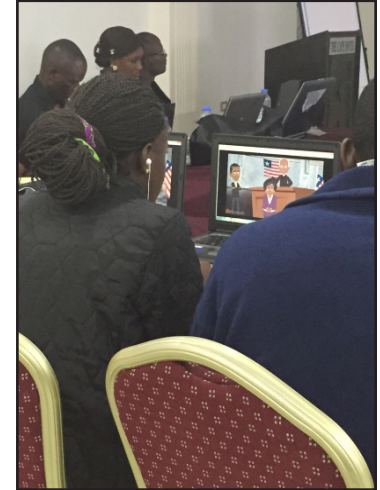
*This is my favorite learning activity!*

*-Augustus, World Hope International in Liberia*

# Using Technology to Break Barriers

The e-Learning programs were developed during the six-month hiatus while the LWOB team waited for clearance to return to Liberia. When trainers were able to re-enter the country in 2015, LWOB provided them with laptops pre-loaded with the e-Learning materials. This gave LWOB's partners in Liberia the skills, information, and tools necessary to conduct the trainings. The program was a rousing success, with all program modules rated well above average by participants. The participants reported increases in knowledge on all of the topics taught.

2015 also saw the completion of LWOB's third and fourth graphic novels on human trafficking, each of which were incorporated into the Liberia training program in November. With these two additions, LWOB has now produced a series of four graphic novels that take the reader through the process of recruitment, transportation, harboring, discovery, interrogation, and testimony at trial.



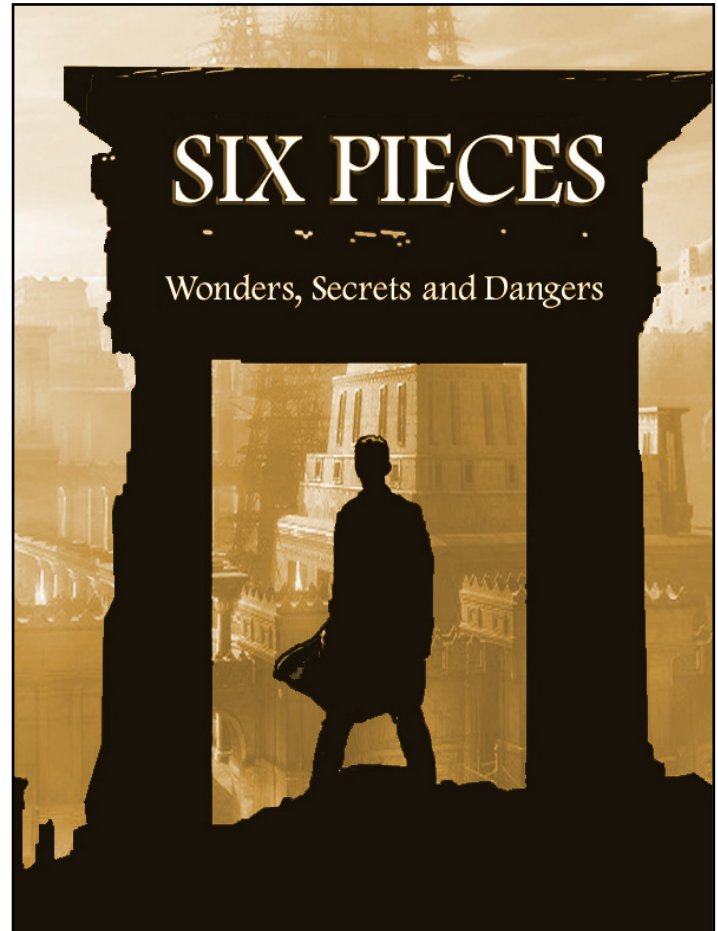
# Fundamental Human Rights

## GENERATING CHANGE THROUGH ACCESS TO INFORMATION

Lawyers Without Borders' GHRIIN Project aimed to develop a series of ten digital graphic novels that educate citizens in the Middle East on the rights protected by their national constitutions and international obligations and commitments.

The graphic novels were published online as well as in a hard print single volume. Program content included illustrations of various international avenues of redress for the denial of rights under the Universal Declaration of Human Rights.

This program was built on LWOB's original "human rights distance learning" project, which was designed for communities living in regions where access to information is controlled and restricted, and rights and privileges emblematic of a free society are absent.





# Child Labor

## TECHNICAL SUPPORT



In 2015, LWOB received a sub-award to develop a four-year program addressing child labor through high level technical assistance in eight different countries. LWOB's work on the program focuses on providing training and mentoring to local legislators charged with updating or improving child labor laws.

The goal of the reform is to ensure each country's legislation conforms with their international commitments as well as to illustrate the best practices and highest standards of protecting children. This was LWOB's second project involving legislative analysis designed to provide high level technical support. LWOB is increasingly getting involved in programming that focuses on legal analysis and instruction, ensuring national norms conform with a country's international commitments and undertakings. In this case, the program drew upon years of work at LWOB involving the legal rights and protections of children.

*“ Nations are choosing to put child labor on their development agenda and beginning to act to end child labor. This is one of those areas of the law where our pro bono efforts are having an impact and LWOB is at the forefront of ensuring that work in this area receives enough attention with the aim of benefitting children around the world.*

*- Meena Oduru, Linklaters*

# Gender Violence

## AWARDS AND WORKSHOPS



In the Spring of 2015, LWOB's previously published Haitian graphic novel, "Rape is a Crime" received the prestigious Avon Global Communications Award. The graphic novel built on LWOB's earlier works involving gender and domestic violence.

The novel highlights the harsh realities faced every day by women living in refugee camps or slum areas, and depicts the trauma and feelings of guilt and isolation that often accompany rape. It also focuses on effective treatment channels and the appropriate responses of doctors and legal authorities, and highlights victim-centric approaches that avoid re-traumatizing victims of rape.

Included with the recognition was a cash award of \$5,000 to support LWOB's international Rule of Law work. LWOB was one of five organizations recognized from a pool of over 400 campaigns submitted by 146 organizations.

LWOB continues to enjoy Special Consultative Status at the United Nations and, as such, continues to have access to the UN forum for a variety of workshop opportunities. In both 2014 and 2015, LWOB, in collaboration with lawyers from Gibson Dunn, showcased its gender-oriented programming at the UN Annual Commission on the Status of Women hosted by UN WOMEN.



# Law as a Tool of Empowerment



Using case studies focused on access to education, domestic violence, economic rights, and human trafficking, the LWOB 2015 UN workshop illustrated how the law can be used to empower women worldwide. The presentation compared legal codes from countries throughout the world and highlighted the many disparities regarding domestic violence legislation. Additionally, the presentation discussed the relationship between domestic violence legislation and cultural barriers, and the effects this has on the reporting of domestic violence incidents and subsequently on the rights of women worldwide. This was then applied to other aspects of gender rights, such as access to education and rates of human trafficking.



The presentation was well received by attendees at the UN who found the workshop to be “a tremendously rewarding learning experience.” Attendees felt that the panels, discussions, and presentations highlighted not only the many critical issues regarding gender rights and discrimination, but provided effective solutions to these issues as well. For the last two years, the LWOB annual workshop at the UN Women Conference has been led by lawyers at Gibson, Dunn & Crutcher LLP.



# Fair Trials

## & INTEGRITY OF THE LEGAL PROCESS



First LWOB trial observer,  
Ethiopia, 2006

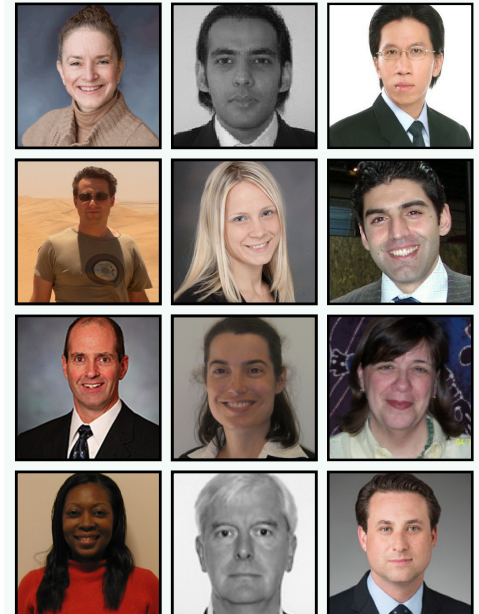
LWOB believes that protecting and preserving the integrity of the legal process is the sine qua non of human rights. Our experience has been that when an LWOB observer is present in the courtroom, the caliber of the defense, the prosecution, and the court improves.

LWOB's commitment to trial observation dates back to its founding. The organization continues to uphold its commitment to neutrality. LWOB's staff and volunteers have been involved in critical trial observations since 2006 in Africa,

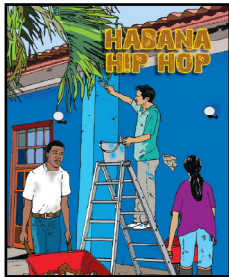
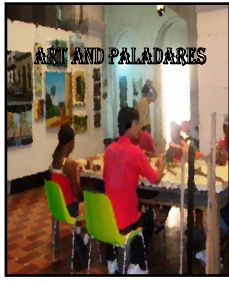
where a politically charged trial in Namibia lasted for 15 years before finally concluding in 2015. LWOB is recognized for its trial observation due to its long-term commitment to trials selected for observation—through adjournments and interlocutory appeals, LWOB stays the course. LWOB's confidentiality pledge ensures that our observers will be permitted to observe every trial from start to finish.

Typically, LWOB's trial observations involve self-funded lawyers who volunteer one to three weeks for observing the trial and attending daily court sessions. When the lawyers are not observing, they are supporting and assisting the research of the trial observation. All LWOB observers are guided by the Trial Observation Manual ("TOM") developed specifically for LWOB by lawyers at the London offices of Gibson Dunn. Trials are observed to support neither the prosecution nor the defense, but rather to support the transparency of the judicial process and ensure that those charged with administering justice will do so by upholding the Rule of Law.

### *Past LWOB Trial Observers in Namibia 2007-2013*



# Conflict Resolution



December 2014 marked the end of one of LWOB's larger undertakings that focused on conflict resolution in Latin America and the Caribbean. In total, 13,751 pieces of educational material were delivered to partners. To take into account the challenges faced by the original audience for whom the materials were created, the materials were presented in a self-paced, self-teach format. Much of the material has since made its way into LWOB's train-the-trainer programming offering straightforward, easy-to-discern learning on good techniques for facilitators and trainers in the developing world.

The manuals included sections on successful conflict resolution skills such as communication, negotiation, and formal and informal mediation. They also contained scores of practice exercises that could be completed individually or in small groups. In addition to the manuals, LWOB designed and produced four graphic novels that illustrated mediation styles and formats from the very formal, that might be used in a political or commercial context, to informal, that might be used in a family or community setting.



# LAWYERS

# WHO WE

A DIVERSE TEAM FROM AROUND THE WORLD

**LAWYERS  
WITHOUT  
BORDERS**  
*Crossing Borders  
to Make a Difference*

The LWOB network spans all ages, backgrounds, and nationalities in order to create a sustainable and diverse pro bono culture. Undergraduates, law students, and postgraduate students constitute the bustling pool of in-house 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 input. Our in-house legal staff often includes volunteers and lawyers seconded from law firms

who work for a year or longer in our offices in Washington and New Haven, or are stationed in-country where LWOB is administering programming.

Staff members are supplemented by independent contractors committed to our mission who offer communication support, IT skills, and gifted art and design services. Each individual plays a critical role in helping LWOB support global access to justice.



# JUDGES WITHOUT BORDERS

*Crossing Borders  
to Make a Difference*

A signature of LWOB programming is its capacity to offer peer-to-peer training, calling upon a long and impressive list of state and federal judges from the US, UK, and Canada who stand at the ready to volunteer in trial advocacy programming.

The peer-to-peer programming includes training modules on matters such as case management, judicial ethics, decision writing, sentencing, and ruling on special evidentiary challenges, to name a few. The typical trial advocacy program is preceded by a one to two-day segment on training judges taught exclusively by LWOB volunteer judges for those members of the court who demonstrate the unique skills required to be engaging trainers.

LWOB's judicial trainings have included judges from the chief justice to magistrates of lower and specialized trial courts. LWOB has trained a wide range of judges, from family magistrates in Ghana to high court judges in Kenya. A large portion of the entire judiciary in Liberia has had exposure to LWOB training at least once in the last ten years.

LWOB's goal at the outset was to create a corps of volunteer judges who have trained at least twice in a full week-long trial advocacy training to ensure that our corps of judges have more than a passing familiarity with a cross-border training. Many of LWOB's trainer judges have now trained multiple times in multiple countries for LWOB as well as other entities in the US, UK, and Canada. As the importance of peer-to-peer training in Rule of Law programming is increasingly recognized as the "gold standard," the roster of judges with experience and interest in volunteering for LWOB programming is formidable and continues to grow.



# Student Divisions

## YOUNG MINDS MAKING A DIFFERENCE

In addition to its core staff and interns, LWOB has a student-led resource that has proven to be a valuable part of its pro bono workforce. The first student division was launched in the UK in 2005 by a student who wanted to contribute to the Rule of Law during her law studies there. Now, LWOB has more than 15 formally licensed and recognized student divisions which are managed by a group of pro bono volunteers based in London. The student divisions are required to be sanctioned by their university, college, or law school as an official student society. They must have a formal faculty supervisor associated with the university, but must be led by students. There is a “menu of options” from which the students can select activities that will be conducted by their division, which includes hosting lectures and conferences as well as conducting fundraising events. Other discretionary activities include conducting research for LWOB, interning with LWOB, and hosting debates, to name a few. LWOB resides in donated office space at the main London campus of King’s College. Currently in the planning phase is a national and international governing council which will create a student governing body to oversee and bring together the diverse community of law students crossing borders to make a difference.





# Interns

## THE NEXT GENERATION OF PRO BONO



Since the incorporation of the internship program in 2002, hundreds of undergraduate and graduate students have gained a valuable introduction to international human rights and Rule of Law at LWOB. Selected from a diverse pool of some of the highest achieving students and young lawyers, LWOB interns have come from around the world including: Japan, UK, Australia, India, and Korea. Internships are offered in the UK, Kenya, and in both offices in the US: Washington, D.C. and New Haven, CT. Internship tasks are as creative as some of the interns themselves. There have been “wintern” interns who spend their winter semester break at LWOB, gap year internships, as well as traditional full time summer and part time Fall and Spring term interns. The projects and tasks taken on by interns require them to quickly master sophisticated technologies and apply their analytic and creative skills to a variety of administrative, design, and research tasks. Involving interns in every phase of LWOB’s work helps them appreciate the inner workings of an NGO, the financial constraints and realities, and the more practical ways of attaining some of LWOB’s highest aspirations.

# The LWOB Support Network

COMING TOGETHER TO MAKE A DIFFERENCE

**Akin Gump** TD Bank

OddCast/SitePal **Gibson Dunn**

FreeOnlineSurveys.com **Jones Day**

**Linklaters LLP** Virtue Foundation

**McDermott Will & Emery** NITA

pipelinedeals.com **Reed Smith**

**Ropes & Gray LLP** IntraLinks

ConferenceCall.com **Shearman & Sterling LLP**

GoGirl **Thomson Reuters**



*All...crossing borders  
to make a difference.*



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