

A close-up photograph of two hands, one darker-skinned and one lighter-skinned, reaching towards each other against a bright blue sky. The hands are positioned in the center of the frame, with fingers slightly curled as if about to clasp or support each other. The lighting is warm and natural, highlighting the textures of the skin.

Annual Report and Accounts 2020

15 years of supporting
people-centered justice

It is nice that we can make vacuum-cleaners user-friendly, but we think justice is a little bit more urgent.

We are friendly rebels who are passionate about social impact. We aim to empower 150 million people to prevent or resolve their most pressing justice problems by 2030. Why?

Each year, 1 billion people have a new justice problem. Shockingly, over 70% of those people do not find a satisfactory resolution. 30% don't even feel empowered enough to take action. This has a high impact on their lives and society: from violence to seriously damaged relationships and business conflicts.

To make a long story short: justice does not deliver what people need in their most difficult moments.

The problem is that we are still using the same models developed in the past centuries. It makes the process of getting justice today slow, tough, difficult and very expensive.

We truly believe basic justice care for everyone is possible. With data and technology we co-create high quality justice based on what we need now.

We at HiiL call it: user-friendly justice.

Justice that is affordable, accessible and easy to understand. It is justice that works.

Table of contents

4	If ever there was a time, it is now
6	Summary
8	People-centred justice: executing our 2020-2021 strategy
11	Results achieved during 2020
16	Overview of 2020 results achieved based on indicators
18	Outlook for 2021
20	Highlights
22	Covid-19 Survey
24	Ethiopia
26	Mali
28	Uganda
32	The Netherlands
34	Nigeria
36	United States of America
38	Supporting Justice Innovators
44	HiiL organisation
46	Innovating Justice Forum 2020
47	HiiL Academy
48	Human Resources
50	Communications
51	Governance and management
53	Partners and donors
60	Finance and administration
62	Board Report
67	A. Balance sheet
68	B. Income statement
69	C. Specification of the Revenues
70	D. Explanatory notes for the annual accounts
73	E. Cash flow statement
74	F. Notes to the balance sheet
78	G. Notes to the income statement
81	H. Independent auditor's report

If ever there was a time, it is now

“2019 was a watershed year,” I wrote in my introduction to [last year’s Annual Report](#). In 2019, we looked at Sustainable Development Goal (SDG) 16.3 straight in the eye and aligned around an approach to achieving it: people-centred justice. Little did we know what 2020 would bring.

It turned out to be a jolting year that gave us an unprecedented global pandemic, a deep economic recession, and enormous social and political upheaval. [The Covid-19 Justice survey](#) of justice leaders we conducted in July was unequivocal: demand for justice surged, particularly around business problems, debt, employment disputes, family disputes, domestic violence, housing and access to public services.

At the same time, our ability to deliver justice services decreased due to lockdowns, diminishing resources and people falling ill. In many countries, social dysfunction and structural inequities that provoke racism, discrimination and inequality exploded onto the streets. It was also the year of the blast in Beirut, the coup d’état in Mali and the cold-blooded shooting of young protesters on the streets of Lagos, all countries in which we work.

Justice was (and remains) a common thread through all of this. Justice which ensures that draconian Covid-19 measures respect human dignity. Justice which helps share the burdens of the economic downturn more equitably. Justice which ensures the accountability of governments. Justice which protects all people, regardless of race, religion, sexual orientation or income level.

It was not easy, but in 2020 we worked hard to contribute to that objective. We set out what we achieved in these pages.

In February 2020, before the outbreak of the pandemic in Europe, we were able to hold the 10th [Innovating Justice Forum](#). It was dedicated to a new cohort of amazing justice entrepreneurs and the topic of financing justice. The 2020 [SDG 16.3 Trend Report, Charging for Justice](#) provided the foundation.

We collected more data on justice needs and upgraded our [Justice Dashboard](#) to make the data more accessible and interactive. We held Stakeholder Dialogues on people-centred justice programming in Uganda, Mali and Nigeria. In Beirut, two Innovation Labs worked on [justice innovation for Syria](#). And we continued to work closely with the Pathfinders for Justice, contributing to two [Justice in a Pandemic](#) reports and a [ministerial summit](#).

We also grew as an organisation in 2020. We recruited more HiiLers in The Hague and in the countries where we work, and we improved our management systems. There is much more, as you will read below.

It was an extraordinary year. I deeply thank all those who supported and worked with us. Our board members, our funders, the people and institutions we worked with, those that cheered us on and those who gave us valuable criticism. We will continue to work hard to earn and keep your trust.

My very best,
Sam

A handwritten signature in black ink, consisting of a large, stylized 'S' followed by a horizontal line and a small 't' or 'r' at the end.

Summary

We aim to empower 150 million people to prevent and resolve their most pressing justice problems by 2030.

To achieve that, in 2020:



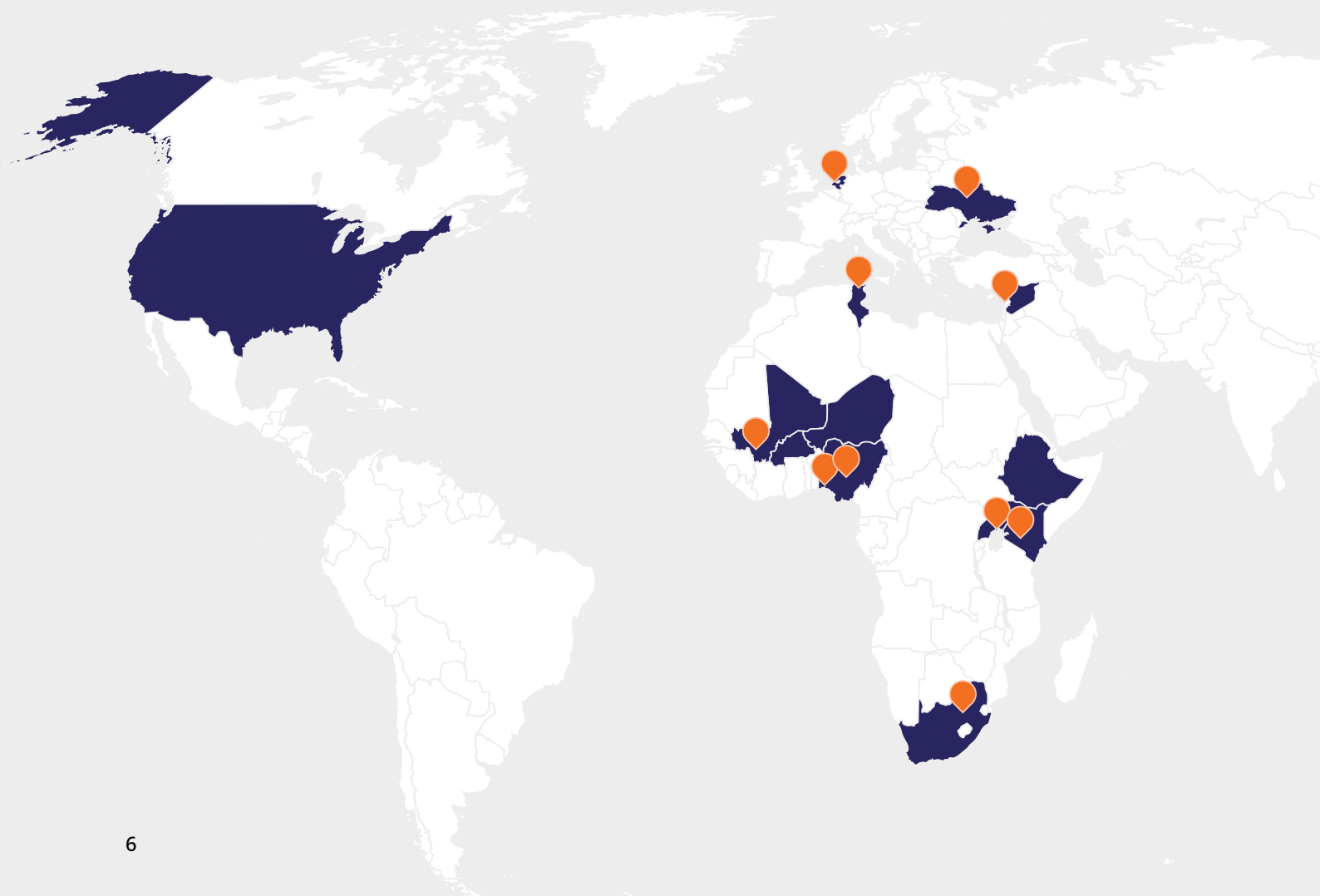
We conducted 15 projects in 13 countries:

2 in Europe, 8 in Africa, 2 in MENA,
1 in the Americas



We had local offices or representatives in:

Kampala, Nairobi, Johannesburg, Lagos,
Abuja, Bamako, Kyiv, Tunis, Beirut
and The Hague



Our key strategic partners were:

- The Dutch Ministry of Foreign Affairs
- The Swedish International Development Agency (SIDA)
- The European External Action Service (EEAS)
- The United Nations High Commissioner on Refugees (UNHCR)
- The Dutch Postcode Lottery (NPL)
- The City of The Hague
- The University of Denver (IAALS)
- Mott Foundation
- The World Bank
- The German International Development Agency (GIZ)

We are grateful for their contributions in realising equal access to justice for all.



Our justice focus areas:

Family
Employment
Crime
Land
Neighbours



We collected data on justice problems and -journeys from

24,744

people
in 19 countries



We supported

43

justice entrepreneurs
through our Justice
Accelerator programme

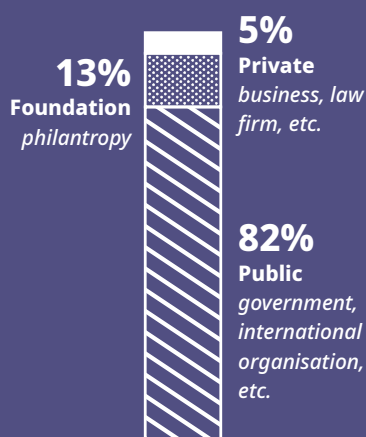


We welcomed

25

new HiiLers

Our funding came from:



Our budget and people:

	2020	2019
Revenues (EUR)	7.4 mln	6.4 mln
Solvency ratio (total reserves divided by total liabilities)	27%	19%
Current ratio (current assets divided by total debts)	1.35	1.2
Average number of FTE	40.4	29.1

PEOPLE-CENTRED JUSTICE: EXECUTING OUR 2020-2021 STRATEGY

During 2019, the justice sector opened up to people-centred approaches to ensure equal access to justice for all (SDG 16.3). Experts convened by the OECD emphasised policies based on data and addressing the justice problems people experience. The Taskforce on Justice issued reports quantifying the worldwide justice gap. Countries compared their policies for meeting the justice needs of the population. Ministers of Justice gathered in The Hague to declare that justice needs cannot be met simply by increasing the capacity of courts and law firms. The way forward became clear: putting people at the centre, working evidence based, opening up to innovation and including prevention.

This was the background for our 2020-2021 strategy geared towards this paradigm shift. Supported by surveys on justice needs and research towards effective responses to justice problems, we planned to offer two main interventions. First, to organise stakeholder dialogues so justice leaders can confront the challenges and develop strategies for addressing the justice gap in their country. And second, to continue developing our Justice Accelerator to facilitate pilot programmes and justice start-ups towards scaling Gamechangers. These innovative services and scalable solutions disrupt a 'business-as-usual mindset' and help resolve or prevent a myriad of justice problems such as land, family, and neighbour disputes along with employment justice and crime.

HiiL is built on the know-how and networks of the executive board and growth. During the second half of 2019 and early 2020, we broadened the senior expertise and improved the structure of the organisation. We established a leadership team that is capable to improve our project management, standardise our support services, and to lead HiiL's Transformation and Accelerator teams.

When April 2020 arrived, however, everything changed. The Covid-19 pandemic forced the justice sector into survival mode. Lockdowns prevented meaningful stakeholder dialogues and interrupted national justice systems as courts, police, and traditional legal services struggled to meet even the basic justice needs of people. HiiL adapted to the rapidly changing situation. We focused on our people, our stakeholders, our finances and our programs. We had to change our working methods into more online and more local. In this tumultuous year, we accomplished several results.

Results achieved during 2020

Despite the pandemic, we finalised our first integral country programme, the Uganda Justice Innovation Programme 2017–2020.

The scale of the challenge

According to the 2019 Justice Needs and Satisfaction survey by HiiL and JLOS, Ugandans encounter 12.7 million legal problems each year. Of those, 4.7 million legal problems are abandoned annually without fair resolution, 1.9 million remain unresolved and 2.13 million are considered unfairly resolved. The most recent data suggests a widening justice gap exacerbated by the pandemic and at risk of further increase.

Prior to the COVID-19 pandemic, crime, land, and family problems encompassed more than half of the burden of injustice in Uganda. Of all the Ugandans who reported a justice problem, 40% reported crime, 31% a land problem, 25% a domestic violence problem and 17% other family problems. These problems often get mentioned as the most serious justice problems people experience. There is also a gender component to this. Widows, people with a limited social network are particularly vulnerable to land problems. Women suffer much more from domestic violence.

The results achieved validate our core approach (as confirmed by an external evaluation):



Data on justice needs and satisfaction are available and increasingly used in the sector to assess progress



Initiated evidence-based practice in the field of family justice and domestic violence



Established an ecosystem for justice innovation, but sustainable implementation of innovative justice services has not yet been achieved



Supported justice leaders to form a coalition around key justice challenges and focus on unmet conditions to ensure sustainability



Connected people-centred justice in Uganda to the international movement with its increased knowledge and incentives



Governance and project management increased ownership by the local team and supported by HiiL experts

Additional results realising our 2020 seven strategic goals can be summarised as follows:

Goal 1

Strategies: We facilitated justice leaders in Imo State, Nigeria to create a people-centred justice strategy focused on Crime; Money-related disputes; Employment justice; Land conflicts; and Neighbours/Family disputes. For each of these justice areas, concrete improvements in the lives of citizens were formulated (justice transformation goals) and assigned smart targets.

Work on justice transformation strategies in Ethiopia, Mali (land justice and more), Ogun State (Nigeria), Syria (violence against women, identity documents) and in the Netherlands (criminal justice) has delayed while we found that our method for stakeholder dialogues will benefit from conceptual clarity. This reflects the paradigm change that the sector is facing. A main challenge involves facilitating justice leaders to develop effective strategies, which are based on data, which is new for the sector. There is also the tension between loyalty to their institution (translating into a wish to set goals for the institution) and the need to put people centred outcomes first. At the same time a strategy should be grounded in local realities with realistic timeframes that maintain momentum while benefiting from experience in other countries. We are making progress in improving our methods and expect this work to induce at least two more strategies throughout 2021.

Goal 2

Game-changing justice services: We continued to support justice innovations through our accelerator programme. Our Justice Accelerator, supported by the research team, identified seven categories of Gamechangers. These types of justice services have the potential to address hundred-thousands of justice problems in a scalable and financially sustainable way. Our current portfolio has identified two organisations that can be seen as potential gamechangers:

- Haqdarshak: Claims platform for government welfare services in India.
- Avodocs: User-friendly contracts platform for SMEs in Ukraine.

Other innovative services with growth potential include:

- DIYLaw: One stop shop for SME registration, contracts, and legal expertise in Nigeria.
- BarefootLaw: Community Justice services for rural areas in Uganda.
- Justice42 / Uitelkaar.nl: Online divorce portal based in the Netherlands.

We support a substantial number of smaller innovations that are useful to people and continued to build the ecosystem for people-centred justice innovation through a system of local hubs, who work with hundreds of innovators (see the Highlights section for details and examples).

In response to weaker than expected growth of justice sector start-ups, we examined the enabling environment for (innovative) people-centred justice services in our 2020 Trend Report: Charging for Justice. We found these innovations face serious structural barriers in the “market” for resolution and prevention of people’s justice problems. These learnings will be integrated in our work on innovative justice services during 2021. Besides focusing on scale-ups, we are planning to conduct more innovation labs in order to overcome the structural barriers.

In the Syrian Justice Innovation Process (SJIP), two innovation labs were convened. Seven innovative initiatives aiming to support Syrians in reducing violence and discrimination against women, and providing effective accessibility to personal documentation were supported. SJIP is expecting a minimum of 100,000 Syrians to be reached and benefit from the results of the labs and sub-grants by June 2021.

Goal 3

Reports: In addition to our work in Uganda and the 2020 trend report, HiIL published reports on justice needs stemming from the COVID-19 pandemic as perceived by both experts and individuals on social media. We investigated justice needs of SMEs in Ukraine and the justice needs and journeys in the city of The Hague. Furthermore, we launched a new version of the Justice Dashboard in October, which now supports evidence-based practice for pressing justice problems (family justice, domestic violence and land justice) and provides expertise to advance development of game-changing justice services.

Our reports and data are now regularly mentioned in speeches and publications by justice leaders. However, the reach of our data and know-how (as measured by web engagement analytics) was lower than in the previous years. We attribute this to both the pandemic and reduced capacity in our communications team, as well as a need to improve the way we present data, focusing even more on what is actionable for stakeholders.

Data collection had to be adapted due to COVID-19 lockdowns. We have collected data for a World Bank Study on access to justice for the poor; an eJusticeNeedsSurvey in Burkina Faso; JNS studies in Ethiopia and the United States, respectively. We also worked on a deep dive on land justice in Mali; a deep dive on criminal justice in Kenya; a study on justice needs of refugees and host communities in Ethiopia; and evidence-based practice for employment justice. These results will get reported and launched in 2021.

Goal 4

Monitoring, Evaluation and Learning: Measuring progress towards our mission to resolve and prevent justice problems remains work in progress. This reflects a broader issue for the justice sector and how it monitors results. In 2020, we developed MEL matrices for 75% of our projects, including ways to oversee outputs and outcomes of the strategies and innovations we support.

Goal 5

Engagement: We sought to engage key justice stakeholders in countries where we work and intend to work in the future. Our network is highly personal and valuable. However, due to limited team capacity, we have not systematically succeeded in engaging with key decision makers in several target countries. Nonetheless, our work on people-centred justice is widely known by experts and we are committed to developing further key messages initiated in 2020 including our systematic approach for implementing people-centred justice, which will be fully launched in 2021.

Roger El Khoury

Senior Justice Sector Advisor MENA

The current justice systems are outdated and resistant to change, and are far from providing universal access to justice services. We help to develop innovative solutions to make justice more user-friendly and support those who take the lead in delivering justice in their mission. In 2020, we celebrate eight years of successful efforts in the MENA region. We introduced new concepts such as focusing on people's needs, justice transformation and the need for innovation to serve the justice sector.



Goal 6

Fundraising: In 2020, we raised an additional €4,000,000 in funds. We remain on track to renew key contracts during this second year of our strategy including key agreements related to activities in Ethiopia, the Netherlands, Nigeria, Tunisia, Uganda, and the Sahel region. The total raise equals roughly €25 million for the next few years. Looking ahead, attracting funds for our transformation activities in the MENA region and for our innovation support in South Africa will likely be more complicated. Diversifying our funding may require more attention.

Goal 7

Internal organisation: With the growth of HiiL the need for professionalising the departments and roles is there. In 2020 we worked on set job descriptions so our staff has more clarity about what is expected of them. Within the overall job structure also gives them insights in potential personal growth. End of 2020 approximately 95% of all job descriptions were delivered.

In 2020 project management structures were set-up to support the implementation of our projects across our portfolio. Standardization in approaches and our budgets, daily information provision on progress and finances, allowed us to manage proactively on changes in programme set-up or budget. This shows in a higher budget retention than years before, and is a stepping stone to even more accurate planning in the future.



HiiL is constantly expanding. Its vision on how to improve people's lives - through identifying justice needs, searching for innovations and scaling these up, while facilitating justice leadership is one we share at the Ministry. This vision to promote SDG 16.3 is even more relevant now that the COVID-19 crisis demands that we "build back better". Our Ministry hopes many others, both private and public funders will join us in supporting HiiL to continue its innovative and effective work.

- Wilma van Esch, MFA Netherlands, Head Rule of Law and Peacebuilding Division

Overview of 2020 results achieved based on indicators

INDICATOR	TARGET	RESULT IN 2020	PROGRESS %
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Goal: 1 We support 4-6 governments and other stakeholders to increase the availability of user-friendly justice.

# of Justice Labs that succeed in developing actionable justice innovation strategies in 2020	≥1 (max 3)	1	50%
% of Justice Stakeholders that report using justice innovation skills and approaches in their work	50%	too premature to measure	too premature to measure

Goal 2: Two game-changing justice innovations are able to operate on the basis of a sustainable funding model and 50 innovations are in the pipeline.

# of franchise agreements signed by the end 2020	3	3	100%
# of potential gamechangers identified by the end of 2020	4	2	50%
Total in euro secured by growth facility by the end of 2020	200,000 EUR	0	0%

Goal 3: Our data about justice needs, our research about what works and about justice sector trends allows us to supports effective innovation strategies and a pipeline of effective innovations in HiiL projects and beyond.

# of products delivered by the end of 2020	10	9	90%
# of partnership feasibility studies conducted by end of 2020	1	0	0%

INDICATOR	TARGET	RESULT IN 2020	PROGRESS %
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Goal 4: Hiil is a learning organisation that constantly evaluates and where needed improves its methods.

# of MEL SOPs developed	1	1	100%
% of Projects with Monitoring, Evaluation and Learning Matrices by end of 2020	100%	75%	75%

Goal 5: We are effectively engaged with our key stakeholders about the need for user-friendly justice and how it can be realised.

# of contacts added to a CRM database	5000	200	4%
# of high quality communication efforts to our inner circle (new indicator added during the year)	100	91	91%
# of reports downloaded or read (new indicator)	N/A	11,108	N/A

Goal 6: Our funding base has grown and is more diverse.

% increase in the 2020 budget compared to 2019 (broken down by source).	10%	7.3%	73%
# of funding leads generated in 2020 that can be categorised as promising.	10	8 (+ 3 branches of existing clients)	80%

Goal 7: Our people support and operational support structures are in order.

% of people that feel that their deliverables and responsibilities are clear	75%	75%	100%
% of 2020 project budgets that are realised	75%	83%	107%

Outlook for 2021

Throughout 2021, this second year of our strategy, we anticipate life normalising in the countries where we operate. However, justice sector indicators remain worrisome even as the number of new justice problems affecting the justice gap each year remains stable. For example, the rule of law continues its downward trend. And although longitudinal data for access to justice is scarce, justice needs surveys suggest that the use of courts, lawyers, and formal justice institutions is declining. This is not yet compensated by more use of informal and innovative justice services. In most countries, the justice sector is organised in a traditional way. Therefore, funding for research and development is limited or non-existent, and innovation occurs in small pilots that scarcely lead to new and sustainable justice services.

More encouragingly, issues of access to justice have increasingly gained the attention of policymakers. Many seek effective ways to address injustices and appear willing to invest in ideas that create more inclusive societies. Perhaps counterintuitively, the COVID-19 crisis has led to a rehabilitation of evidence-based policy as public officials and justice experts harness data and new methods towards resolving people's justice problems.

HiiL remains committed to this transformative work informed by data and research, and grounded in local realities. We will continue to support work on people-centred justice in a variety of countries with international comparative research and advise justice leaders and policymakers on what is lasting and effective justice delivery. This will require nurturing 'enabling environments' for the game-changing justice services of the future, and sharing experiences across borders while adapting to local realities.

During our 2021 Innovating Justice Forum in February, we presented a systematic approach to supporting people-centred justice based on five strategic interventions. In short: (1) data, (2) evidence-based practice, (3) game-changing justice services, (4) an enabling regulatory and financial environment, and (5) improving incentives to deliver people-centred justice by an international movement. We are developing tools and methods for each strategic intervention in close cooperation with our partners. Each intervention builds on best practices and justice sector reforms geared towards innovation, trust building, tangible solutions, and measurable outcomes for people. Taken together, this approach strengthens our 2030 promise and the broader movement towards realising SDG 16.3 – a world where we ensure equal access to justice for all.

Claudia Heemskerk
Director Shared Services

What motivates me is that we actually make the change.

*Preventing injustices from the starting point is what drives me.
At HiiL we change things at the source and make it sustainable.
For this a solid organisation is needed. With my knowledge
of the legal industry & IT we were able to optimise
the necessary processes for our growth.*



HIGHLIGHTS

Covid-19 Survey

In March 2020, the world changed almost overnight. A health crisis at an unprecedented scale for the modern world transformed how we work, study, and live. As with any other social area, the pandemic profoundly affected justice. Courts closed and tried to function online. Lawyers worked from home and advised clients by video call. Justice innovators faced radically new challenges.

In order to better understand the trends, we asked thought leaders in the field of justice to reflect on the risks – as well as the opportunities – linked to the pandemic. Firstly, in June and July 2020, 271 leaders from 20 countries reflected on two main questions:

1. Which justice needs will emerge as a result of the pandemic?
2. How will institutions need to adapt?

Next, in October and November, we gathered opinions from 85 leaders. This time, we asked them about the interventions that they believe will be most effective in delivering justice in the pandemic and post-pandemic world.

Key takeaways from both studies include:

- A surge in justice needs is expected; particularly around employment issues, domestic violence, family disputes, debt, and problems facing small and medium-sized enterprises (SMEs).
- The pandemic will widen the justice gap
- Justice leaders see preventive measures and informal interventions including legal information and advice, assisted negotiation and mediation as the most effective ways to help people prevent or resolve the current wave of legal problems.
- What will work during and after the pandemic is guided mediation, restorative justice processes and community justice mechanisms.



NATURE OF THE PROJECT

- Justice Research and Development



RESULTS IN 2020

- Captured reflections of 271 leaders from 20 countries
- Gathered opinions on justice interventions from 85 leaders
- Published [online report](#)



PARTNERS INVOLVED

- Dutch Ministry of Foreign Affairs



Ethiopia

We delivered two JNS reports: one on the justice needs of Ethiopians in general, the other one (final version report forthcoming) on the justice needs of refugees in two regions of Ethiopia (Tigray and Somali).

More than 7,000 people shared their experience of legal problems. We piloted data collection in refugee camps in a first report that kicked off a global alliance with UNHCR for subsequent similar studies.

Despite the difficulties associated with the Covid-19 pandemic in Ethiopia and in the Netherlands, we conducted two triangulation exercises entirely online. These were instrumental to validating the data, refining the findings and generating initial support for transformation. Participants in these workshops were national and local stakeholders in the justice and refugee protection sectors, practitioners, refugees and Ethiopian nationals living near the camps.

Marcus Tudehope
Project Manager

Making things happen in tough contexts is what gets me out of bed in the morning. Managing projects at HiiL presents a unique set of challenges. Targeting systemic change with a people-centred approach involves a huge amount of moving parts and intangibles. As we get more active in insecure contexts, justice is increasingly competing for attention against more 'basic' needs. However, to build self-reliance and move away from donor dependency, justice is a core piece of the puzzle. That's a mission I'm proud to be part of. Working with a highly committed and skilled international team is an added perk.





NATURE OF THE PROJECT

- Justice Needs and Satisfaction (JNS) Reports
- Data-to-action



RESULTS IN 2020

- Delivered two JNS reports
- Captured voices of over 7,000 people
- Conducted two online triangulation workshops



PARTNERS INVOLVED

- Dutch Ministry of Foreign Affairs, Office of the Federal Attorney General of Ethiopia, the United Nations High Commissioner for Refugees (UNHCR) HQ and Ethiopia offices
- Justice and Legal Research and Training Institute (JLRTI), Administration for Refugee & Returnee Affairs (ARRA), Reos Partners, ABCON Research and Consulting House

Launch of the "Justice Needs and Satisfaction in Ethiopia" report, Addis Ababa, Ethiopia



Mali

2020 saw the launch of the Justice Transformation process in Mali. A distinguished group of justice leaders convened for three Stakeholder Dialogues. The group comprised 14 Malians of different perspectives, areas of expertise, ages and genders. Together, they deliberated over what people-centred justice could look like in Mali. Data from HiiL's two Justice Needs and Satisfaction reports ([2014](#) and [2018](#)) provided a foundation for their discussions. The stakeholders developed goals aimed at preventing or resolving a greater number of pressing justice problems experienced by the population, linked to land, family, crime and prisons. They also defined priority areas for innovation to achieve the chosen objectives.

Undeterred by this year's challenging circumstances, the stakeholders remained committed to people-centred thinking and innovation. We learned more about convening stakeholders, and what meaningful engagement looks like in the face of multiple crises on the international and national fronts. The restrictions to social mobility challenged our initial notion of physical dialogue and opened us to new approaches to working at a distance. Despite being accustomed to the intimacy of retreat settings, we held our second dialogue entirely online. The group maintained its work momentum thanks to innovation and technology in action.

The political events of the second half of the year disrupted our programme schedule. At the same time, they reinforced the conviction that justice is intrinsically linked to all that is happening in the world around us. We also saw how crises can give rise to hope.

Mariam Keita

Operations Officer Mali

” Notre motivation est la diversité, plusieurs nationalités se retrouvent à HiiL et cela est une richesse immense et inestimable. En dehors de l'aspect professionnel, le social prime nous sommes une famille unie. Ensemble nous souhaitons accroître plus d'accès à la justice pour ceux qui sont dans le besoin et cela procure une réelle motivation à être HiiLer's. Ensemble nous atteindrons le chiffre 150 millions « Ensemble nous y parvenons.



NATURE OF THE PROJECT

- Justice Transformation



RESULTS IN 2020

- Launched the Justice Transformation process
- 14 justice leaders convened in three Stakeholder Dialogue sessions



PARTNERS INVOLVED

- Ministry of Justice of Mali, Ministry of Foreign Affairs of the Netherlands
- Reos Partners

Stakeholder Dialogue, Bamako, Mali



Uganda

Data-to-action:

We completed a second JNS, three Deep Dive reports on land, crime, and divorce and separation and further developed the Uganda Justice Dashboard. These were all launched at the People Centred Justice Event in November 2020. This event was attended by members of the justice sector (including lawyers, JLOS), donor community, innovators and NGOs/CSOs. The event reflected on past and current opportunities, and challenges for enabling people-centred justice in Uganda.

We trained local justice workers in data collection through a series of webinars. This activity was implemented together with a partner company in Uganda Evidence and Methods Lab, who also are in the HiiL innovator portfolio.

The Family Justice Catalogue was also completed and additional best practices and recommendations for domestic violence cases were developed. With this, a prototype for the outcomes based monitoring tool was also developed.

Innovation:

In June we held the Kampala Legal Hackathon, a 48-hour competitive event in which 35 justice innovators collaborated and developed seven innovative solutions to COVID-19 accelerated justice problems. The Innovation Fast Track Programme, a six-week entrepreneurship course, started in August. Here, 35 justice innovators received technical training and support to further develop their justice innovations. Both the hackathon and the programme are part of our incubation programme which provides support to early-stage justice innovations in Uganda so they can grow further.

The Covid Resilience Programme was a four-week programme in which 10 startups from the Uganda Justice Accelerator startup portfolio received technical support to address key issues around business growth and leadership. They also set up contingency plans to deal with the threat of COVID-19, and its effect on their organisations and growth plans. The Uganda alumni were connected to experts and potential partners/funders.

In October, the 2019 cohort successfully completed the Accelerator Programme:

- Bataka Court Model: this community-based informal justice mechanism scaled across 10 communities in Uganda and resolved 5,000 civil cases. It is currently leading a drive to work with the Justice, Law and Order Sector (JLOS) to develop standard guidelines for informal justice systems in Uganda.
- Legal Hub Uganda: developed legal podcasts that are accessed by users through social media and radio stations. The podcasts air weekly on three nationwide radio stations with a combined listenership of over 500,000 people. Legal Hub Uganda won the Innovation of the year award at the second Legal Aid Conference this year.

- FIDA self-help kiosk: a tablet and mobile phone-based service that provides legal information for vulnerable FIDA clientele such as women and children. FIDA is the Uganda Association of Women Lawyers and has reached and provided legal information and assistance to 4,637 people through its digital kiosk.
- LegIT: a web-based self-service platform that allows SMEs to generate legal documents conveniently, efficiently and affordably. Some 1,400 SMEs have already generated legal documents using the platform.

Justice Leadership:

In September, we held the second Justice Leadership Dialogue, hosted by the Chief Justice of Uganda, the Honorable C.J. Alfonso Owiny Dollo. In attendance were members of the JLOS Leadership Committee and the steering committee. The participants discussed and agreed to take forward transformational ideas including building a data hub/dashboard, strengthening local council courts to support the formal justice system, and integrating cultural practices into the formal justice system, especially to facilitate reintegration. We held the discussion in a bid to have these transformational ideas feed into JLOS's fifth Sector Development Plan.



It was a great opportunity for me, and I believe all members, to participate in the novel 5th Leadership Dialogue. The dialogue is one way to continue the discourse on innovating contemporary methods of delivering justice as a sector. It is a unique approach to continue afloat during these days of uncertainty presented by COVID-19. The diversity of views from participants enriched our clarion call for enhanced access to Justice in Uganda as we continue to nurture our Cooperation, Coordination and Consultation on the implementation of the people-centered access to Justice.

The 2nd Leadership dialogue extended our frontiers to the uncharted domain of increased use of Information Communication Technology in the enhancement of access to Justice. More so, during the unprecedented prevalence of the COVID-19 pandemic world over, innovations in ICT, such as Video Conferencing facilities, made it possible for Courts to continue to receive case pleadings, to hear cases and to deliver judgments without having to require parties to physically attend at the courts.

During the last virtual session, more strategies and action points were derived, including the need to hold regular dialoguing to help the institutions review their progress and always innovate in the area of the administration of Justice. Regular interactions of leaders shape our interventions, ensure a renewed commitment and redesigning of strategies and approaches to address common justice needs of the communities we serve the world over.

For ages we have looked at data as mere statistics and have made no adequate effort to apply it in our planning of justice needs and innovative transformation of justice systems. The need to establish sound systems of data collection, data management and access to data as well as sensitizing various managers and staff to use data to enhance performance is the way to go.

Strengthening Local Council Courts is undoubtedly a step in the right direction. These Courts are at the grass root and understand the justice needs of the community better than the formal Courts. More imperative is the fact that they have a wealth of knowledge in the norms and traditions of society and do know about the history surrounding the matters in dispute.

Together with the HiiL and Partners operating in our Jurisdiction, issues of justice innovations and chatting robust ways of providing quality justice for our people and guaranteeing a sound, robust and people-centered administration of Justice, is assured.

I look forward to the next opportunity when we would review these ideas and deliberate on strategies of integrating traditional ways of resolving disputes into the administration of justice.

Thank you.

- His Honour Chief Justice Alfonse C. Owiny-Dollo, Chief Justice of Uganda

Rachael Ampaire

Programme Manager Uganda



I have been asked quite a number of times, what I would choose to focus on; justice or human rights for the people. With the work I do at HiiL, I have come to appreciate both justice and human rights, and have an answer for the people who ask. Justice and Human rights cannot stand in isolation. To be able to provide justice for the people, there has to be human rights. It is upon the violation of those rights that justice is sought. The bigger question should be, what kind of justice are you providing to the user of the justice system. Is it accessible, user-friendly, affordable and effective? Is it people centred? Is it innovative? Have you provided the space for the grieved to voice their injustice and thus seek justice that they so deserve? We need to put emphasis on ensuring that those that are trusted by the victims are empowered enough with the people centred approach to provide justice solutions that are acceptable and satisfactory to the user.



NATURE OF THE PROJECT

- Data-to-action
- Innovation
- Justice Leadership



RESULTS IN 2020

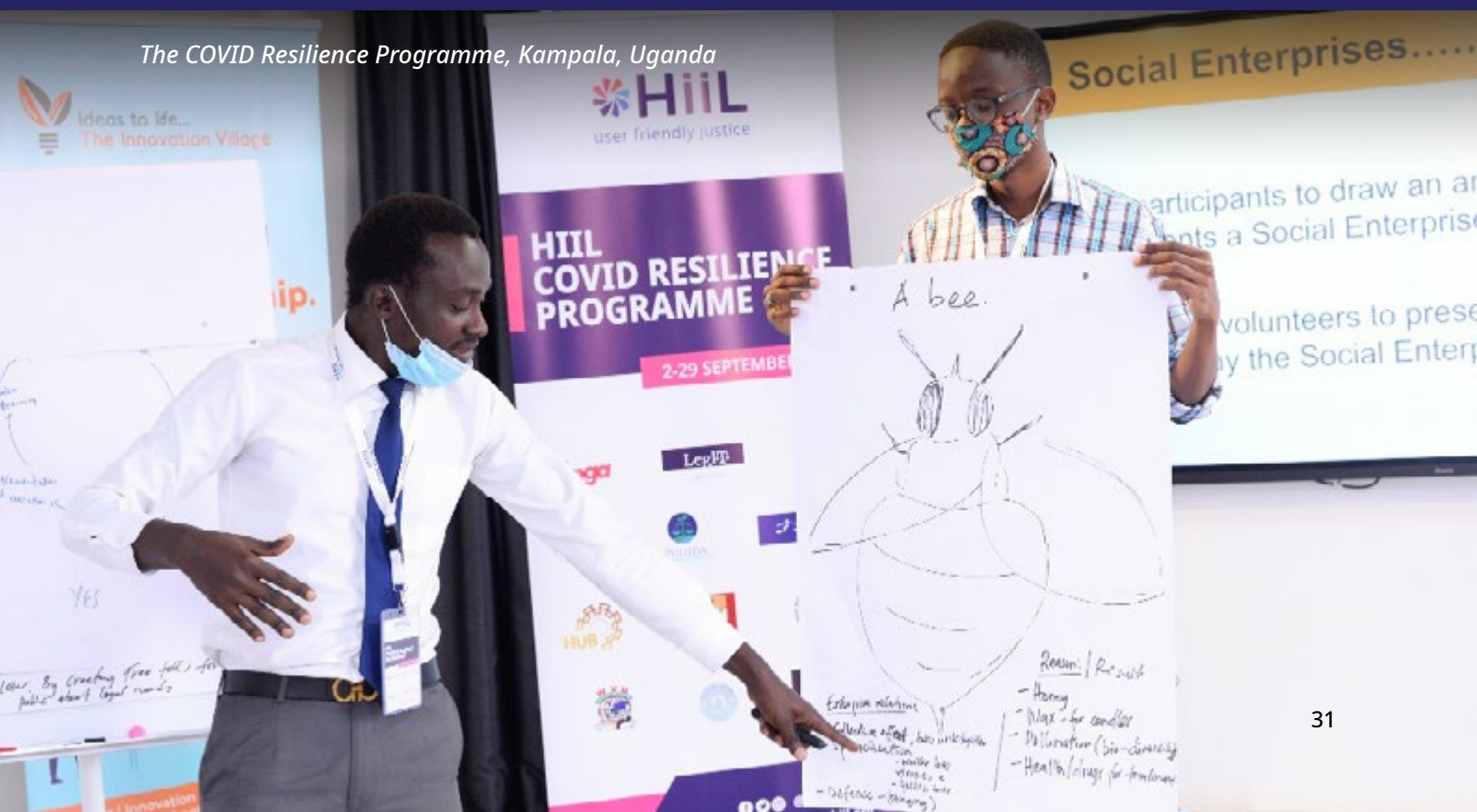
- Published second JNS report and three Deep Dive reports focussing on specific justice problems
- Developed additional best practices and recommendations for domestic violence cases for the Family Justice Catalogue
- Seven innovative solutions developed by 35 justice innovators in the Kampala Legal Hackathon
- Four Ugandan startups successfully completed the Accelerator Programme
- Held the second Justice Leadership Dialogue



PARTNERS INVOLVED

- Swedish International Development Cooperation Agency (SIDA), JLOS, Justice Leadership Group, LASPNET, IDLO, BarefootLaw, West Nile Mediation Centre, Uganda Law Society, FIDA Uganda, Law Development Centre

The COVID Resilience Programme, Kampala, Uganda



The Netherlands



I have experienced a severe employment dispute. I need to tell my story.

- Anonymous respondent to the The Hague City Justice survey

The Hague City Justice (Data-to-action):

The Municipality of The Hague is committed to people-centred justice. The city and HiiL set up a partnership and we took the first steps to improving access to justice for inhabitants of The Hague.

At the beginning of 2020, HiiL developed an electronic Justice Needs and Satisfaction tool specifically adjusted to the needs of The Hague. It is the first eJNS that targets people at a city-wide level.

In the second half of the year, HiiL and The Hague Municipality sent the Justice Needs and Satisfaction tool to 5,000 inhabitants of the city. We also conducted interviews with vulnerable groups (such as low-income households and immigrants, particularly women). This provided the city with qualitative data on how most people experience justice problems, whether they achieve the solutions they need, and obstacles to accessing justice. Research and interviews with justice service providers were also conducted in order to create an overview and map out the needs of The Hague's justice supply chain.

The collection of both quantitative and qualitative data in times of a pandemic proved to be an interesting challenge. Quick iterations to optimise the eJNS tool were needed. [The report](#) was published in January 2021 and for this work the City of The Hague received an award from the VNG.

Innovation of Labour Relationships:

We explored how to improve the framework for employment, a dynamic and fast-growing sector in the Dutch economy. The main challenge in this sector is to create employment conditions that fit a wide range of needs from workers and businesses.

Consultation with stakeholders led to a vision for a new framework for user-friendly employment contracts. These will have to ensure effective representation of employees and a level playing field for businesses in the sector. Further dialogues are planned to create an enabling environment in order to achieve this.

Many justice sector innovations can be included in this project, including visual contracts and possibly regulatory sandboxes and online contracting tools.

Changing Gears for Justice (Transformation):

This project aims to contribute to a criminal justice system that is more effective and more relevant to society as a whole. It focuses on the aspects of the justice system that are not working from an outcome-based and social perspective. Taking this perspective as a starting point, the project will define new justice goals that are relevant and advantageous to society, beneficial to the victims of crime and which contribute to the rehabilitation of people committing crime.

The project started in mid-2020. To date, we have analysed the most pressing issues facing the Dutch criminal justice system. We have also prepared strategic Stakeholder Dialogues to be held in 2021. This inclusive process will involve representatives from across the justice system and beyond (including end users and the representatives of end users).

We also envisaged three subprojects to make specific criminal procedures more relevant:

1. Designing new procedures for serious traffic incidents (those resulting in death or serious injury) in partnership with justice sector organisations from the Zeeland-West-Brabant region and the national coordinator for mediation in criminal cases.
2. Reforming the ZSM procedure, a fast, collaborative procedure for the most prevalent crimes in the Netherlands.
3. Designing an outcome-based monitoring system.



NATURE OF THE PROJECT

- Data-to-action, eJNS
- Innovation
- Transformation



RESULTS IN 2020

- Published [report on justice needs of The Hague inhabitants](#)
- Developed an innovative arrangement leading to a new framework for user-friendly employment contracts
- Analysed the most pressing issues facing the Dutch criminal justice system



PARTNERS INVOLVED

- The Hague City Justice: Municipality of The Hague, community centres.
- Innovating Labour Relationships: various partners in the sector.
- Changing Gears for Justice: justice sector organisations, (local) government organisations, end users (defendants).

Nigeria

In March 2020, about 100 people from the justice sector attended the Forum for Making People-Centred Justice Happen in Nigeria. Those attending included representatives from the Office of the Vice-President, Nigeria Police, Correctional Services, Bar Association, Legal Aid Council, civil society organisations and traditional institutions.

In June, the Foundation Dialogue of the Core Convening Group (CCG) presented a template to guide Justice Transformation Labs (JTLs) at state level. The CCG is made up of seven critical justice leaders at the federal level. At the event, it identified institutions that are vital to the justice sector for a state-level JTL, clarifying who should be involved in the Stakeholder Dialogues at that level.

We held two Stakeholder Dialogue sessions with 28 participants in Imo State in September and the strategy was launched in October, attended by about 300 people from the justice sector.



These dialogues would definitely create a safe environment for justice leaders from different sectors to brainstorm on behalf of the very people we represent... Nigerians.

- Dr Fatima Waziri, Special Adviser to the Vice President of Nigeria and member of the CCG



For me, it was a gathering of good brains who had different views that finally arrived at a point.

On the first day, the whole idea was vague to me and of course seemed impossible. But as we put in more days, I found more things possible. I could actually see that it is possible for a common man to access justice if the means we came up with will be enforced or implemented.

I do think that a lot of work needs to be done to ensure implementation which will need full attention and support of HiiL... this will enable us have more value for the time, resources spent so far in the process.

- Mr Irobi Darlington, member the Stakeholder Team in Imo State, blogger and member of a Civil Society Organisation



NATURE OF THE PROJECT

- Justice Innovation, Justice Leadership



RESULTS IN 2020

- Gathered 100 stakeholders from the justice sector at the Forum for Making People-Centred Justice Happen
- Held two Stakeholder Dialogues with 28 participants in Imo State



PARTNERS INVOLVED

- Dutch Ministry of Foreign Affairs

Forum for Making People-Centred Justice Happen in Nigeria, Abuja



United States of America

In close partnership with the Institute for the Advancement of the American Legal System, we carried out the biggest survey of justice needs in the US in 2020. In August and September, more than 10,000 people from all over the US told us about the legal problems they face in their day-to-day lives. They shared their problems around divorce, dismissal, foreclosure, crime, landlord-tenant disputes, and many, many more.

The Covid-19 outbreak rendered this study particularly timely and unique. We asked people about the perceived links between the pandemic and justice. With the health crisis growing, this data will help to better understand its impact on justice.

The data is available through an interactive web-based dashboard, part of the Justice Dashboard. In December, experts from the judiciary, the Bar, academia and civil society organisations gathered to review it. This event initiated a process of streamlining the data and knowledge into concrete improvements to bridge the justice gap. Three online Justice Data Labs took place in December 2020.

Next steps in 2021 include the publication of four interactive web-based reports on key justice topics such as family justice, gender and justice, and the role of the internet in access to legal information.

Maurits Barendrecht
Director Justice Research and Development

Access to justice is going through the pain of making peace.





NATURE OF THE PROJECT

- Justice Data and Research



RESULTS IN 2020

- Captured voices of over 10,000 people
- Organised three online Justice Data Labs



PARTNERS INVOLVED

- Institute for the Advancement of the American Legal System

Discussing preliminary findings from the Justice Needs and Satisfaction study in the USA



Fisher

Amy Downing

Supporting Justice Innovators

Innovating Justice Fund

We took several steps this year towards the establishment of HiiL's Innovating Justice Fund. The foundations for the Fund's launch in 2021 were laid, with the selection of a fund manager, a strong governance structure co-developed with our partner Clifford Chance, and a growing portfolio of candidates for investment.

As the world's first impact investment fund for people-centred justice, the Innovating Justice Fund will help bring game-changing innovations to scale. The Fund will invest in and provide technical assistance to companies that contribute to the prevention and resolution of legal problems. This will help HiiL to expand and increase the impact of proven solutions to some of the most pressing justice needs.

HiiL aims to launch the Innovating Justice Fund in 2022.



In order to fully appreciate the critical role of HiiL we must pay attention to the global conversations currently taking place. The world is facing two dilemmas:

First, the impact of COVID-19 is particularly acute for those living in informal settlements where often high population densities, increased levels of poverty, inadequate or unreliable access to essential services and a high reliance on daily waged jobs increases vulnerability.

Second, while the rest of the world is innovating to resolve these problems the legal world appears stuck in a time warp. It lacks the breakthrough insights into how to address the gaps and more importantly to change the narrative that access to justice is indeed access to an essential service.

These two issues are not mutually exclusive. One reinforces the other and convincingly brings the justice gap under scrutiny.

In my engagement with the HiiL team I've learnt that we are building a pipeline of passionate innovators willing to challenge the status quo of a complex but interconnected world. I've also learnt that HiiL, being audacious, is willing to go against the impulse of simply imposing a new set of rules.

Through a combination of the Justice Accelerator and the Innovating Justice Fund, I've witnessed an emerging community refusing to do business as usual, looking for new approaches to enable access to justice and investing in solutions that speaks truly to the global challenges. I'm convinced that through HiiL we've now found a better way to move beyond support for the best innovations in a region or country by integrating the building of a new kind of leadership and the spreading of ideas. HiiL is, in my view, a long-term investment designed to build an ecosystem for the future.

Through this mix, our ambition is to create system change by moving from building one or two leading entrepreneurs to building broader capabilities in justice innovations, enabling 150 million more people to benefit, and giving the world the ability to adapt to future challenges and sustained growth.

I'm honored and excited to be a part of this journey with HiiL.

- Duncan Onyango, Team Lead SUED

Social Franchise Model

HiiL's social franchise model expanded in 2020 through the piloting and growth of HiiL Hubs in three new regions: Ukraine, Southern Africa and Kenya, with the opening of a Nigeria hub planned for the first quarter of 2021. This new and exciting structure will enable greater impact, stronger regional networks and local fundraising.

The HiiL Hub Model is designed to create sustainable hubs which continue HiiL's work far beyond the initial project funding provided by HiiL. In this way, we achieve an extended reach and impact in each of the areas we work in.

The growth of each HiiL Hub sees an opportunity for global lessons learned to be moulded and implemented through local knowledge and true ownership of the hub. (Each HiiL Hub is a locally incorporated entity.) We can jointly ensure that justice innovation is driven through the hubs, which have a clear understanding, heart and vision, along with in-depth knowledge of the entrepreneurship and justice sectors in their regions.

The pioneering model grew significantly in 2020 in achieving both enhanced local impact and a path to sustainability for each hub. In 2021, HiiL aims to refine the processes and to grow future HiiL Hubs through the social franchise model across new locations in Africa and the MENA region.

Justice Accelerator Hub: MENA

The MENA hub, based in Tunis, Tunisia, launched the implementation of HiiL's Justice Accelerator programme in the region. We kicked off by contracting a regional programme representative and then called for innovators to apply. The new hub selected seven different justice innovators out of the 20 that responded. The selection process included a bootcamp and a public online event covering themes such as justice innovation in the time of Covid-19. In a nutshell, the goal was to establish contact with the startups, learn about their needs and, most importantly, to offer them the space to present and share their plans and achievements during these difficult times. The hub went on to accept four startups from Tunisia and Morocco to the programme.

The global pandemic presented challenges not only for the innovators, but also for the regional HiiL support. In fact, the whole Justice Accelerator programme had to shift online and training was done remotely.

A shining example to the new programme members was EasyLaws, a Lebanese startup which we supported in 2019 and 2020. The user-friendly mobile app and website allows people to access a simple and jargon-free version of the Lebanese laws in an affordable way. The startup went on to resolve 550 cases in less than a year.

Last but not least, the MENA hub aims to run its first Innovation Lab in Tunisia. It will focus on developing innovative and fundable projects that provide solutions for the strategic goals. The projects must be scalable, sustainable and facilitated by user-friendly technology.

Justice Accelerator Hub: West Africa

West Africa continued to be a source of some of the highest-quality and fastest-growing startups in the Justice Accelerator. In 2020, the hub graduated the eight startups which made up the 2019/2020 cohort and admitted six new startups from all over Nigeria and Ghana to the 2020/2021 cohort.

We continued to select startups that aim to solve the most urgent needs, as identified in the 2018 Justice Needs and Satisfaction survey, as well as needs that have become more prevalent during the Covid-19 crisis. One of these is STER, a social enterprise that provides trauma-informed and survivor-centred counselling and legal support to victims of sexual and gender-based violence in Nigeria.

Three startups from previous Justice Accelerator cohorts are being actively considered for funding by the soon-to-be-launched Justice Innovation Fund.

The West Africa hub continues to make progress towards its development as a sustainable Justice Accelerator capable of supporting many more justice innovations and increasing its social impact.

"Being a part of the HiiL Justice Accelerator programme was one of my best moments in 2020. The learnings, the network, the team, and the collaboration were very impactful in navigating a tougher business environment this year. I believe every entrepreneur needs an opportunity to step out of the daily rat race and get a bird's view of how to run the business easier and with more impact." - Tomilola Adejana, Cofounder & CEO Bankly

Justice Accelerator Hub: Southern Africa

The Southern Africa regional hub, based in Johannesburg, South Africa, continued implementing HiiL's Justice Accelerator programme in the region with the support of the Dutch Postcode Lottery. The regional hub worked with four innovators who provide different solutions such as free mediation services in children's court, an AI-driven chatbot to help curb gender-based violence, and access to legal services for SMEs.

Covid-19's impact was felt by the beneficiaries of the solutions, the innovators and HiiL's local agents. It meant pivoting quickly and thinking out of the box. For the innovators it meant providing remote services and/or adhering strictly to government regulations. For HiiL, it meant shifting the entire programme online. The results exceeded expectations as the innovators were able to continue to grow their solutions (albeit at a reduced rate) by making changes that are likely to survive the pandemic.

The hub managed to successfully launch the annual call for innovations: with 76 applications received, it exceeded its target. It conducted a bootcamp and kick-off event for the eight finalists and welcomed five new startups into the programme.

Equally important, the hub is working hard to develop its programme for supporting early-stage innovations not yet qualified for the accelerator, and developing a support pipeline for the future.

One significant success was the week-long ideation session – Barcamp for Justice: Designing Innovative Solutions to Gender-based Violence – which was attended by 41 participants. This event was held in partnership with the Dutch Embassy in South Africa and several NGOs which deal with gender-based violence on the ground. HiiL Southern Africa received feedback from participants including the excerpt below:

“Hi Adam and Themba, Thank you for creating the platform to showcase innovation that will change access to justice. The mere fact that this platform exists, gives me hope. A hope that through networking with others, WE, the people, will find the solutions. I have thoroughly enjoyed participating on all three occasions. What a learning curve.”

2020 was a pivotal year for HiiL in Southern Africa as a local entity. Innovating Justice Southern Africa NPC (IJSA), incorporated, entered into a social franchise agreement with HiiL and commenced trading. Going forward, the Justice Accelerator will be executed and administered through this local entity with the support of HiiL. This new and exciting structure will enable greater impact, stronger regional networks and local fundraising. The first two non-executive directors of IJSA are Robert de Rooy of Creative Contracts and Naomi Thompson of Exigent.



Dankzij haar deelnemers heeft de Nationale Postcode Loterij in 2019 een schenking kunnen doen aan The Hague Institute for Innovation of Law (HiiL) voor het voorkomen en oplossen van rechtsproblemen van 500.000 Zuid Afrikaanse burgers. HiiL zoekt en selecteert via het Justice Innovation Acceleration Programma lokale rechts innovaties en biedt deze ondernemingen vervolgens de mogelijkheid om hun idee te versterken en op te schalen door ze te helpen met kennis, fondsen en connecties. De Loterij wil een courageous donor zijn, want voor verandering is moed nodig. We tonen moed door te handelen buiten de gevestigde kaders, we tonen moed door met oplossingen te komen die nog niet door anderen zijn geprobeerd. HiiL toont moed door nieuwe manieren te ondersteunen van lokale ondernemers om de toegang tot recht voor deze mensen te verbeteren en levert hiermee een bijdrage aan meer rechtvaardige samenlevingen.

- Margriet Schreuders, Hoofd Goede Doelen, Nationale Postcode Loterij

Justice Accelerator Hub: Ukraine

2020 was a pilot year for the Kyiv hub, even though HiiL has worked in Ukraine since 2015. There were several reasons for that. Firstly, Legal Innovations NGO (LiN:GO) – the hub’s one-year-old non-profit legal entity – attracted its first local funding. The International Renaissance Foundation agreed to support the hub’s Justice Accelerator programme. It is a crucial step to having a more sustainable social franchise model.

We were also happy to welcome the Ministry of Digital Transformation as a key partner for this year's Innovating Justice Challenge. As a result, we were able to support the best Ukrainian startup of the last year, AirLaw.pro. The startup informed more than 700,000 people about their rights and helped over 150 people to resolve their justice problems regarding flights.

Furthermore, we selected two incredible new teams for the accelerator this year: LawyerD! and Pravoman. Pravoman is an AI-powered chatbot which has already helped more than 12,000 Ukrainians with free consultations on over a 100 day-to-day topics. And LawyerD! is a platform that provides creatives with fully automated copyright protection on the internet. It takes just five minutes and costs a fraction of a regular lawyer. So far, LawyerD! has helped to delete at least 5,000 pieces of content from the internet which infringed people's copyright. The hub also held five pitching events for legal startups, and 10 additional online and offline events on different topics around the intersection of law and technology.

We piloted a study on the legal problems facing SMEs in partnership with the local think tank CEDEM and the EU-backed Pravo-Justice project. The report was presented as a website: the user-friendly landing page is a mixture of interactive dashboards and pieces of analysis. The findings will reinforce better and more innovative solutions for SMEs, a backbone of Ukraine's economy, when they face legal problems.

Justice Accelerator Hub: East Africa

In August 2020, we incorporated Communitas Limited – one of Hiil's social franchises – as a legal entity in Kenya. Communitas is a non-profit organisation dedicated to finding and supporting leading justice entrepreneurs in East Africa.

We held or participated in several events this year. The annual Africa Sankalp Forum hosted by Intellectap in February was themed around scaling entrepreneurship in order to achieve the SDGs. The event provided a unique opportunity to initiate a conversation on SDG 16.3: Access to justice. In March, Hiil was an official partner in the Africa Lawtech Festival. This event brought together stakeholders in the justice and entrepreneurship sectors, technology specialists and policy makers. On 27 August 2020, Kenya's 10th Constitution Day, an Alternative Justice Policy was officially launched by the Honorable Chief Justice of Kenya, David Maraga. The launch, and the hackathon that followed it showcased Hiil's contribution to fostering different facets of justice innovation through its unique way of working.

East Africa launched the Innovating Justice Challenge along with the rest of the regions in June. We received 74 submissions and held a bootcamp for seven shortlisted startups in September. Following the bootcamp, we organised a kickoff pitch event at the end of September that we called Grassroots Voices: Bridging the Justice Gap. As well as giving the selected startups an opportunity to introduce themselves, the event doubled as a round table discussion of different perspectives on activism, innovation, and research and policy development as means of bridging the justice gap. In October, we chose four startups to join the Academy.

We recorded several podcast sessions designed to raise awareness of justice issues in collaboration with different partners. We worked with Metta Nairobi on two podcasts ([Startup Lobbying 1](#) and [Startup Lobbying 2](#)) in which the discussion explored how startups can get involved in the policy making process. We came together with [Wakili.sha](#) in July and November to discuss how to create a suitable environment for juvenile inmates and how to reform juvenile justice in Kenya. These discussions highlighted the challenges that juvenile inmates face under the law and the steps that can be taken to protect them from such injustices.



NATURE OF THE PROJECT

- Finding and supporting the best justice innovators, who prevent or resolve disputes around the region's most pressing justice problems.



RESULTS IN 2019

- We supported 27 innovators in the 2019/2020 Accelerator programme with 245,000 euros in grant funding. We also selected 21 new innovators for the 2020/2021 Accelerator programme.
- 14 innovators participated in the Justice Entrepreneurship School in The Hague and 18 innovators pitched their innovation at the Innovating Justice Forum.
- We continued to develop the social franchise model and signed franchise agreements with the hubs in Ukraine, South Africa and Kenya. We set up the MENA Accelerator Hub in Tunis and recruited a local team. We also continued to work with our team in Nigeria.
- We laid the foundation for the Innovating Justice Fund, a social impact investment fund for justice innovations, which we aim to launch in 2021.



PARTNERS INVOLVED

- Dutch Ministry of Foreign Affairs
- Dutch Postcode Lottery
- Mott Foundation

Innovators getting excited for the pitches at the Innovating Justice Forum 2020, The Hague, The Netherlands



HIIL ORGANISATION

Innovating Justice Forum 2020

The justice gap was defined by landmark reports in 2019. Demand for effective justice services is huge, but investment in justice innovation continues to lag behind. At the Innovating Justice Forum on 4 and 5 February, we aimed to find potential opportunities to bridge the justice gap.

More than 300 participants from across the world joined us in The Hague for an exchange of knowledge around increasing financing for justice innovation, finding actionable ways to integrate justice innovation in national budgets, and exploring the roles of the public and private sector.

Highlights included:

- pitches by 18 promising justice innovations from around the world, showcasing the entrepreneurial potential in developing justice solutions that provide people-centred justice. They included game-changing services that have real potential for attracting large-scale investment;
- announcement of HiiL's ambition to set up an Innovating Justice Fund, an impact investment fund for fast-growing startups that provide access to justice;
- development and presentation of a people-centred justice budget for ministries of justice;
- presentation of the Pulse Report on Financing Justice, showcasing HiiL's research to date and setting the agenda for the future;
- dialogues between high-level justice sector stakeholders, innovators, impact investors and end users of justice services.

Participants had this to say about the Forum:

"It was a great Forum. I am glad I attended. I will be transplanting some of the Forum ideas back in my home country, Nigeria."

"Insightful conversation, challenging, thought provoking."

"It was very interesting and relevant to a number of things in society that resonate with most of us."

Photo: Maaïke De Langen, Programme Lead Justice for All, Pathfinders for Peaceful, Just and Inclusive Societies, during the panel "A Decade of Action for Justice for All"



HiiL Academy

The HiiL Academy is the centre of HiiL's organisational learning activities. Its objective is to create an enabling environment for all experiences in order to contribute to improvements in our knowledge and ways of working. That knowledge is not static but dynamic and has been arranged into modules. The Academy provides an honest and comprehensive reflection of what we know – and what we do not yet know or have doubts about. It is a means for lessons learned from projects to cross-pollinate into other activities.

The modules form the core building blocks for new projects and will help us to standardise our way of working. Throughout 2020, we worked on how to mainstream them into HiiL's ways of working. The HR department tested some of them and then quickly integrated the Justice Transformation Module into its onboarding program. This module combines self-learning, teamwork and debate. In their feedback after taking it, new HiiLers said they appreciated how it helped them get to the core of what HiiL is all about. A total of 50 modules covering specific elements of HiiL's seven organisational pillars was developed in 2020, and will be introduced and rolled out across HiiL in 2021.

Evelien van Hoeve

Management Assistant

I've worked at HiiL since May 2007 as assistant to the management and without a dull moment ever since. I dare to believe that it is very difficult, to find a working environment like HiiL's, where we are people-centred – where we put people at the centre of everything we do, where we really try to better understand them. I just like the environment where I can be a friendly rebel embracing diverse contexts.



Human Resources

The increase in the number of projects HiiL took on in 2019 and 2020 led to further expansion of our workforce, both nationally and internationally. HiiL worked with local service providers as well as arranging the needed operational and project support and research capacity in the Netherlands.

At the beginning of the second quarter, the Covid-19 pandemic forced us to rethink our HR processes and procedures as well as our duty of care approach. It led to changes in our HR structure and communications, and increased the focus on initiatives that strengthen our well-being and feeling of belonging. One of our values is “We are people-centred” and we tackled the challenge of being people-centred without actually being there by moving all of our operations online to make them easily accessible. The other changes consist of:

- digitalising all main HR processes using AFAS InSite as the new core HR system;
- making AFAS InSite the digital database for all of our employees’ (personal) information;
- implementing a fully functioning onboarding process;
- organising a personalised online wellbeing programme plus group workshops given by specialists;
- updating the digital Employee Handbook for new and existing employees with all current processes and legal regulations and making it ready for roll out.

Next to our day-to-day business, a project led by a dedicated HR specialist introduced a HiiL-wide competency-based performance review process. We also created an overview of all positions at HiiL, including job descriptions with the key deliverables and a matching salary range based on the relevant pay scale.

HiiL’s workforce almost doubled in size in 2020. The HR department itself grew in the second half of the year in order to keep delivering the HR needs of the organisation. We recruited an HR/Finance Officer and a Senior HR Advisor. The role of Head of HR has been replaced with the new HR Advisor role. Thanks to this expansion, the team now has both generalist and specialist HR knowledge.

The dedicated HR Advisor will focus on learning and development in order to meet the needs and desires of our young and highly-educated workforce. A pilot programme allocated a personal development budget to all HiiL employees for 2020. This enables our staff to, with guidance, choose their own development path and expand their knowledge of the areas that most interest them.

We also invited employees and service providers to several Insights Discovery sessions. These sessions provided a personal profile with insights into their preferred communication and management styles. In light of the intensive use of this assessment method, we now have an accredited Insights Discovery practitioner within HiiL’s HR department.

We concluded 2020 with a core team of 42 employees on the payroll and 23 service providers in the Netherlands, Columbia, Uganda, Kenya, Mali, Nigeria, Lebanon and Tunisia.

In 2021 we will continue to develop and facilitate HR tools and expertise in line with our strategic goals.



TOTAL 2020: 65 HiilLers

42 employees
23 service providers



OUR GROWTH

12 employees hired
30% growth

13 service providers hired
32% growth



GENDER

45 females
20 males



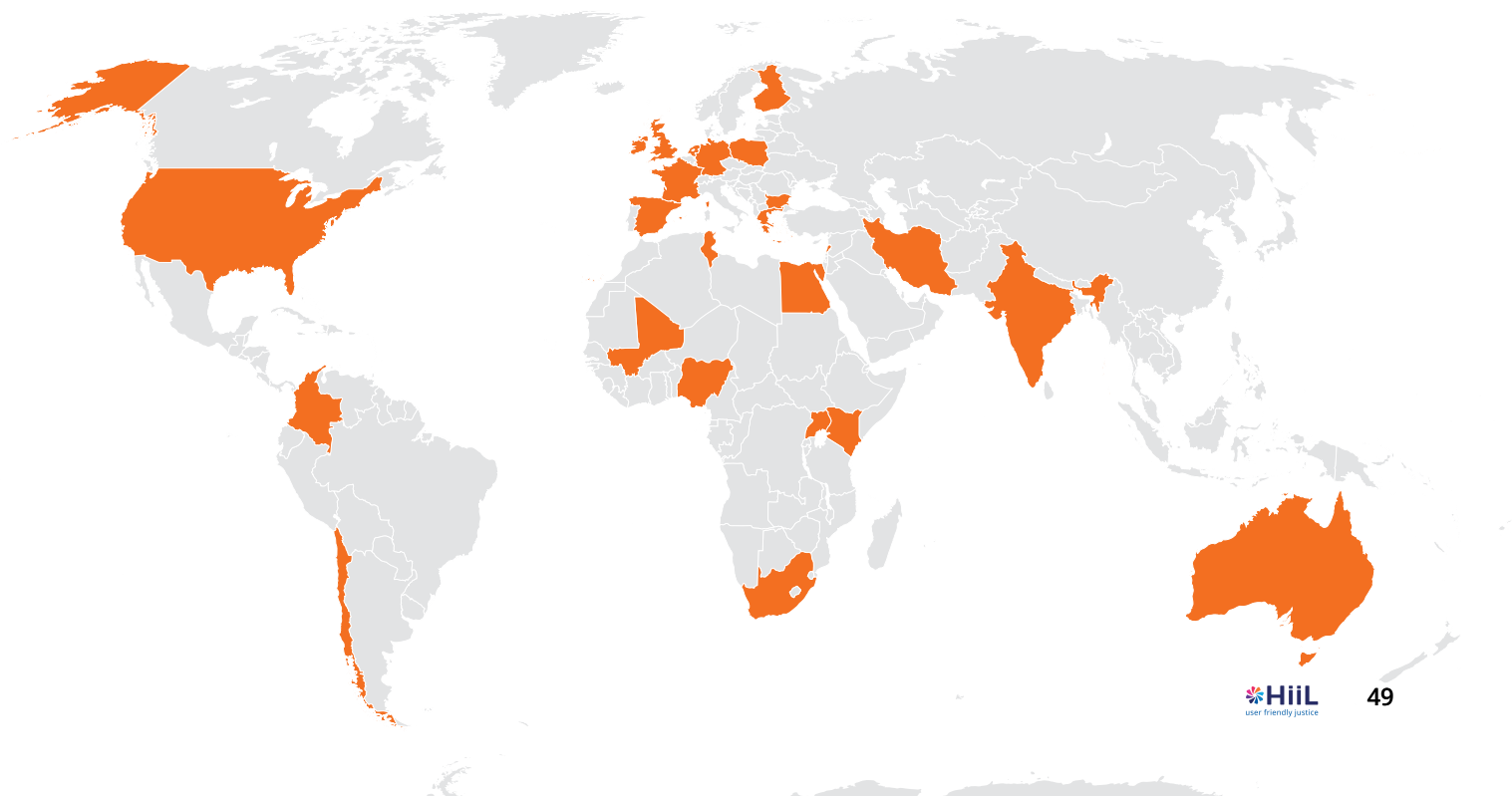
AVERAGE AGE: 37.5

Workforce aged
between 23 and 63



DIVERSITY

24 nationalities
(see the map)



Communications

The Communications Team grew in 2020, taking on two new members: a Communications Strategist and a Digital Communications Officer. This enabled us to create more awareness of Hiil's positioning as a brand and organisation, and ensure more effective communication through digital channels while supporting projects through all stages.

We developed a Strategic Communication Plan for 2020-2021 that aligns with the Business Development priorities for 2020-2021. The plan defines four tasks:



Know our clients



Inform our stakeholders



Attract funding



Build our reputation

We aim to fulfill these tasks through 'permission marketing'. *"Permission marketing turns strangers into friends and friends into fans."* - Seth Godin. It seeks to deliver anticipated, personal and relevant messages to people who actually want them. This is the next logical step in what Hiil has been doing for 15 years. It is streamlined by using data technology and community thinking.

Our communications approach uses data to help optimise our reach and engagement of stakeholders with the resources we have. We have updated, extended and activated our CRM database with relevant stakeholders. We have invested in digital tools – such as a strategic Google Ads campaign and an updated website with set parameters to count and compare visitors – that will offer us more in-depth information about our target audiences. By monitoring and analysing our messages, we will be able to communicate more effectively. We also made progress towards more engaging and diverse communications by developing a French website as well as local websites and digital channels for the Justice Accelerator Hubs.

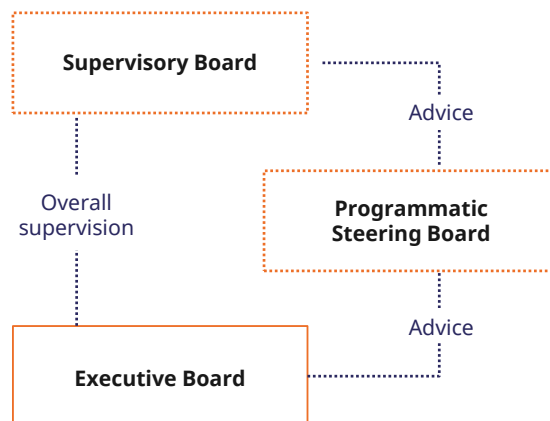
In 2021, we will operate under the updated communications strategy. To optimise our work we will pursue a more structured collaboration with the Business Development and Project Management Teams, alongside our already close involvement with Justice Research and Development, Justice Accelerator and Justice Transformation.

Governance and management

Structure

The institutional structure of HiIL continued to be as follows:

- the Supervisory Board, which provides overall strategic supervision and advice. It also approves the annual budget and the annual accounts of the past year;
- the Executive Board, which is responsible for the execution of the strategy and daily management. The two members of the Executive Board are part of a 4-person senior management team that does this;
- the Programmatic Steering Board, which advises the Supervisory Board and the Executive Board on strategic issues of substance.



The composition of each of these organs is carefully balanced to ensure participation of the various stakeholders relevant to HiIL and to reflect its ambitions. They represent the private and public sectors; international and national perspectives; academics and practising lawyers; different regions; and various relevant disciplines.

Supervisory Board

In 2020, the Supervisory Board consisted of the following members:

- Mr. Jacques Schraven (Chair until 17 July 2020, end of term, non-renewable)
- Mr. Haro Schultz van Haegen (Chair as of 17 July 2020)
- Mr. Peter Jurgens, until 17 July 2020 - end of term, non-renewable
- Ms. Leoni Cuelenaere
- Mr. Klaus Rackwitz
- Prof. Dr. Michiel Scheltema
- Mr. Edmond Wellenstein

The Supervisory Board met four times in 2020 to discuss the progress of the organisational activities.

Detailed information about the Supervisory Board members can be found on the [HiiL website](#).

Executive Board and Senior Management Team

In 2020, the Executive Board consisted of Sam Muller (Chair) and Maurits Barendrecht (Director Research & Development).

In 2020 the Senior Management Team had the following members:



Sam Muller
CEO and chair



Maurits Barendrecht
Director Research
& Development



Britt van der Donk
Director Project
Management



Claudia Heemskerk
Director Shared Services

The Senior Management Team meets every three weeks to discuss HiiL's daily management, organisational goals and strategy.

Programmatic Steering Board

In 2020, the Programmatic Steering Board consisted of the following members:

- Prof. Gillian Hadfield (Chair)
- Ms Giuliana Ortega
- Mr Innocent Chukwuma

The Programmatic Steering Board met twice in 2020.

Partners and donors

In line with our strategy, we managed to diversify and grow our funding base in 2020. We continue to work towards more multi-year, large-scale partnerships in the public and private sectors. We value highly the role of partnerships in achieving SDG 16.3 and our mission. We therefore thank all the partners we worked with and who placed their trust in us in 2020.



La coopération entre le Ministère de la Justice et Hiil a commencé en 2016 par la réalisation d'une enquête sur les besoins de la Justice et la satisfaction du citoyen à son égard.

Cette étude représente une activité innovatrice qui est venue appuyer les efforts déployés par le Ministère en vue de l'amélioration de ses rapports avec le citoyen et son ouverture à la quête du changement de la perception de la justice par le justiciable surtout en terme de confiance et de satisfaction, et ce en se détachant du cadre habituel et classique dans lequel il se voit et est perçu en tant que fournisseur de services vers un cadre plus respectable en terme d'efficacité dans la facilitation d'accès à la Justice et de qualité des services rendus aux usagers du système judiciaire et pénitentiaire.

Le programme lancé en Juillet 2020 relatif à l'« accélérateur de la Justice en Tunisie et dans la région MENA », visant à repérer les entreprises de Justice innovantes les plus prometteuses et à les aider pour se développer et pouvoir apporter l'impact attendu, représente de son côté un projet innovant car cette plateforme a permis de mettre en place un vrai laboratoire d'innovation dans le domaine de la Justice.

Aussi l'engagement de Hiil dans l'organisation de Forums internationaux permettant l'échange entre les plus hauts responsables de la Justice de plusieurs pays représente une occasion aussi importante qu'enrichissante à notre avis.

Ainsi, le Ministère de la Justice qui apprécie et approuve toutes ces approches efficaces proposées dans le secteur de la Justice, partage avec Hiil cette vision de trouver des solutions innovantes pour arriver à subvenir aux besoins les plus urgents de la Justice et reste ouvert à toute proposition de coopération dans ce domaine.

- Mme Raja Boussema, Director of International Cooperation,
Ministry of Justice Tunisia

Dutch Ministry of Foreign Affairs (MFA)



Ministry of Foreign Affairs

We are grateful to our trusted partnership with the Dutch Ministry of Foreign Affairs. In 2020, HiiL started a Justice Needs and Satisfaction survey in Burkina Faso and completed data collection. We tested the ground for follow up dialogues with the nations justice leaders and local justice sector stakeholders on the development of justice innovation strategies based on the data. Simultaneously, we finalised and launched a Justice Needs and Satisfaction study in Ethiopia.

We also scouted, trained and scaled 27 justice entrepreneurs from West and East Africa (Nigeria, Benin, Ghana, Senegal, Kenya, Rwanda and Tanzania) and the MENA region (Lebanon, Morocco and Tunisia). We continued with the development of regional Justice Innovation Hubs in Nairobi (East Africa) and Lagos (West Africa/ Sahel) and prepared the establishment of a third Hub in Tunis (MENA).

Finally, we laid the groundwork for justice innovation processes in Mali and prepared two regional ministerial consultations for the Sahel and MENA.

Swedish International Development Cooperation Agency (SIDA)



In partnership with the Swedish Embassy in Uganda, HiiL has been executing a three-year programme (2017-2020) to support the design and implementation of innovative solutions for justice problems. The Uganda Justice Innovation Programme aims at ensuring that more people in Uganda, in particular the most vulnerable, are empowered to resolve their most pressing justice problems more fairly and effectively. Our focus in 2020 was on effective dissemination, building local capacity and strengthening the networks with stakeholders and institutions across Uganda.

Our project activities neared completion with a second Justice Needs and Satisfaction survey, three Focused Data Studies and a Uganda Justice Dashboard produced, the implementation of the Family Justice Catalogue and best practices on family justice, and business resilience support to 10 of our justice innovators. We also continued engagement with the Ugandan justice leadership and promoted the 'The Justice Leaders', the documentary about access to justice in Uganda. With support of the Swedish Embassy, we will continue our support for the people-centred justice movement in Uganda in 2021 with our "Justice Innovation in a Pandemic" programme.

World Bank



In partnership with the World Bank, HiiL finished a study on the relationship between poverty, inequality and justice needs. For this research project, HiiL Survey data from 14 countries were used. The data has been gathered in 2013-2019 through the application of the Justice Needs and Satisfaction survey.

Gesellschaft für Internationale Zusammenarbeit (GIZ)



With support from GIZ, we started a research project on the effectiveness of digital technologies in resolving and preventing legal disputes in development countries. Which work and why? Are they government led and implemented or do they mostly operate in private spheres? What are the main underlying funding sources and models? This study will offer a comparative overview of justice innovation in international development.

Delegation of the European Union to the Syrian Arabic Republic



With financial support from the EU, HiiL in collaboration with Reos Partners assisted Syrians in developing user-friendly justice innovations that help Syrians deal with a selected number of their most urgent legal problems. In 2020, HiiL facilitated a multi-stakeholder and locally owned innovation process around two objectives: “Syrians have safe and effective access to personal documents”, as well as, “reducing violence and discrimination against women”. Also, we managed a portfolio of subgrants to local justice organisations that directly respond to Syrians justice needs in hard to reach areas. HiiL continued to work with a local project management team in Beirut.

Nuremberg Academy



Following successful completion of a feasibility study on monitoring the quality of international criminal justice as delivered by Hague courts and similar mechanisms, HiiL and the Nuremberg Academy continued its partnership on Nuremberg Benchmarks in 2020. The accumulated experience of benchmarks in other fields, such as public health and climate change, has shown that the mere existence of data and benchmarks often has a powerful transformative effect in a field. Many monitoring systems now exist in the field of justice, using a broad range of data-collection methods. The Nuremberg Benchmarks could become a system of indicators designed to measure the effectiveness of the response by multiple actors in addressing international crimes. In 2020, we started to test the operational feasibility of such a system.

UNDP South Sudan



In 2020, HiiL closed a partnership with UNDP South Sudan to carry out a Justice Capacity Needs and Gaps Assessment in 10 states in South Sudan. Through our Justice Needs and Satisfaction (JNS) tool, we will collect evidence using a mixed-methods approach: desk research, qualitative interviews with justice leaders, qualitative focus groups with justice providers and users across the country, and a nationwide quantitative JNS survey. The results will feed into a first round of high level justice leadership dialogues.

Dutch Postcode Lottery



In 2019, we became proud partners of the Dutch Postcode Lottery (Nationale Postcode Loterij), one of the largest charity lotteries in the world. The Dutch Postcode Lottery supports our work in Southern Africa with a grant of one million euros. Thanks to our partnership, we continue to scout and support the best justice innovations in the Southern African region and accelerate them to realise access to justice for millions of people. In the coming years we will focus on further developing the Justice Innovation Hub for Southern Africa, manned by our local team in Johannesburg. This local Hub will support many more justice innovations and, as a result, make a greater social impact.

United Nations High Commissioner for Refugees (UNHCR)



In 2019, HiiL established a partnership with the United Nations High Commissioner for Refugees (UNHCR) to collect and analyse data on the justice needs of refugees, IDPs, stateless people and local hosting populations. HiiL applied the Justice Needs and Satisfaction methodology and completed a study on the justice needs of refugees and host communities in Ethiopia. The findings will form an integral part of wider efforts to raise the profile of justice in building self-reliance and creating durable solutions to displacement.

A second study examining the justice needs of IDPs in specific camps in Burkina Faso was kicked off in Quarter 4 of 2020, with launch scheduled for Q2 2021. Plans are set to expand the partnership with a Justice Needs and Satisfaction survey in a third country, kicking off in Q4 2021.

Eric Kariuki

Justice Accelerator Head East Africa

We live in a world with immense wants and growing inequalities. Access to justice is the handmaiden to resolving many of these challenges. Hence it is important to innovate, transform and reform how justice works for everyone. HiiL provides an opportunity to change this paradigm by centring justice solutions as a key enabler for socio-economic growth and development in Africa and beyond.



Mott Foundation



The MoTT Foundation provided HiiL with a general purpose grant to support activities in 2020. This included support to an Innovation Hub in Ukraine, identifying and incubating promising justice innovations. The Franchise Agreement has been signed by the Ukraine Hub, which now operates as an independent entity. Ukraine is one of the first hubs to adopt this new way of working, and will serve as a key example moving forward as the Justice Accelerator moves further towards financially sustainable local entities.

MoTT also provided support to the COVID Justice Rescue Fund. In which alumni of HiiL's Justice accelerator provide training and grants to ensure business continuity. The fund aims to form a vital lifeline to startups navigating the challenges of a post Covid context.

Finally, MoTT funded a study on the justice needs of small and medium-sized enterprises that HiiL performed together with local actors in Ukraine. The study concluded in late 2020 follows findings from the Justice Needs and Satisfaction survey in Ukraine. The study identified small and medium-sized enterprises as both a critical gap in data and one of the most pressing needs.

The Hague City Council



Together with the City of the Hague, we developed a city Justice Justice Needs and Satisfaction survey to map the justice problems of citizens in The Hague. We held focus groups with people with a low income, status holders and women within these groups - to understand the problems of more vulnerable groups in the city and collected quantitative data on people's most pressing justice problems. Parallel to these efforts we started a stakeholder analysis of other organisations in The Hague that are developing solutions for access to justice. Over the year, the cooperation intensified, leading to a serious partnership for HiiL's Innovating Justice Forum 2021.

Center on International Cooperation, New York University



HiiL's CEO co-authored a series of briefings, Justice in a Pandemic, on the impact of Covid-19 on justice systems worldwide and how important justice systems are for a proper response. This initiative was led by the Pathfinders for Peaceful, Justice and Inclusive Societies, a group of 38 member states, international organisations and other partners committed to accelerating the delivery of SDG16. The Pathfinders is hosted by the Center on International Cooperation (CIC) at New York University (NYU).

IAALS (Institute for the Advancement of the American Legal System)



HiiL has completed data collection and is in the final stage of analysis for a Justice Needs and Satisfaction survey in the United States. The objective of the partnership is to develop an understanding of the overall trends in the United States, and identify in detail the legal needs of American citizens. This will provide a basis for a more empirically based approach to reform of the country's legal system. The results are scheduled to be launched in Q2 2021.

Clifford Chance



At the UN General Assembly week in September 2019, HiiL and Clifford Chance (CC) announced the establishment of a global, multi-year partnership to promote equal access to justice for all in line with Sustainable Development Goal 16.3, with a focus on Africa. The partnership is built on the new vision for realising SDG16.3 outlined by the Task Force on Justice in its report of July 2019 and in The Hague Declaration on Access to Justice. In 2020, we continued our partnership and CC supported HiiL with legal expertise around the Social Franchise Agreement and the design of the structure of the Innovating Justice Fund. We also looked into the possibility of a collaboration between Clifford Chance's 5-year Cornerstone project in Rwanda and HiiL's Justice Accelerator. With this collaboration we would aim to improve the livelihoods of disenfranchised people by supporting the growth and impact of justice startups that empower people to prevent or resolve their justice issues.



Access to Justice is one of the pillars of our Community Affairs and Pro Bono work. In line with this, Clifford Chance and HiiL started a global partnership to promote accessibility of rule of law on an international level, in line with Sustainable Development Goal 16.3 in 2019. We value this partnership with HiiL very much and are impressed by the amazing work HiiL does in supporting access to justice. E.g. The support in countries like Uganda and Nigeria are showing good results. From research about justice needs to organizing the Innovating Justice Challenge and guiding justice entrepreneurs to initiating Transformation Hubs: all is focussed on making justice more accessible for all. It proves the power of innovation in achieving access to justice.

- Jeroen Ouwehand, Global Senior Partner, Clifford Chance

eCommerce in Netherlands

HiiL and Dutch online retailers started a project investigating the innovation of employment conditions for e-Commerce in the Netherlands. This includes improving the receptiveness of these innovative methods by the Dutch legal system.

Justice42

Justice42

HiiL is a minority shareholder in Justice42. Justice42 BV was founded in 2017. It is founded on the evidence that supporting and stimulating people to solve conflicts by themselves in an early stage can prevent escalation. Technology plays an important role in building self-reliance and confidence.

Building on the lessons learned from HiiL's "Rechtwijzer", a new, sophisticated ODR platform was built named, 'Uitelkaar.nl'. It assists partners that are separating in having a structured dialogue on divorce and parenting agreements and subsequently having those agreements formalised in court.

Tim Verheij

Justice Sector Advisor, Justice Research and Development

I come from a family of doctors and medical researchers. That makes me the only one who specialised in justice. I see the similarities between the two sectors. We can learn a great deal from each other. My personal mission is to make justice evidence-based, so that everyone can get the best possible legal care. My work at HiiL allows me to contribute to that.



FINANCE AND ADMINISTRATION

Board Report

Risk policy and management

HiiL operates in a dynamic and innovative environment. The risks associated with our work range from field work in fragile states, to various engagements with suppliers, donors, and employees. To mitigate against any potential risks associated with this work, we have implemented a number of safeguards.

We rely on strict controls to prevent potential conflicts of interests and remain transparent. These controls can be found in the Articles of Association, the Code of Conduct and the governance of the organisation.

Furthermore, HiiL has an ambitious strategic plan and a committed workforce to implement this plan. However, this could lead to excessive work pressure on our workforce. To avoid this, we strive to create a work environment in which the workforce can excel, where progress towards goals is reviewed regularly, and where plans get modified if they prove to be unrealistic in practice.

Each month, HiiL monitors its budget, forecast and 18-month cash flow projection. We manage our future and present programmes actively to ensure long-term continuity in order to achieve our goals. This structured financial planning assures healthy operations -- a fundamental process given these economically challenging times.

The programme and project related risks of HiiL can also be significant. We consider all risks before committing to (new) programmes. Our approach seeks to establish awareness of possible risks and discuss them responsibly with the appropriate officials and staff. To this end, we maintain a Risk Register which is updated regularly and addressed annually at the Supervisory Board meeting.

Regarding the international activities we perform, HiiL deals in several currencies. Our currency risk largely concerns US dollar transactions. However, these risks are not in proportion to setting up a hedging facility within our organisation. We register all currency exchange rates at the execution date. In 2020, we were confronted with the effect of negative interest in the Netherlands. Currently, we are investigating possibilities to mitigate negative bank interests.

HiiL does not have significant credit risks. Receivables are mainly related to grants from solid public and private institutions.

More broadly, risks are promptly discussed within Senior Management Team meetings, where action to address overall risks gets taken quickly and as needed. Once per year, the Supervisory Board and Senior Management Team assess overall risks and adjust responses wherever necessary.

Organisational and administrative support

In 2020, we continued to work with both external administrative support (for our bookkeeping) and an in-house financial controller for day-to-day monitoring of operational processes and procedures, cash, fiscal and financial regulations and compliance.

In 2018, HiiL concluded that an investment in the IT infrastructure was needed for future growth. Following the definition of terms of reference, HiiL began working with an external partner for the implementation. A model was chosen with different tools that has enabled HiiL to work independent of time and place and facilitated communications with each other at any location. This model avoids restricting HiiL to one or two larger systems and maintains flexibility as needed in a fast changing world and IT landscape. In 2020, we finalised the implementation and reclaimed maintenance of most IT systems internally. In 2021, the last parts mainly focussed on security will be rolled out. Further investments will be made to increase the capacity for future growth of the organisation.

Financial position and liquidity

The financial position of HiiL is healthy. The solvency ratio (total reserves divided by total liabilities) per 31 december 2020 is 27% (2019: 19%). The current ratio (current assets divided by total debts) is 1.35 (2019: 1.21). This shows the organisation's ability to meet both short-and long-term obligations.

The capital management is risk-averse. The cash and cash equivalents that were received in advance in 2019 were partly used to cover running programmes at HiiL in 2020 and decreased to 6.631 million euro (2019: 9.959 million euro). The current liquidity position is sustainable.

HiiL operates in a fluid context, of which 2020 was an extremely challenging year. Yet we have shown in the past year that HiiL is capable of creating a healthy financial position and a solid liquidity position.

As of April 2020, we are confronted with negative interest charges. Our bank charged 0.5% over a positive liquidity of 2,500,000 euro. This resulted in an interest payment of 17,443 euro. Part of this expense has been recovered via our partners. In 2021, we will further investigate all possibilities to mitigate these negative interest costs.

Contingency reserve

The contingency reserve is designed to create a financial buffer. This ensures that HiiL can operate for several months without income in the event of being forced to immediately suspend activities. Additionally, the contingency reserve is arranged to cover costs in case the organisation is forced to be dissolved. In July 2020, the Supervisory Board made a decision to set the contingency reserve at 1.800 million euro.

Other reserve

The other reserve contains the allocation of the accumulated net results. As of 31 December 2020, the reserve amounts to 118 euro negative (2019: 15,844 euro positive).

Designated reserve

In 2017, HiiL participated in the company J42 and as per 31 December 2020 the designated reserve is 82,703 euro (2019: 151,837 euro). This reserve is equal to the balance of the invested value in J42.

Budget

The budgeted revenue for 2020 was 8.836 million euro. With the effects of Covid-19, the budget estimate was revised to more accurately reflect this new reality. The revised estimated revenue was 7.467 million euro and we realised 7.352 million euro. Our costs of sales and operational costs were budgeted at 8.768 million euro with an operating net result of 67,739 euro. We realised operational costs of 4.246 million euro and an operating result of 16,948 euro. After our financial expenses as bank costs, currency exchanges and interest costs, and the participation result, we realised a net result of negative 84,641 euro.

For 2021 we have an approved budget with a net turnover of 4,919 million euro. The personnel cost is expected to be 3,919 million euro, the material costs are budgeted at 983,50 thousand euro, which result in an operational result of 16.96 thousand euro.

Due to Covid-19, we were unable to execute programmes in the same way or to the full extent. This resulted in a lower revenue and as an immediate effect a lower net result than budgeted.

Revenues

The revenues increased 15.40% compared to 2019. Below you can find a detailed income overview per funding partner. Revenues with partners less than 40,000 euro are listed under "Other partners".

DONATIONS	2020	%	2019	%
Dutch Embassy Mali	0	0%	90,000	1%
Dutch Postcode Lottery (Nationale Postcode Loterij)	301,440	4%	312,266	5%
European Union	921,005	13%	360,053	6%
Gesellschaft für Internationale Zusammenarbeit	0	0%	248,466	4%
Ministry of Foreign Affairs The Netherlands	4,288,615	58%	3,946,209	62%
Municipality of The Hague	102,273	1%	44,600	1%
Private Foundation	349,869	5%	93,674	1%
Swedish International Development Agency	640,917	9%	952,313	15%
IAALS	111,264	2%	0	0%
Mott Foundation	160,724	2%	0	0%
Worldbank	60,308	1%	0	0%
United Nations Development Programme	0	0%	70,297	1%
United Nations High Commissioner for Refugees	306,203	4%	0	0%
University of New York (Center on International Cooperation)	1,350	0%	43,776	1%
Other partners	107,648	1%	208,723	3%
	7,351,615	100%	6,370,378	100%

Operational costs

We closely monitored our cost of sales and other operational costs. We realised a cost of sales of 3.089 million euro (2019: 2.945 million euro) where the original budget was 3.961 million euro and the revised estimate was 3.352 million euro. This is in direct relation with the revenues.

The other operational costs are 4.246 million euro (2019: 3.090 million euro) which is lower than the budgeted 4.807 million euro from the original budget and slightly higher than the revised estimate of 4.170 million euro.

On average, we grew with our employees from 29.1 FTE in 2019 to 40.4 FTE in 2020. Our employee costs in 2020 were 3.529 million euro, an increase of 33.18% compared to 2019 (2.649 million euro). We expect to see the full effects of this investment in 2021.

Net revenues

The net revenues increased with 24.45% compared to 2019 (2020: 4.263 million euro and 2019: 3.425 million euro). The net revenue fully covered the operational costs (included a.o. personnel costs and material costs).

Operating result

Despite the economic and operational challenges caused by the pandemic, we managed to keep the operational result positive. The operating result that we realised equals 16,948 euro positive (2019: 335,148 euro positive). Our operational result, which is our result before financial costs and participation result, indicates that our primary processes show a strong foundation to manage future growth as indicated in our 2021 work plan and 2021 budget. However, we continue to monitor our expenditures closely in order to keep operational base costs in line with the evaluation of our Gross Revenue in the coming years.

Sam Muller
14.04.2021

Maurits Barendrecht
14.04.2021

A. Balance sheet

Ref.	31-12-2020		31-12-2019	
	€	€	€	€
ASSETS				
1. Non-current assets				
- Housing	0		0	
- Automation	17,268		15,777	
		17,268		15,777
2. Financial fixed assets		82,953		152,087
Current assets				
3. - Receivables	202,109		428,263	
4. - Cash and cash equivalents	6,631,156		9,959,100	
		6,833,265		10,387,363
Total assets		6,933,487		10,555,227
LIABILITIES				
Reserves				
5a. - Designated reserve	82,703		151,837	
5b. - Contingency reserve	1,800,000		1,800,000	
5c. - Other reserve	-118		15,844	
		1,882,585		1,967,681
Debts				
6. - Short term debts		5,050,902		8,587,546
Total liabilities		6,933,487		10,555,227

B. Income statement

<u>Ref.</u>	<u>Realisation 2020</u>	<u>Budget 2020</u>	<u>Realisation 2019</u>
	€	€	€
<u>Income</u>			
Revenues	7,351,615	8,835,580	6,370,379
Costs of sales	<u>-3,088,988</u>	<u>-3,960,700</u>	<u>-2,945,329</u>
Net revenues	<u>4,262,627</u>	<u>4,874,880</u>	<u>3,425,050</u>
<u>Costs</u>			
7. Personnel costs	3,529,245	3,857,141	2,649,960
8. Material costs	<u>716,434</u>	<u>950,000</u>	<u>439,942</u>
Total costs	<u>4,245,679</u>	<u>4,807,141</u>	<u>3,089,902</u>
Operating result	16,948	67,739	335,148
9. Financial income and expenses	<u>-32,910</u>	<u>0</u>	<u>-7,593</u>
Net result for result of participation	-15,962	67,739	327,555
Participation result	<u>-68,679</u>	<u>0</u>	<u>-97,663</u>
Net result	<u>-84,641</u>	<u>67,739</u>	<u>229,892</u>
<u>Allocation</u>			
Designated reserve	-68,679	0	-95,374
Contingency reserve			309,422
Other reserve	<u>-15,962</u>	<u>67,739</u>	<u>15,844</u>
Net result	<u>-84,641</u>	<u>67,739</u>	<u>229,892</u>

C. Specification of the Revenues

	2020	%	2019	%
Dutch Embassy Mali	0	0%	90,000	1%
Dutch Postcode Lottery (Nationale Postcode Loterij)	301,440	4%	312,266	5%
European Union	921,005	13%	360,053	6%
Gesellschaft für Internationale Zusammenarbeit	0	0%	248,466	4%
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University of New York (Center on International Cooperation)	1,350	0%	43,776	1%
Other partners	107,648	1%	208,723	3%
	7,351,615	100%	6,370,378	100%

In the amount of Other partners are partners which have contributed less than € 40.000 on an annual basis.

D. Explanatory notes for the annual accounts

HiiL

HiiL was established in 2005 as the Hague Institute for the Internationalisation of Law. A foundation with financial support from the Dutch Government and The Netherlands Organisation for Scientific Research. The goal: to better understand the profound changes that are occurring in the environment in which legal systems operate and, on that basis, to concretely contribute to adapting them to today's world. One of the key trends we focused on from the start was internationalization: the increased transnational connectedness between legal systems, either directly or through international organisations.

We transitioned as of 2012 into the social enterprise we now are. We therefore decided to change one word in our name: *the Hague Institute for Innovation of Law*. Using the knowledge base that had been built the focus is on impact, and helping clients design and implement justice journeys that work in the 21st century and that are user-centred, accessible, effective, and founded on sustainable funding models.

Our office is located at Fluwelen Burgwal 58 in The Hague. We are registered with the Chamber of Commerce in The Hague under number 27290536.

The Dutch Tax and Customs Administration has designated us as an 'Public Benefit Organisation' (Algemeen Nut Beogende Instelling, ANBI) which means that donations to us are exempt from gift tax and inheritance tax (within legal limits).

Participation

HiiL is participating in J42 via 250 ordinary shares against payment by HiiL of the nominal value of such shares, a share premium, the consideration in kind by HiiL of making available to J42 certain IP, know how and related IPR that is either necessary or otherwise useful for the platform of J42 in the broadest sense of the word. In addition to the shares, J42 will pay HiiL a 3% case fee on his margin (intake + review fee less related external costs), when J42 has a profitable year.

It has been agreed that HiiL grants J42 a perpetual worldwide, royalty free license - with the right to sublicense to J42 subsidiaries and/or affiliates to use, market, exploit, further develop, augment and otherwise amend the concepts and any and all other work results that have been developed related to the platform or will develop after the closing date thereto (collectively 'IP') and related IPR, which J42 has accepted. The license is exclusive for the Netherlands and divorce.

HiiL is not obliged to participate in future rounds raising capital or to fund losses of J42, if any HiiL is aware that this may have consequences for the % of the shares HiiL holds.

HiiL obtains per 31 December 2020 250 shares from 1,093 shares placed, being 22.87% of the placed shares. In future this percentage could become lower as mentioned in the above paragraph.

Over 2020 J42 realised a loss of € 281,945. The shareholder's equity as per 31 December 2020 of J42 was € 362,669 and this amount multiplied by the 22,87% stake that HiiL obtains results in a value in the participation of J42 being € 82,703.

The € 82,953 is shown as part of the shareholder's equity being reflected as 'Designated reserve' (in Dutch: Bestemmingsreserve). The designated reserve is only related to the participation in J42.

Approval and adoption of the financial statements 2020

The Supervisory Board approved the annual report and the financial statements 2020 of the Institution in the meeting of the Supervisory Board, held on 30 April 2021, including the allocation of the result, as presented on the income statement. In accordance of article 11 (1)(d) of HiiL's Articles of Association the Executive Board prepares and, subject to the approval of the Supervisory Board, adopts the annual report and the financial statements 2020.

Post balance sheet events

There have been no significant events post balance date which would materially affect the financial statements.

Accounting Principles

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below.

General information

The financial statement has been prepared in accordance with accounting principles generally accepted in the Netherlands (Guideline 640 of the Dutch Accounting Standards Board, the guideline for non-profit organisations).

The balance sheet, income statement and cash flow statement include references to the notes.

Going concern

The accounting policies within the financial statements are based on the assumption that we will be able to continue as a going concern.

Comparative figures

The accounting policies are consistent with those used in the previous year.

Accounting policies for the balance sheet

In general, assets and liabilities are stated at the amounts at which they were acquired or incurred, or at current value. If not specifically stated otherwise, they are recognized at the amounts at which they were acquired or incurred.

The non-current assets are valued against purchase price with a deduction for straight-line depreciation based on the estimated economic lifespan. Investments of less than € 500 are not capitalised. The estimated economic lifespan of housing, automation and other equipment and furniture is set at five years. The depreciation of the investments is pro rata.

Receivables are recognized at fair value. If payment of the receivable is postponed under an extended payment deadline, fair value is measured on the basis of discounted value of the expected revenues. Interest gains are recognised using the effective interest method. When a receivable is uncollectible, it is written off against the provision for bad debts.

Cash and cash equivalents include cash in hand and bank balances. Cash and cash equivalents are stated at face value.

The contingency reserve is to ensure that we can continue its activities and to meet its obligations. The continuity reserve per balance date is sufficient for these purposes.

The designated reserve is related to the participation in J42 only.

The short terms debts, accruals and deferred income concerns categories with a remaining term of less than one year.

We use the billable hours spent and the billable costs of sales to determine the appropriate amount to be recognised in a certain period. If the result recognised exceeds the invoiced received installments, projects are presented in the balance sheet as amounts to be invoiced received. If the result recognised is less than the invoiced received amounts or received amounts it is presented as short term debts (still to be spent on the objective).

Accounting policies for the income statement

Income and expenditures are recognized as they are earned or incurred and are accounted for in the financial statements in the year to which they relate. Profit or loss is determined as the difference between the realisable value of the services delivered and the costs and other charges for the year.

Transactions denominated in foreign currencies conducted during the reporting period are recognised in the annual accounts at the rate of exchange on the transaction date. Any resulting exchange differences are recognised through income and expenditure.

Non-current assets are carried at cost less straight-line-depreciation over their estimated useful lives. The estimated economic life is set at five years. Gains and losses on the sale of non-current assets are included in the income statement.

Salaries, wages and social security contributions are taken to the income statement based on the terms of employment, where they are due to employees.

Interest paid and received is recognized on a time-weighted basis, taken account of the effective interest rate concerned.

E. Cash flow statement

The cash flow statement analyses the changes in cash and cash equivalents between 1 January 2020 and 31 December 2020 and is prepared according to the indirect method. Cash flows in foreign currency has been converted into Euro using the exchange rate valid on transaction date. In 2020, the cash and the cash equivalents decreased by € 3.328 million. The decrease is due to the execution of the work where the advance payments of 2019 were meant for.

Ref.

Amounts x € 1,000	Realisation 2020	Realisation 2019
<u>Cash flows from operating activities</u>		
Operating result	16.9	335.1
Depreciation	6.5	6.5
Financial income and expenses	<u>-32.9</u>	<u>-7.6</u>
	-9.5	334.0
Mutations in working capital:		
3. - Receivables	226.2	-128.3
6. - Debts	<u>-3,536.6</u>	<u>1,856.3</u>
	<u>-3,310.4</u>	<u>1,728.0</u>
Total cash flows from operating activities	-3,319.9	2,062.0
<u>Cash flows from investing activities</u>		
Mutations:		
1. Investments non-current assets	-8.0	-9.9
2. Financial fixed assets	<u>-0.1</u>	<u>-2.2</u>
Total cash flows from investing activities	<u>-8.1</u>	<u>-12.1</u>
3. Net changes in cash and cash equivalents	<u><u>-3,328.0</u></u>	<u><u>2,049.9</u></u>
Cash and cash equivalents 1 January	9,959.2	7,917.1
Cash and cash equivalents 31 December	<u>6,631.2</u>	<u>9,967.0</u>
Net changes in cash and cash equivalents	<u><u>-3,328.0</u></u>	<u><u>2,049.9</u></u>

F. Notes to the balance sheet

1. Non-current assets

	<u>Housing</u>	<u>Automation</u>	<u>Total</u>
	€	€	€
Balance 1 January	0	15,777	15,777
Mutations 2020:			
- Investments	0	8,031	8,031
- Desinvestments	0	0	0
- Depreciation desinvestments	0	0	0
- Depreciation	0	-6,540	-6,540
Balance 31 December	<u>0</u>	<u>17,268</u>	<u>17,268</u>
Purchase value		217,122	217,122
Cumulative desinvestments		0	0
Cumulative depreciation desinvestments		0	0
Cumulative depreciation		-199,854	-199,854
Balance 31 December	<u>0</u>	<u>17,268</u>	<u>17,268</u>

	<u>31-12-2020</u>	<u>31-12-2019</u>
	€	€
2. <u>Financial fixed assets</u>		
Participation Justice42	<u>82,953</u>	<u>152,087</u>
Total financial fixed assets	<u><u>82,953</u></u>	<u><u>152,087</u></u>

3. Receivables

Debtors	19,118	160,935
Other receivables	42,488	9,226
Amounts to be invoiced	39,022	199,590
Advanced payments	90,806	50,317
Deposit	10,649	7,874
Interest receivable	<u>25</u>	<u>321</u>
Total receivables	<u><u>202,109</u></u>	<u><u>428,263</u></u>

At the end of 2020 all the other debtors are considered as collectible.

4. Cash and cash equivalents

ABN AMRO Savings Accounts	4,800,000	9,500,000
ABN AMRO Bank Guarantee Account	20,000	167,000
ABN AMRO Cashmanagement Accounts	1,801,999	291,767
Cash in hand	<u>9,157</u>	<u>333</u>
Total cash and cash equivalents	<u><u>6,631,156</u></u>	<u><u>9,959,100</u></u>

The guarantee account consists of € 20,000 for the corporate credit cards. All other cash and cash equivalents can be withdrawn upon demand.

	<u>31-12-2020</u>	<u>31-12-2019</u>
	€	€
5a. <u>Designated reserve</u>		
Balance 1 January	151,837	193,967
Participation J42	-455	53,244
Allocation net result	<u>-68,679</u>	<u>-95,374</u>
Balance 31 December	<u>82,703</u>	<u>151,837</u>

The designated reserve was created in 2017 and serves the participation in J42. This reserve is solely meant for this participation. The balance as per 31 December reflects the Net Asset Value of J42 against the participation rate of 22.87%.

5b. <u>Contingency reserve</u>		
Balance 1 January	1,800,000	1,490,578
Movement	<u>0</u>	<u>309,422</u>
Balance 31 December	<u>1,800,000</u>	<u>1,800,000</u>

The contingency reserve was set up to allow HiiL to overcome a period of 6 months of limited income or to close down in an orderly fashion if that is required. The reserve for 2020 is enough to be prudent.

5c. <u>Other reserve</u>		
Balance at 1 January	15,844	0
Allocation net result	<u>-15,962</u>	<u>15,844</u>
	<u>-118</u>	<u>15,844</u>

	<u>31-12-2020</u>	<u>31-12-2019</u>
	€	€
6. <u>Short term debts</u>		
Still to be spent on the objective *	4,088,461	7,922,469
Balance leave hours and holiday pay	190,179	143,527
Accounts payable	359,842	171,278
Taxes and premiums	175,844	156,214
Pension	43,224	35,698
Project liabilities	53,919	7,000
VAT payable	5,711	15,751
Payable personnel costs	4,253	16,430
Repayment donation	17,259	0
Other liabilities and accruals	<u>112,209</u>	<u>119,179</u>
Total short term debts	<u>5,050,901</u>	<u>8,587,546</u>

* Still to be spent on the objective represents deferred income or invoiced amounts in 2020 for work that still has to be executed in 2021

COMMITMENTS NOT APPEARING IN THE BALANCE SHEET

Housing

The renting period of the office space at the Fluwelen Burgwal 58 is from January 1, 2018 and will end on March, 31st 2021. Yearly an indexation of the rent will take place on basis of the CPI. The estimation for 2021 is that approximately in total € 37,612 will be paid for the rent of the office space, desks, chairs and service costs. We also rent an apartment which is located at Westeinde 20B. The contract is until 31 July 2021 and is in total € 12,950.

Leasing

Per 1 January 2019 a copier was leased. The duration of the contract is 60 months and after the expiry date the contract will be extended annually. The monthly fee is € 668 excluding VAT.

Prepaid donations

As part of our accelerator programme HiiL has obligations to innovators in the countries we are active for a total amount of € 77,986 as per 31 December 2020.

Suppliers

HiiL has contracts with suppliers for work to be executed in 2021 for EUR 112,000.

G. Notes to the income statement

	Realisation 2020	Budget 2020	Realisation 2019
	€	€	€
7. <u>Personnel costs</u>			
Gross wages, including holiday pay and year-end bonus HiiL personnel	2,336,493		1,810,015
Social costs	328,937		245,304
Pension costs	353,884		256,001
Travel expenses commuter traffic	22,240		28,820
Indirect personnel costs	<u>487,690</u>		<u>309,820</u>
Total personnel costs	<u>3,529,245</u>	<u>3,857,141</u>	<u>2,649,960</u>
<i>Total FTE (interns excluded)</i>	<u>40.4</u>	<u>45.8</u>	<u>29.1</u>

Report for 'Wet normering topinkomens' (WNT)

Due to the fact that more than 50% of the total gross revenue in 2020 is granted by the Dutch government, the Dutch Act "Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector (WNT)" apply for HiiL. The reported maximum amount per person and function is calculated based on the fulltime equivalent in the labor agreement or the contract of the executive involved.

Supervisory Board

The Supervisory Board receives no remuneration.

Executive Board

	Executives	
	S. Muller	M. Barendrecht
Function	<i>Chief Executive Officer</i>	<i>Research Director</i>
Period in function	2020	2020
Full time equivalent during this year	1,00 FTE	0,84 FTE
Employee contract	Yes	Yes
Remuneration (including taxable expenses)	149,767	117,895
Future payables	-	-
Provisions remuneration due	20,868	17,381
Other receivables non-remuneration	-	-
Total remuneration 2020 for WNT	170,635	135,276
Applicable maximum in 2020	201,000	168,840
Exceeded amount	n.a.	n.a.
Outstanding receivables	n.a.	n.a.

Comparable figures

	Executives		
	S. Muller	M. Barendrecht	E. Tacoma
Function	<i>Chief Executive Officer</i>	<i>Research Director</i>	<i>Director Justice Accelerator</i>
Period in function	2019	2019	2019
Full time equivalent during this year	1,00 FTE	0,84 FTE	1,00 FTE
Real (or fictive) employment	Real	Real	Real
Remuneration (including taxable expenses) 2019	145,861	115,911	118,558
Provisions remuneration due	20,227	16,865	19,553
Other receivables non-remuneration	-	-	-
Total remuneration 2019 for WNT	166,088	132,776	138,111
Applicable maximum in 2019	194,000	162,960	194,000

	Realisation 2020	Budget 2020	Realisation 2019
	€	€	€
8. <u>Material costs</u>			
Travel costs	11,566	10,000	7,398
External communication costs	58,640	150,000	35,386
Housing costs	122,448	130,000	130,539
Supervisory Board and PSB costs	1,765	10,000	3,047
Office costs	169,018	204,000	156,527
Depreciation costs	6,540	6,000	6,528
Sales & Marketing costs	96,767	100,000	11,475
General costs *	<u>249,690</u>	<u>340,000</u>	<u>89,042</u>
Total material costs	<u>716,434</u>	<u>950,000</u>	<u>439,942</u>

* The general costs consist mainly of costs for outsourcing administrative support, auditor costs, subscriptions and insurances.

9. Financial income and expenses

Financial income	1,238	0	3,601
Financial expenses *	<u>34,148</u>	<u>0</u>	<u>11,194</u>
Total financial income and expenses	<u>-32,910</u>	<u>0</u>	<u>-7,593</u>

* Due to more international activities more payments were transferred abroad and together with negative interest with banks led to extra financial expenses.

H. Independent auditor's report

The independent auditor's report is included at the next page of the financial statements.

INDEPENDENT AUDITOR'S REPORT

To: The supervisory board of Stichting The Hague Institute for Innovation of Law

A. Report on the audit of the financial statements 2020 included in the annual report

Our opinion

We have audited the financial statements 2020 of Stichting The Hague Institute for Innovation of Law based in The Hague, The Netherlands.

In our opinion, the financial statements give a true and fair view of the financial position of Stichting The Hague Institute for Innovation of Law as at 31 December 2020 and of its result for 2020 in accordance with the Guidelines for annual reporting 640 'Not-for-profit organizations' of the Dutch Accounting Standards Board and the Policy rules implementation of the Standards for Remuneration Act (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2020;
2. the income statement for 2020; and
3. the notes comprising of a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing as well as the Policy rules implementation WNT, including the Audit Protocol WNT. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting The Hague Institute for Innovation of Law in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Compliance with rule against overlapping pursuant to the WNT not audited

In accordance with the Audit Protocol under the Standards for Remuneration Act (WNT), we have not audited the rule against overlapping as referred to in section 1.6a of the WNT and section 5 (1) (j) of the WNT Implementing Regulations. This means that we have not audited whether an executive senior official exceeds the norm as a result of any positions as executive senior at other institutions subject to the WNT, and whether the explanation required in this context is correct and complete.

B. Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of the Executive Board's report.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, including the Executive Board's report in accordance with the Guidelines for annual reporting 640 "Not-for-profit organisations" of the Dutch Accounting Standards Board.

C. Description of responsibilities regarding the financial statements

Responsibilities of the Executive Board and the Supervisory Board for the financial statements

The Executive Board is responsible for the preparation and fair presentation of the financial statements in accordance with the Guidelines for annual reporting 640 "Not-for-profit organisations" of the Dutch Accounting Standards Board and the Policy rules implementation of the Standards for Remuneration Act (WNT). Furthermore, the Executive Board is responsible for such internal control as the Executive Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Executive Board is responsible for assessing the organisations ability to continue as a going concern. Based on the financial reporting framework mentioned, the Executive Board should prepare the financial statements using the going concern basis of accounting, unless management either intends to dissolve the foundation or to cease operations, or has no realistic alternative but to do so.

The Executive Board should disclose events and circumstances that may cast significant doubt on the organisations ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for monitoring the financial reporting process of the organisation.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing as well as the Policy rules implementation WNT, including the Audit Protocol WNT, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not

detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Executive Board;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organisations ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause an organization to cease to continue as a going concern.
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the supervisory board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Rotterdam, April 20, 2021

HLB Den Hartog
Accountants & Consultants



F.A.M. van Dorp RA



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