



## *2007 Annual Report*

**IBJ Cambodia Fellow Ouk Vandeth is an enduring symbol of justice for a country moving beyond the Khmer Rouge genocide. (Photo Courtesy of Jeff Kennel.)**

# Mission

In recognition of the fundamental principles of the Universal Declaration of Human Rights, International Bridges to Justice (IBJ) is dedicated to protecting the basic legal rights of ordinary citizens in developing countries.

Specifically, IBJ works to guarantee all citizens the right to competent legal representation, the right to be protected from cruel and unusual punishment, and the right to a fair trial.

# Origins

Six years prior to the launch of International Bridges to Justice, California-trained public defender, IBJ Founder Karen Tse went to Cambodia as part of the postwar reconstruction made possible by the Paris Accords. She began training human rights advocates, none of whom were lawyers, on the rudiments of criminal defense. They formed the core of the nation's first public defenders.

Working under the auspices of the United Nations, Karen then set up the Cambodia's first arraignment court. As a judicial mentor working with the United Nations Center for Human Rights, she trained prison guards, police, and judges. Her innovative work in Kandal Province was lauded at the time, and today the Kandal judiciary is still reaping the benefits of the structures set up during that period.

Karen returned to the U.S. in 1997 to attend divinity school. By the time she received her degree at Harvard, she had already founded International Bridges to Justice and was thinking of little else. Her first target was China.

When Karen boarded a flight to Beijing in 2001, she had exactly one entry in her appointment book – 15 minutes with the na-



Courtesy of IBJ

**IBJ CEO and Founder, Karen Tse**

tional director of Legal Aid of China. Arriving at his office, she had to convince him to honor the meeting. Two weeks later Karen flew home, having negotiated a Memorandum of Understanding (MOU) with the Ministry of Justice: IBJ would help the most populous nation on earth reform its criminal justice system.

Seven years later, IBJ brings that same determination to countries throughout East Asia and Sub-Saharan Africa.



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With a global demand for IBJ's portfolio of criminal justice services, there now exists a unique window of opportunity to realize the promise of international human rights legislation. (Photo Courtesy of Tim Scheu.)

# Foreward

American civil rights leader and Nobel Laureate Dr. Martin Luther King, Jr. said, “Injustice anywhere is a threat to justice everywhere.” This belief – that every individual is entitled to defend herself from injustice – is the guiding principle of our work. Access to legal counsel, protection from torture, opportunity for fair trial – these are the building blocks of human rights in the 21st century.

At International Bridges to Justice, we believe that every person sitting in custody without the assistance of a qualified defender tests a criminal justice system’s integrity. How can we deliver justice as a matter of course?

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*[IBJ] fits the evolution of criminal defense into a government’s overall aspirations for social development and good international standing.*

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How can we help to realize the promise of the United Nation’s Convention Against Torture (CAT) and other widely ratified human rights treaties? How can we end torture as an investigative tool in the 21st Century?

IBJ’s strategy is simple: Anyone accused of a crime must be afforded legal representation shortly after arrest. Not only does such advocacy ensure that a defendant is protected from abuse; it also increases the likelihood of bail, and boosts the chances that the accused will be able to defend himself against the charges.

IBJ works with justice stakeholders committed to this goal - government officials, private law firms, police, and others. As one of our funders noted, “IBJ does not use advocacy as a tactic—no damning reports, no gruesome

photographs, no candlelight vigils for political prisoners. Instead, [IBJ] fits the evolution of criminal defense into a government’s overall aspirations for social development and good international standing.”<sup>1</sup>

In 2007, IBJ built on six years of success with ambitious programs in East Asia and Sub-Saharan Africa that empowered attorneys through interactive workshops, planned pilot projects to place defenders in police stations, and brought juvenile rights to a broader audience in China through our Campaign for Youth Justice.

In 2008, we hope to bring legal counsel to more people in more countries than ever. To that end, we’re launching a new country program in India – with staff in New Delhi and West Bengal. We’re also kicking off a global competition that identifies and funds open source ideas for criminal justice reforms on a local level. Called “JusticeMakers,” the competition will extend the collaborative spirit of IBJ well beyond our current capacity for formal programming.

Together with our partners, colleagues and friends in the human rights sector, IBJ continues to move forward – affirming Dr. King’s maxim of our interconnectedness, and a belief that we will overcome. Justice can’t wait.



Karen I. Tse  
Founder and CEO  
International Bridges to Justice



# Our Model

## *Beneficiaries*

*IBJ in the  
Spotlight*



IBJ Founder and CEO Karen Tse was interviewed by CNN at the 2007 World Economic Forum. She spoke about the role of law in creating a favorable business climate, and the increasing number of businesses that had taken an interest in IBJ's programming.

IBJ serves the accused – the ordinary person facing criminal prosecution in developing or transitional countries. This is a man or woman taken into custody without charges, in an environment without legal oversight of the police tactics.

Our beneficiary is the individual who is not advised of her rights, and from whom investigators extract information, including confessions, using coercive tactics such as torture and indefinite detention. She waits in jail without access to family, legal counsel, medical assistance, or expected dates to trial. If she is a mother her children will likely be detained with her. Eventually, she may be led to the courthouse for a trial to take place, and a verdict and sentence to be announced. In some cases, she never goes to trial, but stays in legal purgatory indefinitely, until amnesty, charity, bribery, or death ends the detention.<sup>2</sup>

In short, IBJ's beneficiary is the individual who suddenly finds herself in a situation beyond her control – at the mercy of the justice system and those willing or unwilling to act on her behalf.



Photo Courtesy of Tim Scheu

**In India 69.7% of the men and women in prison are pre-trial detainees.**

## *Desired Impact*

IBJ seeks to ensure that ordinary people facing criminal prosecution are treated with dignity through criminal justice systems that guarantee freedom from torture, arbitrary detainment, and other legal rights abuses.

# Our Model, *continued*...

## *Our Local Approach*

To achieve this impact, IBJ must guarantee people legal representation at the earliest legally mandated time. We approach this objective by conducting a diagnostic test of a given country's criminal justice system. Each system presents a variety of unique challenges, and this evaluation helps IBJ prioritize which activities will be most effective. Once the diagnostic is complete, IBJ carries out three core in-country activities.



Photo Courtesy of IBJ

**Since 2001, IBJ has conducted legal rights awareness campaigns in all 31 Chinese provinces**

## Defender Capacity Strengthening

IBJ develops and teaches a comprehensive training curricula designed to help defenders protect the rights of the accused. As criminal justice systems vary in their level of development, IBJ provides a variety of trainings appropriate for the specific needs of each system. As defenders work to adopt these skills in practice, IBJ provides on-the-job coaching and mentoring.

We also play the role of the connector – linking individual defenders with their peers, and

to a larger community of practice that discusses common defense challenges and highlights practical solutions.

Such linkages also enable the mobilization of a broader defender movement in which defenders are speaking with a common voice.

Efforts are also made to build the domestic supply of criminal defenders through a clinical program with partner universities.

## Institutional Support to Strengthen Criminal Justice Systems

As part of every country program, IBJ facilitates roundtable discussions to create collaboration among defenders, prosecutors, judges, police, legal academics, and other key stakeholders in the criminal justice system. These sessions build trust, mutual respect and a professional understanding of each other's roles; they also enable discussions on how laws should be properly enforced.

In China, these discussions have been a necessary first step towards the construction of a legal

infrastructure that will support a national criminal defense movement.

For example, IBJ has used recent discussions among academics, defenders, and justice officials to launch an ambitious Duty Lawyer program. This initiative will – for the first time – allow Legal Aid of China to place defenders in detention facilities so they can provide clients with legal counsel immediately following arrest.

### *IBJ in the Spotlight*



IBJ Founder and CEO Karen Tse gave the 2007 Commencement speech at Scripps College, her alma mater. This speech will be part of an upcoming book of inspirational talks from leaders in public, private and nonprofit sectors.

# Our Model, *continued*...

## Improving People's Awareness of Legal Rights

IBJ also combats abuses through advisement of rights workshops, posters, radio programming and other promotional mechanisms. Focused on the right to be free from torture, the right to release from arbitrary detention, and the right to a fair trial, these devices bring basic freedoms to the forefront

in police stations, state institutions and other public spaces. IBJ has also teamed with Radio Free Asia to broadcast legal rights advisories over the airwaves. Previous work has shown that such tools empower at-risk populations to demand their legal rights at the time of arrest.

## Our Global Approach

IBJ works with legal aid lawyers as a leverage point for guaranteeing protections for people facing criminal prosecution. In the past, IBJ has provided this defender support via physical resource centers. Over the past year, IBJ has been working to complement those centers with similar venues online – enabling defenders around the world to share their stories, seek advice, and provide each other with support over the Web.

The first manifestation of this global strategy is IBJ's JusticeMakers – a gathering place for the global criminal justice community. Via [www.justicemakers.net](http://www.justicemakers.net), IBJ will host competitions, facilitate discussions, and connect extraordinary individuals from around the world who share a passion for criminal defense. The site launched in late 2007 and will initiate its first competition on June 26, 2008.

### *IBJ in the Spotlight*

IBJ Founder and CEO Karen Tse was a panelist at the Skoll World Forum at Oxford. She joined peer innovators Jerro Billimoria, Nine Smith and Gillian Caldwell for a session entitled, "Social Entrepreneurs in Human Rights."



IBJ extended its criminal justice programming online with the launch of JusticeMakers.net in November 2007. The site serves as an online community for the criminal justice community.



# IBJ Country Programs

## China

# 10%

*The percentage of criminal defendants in China who receive legal representation at trial.<sup>3</sup>*

Understanding the state of criminal justice in China begins with the fact that the vast majority of accused persons go to trial without legal counsel. It is not surprising, then, that so few defendants successfully contest the criminal charges against them. Moreover, the few individuals who are provided legal counsel often receive substandard representation. Lawyers are frequently appointed to cases just a few days before the day of trial – effectively barring them from asserting their clients' legal rights.

Compounding this issue is the fact that the poor often possess very little practical knowledge about their procedural rights, or about the availability and/or purpose of legal aid. As a result, the vast majority of the criminally accused are detained for many months pre-trial; almost all are convicted and frequently receive jail sentences—even for petty crimes.

# 17,481

*The number of Juvenile Rights handbooks, brochures and posters distributed during IBJ's 2007 Campaign for Youth Justice.*

*In 2008*

IBJ's Beijing office kicked off an ambitious clinical legal aid program, in partnership with area universities. Its aim is to inspire and train the next generation of criminal defenders.

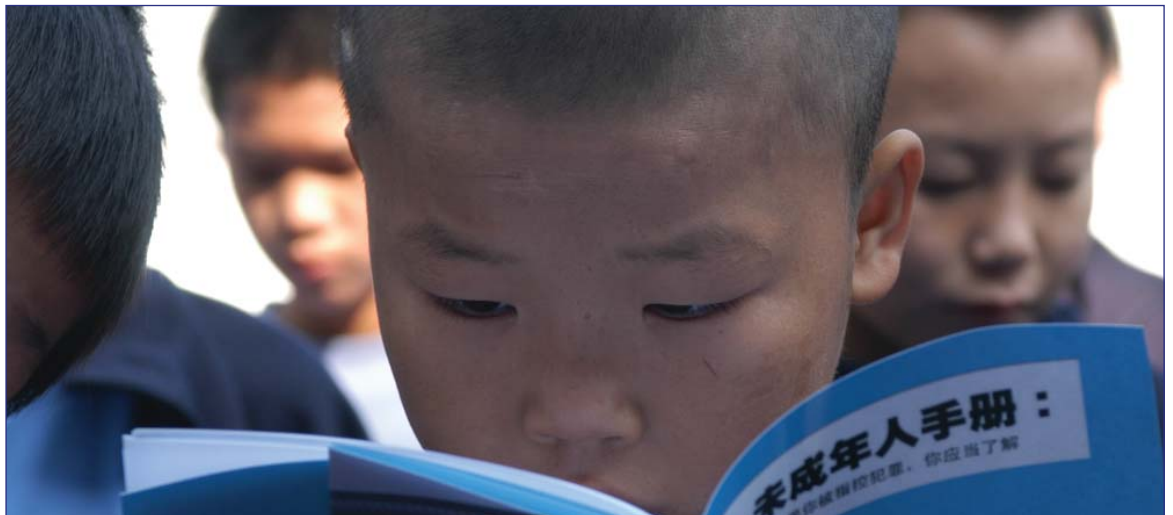


Photo Courtesy of IBJ

**The next generation will grow up with an understanding of their rights, guaranteed by Chinese law.**

A core aspect of IBJ's programming is its effort to promote legal rights among ordinary people. Recognizing China's growing commitment to the protection of juvenile rights, IBJ's efforts in 2007 were focused on Youth Justice.

Over the course of a dozen events around the country, IBJ staff reached more than 31,000 people through trainings, speeches and the

distribution of materials.

Through materials like "8 Reasons Why You Need a Lawyer if You are Accused of a Crime," IBJ's message will live well beyond the events themselves. Should these children ever be in a situation where they are detained, they will know and understand their right to counsel.



# IBJ's Country Programs, *continued...*

## *IBJ in the Spotlight*

IBJ Founder and CEO Karen Tse was the Key-note Speaker at the San Francisco Women Defenders' Annual Fall Seminar. She spoke about IBJ's efforts to launch programming in China.

**300** *The number of Chinese criminal defenders trained by IBJ staff in 2007.*

The trainings featured participants from a cross section of private and public sector law firms. Half were returning to IBJ to follow up on a previous training; half were participating for the first time. In all cases, trainees took part in an interactive, comprehensive curriculum of those skills central to full and effective representation of the accused. More specifically, the trainings addressed:

- Methods lawyers can use to establish trusting relationships with their clients, and assist with the client interview process.
- Tactics for becoming an effective spokesperson for the client
- Mechanisms for recognizing which laws are applicable to clients' cases and using them in a professional way to achieve the optimal result, given the facts of the case.

Trainings start with basic techniques to enable lawyers to comprehend the fundamentals of criminal defense. As trainees return for additional sessions, the curriculum becomes more nuanced. In this way, IBJ can track the progress of China's legal community as they move through the IBJ training process.

**9** *The number of juvenile suspects freed when the Tianjin prosecutor's office decided to divert the cases out of the criminal justice system. This resulted from an IBJ-mediated agreement between local legal aid and prosecutor's offices.*

In 2007, IBJ coordinated 10 roundtable discussions so that varied stakeholders in criminal justice could share their perspectives and work towards collaborative solutions. Those roundtables in Chongqing and Tianjin were specifically intended to improve access to counsel for juvenile suspects.

In Chongqing, the bar association, the city prosecutor and the police department reached an agreement in March 2007 to ap-

point legal aid at the investigation stage to juvenile criminal suspects.

In Tianjin, legal aid and the prosecutor's office went even further – implementing a rule guaranteeing that a legal aid lawyer or other guardian be present at all juvenile interrogations. The effect of this collaboration was immediate, driving a rapid rise in the number of cases assigned during the pre-trial stage and resulting in the release of the children mentioned above.

**38%** *The percentage of cases for which the outcome was "significantly influenced" by IBJ's core team of lawyers' involvement.<sup>4</sup>*

A core aspect of IBJ's approach is defender training and support. To that end, IBJ's China team established a new Defender Resource Center in Xi'an to better provide for the legal aid lawyers in the Northwest part of the country. In 2007, IBJ's core team of lawyers also

trained and mentored more than 300 attorneys nationwide – representing a cross section of the defender community. Armed with pre-trial, trial and appellate advocacy techniques, these defenders have advanced more favorable outcomes for their clients.

# IBJ's Country Programs, *continued...*

## *Cambodia*

# 42%

*The percentage of provinces in Cambodia that have no permanent legal aid infrastructure.<sup>5</sup>*

Cambodia is faced with the huge challenge of rebuilding its legal system in the wake of a Khmer Rouge regime that decimated the country's legal infrastructure during the 1970s. Ten out of 24 provinces in Cambodia do not have permanent presence of legal aid lawyers. Of the 15,544 criminal cases in 2006 only 40% received criminal defense representation.<sup>6</sup>

Furthermore, of the people who did receive legal representation, a disproportionate number were living in urban areas. In Phnom Penh, for example, four of every five individuals accused of a crime have access to a criminal defender. By contrast, in the more rural province of Prey Veng, the likelihood of that same outcome drops to one in five.<sup>7</sup> This finding clearly identifies a need for additional legal aid services throughout the country, especially in rural areas.

IBJ's key objective in Cambodia is to bridge this gap in legal aid services, raise standards of criminal defense by way of training and capacity building and increase public awareness on legal rights.

# 254

*The number of Cambodian defendants represented by IBJ in 2007*

*In 2008*

IBJ Fellow Ouk Vandeth represented dozens of men and women, who had been lost within the Cambodia's criminal justice system.



Photo Courtesy of Jeff Kennel

**IBJ identifies and represents ordinary men and women who have fallen through the cracks of the Cambodian Criminal Justice System. Many of our clients are detained in rural areas without access to legal aid.**

Especially given the lack of representation for people in rural Cambodia, an essential part of our programming is to defend cases in provinces without a legal aid presence. Over the past year, IBJ Fellow Ouk Vandeth defended 32 of those cases – 27 of which were sourced from provinces that were previously without access to legal aid.

nal defendants in Rattanakiri Province. To assist defenders as they take on these cases, Mr. Ouk also spent much of 2007 collaborating with peer legal rights organizations to draft a defender manual for Cambodia's new Criminal Procedure Code. Defenders will be able to reference this manual and develop critical skills as they attend to future cases.

IBJ's office represented another 222 crimi-

# IBJ's Country Programs, *continued...*

**1,065** *The number of ordinary people personally educated about their basic legal rights*



Photo Courtesy of Jeff Kennel

**The IBJ team in Cambodia mines prison documentation to find men and women who have been lost within the criminal justice system.**

IBJ also faces an enormous challenge in advising the general public of their rights. To that end, IBJ conducted 32 “Street Law” sessions in the Rattanakiri Province during which they interacted with the groups referenced above. These street law campaigns have helped to increase people’s knowledge of their right to legal representation. Such awareness has resulted in more people demanding legal aid from the IBJ’s Rattanakiri office.

Additional efforts were made to disseminate

legal knowledge over the radio. On 12 separate occasions, Mr. Ouk explained the new criminal procedure code and local terrorism law over FM 105. He also teamed with Radio Free Asia to broadcast a show detailing the rights of the accused in the Extraordinary Chamber of the Cambodian Court.

Mr. Ouk used these events to educate the public about the provisions on their right to defense in the new Criminal Procedure Code of Cambodia, which came into effect in September 2007.



# IBJ's Country Programs, *continued...*

## Burundi

# 62%

*The percentage of the 8,000 detainees nationwide who have yet to go to trial.<sup>8</sup>*

Burundi is a small and impoverished Central African country striving to overcome the destructive legacy of over a decade of civil war. Since 2005 a new government of national unity has embarked on the process of strengthening the rule of law and improving the quality of life for its people.

Formidable challenges remain. An estimated 88% of the Burundian population lives in poverty, unable to afford the most basic amenities including food, health and access to justice.<sup>9</sup> Profound institutional weaknesses, and the lack of trained personnel and resources are also hampering the effective implementation of new laws and access to justice. Of approximately 8,000 prisoners nationwide, 62% are pretrial detainees who are unable to afford the little legal representation available<sup>10</sup> – there are only 92 practicing lawyers in the entire country of 9 million.<sup>11</sup>

# 7,000

*The number of "Know your Rights" posters that have been distributed nationwide*

*In 2008*

IBJ conducted its first criminal justice training program from May 20-23 in Bujumbura. More than 60 people were in attendance, including defenders, police, and judges.



Photo Courtesy of IBJ

**The "Know Your Rights" posters featured illustrations to more effectively communicate legal concepts.**

In partnership with APRODH and the Burundi Bar Association, IBJ has canvassed prisons, police stations, local government offices and public centers nationwide with posters illustrating the legal rights of the accused. The purpose of the of the campaign is to educate ordinary citizens, detainees and law enforcement agents on the right of accused persons to freedom from torture, the right to legal counsel and the right to a fair trial.

The posters were only the first manifestation

of formal partnerships with APRODH and the Burundi Bar Association that are enabling IBJ to carry out a broad spectrum of legal rights initiatives. Also in 2007, IBJ began preparations for a training that focused on practical legal defense skills and assisting victims of torture. Carried out in May 2008, the training brought together Burundian lawyers, police, prosecutors and judges to forge closer working relations among key players in the country's criminal justice system.

# IBJ's Country Programs, *continued...*

## *Nascent Programs*

### Rwanda



Photo Courtesy of Miranda Harple

**IBJ has teamed with the Rwandan Ministry of Justice to rebuild the country's legal infrastructure.**

#### *In 2008*

IBJ kicked off its advisement of rights campaign in partnership with the Rwandan Ministry of Justice. The effort will use illustrated posters similar to the ones distributed throughout Burundi in 2007.

Burundi's better-known neighbor, Rwanda, is making significant progress 14 years after the horrific genocide of 1994 in which close to a million civilians were killed in 100 days. When the violence ended, not a single national institution or socio-economic resource was left untouched. Most acute in the toll was the loss of professional skills, particularly in the fields of law and public administration.

Encouragingly however, Rwanda's new leadership has made national unity and reconciliation, poverty alleviation, good governance and human resource development benchmarks of its current administration. Despite this early progress Rwanda still faces formidable challenges as it rebuilds its national institutions.

In January 2007, IBJ deployed an international expert on legal aid systems to assist the Rwandan

Ministry of Justice. The subsequent Memoranda of Understanding IBJ signed with the Ministry of Justice, the Bar Association of Kigali, and the Office of the Prosecutor General, demonstrate the collective enthusiasm of the parties to develop a comprehensive national legal aid policy and operational framework.

In the months that followed, IBJ and its local partners teamed with the Belgian Technical Cooperation and London-based Matrix Law Chambers to develop 7,500 'Know Your Rights' posters.

As part of this project IBJ organized focus groups to assess the efficacy of the poster's messaging, to survey people's attitudes towards legal rights and to collect feedback on IBJ's upcoming Advisement of Rights Campaigns. The surveys suggested that rights awareness campaigns are much needed in Rwanda.

### Vietnam

In 2003, Vietnam restructured its criminal justice system with sweeping reforms to its Criminal Procedure Code (CPC).

The reformed CPC introduced an adversarial component under which Vietnamese defendants have a right to counsel much earlier than was previously permitted. Encouragingly, the new CPC also provides for the presumption of innocence, and prohibition of torture or other acts of coercion. Yet despite this progress, Vietnam's legal system is in urgent need of support.

After kicking off a successful training program

in 2004, IBJ efforts stalled in response to a shifting political climate.

To reinvigorate the nascent criminal justice movement, IBJ spent much of 2007 in regular communication with its potential partners in the country to develop a comprehensive program to a) develop skills and competence among criminal legal aid lawyers; b) raise public awareness of the rights of accused persons; and c) foster useful exchanges among different actors in the criminal justice system to effectively implement domestic laws for the protection of rights of the accused persons.

# IBJ's Country Programs, *continued...*

## *Nascent Programs*

### Zimbabwe

*In 2008*



IBJ hired lawyer and educator Innocent Maja as a Fellow. He will lead IBJ's Zimbabwe program from Harare.

Prior to the year 2000, Zimbabwe was widely regarded as a model African democracy with a functional justice system and robust legal community.

Today the country's justice system, like many other national institutions, has been severely affected by the prevailing political and economic crisis. An estimated 3 million Zimbabweans have fled the current hardships in the space of 7 years and the bulk of these migrants include skilled and experienced judges and lawyers. Prison overcrowding is rife. Zimbabwe's 43 prisons have an official capacity of 17,000 but over 25,000 detainees are usually held there at any given time.<sup>12</sup> Thirty-three percent of the prison population is

awaiting trial and many such detainees, often without legal representation, have remained in pretrial detention for up to 10 years.<sup>13</sup>

In 2007, IBJ established a strong network of in-country partners, including the Legal Resources Foundation, the Law Society of Zimbabwe, and the Zimbabwe Ministry of Justice and its Legal Aid Directorate.

In October, the group began work on the development of practical handbooks for criminal defense lawyers, magistrates and high court judges. These books detail Zimbabwe's 2006 Criminal Law Reform and Codification Act, and provide practical tips on the corresponding procedures.

### India

**1,493** *The number of annual deaths in police or judicial custody in India.<sup>14</sup>*

*In 2008*



IBJ conducted its first Indian legal aid training from July 11-13 in Delhi. The three-day event was attended by 134 legal aid attorneys and judges from 26 states.

This alarming statistic is a reflection of the criminal justice system in India – the world's largest democracy. Despite the number of laws passed and commissions established to abate human rights violations, the country's prisons are terribly overcrowded (at a 145.4% occupancy level) and torture and other forms of abuse are still an everyday occurrence.<sup>15</sup>

In recent months, IBJ has fostered important alliances with state institutions and civil organizations in both Delhi and West Bengal, such as the Delhi Legal Aid Services Authority (DLASA), the Law Secretary of the Government of India, the State Bar Council of West Bengal, and the Director General of Police West Bengal.

We have committed to fund two IBJ Fellows,

one in each state, and have signed a Memorandum of Understanding with Bangla Manabadhikar Suraksha Mancha (MASUM), a community organizing and legal advocacy group in West Bengal that works to educate and empower local citizens against human rights violations by the state.

To launch the India Country Program on the ground, IBJ hosted a National Training Conference in collaboration with DLASA, which brought together legal aid lawyers from India and abroad to foster the criminal justice movement throughout India. The conference celebrated India's efforts thus far in legal reform and set the stage for greater collaboration among all the different criminal justice actors in India.



# IBJ's Country Programs, *continued...*

## *Global Programs*

### JusticeMakers

This past year also saw IBJ take the first steps towards launching JusticeMakers – a global competition that sources and empowers innovators in criminal defense. This is significant for three reasons:

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*JusticeMakers empowers and supports criminal defense experts around the world to provide immediate assistance to people facing criminal prosecution.*

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- JusticeMakers supports criminal defense experts around the world to provide immediate

assistance to people facing criminal prosecution.

- JusticeMakers brings criminal defense to the forefront of the human rights conversation. This, in turn, will bring more resources - both in terms of funding and personnel - to the criminal justice movement.

- The competition creates an online, interactive community for criminal justice advocates. The site provides participants with ongoing support, feedback, and a venue for collaboration, and it will do so long after the first competition has concluded.

The competition will be facilitated through [www.justicemakers.net](http://www.justicemakers.net) – a website which was developed starting in the final quarter of 2007.

*In 2008*

**JM'08**

IBJ launched the JusticeMakers Criminal Defense Innovation Competition. At the time of this publication, the site has been visited more than 3,000 times by people coming from 120 countries around the world. Winners will be selected in November.



Photo Courtesy of Miranda Harple

**JusticeMakers will help accelerate the adoption of high quality legal aid practices around the world.**

# Financial Report

In 2007 IBJ increased its total reported income by 18 percent from \$1.48 million to \$1.74 million. This figure accounts for \$321 thousand in in-kind donations, which includes the secondment for most of 2007 of a commercial lawyer from Goldman Sachs. Excluding the in-kind donations, IBJ's income increased by 3% from \$1.38 million in 2006 to \$1.42 million in 2007. IBJ was able to manage its expenses within this income amount, recording a small surplus for the year of \$28,000.

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*IBJ has received the first ever grant from the Clifford Chance Foundation to launch our programming in India.*

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IBJ receives support from three main sources of income (excluding in-kind donations): Private foundations, government donors and awards for social entrepreneurship made to IBJ's founder, Karen Tse. In 2007 these three sources contributed almost equally to and made up most of IBJ's income.

IBJ was pleased to have our first success in getting support from international legal organizations: In 2007 the International Bar Association and Matrix Chambers Causes Fund supported IBJ's programs in Africa.

Building on our success with international legal organizations IBJ has received the first ever grant from the Clifford Chance Foundation to launch our programming in India. IBJ has also been awarded our first grant from the UN, through its Voluntary Fund for Victims of Torture, to develop our Africa program. This is seen as a trial grant and we are in discussions about securing a more substantial grant after the initial program activities have been completed.

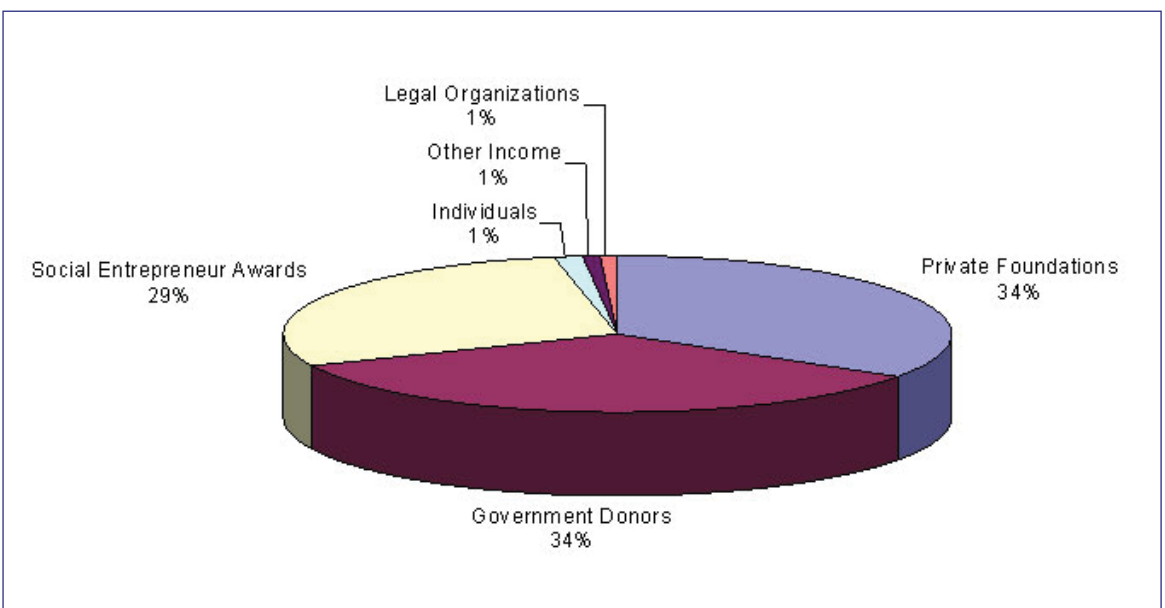
IBJ's 2008 budget has already increased from the 2007 level by \$200 thousand. Through careful stewardship, IBJ has succeeded in maintaining financial solvency while continuing to expand its programming.

IBJ's strategic plan anticipates further expanding its programming, which will require a commensurate increase in financial and human capital in order.

Also of note is the relative devaluation of the U.S. dollar. At the time of writing, the dollar has lost nearly 20% of its value versus the Swiss Franc and 10% when compared to the Chinese Yuan. With the majority of IBJ staff located in Geneva and Beijing, these currency movements add further pressure for IBJ to secure additional, diversified sources of funding.

## In 2008

IBJ has secured more than a million dollars in funding from the multi-lateral development agencies to support its criminal justice programming in Cambodia, Zimbabwe and Burundi.



**IBJ receives support from three main sources of income: Private foundations, government donors and awards for social entrepreneurship made to IBJ's founder, Karen Tse.**

# Administration

## *Our Expanding Team*

*IBJ in the  
Spotlight*



IBJ Founder and CEO was a featured guest at the Carter Center Conference on Faith and Freedom: Protecting Human Rights as Common Cause. She spoke at length about the need to “shift global consciousness” and move from an era of human rights declaration to an era of implementation.

IBJ strengthened our core team in 2007 by hiring a variety of people with considerable experience in criminal defense, nonprofit management, and venture philanthropy.

- **Jean Amabile, Deputy Director.** Jean oversees the internal operations of IBJ. She ensures organizational performance through her support of the programming, operations, and development components of IBJ. Together with the CEO, Jean shapes organizational strategy and sets programmatic goals. Jean brings a depth of criminal justice and management expertise to IBJ, having spent over two decades as a Public Defender in San Francisco’s misdemeanor, juvenile and felony courts.

- **Peter Kenyon, Operations Director.** Peter manages the financial accounting and supports the human resource management of the organization. He also implements internal systems and structures that assist IBJ as we manage growth and country development. Prior to joining IBJ, Peter worked as Operations Manager for the international development consultancy, Peacepath Consulting. Before that he ran the Ventures consulting team at UnLtd, where he provided consultancy support and mentoring to early stage social entrepreneurs, helping them with financial and operational planning.

- **Peter Lowrie, China Regional Program Director.** Peter is responsible for the operation of the Northwest Defender Resource Center in Xi’an and for implementing IBJ’s program strategy and plan for the northwest region of China. An experienced criminal defense lawyer, Peter has practiced for almost ten years as a defense barrister in London and the Southeast of England. Peter has developed a number of criminal defense training programs for barristers and solicitors and has lectured frequently and extensively both domestically and internationally, in Turkey and Armenia.

- **Tim Scheu, Innovation Officer.** Tim is assisting IBJ with fundraising and communication efforts. He brings six years of social sector strategy and marketing experience to IBJ. His most formative experience was as Communications Manager for GlobalGiving, where he helped launch, publicize, and populate the Web’s premier marketplace for international philanthropy. He also served as a nonprofit consultant for the Roberts Enterprise Development Fund (REDF).

Over the course of 2007, IBJ also took on nearly a dozen interns and volunteers in its Geneva, Beijing, and Phnom Penh offices. Together they helped streamline IBJ communications, conduct legal needs research, and handle logistics for defender trainings, among other critical tasks. Their vision, energy and enthusiasm helped IBJ achieve the successes of 2007.

## *Management Structures*

Towards the end of the 2007 calendar year, IBJ also began to reorganize its management priorities and develop a Results Based Management (RBM) system to monitor and evaluate its efforts in the field. The organization also secured an in-kind donation from the Salesforce.com Foundation, and is now using the application to manage its donor and partner relationship management efforts.



# Governing Boards and Team

## *Board of Directors*

Karen I. Tse, Founder and CEO of IBJ  
Francis James, Justice and Security Advisor, Bureau of Crisis Prevention and Recovery, UNDP  
Ronald S.W. Lew, U.S. District Court Judge, Central District of California  
David Little, Professor, Harvard University  
Grace Toh, Senior Vice President, Bank of America  
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Mia Yamamoto, Former President, California Attorneys for Criminal Justice

## *Advisory Board*

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Daniel R. Fung, Senior Counsel, Hong Kong Bar Association  
Scotty McLennan, Dean for Religious Life, Stanford University  
Anthony Saich, Professor, Harvard University  
Charles Sie, Chairman, Aviva Systems Biology, Inc.

## *Executive Team*

Karen Tse – CEO and Founder  
Jean Amabile – Deputy Director  
Sanjeeva Liyanage – Program Director  
Peter Kenyon – Operations Director

## *Country Staff*

China – Jennifer Smith  
Cambodia – Ouk Vandeth  
India - Abhijit Datta  
India – Ajay Verma  
Zimbabwe - Innocent Maja

# Endnotes

<sup>1</sup> An excerpt from Ashoka's profile of IBJ Founder Karen Tse. <http://www.ashoka.org/node/2986>

<sup>2</sup> Adapted from Ashoka's profile of IBJ Founder Karen Tse. <http://www.ashoka.org/node/2986>

<sup>3</sup> 2007, International Centre for Prison Studies

<sup>4</sup> "Significant influence" means cases either resulted in acquittal, they were sent back for retrial as a result of a defense lawyer's efforts, or, where conviction and sentencing did take place, the sentence imposed was clearly less than the maximum possible under law.

<sup>5</sup> 2007, IBJ Baseline Survey on Criminal Legal Aid

<sup>6</sup> 2007, International Centre for Prison Studies

<sup>7</sup> 2007, IBJ Baseline Survey on Criminal Legal Aid

<sup>8</sup> 2007, International Centre for Prison Studies

<sup>9</sup> <http://earthtrends.wri.org/povlinks/country/burundi.php>

<sup>10</sup> 2007, International Centre for Prison Studies

<sup>11</sup> 2007, Burundi Bar Association

<sup>12</sup> 2007, International Centre for Prison Studies

<sup>13</sup> 2007, International Centre for Prison Studies

<sup>14</sup> FY 2004-2005, National Human Rights Commission, India

<sup>15</sup> 2007, International Centre for Prison Studies