

Annual Report and Accounts 2021

These times of crisis need better justice systems



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These times of crisis need better justice systems

Losing your job. Losing your land. Losing your house. Falling back into the informal economy. No access to public services. A chronic lack of safety. Subject to corruption and violence.


This was 2021 for hundreds of millions of people whilst facing a full-blown pandemic. The justice gap remains as large as ever. In fact, all indications suggest it is bigger than it was in 2020 with the most vulnerable affected the most. In his report, Our Common Agenda, the United Nations Secretary-General refers to an “ever deeper crisis of trust” caused by the fact that institutions, both national and international, do not deliver enough. He explicitly includes justice systems which, in his words, “deliver only for the few.” Using the word ‘crisis’ is, I think, legitimate.

My first trip following the lifting of the Covid-19 travel restrictions came at the end of 2021. With a small HiIL team we arrived on the island of Djerba in Tunisia for an in-depth conversation with a group of key justice stakeholders composed of a mayor, local civil society leaders, district court judges, officials from the Ministry of Justice, and local business leaders, together representing a diverse population. We had convened to look at data concerning justice needs and to consider what would be a central theme for an Innovation Lab.

Our conversations once again made it clear that courts were too far away for most people; that judges struggle with rules, procedures, and resources; and that civil society leaders work hard to give voice to needs of people and to offer help where possible, but that it is never enough. Mayors want to act but they have no real powers over justice. Ministry officials who want change but are bound by procedures, rules, and political parameters. But, on a more hopeful note, we also saw a deep motivation to work on change and fast emerging clarity on outcome-based goals around the most pressing justice needs.

We talked about what justice systems could be. A vaccine against disease, mitigating social tensions and building trust. A place where conflicts are resolved, where rights can be invoked, frustrations channelled, and violence prevented. We talked of systems that help to strengthen trust in state institutions and give governments a stronger licence to work on serving their citizens. We examined new ways of working, of using data to understand the needs of people and outcomes needed. We discussed justice interventions that really work and how to share best practices among judges, mayors, ministry officials, and civil society leaders.





We asked how we can come together to work on innovative delivery models that get these effective interventions to as many people as possible, when they need them and based on a sustainable funding model. And talked about meeting more often like this, as leaders, to strategise, align, and create the enabling environment for the change that is needed. As explained in the following chapters, this is how we worked in 2021.

Before I leave you to read on, I want to pay two tributes.

Firstly, to the HiiL team. Together we worked to realise the realignment of our way of working to one organised around programmes in countries. Thank you for your perseverance. As part of that, we created the new position of Chief Operating Officer to strengthen our new country-based strategy and we are proud to welcome Shekhar Pula in that position.

Secondly, I would like to thank our funders for another year of partnership, learning, and support. We could not do our work without you: Dutch Ministry of Foreign Affairs, Dutch Postcode Lottery, European Union, Swedish International Development Agency, Municipality of The Hague and Dutch Ministry of Justice and Security. I also thank the many justice “warriors” with whom we worked so hard in 2021. It has been an honour and privilege to work with you.

My very best,
Sam



2021: a year of achievements and learnings in people-centred justice

People-centred justice strengthens justice systems by putting people and the outcomes they need at the centre, and not institutions. HiIL's two-year Strategy 2020-2021 was our assessment of what we could do best to provide more people-centred justice in line with our mission. Seven goals defined our path in the past two years to promote people-centred justice. While not everything was achieved and some things turned out differently, we did make good progress. The table below outlines the strategic goals that were set and provides a headline assessment of the results achieved. This is followed by a more in-depth examination organised around HiIL's integrated people-centred justice approach.

2020-2021 Strategic Goals

Achievement highlights and learnings

- | | |
|---|---|
| 1. We support 4-6 governments and other stakeholders to increase the availability of user-friendly justice. | In 2021, we facilitated justice transformation processes in 4 countries - Uganda, Ogun State (Nigeria), Imo State (Nigeria), and the Netherlands. Conversations about justice transformation were ongoing in Tunisia, Ethiopia, and regionally, in Tunisia, Lebanon, Morocco, and the UAE. These processes involved a diverse group of national justice leaders, who jointly set people-centred justice targets, with pathways to achieve them. We learned that the process from agreeing on people-centred justice goals to embedding these into a national strategy or policy that is fully funded and implemented is a complex process. |
| 2. Two gamechanging justice innovations able to operate on the basis of a sustainable funding model, with 50 innovations in the pipeline. | In 2021, we rolled out the first Justice Innovation Lab in Uganda and produced a prototype of a Community Justice Clinic. The CJC's are a way to increase and improve justice at the grassroots level. They connect formal and informal justice providers and increase the quality of interventions. Fundraising to implement a pilot is under way. We learned that finding funding for pilot programmes that come out of Innovation Labs can take some time as it is not a concept that funders are familiar with. As a result, time is lost. In parallel, we supported 16 gamechangers to grow their innovative justice solutions so as to expand the supply base of justice services to our programme countries. The environment within which these innovations need to scale is complex and often unfriendly. Really scaling remains a challenge. |



3. Our data on justice needs, our research on what works and on justice sector trends allow us to support effective innovation strategies and serves as a pipeline for effective innovations in HiiL projects and beyond.

In 2021, the process of doing the Justice Needs and Satisfaction surveys was streamlined and revised to reflect outcomes for people; it is applied in 4 countries (Burkina Faso, Niger, Uganda, and the United States). We delivered evidence-based best practices on the top 5 justice problems (family, land, employment, neighbour, and traffic accidents) and our Uganda Family Justice Catalogue was welcomed and adopted by 27 justice organisations in the country. Many justice practitioners are not familiar with evidence-based work and we need to continue to learn how to engage them effectively.
4. HiiL is a learning organisation that constantly evaluates and improves when needed its methods.

In 2021, we standardised our Theory of Change and Logical Framework and set up the pilot for the Result-based Management System. A tailored Measuring Evaluation and Learning framework was developed for all projects according to donor requirements. These will all continue to be developed and improved in 2022.
5. We are effectively engaged with our key stakeholders on the need for user-friendly justice and how it can be realised.

Both globally and in the countries where we work, we are engaging better with justice practitioners and leaders to increase and strengthen the network of people-centred justice. This has been accomplished through our improved website, social media presence, newsletters, webinars for funders and other stakeholders, the Innovating Justice Forum, speaking engagements, publications, and through an enhanced client management system. Our efforts can still be strengthened.
6. Our funding base has grown and is more diverse.

Between the beginning of 2020 and the end of 2021 our funding base increased. We won two large multi-year programmes: a five-year extension of our partnership with the Dutch Ministry of Foreign Affairs and a five-year programme in Niger. We continue to strive for a more diverse funding base.
7. Our people and operational support structures are in order.

In 2021, we realigned the organisation to work on the basis of programmes in countries, and not on the basis of areas of expertise. The position of COO was created and filled. We introduced more data to work towards more evidence-based project management and shared services. The Employee Needs Survey was started to collect staff feedback on the organisation as well as on their wellbeing. It was a challenging year, given the Covid-19 situation.

In 2021, HiiL further developed its programmes with an integrated, evidence-based, and innovation-driven approach. The five core elements are the collection of data on the needs and experiences of people, moving to evidence-based practice, supporting game-changing justice services, creating an enabling environment, and ensuring engagement to nurture change. This comprehensive approach serves as the foundation for our work in 2022 solidifying people-centred justice in six programme countries and helping to realise SDG 16.3 – promoting the rule of law and ensuring access to justice for all.


Working from *data*

Data is the foundation of HiiL's work. We conduct research to understand the needs and experiences of people. Through our Justice Needs and Satisfaction survey — a flagship product of HiiL — we measure society's most pressing justice problems, how these affect lives, and whether individuals can find resolutions. With our partners, we have developed actionable data insights, and turned data and insights into digestible, shareable products that can be used in evidence-based decision-making. This is the foundation for moving towards more people-centred justice.

In the first comprehensive study of its kind, HiiL partnered with the Institute for the Advancement of the American Legal System (IAALS) to map out the legal problems people across the United States face in their everyday lives. In Uganda, we carried out an electronic Justice Needs and Satisfaction survey to gather insights about the dynamics of people's justice needs. HiiL carried out data collection and analysis in Burkina Faso and Niger, and the reports will be launched in 2022. Collectively, we gathered justice journeys of 26,290 people, which is allowing us to better understand the justice problems of 422 million people in these countries, including 331 million in the United States.

Three deep dive reports were issued, providing an in-depth understanding on unique innovations (gamechangers) in the justice sector, and on the justice situation in Ogun State, Nigeria, and Ethiopia. More than 600 people were consulted, introduced and trained in HiiL's approach on using data and knowledge.

Our Justice Dashboard, which displays HiiL's research, has registered 4,696 visits, double the number of visits in 2020. Not only are more people visiting our website, they are using our data and knowledge. In 2021, reports published by HiiL were downloaded 2,104 times, a 23% increase from 2020. The impact of our reports has also extended beyond our programme countries to a global outreach of academia, media, corporate, and international policy deliberations.



HiiL's quantitative justice data remains a solid entry point for policy level discussion and stakeholder engagement. The Justice Needs and Satisfaction survey has been effective in motivating and catalysing dialogue on justice sector reforms and evidence-based programming. Our stakeholders confirmed that HiiL's data are convincing, credible, neutral, and representative of citizens' concerns and expectations. Leaders in the area of justice in government and the judiciary, and donors such as the Swedish International Development Agency, have quoted and referenced HiiL data in policy dialogues and advocacy. This is also true for publications. For example, in Assumpta and Kiwanuka's *Institutional Vulnerabilities, Covid-19, Resilience Mechanisms and Societal Relationships in Developing Countries*, HiiL's report on *Justice Needs in Uganda: Legal Problems in Daily Life* (2016) was quoted to establish an understanding of Uganda's justice system. The ABA Journal published an article which cited our 2021 report on the Justice Needs & Satisfaction study in the United States.


We continue to learn and improve our data collection methods. The Covid-19 crisis presented a unique opportunity to test more agile ways to understand the needs of people and their experiences. We developed an eJNS module which gathers quick data on the justice needs of a non-representative sample and allows us to quickly grasp the status of access to justice. eJNS studies were conducted in Burkina Faso and Uganda.

Important improvements were made and we have learned that while interactive data visualisations help bring people-centred justice data to life, both 'showing' and 'telling' are needed for justice practitioners and policymakers to understand and make use of our findings. This means supplementing charts and graphs with written analysis, as well as personal narratives to give readers insight into the human lives the data represent. These improvements are seen in how we communicate and present data on the Justice Dashboard.

"Recognising the value of the eJNS methodology, we are confident that the eJNS has clear value for JLOS and for justice in Uganda going forward. The methodology can be replicated as part of our people-centred efforts. Moreover, its results show clear pathways towards action. We appreciate HiiL's efforts to share its knowledge and experience about the eJNS with JLOS and look forward to further collaborations."

- Justice, Law and Order Sector (JLOS) Secretariat, Uganda

Evidence-based practices



HiiL takes evidence-based work to the justice sector by gathering, developing and sharing best practices of what generally works to prevent or resolve a justice problem. Together with local partners, we develop and look for best ways to share practices so that they are widely useable to improve the work of justice practitioners. HiiL has produced best practice guidelines on family, employment, land, neighbour, traffic accidents; these are all available on our Justice Dashboard. To date, these guidelines contain a total of 51 best practices.

In 2021, we started to disseminate our guidelines directly to relevant government agencies, NGOs, and donor agencies in programme countries. In Uganda, for example, we set up implementation plans with 27 justice organisations, including 12 from the Justice, Law and Order Sector (JLOS)¹ and 15 from the Legal Aid Service Providers Network (LASPNET)². Thanks to this, at least 260 family justice practitioners now have access to the [Uganda Family Justice Catalogue](#) and apply it in their work.

Several organisations have decided to make the Uganda Family Justice Catalogue a cornerstone of their service provision. For example, the Uganda Association of Women Lawyers (FIDA) informed us they have incorporated the Family Justice Catalogue in their training and working materials, and LASPNET established a learning platform for their legal aid workers to interactively engage with our guidelines.

Many justice practitioners are not familiar with evidence-based work and we need to continue to learn on how to engage them effectively. In developing the recommendations for guidelines, we learned there are universal elements of ‘what works’ in dispute resolution that can be applied to different contexts. However, we must connect more closely to local or regional contexts to better engage with the targeted practitioners. As such, HiiL will place greater focus on gathering local best practices and this will, in the long term, improve our database. Furthermore, we will ensure that more diverse groups of local experts are involved in the development process of the guidelines in order to capture a diversity of perspectives.

1 The JLOS is the government agency set up for a sector-wide approach to bringing together 18 institutions with closely linked mandates to administer justice, maintain law and order, as well promote and protect human rights.

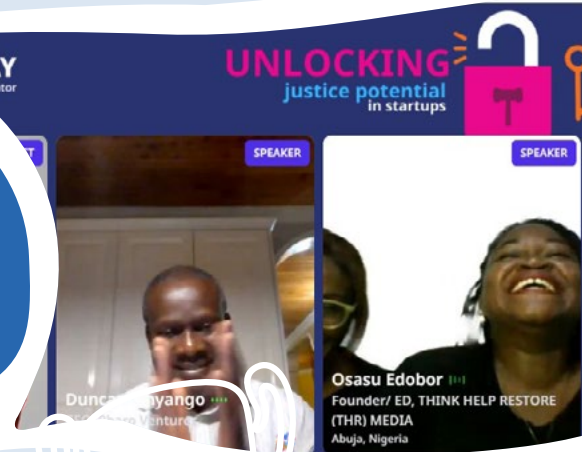
2 The LASPNET is a national member NGO that provides strategic linkages and a collaborative framework for legal aid service providers, harmonises and standardises legal aid services provision, and lobbies and advocates for a favourable legal and policy environment.

Scaling gamechangers

139 justice innovators have participated in the Justice Accelerator over the years. In 2021, 84 of these startups were in operation, giving many people access to justice. As these startups grow and mature, an ever-increasing number of people turn to justice innovators to prevent or resolve their problems.

In 2021, mature startups reported a significant number of beneficiaries. Work is ongoing to better understand what this means in terms of preventing and resolving the most pressing justice needs. If we look at the type of services provided to beneficiaries, legal information plays an important role in people's journey to seek justice, followed by digital platforms and services (FinTech, InsurTech).

In 2021, 16 startups from Africa, the Middle East and Europe participated in HiiL's Justice Accelerator programme. At the end of the year, they pitched their gamechanging justice innovations to a panel of judges in a bid to win the top three cash prizes of €20,000, €10,000 and €5,000. The first gong went to THR Media, a social enterprise that uses new media and technology solutions to help women and girls break free, to find shelter and to recover from sexual and gender-based violence.



With Justice Innovation Labs, HiiL offers a process to our partners to develop fundable projects to establish or scale national gamechangers. In 2021, we conducted a Justice Innovation Lab in Uganda. Through a series of structured sessions, a diverse group of stakeholders has developed a financially sustainable proposal on Community Justice Clinics that will help communities to prevent and resolve land, family, and neighbour conflicts. We aim to secure funding for the pilot phase.

HiiL continues to support the development of justice innovation through the Justice Accelerator and Justice Innovation Labs. From our Justice Innovation Labs we have learned that an effective solution must be context-driven, align with relevant policy planning, and build on and add value to the existing justice sector infrastructure. Ownership by a diverse and key group of justice stakeholders (from the private and public sectors) of the process is key to the sustainability and relevance of the solutions found.

From the Justice Accelerator, we have learned that developing a growing pipeline of justice startups – from early stage to scaling – requires significant regional ideation, incubation, and community building activities. However, startups completing the Accelerator Programme are often not investment-ready, hence a follow-up on customised scaling programme is an important offering.

Startups show in practice how new justice services work in the local context, that they can be built on sustainable business models, and relate to HiiL's gamechanger models and national people-centred justice goals. Overall, we have learned how this gamechanging research translates to local realities delivering more impact on the ground.

Creating an enabling environment

For people-centred justice transformation to succeed an enabling environment is necessary. This means there must be the political will to make change happen and to keep moving in the right direction. This involves setting clear strategic goals, based on clearly defined justice outcomes. Achieving scale for gamechanging innovations requires new types of institutional collaboration, reforms to laws and regulations, and creative financing models. To this end, HiiL convenes groups of stakeholders to set outcome-based strategic goals. These will help reduce barriers to progress and create the necessary conditions for dialogue and collaboration to realise people-centred justice.

The justice transformation process used by HiiL has progressively improved over the years. Our approach to playing a facilitating role has strengthened buy-in from local stakeholders and has been instrumental in developing effective strategies based on data. Giving full respect to the leading role of local stakeholders has created the necessary political space towards an enabling environment for justice innovation.

In 2021, we convened stakeholder teams in seven countries – in which 14 dialogue sessions took place – with around 130 stakeholders, the majority of whom are in leadership positions in the justice sector, judiciary, civil society organisations, academia, and the private sector. A special effort was made to include traditional leaders and community elders, as well as to ensure that women and youth were adequately represented. Two high-level strategy documents were written; the first for Ogun State in Nigeria has been published and the second for the Netherlands will be issued soon.

Some transformation processes have yielded initial results. In Ogun State, Nigeria, for example, the priorities set by justice leaders during the stakeholder dialogues have been incorporated into justice service provisions. Ogun State has set up the Ibi-Isadi Response Services, for which the Violence Against Persons Prohibition Committee was set up and a coordinator appointed, a toll-free emergency hotline planned, and Shelters identified by the Ministry of Women Affairs and Social Development across senatorial districts.

HiiL has been complimented for its collaboration with JLOS in developing an innovation culture within network institutions. Elsewhere, the integration of people-centred outcomes into national frameworks, justice sector plans, and other projects are at a preliminary stage of discussion to gauge what is realistically feasible. In time, we expect that our capacity to monitor and evaluate will grow, leading to better methods to track outcomes.

Our work with stakeholder teams in 2021 taught us many lessons. We directly experienced the tremendous value of creating safe spaces in which justice leaders from different parts of the system can engage with their citizens' needs and experiences. These leaders often need to navigate challenging environments and priorities. We are improving our programme methods to respond in a more supportive manner to such contexts.

At times of national hardship, we have seen justice leaders prioritise people-centred justice and strengthen new and existing partnerships. We learned how challenging it is to move from well-intentioned goals towards focused and actionable targets which are framed and measured in terms of outcomes for people. The next step, implementing those targets into organisational strategies and connecting them to budgets and work plans, has proven difficult and HiiL is committed to learning more in this area. Finally, it is clear that the outcomes of stakeholder dialogues are not always linear. We have examples of unexpected movement and results that differ from what was initially anticipated.



The Ogun State Civil Justice Transformation Strategy launch, Nigeria

Strengthening the network: *engagement*

In order to keep the change going, we aim to connect and strengthen networks for knowledge exchange and celebrate the success of people-centred justice initiatives. We support innovators and institutions who prioritise people-centred justice and who practise an inclusive approach that reinforces 'our common agenda'.

Through strategic engagement, we dismantle silos and inspire changemakers to support the accomplishment of SDG16.3. When goals are set in a people-centred justice programme, it is necessary to account for whether these are met, especially within the conservative nature of the justice sector. This involves setting up an ecosystem to ensure leaders of the justice system maintain their commitments to achieving the promised outcomes, and that lessons learned are implemented. This should also bring more funders into the arena: states, philanthropic organisations, as well as from the private sector. We help anchor changes through a network of people and organisations at the national and international levels; a network that captures and shares best practices, brings in more funding, and speaks out for SDG 16.3 in realising people-centred justice.



17 donors

Ministry of Foreign Affairs, the Netherlands	UNHCR	GIZ	Dutch Postcode Lottery	Mott Foundation	NYU CIC
Municipality of The Hague	Picnic	EU	SIDA	IAALS	World Bank
Dutch Embassy Niger	Ministry of Justice and Security, the Netherlands	UNDP Tunisia	South Sudan	Nuremberg Academy	Dutch Embassy Rwanda

16 general cooperation

OECD	IDLO	Pathfinders	WJP	Open Gov Partnership	UN Secretariat	The Elders	Namati
Clifford Chance	Wolters Kluwer	Arag Legal Insurers	Thomson Reuters	The Justice Leaders	UNDP	USAID	IAALS

49 local cooperation

Uganda 11	Mali 2	Nigeria 18	Ethiopia 1	The Netherlands 9	Tunisia 8
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8 interested countries

Morocco	Jordan	UAE	Sierra Leone	Colombia	Kenya	Yemen	Lebanon
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In February 2021, we organised the 11th Innovating Justice Forum, where around 560 people joined the discussion, including justice sector officials from 16 countries. At least 144 side events took place and over 170,000 people interacted via social media. We also held four Regional Consultation Meetings with officials representing ministries of justice from Tunisia, Morocco, Jordan, and the UAE. Participants discussed shared challenges and opportunities in people-centred justice programming, and agreed on the parameters of an informal mechanism for collaboration.

Our role as changemaker in the people-centred justice network is increasingly gaining international recognition. In 2021, upon invitation, we provided 14 high quality inputs to international conferences and publications. This included the EU Presidency Conference on E-justice, Justice Leaders Summit, OECD A2J Round Table, Assembly of States of the ICC, Global Week of Justice, and the Global Dialogue of Justice Leaders, among others. 30 changemakers who are active in HiiL's programmes have now been linked to the international people-centred justice network, led by Pathfinders, participating in its work and events.

Our contribution has broadened support for people-centred justice. In 2021, we had 17 donors, several of which were new.³ Sixteen international organisations cooperate with HiiL through regular meetings and exchanges. A total of 49 local organisations joined HiiL in programme delivery, of which 18 are based in Nigeria and 11 in Uganda. The number of countries expressing interest in HiiL's programme is also growing. Justice leaders and government representatives from the UAE, Morocco, Jordan, Colombia, Kenya, Yemen, Lebanon, and Sierra Leone have all connected with HiiL. Through this network approach, we have contributed to supporting the people-centred justice movement and advancing a network committed to SDG 16.3.

³ Donors include the Dutch Embassy in Rwanda; Dutch Embassy in Niger, and the Dutch Ministry of Justice and Security.



Family Justice Catalogue workshop in LCC Ntinda, Kampala, Uganda

A country-based approach

The close of 2021 marked the end of HiiL's 2020-2021 strategic period. During this time, we further developed and refined our methods. We also realigned HiiL's organisational structure from being organised around areas of expertise to being structured around the countries where we work, adding global research and innovation programmes.

A Programme Director is now responsible for all activities implemented in each respective country, while the new Chief Operating Officer leads operations across HiiL. This leaves more room for the Chief Executive Officer to focus on strategy, external representation, and partnership building. This approach facilitates HiiL's ability to have greater impact on the ground and concentrate on achieving important 'turning points' that can cement a people-centred justice.

HiiL's internal realignment has allowed us to increase the effectiveness of our internal knowledge development and transfer by organising our subject matter expert teams into 'practices'. These practices draw from experiences in the field (what works) and combines this with international research on effective justice intervention. Established at the end of 2021, practices will be fully implemented in 2022.

In addition, HiiL saw the need for a collective space where staff could gather to explore, exchange, and reflect on topics of interest that arise while fulfilling HiiL's mission. Our internal change initiatives team, set up during the realignment transition, will develop structural interactive exchanges over the course of 2022.



Overall, HiiL is determined to evolve based on experience and knowledge gained through the implementation of our programmes. Organisational learning will remain a high priority. Insights gained from various country projects have shown that anchoring these projects in a country framework is the best way to make change happen. The interaction between data, the collection and sharing of best practices, scaling innovations, and creating an enabling environment makes a difference on the ground. The following three stories of people-centred justice in Nigeria, Uganda, and the Netherlands demonstrate the importance of a country-based approach.



Making Ogun State the safest place to live, work and do business in Nigeria

Sola is the owner of a small family business. To expand her business, she bought land to build a new shop – a step forward from her original small kiosk. Sola paid for the land, received a Certificate of Occupancy from Nigeria's Ministry of Lands, and broke ground to build her new business. Several weeks later, however, another person showed up with a second Certificate of Occupancy for the same plot of land. Confusion ensued and additional costs mounted as Sola was forced to resolve the dispute.

Unfortunately, Sola's experience is not unusual in Nigeria. Estimates indicate that the country is faced with 25 million legal problems each year, including a growing number of land disputes. HiiL's Justice Needs and Satisfaction survey shows that 17% of Nigerians report such disputes as having a severe impact on their lives. And although nearly three-quarters of Nigerians seek information or advice for their justice-related problems, much more can be done.

Against this background, Theresa Smout, HiiL's Programme Director, and Akingbolahan Adeniran, former Attorney General (AG) of Ogun State, initiated a series of high-level consultations aimed at transforming the civil justice system. "Ogun State is an important economic and commercial hub neighbouring Lagos," said Akingbolahan. "The AG's office hears regularly from citizens who wish to improve the ease of doing business in our State."

Recognising that business and justice are inextricably linked, the year-long Civil Justice Transformation Lab, facilitated by HiiL in collaboration with Reos Partners, developed a draft strategy and a report that outlines 'what works'. Land, neighbour and family disputes were identified as the most pressing civil justice needs. Addressing each of these led to the development of the following four Civil Justice Transformation goals that could be achieved within a two- to three-year timeframe.

Goal 1: Ogun people will make land title registration more flexible, transparent and technologically driven to prevent land disputes.

Goal 2: Ogun people will increase their use of informal and local dispute resolution mechanisms to resolve neighbour issues.

Goal 3: Ogun people will have access to improved resolution of family disputes.

Goal 4: Ogun people will have fast and effective access to protection in the event of domestic violence.



Stakeholder Dialogue in Ogun State, Nigeria



Each goal has an accompanying set of targets and success indicators to guide implementation and measure progress. In addition, three pathways outline how the broader ambition of achieving people-centred justice will be reached; namely, by transforming attitudes, promoting technology, and implementing innovative solutions at scale in the administration of civil justice.

Speaking at the May 2021 launch of the strategy in Abeokuta, Governor Prince Dapo Abiodun regarded efficient administration of justice as an important pillar and indicator towards the ease of doing business in any society.

"It is our vision for Ogun State to be the safest place to live, to work and to do business," he declared.

As a practical guide, the Civil Justice Transformation strategy also emphasises new models and a decentralised approach to realise people-centred justice. This includes financing and implementing gamechanging services that are affordable, accessible, and easy to understand. "Delving deeper into the efficacy of the gamechangers reframed the debate," said Ijeoma Nwafor, HiIL's Justice Transformation Country Representative in Nigeria. "That discussion showed the importance of creating an 'enabling environment' that places people's needs ahead of institutional conveniences and the complacency of bureaucratic bottlenecks."

A dedicated focus on identifying potential gamechangers in the stakeholder dialogues, provided the representative group of justice leaders with enough of a blueprint for taking initial steps on key priorities, pending further consultation with the wider justice leadership of Ogun State. By linking gamechangers to the ease of doing business and promoting innovative solutions to close the justice gap, participants explored holistic solutions to improve life, work, and business in Ogun State.

Additionally, in line with SDG 16.3, the Civil Justice Transformation strategy offers a comprehensive path forward for making people-centred justice possible in Ogun State, and serves as a model of inspiration for others to follow.



Placing people at the centre of justice delivery in Uganda

People-centred justice in Uganda has come a long way in seven years. In that time, Hiil's work has reinforced what many on the ground already knew and experienced: formal institutions were not delivering justice that was affordable, accessible, and easy to understand for the average Ugandan citizen.

In 2016, our Justice Needs and Satisfaction survey shed light on the justice gap in Africa's eighth most populous country. This data sparked a spirited conversation among justice leaders, innovators and entrepreneurs, researchers and law graduates, and the public at large about people-centred justice.

It is a truly unique story: Uganda is one of only two countries that has undertaken two Justice Needs and Satisfaction surveys and one electronic version, thus proving its strong commitment to data-informed decisions. Uganda has also developed an impressive innovation ecosystem and is home to numerous successful justice innovators. There is a clear desire to improve how justice works for people, from magistrates and teachers to the Justice Law and Order Sector's (JLOS) network. "Innovators in Uganda have built a strong ecosystem amongst themselves. Small hubs like 'innovation villages' are forming, where (Hiil-supported) innovators gather and exchange ideas," explained Tim Verheij, Hiil's Justice Sector Advisor. The legal aid sector in Uganda also leads in evidence-based work, e.g. the Family Justice Catalogue, a guideline designed to resolve family problems, which is being translated into local languages.

Consider John's story. Forced off his family's land due to war, he returned to find a stranger had settled on six acres of his property. When direct conversations with the 'encroacher' failed, John and his family sought help from the Area Land Committee. This council — an informal mechanism with historical relevance to the community — mediated the dispute by convening the competing parties, which included John and his family. Following a series of interviews, the committee confirmed support and recognition from 25 individuals who legally and officially corroborated John's claim to the land.

So, what works?

John's story is evidence of positive change in Uganda. However, the formal justice system remains inaccessible to the majority of Ugandans. This is the result of increased backlog, physical distance, and lack of trust. Nonetheless, community justice in Uganda is responding to people's needs. In addition to Area Land Committees, Community Justice Clinics aim to prioritise people-centred justice. They empower people and their communities to claim their rights through local council courts, working together with trusted justice leaders, and thoughtful innovators to actively bring about transformational change.



Photo: The Road Provides / Shutterstock

Community Justice Clinics have been designed in HiiL's Justice Innovation Lab in 2021. Through its information portal, they give people and their support networks access to accurate, easy-to-understand, and actionable information and self-help advice. This includes referrals to community justice providers. Each Community Justice Clinic is supported by a core staff, available in person, online, or via a toll-free helpline to assist users in accessing all services.

"HiiL's approach towards innovating justice cannot be overemphasised. It offers the justice users and actors the opportunity to define and map out their own justice needs before taking the lead in framing interventions suitable to the local context,"

said Badru Walusansa, Director of Programmes at Legal Aid Service Providers Network (LASPNET), a coalition dedicated to expanding access to justice.

The Business Resilience Programme

In addition to Community Justice Clinics, HiiL's Justice Accelerator launched in March 2021 the Business Resilience Programme in response to the COVID-19 pandemic, which has negatively impacted justice sector startups. The programme supports seven justice startups – Bataka Courts, Evidence and Method Lab, Yunga, Legal Hub, Zzimba Games, Justice Bot, and Legit – that had previously completed HiiL's Justice Accelerator programme.

"These organisations are vital to the innovation ecosystem in Uganda," said Rachael Ampaire Mishambi-Wamahe, HiiL's Programme Manager in Uganda. "The Business Resilience Programme offered tailored support based on the needs of the startups and ensured their viability and scalability during the COVID-19 crisis. Without it, Uganda's justice sector would have suffered dramatically."

Looking ahead to 2022, Uganda's embrace of innovation and decisions that are backed by data promises to be a significant turning point in justice delivery. The entrepreneurial approach, combined with a growing need to solve problems and the political engagement of justice leaders will offer important social and economic benefits to the country. These benefits reinforce the tangible and unique value of making justice available to all.



Business Resilience Programme, Kampala, Uganda

Using research and innovation for conflict resolution in the Netherlands

A nasty divorce, a labour dispute gone sour, the consequences of an accident, or nuisance from a neighbour – these situations can bring people into serious trouble over a very long time. Justice practitioners are struggling to help people to resolve these issues. Costs are high, children pay a price, jobs are lost, and relationships are broken.

Each year in the Netherlands, individuals report 2.4 million serious conflicts and small enterprises 1 million disputes.

According to survey research, a decreasing proportion of these disputes is resolved by agreement or decision in a fair way (32% in 2019, down from 45% in 2009). Unresolved conflicts prevent people from functioning properly, come at the expense of social cohesion and individual health, and require a lot of time, energy and money.

Together with 19 partners in the justice research and innovation sector, Hiil is developing a programme to tackle this situation through coordinated research and innovation. A step-by-step development of best practices, informed by research, should help justice practitioners to increase resolution rates for the most pressing justice problems. Innovation in delivery models can ensure that more people benefit from effective assistance. During 2021, this programme development has been supported by the Municipality of The Hague and the Dutch Ministry of Justice and Security.

The emerging proposal would assist the courts, legal professionals, and social-therapeutic helpers to resolve by 2030 80% of serious legal issues faced by small enterprises and citizens through amicable agreements or decisions. The partners believe this can be achieved by improving the effectiveness and optimisation of combining personal advice, facilitation, mediation, adjudication, and specialised interventions under judicial direction and in line with legal norms. A key goal is to reduce the legal complexity for people seeking a solution and to facilitate equal access to justice, especially when facing powerful parties.

An example is how to improve the prevention and resolution of disputes between neighbours, which research has shown is the most common justice problem people experience. In early 2022, Hiil began an innovation lab that focuses on nuisance issues in neighbourhoods, with the aim of combining current services and procedures into an integrated and effective pathway for justice.



Stakeholder dialogue of the Changing Justice Gears project, the Netherlands

Better justice, happier people and economic growth

In developing the proposal for the Dutch Ministry of Justice and Security, we learned much on the value of equal access to justice. Economists from Ecorys, an international research agency, analysed data on the economic and social effects of resolving justice problems quickly and effectively. If our proposal is implemented, this would lead to a contribution of 0,15 % of Dutch GDP. Every euro invested would generate € 18 in productivity gains and reduced transaction costs. It is estimated that a further € 60 would result in improved wellbeing and savings of healthcare and social services costs. Clearly, people-centred justice is not a zero sum game. It helps people in need, strengthens justice systems, increases overall wellbeing, and leads to growth in the economy.

One would think that people-centred justice would arise naturally. There is clearly supply and demand, but it requires cooperation. Partnerships are extremely important, but can be fragile. There is little long-term funding for sustainable relationships between key players. While there are many initiatives, both in policy and in practice, a connective network is lacking in which all these organisations and their respective activities can find and support each other. This compartmentalisation also impedes collective financing structures that are necessary to realise shared justice goals and the delivery of people-centred justice.

At the same time, constructive and inspiring conversations are taking place. One such example is the stakeholder dialogues of the *Changing Justice Gears* project. Over the course of several dialogue sessions, a group of 30 stakeholders, with various affiliations to the criminal justice system, explored how interventions and processes could be improved. For the participants from the criminal justice sector, these dialogues provided to be a unique opportunity for in-depth discussions on these themes, especially as many of them find little time for such fundamental reflection in their busy day-to-day professional lives. The aim was to develop a strategy for a more meaningful criminal justice system in terms of outcomes for offenders, victims, professionals, and society alike. 'Not the offence, but the person should be the central focus in finding meaningful solutions. In those cases where social or health problems are a relevant factor, the social and health domains should be involved. The criminal justice system can then play an instrumental role in support of the interventions from social or health care professionals,' one participant suggested.

The lesson learned is that comprehensive research and innovative efforts to improve the performance of the justice sector can have a considerable positive impact on the economy and wellbeing of the population. People-centred justice requires that the focus of practitioners and policymakers be on the actual outcomes for citizens – and that these be measured, monitored and continuously improved upon – rather than on the presumed outcomes based on laws that prohibit or prescribe behaviour.

"Justice practitioners want to be effective and valued. The benefits for people and the economy are huge, the business case is positive. The justice sector is crucial for resolving conflicts peacefully. The leaders in the sector now need to come together, and decide how to invest in R&D and innovation. In the end, this is about making the democratic and rule-based system work. Not only for the assertive few, but for all people equally," explained Maurits Barendrecht, Hiil's Research & Development Director leading work in the Netherlands.



Looking ahead

HiiL's 2020-2021 Strategy period, was a time of growth in which we further developed and refined our methods, and realigned HiiL's organisational structure to our new country approach with a global research and innovation programme.

The development and refinement of our methods in 2022 are based on research and learnings from the latter half of 2021. We saw that the justice marketplace is underdeveloped and unfriendly for users, and that justice sector leaders are unsure about what to do. System change is needed, but the pace is slow. The impact of this problem is becoming clearer and more painful.

Our research and learning helped us to develop more rigorous and comprehensive ways of working. Building on the five elements of people-centred justice programmes – the collection of data on the needs and experiences of people, moving to evidence-based practice, developing gamechanging justice services, creating an enabling environment and ensuring engagement and accountability – we tested new methods; some are at an early stage, others are more advanced. This work will continue.

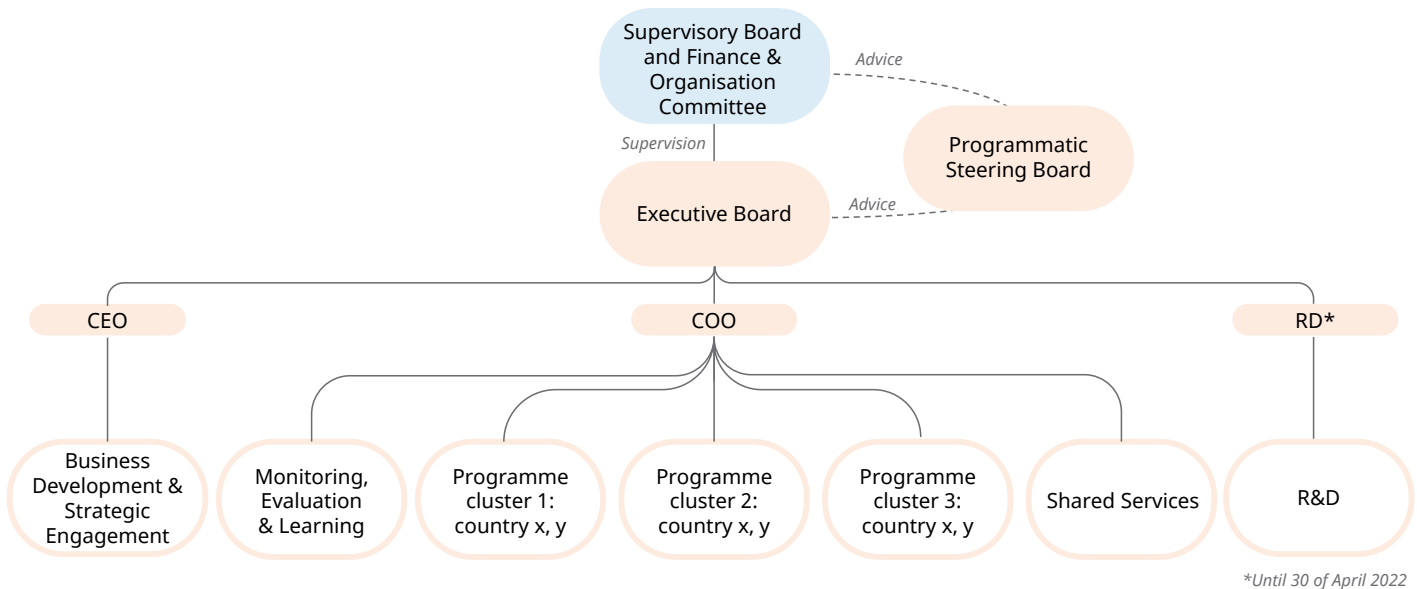
We have adopted a guiding principle for 2022-2024: in the counties where we work, we aim for a 'turning point' towards people-centred justice. Each context is unique, but generally a 'turning point' is reached when a country has laid the foundation for implementing the core elements of people-centred justice. We want to help set in motion a genuine and sustained transformation from an institutional focus to people-centred justice. This "people first" approach, with its five elements, is HiiL's way to achieve this. At the time of writing, our focus countries are Uganda, Tunisia, Nigeria, Niger, Ethiopia, and the Netherlands. We will continue to develop our methods, in particular around innovation labs and stakeholder dialogues. We will work hard to engage more funding partners for larger, multi-year programme engagements and for the critical research and innovation work that needs to be done. Lastly, we will further develop and improve our strategic engagement.

Our values continue to guide us: we are friendly rebels who think outside the box, but who are deeply grounded in reality and embrace diversity. We put people at the centre of everything we do, including running an organisation in which people grow and feel well.



The organisation HiiL

HiiL management and department structure



Governance & management

We are delighted to have appointed Dr. Priscilla Schwartz, the former Attorney General of Sierra Leone, as member of our Supervisory Board, who joined on 16 March 2021.

- 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. They went from two to three members;
- the Programmatic Steering Board, which advises the Supervisory Board and the Executive Board on strategic issues of substance.



Supervisory Board

In 2021, the Supervisory Board consisted of the following members:

- Mr. Haro Schultz van Haegen (Chair)
- Ms. Leoni Cuelenaere
- Dr. Priscilla Schwartz
- Mr. Edmond Wellenstein
- Ms. Frederieke Leeftang (1 July 2021- 8 December 2021)

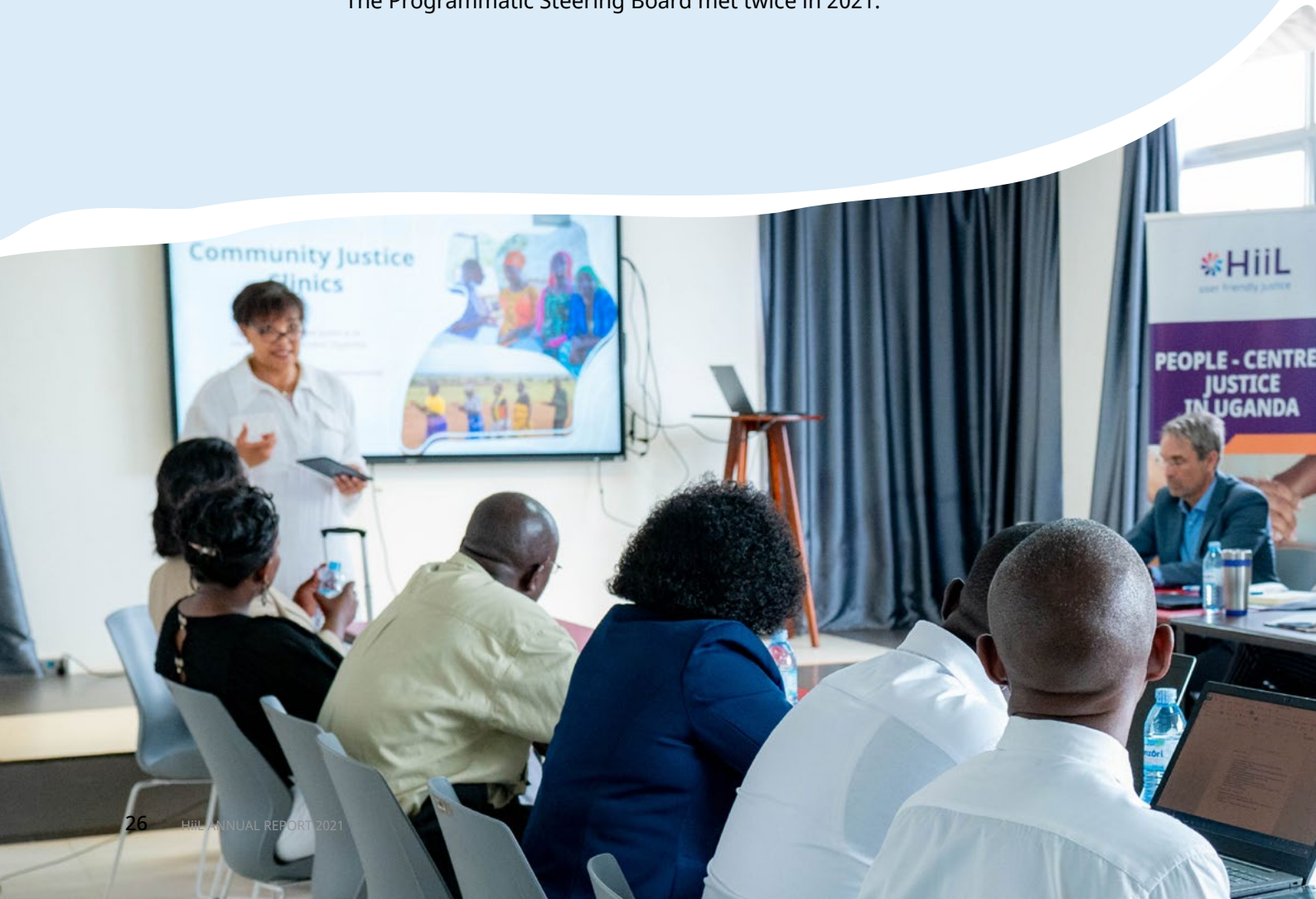
The Supervisory Board met four times in 2021 to discuss the progress of the organisational activities. Detailed information about the Supervisory Board members can be found on the HiiL website.

Programmatic Steering Board

In 2021, the Programmatic Steering Board consisted of the following members:

- Prof. Gillian Hadfield (Chair)
- Ms Giuliana Ortega
- With the passing of Innocent Chukwuma, there was one vacant seat, which was filled by Paul Kimalu, as per 3 December 2021.

The Programmatic Steering Board met twice in 2021.



Executive Board

In 2021, the Executive Board consisted of Sam Muller (CEO and Chair) and Maurits Barendrecht (Director Research & Development), who were joined by Shekhar Pula (COO) in November.



Sam Muller



Shekhar Pula



Maurits Barendrecht

Management Team

In 2021, we introduced country-based organisational structures, which resulted in the following Directors leading their respective programmes and departments: Theresa Smout (Programme Director Ethiopia, Nigeria & Uganda), Ronald Lenz (Programme Director MENA and Justice Accelerator), Martin Gramatikov (Programme Director Kenya, Ukraine, Colombia & South Sudan), Britt van der Donk (Programme Director Mali, Niger & Burkina Faso), Claudia Heemskerk (Director of Shared Services) and Mascha Matthews (Director of Business Development).



Theresa Smout



Ronald Lenz



Martin Gramatikov



Britt van der Donk



Claudia Heemskerk



Mascha Matthews

Partners and donors

We value highly the role of partnerships in achieving SDG 16.3 and HiiL's mission.

HiiL's people-centred justice programmes bring a unique and tangible value. We strive to make justice systems more people-centred, by working together with actors who want to change the justice sector for the better. These include general cooperation partners globally and local partners in the countries where we work.

In line with our strategy, HiiL diversified and increased its funding base in 2021. We continue to work towards more multi-year, large-scale partnerships in the public and private sectors. We are delighted to have concluded our third long-term multi-country partnership with the Dutch Ministry of Foreign Affairs, our main donor. We would like to thank all the partners we have worked with and who have placed their trust in us.

We are learning that it is challenging to involve funders from the private sector in the people-centred justice transformation that HiiL stands for. Most of the funding comes from ODA sources. Yet funding from other sources is critical for success. In particular to fund the research and development that is needed for people-centred justice programming. We are working to develop cases for support and value propositions for this and welcome more engagement in this field.



Ministry of Foreign Affairs

Ministry of Foreign Affairs,
The Netherlands



European Union



Sweden
Sverige

Swedish International
Development Agency



UNHCR
The UN Refugee Agency

United Nations
High Commissioner
for Refugees



Dutch Postcode
Lottery



Empowered lives.
Resilient nations.

United Nations Development
Programme



The Hague

Municipality of
The Hague



IAALS



Mott Foundation



THE WORLD BANK
IBRD • IDA

World Bank

PATHFINDERS
FOR PEACEFUL, JUST AND INCLUSIVE SOCIETIES

NYU | CENTER ON
INTERNATIONAL
COOPERATION

University of New York
(Center on International
Cooperation)



Ministerie van Justitie
en Veiligheid

Ministry of Justice and Security,
The Netherlands

...and other
partners

Finance and administration

Financial report

General

HiiL (The Hague Institute for Innovation of Law) is a social enterprise devoted to user-friendly justice. That means justice that is easy to access, easy to understand, and effective. We will ensure that by 2030, 150 million people will be able to prevent or resolve their most pressing justice problems.

HiiL is organised as a not-for-profit social enterprise based in The Hague, the international city of Peace and Justice.

On December 31, 2021 the Executive Board is formed by Sam Muller (Chief Executive Officer), Maurits Barendrecht (Research Director) and Shekhar Pula (Chief Operating Officer, as of November 1st, 2021). As of April 30, 2022 Maurits Barendrecht left the Executive Board.

Our Supervisory Board provides general supervision and advice. The Programmatic Steering Board supports and advises the Executive and Supervisory board on substantive issues.

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 2021, we were confronted with the effect of negative interest in the Netherlands. We have been unable to avoid 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 Executive Board meetings, where action to address overall risks gets taken quickly and as needed. Once per year, the Supervisory Board and Executive Board assess overall risks and adjust responses wherever necessary.

Organisational and administrative support

In 2021, we continued to work with both external administrative support (for our bookkeeping) and an in-house financial controller support for day-to-day monitoring of operational processes and procedures, cash, fiscal and financial regulations and Compliance.

Since 2018, HiiL has progressively made an investment in the IT infrastructure in line with its growth. The implemented model continues to enable HiiL staff to work independently of time and place, and communicate 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. During 2021, the infrastructure performed well when Covid required staff to work from home.

Financial position and liquidity

The financial position of HiiL is healthy. The solvency ratio (total reserves divided by balance total) per 31 december 2021 is 15% (2020: 27%). The current ratio (current assets divided by total debts) is 1.22 (2020: 1.35). 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 2020 were partly used to cover running programmes at HiiL in 2021 and increased to 10.462 million euro (2020: 6.631 million euro). The current liquidity position is sustainable.

HiiL operates in a fluid context, of which 2021 was an extremely challenging year. Yet we have shown in the past year that HiiL is capable of maintaining a healthy financial and liquidity position.

Since April 2020, we are confronted with negative interest charges. Our bank charged 0.5% over a positive liquidity of 2,500,000 euro. In January 2021 this amount was decreased to 500,000 euro and thereafter in July 2021 decreased to 150,000 euro. The interest rate of 0.5% did not change during 2021. This resulted in an interest payment of 28,561 euro. Part of this expense has been recovered via our partners. In 2021, we were unable to avoid these negative interest costs.

Continuity reserve

The continuity reserve is intended to safeguard continuity of the operations of HiiL, should the organisation experience a (temporary) drop in funding. As per recommendation of Goede Doelen Nederland the value of the reserve is maximised at 1,5 times the yearly operational costs. The operating costs are defined as the material costs plus personnel expenses. The current continuity reserve €1.800 is well within the limits.

Designated reserve

In 2017, HiiL participated in the company J42 and as per 31 December 2021 the designated reserve is 52,722 euro (2020: 82,703 euro). This reserve is equal to the balance of the invested value in J42.

Other reserve

The other reserve contains the allocation of the accumulated net results. As of 31 December 2021, the reserve amounts to 7,164 euro negative (2020: 117 euro negative).

Budget

The budgeted revenue for 2021 was 9.570 million euro. Our costs of sales and operational costs were budgeted at 9.553 million euro with an operating net result of 16,964 euro. We realised operational costs of 5.079 million euro and an operating result of 33,836 euro. After our financial expenses as bank costs, currency exchanges, interest costs, and the participation result, we realised a net negative result of 37,028 euro.

For 2022 we have a set target of € 10.058 Mio income and an approved budget of €8.250 mio project related costs and €1.574 operational costs. The expected net result is budgeted at €233.381.

Revenues

The revenues increased 16.37% compared to 2021. Below you can find a detailed income overview per funding partner. Revenues with partners less than 45,000 euro are listed under "Other partners" (2020: 40,000 euro).

DONATIONS	2021	%	2020	%
Dutch Postcode Lottery (Nationale Postcode Loterij)	307,243	4%	301,440	4%
European Union	702,523	8%	921,005	13%
Ministry of Foreign Affairs The Netherlands	4,592,709	54%	4,288,615	58%
Municipality of The Hague	100,380	1%	102,273	1%
Private Foundation	1,018,909	12%	349,869	5%
Swedish International Development Agency	911,869	11%	640,917	9%
IAALS	84,891	1%	111,264	2%
Mott Foundation	129,252	2%	160,724	2%
Worldbank	0	0%	60,308	1%
United Nations High Commissioner for Refugees	179,253	2%	306,203	4%
University of New York (Center on International Cooperation)	23,693	0%	1,350	0%
United Nations Development Programme	243,277	3%	0	0%
Ministry of Justice and Safety The Netherlands	167,549	2%	0	0%
Other partners	<u>93,660</u>	<u>1%</u>	<u>107,647</u>	<u>1%</u>
	8,555,208	100%	7,351,615	100%

Operational costs

We closely monitored our cost of sales and operational costs. We realised a cost of sales/ project activity costs of 3.442 million euro (2020: 3.089 million euro) where the original budget was 4.650 million euro. This is in direct relation with the revenues.

The operational costs are 5.079 million euro (2020: 4.246 million euro) which is higher than the 4.903 million euro from the original budget. The overrun (176.000 euro) is mainly caused as a result of a provision for 500.000. This provision is connected with an expected supplementary payment to the tax authorities. This supplementary payment relates to the period 2017 to 2021 and is based on incorrect processing of invoices from non-EU countries.

On average, we grew with our employees from 40.4 FTE in 2020 to 44.1 FTE in 2021. Our employee costs in 2021 were 3.806 million euro, an increase of 7.84% compared to 2020 (3.529 million euro). We expect to see the full effects of this investment in 2022.

Net revenues

The net revenues increased with 19.95% compared to 2020 (2021: 5.113 million euro and 2020: 4.263 million euro). The net revenue fully covered the operational costs (included a.o. personnel costs and material costs).

Operating result

Our operating result, the result before financial costs and participation is positive €33.836, which indicates that our primary processes show a stable foundation to deliver on our commitments 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 revenue in the coming years. The net result is negative -€ 37,028. This is caused by the significant financial costs and the negative results on the participation.

Sam Muller

Shekhar Pula

Financial statements

1 BALANCE SHEET AS AT DECEMBER 31, 2021 (after appropriation of result)

		December 31, 2021		December 31, 2020	
		€	€	€	€
ASSETS					
FIXED ASSETS					
Tangible fixed assets	(1)				
Inventory		48,481		-	
Automation		21,002		17,268	
			69,483		17,268
Financial fixed assets	(2)		77,866		82,953
			147,349		100,221
CURRENT ASSETS					
Receivables, prepayments and accrued income	(3)		1,670,126		202,108
Cash and cash equivalents	(4)		10,461,860		6,631,156
			12,131,986		6,833,264
TOTAL ASSETS			12,279,335		6,933,485

		December 31, 2021		December 31, 2020	
		€	€	€	€
LIABILITIES					
RESERVES AND FUNDS	(5)				
Continuity reserve		1,800,000		1,800,000	
Designated reserve		52,722		82,703	
Other reserves		-7,164		-117	
			1,845,558		1,882,586
PROVISIONS	(6)				
Other provisions			500,000		-
CURRENT LIABILITIES	(7)		9,933,777		5,050,899
TOTAL LIABILITIES			<u>12,279,335</u>		<u>6,933,485</u>

2 PROFIT AND LOSS ACCOUNT OVER THE YEAR 2021

	Realisation 2021	Budget 2021	Realisation 2020
	€	€	€
Income			
Revenues	(8) 8,555,208	9,569,844	7,351,615
Project activity costs	-3,442,362	-4,650,089	-3,088,988
Net revenues	5,112,846	4,919,755	4,262,627
Costs			
Employee expenses	(9) 3,805,805	3,919,291	3,529,244
Amortisation and depreciation	8,106	-	6,540
Material costs	(10) 1,265,099	983,500	709,894
	5,079,010	4,902,791	4,245,678
Operating result	33,836	16,964	16,949
Financial income and expenses	(11) -40,883	-	-32,910
Net result before participation result	-7,047	16,964	-15,961
Result participating interests	-29,981	-	-68,679
Result	-37,028	16,964	-84,640
Appropriation of the results			
Designated reserve	-29,981	-	-68,679
Other reserves	-7,047	16,964	-15,961
	-37,028	16,964	-84,640

3 CASHFLOW STATEMENT 2021

The cash flow statement has been prepared using the indirect method.

	2021		2020	
	€	€	€	€
Cash flow from operating activities				
Operating result	33,836		16,949	
Adjustments for:				
Amortisation and depreciation	8,106		6,540	
Movement of provisions	500,000		-	
Movement of working capital:				
Movement of accounts receivable	-1,468,018		226,154	
Movement of short-term liabilities (excluding finance company debt)	4,882,878		-3,536,646	
Cash flow from operating activities		3,956,802		-3,287,003
Interest received	1,601		1,238	
Interest paid	-42,484		-34,148	
		-40,883		-32,910
Cash flow from operating activities		3,915,919		-3,319,913
Cash flow from investing activities				
Investments in tangible fixed assets		-60,321		-8,031
Cash flow from financing activities				
Increase other receivables		-24,894		-
		3,830,704		-3,327,944
Compilation cash				
	€	€	€	€
Compilation cash at January 1		6,631,156		9,959,100
Movement of cash and cash equivalents		3,830,704		-3,327,944
Cash and cash equivalents at December 31		10,461,860		6,631,156

4 NOTES TO THE FINANCIAL STATEMENTS

4.1 General

Activities

The activities of Stichting The Hague Institute For Innovation Of Law (HiiL), with registered offices in The Hague, mainly consist of the research and development of social sciences and humanities and conducting research into the internationalization of law, with an emphasis on the national level.

Registered office, legal form and registration number at the chamber of commerce

The registered and actual address of Stichting The Hague Institute For Innovation Of Law (HiiL) is Muzenstraat 120 in The Hague of business and is registered at the chamber of commerce under number 27290536

Estimates

In applying the principles and policies for drawing up the financial statements, the directors of Stichting The Hague Institute For Innovation Of Law (HiiL) make different estimates and judgments that may be essential to the amounts disclosed in the financial statements. If it is necessary in order to provide the transparency required under Book 2, article 362, paragraph 1, the nature of these estimates and judgments, including related assumptions, is disclosed in the notes to the relevant financial statements item.

Group structure

LIST OF PARTICIPATING INTERESTS

The partnership has the following capital interests which have been valued at nett capital value:

Name, statutory registered office	Share in issued capital %
Justice42 The Hague	22.87

4.2 General accounting principles for the preparation of the financial statements

The financial statements are drawn up in accordance with the generally accepted accounting principles in the Netherlands (Guideline 640 of the Dutch Accounting Standards Board, the guideline for non-profit organisations).

Valuation of assets and liabilities and determination of the result, is performed under the historical cost convention. Unless presented otherwise, assets and liabilities are presented at nominal value.

Income and expenses are accounted for on accrual basis. Profit is only included when realized on the balance sheet date. Losses originating before the end of the financial year are taken into account if they have become known before preparation of the financial statements.

Foreign currencies

Transactions, receivables and liabilities

Cash and cash equivalents, receivables, liabilities and obligations denominated in foreign currency are translated at the exchange rates at balance sheet date. Transactions in foreign currency during the financial year are recognised in the annual accounts at the exchange rates at transaction date. The exchange differences resulting from the conversion at balance sheet date, taking into account possible hedge transactions, are recorded in the profit and loss account.

Leasing

Operational leasing

The company may have lease contracts whereby a large part of the risks and rewards associated with ownership are not for the benefit of nor incurred by the company. The lease contracts are recognised as operational leasing. Lease payments are recorded on a straight-line basis, taking into account reimbursements received from the lessor, in the income statement for the duration of the contract.

4.3 Principles of valuation of assets and liabilities

Tangible fixed assets

Tangible fixed assets are presented at acquisition price less cumulative depreciation and, if applicable, less impairments in value. Depreciation is based on the estimated useful life and calculated as a fixed percentage of the acquisition price, taking into account any residual value. Depreciation is calculated from the date an asset comes into use.

Financial fixed assets

Participations

Participating interests where extensive influence is exerted on the business and financial policies, are valued based on the nett capital value that is, however, not less than zero. This net capital value is calculated based on the principles of Stichting The Hague Institute For Innovation Of Law (HiiL).

Participating interests with a negative net asset value are valued at nil. If the company (fully or partially) guarantees the debts of a participating interest, a provision is formed, which is primarily deducted from the receivables from this participating interest. If the negative net asset value exceeds the receivable from the participating interest, a (other) provision is recognised on the balance sheet for the amount in excess of the receivables from the participating interest or the amount of the expected payments by the company for this participating interest.

Other receivables

Receivables are valued at amortized cost (nominal value). Upon initial recognition amortized costs equals the fair value. Provisions deemed necessary for the risk of bad debts are deducted from the receivables. These provisions are determined on the basis of an individual assessment of the receivables.

Receivables and deferred assets

Receivables are valued at amortized cost (nominal value). Upon initial recognition amortized costs equals the fair value. Provisions deemed necessary for the risk of bad debts are deducted from the receivables. These provisions are determined on the basis of an individual assessment of the receivables.

Cash and cash equivalents

Cash and cash equivalents are recognised at nominal value. Current account debts with banks are stated under current liabilities.

Provisions

General

Provisions are measured at the best estimate of the amount that is necessary to settle the obligation as per the balance sheet date. The other provisions are carried at the nominal value of the expenditure that is expected to be necessary in order to settle the obligation, unless stated otherwise.

A provision has been recognized with regards to an expected supplementary payment to the tax authorities. This supplementary payment relates to the period 2017 to 2021 and refers to incorrect processing of invoices from non-EU countries. The provision is recognized including a levy on tax and an interest on late payment.

Current liabilities

Short-term liabilities are valued at amortized cost (nominal value plus any premium, discount or transaction costs). Upon initial recognition amortized costs equals the fair value.

4.4 Accounting principles for the determination of the result

Determination of the result

Result is determined based upon the difference between the revenues and the project activity costs plus other expenses taking into account the aforementioned valuation principles. Profits are recognised in the year goods are delivered. Losses which originate in the financial year are taken into account once they are foreseeable.

Revenues

The net turnover consists of revenue from services rendered during the reporting period after deducting discounts, rebates and value added taxes.

Project activity costs

The project activity costs are directly related to the revenues and are purchased from third parties.

Amortisation and depreciation

Depreciation on tangible fixed assets is based on the estimated useful life and calculated as a fixed percentage of the acquisition price, taking into account any residual value. Depreciation is calculated from the date an asset comes into use.

If a change in estimate is made of the future useful life, the future depreciations will be adjusted. Book profits and losses from the incidental sale of property, plant and equipment are included in the depreciations.

Financial income and expenses

Interest income and interest expenses

Financial income and expenses comprise interest income and expenses on loans (issued and received), bank accounts and exchange differences during the current reporting period.

Currency translation differences

Currency translation differences arising upon the settlement or conversion of monetary items are recognised in the income statement in the period that they are realised.

Result participating interests

The financial result of participating interests in which significant influence can be exercised, comprise the share of the company in the result of these participating interests. This result is determined based on the accounting principles of Stichting The Hague Institute For Innovation Of Law (HiiL).

4.5 Principles for preparation of the cash flow statement

The cash flow statement has been prepared using the indirect method.

The funds in the cash flow statement consist of cash and short-term debt to financial institutions. Cash flows in foreign currencies are converted at the exchange rate at balance sheet date. Exchange rate differences concerning finances are shown separately in the cash flow statement.

Income and expenses related to interest, are included in the cash flow statement for operational activities.

5 NOTES TO THE BALANCE SHEET AS AT DECEMBER 31, 2021

ASSETS

FIXED ASSETS

1. Tangible fixed assets

	Inventory	Automation	Total
	€	€	€
<i>Carrying amount as of January 1, 2021</i>			
Purchase price	-	217,122	217,122
Cumulative depreciation and impairment	-	-199,854	-199,854
	-	17,268	17,268
<i>Movement</i>			
Investments	50,750	9,571	60,321
Depreciation	-2,269	-5,837	-8,106
	48,481	3,734	52,215
<i>Carrying amount as of December 31, 2021</i>			
Purchase price	50,750	226,693	277,443
Cumulative depreciation and impairment	-2,269	-205,691	-207,960
Carrying amount as of December 31, 2021	48,481	21,002	69,483

Depreciation rates

	%
Inventory	20
Automation	20

2. Financial fixed assets

Other participating interests

	2021	2020
	€	€
<i>Justice42</i>		
Carrying amount as of January 1	82,953	152,087
Disposals	-	-455
Share in result	-29,981	-68,679
Carrying amount as of December 31	<u>52,972</u>	<u>82,953</u>
	31/12/2021	31/12/2020
	€	€
<u>Other receivables</u>		
Deposit	<u>24,894</u>	<u>-</u>

CURRENT ASSETS

3. Receivables, prepayments and accrued income

Trade receivables	9,196	19,118
Other receivables, deferred assets	<u>1,660,930</u>	<u>182,990</u>
	<u>1,670,126</u>	<u>202,108</u>

Other receivables, deferred assets

Prepayments and accrued income

Amounts to be invoiced	1,602,708	39,022
Other receivables	14,481	42,488
Deposit	2,775	10,649
Advanced payments	40,966	90,806
Interest receivable	-	25
	<u>1,660,930</u>	<u>182,990</u>

	31/12/2021	31/12/2020
	€	€
4. Cash and cash equivalents		
ABN AMRO Savings Accounts	1,300,025	4,800,000
ABN AMRO Bank Guarantee Account	20,000	20,000
ABN AMRO Cashmanagement Accounts	9,130,598	1,801,999
Cash in hand	11,237	9,157
	<u>10,461,860</u>	<u>6,631,156</u>

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

EQUITY AND LIABILITIES

5. EQUITY

	2021	2020
	€	€
Continuity reserve		
Carrying amount as of January 1	1,800,000	1,800,000
Movement	-	-
Carrying amount as of December 31	<u>1,800,000</u>	<u>1,800,000</u>

The continuity 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 2021 is enough to be prudent.

Designated reserve

Carrying amount as of January 1	82,703	151,837
Participation J42	-	-455
Allocation net result	-29,981	-68,679
Carrying amount as of December 31	<u>52,722</u>	<u>82,703</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%.

Other reserves

Carrying amount as of January 1	-117	15,844
Allocation net result	-7,047	-15,961
Carrying amount as of December 31	<u>-7,164</u>	<u>-117</u>

6. PROVISIONS

Other provisions

	2021	2020
	€	€
<i>Provision VAT (2017 - 2021)</i>		
Carrying amount as of January 1	-	-
Movement	500,000	-
Carrying amount as of December 31	500,000	-

A provision of € 500K has been recognized with regards to an expected supplementary payment to the tax authorities. This supplementary payment relates to the period 2017 to 2021 and refers to incorrect processing of invoices from non-EU countries. The provision is recognized including a levy on tax and an interest on late payment.

	31/12/2021	31/12/2020
	€	€
Trade creditors	284,850	359,839
Taxes and social securities	314,907	224,780
Accruals and deferred income	9,334,020	4,466,280
	9,933,777	5,050,899

7. CURRENT LIABILITIES

Taxes and social securities

VAT	10,077	5,711
Pay-roll tax	244,029	175,844
Pension premiums	60,801	43,225
	314,907	224,780

Other liabilities and Accruals and deferred income

Accruals and deferred income

Holiday accruals	178,115	190,179
Payable personnel costs	1,907	4,253
Still to be spent on the objective	9,060,043	4,088,461
Other liabilities and accruals	60,390	112,209
Project liabilities	11,502	53,919
Repayment donation	22,063	17,259
	9,334,020	4,466,280

ASSETS AND LIABILITIES NOT RECOGNISED IN BALANCE SHEET

Long-term financial obligations

Housing

The organisation has entered into an agreement for renting office space at Muzenstraat 120. The contract is until 28 February 2026. The monthly fee is approximately € 7,050 excluding VAT. Therefore, the total obligation amounts to approximately € 352,500 excluding VAT, of which € 84,600 relates to 2022.

The organisation also rents an apartment which is located at Westeinde 20B. The contract is until 31 July 2022 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 € 795 excluding VAT. Therefore, the total obligation amounts to € 19,080 excluding VAT, of which € 9,540 relates to 2022.

Suppliers

Hiil has contracts with suppliers for work to be executed in 2022 for € 90,500.

6 NOTES TO THE PROFIT AND LOSS ACCOUNT OVER THE YEAR 2021

	Realisation 2021	Realisation 2020
	€	€
8. Revenues		
Dutch Postcode Lottery (Nationale postcode Loterij)	307,243	301,440
European Union	702,523	921,005
Ministry of Foreign Affairs The Netherlands	4,592,709	4,288,615
Municipality of The Hague	100,380	102,273
Private Foundation	1,018,909	349,869
Swedish International Development Agency	911,869	640,917
IAALS	84,891	111,264
Mott Foundation	129,252	160,724
Worldbank	-	60,308
United Nations High Commissioner for Refugees	179,253	306,203
University of New York (Center on International Cooperation)	23,693	1,350
United Nations Development Programme	243,277	-
Ministry of Justice and Safety The Netherlands	167,549	-
Other partners	93,660	107,647
	<u>8,555,208</u>	<u>7,351,615</u>

In the amount on other partners are partners which have contributed less than € 45,000 on an annual basis (2020: € 40,000).

9. Employee expenses

Wages and salaries	2,756,019	2,336,493
Social security charges	392,336	328,937
Pension costs	468,971	353,884
Travel expenses commuter traffic	17,206	22,240
Indirect personnel costs	171,273	487,690
	<u>3,805,805</u>	<u>3,529,244</u>

Staff

At the company during 2021, on average 44 employees were employed, converted to full-time equivalents (2020: 40).

	Realisation 2021	Realisation 2020
	€	€
10. Material costs		
Housing costs	137,734	122,449
Travel costs	-	11,566
Office expenses	158,509	169,018
Sales & Marketing	83,898	155,406
General expenses	380,663	249,690
Costs Supervisory Board and PSB	4,295	1,765
Extraordinary expenses*	500,000	-
	<u>1,265,099</u>	<u>709,894</u>

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

* A provision of € 500K has been recognized with regards to an expected supplementary payment to the tax authorities. This supplementary payment relates to the period 2017 to 2021 and refers to incorrect processing of invoices from non-EU countries. The provision is recognized including a levy on tax and an interest on late payment.

11. Financial income and expenses

Interest and similar income	1,601	1,238
Interest and similar expenses	-42,484	-34,148
	<u>-40,883</u>	<u>-32,910</u>

7 OTHER DISCLOSURES

Report for "Wet normering topinkomens" (WNT)

Due to the fact that more than 50% of the total gross revenue of Stichting The Hague Institute For Innovation Of Law (HiiL) in 2021 is granted by the Dutch government, the Dutch Act "Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector (WNT)" apply for HiiL.

The applicable maximum remuneration for Stichting The Hague Institute For Innovation Of Law (HiiL) is in 2021 € 209.000. 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.

The Supervisory Board receives no remuneration.

Executive Board

	Executives		
	S. Muller	M. Barendrecht	S. Pula
	€	€	€
Function information			
Function	<i>Chief Executive Officer</i>	<i>Research Director</i>	<i>Chief Operating Officer</i>
Period in function in 2021	01/01 - 31/12	01/01 - 31/12	01/11 - 31/12
Full time equivalent during this year	1,00 FTE	0,84 FTE	0,17 FTE
Employee contract	Yes	Yes	Yes
Remuneration			
Remuneration including taxable expenses	148.427	113.513	23.450
Future payables	-	-	-
Provisions remuneration due	22.422	18.614	3.711
Other receivable non-remuneration	-	-	-
Total remuneration 2021 for WNT	170.849	132.127	27.161
Applicable maximum in 2021	209.000	175.560	35.530
Exceeded amount	N.a.	N.a.	N.a.
Outstanding receivable	N.a.	N.a.	N.a.

Comparable figures

	Executives	
	S. Muller	M. Barendrecht
	€	€
Function information		
Function	<i>Chief Executive Officer</i>	<i>Research Director</i>
Period in function in 2020	01/01 - 31/12	01/01 - 31/12
Full time equivalent during this year	1,00 FTE	0,84 FTE
Employee contract	Yes	Yes
Remuneration		
Remuneration including taxable expenses	149.767	117.895
Future payables	-	-
Provisions remuneration due	20.868	17.381
Other receivable 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 receivable	N.a.	N.a.

Signed on behalf of the Board:

The Hague, July 18th, 2022

A.S. Muller

C.S. Pula

Other information

1 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 2021 included in the annual report

Our opinion

We have audited the financial statements 2021, started on page 30, up and including to page 50 of the “*Annual report and Accounts 2021*” of Stichting The Hague Institute for Innovation of Law based in The Hague, The Netherlands.

In our opinion, the financial statements as stated on page 30, up and including to page 50, of the “*Annual report and Accounts 2021*” give a true and fair view of the financial position of Stichting The Hague Institute for Innovation of Law as at 31 December 2021 and of its result for 2021 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 2021;
2. the profit and loss account for 2021; 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) sub n and o 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.

The Hague, July 18th, 2022

HLB Den Hartog
Accountants & Consultants

Signed on original by:

S.T.M. ten Hagen RA



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