

# A solution economy for justice reform



Deloitte Consulting LLP's Social Impact practice helps clients in the public, private, and social sectors address pressing societal challenges. Our multidisciplinary teams can co-create new solutions with clients and help evolve those critical solutions beyond the concept and pilot phases. We focus on strengthening critical linkages between sectors, quantifying and communicating impact, and mobilizing the fast-evolving ecosystem of players—in the ultimate pursuit of moving from aspiration to tangible impact for the organization and for society.

# About the authors

## Ingo Keilitz

**Ingo Keilitz** is senior justice reform specialist in the Governance global practice at the World Bank and former vice president of the National Center for State Courts. He is a major contributor to the development of court performance standards and measures, including the seminal *Trial Court Performance Standards*, the *CourTools*, and the *International Measures of Court Performance*. He has worked with over 100 justice institutions and legal organizations in Africa, the Balkans, Eastern Europe, the Middle East, Hong Kong, Canada, and the Caribbean, as well as in all 50 states of the United States, to help them build world-class performance measurement and management processes.

## Harold Epineuse

**Harold Epineuse** is director of the Justice Policy program at the Institute for Advanced Judicial Studies in Paris (Institut des Hautes Études sur la Justice) and special advisor to the Director of Court Services at the French Ministry of Justice. He has 12 years of experience in governance and justice reform, providing a wide range of consulting and advisory services to clients from both the public and private sectors, nationally and internationally. Epineuse is a former counsel at the World Bank and senior rule of law expert for the European Commission and the Council of Europe. His areas of expertise range from legal and regulatory issues to analytical sectorial work, institutional capacity assessment, and project design, monitoring, and evaluation. He is a regular member of international research teams and is frequently asked to give lectures to professional and academic audiences all over the world.

# Contacts

**William D. Eggers**

Global public sector research director

Deloitte Services LP

+1 571 882 6585

weggers@deloitte.com

**Ingo Keilitz**

Senior justice reform specialist, Governance

World Bank

ikeilitz@worldbank.org

**Harold Epineuse**

Director, Justice Policy program

Institut des Hautes Études sur la Justice

hepineuse@ihej.org

# Contents

A solution economy for justice reform		2
<i>The Solution Revolution</i>		3
The new problem solvers in justice reform		4
Trading in solutions instead of dollars: Open data and justice		7
Duration of pretrial custody: An outcome measure with outsized effects		8
Catalyzing a solution economy in justice		11
Endnotes		13

# A solution economy for justice reform

**A**CCOUNTABILITY mechanisms and strategies that use broad citizen engagement to bolster government responsiveness in solving social problems have garnered much attention from both scholars and practitioners.<sup>1</sup> Today there are new actors—citizen volunteers, social entrepreneurs, foundations, nonprofits, civil society organizations, and private businesses, both big and small—that collaborate with governments in finding solu-

to go solo in their justice reform efforts—independent of other branches of government and other sectors of society. By demonstrating shared responsibility and accountability for performance outcomes that address injustice on a broad scale—instead of focusing on their own narrow internal organizational challenges using input and output measures of resources, activities, and operations that are often not widely understood—justice institu-

tions and systems can create a “market” for solutions to big justice-related societal problems with actors other than justice sector insiders.

In this article, we suggest that there are opportunities for justice reform in an “economy of solutions.”<sup>2</sup> After citing several relatively

Justice institutions and judiciaries throughout the world have tended to go solo in their justice reform efforts—independent of other branches of government and other sectors of society.

tions to serious social problems, thus blurring traditional divides between civic, business, and philanthropic responsibilities.

Perhaps due to their traditional adherence to principles of judicial independence and separation of powers, justice institutions and judiciaries throughout the world have tended

modest examples of the emergent solution economy operating in the justice arena (figure 1), we propose the adoption of duration of pretrial custody, an example of a performance measure that shows considerable promise of serving as a potent nonmonetary “currency” for justice reform in the solution economy.<sup>3</sup>

# The Solution Revolution

In their 2013 book *The Solution Revolution: How Business, Government, and Social Enterprises Are Teaming Up to Solve Society's Toughest Problems*, William D. Eggers and Paul Macmillan argue that, in today's climate of fiscal constraint and political impasse, we cannot expect government alone to tackle entrenched social problems.<sup>4</sup> They describe what they see as an emerging solution economy in which governments collaborate with new actors outside of government in such activities as crowdsourcing, crowdfunding, ridesharing, app development, and impact investing to fight poverty, provide low-cost health care, prevent obesity, and develop renewable energy. Government, business, philanthropy, and

social enterprise come together in this solution economy, blending market forces with altruism to tackle tough problems. The nontraditional, nonmonetary “currencies” that are traded in the solution economy are evidence of progress toward the solutions and the improved reputations of the problem solvers for “moving the needle on the dial.”

By moving away from the traditional, unilateral top-down model for delivering services, governments in this solution economy are not the sole agents of social change but, instead, act as enablers by focusing on desired social outcomes that everyone understands and values—and thus opening heretofore closed doors to many new problem solvers.<sup>5</sup>



# The new problem solvers in justice reform

## **U**SING prizes and challenges.

Competitions for prizes—open to everyone, not just credentialed, pedigreed experts—are one area that illustrates how justice reform has entered the solution economy. They are an example of what Eggers and Macmillan call “public value exchanges”—a more cost-effective alternative, often staggeringly so, to traditional government procurement. Such competitions typify the solution economy, wherein entrepreneurs, businesses, donors, and nonprofits join governments to spread social impact.<sup>6</sup> The organizers announce a challenge and offer a prize, and then stand back as smart and ambitious individuals and groups compete to come up with solutions. New actors create new markets for social good and trade in solutions instead of money.

The World Bank Multi-Donor Trust Fund for Justice Support in Serbia recently joined forces with the Serbian Ministry of Justice and Public Administration to launch the first-ever “justice competitions” in Serbia. The aim was to overcome reform “fatigue” and garner fresh input to the justice reform process from the general public, including students, artists, and the media. One part of the program is a “suggestion competition” in which entrants send in their suggestions to improve justice service delivery; the winner is awarded a \$1,000 prize. The second part of the program is a photo competition; entrants submit a photo depicting how they think justice in Serbia will look upon European Union accession, and again the winner is awarded a \$1,000 prize. All of the latter entries are showcased at a public photo exhibition. Marketing efforts for the competitions targeted social media, news websites,

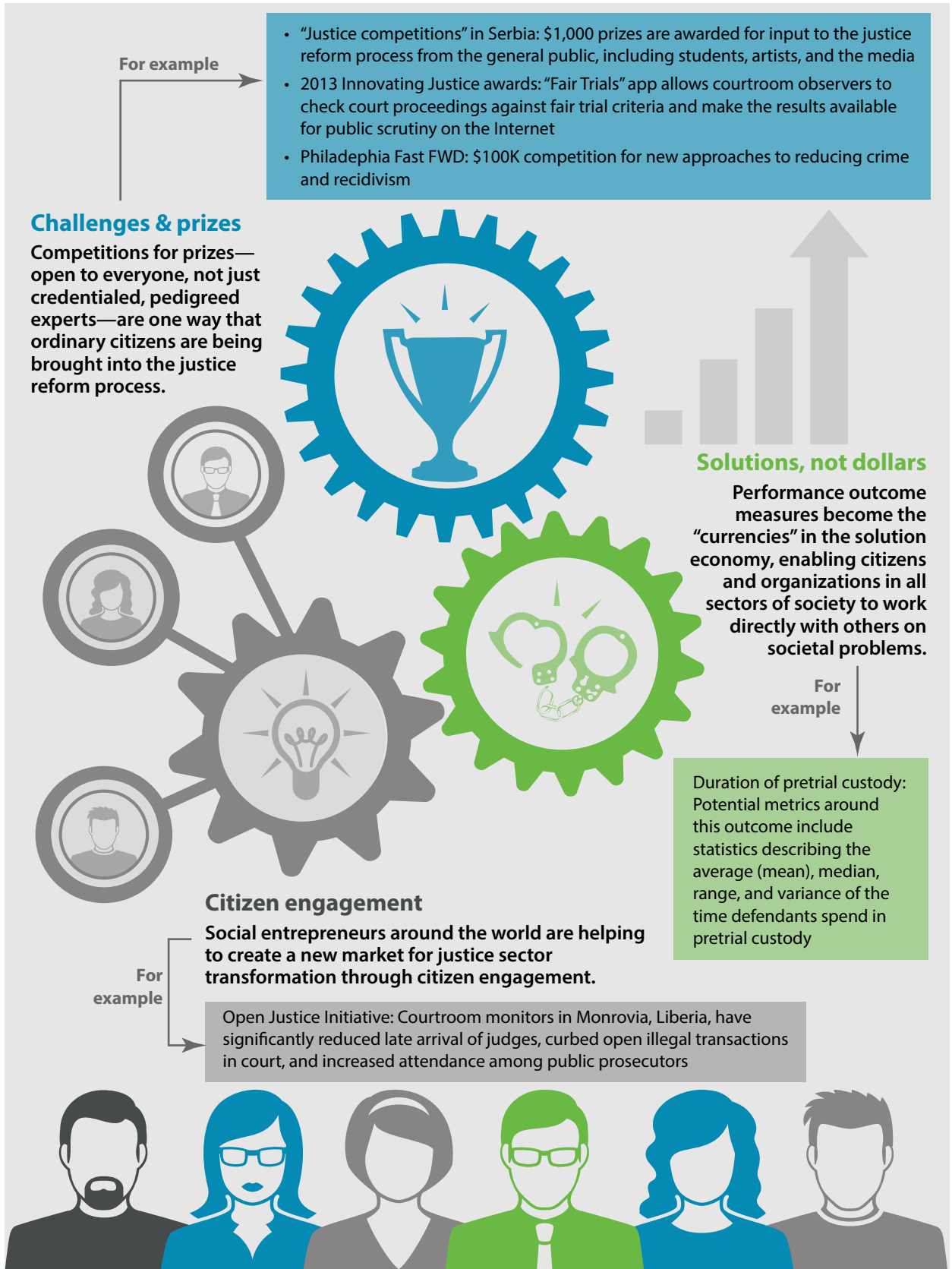
public posters, civil society organizations, and stakeholders’ distribution lists.<sup>7</sup>

There is a striking similarity between the winners and nominees in the above initiative and those in another competition, the 2013 Innovating Justice Awards, a collaborative effort of four nongovernmental organizations working in the justice arena.<sup>8</sup> With a few exceptions, winners and nominees are not government employees. Instead, they are people like Frank Richardson, the founder of OpenTrial, a firm based in the United Kingdom with the goal of promoting “legal system transparency that engenders improved accountability, civic engagement, and reform.”<sup>9</sup> A self-described “natural entrepreneur,” Richardson submitted an idea for a “Fair Trials App,” a smartphone application that allows courtroom observers to check court proceedings against fair trial criteria and make the results available for public scrutiny on the Internet. While he clearly sees profit potential in his work, Richardson’s aim is “strengthening justice and the rule of law.”<sup>10</sup> Like many other innovators—Eggers and McMillan call them “wavemakers” who are changing conventional beliefs and practices—Richardson mixes profit making and social mission.

**Driving citizen engagement.** Then there are people like Al Varney, a community leader in Monrovia, Liberia, who, like Frank Richardson and other competitors in the Innovating Justice Awards, is among the many social entrepreneurs around the world helping to create a new market for justice sector transformation through citizen engagement. With his recently started initiative, a court monitoring system called the Open Justice Initiative,



Figure 1. Justice innovations



Varney is working to build creative tools for social accountability, supported by training, design support, mentorship, and seed funding from Accountability Lab, an independent nonprofit organization.<sup>11</sup>

Twice a week, volunteer monitors from the Open Justice Initiative observe four magisterial courts in Monrovia and generate a justice “scorecard” that includes measures relating to the number of cases processed, whether the judge arrives on time, whether bond fees are returned to defendants, and whether a bulletin of cases is made public. The first comprehensive scorecard will be published soon in local newspapers to generate debate and be discussed with Ministry of Justice officials. While the Open Justice Initiative is still in its infancy, its courtroom monitors have stated that their presence alone has significantly reduced late arrival of judges, curbed open illegal transactions in court (such as bribery), and increased attendance among public prosecutors.<sup>12</sup>

Varney, dubbed an “accountapreneur” (someone with an entrepreneurial approach

to accountability) by Accountability Lab, intends this court monitoring system to help rebuild Liberia and solve the problem of an unresponsive justice system that does not allow ready access to justice in his community. “I have noticed that . . . there has been a lot of attention on the education sector [and] on the health sector, and there has been a lot of donor

funding as it relates to infrastructure, but there has been little as it relates to our justice system,” said Varney in a recent video. “The reason we went to war was because people never had access to justice. People failed

to go to court because they never had money. They were marginalized, so they decided to use arms as a means to solve their problem.”<sup>13</sup> He felt that if people wanted to have good justice, it was up to the community to monitor it. Varney’s plan is not to “witch hunt” and work at cross-purposes with the courts, but rather to collaborate with them to create an effective justice system. “Our aim is to make people accountable,” said Varney.

## Our aim is to make people accountable.



# Trading in solutions instead of dollars: Open data and justice

**J**USTICE institutions and justice systems that continually and transparently answer the question “How are we doing?”—sharing their performance data while embracing citizen feedback mechanisms—proclaim their shared responsibility and hold themselves accountable for performance outcomes that matter to ordinary citizens. Trading in the currency of performance data and societal outcome measures for specific solutions, they effectively move the important work they do beyond their own four walls. This takes justice out of the hands of only government “insiders” such as judges, prosecutors, defense attorneys, ministers of justice, and justice system executives and managers, as well as the government contractors working on these officials’ behalf. The outcomes achieved by a transparent and responsive justice system, in effect, become part of a larger solution economy, where there are many more agents of change. In this new environment, engaged participants “trade” in nontraditional currencies such as shared performance data, their own reputations, and societal outcomes that show that governments, businesses, and social enterprises together are all making a difference.

The common thread through this joint behavior consists of shared values and mutual advantage. Performance outcome measures become powerful collaborative tools—they become the “currencies” in the solution economy, enabling citizens and organizations



in all sectors of society to work directly with others on societal problems.

Eggers and Macmillan remind us that solving society’s most intractable problems “begins with understanding what actually moves the needle.”<sup>14</sup> This means that achieving justice reform requires identifying and developing performance measures that have social and commercial value as currencies in the solution economy; that are readily understood and appeal to the widest possible audience; that closely align with key success factors recognized by society at large; and that drive and inspire success by enabling multi-sector problem solving. It is important that such measures attract the attention and energy not only of change agents inside justice institutions and systems, but also of others in society who see social value and mutual advantage in the solutions that the measured social outcomes represent.

# Duration of pretrial custody: An outcome measure with outsized effects

ONE such measure is the *duration of pretrial custody*, an easily understood and relatively simple measure that matters to ordinary citizens and policy reformers alike who worry about the injustice, and the attendant financial burdens and societal costs, of prolonged and unjust pretrial detention. It is defined as the period for which criminal defendants who have not been convicted of a crime are incarcerated while awaiting trial.

The economic and social costs of prolonged and unjust detention can be especially devastating for people living in poverty.

Individuals in pretrial custody account for roughly one-third of all incarcerated individuals globally, according to some estimates.<sup>15</sup> Simple statistics describing the average (mean), median, range, and variance of the time defendants spend in pretrial custody can be computed across numerous variables and disaggregated by criminal case type, location and units of courts and jails, defendant

characteristics (such as income level), type of prosecution and defense, and other factors.<sup>16</sup>

Duration of pretrial custody is a performance measure with the potential of having an outsized effect. It has drawn the attention not only of justice system insiders (judges, prosecutors and defense attorneys, and law enforcement and corrections officials) but also of many groups and individuals outside the formal justice systems who care about reducing crime, ensuring public safety, fighting poverty, reducing costs, making wise use of public resources, combating disease, promoting human rights, and making our legal systems more just.

Prolonged unjust detention, the inequitable treatment of incarcerated pretrial defendants who are poor or belong to a marginalized group, and the staggering financial and social costs of jail overcrowding are societal problems common throughout the world.<sup>17</sup> Recent studies in the United States found that pretrial detention is associated with a greater likelihood that defendants will be sentenced to jail or prison, as well as given longer sentences than other defendants who are similar in every known way except their pretrial release status. Moreover, among low- and moderate-risk defendants, the length of pretrial detention is positively associated with the likelihood that pretrial detainees will reoffend.<sup>18</sup> Prolonged pretrial detention can also have negative impacts on a nation's public health. Evidence indicates that the risk of exposure of pretrial detainees, as well as other detainees and prison

guards, to infectious diseases such as HIV and tuberculosis is heightened, particularly where prisons are overcrowded.<sup>19</sup>

The economic and social costs of prolonged and unjust detention can be especially devastating for people living in poverty. In Bangladesh, for example, prisons are severely overcrowded, and imprisonment simply means “locking away” defendants without offering prospects for rehabilitation or reintegration into society. Almost 70 percent of prisoners in Bangladesh are held in pretrial detention.<sup>20</sup>

Because it is clear, focused, and actionable, and because it is an easily understood indicator of an entrenched social problem, duration of pretrial custody is a potential rallying point for reform and improvement efforts that can bring government, citizens, groups, and organizations together in a solution economy. Justice institutions, social enterprises, and businesses can collaborate to reduce the average duration of pretrial custody, thereby not only creating

efficiencies in court case processing that reduce the prison population, but also addressing a host of social problems.

How can justice systems and institutions—including the courts, prosecution and legal defense departments, ministries of justice, and law enforcement and corrections agencies—be responsive to the problems associated with pretrial custody as part of the solution economy? As a start, they could gain considerable public trust and reap political capital simply by putting detailed data on pretrial custody into the public domain, making it available for real-time feedback, and inviting social enterprises and businesses to join them in problem solving. They could, for example, collaborate with civil service organizations in identifying and examining the divergence between the mean and median number of days in pretrial custody among all criminal defendants. When the mean and median diverge, inflating or deflating the mean but not the median, it may be





because relatively small groups of defendants (such as the poor and marginalized) are treated differently than the rest. The characteristics, treatment, and conditions (such as overcrowded and disease-ridden jails) of individuals with especially long pretrial prison stays (as well as especially short stays—which may occur among the rich, for example) could be examined for potential irregularities. So could these outliers' experience with case processing and pretrial events, including factors related to the issuance of warrants, initial appearance and arraignment, charging practices, plea agreements, bail decision making, pretrial services, custody conditions, and alternative sentencing. Doing so might lead to solutions for reducing the number of days defendants

spend in detention and improving pretrial custody conditions.

Such collaborative approaches, where justice institutions and justice systems are integrators, enablers, and market makers, are very similar to the way open data programs work in many cities and countries. Governments produce and commission performance data about everything from police response times and prison statistics to street cleaning schedules, school testing scores, business licenses, and restaurant inspection reports. These data are made available to the public, and businesses and social enterprises are invited to use and distribute the data to generate social and commercial value for mutual advantage.

# Catalyzing a solution economy in justice

**G**OVERNMENTS, justice systems, and individual justice institutions can impel a solution economy in the justice sector in several specific ways.

**Develop the “right” performance measures.** First and foremost, governments, justice systems, and individual justice institutions should identify and develop performance measures that have broad social value. The “right” ones are outcome measures that ordinary citizens care about, such as measures of access to justice, timeliness and court delay, procedural fairness, judicial independence and integrity, and public trust and confidence in the courts. Developing such measures often means infusing already identified internal performance measures with meaning for the widest possible audience. For example, in addition to duration of pretrial custody, a measure such as *collection of monetary penalties*, adopted by many justice systems throughout the world, may appear to most people to be no more than an internal indicator of the efficiency and cost-effectiveness of the process of collecting fines, fees, and other monetary penalties imposed by justice authorities. Justice systems and institutions should make it clear that this measure is much more than an internal measure of efficiency of one government entity. It is instead a much broader indicator of compliance with the rule of law, premised on the principle that justice is not fully served until all court orders have been enforced and complied with and all parties are held accountable for their financial obligations under law.

*See performance measures as an alternative to monetary currency.* Governments, justice systems, and individual justice institutions

should think of performance measures and the social impact that they signify, as well as the attendant reputation of those who move the dial on these measures, as alternative non-monetary currency. For example, a district court in a district of 20 courts that outshines the others in collection of monetary penalties can parlay its reputation for excellence into greater public trust and confidence and increased competitiveness for government funding. Citizen volunteers, social entrepreneurs, and civil service organizations that assist in the court’s collection efforts may also gain a reputation for making a social impact that can be exchanged for goods and services.

**Share the data.** Governments, justice systems, and individual justice institutions should get into the habit of putting their performance data into the public domain, not as an obligatory gesture toward government accountability and transparency, but instead as an opportunity for reform not otherwise available. Justice environments are complex, even chaotic; many formal justice systems and institutions simply do not have the means to make sense of them, and they are limited in their capacity to implement broad justice reform. They should engage new actors in the solution economy so that the non-traditional currency of performance measures and results gets circulated and used—in other words, that the measures and results get into the hands of the right actors, in the right way, and at the right time (ideally in real or near real time). Posting performance measures on a court’s website, well-hidden in the depths of the site, is not nearly sufficient.

**Look for shared value and mutual advantage.** Justice influences how—and how

well— people live, including their health, education, access to safe water and shelter, personal security, dignity, voice and empowerment, and equality of opportunity. Justice is a part of the normative framework of human development and well-being. Governments, justice systems, and individual justice institutions should ask themselves which “solvers” in the solution economy—citizen volunteers, social entrepreneurs, foundations, nonprofits, civil society organizations, and private businesses—share the values of justice and could see mutual advantage in justice outcomes measured by specific performance measures. They should aggressively create opportunities for collaboration with these solvers.

One example of such collaboration is in the city of Philadelphia, which has long had a crime problem. Philadelphia has been ranked between the fourth and the seventh most dangerous American city throughout the past decade.<sup>21</sup>

In 2014, mayor Michael Nutter decided to try a different approach to crime and justice: launching a competition. The city launched a \$100,000 challenge called FastFWD that invited entrepreneurs to develop innovative solutions to crime and justice. “We wanted to open up the solution space,” explains Story Bellows, who led the initiative for the city. “We were looking for solutions we didn’t expect and didn’t even know existed.”<sup>22</sup>

In addition to \$10,000 in seed money, each of the winners earned the chance to do a pilot project with the city. Most of the winners were fairly new to the justice space and not

beholden to the “This is how we’ve always done it” mindset. Their independence of thought freed them up to bring very new approaches to very old problems of law and justice. One of the winners was Jail Education Solutions, a tablet-based learning platform built for inmates by a young entrepreneur whose father was an educator at California’s Folsom State Prison. “We know that educational training reduces recidivism and saves taxpayer dollars, so we’re excited that Philadelphia is enabling technology that can improve the opportunities of so many returning to our communities,” says Jail Education Solutions co-founder Brian Hill.<sup>23</sup>

**Balance judicial independence and comity.** Finally, judiciaries should disavow a narrow view of institutional independence that disallows comity, collaboration, and shared responsibility with the other branches of government and other sectors of society, including citizen volunteers, social entrepreneurs, foundations, nonprofits, civil society organizations, and private businesses. Such a narrow view is clearly rejected by the influential *Trial Court Performance Standards*,<sup>24</sup> which are generally embraced by justice systems around the world. The five standards in the performance area of “independence and accountability” meld the principles of separation of powers and judicial independence with the need for comity, public accountability, and responsibility. Standard 4.1, “Independence and Comity,” specifically requires courts to maintain their institutional integrity but observe the principle of comity in their governmental relations.

The findings, interpretations and conclusions expressed herein are those of the authors and do not necessarily reflect the views of the International Bank for Reconstruction and Development, the World Bank and its affiliated organizations, or those of the executive directors of the World Bank or the governments they represent.



# Endnotes

1. See, for example, the World Bank's website for the Global Partnership for Social Accountability, <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/CSO/0,,print:Y~isCURL:Y~contentMDK:23017716~pagePK:220503~piPK:220476~theSitePK:228717,00.html>; also Mario Marcel, senior director, Governance Global Practice, World Bank, who noted in a May 16, 2014 interview with the Thomas Reuter Foundation that "what really works [in improving government accountability] is when people realize citizens are watching them, have access to information about their work" (Stella Dawson, "Q+A: 'What works is when governments know citizens are watching'—OECD's Marcel," May 16, 2014, <http://www.trust.org/item/20140516035708-elj67/?view=quickview>).
2. This assumes, of course, that there exists both the capacity and the political will to engage in an economy of solutions, an assumption that is questionable for justice systems in many countries around the world.
3. Pretrial custody is one of 11 "core" performance measures prescribed by the International Consortium of Court Excellence as part of its International Framework for Court Excellence. See International Consortium for Court Excellence, "The International Framework for Court Excellence," <http://www.courtexcellence.com/>, accessed January 23, 2013. See also *Measuring progress toward safety and justice: A global guide to the design of performance indicators across the justice sector*, Vera Institute of Justice, November 2003, pp. 27-28, [http://www.vera.org/sites/default/files/resources/downloads/207\\_404.pdf](http://www.vera.org/sites/default/files/resources/downloads/207_404.pdf), accessed January 28, 2014. Page 12 states that eschewing references to "legal categories or stages of judicial proceedings" and building "indicators that speak about days in custody can help the wider public understand and use the indicators in their own conversations about safety and justice."
4. William D. Eggers and Paul Macmillan, *The Solution Revolution: How Business, Government, and Social Enterprises Are Solving Society's Toughest Problems* (Harvard Business Review Press: Boston, 2013).
5. In *The Solution Revolution*, p. 6, Eggers and Macmillan note that "[g]overnment's role has changed dramatically in just the past decade or two. Sometimes it is a funder, but usually not the only funder; sometimes it integrates all the players; sometimes it's the market maker; sometimes it's just one of many contributors to the solution; and sometimes all it has to do is get out of the way to let these solutions markets work."
6. Eggers and Macmillan, *The Solution Revolution*, pp. 12, 137-168.
7. Competitions were due to close at the end of February 2014 but were extended by a month due to popular demand.
8. Launched in July 2009, Innovating Justice is a platform for rule of law solutions built by four professional organizations: the Hague Institute for the Internationalisation of Law (HiiL), the Microjustice Initiative, the European Academy for Law and Legislation, and the Center for International Legal Cooperation. See Innovating Justice Forum, "HiiL Innovating Justice Awards 2013," <http://www.innovatingjustice.com/index.php?pageID=83>, accessed January 15, 2014.
9. OpenTrial, "About us," <http://www.opentrial.org/about-us/mission>, accessed January 27, 2013.
10. Innovating Justice Forum, "Smartphone app for courtroom justice," [http://www.innovatingjustice.com/innovations/Fair-Trial-Smartphone-App?view\\_content=intro](http://www.innovatingjustice.com/innovations/Fair-Trial-Smartphone-App?view_content=intro), accessed January 25, 2014.
11. Blair Glencourse, Founder and Executive Director of Accountability Lab, personal communication with the authors, April 12, 2014.
12. Ibid.
13. AccountabilityLab, "Open Justice Initiative," January 9, 2014, YouTube video, 3:08; <https://www.youtube.com/watch?v=Wb7YYofgJU>, accessed September 9, 2014.
14. Eggers and Macmillan, *The Solution Revolution*, p. 223.

15. Open Society Foundations, *Improving health in pre-trial detention: Pilot interventions and the need for evaluation*, 2011, <http://www.opensocietyfoundations.org/sites/default/files/pretrial-detention-health-20110531.pdf>, accessed July 7, 2014.
16. Calculations can include the mean and median number of days that defendants are in custody, the 90<sup>th</sup> and 99<sup>th</sup> percentile in days, and the number of defendants, percentage of defendants, and cumulative percentage in various durations of pretrial detention (for example, 10 days or fewer, 11–25 days, 26–50 days, 51–100 days, more than 100 days).
17. Open Society Justice Initiative, *Pre-sumption of Guilt: The Global Overuse of Pretrial Detention* (New York, NY: Open Society Foundations, 2014).
18. Laura and John Arnold Foundation, *Pretrial criminal justice research*, 2013, [http://www.arnoldfoundation.org/sites/default/files/pdf/LJAF-Pretrial-CJ-Research-brief\\_FNL.pdf](http://www.arnoldfoundation.org/sites/default/files/pdf/LJAF-Pretrial-CJ-Research-brief_FNL.pdf), accessed September 4, 2014. The full research reports for this series of studies can be viewed at [www.arnoldfoundation.org/research/criminaljustice](http://www.arnoldfoundation.org/research/criminaljustice).
19. Open Society Foundations, *Improving health in pre-trial detention*.
20. Deutsche Gesellschaft für Internationale Zusammenarbeit, “Justice and prison reform for promoting human rights and preventing corruption,” <https://www.giz.de/en/world-wide/15042.html>, accessed February 21, 2014.
21. William D. Eggers and Anesa Parker, *Government problems and the power of prizes*, *Governing.com*, August 6, 2014, <http://www.governing.com/columns/smart-mgmt/col-government-incentive-prize-competitions-problem-solving.html>.
22. *Ibid.*
23. *Ibid.*
24. Commission on Trial Court Performance Standards, “Trial court performance standards with commentary,” Bureau of Justice Assistance, US Department of Justice, Washington, DC, 1997a, <https://www.ncjrs.gov/pdffiles1/161570.pdf>.





Follow @DU\_Press

Sign up for Deloitte University Press updates at [DUPress.com](http://DUPress.com).

#### **About Deloitte University Press**

Deloitte University Press publishes original articles, reports and periodicals that provide insights for businesses, the public sector and NGOs. Our goal is to draw upon research and experience from throughout our professional services organization, and that of coauthors in academia and business, to advance the conversation on a broad spectrum of topics of interest to executives and government leaders.

Deloitte University Press is an imprint of Deloitte Development LLC.

#### **About this publication**

This publication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively the "Deloitte Network") is, by means of this publication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this publication.

#### **About Deloitte**

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a more detailed description of DTTL and its member firms.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries and territories, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte's more than 200,000 professionals are committed to becoming the standard of excellence.

© 2014. For information, contact Deloitte Touche Tohmatsu Limited.