

Annual Report and Accounts 2022

The path to people-centred justice

About HiiL

HiiL (The Hague Institute for Innovation of Law) is a civil society organisation committed to people-centred justice. That means justice that is affordable, accessible and easy to understand and that delivers what people need. We aim that by 2030, 150 million people will be able to prevent or resolve their most pressing justice problems. We help develop people-centred justice programmes: a data-driven, evidence-based, and innovation-focused way of working, focused on system change to ensure better delivery of justice services for more people. HiiL is an equal opportunity, international employer. We are based in the Netherlands, in the City of Peace and Justice, The Hague.

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Message from the CEO

On my way home from Rabat and Nairobi, I felt inspired and somewhat excited. On both trips I met with various justice leaders who were ready for change. The year, overcast by the war in Ukraine, the economic downturn, ongoing climate disasters, and increased polarisation, nevertheless saw a bright spot. People-centred justice programming shifted from 'How To Do It?' to 'Let's Do It!'.

We saw this in our work in 2022. Working with justice practitioners from Ethiopia, the Netherlands, Niger, Nigeria, Tunisia, Uganda, and Kenya. Completing two new national Justice Needs and Satisfaction surveys in close partnership with the ministries of justice of Niger and Burkina Faso. Working with Kaduna's justice and judiciary leaders to develop and share their commitments to realise innovative, affordable and responsive justice delivery. Collaborating with experts to draft Best Practice Guidelines for land and family justice problems in Ogun, Nigeria, and employment justice in Tunisia. Developing a process to solve neighbour problems with the City of The Hague. Selecting a strong 2022 cohort of justice startups who are setting up what we hope will be game-changing initiatives to better prevent or resolve justice problems. Working to set up the Innovating Justice Fund to further increase HiiL's ability to support them.

Our research team produced policy briefs on three gamechangers: community justice services, user-friendly contracts, and one-stop shop dispute resolution. We also published the [Guide to People-Centred Justice Programming](#), bringing together what is known about making the transformation towards this way of working. HiiL helped drive the international agenda to build more support for the people-centred justice programming approach, bringing together data, evidence-based working, and innovation, as well as building an enabling environment and a movement to support that. As you will read below, we participated in numerous events, including at the UN, the OECD, and the Commonwealth, and were cited in the media.

The year 2022 marked the beginning of our new, country-based organisational model in which programme directors and country leads drive most of the work. The new teams came together and settled into their roles, making our collaboration in the countries where we work much stronger. We will continue to develop and strengthen these efforts.

The year 2022 was also the year in which we consolidated. The war in Ukraine and the subsequent economic volatility, together with other pressing funding priorities, such as climate change and migration, had a negative impact. We had factored in that our core product - people-centred justice programming - was relatively new, and required learning and development. We saw (and continue to see) that an increasing number of justice leaders and practitioners were embracing people-centred justice programming and wanted to start developing such programmes. At the same time, we experienced that finding the necessary funding, either from national budgets, development funding, or philanthropy, remains challenging. It is urgent that funders adapt to the huge opportunities that are now on the table to make concrete progress on SDG 16. In 2023, we will continue to focus on building the necessary funding partnerships required.

Towards the end of 2022, people-centred justice initiatives received several prizes. One of HiiL's Justice Accelerator star innovators, Aniket Doegar, who set up [Haqdarshak](#), a tech platform that connects citizens with their eligible government welfare schemes, was awarded the [13th Social Entrepreneur of the Year Award - India](#), established by the Jubilant Bhartia Foundation and Schwab Foundation for Social Entrepreneurship. In addition, the cause and people-centred justice approach we are all working towards received recognition in December when I was awarded the [Tällberg-SNS-Eliasson Leadership Award](#).

Our partners and funders deserve the deepest thanks for their support. We want to thank all the ministries of justice, judiciaries, other agencies, and civil society organisations who trusted us to work together in the countries where we work. We also deeply thank our international partners, the Secretariat of the Pathfinders for Justice, the Justice Leaders, the World Justice Project, the World Bank, and the OECD. Lastly, we express our deep gratitude to our funding partners, the Dutch Ministry of Foreign Affairs and the Dutch embassies of Rwanda, Niger and Kenya, the Charles Stewart Mott Foundation, the UNHCR, UNDP, the Swedish Foreign Ministry, the European Union, and the Dutch Postcode Lottery, the Municipality of The Hague and the Dutch Ministry of Justice and Security, CIC-NYU and Legal Protection International.

I also thank the HiiL Supervisory Board members for their unrelenting support and the wisdom they provide. You make us better.

Finally, I deeply thank the HiiL team. The commitment, drive, and collaboration you have shown is remarkable and the key to the success in what we do.

Sam Muller



Highlights from 2022

The six focus countries for 2022 were Ethiopia, the Netherlands, Niger, Nigeria, Tunisia, and Uganda. This is where 80% of our efforts to reach a turning point were directed. A brief overview is provided below of where we stand with respect to each country.

THE NETHERLANDS

Consortium of 34 organisations jointly submitted a proposal to the Dutch National Growthfund for developing evidence-based pathways for pressing justice problems. In 2022, we concluded dialogues on implementing problem-solving criminal justice processes and a Justice Innovation Lab resulting in an investable plan for systematically resolving neighbour justice issues.

TUNISIA

Increased engagement on people-centred justice programming, with a project in one region. Political uncertainties connected with the moves of the current leadership. HiiL has a team in Tunisia. In 2022 we developed one Justice Needs and Satisfaction (JNS) dataset, concluded two Stakeholder Dialogue sessions, and held one Justice Innovation Lab with one investable plan resulting.

NIGER

We have serious commitment from an active minister and his team. A national people-centred justice programme is being rolled out. HiiL has a team in Niger. In 2022, we developed one electronic Justice Needs and Satisfaction Survey (eJNS) dataset and held an official reception to launch the Justice Transformation process.

NIGERIA

Clear commitment to people-centred justice programming from three states – Imo, Ogun and Kaduna – and at the federal level. Full engagement, but some progress stalled in view of the 2023 elections. HiiL has a team in Nigeria. In 2022, we finalised one JNS dataset, concluded three Stakeholder Dialogue sessions, and published one strategy document.

ETHIOPIA

Significant engagement on people-centred justice programming. The conflict made it increasingly challenging to operate, both logistically and politically. HiiL did not have a full-time HiiL team on the ground, but worked with selected Ethiopian experts. In 2022 we concluded five Stakeholder Dialogue sessions and published one strategy document.

UGANDA

Increased engagement on people-centred justice programming. HiiL has a team in Uganda. In 2022, we developed two JNS datasets and published one JNS report.

A group of four countries (Colombia, Morocco, Ukraine and Kenya) emerged as countries where we started with a smaller project in 2022 that we assessed could lead to more engagement towards a people-centred justice programme. We devoted around 15% of our development efforts to this group. Around 5% of our efforts were devoted to broader scoping efforts and exploratory conversations.

Five global programmes, Justice Accelerator, MENA Regional Consultations, Strategic Engagement, Research and Development & Strengthening the HiiL Organisation integrate and reinforce our country-level work.

Guide to this report

Before you lies Hiil's annual report for 2022. The 113 pages that follow reflect Hiil's ongoing commitment to transparency, accountability and continuous improvement.

In the [strategy section \(page 9\)](#) we share our progress and lessons learnt as we set about implementing our 2022-2024 strategy.

The [programmes section](#) provides a comprehensive overview of our work and emerging results around the world, alongside stories of impact from our partners and beneficiaries. You will find a chapter on our ['focus' countries \(page 16\)](#) where we are pursuing our 'turning point' strategy. A chapter groups [global programmes \(page 40\)](#) where we work on cross-cutting themes more globally. This includes [research and development \(page 50\)](#), highlighting the fact that we are a research-driven organisation. We also share progress we made [strengthening our organisation \(page 53\)](#). Next chapters are dedicated to [project countries \(page 54\)](#) where we are conducting more limited interventions, and [prospect countries \(page 60\)](#) where we are gearing up work in anticipation of possible future focus. The reader will find all our [activity KPIs \(page 62\)](#) in the final chapter.

In the [departments section](#), we include monitoring, [evaluation and learning \(page 73\)](#) whose influence you will see throughout the report. In the [business development \(page 71\)](#) chapter you will learn about who we work with and how we have adapted to fundraising challenges. In the [Shared Services department](#), you will also learn about the vital service functions of the organisation. Among others, you will learn about [communications \(page 74\)](#) where we are contributing to making people-centred justice a household name, [finance \(page 76\)](#) and [human resources \(page 77\)](#).

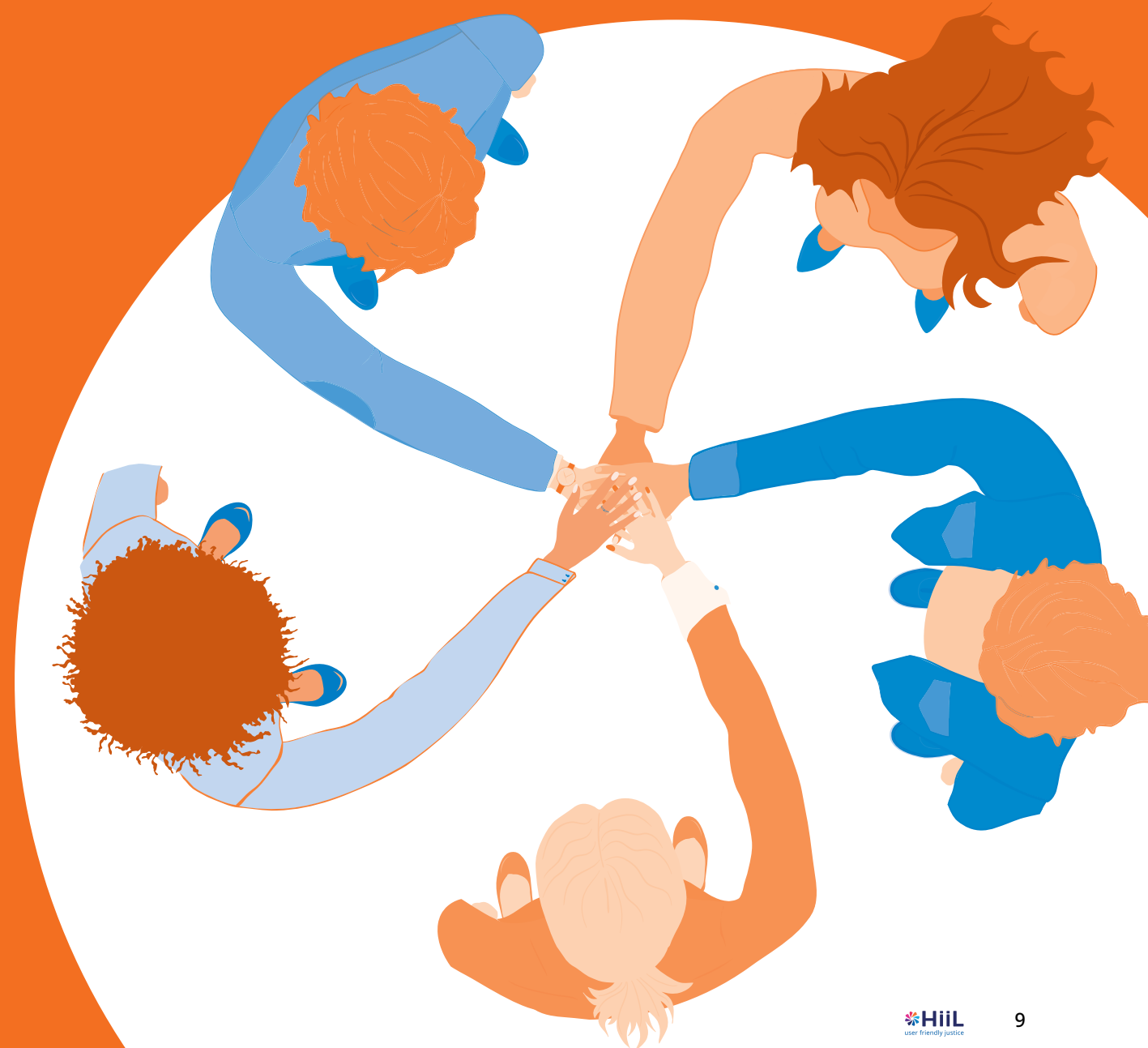
The [governance section](#) gives insight into how Hiil is structured and led, and how we manage risk. As always, we conclude with the [audited financial statements](#).

We are incredibly grateful to the funders and stakeholders whose trust in us, and commitment to the cause of people-centred justice, makes all of this work possible.

Happy reading!

STRATEGY UPDATE

This is the first year of implementing our 2022-2024 strategy.



Comprehensive people-centred justice programming

This year, we focused our efforts on advancing a national people-centred justice programming approach that incorporates all five HiIL programming elements (see below). This new way of working is in its early stages; the shift to a fully-fledged national change programme is significant, both for the countries in which we work and the funding that is required. The approach is taking flight: in all our 'focus' countries stakeholders are now working with reliable data, having undertaken Justice Needs and Satisfaction (JNS) surveys. Almost all have also experimented with forms of Best Practice development and innovation methods. Transitioning our focus to national-scale change has required us to further develop new ways to support, capacitate, and connect changemakers: co-creating the business case, developing effective strategic communication, and engaging relevant funders. This is a process of continuous learning.



Towards 'turning points'

In the countries where we work we aim for a turning point towards people-centred justice. We want to help set in motion a genuine and sustained transformation from rules and institution centred justice, to people-centred justice. Elements of a turning point can be:

1. **Political will and capacity:** a critical mass of stakeholders believing this transformation is needed.
2. **A local task force** exists, capable of sustaining this movement.
3. **An enabling legal and political framework:** national and sectoral strategic plans, laws and regulation that promote people-centred justice.
4. **Data and knowledge infrastructure:** a continuous monitoring programme on people's justice needs and experiences, and conversion into policies.
5. **Budgeting for people-centred outcomes.**
6. **Gamechangers are designed, prototyped, funded and implemented.**
7. **Continuous movement:** political officials, justice service providers and innovators, and researchers are active (inter)nationally on people-centred justice.

Our impressions of progress made in each country towards people-centred justice are summarised throughout this report in the form of a bar graph against these seven criteria. These graphs do not purport to represent our own successes, but the team's subjective assessment, based on our local efforts and stakeholder engagement, of the progress towards people-centred justice in the country at a moment in time. This data is not intended to be comparable between country programmes, nor to pass judgement on the efforts of our partners and stakeholders. This methodology is in its infancy, and will be continuously improved.

The Strategy 2022–2024 focuses on achieving genuine and sustained transformations – turning points – to people-centred justice in our focus countries. The assumption is that if some countries achieve these turning points, others will want to follow.

To reach a turning point, justice sectors must work differently than they have to date and start **people-centred justice programming**: a way of working that puts outcomes for people at the centre. It integrates the use of data on the needs and experiences of people, the collection and sharing of Best Practices based on evidence, combining these into scalable sustainable, game-changing services that get the justice interventions that work best to as many people as possible, creating an enabling environment for this, and building a movement. In order to further strengthen HiiL's ability to help set up people-centred justice programmes we defined four strategic moves. They are set out below, along with the 2022 goals we defined and what was achieved.



Jenga Haki Festival Kenya

Move	Results for 2022	Achievements
Focus the value proposition	HiiL routinely captures and incorporates lessons learnt.	Routines to incorporate lessons learnt into proposals and methodologies are well-established.
	The HiiL value proposition - people-centred justice programmes - is further clarified.	The HiiL value proposition is clearer. We need to continue learning about where HiiL adds most value.
	People-centred justice programming is consistently communicated.	Progress, but less than hoped for (see below).
Further optimise our Justice Innovation Lab and Stakeholder Dialogue methods	Refined methods in place, which are now more accessible for programme staff and local implementers. Investigate the opportunity to use these methods as a source of revenue.	Next iteration of the Stakeholder Dialogue method will be ready in Q1 2023. Training programme for the Justice Innovation Lab method to follow. Funding options being investigated.
	Training in place for senior staff (who will later train others).	Running behind on this.
	Present updated methodologies at the 2023 Learning Days.	On track.
Further develop our advisory capability	We have (senior) expertise on the five components, but at a low capacity. Assessment of the scope of demand.	There is a clear demand for this role. It is being developed 'as we go' in the projects we do and through explicit learning moments.
Further improve strategic engagement	We have a more unified engagement strategy and an implementation plan.	HiiL Core Messaging document was delivered and all staff are being trained. Core campaign document and operational plan will be delivered early Q2 2023.

What we learnt in 2022

HiiL is a learning organisation; reflections shared throughout this report are infused with lessons we have learnt at both strategic and operational levels. In this section, we share some overarching, strategic observations and lessons on what it takes to pursue people-centred justice in 2022 and beyond.

Changing global operating assumptions | Increased global economic and political instability challenged the assumptions underpinning our 2022 strategy and work plan. We observed changes to funding priorities: geographically, financially, and thematically. With our partners, we worked to make sense of these changes, adapting our assumptions and modes of engagement to these new realities. For example, some funders reduced anticipated funding, which meant in some cases that we had to revise the scope of our ambitions for the year and look for alternatives.

Adapting to the political environment | Of course, we have no control over the overarching political environment; we can only mitigate and adapt. We have had to slow or freeze activities in some countries due to elections, changes in government, or to conflict. We have become less fixed in our choices of focus countries; learning to adapt operations or, more drastically, pivot our centres of operation when conditions demand, without abandoning our valued partners and service providers. We regularly consider opportunities in countries outside our current focus where we consider a turning point could take place. This approach requires a degree of flexibility on the part of donors.

Refining stakeholder approaches | Presenting concrete, shareable, immediately actionable evidence of the benefits of people-centred justice for key changemakers is a critical step in pursuing institutional buy-in for our work. But this cannot be a one-size-fits-all approach; justice ministries and judiciaries are more interested in how people-centred approaches will improve social outcomes and dispute resolution efficiency, while finance ministries and planning agencies skip to questions about economic impact. In 2022, we started working with international partners to explore linkages with GDP growth and social outcomes like trust, cohesion, inclusiveness and resilience. We also refined our strategy to include a greater focus on winning key individuals within institutions to the cause; later working and thinking together about the most effective pathways to institutional buy-in.

Developing our advisory role | We are increasingly approached to act in an expert advisory role. We welcome this development, and have reinvented some key methodologies to transfer knowledge in shorter, more targeted formats at events and workshops. We have developed our capacity to identify, prepare, and connect stakeholders in both closed and open sessions. In some countries, we have shifted our focus to advising and solidifying new ways of working to support gradual changes to the justice system.

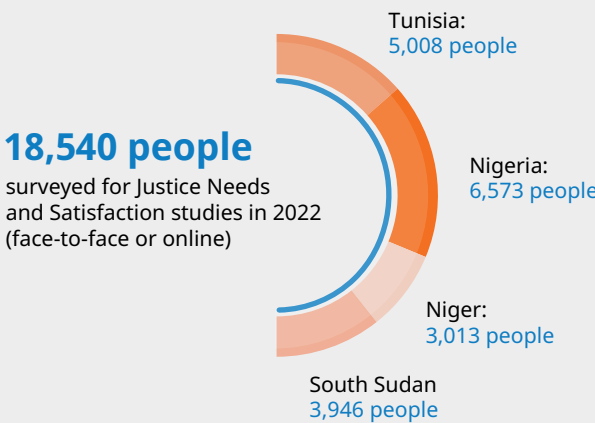
Financial resources for people-centred justice | It has been a difficult year to attract financial investment in people-centred justice programming. The clear justice gap for individuals and communities, the buy-in of key institutional stakeholders and the broader, quantifiable economic and social potential for this work are not adequately reflected in the strategies and priorities of funders. The past years show a trend downwards when it comes to justice and rule of law funding, which is said to be due to a lack of results using traditional methods to strengthen rule of law (mainly: large programmes that focus exclusively on institutions, law reform, training of legal professionals, and IT and other infrastructure). People-centred justice programming is a response to this. We are now making the case for it: a data-driven, evidence-based, innovation-focused way of working that can be managed better and programmed in a more agile and iterative way. More effort is needed to help make that case in a funding landscape where justice finds itself in competition with other important funding priorities, of which climate change, displaced persons, and humanitarian assistance are frequently mentioned. We are adapting to these challenges by improving our communication, focusing on demonstrated benefits and efficient pathways for implementation. Finally, we are recognising and championing the contributions of public funders (such as The Dutch Ministry of Foreign Affairs and USAID) and private funders (such as the Charles Mott Foundation) who are leading by example in SDG 16 funding.

Responsive funding structures | We are learning that current funding structures do not mesh well with our innovative, agile, and responsive approach; our methods call for us to quickly start and scale up when an opportunity arises. When a newly-appointed Minister of Justice or Chief Justice wants to start or speed up the transition to people-centred justice programming, our funding structures have not allowed us to jump in alongside the stakeholder to help make quick inroads towards a turning point. Similarly, funding for our Justice Innovation Lab has not always accommodated multiple prototype iterations or a pilot phase; traditional funding models ask us, impossibly, to describe the future output of the stakeholder-led design exercise before the design process even begins. We need to work with funders to design funding structures that facilitate stakeholder-led innovation.

Multi-disciplinary, country-based working | In our first full year of working in a multi-disciplinary country-based programme structure, we continued to learn important organisational lessons. We took time to re-establish our routines and teamwork, exposing untapped strengths as well as weaknesses and blind spots along the way. For example, we took some time to learn that internal finance resources dedicated to project support are most efficient for our new way of working. We are proud to have found the collective resilience to handle challenges we encountered. Many of our staff wear multiple hats and contribute in extraordinary ways. It is important to create opportunities to showcase their contributions and to share their genuine enthusiasm for and dedication to our work. We learnt the importance of OneHiiL¹ moments to exchange knowledge, experience, and ideas for collective learning and development as a single organisation.

¹ OneHiiL refers to an adopted principle to identify and operate as a single networked organisation, regardless of the group or geographical area we participate in.

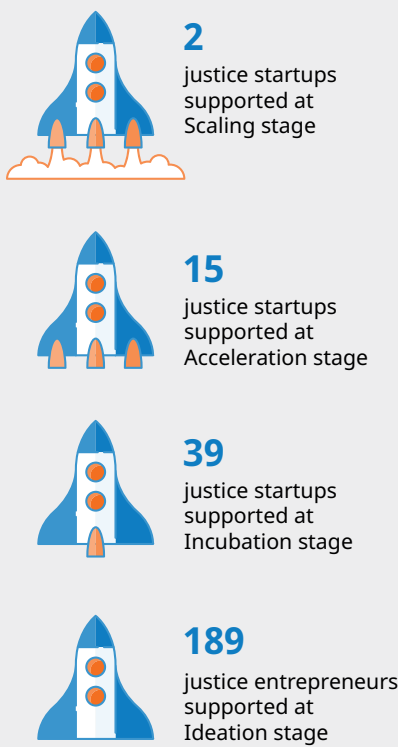
Summary of 2022



12 Stakeholder Dialogues

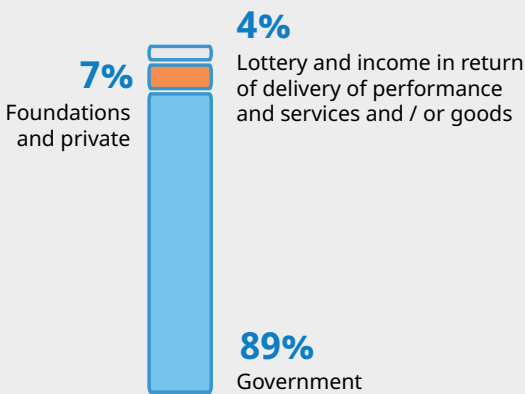
organised in 2022 across 4 countries

Ethiopia: 5 dialogues	Nigeria: 3 dialogues	Tunisia: 2 dialogues
		The Netherlands: 2 dialogues



Summary of HiiL financials	2022	2021
Revenues (EUR)	8.1 mln	8.6 mln
Solvency ratio (total reserves divided by total liabilities)	37%	15%
Current ratio (current assets divided by total debts)	1.55	1.22

Our funding came from:



PROGRAMMES

This chapter details the activities, outputs, and outcomes of our programmatic work in 2022. The chapter is divided into four sections: (i) *Focus Countries* - programmes in countries that we have prioritised for several years as part of our turning point strategy and where HiiL has deep roots; (ii) *Global Programmes* - programmes where HiiL works on cross-cutting themes in multiple country contexts; (iii) *Project countries* - more limited interventions; and (iv) *Prospect Countries* - new contexts in which we are gearing up work in anticipation of possible future focus.



FOCUS COUNTRY

ETHIOPIA

Despite a highly challenging and tumultuous 2022, HiiL was able to deliver on the majority of planned activities in Ethiopia. We are not yet at a turning point given that our work to date has been at the activity and output levels only, and not at the level of resolving or preventing justice problems.

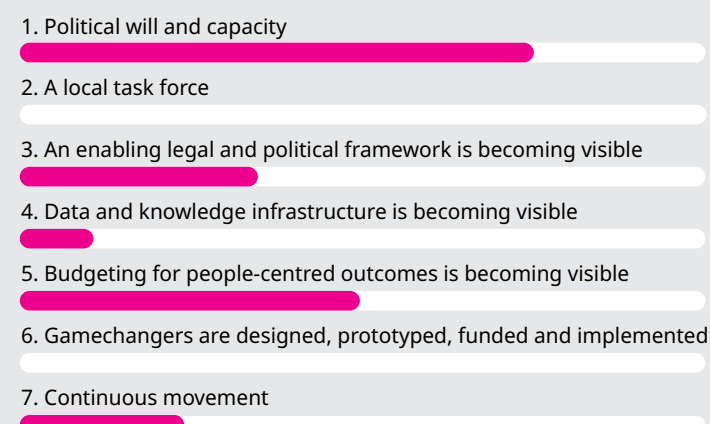
A Justice Transformation process that began in 2021 concluded with a final Stakeholder Dialogue, based on the findings of the 2020 nationwide JNS survey. Given the long pause on programming activity, a follow-up JNS will be scheduled after the design and pilot testing of a gamechanger solution (developed in a Justice Innovation Lab); this is an urgent priority. Stemming from the JNS conducted with UNHCR, a series of four regional Stakeholder Dialogues were concluded focusing on the justice needs of refugees and host communities, and integrating related outcomes into national priorities. This process concluded in Q1 2023 with a “national” Stakeholder Dialogue which consolidated findings from the regional Stakeholder Dialogues. It identified new paths to improve access to justice for refugees and internally displaced persons, but was not intended to be fully representative of all regions in the country.

With improved stability, sustained high levels of stakeholder rapport, and a long history of HiiL activities in the country, Ethiopia is in a favourable position to continue programming support on people-centred justice.

In Q2 2022, the third and final Stakeholder Dialogue was conducted, informed by the findings of the 2020 JNS. Leaders worked to build a shared understanding of evidence-based ways of working, develop a set of justice goals, and identify key innovation challenges. Three justice goals around the topics of land, family, and crime were formulated, and several success indicators were drafted. The process

culminated in the production of a (draft) Justice Transformation strategy which is yet to be finalised, but was used throughout the remainder of 2022 to inform budget and planning for the coming three years beginning with Financial Year 2023. Implementation of priority activities, namely development of a Guideline and a Justice Innovation Lab, were postponed to 2023 following the peace agreement at the end of 2022.

National budget has been allocated for the next three years, starting with Financial Year 2023 (July start). People-centred justice has been integrated in the justice sector's strategy for the same period, drawing from the priorities reflected in the (draft) strategy document developed in the Stakeholder Dialogues.

PROGRESS TOWARDS PEOPLE-CENTRED JUSTICE²

HIGHLIGHTS OF 2022



71

stakeholders convened
in 5 regional dialogues



3

justice goals around the
topics of land, family and
crime were formulated



This is a justice super league. If you are determined, you can make people-centred justice a reality.

– about the stakeholders who participated in the dialogues

These studies need to be encouraged and implemented across the respective institutions... the society and justice system are wide apart.

– about the JNS data



Village elders are trusted because it is part of them, their life and their communities.

– during the Stakeholder Dialogues

FOCUS COUNTRY

THE NETHERLANDS

Our strategy for the Netherlands in 2022 was to develop a comprehensive plan for the implementation of a national people-centred justice programme. In parallel, we would deliver two quick wins through a Justice Transformation strategy launch for (problem-solving) criminal justice, and a Justice Innovation Lab to resolve neighbour disputes/conflicts.

In Q1 and Q2, we conducted a Justice Innovation Lab in The Hague (supported by The City of The Hague) which led to a comprehensive design for a pathway to prevent and resolve neighbour disputes (Buurtvredevoorziening). The design includes a financial model for all elements of the one-stop shop solution, which includes welcoming new neighbours, dealing with issues amicably, mediation, adjudication, and special interventions for complications (e.g. aggression, discrimination, issues needing therapeutic interventions).

In Q2 and Q4, we continued the series of Stakeholder Dialogues in the field of criminal justice that began in 2021 (*Changing Justice Gears, Strafrecht met perspectief*). We focused on honest and open dialogue, on the impact of interventions, a refocus on solving problems as experienced by victims and suspects, and improving cooperation between professionals. This has resulted in scenarios and shared insights on how the delivery of criminal justice can become more people-centred as well as a shared understanding of the implications in developing a strategic coordination to deal with everyday crime ('ZSM' programme in the Netherlands). According to the Monitoring, Evaluation and Learning (MEL) process, the dialogues have contributed to rethinking coordination within the criminal justice supply chain, between the police, prosecution, courts and the Ministry of Justice.

In addition to these projects, we sought, albeit unsuccessfully, to obtain funding to develop a national people-centred justice programme. Although several foundations and organisations expressed support for this approach, their funding procedures are not geared to supporting such a large-scale programme. This effort nonetheless contributed to our expertise in people-centred justice programming.

PROGRESS TOWARDS PEOPLE-CENTRED JUSTICE³

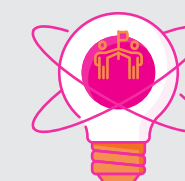
1. Political will and capacity
2. A local task force
3. An enabling legal and political framework is becoming visible
4. Data and knowledge infrastructure is becoming visible
5. Budgeting for people-centred outcomes is becoming visible
6. Gamechangers are designed, prototyped, funded and implemented
7. Continuous movement

HIGHLIGHTS OF 2022



47

stakeholders convened in the series of Stakeholder Dialogues in the field of criminal justice



23

stakeholders attending Justice Innovation Lab in The Hague in the field of neighbour disputes

In addition, such a procedure challenges applicants to substantiate the problem, to analyse alternative solutions and programme activities, and to detail steps of theoretical changes. As a result, we now have in our portfolio a range of Research and Development (R&D) methodologies, experience with building broader R&D partnerships that cover the different phases of development and implementation, as well as a series of output, outcome and impact indicators. The economic, social and environmental impact of developing people-centred pathways for the most pressing justice problems can now be substantiated in a way that is similar to how other major public investments are presented. The data and qualitative assessments confirm the huge benefits of investments in people-centred justice.

A major lesson learnt has been that the justice sector in the Netherlands lacks an R&D infrastructure and that funding options for this are not proportional to the challenge of integrating people-centred justice. At ministries, courts, and justice sector agencies, small R&D units which are focused on streamlining current operations exist. Private sector organisations have few incentives to invest in better pathways to fair solutions because the trajectory to implementation is too uncertain and the investments needed are substantial. The result is a patchwork of small pilots with few innovations that succeed in scaling and which substantially improve access to justice.

We took the learnings from 2022 onboard in planning and developing a partnership for a comprehensive R&D programme that supports the transition to people-centred justice in the Netherlands (*Versterkt Conflictoplossend Vermogen*). A consortium has been created with 34 partners from universities and key knowledge hubs.⁴ A proposal for a five-year national people-centred justice programme worth €112 million, with the objective to develop pathways that can resolve or prevent 80% of the pressing justice problems fairly within a year, was submitted by the consortium to the Dutch National Growthfund in February 2023 and serves as the basis for other partnership development activities.

³ This is our subjective impression of progress towards people-centred justice in 2022; not a direct statement of results. See page 11 for more information.

⁴ Participants are various units from STAB, University of Groningen, Technical University Delft, Hogeschool Zuyd, University of Leiden, Verwey-Jonker Institute, University of Utrecht, University of Applied Sciences Utrecht, Free University of Amsterdam, the Municipality of The Hague, Radboud University, Foundation for complaints and disputes about health insurance SKGZ, Samen Recht Vinden, Hague Humanity Hub, Dutch Legal Tech, Center for International Legal Cooperation, Hague & Partners, Museon - Omniversum.

Meet our partners

NADJA JUNGSMANN, Professor by Special Appointment
University of Applied Sciences Utrecht and University of Amsterdam

In the Netherlands, we have developed a unique proposal for peace and justice, which shows the value of investing in the structural development of just solutions. Together with 34 partners, we have further developed a people-centred approach which leads to a fairer future, improved social cohesion, and a flourishing economy. Nadja Jungmann is a professor working on over-indebtedness, which is one of the areas of development.



Why do we need a people-centred approach in the Netherlands?



Conflict resolution is increasingly difficult in the Netherlands. Around two-thirds of conflicts that people and companies experience are not resolved within a year through agreement or by a decision that is perceived as fair. There are many complex and polarising procedures and the judiciary is heavily overburdened. Trust in the government and the justice system is at stake. By adopting a people-centred approach, people and companies will experience that they are seen and heard. These are the preconditions for conflict resolution. The main goal is to solve the problem, it is not about procedures. This speeds up conflict resolution which contributes to economic growth.



In the proposal, there are big claims about the economic effects. How does that work and is this also the case for debt issues?



By providing an effective and efficient people-centred approach, small conflicts are prevented from becoming too large. In the case of debt issues, huge economic effects can be expected. There are more than 600,000 households with problematic debts in the Netherlands. Five out of six of these households do not find their way to debt assistance (via the courts). The consequences are enormous. These households tend to fill one gap with another. As a result, they create new debts and creditors often have no choice but to write off the claims. Debt problems also have a significant impact on labour productivity. People with debts are less likely to take the step from benefits to paid work, and, when in work, they call in sick much more often. Through unnecessary claims and lower labour participation, debts put pressure on organisations' turnover and profits. It also costs the government money that could otherwise be spent on other things. Debts make people sick and affect people's well-being: they make more frequent and longer use of health care and social services. By quickly resolving emerging debt problems, many of these expenditures could be avoided. Our proposal covers a large number of major social issues. These conflicts often persist for a very long time, leading to major social costs which negatively impact economic growth.



Why do we need to solve debt issues?



The impact of debt problems is huge. In recent years, efforts have been made to take a more effective and efficient approach to debt issues. A large amount of new legislation has come into force, numerous pilots have been launched, and solutions are being sought in both the public and private domains. Despite the widespread recognition that the current system rests on inefficient procedures with many undesirable outcomes, the parties involved are unable to achieve progress through small steps and minor adjustments. By offering a structured and research-based development process, a people-centred approach can be taken. This requires us to bring parties together and support them in mapping out the desired outcomes. We take the various interests into account and, based on research, develop Guidelines that can count on broad support. Existing initiatives will be strengthened and linked. By applying this approach not only to debt issues, but to other pressing domains such as large-scale injustice, ongoing business conflicts and the division of scarce space, we will transform conflict resolution in the Netherlands to focus on outcomes desired by people and companies.



How do you envision the future if/when the proposed plan goes ahead?



Relationships in Dutch society are under increasing pressure. The recent crisis has made rifts in society increasingly visible. By developing people-centred approaches in a large number of areas that are scalable and cost-efficient, conflict resolution can transform a divisive issue in society into a catalyst that contributes to trust, social solidarity, and economic growth.



FOCUS COUNTRY

NIGER

PROGRESS TOWARDS PEOPLE-CENTRED JUSTICE⁵

1. Political will and capacity
2. A local task force
3. An enabling legal and political framework is becoming visible
4. Data and knowledge infrastructure is becoming visible
5. Budgeting for people-centred outcomes is becoming visible
6. Gamechangers are designed, prototyped, funded and implemented
7. Continuous movement

HIGHLIGHTS OF 2022



85

stakeholders attending regional workshops on people-centred justice



3,013

voices captured in the Justice Needs and Satisfaction follow-up survey

After several years of exchange with the Ministry of Justice, HiIL initiated a robust, multi-year people-centred justice programme in 2022. In 2022, we launched a [JNS report](#) based on data collected in 2021, set up the foundations of an office in Niamey, and carried out essential preparatory activities to launch the Justice Transformation process and to conduct dialogues planned for mid- 2023. The first year of the programme emphasised establishing close ties with local stakeholders, such as the National Institute of Statistics and the Ministry of Justice, in order to foster a true spirit of collaboration.

In May 2022, the new programme, funded by the Dutch Embassy in Niger, was [officially launched](#) in the presence of the Minister of Justice and the Dutch Ambassador. The programme launch was combined with the publication of the 2021 JNS survey. Strong interest in HiIL's data was expressed locally, where the survey findings received broad media coverage. The report was also published on the website of the [National Institute of Statistics](#), used by the Ministry of Justice in their 2022 action plan, and was referenced in several official speeches by the Minister of Justice.

The JNS survey was instrumental in collecting data for the monitoring of some indicators of Niger's 2022-2026 plan for economic and social development (*PDES* in French). In response to this interest, we assessed that it was more effective to co-design the training on data with the relevant Nigerien stakeholders to ensure it responds to their needs. The data component of the programme was further enhanced with the data collection for the eJNS survey in Q4, supported by the creation of a scientific committee. We expect to publish the results in Q2 2023.

Despite the challenges to establish a local presence and the delays in recruiting new team members in Niger, we successfully launched the transformation process in 2022 through three regional workshops. These convened 100 justice providers in total in the regions of Dosso, Tahoua and Maradi. Two officials appointed by the Ministry of Justice helped facilitate the implementation of the programme, which was presented at the *"Rentrée solennelle des Magistrats"*⁶ in October 2022. Recommendations gathered during these events will inform the Stakeholder Dialogues to be held in mid-2023. We will also strengthen relations with international organisations in-country funded by the Dutch government such as IDLO and UNDP. This will enable HiIL to explore concrete areas of collaboration between the three programmes.

Despite a delayed start of activities in the first year of the programme, we witnessed wide interest in people-centred justice in Niger. The participation of the Minister of Justice at the World Justice Forum in The Hague signalled strong interest in realising this mission. Building on this commitment, the preparatory work completed in 2022, and learnings identified to better anticipate challenges on the ground, we look forward to achieving concrete results in the years ahead.

⁵ This is our subjective impression of progress towards people-centred justice in 2022; not a direct statement of results. See page 11 for more information.

⁶ The start of the 2022-2023 judicial year.

Meet our partners

MOUSSA SAHIROU TCHIDA
Deputy Secretary General, Ministry of Justice

Niger is the latest country in HiiL's Justice Transformation portfolio. In our efforts to implement people-centred justice programming in the Sahel region of West Africa, we worked closely with the Ministry of Justice, specifically with its Deputy Secretary General, Moussa Sahirou Tchida.

Q You have worked with HiiL for the past few years. Why do you find it important to work on people-centred justice?

A Our collaboration with HiiL began in 2019 when our two institutions expressed interest in working together on justice issues and we signed a partnership agreement for a period of three years, renewable by tacit agreement. Initially, it was a question for us of benefiting from the experience of HiiL in terms of the JNS survey and to contextualise it giving Nigerien people access to justice, as advocated by SDG 16.3. Despite all efforts made over several decades, for various reasons many of our fellow citizens do not have easy access to justice. The population is mainly rural and illiterate, has a low income, very often lives far from the urban areas where courts are located, does not know how justice works in terms of actors, procedures and laws, and finds the language of justice complex. However, when faced with justice problems of various kinds, everyone wants answers and solutions, often immediately. It is therefore important to rethink our paradigms and our approaches to offer diverse choices to the population in matters of justice. This is why the people-centred justice approach is interesting, because with evidence-based data, it makes it possible to propose innovative solutions to effectively and efficiently solve justice problems.

Q How do you integrate people-centred justice into your work at the Department of Justice?

A Through the Justice Innovation Programme in Niger implemented by HiiL and the financial support of the Kingdom of the Netherlands, we carried out a national JNS survey in Niger. The results of this survey provide us with information on the extent of the justice needs and the justice gap, as well as their impact on the population. On the basis of these data, we have initiated a process of reflection, consultation, and exchanges with all the stakeholders in order to arrive, in fine, at solutions that best meet the justice needs of our fellow citizens, towns, and country.

We are fortunate in Niger that there is an enabling environment for people-centred justice because we already have functional mechanisms that facilitate access to justice for citizens in certain categories. Thus, issues relating to access to land, marital disputes, the liquidation of inheritances, and commercial transactions are dealt with through traditional and institutional mechanisms of mediation and conciliation. The main challenge is to make these mechanisms more accessible by simplifying and improving them further. To do this, good practices should be identified and scaled up. Better, it would be necessary to dematerialise certain judicial procedures and take advantage, amongst other things, of the opportunities offered by information and communication technologies.



Q Can Niger create a regional movement around people-centred justice which other countries will join?

A Given the quality of Niger's current governance, its credibility, and its leadership in the region, it can indeed play a leading role in creating a regional movement around people-centred justice. The personal commitment of the Minister of Justice to improve access to justice with a view to achieving SDG 16 and his adherence to the approach of people-centred justice are favourable factors that can lead Niger to play this role. It should be pointed out that to date, of the 15 member countries of ECOWAS, only Niger, Liberia and Sierra Leone are members of the Justice Action Coalition (JAC). Niger is therefore the only country with a French-speaking legal culture in the West African region to be a member of this coalition.

We had the honour and the opportunity to participate in the 2022 World Justice Forum, which was a great platform for Niger. The meetings we had with various personalities, the panels in which we participated, and the visits we made were very enriching for us and broadened our horizons on the different possibilities and opportunities available to us to promote a justice that best meets the needs of our fellow citizens.

Q Can Niger stand out to become a champion of justice in the Sahel and in Africa?

A Taking into account the current momentum of reforms at the national level, the national consensus on improving the functioning of justice, the availability of our partners to support our efforts to create the conditions for better and equal access to justice for all, we can indeed nurture the ambition to make Niger a champion of justice in the Sahel and in Africa.

It is very difficult for all nations, including the most developed, to achieve equal access to justice, especially in a country as poorly endowed as Niger. However, efforts can be made to substantially reduce the justice gap nationally and internationally. To do this, it is necessary to review and improve our justice approaches and increase investments in the sector.



FOCUS COUNTRY

NIGERIA

HiiL had a strong and fully operational year in Nigeria in 2022. We completed a Justice Transformation Lab and the respective Strategy Document in Kaduna State, and made major progress with activities such as a Justice Innovation Lab in Imo State; devised family and land Guidelines in Ogun State; and conducted a nationwide eJNS. Furthermore, the Justice Accelerator continued to be active throughout the year. These activities follow the work plan of the year and support the long-term vision of HiiL programming in Nigeria.

In 2022, some priorities identified in the previous years' Justice Transformation Labs were taken forward by state governments in Ogun and Imo States. Stakeholders in Kaduna State also took initial steps towards realising their people-centred justice goals. This gives us a general sense that people-centred justice remains pertinent for the justice sector in focus states where HiiL has been active. Reaching the turning point, however, will require investment to ensure priorities are implemented through strong partnerships at the state and federal levels. Implementation of commitments remains a key challenge, as expressed by many at different levels. In 2022, new potential partners were scouted and contacted, pending more formal interaction following HiiL's registration of a legal entity. Reaching a turning point will therefore be dependent on several factors, including designing and securing the funding for a coherent national programme which can be sustained in Nigeria. This is particularly challenging due to the size of the country, the state-by-state approach, and persistent security and development challenges. Continuing steady programme growth in Nigeria will need careful national programme design and skilful engagement in 2023, with a stronger focus on implementation to ensure commitments move beyond rhetoric and documents.

PROGRESS TOWARDS PEOPLE-CENTRED JUSTICE⁷

1. Political will and capacity
2. A local task force
3. An enabling legal and political framework is becoming visible
4. Data and knowledge infrastructure is becoming visible
5. Budgeting for people-centred outcomes is becoming visible
6. Gamechangers are designed, prototyped, funded and implemented
7. Continuous movement

HIGHLIGHTS OF 2022



32

stakeholders convened in Justice Transformation Dialogues



6,573

voices captured in the Justice Needs and Satisfaction follow-up survey



⁷ This is our subjective impression of progress towards people-centred justice in 2022; not a direct statement of results. See page 11 for more information.

Stakeholder Dialogue, Kaduna State, Nigeria

In 2022, HiiL applied four out of five 'pillars' of the HiiL Theory of Change in Nigeria: creating an enabling environment, scaling gamechangers, applying best practices, and working from data. The activities focused on three states: Imo, Ogun, and Kaduna, with complementary activities at the federal level.

Preparations began in late 2021 to conduct a Justice Transformation Lab in Kaduna State. During Q1 and Q2, the Stakeholder Dialogue sessions took place in Abuja due to heightened security risks in Kaduna State. Stakeholders' high level of commitment enabled the Dialogue series to be concluded successfully in Q2. The respective Strategy Document was finalised in Q3 and published in Q4, after a small delay due to heightened insecurity. This Strategy Document was formally endorsed by the Governor of Kaduna State and the Judiciary at the official public launch.

A Justice Innovation Lab was also conducted in Imo State, based on priorities agreed on in the Imo State JTL which concluded in 2020. Three out of four Lab sessions were held in 2022, with a focus on developing people-centred community justice centres. The final session and the release of the pilot project proposal was delayed to early 2023 due to challenges with HiiL's internal staffing capacity and procurement of external consultants. Another Justice Innovation Lab was planned for 2022, but did not take place due to a shortage of innovation capacity.

The nationwide eJNS study commenced in Q2, with procurement of a data collection partner. A questionnaire adaptation workshop was held in Q3 to ensure local applicability of the new eJNS methodology. The data set was fully collected by the end of 2022, with the writing and publication of the report carried over to early 2023. This delay was caused by adaptations to the eJNS methodology as the team needed time to apply lessons from other programmes to ensure comparability of the eJNS tool.

Work on two Best Practice Guidelines was undertaken in 2022; one on land justice and one on family justice in Ogun State. As the Ogun State Civil Justice Transformation Lab was finalised in 2021, securing necessary approvals posed challenges which impacted on the timeline of the Guidelines process. In Q3, the necessary approvals and the Committee of Experts were secured and the work proceeded with finalisation carrying over to 2023.

Discussions continued with potential new donors and partners on funding a multi-year national people-centred justice programme or elements thereof. However, the registration of a local entity in Nigeria is now essential for the consolidation of local partnerships with potential national and international donors alike. No concrete opportunities/leads were identified. The registration process has been carried forward to 2023.

In 2022, HiiL was able to expand activities as an important yet intermediary step towards a stronger national programme delivering results at outcome level. We implemented all the recommendations of the federal level Core Convening Group, adopting a three-state model which can be considered foundational for wider engagement. In Imo and Ogun States, we learnt that continuous stakeholder engagement is necessary, even if there are gaps in activities. We also learnt that ownership of national contribution must be demonstrated and not just talked about. This is key for implementation of commitments to take people-centred justice forward. Donor financing takes a long time to conclude, and often does not cover all priorities identified by stakeholders. Another prerequisite for wider engagement and eventually reaching a turning point will be the registration of a local entity. Integrating the highly visible and successful justice innovation work carried out from the Lagos Hub has begun and will continue.



Meet our partners

JUDGE JOHN AMBI
Judge of the Kaduna State High Court

In collaboration with the Kaduna State Government and key stakeholders, HiiL organised a series of Dialogues to help realise people-centred justice. Judge John Ambi has been part of this Justice Transformation Lab and just has been appointed Judge of the Kaduna State High Court.



Q In the past year, you have taken part in the Kaduna Justice Transformation Lab. What did you learn and what has been achieved?

A I learnt about the novel and noble concept of people-centred justice, which is a great departure from the normative concept of justice applicable in Nigeria. I have learnt that when people drive the justice concept and delivery process, there is a greater chance of that notion of justice having a positive impact on society. I think the greatest achievement from the Justice Transformation Lab is the development of the people-centred justice strategy document for Kaduna State, which serves as a guide for implementing and domesticating the concept of people-centred justice in Kaduna State.

Q You just have been appointed Judge of the Kaduna State High Court. How important is the commitment of justice leaders to people-centred justice and how are you going to make it happen?

A I think it is too early to gauge the acceptability of the people-centred justice concept in the justice sector in Kaduna State. For the singular reason that only a select few like myself are informed of the existence of people-centred justice and what it entails. However, I am optimistic that, now that the State has a strategy document, in no distant time other key players in the sector would be educated and enlightened about the concept and they would buy into it. This would, however, be achievable only when concrete steps are taken towards domesticating the concept. These steps should include, but are not limited to: enactment of supporting legislations, holistic policy documents that would incorporate all vital components essential to people-centred justice, developing institutional framework, and citizen awareness.

Q Why is it important to work on people-centred justice now that you have the opportunity?

A I am afraid that I would only be able to effectively contribute to the institutionalisation of this concept if and only when it is domesticated into our laws. This is because judges do not make laws, they only interpret them. However, in the course of interpreting these laws, they help to expand the frontiers of the law by giving it the desired bark and bite, so to speak.

Q Looking ahead, how will you take this work further? How do you envision the future of justice in Nigeria?

A Having been 'converted to the gospel' of people-centred justice, I would continue to advocate for its adoption whenever the opportunity to do so avails itself. However, my advocacy can only be limited to the courtroom in the course of adjudication and when the concept is domesticated by way of legislation.

The justice sector in Nigeria continues to grapple with a myriad of problems and the solutions so far offered, tend to be adaptations from climes and jurisdictions with socio-economic and cultural nuances alien and different from ours. Thus, I only foresee improvements when people actively participate in the decision-making processes centred on justice reforms.



FOCUS COUNTRY

TUNISIA

HiiL began its four-year integrated people-centred justice programme in Tunisia in 2022 with a newly recruited local team. We delivered our planned key activities successfully and have strengthened relationships with key stakeholders such as the Ministry of Justice, the Presidency of the Government, and the Tunisian Bar Association.

In Q4 2022, we completed the Justice Innovation Lab on community legal aid services. In this collaboration with UNDP, we successfully integrated the interests of national government stakeholders with regional municipalities and civil society organisations into a scalable and sustainable solution for citizens in Medenine.

We also began work on the JNS survey in Q3 and completed the analysis of the input of 5,000 people from Tunisia before the year ended. In parallel, we worked with eight local experts, judges and lawyers on a Best Practices Guideline on Employment Justice, one of the most pressing justice issues in Tunisia, and hosted a Stakeholder Dialogue on this theme with over 20 high-level stakeholders. The JNS report and Best Practice Guideline are scheduled for publication in Q1 2023.

In 2022, we supported five Tunisian justice startups in our Justice Accelerator, and supported the growth of seven additional early stage justice startups with our Incubation programme.

PROGRESS TOWARDS PEOPLE-CENTRED JUSTICE⁸

1. Political will and capacity
2. A local task force
3. An enabling legal and political framework is becoming visible
4. Data and knowledge infrastructure is becoming visible
5. Budgeting for people-centred outcomes is becoming visible
6. Gamechangers are designed, prototyped, funded and implemented
7. Continuous movement

HIGHLIGHTS OF 2022



21

stakeholders gathered in the Justice Innovation Labs



5,008

voices captured in the Justice Needs and Satisfaction follow-up survey

In 2022, business development was mostly dedicated to strengthening relationships with international organisations such as UNDP, IDLO, the EU, Open Society Foundation, National Centre for State Courts, and Avocats Sans Frontières. At the regional level, we worked closely with local civil society organisations such as the Tunisian Human Rights League (LTDH) Medenine, Centre de Défense et d'Intégration Sociale (CDIS) Medenine, and Pôle Civil pour le Développement et Droits de l'Homme (PCDDH) Medenine. Business development in 2023 will focus on raising more funding for scaled impact: piloting the outcomes of the Justice Innovation Labs.

In 2022, we did not achieve results at an outcome level. We developed the content and relationships to start seeing first outcomes at the end of 2023 by transferring knowledge of our data and Guidelines to Tunisian justice practitioners and supporting scalable justice innovations. An important lesson we take into 2023 is to continue to structurally engage with key stakeholders to incorporate their insights into our four-year programme. This helps to make HiiL's Tunisian people-centred justice programme a jointly-owned movement.

⁸ This is our subjective impression of progress towards people-centred justice in 2022; not a direct statement of results. See page 11 for more information.

Meet our partners

JUDGE ABDELHAKIM YOUSSEFI
Ministry of Justice

In Tunisia, we aim to significantly help reduce the amount of unresolved work-related legal problems. This is Tunisia's most pressing justice issue. Our focus is on young Tunisians between the ages of 18 and 30 as data tells us they experience employment disputes the most. Judge Abdelhakim Youssfi has been working with us on this matter and is part of the Committee of Experts designing the Best Practices Guideline on Employment Justice Issues in Tunisia.

Q You have been working with HiiL on employment justice. Why is it important to have Guidelines on this?

A The Guideline for Employment Justice directly supports the relationship between employers and employees by having them better understand their rights and duties when signing work contracts. The Guideline can help parties resolve their disputes out of court. This Guideline can be widely applied by justice practitioners and gives them innovative and alternative methods for resolving justice disputes. We believe this Guideline will also contribute to a continuous good working relationship between employers and employees.

Q How can the Guidelines you developed with the expert group improve the experience of young people in employment?

A The Guideline and its recommendations for employment justice can be a source of inspiration for young entrepreneurs and small business owners. Understanding the different types of work contracts and the rights and duties involved can help young Tunisians in building small businesses that are more sustainable. Also, simplifying procedures and working with alternative solutions for disputes can enhance the productivity of employees.



Q Why are dialogues important in this process?

A The Guideline assists justice practitioners with helping employers and employees resolve justice disputes. In this matter, dialogue contributes to resolving disputes, improves relations within any organisation, contributes to the continuity of the employment relationship, improves the work climate, and creates a sense of belonging to the organisation in which he or she works.

We should note the importance of alternative solutions addressed in the Guideline, such as mediation, the open-door policy, and dialogue. These mechanisms encourage stakeholders to preserve a healthy work environment and maintain a good working relationship.

Q Throughout the process, you have shown true commitment and understanding of people-centred justice. What do you hope this will achieve for justice in Tunisia?

A This Guideline has an innovative approach, and I see justice practitioners working and contributing to this Guideline. HiiL's approach in developing recommendations tailored to the local Tunisian context is, I believe, a successful strategy. I also see HiiL as a valuable contributor to the design of the justice process in Tunisia.

UGANDA

PROGRESS TOWARDS PEOPLE-CENTRED JUSTICE¹⁰

1. Political will and capacity
2. A local task force
3. An enabling legal and political framework is becoming visible
4. Data and knowledge infrastructure is becoming visible
5. Budgeting for people-centred outcomes is becoming visible
6. Gamechangers are designed, prototyped, funded and implemented
7. Continuous movement

HIGHLIGHTS OF 2022



1,414

voices captured in second e-JNS Uganda report published in 2022



1,500

copies of the Family Justice Catalogue was disseminated to justice practitioners, focusing in particular on the Local Councils

The focus of our programme in 2022 was to implement the final activities of our two-year Covid-19 programme with SIDA, building on the results achieved in previous years, and building further momentum with donors and justice sector partners for a national people-centred justice programme. We see clear indications for a turning point given the political will to continue programming. Funding for people-centred justice remains a challenge, however, despite extensive engagement throughout 2022.

In 2022, we completed our analysis and published our e-JNS second report, detailing insights about the dynamics of the justice needs of the people of Uganda. This report was well-received by the justice leadership, who recognised the value of gathering insights into people's justice needs during the Covid-19 pandemic. We also concluded a partnership with LASPNET to disseminate and further update the Best Practice Guideline on family issues ('Family Justice Catalogue') via a newly built online learning platform, transferring ownership of the Guideline to a local implementation partner. We disseminated nearly 1,500 copies of the Catalogue to justice practitioners, focusing in particular on the Local Councils. We continued to engage with justice leaders, including the judiciary, to integrate people-centred justice results in the Administration of Justice Programme and the Access to Justice sub-programme, thereby strengthening collaboration. Finally, HiiL continued efforts to complete the registration of a local office in Uganda; this could make us more eligible for local funding opportunities.

Relations with the justice sector in Uganda remain strong, with justice leaders referencing HiiL, e.g. by the Chief Justice in a speech at a meeting of the Justice Law and Order secretariat in an end of year evaluation meeting in 2022, and local practitioners showing a clear willingness to use HiiL's data in their work.⁹

⁹ Sam Wairagala (Dep. Tech Advisor) at JLOS commended HiiL for the data and innovation aspects of our work at the Governance and security stakeholder workshop on digital transformation and innovation in access to justice.

Discussions continued with potential new donors and partners on funding a multi-year national people-centred justice programme or elements thereof. Relationships with the development partners in Uganda remain open, which resulted in securing funding for 2023 programme activities by two donors: UNODC and the Ministry of Foreign Affairs of the Kingdom of the Netherlands (via flexible funding within our existing multi-year programmatic partnership), with submission of two proposals in 2022 (Austrian Development Agency and Open Society Foundation), both of which were inconclusive by year end. Additionally, discussions on funding a multi-year programme continued with the Dutch Embassy in Uganda, but are unlikely to bring in new funding before mid- to late 2024, and cannot be known for sure.

Uganda is uniquely placed for people-centred justice programming. In 2023, building on the results achieved to date, we will work towards outcome-level results, showcasing how our work leads to the resolution and prevention of justice problems. It remains a challenging context despite acknowledged success on various fronts. National ownership is critical for continued growth and success, in addition to adequate funding from primarily international donor sources as a national budget contribution is highly unlikely. The framework for a national people-centered justice programme will be co-designed with key national counterparts. Finally, we will step up our fundraising efforts with a nationwide communications campaign aimed at raising awareness of people-centred justice.

¹⁰ This is our subjective impression of progress towards people-centred justice in 2022; not a direct statement of results. See page 11 for more information.

Meet our partners

CHARITY AHUMUZA-ONYOIN
National Programme Officer, Democracy and Human Rights, SIDA

HiiL's work in Uganda spans more than eight years. In that time, we have developed important partnerships and carried out multiple activities. SIDA's financial partnership has been crucial in driving the achievements that HiiL has accomplished since 2017. SIDA's National Programme Officer, Democracy and Human Rights, Charity Ahumuza-Onyoin, spoke about the project in Uganda.



In past years, SIDA has been a valued financial partner for our projects in Uganda. Are you pleased with the results?



The Embassy of Sweden in Kampala provided financial support to HiiL's programmes in Uganda from 2015 until 2022. This support aimed to enhance access to justice in Uganda, an area where HiiL has expertise.

Yes, we are pleased with the results that HiiL has achieved over the years, including enhancing the use of data and evidence-based working in the programme design and service delivery in Uganda, increasing dialogue among justice sector leaders at the highest level of Uganda's justice system, enhancing the growth of the Justice Innovation ecosystem and access to justice for people in Uganda through innovations.



How have you experienced the partnership with HiiL to realise people-centred justice?



The very first JNS survey that HiiL did in Uganda was groundbreaking. It provided a snapshot of the justice issues that Ugandans were grappling with. It was basically a call to focused action to justice providers and donors in Uganda. Following this survey, the Embassy embarked on support to two programmes to enhance Access to justice in Uganda, namely the HiiL Justice Innovations Programme and the Community Justice Programme by the International Development Law Organisation. Our partnership with HiiL has therefore enhanced our Access to Justice programmes in Uganda.

HiiL's programme design is informed by research findings and the interventions are not only coherent with Uganda's policies, but also relevant for beneficiaries. HiiL has pioneered the work and growth of people-centred justice innovations. Moreover, the comprehensive data on access to justice in Uganda that HiiL provides is often referenced to and actively used by both justice users and Justice actors. HiiL has therefore set itself apart as a key stakeholder in providing relevant data that guides justice service provision in Uganda.



Justice innovation and data collection are important in the process of achieving people-centred justice. Why is it important to SIDA to finance these areas?



Data provides a foundation upon which justice actors can design approaches and interventions to ensure relevant and efficient justice service delivery. It also provides a baseline to assess the effectiveness of strategies or to measure changes in the context. HiiL's data provides information about the most impactful justice problems and how justice seekers resolve these issues. This data is important as it guides justice providers to plan and to better prioritise. It also encourages buy-in by JLOS and key leadership in the Judiciary.

HiiL Justice Innovation concept is locally grounded. It is premised on the belief that local innovators can design appropriate solutions to local justice challenges which are easily accessible by the people.

Enabling Access to justice for all is in line with SIDA's strategy in Uganda 2018-2023 which, *inter alia*, aims at improving conditions for a peaceful society, strengthening legal rights, and improving access to justice. By financing these areas, the Government of Sweden contributes towards the achievement of the SDGs.



What do you hope to see in 2030 in Uganda thanks to SIDA's contribution?



A significant improvement in the statistics on the prevalence of legal problems in Uganda. The statistics haven't changed much from 2015 (88%) to 2022 (83%). A justice leadership that is engaged and having dialogues with justice actors and users to enhance justice service delivery. A strong and vibrant justice eco-system that also attracts the private sector to invest in justice service delivery.



GLOBAL PROGRAMME

JUSTICE ACCELERATOR

PROGRESS TOWARDS PEOPLE-CENTRED JUSTICE¹¹



HIGHLIGHTS OF 2022



15

justice startups supported at Acceleration stage



4

Acceleration programmes held in Rwanda, Kenya, Tunisia and Nigeria

The year 2022 was a successful year for HiIL's Justice Accelerator. We delivered support programmes for startups at all stages; from Ideation (initial concept), Incubation (first product), Acceleration (serious growth), to Scaling (getting ready for investment). We worked with locally established Hubs in Nairobi, Lagos, and our office Tunis to reach social entrepreneurs from West Africa, East Africa, and the MENA region. We saw more startups scaling than before, contributing to a turning point in the countries they operated in by making justice services available to people with pressing justice needs.

In 2022, we inspired young entrepreneurs to start new ventures with our hackathons in Kenya, Rwanda, Somalia, and Nigeria. We worked with a total of 189 entrepreneurs. We helped 39 young startups test their justice solutions in the market with our Incubation programmes in Kenya, Rwanda, Somalia, Nigeria, and Tunisia.

As in previous years, we continued to run our Justice Accelerator programme as per the yearly cycle, starting in February 2022. We kicked off the year with a successful Demo Day in February showcasing the 2021 cohort who completed the programme. This was followed by providing seed grants, training, coaching, and mentorship for the new 2022 cohort of 15 startups from Nigeria, Kenya, Rwanda, Tunisia, and Lebanon.

We launched our Scaling programme to support ventures (that had already completed our Accelerator programme) in getting investment-ready, worked with two, and onboarded another two to start in January 2023. Finally, we made first steps with impact investments: performed due diligence on four startups and prepared the first investment to be deployed in Q1 2023.

The Justice Accelerator works with many implementation partners for its delivery and community engagement. For example, FATE foundation in Nigeria delivers Incubation programmes, GrowthAfrica implements our Scaling programme, and many local trainers and mentors provide tailored expertise. Business development to continue the Justice Accelerator in South Africa and Ukraine was not successful at the end of 2021, and consequently local operations were halted in 2022.

For the Justice Accelerator to achieve results at the outcome level, it needs startups to scale and reach large audiences with their justice services. This requires more resources for growth (technical assistance and capital) and an enabling environment. The lesson we take with us into 2023 is that we have the opportunity to more effectively connect government leaders, justice practitioners, and social entrepreneurs now that we run integrated people-centred justice programmes.

¹¹ This is our subjective impression of progress towards people-centred justice in 2022; not a direct statement of results. See page 11 for more information.

Meet our partners

MARTIN KIILU
Head of Advisory, GrowthAfrica

The Justice Accelerator programme empowers startups to deliver user-friendly and people-centred justice. The programme connects startups with data on justice needs, research and evidence-based practices, and know-how on creating an enabling environment to scale innovation. In an effort to support the growth and impact of game-changing innovations, we recently designed a Scaling programme together with GrowthAfrica. Martin Kiilu is their Head of Advisory.



Q You have been working with HiiL on the Scaling programme for a year. Why is it important to invest in justice startups?

A Justice startups help to bring about positive changes in the legal system, increase access to justice and human rights, and improve the quality of legal services. Generally, the entire access to the justice field has largely been underfunded, with funding both towards startups and justice challenges being relatively low and growing slower than in other fields. I believe this should change. Justice should be given more funding and investment as some of the issues startups deal with are basic requirements for overall economic development to be achieved and would catalyse the growth of other sectors. For instance, individuals can gain access to government services, access to their verified identity to allow them access to jobs, and settle disputes fairly without the need for high litigation costs. Providing these solutions allows more people to be included in economic activities, lowers the costs of doing business, and ensures continued investor and consumer confidence.

Q What have you learnt from working with HiiL on people-centred justice?

A Justice takes many forms and not only the traditional access to legal justice via the court process or other dispute resolution mechanisms. The view of justice adopted by HiiL was eye opening as to the various ways justice can be served or denied by things not thought before as justice-related. For example, access to jobs, access to government services, access to a verified identity, and providing visibility and access to data and information.

Q What is the common challenge faced by startups at the Scaling stage? What do they mostly need?

A At GrowthAfrica, we believe most entrepreneurs' scaling challenges emanate from startups looking at raising funding as the indicator of scale. The perceived one-dimensional approach to scaling leaves the core aspects of a business that we believe determines and helps an organisation grow which leads to scale. Growth is multi-dimensional and involves all aspects of business, organisation strategy, and strong execution culture, including key performance metrics, revenue generation by building a sales engine that is developed on strong customer segmentation and acquisition strategies, team development, and management. The understanding and structuring of these systems and strategies are what will eventually lead to scale that can be sustained over the long haul.

Q You saw young justice entrepreneurs pitch their startups on Demo Day. How do you envision the future of justice innovation?

A The future of justice innovation is very bright if Demo Day is representative of what to be on the lookout for. Problems relating to justice and judicial process are included in the 2030 Sustainable Development Goals of the United Nations, specifically in SDG 16 which aims to promote just, peaceful, and inclusive societies where everyone can access justice, and that effective, accountable, and comprehensive institutions can be established. The startups supported thus far are indicative of the strides being made towards inclusive societies, access to resources, and the unlocking of opportunities.

We envision a future where justice products, services, and technologies are widely accepted by markets, governments, and society, and that will be deeply embedded in our day-to-day lives and in systems that work for the good of the communities they serve.



GLOBAL PROGRAMME

REGIONAL CONSULTATIONS MENA

PROGRESS TOWARDS PEOPLE-CENTRED JUSTICE¹²

1. Political will and capacity
2. A local task force
3. An enabling legal and political framework is becoming visible
4. Data and knowledge infrastructure is becoming visible
5. Budgeting for people-centred outcomes is becoming visible
6. Gamechangers are designed, prototyped, funded and implemented
7. Continuous movement

HIGHLIGHT OF 2022



5

stakeholders from Tunisia, Morocco, Lebanon, supported by experts from the United Arab Emirates attended regional consultations meeting

In 2022, HiIL continued to facilitate a collaborative process to explore the potential to scale up people-centred justice in the MENA region. To date, we have focused our efforts on Tunisia, Morocco, Lebanon, and Jordan, supported by experts from the United Arab Emirates (UAE). We organised the 4th regional consultation and published a joint statement.

Four strategic people-centred justice pillars emerged from previous regional consultations with special advisors from all ministries of justice. First, understanding the users of justice systems by collecting data. Second, mapping the challenges and setting ambitious targets based on the data. Third, creating opportunities to reach the targets through innovation. Finally, developing different forms of collaborative leadership to support this.

To advance the development of people-centred justice programming in the region, the participants formed The Arab Network for Justice Innovation (ANJIN). They joined an online regional consultation on 30 May 2022, during the World Justice Forum in The Hague, which resulted in a [joint statement](#) to emphasise continued commitment for collaboration towards people-centred justice.

All stakeholder relationships remain strong, and a first direct result is the exploration of people-centred justice programming in Morocco scheduled for Q1 2023. Ownership of ANJIN lies with its participants, and in 2023 they will need to decide how to further this initiative.

The MENA Regional Consultation project has delivered on the outcome of bringing together high-level justice practitioners in the MENA region to exchange knowledge on people-centred justice programming and to come to a common understanding of what this would entail. A key lesson learnt is that political developments in the region determine to a large degree the pace of collaboration and exploration for people-centred justice at country level.

¹² This is our subjective impression of progress towards people-centred justice in 2022; not a direct statement of results. See page 11 for more information.



GLOBAL PROGRAMME

STRATEGIC ENGAGEMENT

One of HiiL's 2022-2024 strategic objectives is to improve our strategic engagement. This means engaging justice practitioners, especially those we work with nationally and internationally, more effectively to implement people-centred justice programming. It also entails connecting constituents and partners to the knowledge, networks, or streams of funding to realise systemic and sustained change. This engagement is broader than communication and includes programmatic collaboration that involves the CEO, and our Partnerships Development, Programme, and Communications teams.

In 2022, we finalised HiiL's core messages and developed talking points to create a common language for our mission and movement. These strategic resources form the basis of a major campaign on people-centred justice programming, which will be finalised in the first half of 2023.

HiiL has been active at events and conferences around the globe. In February, we contributed to a UN General Assembly consultation called by its President to [accelerate the SDGs through sustainable financing and building trust](#). In March, an opinion piece was published on [Devex](#) calling for more investment in people-centred justice programming.

In the run up to the World Justice Forum in June (see below), we organised a [Justice Dialogue](#) on the challenges and impediments to people-centred justice programming. This event featured changemakers from Uganda, Kenya, Nigeria, the Netherlands, and the United States. We also ran a month-long social media campaign on people-centred justice that included the launch of our [annual report 2021](#) as well as a [short video](#).

As part of the collaboration between HiiL and the [Justice Leaders](#), a workshop was organised in Q2 with ARAG, one of the largest legal insurers, to explore new forms of collaboration between the public and private sectors on access to justice. [Participants concluded](#) that the justice marketplace must open up to new players; the challenge is too big, too complex, and too important to leave to ministries of

HIGHLIGHTS OF 2022



17

times HiiL has been active at events and conferences around the globe



31

31 blog articles published on HiiL's website in 2022

justice, judiciaries, bar associations, and legal aid boards. In that same month, an [interview with the HiiL CEO](#) on the same topic was published in Business Insider. We also published a [FAQ document on Gamechangers](#) on the HiiL Justice Dashboard.

Our main strategic engagement events for 2022 were the [Ministerial Meeting of the Justice Action Coalition](#) in May and the [World Justice Forum](#)¹³ in June, which we co-produced with the World Justice Project. The Ministerial Meeting launched the 2023 Justice Appeal. We engaged with a wide range of justice practitioners, both at the political and technical levels, and academics. HiiL organised a [plenary session](#), three working sessions¹⁴, and side events¹⁵ with partners such as the IDLO, IAALS, and Pathfinders for Justice; we also contributed to the [Final Statement](#). Following the Forum, we published [six key takeaways](#) to implement people-centred justice based on discussions in the panels, working sessions, and side events. This event led to an article in [The Economist](#) in which HiiL was acknowledged.

In September and October, HiiL participated in the OECD Global Access to Justice Roundtable 2022 and the Annual Conference of the International Association of Court Administrators. We presented our Trend Report [Delivering Justice, Rigorously](#) and engaged in side meetings with relevant justice leaders and practitioners. We made a [presentation](#) on people-centred justice at the annual conference of global legal insurers, [Legal Protection International](#). HiiL co-organised an [event on access to justice](#) at the UN in New York with the Konrad Adenauer Foundation, Pathfinders for Justice, and the Dutch Mission to the UN to mark the end of the mandate of the UN Special Rapporteur on the Independence of Judges and Lawyers, Mr. Diego García-Sayán, and the start of the work of his successor, Margaret Satterthwaite. In November, HiiL made a presentation on people-centred justice programming at the [Commonwealth Law Ministers Meeting](#).

At year's end, HiiL's CEO published [his assessment of 2022](#) in which he concluded that, in an otherwise challenging environment, 2022 had a bright spot: people-centred justice programming is going from 'How To Do It?' to 'Let's Do It!'.

With limited capacity, a fair amount of engagement on people-centred justice programming was achieved. While we are grateful for and impressed by the participation of justice practitioners from the countries where HiiL works, we assess that coordination between engagement at international gatherings and in the countries where we work can be improved. This is one area requiring attention in 2023. We would also have liked to have started the Core Campaign at the beginning of 2023; it will now start after Q1 2023.

¹³ In lieu of the HiiL Innovating Justice Forum.

¹⁴ Justice data and policy making, with IAALS; A Better Justice Marketplace, Customary and Informal Justice.

¹⁵ Launch of the [Innovating Justice Fund](#) and Webinar on [Scaling Gamechangers for People-Centred Justice](#).

Meet our partners

SWATI MEHTA
Programme Director for Justice for All

In our quest to engage with justice practitioners on people-centred justice, we have been partnering with Pathfinders. The group of 39 UN member states, international organisations, global partnerships, civil society, and the private sector work to accelerate action to implement the SDG targets for peace, justice, and inclusion (SDG16+). Swati Mehta, Programme Director for Justice for All talks about our cooperation to increase awareness of people-centred justice.



Q In the past year, we have been working together. How have you experienced this collaboration?

A It is a privilege and a pleasure to work with HiiL in what is a very collegial and collaborative partnership around people-centred justice. HiiL is a well-recognised leader in people-centred justice and has continued to engage effectively with a range of stakeholders at the national and international levels to promote this transformational approach to justice. The partnership between HiiL and Pathfinders over the last year has been robust, impactful and collaborative. We have collaborated with HiiL at a normative level on people-centred justice and on key projects. Our partnership has ensured that Justice Leaders promote people-centred justice at key events and moments, including at the World Justice Forum through the justice for refugees' initiative or at the 10th KPSRL through intergenerational dialogues between Justice Leaders and Young Justice Leaders.

HiiL's contribution to strategic discussions on people-centred justice in the Justice Action Coalition has been immensely valuable. HiiL leads the Justice Action Coalition's Joint Deliverable on Gamechangers, which is one of ten workstreams designed to showcase viable solutions to close the global justice gap. Pathfinders strongly believes that HiiL's insight and thought leadership is integral to the justice sector's transformation.

Q What impact have Justice Leaders had on people-centred justice and SDG16? What potential do you see for their impact?

A The Justice Leaders are extremely important for profiling and promoting people-centred justice and equal access to justice for all. They have supported the Young Justice Leaders through intergenerational dialogues and knowledge exchange. Both these groups are critical for people-centred justice and the collaborative approach has been impactful in broadening global audiences and cross-pollinating ideas on people-centred justice. The Justice Leaders lend gravitas and expertise on a range of critical issues like justice for refugees. They can be gamechangers if they use their goodwill to play a greater role in the coming years to promote and profile people-centred justice.

Q You were able to participate in the World Justice Forum. How was that experience and what came out of this event?

A The World Justice Forum (WJF) is not merely a conference, but a platform to engage deeply on justice through technical discussions, agenda-setting panels, workshops, bilateral meetings, intergenerational dialogues, and networking opportunities that often lead to new collaborations. It was led by World Justice Project in close collaboration with its co-producing partners, CIVICUS, IDLO, the Dutch Ministry of Foreign Affairs, Pathfinders and HiiL. HiiL played an integral role in the forum, curating key events and facilitating an in-person opportunity for Pathfinders and other partners to convene with the Justice Leaders on people-centred justice.

A key takeaway from the Forum was that people-centred justice is finally getting traction. What we need to do is to hone simple and clear messages that capture and spread the core concept of people-centred justice, while we continue to develop a coherent plan of action and a community of 'doers' who are committed to implementation at scale.

Q How do you envision the future of people-centred justice?

A Although people-centred justice is getting more and more recognition in global platforms, its future will depend on national uptake and implementation. It is only when countries start to transform their justice systems by putting people at their centre and focusing on outcomes for people that we will see real change. There are certainly many good examples of cross-sectoral approaches, one-stop shops, and community-based justice centres which lay the foundation for this shift, but this must translate into implementing people-centred justice at scale. We need more debates, ideas, solutions, and actions on how to pivot to people-centred justice and how to finance this shift. This requires data, evidence, political will, and the right incentives. The Justice Action Coalition is certainly a beacon of hope as a high ambition coalition for the justice sector, which can be a powerful voice for change, calling for and supporting greater investment in data and evidence of what works to deliver people-centred justice at scale.

RESEARCH AND DEVELOPMENT

For 2022, we continued a three-pillar approach towards R&D: (i) improving our methodology; (ii) providing internal staff training on our methods; and (iii) focusing on thought leadership through the HiIL Justice Dashboard and Policy Briefs. This section provides an overview of the third pillar as the Justice Dashboard and Policy Briefs are cross-cutting projects of the organisation, often involving input and collaboration from more than just the core R&D team.

In the first half of 2022, major emphasis was put on initiating Practices: peer groups of HiIL content experts who continuously improve HiIL methods (housed in 'modules') and their dissemination. Roles and responsibilities were clarified through several iterations. We developed a standard operating procedure for updating our modules, ensuring that lessons learnt during project implementation can be efficiently incorporated into future programming.

We continued the work on our knowledge portal (the Justice Dashboard) and fixed some of the data application issues slowing the website. We continuously updated the format and content of country project pages to best reflect our impact and learnings. Efforts to improve ownership and vision for the role of the dashboard at HiIL commenced in Q4.

A leadership transition mid-year caused us to reexamine the positioning of R&D at HiIL and the prioritisation of work. We ended the year by developing a programme-focused shortlist of priorities for the 2023 research agenda at HiIL.

HIGHLIGHTS OF 2022



7

policy briefs published in 2022



26

substantial additions and updates to the Justice Dashboard

Policy briefs

In 2022, HiIL continues to develop thought leadership, adding Policy Briefs to Deep Dives and the Trend Report. The Policy Briefs were aimed at decision-makers in the sector, with topics drawn from our in-country interactions by our local teams and our participation in events such as the World Justice Forum and the ARAG conference. We determined that the concise format of policy briefs is better for our audience.

In 2022, we aimed to produce a total of seven policy briefs, along with an update to the 2021 Trend Report. In line with this target, we produced three policy briefs in Q1 on three Gamechanger categories - one-stop shop dispute resolution, user-friendly contracts, and community justice services. These stemmed from a consultative process with expert working groups on Gamechangers. In Q2, we published our fourth policy brief on Outcomes for People with a case study on survivors of intimate partner violence. In Q2, we explored several ideas for our next policy briefs, including the regulatory environment and impact measurement for people-centred justice. We concluded, however, these were not at present viable topics. In Q3, we aimed to develop three policy briefs, but we managed to finalise only two: "How to figure out what works in people-centred justice?" and "Measuring the justice outcomes that survivors of intimate partner violence seek" (a sequel to Outcomes for People from Q2). These were published in December 2022 and January 2023, respectively. The third policy brief on "legal education" was not considered viable by our existing team configuration and the project was cancelled. A new topic and a new team composition will be decided on in 2023.

The overall lesson learnt was that despite its short length, a policy brief involves a significant amount of research and consultation in order to remain bottom-up and demand-driven. We have taken these lessons on board for 2023, reaching out more broadly across the organisation for topics of interest, using topics with less research needs, and collaborating with other HiILers to produce policy briefs outside of just the core R&D team. The budget and timeline for policy briefs have also been adjusted, and an internal quality review mechanism has been introduced to ensure high-quality outputs. The outcome level impact of policy briefs has yet to be measured, but must be done within country programme teams when feedback from end users becomes available.

In addition to the above policy briefs, we updated the 2021 Trend Report - Delivering Justice, Rigorously - A guide to people-centred justice programming. The dissemination of this was taken on under the Strategic Engagement initiatives in Q3/Q4 (more details are available in the subsection on Strategic Engagement).

The HiiL Justice Dashboard

The HiiL Justice Dashboard is the primary digital platform for country-specific JNS data, practitioner Guidelines and monitoring tools, as well as know-how on the other pillars of the OneHiiL approach. It functions as a repository of our knowledge and informs innovators, Justice Innovation Lab participants, and stakeholders in the broader people-centred justice community.

The Justice Dashboard was regularly updated in 2022, with the objective of maximising reach and engagement. In total, we made 26 substantial additions and updates to the Dashboard. The following publications were added to the Dashboard:

- Three Policy Briefs on Gamechangers - [one-stop shop dispute resolution](#), [user-friendly contracts](#), and [community justice services](#). In addition to the publication of these policy briefs, we organised a [webinar](#) on each topic in late March 2022.
- 12 Case studies linked to Gamechangers policy briefs: [Sierra Leone Legal Aid Board](#); [Bataka Court Model](#); [Houses of Justice](#); [Tribal-State Joint Jurisdiction Wellness Courts](#); [Comic Contracts](#); [DIY Law](#); [World Commerce and Contracting](#); [Avodocs](#); [British Columbia Civil Resolution Tribunal](#); [Utatuzi Center](#); [Uitelkaar](#); [Resolve Dispute Online](#).
- Policy Brief on [Outcomes for People](#) and case study on [Outcomes for survivors of intimate partner violence](#)
- Policy Brief on [Delivering People-Centred Justice Rigorously](#)
- [Building Blocks](#) page on the Dashboard - with 15 building blocks that are core classes of interventions used to prevent and resolve conflicts
- [JNS Report from the US JNS](#) funded by IAALS
- Updated Enabling Environment page
- Video content on the Family Justice Catalogue
 - A new pilot template for the Guidelines page with a plan to launch more Guidelines in this template in the coming year
 - New country page template being piloted across all countries
 - Translation option added for the Niger page as a pilot with plans to expand to other country pages in the coming year

In addition to these publications, the Dashboard team is updating our GDPR policy linked to the Dashboard.



Strengthening the HiiL organisation

Strengthening the HiiL organisation took place under the supervision of the COO, with multiple processes engaging various departments. At the beginning of the year, a part-time coordinator was recruited internally to support the COO in the day-to-day implementation. They formed a team called 'Change initiatives', which aimed to initiate improvement projects that could be streamlined into existing workflows. These projects were co-defined and implemented with the relevant internal stakeholders, such as management teams, Human Resources, project management, and programme staff. The goal was to keep 'Change initiatives' as an agile, quick-to-react space for any organisational needs that might emerge.

In Q1 2022, we set the goal to achieve ten change projects. Our list of priorities was adapted over the course of the year, and we ultimately achieved twelve projects by year's end.

The strengthening projects had two main goals by contributing to the working culture at HiiL and continuously improving processes and methods. The 12 completed projects contributed to both these goals. In addition, we implemented two new major policies, held mid-term evaluations for all staff, organised Thursday Talks for peer exchanges, made savings by streamlining inefficient processes, and ran internal online campaigns for staff engagement.



Burkina Faso

Burkina Faso was faced with many challenges in 2022, including two coup d'états in January and September. HiIL's activities were severely disrupted as such, but we nevertheless delivered two JNS studies: one on the national population and a second on internally displaced persons.

In addition to these two JNS studies, activities planned for 2022 included commencing the development of Guidelines and undertaking a thorough turning point assessment to gauge the opportunities for further moves towards people-centred justice.

The first JNS (funded by the Ministry of Foreign Affairs of the Kingdom of the Netherlands) focused on the justice needs of the general population; it was launched in September 2022. The preparations for the launch presented a unique series of challenges. Relationships that had been developed with key officials since 2019 were jeopardised by the removal of the democratically-elected government in the January coup. Furthermore, the wider international community's reaction towards the *de facto* authorities remained uncertain for several months.

The launch was well attended (including by the Dutch Ambassador and the Minister of Justice). The findings of the report were very well received, with the Minister of Justice and other stakeholders displaying a high level of interest in people-centred justice. At the initiative of the Minister, a turning point analysis was conducted and plans for wider rollout of a people-centred justice programme were discussed. However, directly after the September launch, a second *coup d'état* took place and the authorities, including the Minister of Justice, were removed.

The second JNS (funded by UNHCR), which focused on the justice needs of internally displaced persons and host communities, was launched remotely in mid-December 2022. However, the deteriorating security situation put a hold to all further activities.

The experience of 2022 in Burkina Faso underscored the importance of developing a diverse base of stakeholder relationships, in different institutions and at different levels to provide more continuity and resilience, and to ensure that project planning and execution remain agile.

Launch of the "Justice Needs and Satisfaction in Burkina Faso" report, Burkina Faso



PROGRESS TOWARDS PEOPLE-CENTRED JUSTICE¹⁶

1. Political will and capacity
2. A local task force
3. An enabling legal and political framework is becoming visible
4. Data and knowledge infrastructure is becoming visible
5. Budgeting for people-centred outcomes is becoming visible
6. Gamechangers are designed, prototyped, funded and implemented
7. Continuous movement

¹⁶ This is our subjective impression of progress towards people-centred justice in 2022; not a direct statement of results. See page 11 for more information.

Mali

In previous years, HiiL worked with Malian stakeholders to assess the justice needs of the general population and to support the realisation of a people-centred justice strategy. Due to recent political and security concerns, this work was paused. In 2022, we reassessed whether the climate was sufficiently stable to restart our work. Unfortunately, conditions had not improved and no HiiL activities took place in Mali in 2022. No further activities are planned to date as the volatile situation stemming from the 2020 *coup d'état* persists.

A plan to reallocate funding earmarked for Mali to the Ethiopia programme was put on hold due to instability in Ethiopia in 2022. Recent indications from Ethiopia, however, are positive and plans are underway to restart activities in this country. The plan to reallocate funds there is likely to be revisited in 2023.

South Sudan

During the project implementation in South Sudan from 2020 to 2022, we experienced several challenges. At the outset of the programme, due to the Covid-19 pandemic, South Sudan and its people were subject to significant restrictive measures, impacting the well-being of the population considerably. This was coupled with the most devastating floods the country had seen in over 50 years.

Nevertheless, the project team persisted and HiiL completed a large survey of the justice needs of the people. Almost 4,000 randomly selected people from the ten states of the country were interviewed. A reference group comprising key justice sector stakeholders were consulted in the project development process. The preliminary findings were discussed with national and international experts at a Justice Data Lab in Q2, in Juba, South Sudan, and the JNS report was delivered to the donor - UNDP, South Sudan. HiiL produced a groundbreaking JNS report in 2022, whose launch is awaited.

Working in South Sudan we learnt important lessons about maintaining relationships from a distance, managing service provider partners, dealing with security concerns, and navigating a highly complicated political system and structure. There was also acknowledgement that HiiL's activities take place in complex contexts with numerous relationships that are often outside our range of control.

The key outcome of the project is evidence and knowledge on the justice needs of the people of South Sudan, integrated in a JNS report. These insights could be instrumental in focusing more on the needs and experiences of normal people. With a good understanding, proper resourcing, and wide dissemination, the report could become the basis of a national people-centred justice programme. The following could represent the next steps in turning these insights into people-centred justice programming:

- A task force is established to assess the justice gap in South Sudan
- Begin a collaborative process for establishing justice targets
- Increase the capacity to gather justice data regularly
- Gather Best Practices of what works in justice
- Formulate and scale-up game-changing delivery models with high potential to bridge the justice gap, and
- Work to create an enabling environment for the game-changing delivery models.

PROGRESS TOWARDS PEOPLE-CENTRED JUSTICE¹⁷

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¹⁷ This is our subjective impression of progress towards people-centred justice in 2022; not a direct statement of results. See page 11 for more information.

Syria

In 2022, HiiL successfully concluded the final year of its Syria Justice Innovation Project (SJIP), a four-year programme led by Syrians committed to designing innovative solutions for everyday legal problems.

We completed a Justice Innovation Lab in Q2 that provided technical and financial support to four small-scale Syrian initiatives. Training nine innovators in total, the initiatives focused on personal documentation and violence against women.

We engaged intensively with the stakeholder team to ensure their continued commitment to the SJIP project and its innovative initiatives. In May 2022, we hosted a sharing event in which all innovators were introduced to the donor community. This event ensured commitment to the SJIP project by creating new connections that could support the sustainability of the initiatives.

In Q3 and Q4, we entered the final phase of the project. We developed a new version of the SJIP film, and updated the project website to showcase the latest results and marketed the new initiatives to key constituents and partners.

Our partners expressed positive feedback on the results of the project and were impressed by the resilience and commitment of the Syrian stakeholder team. HiiL is currently exploring options to extend the SJIP project.

The key outcomes for SJIP included: (i) supporting the development of innovative solutions which addressed pressing legal problems in Syria; and (ii) further developing a new methodology for rule of law development in a post-conflict environment, based on Best Practices of user-centric innovation. HiiL is pleased to share the successful delivery of both outcomes. We learnt many lessons during this project, from collecting data effectively in a conflict area, to creating a 'safe container' for stakeholder collaboration, while maintaining and integrating flexibility throughout the innovation process.

PROGRESS TOWARDS PEOPLE-CENTRED JUSTICE¹⁸

1. Political will and capacity
2. A local task force
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Photographs from the top:
Beit Dafi board game,
SJIP Sharing event,
Snapshot from the SJIP film

Our innovation is a fem

Prospect Countries: In 2022, HiiL examined several new contexts to assess potential ‘turning point’ opportunities for people-centred justice. Colombia, Kenya, and Ukraine made our list for two key reasons: (i) to continue expanding our global mission and the 2030 Agenda; (ii) significant interest and a good foundation for people-centred justice programming; and (iii) to mitigate the risk of external factors forcing us to suspend operations in one of our focus countries. We progressed at different speeds across the three countries, but an active project did materialise in Kenya. More details on each of these countries follow below.

PROSPECT COUNTRY

Colombia

The Colombian context was explored as a gateway into Latin America. HiiL teamed up with Chemonics, currently running an USAID project, as an international knowledge partner tasked with developing a people-centred justice programme. While this proposal received approval in principle, delays in signing the final contract prevented the project from materialising in 2022. A key learning has been that we learned more about the significant amount of work associated with partnering up with large organisations. Our project is now expected to kick off in 2023.

PROSPECT COUNTRY

Kenya

In Kenya, HiiL continued to experience a strong interest in people-centred justice. High-level stakeholders, including former Honourable Chief Justice Willy Mutunga, his successor Honourable Chief Justice David Maraga, and the current Honourable Chief Justice Martha Koome, have been amongst the most vocal proponents. Indeed, the latter has articulated an inspiring goal to harness the power of access to justice in pursuing social transformation throughout Kenyan society. Her vision, embodied in the Social Transformation through Access to Justice (STAJ) report, speaks about “widening the doors to justice”.

The STAJ team appointed by Honourable Chief Justice Martha Koome has invited HiiL to support the team developing a people-centred justice programme. This was done with generous funding from the Embassy of the Kingdom of the Netherlands.

To better understand the needs and to outline a course of action, HiiL experts, in collaboration with the STAJ team, interviewed dozens of key justice-sector stakeholders, conducted an analysis of policies, and participated in discussions on strategy and implementation.

Meeting with Honourable Chief Justice Martha Koome, Kenya



With the work done to date, we learnt important lessons on how to adapt knowledge and apply Best Practices to a national political environment. A critical insight is that people-centred justice concerns the overall justice system. Starting from the people and their justice needs, people-centred justice requires the engagement of a broad coalition of actors from the formal and informal sectors. Often, such actors do not see themselves as justice providers. In such situations, data and evidence can show the complicated paths to justice and the need to form a broader coalition to provide access to justice.

This knowledge and experience will be integrated into a STAJ Blueprint document, which will inform the process to realise justice transformation in the short and medium term. The Blueprint is expected to be available in June 2023. The team is motivated to update Best Practices for people-centred justice programming at national and international levels. The work has a strong foundation in the 2017 JNS study conducted by the Judicial Training Institute, the World Bank, and HiiL.

PROSPECT COUNTRY

Ukraine

HiiL has been active in Ukraine since 2015. We scouted, mentored, and helped scale the ideas and the businesses of dozens of justice innovators. In 2022, we finalised an ongoing JNS project and made plans to secure funding that would strengthen our local presence. The war has scuttled this. At present, HiiL has no active projects in Ukraine. Our business development pipeline has resulted in some leads, but no advanced proposals. This could change rapidly, however. Russia’s aggression has led many donors to reconsider their work in Ukraine and this has resulted in significant pledges of support to rebuild and strengthen the justice system and its infrastructure. More work will be explored in 2023 to resume activities in Ukraine and to help the country to adopt people-centred justice programming. What is critical today is to keep the country’s focus on people-centred justice and to invest in the Ukrainian justice innovation infrastructure.

Key Performance Indicators

This Section contains the key performance indicators for our programmatic work at output level. Below you will find 3 tables focused on our work in different categories - (i) Focus Countries; (ii) global programmes and (iii) project countries.

Note: Our annual targets for 2022 (from our work plan) are represented in grey, including carry-over targets from 2021. Additional targets added during the year, usually from newly-secured funding, are also in grey. Our total results against these cumulative targets are represented in light blue. Detailed explanations can be found in the country programme narrative. In circumstances where our results have fallen short of our targets, our plan to pick up activities in 2023 is outlined in the 2023 work plan.

Focus Countries

	ETHIOPIA			TUNISIA			NIGERIA			NIGER			NETHERLANDS			UGANDA		
Key Performance Indicators	2022 workplan target	Additional target	Actual	2022 workplan target	Additional target	Actual	2022 workplan target	Additional target	Actual	2022 workplan target	Additional target	Actual	2022 workplan target	Additional target	Actual	2022 workplan target	Additional target	Actual
Data																		
1.1 # of (updated) justice needs and outcomes data sets collected	1		0	1		1	1		1		1	1				1		0
1.2 # of justice stakeholders trained on analysing and using Hiil data/ know how (m/f)										20	0							
1.3.1 # of JNS and e-JNS reports updated on the dashboard										1	1					2		2
Guidelines																		
2.1. # of Guidelines produced including monitoring tools	1		0	1		0	1		0									
2.2. # of implementation plans with co-created models for the incentivisation and implementation of evidence-based working																1		0
Transformation																		
3.1 # official receptions to launch the justice transformation process							1		1		1	1						
3.2 # of core groups and stakeholder teams convened (m/f) (unit of measurement is participants)					2	2	1		1		1	0						
3.3 # dialogue sessions successfully concluded (m/f)	1	5	5		2	2	3		3		3	0	1	1	2			
3.4 # of reports (strategy documents) published	1		1				1		1		1	0						
Innovation																		
4.1 # of Justice Innovation Labs held	1		0	1		1	2		0		1	0	1		1			
4.2 # of plans with investable opportunity				1		1							1		1			
4.3 # of pilot projects from Innovation Lab in implementation					1	0										1		0

Global Programmes

Note:

1. Indicators in purple were updated or removed over the course of 2022 with approval from the donor to align with the strategic shift made in the type of product that would be delivered.

2. Indicators in light blue were added after the workplan for 2022 was already approved to replace the above mentioned indicators in purple.

GLOBAL JUSTICE ACCELERATOR			
Key Performance Indicators	2022 workplan target	Additional target	Actual
Acceleration			
3.1.1.1 # of ideation events held	4		4
3.1.1.2 # of entrepreneurs supported at ideation stage	120		120
3.1.2. 1# of Incubation trainings held	4		4
3.1.2.2 # of startups supported at Incubation stage	40		39
3.1.3.1 # of Acceleration programmes held	4		4
3.1.3.2 # of startups supported at Acceleration stage	18		15
3.1.4.1 # of Scaling programmes held	1		1
3.1.4.2 # of startups supported at Scaling stage	2		2

STRATEGIC ENGAGEMENT				REGIONAL CONSULTATIONS MENA		
Key Performance Indicators	2022 workplan target	Additional target	Actual	2022 workplan target	Additional target	Actual
Strategic Engagement						
5.1 # of regional ministerial meetings held (political level)				1		1
5.2 # of regional gathering of changemakers on justice innovation at technical/working group level	1		1			
5.3 # of high quality inputs and contributions to international conferences and organisations by Hiil and national stakeholders in Hiil's processes	5		17			
5.4 # of changemakers from Hiil's network that participate in the Pathfinders people-centred justice network (m/f)	10		10			
5.5 Organise one session of international gathering of changemakers at WJF	1		6			

RESEARCH AND DEVELOPMENT			
Key Performance Indicators	2022 workplan target	Additional target	Actual
R&D			
1.3.2 # of substantial updates of Dashboard pages with visualised data and relevant know-how *	12-16		26
5.6 Feasibility study on further developing the international knowledge infrastructure **	1		0
# Pulse/trend report ***	1		1
5.6 # of policy briefs			7
5.8 # Deepdive reports ****	2		0

* The original indicator related to the dashboard had an incorrect target. The target included in the 2022 workplan refers to a higher level output - # of updated dashboards made available to stakeholders - and not the number of substantial updates made to the dashboard. The target was therefore corrected for the purpose of the report and the actual results reported against this refer to the substantial updates made to the Justice Dashboard.

** The Feasibility Study was replaced with a series of policy briefs, with a decision to produce 1 per year for the duration of the MFA3 Programme.

*** The Pulse/ Trend Report target was replaced in line with the strategic decision to move away from long form reports. The new target for 2022 was to update the previous trend report and produce an additional policy brief which was approved by the donor in 2022.

**** The Deep Dive reports were replaced with policy briefs in line with the strategic decision to move away from long form reports. The new target for 2022 was to produce 5 policy briefs.

Project countries

Note: Mali is in dark grey as all activities were put on hold due to instability in the country.

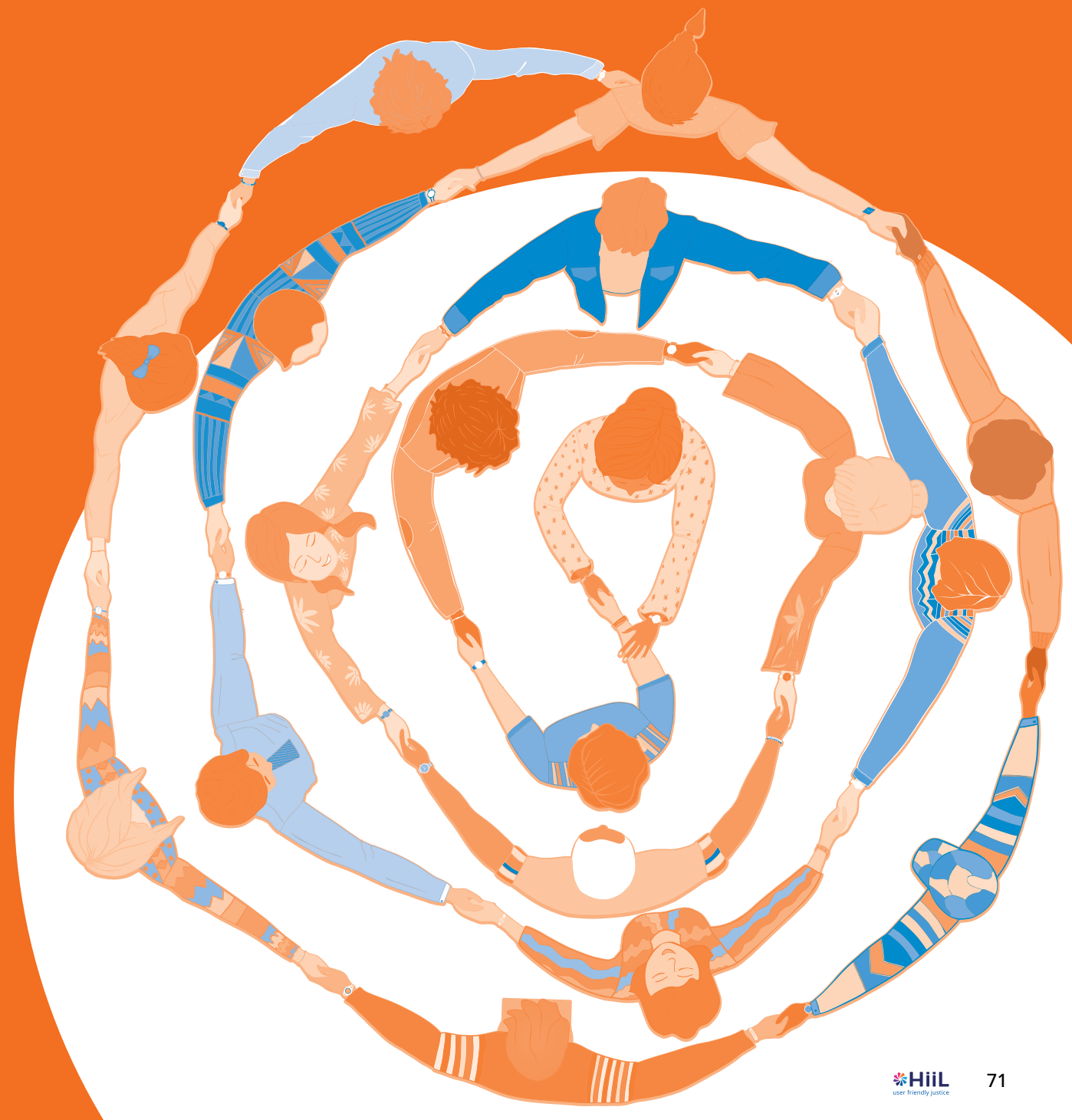
	BURKINA FASO			MALI			SOUTH SUDAN			SYRIA		
Key Performance Indicators	2022 workplan target	Additional target	Actual	2022 workplan target	Additional target	Actual	2022 workplan target	Additional target	Actual	2022 workplan target	Additional target	Actual
Data												
1.1 # of (updated) justice needs and outcomes data sets collected								1	1			
1.2 # of justice stakeholders trained on analysing and using HiIL data/ know how (m/f)	20		20				20		0			
1.3.1 # of JNS and e-JNS reports updated on the dashboard	2		2				1		0			
Guidelines												
2.1. # of Guidelines produced including monitoring tools	1		0									
2.2. # of implementation plans with co-created models for the incentivisation and implementation of evidence-based working												
Transformation												
3.1 # official receptions to launch the justice transformation process												
3.2 # of core groups and stakeholder teams convened (m/f) (unit of measurement is participants)								1	1			
3.3 # dialogue sessions successfully concluded (m/f)												
3.4 # of reports (strategy documents) published												
Innovation												
4.1 # of Justice Innovation Labs held										1		1
4.2 # of plans with investable opportunity												
4.3 # of pilot projects from Innovation Lab in implementation												



Launch of the "Justice Needs and Satisfaction in Burkina Faso" report, Burkina Faso

HIIL ORGANISATION

This chapter provides an overview of Hiil's operations in 2022. It includes an overview of our departments, governance and management, including risk management, and an overview of our partners and donors in 2022.



Our Departments

The following provides an overview of the performance of HiiL's five major departments: the Executive Office, Business Development, R&D, MEL, and Shared Services.

Executive Office

The Executive Board is composed of the CEO and COO. The Executive Assistant supports the Executive Board with diary management, the organisational calendar, travel, and convening Executive and Supervisory Board meetings.

As of the first quarter of 2022, the Executive Office conducted bi-weekly Executive Board meetings and held a retreat session in October 2022. The Executive Board shares a summary with all staff of their discussions following each of these meetings.

Five Supervisory Board meetings were organised. In October 2022, the Supervisory Board meeting was held in person with the complete Board at HiiL's office in The Hague.

The Programme & Impact Committee was set up in 2022 and the first meeting was held, followed by a second in November. It was agreed that the Programme & Impact Committee would meet two weeks before each Supervisory Board meeting.

Five regular Finance & Organisation Committee meetings and an extraordinary sixth meeting, focusing on the 2021 financial audit, were held in 2022. The Finance & Organisation Committee is convened one week prior to each Supervisory Board meeting.



Business Development

The Business Development team is led by the Business Development Director and is composed of four team members. The CEO serves part-time on the team and oversees engagement with high-level contacts, speaks at high-level events and conferences, and explores opportunities for growth.

We did not raise the amount of funds needed to match our growth ambition (EUR 11.5 million: EUR 10 million + 15%). The war in Ukraine¹⁹, the global economic recession, and climate change affected the amount of funding available for HiiL's area of work. It is harder today to sell justice as a top priority. In addition, finding another bilateral donor for a multi-country and multi-year partnership has been challenging because many donors have deferred most of their decision-making power to embassy level and are not entering into new multi-country partnerships. So, although there is greater demand in countries by practitioners for people-centred justice programming, funding is not following that demand.

In 2022, the team primarily worked to form partnerships for focus countries, global innovation work, and research and development. The team also focused on engagement with the EU and with a broad range of foundations. This effort will continue in 2023. The EU has a lot of funding available for justice and is starting to realise that traditional ways of spending it does not yield big results for people; the contracts they provide, however, are costly in terms of management hours. This also true for USAID contracts, on which we were invited to partner several times. The funds from foundations are potentially unrestricted and therefore very important for HiiL, but we learnt - confirmed by several external mentors - that it is not realistic to count on big amounts from private foundations.

HiiL's new strategy of supporting larger national people-centred justice programmes means a different approach to resource mobilisation. HiiL will need to talk much more to national actors beyond the justice sector (e.g. planning and finance ministries) and will need to have conversations with financing institutions such as the World Bank and other development banks. These trajectories are now being developed, but will take time to mature.

In 2022, we aimed to have - in at least two focus countries - concrete conversations with funding in sight on a national people-centred justice programme (or a pilot thereof) through national and/or international funding mechanisms. We exceeded this target on the first aspect, with national people-centred justice programmes on the table in three countries by the end of 2022. We fell short, however, on the second aspect as funding has not been found. We finished 2022 with a strong plan in place to further develop concrete opportunities in Uganda, Nigeria, and Ethiopia in the future.

We aimed to develop and secure funding for a selection of relevant research and development projects. With our colleagues in R&D we developed a focus list of projects with high potential to improve people-centred justice programming. We were not successful in attracting funding for these projects, and have received indications from some donors that funding for a standalone R&D line is not available. R&D has been included as a major part of the proposal to the Dutch National Growthfund.

¹⁹ We had to abandon the Uganda proposal to the Swedish Government due to a shift in funding priorities in relation to the Ukraine war.

We committed ourselves to develop a funnel of countries for future work to mitigate the risk of external factors forcing us to stop work in one of our focus countries. As part of this, we regularly considered opportunities in countries in which we assess a 'turning point' could take place. These include: Colombia, Kenya, Ukraine, the United States, and Morocco. We have started substantial advisory work in Kenya, prepared a future mission to Morocco, and managed negotiations on a USAID contract in Colombia. We additionally assessed opportunities in the Democratic Republic of Congo, Mali, and Serbia, and explored a potential continuation of the Syria Justice Innovation Process that took place between 2018 and 2022.

Over 2022, it became clear that the business development strategy needed in each of the six focus countries is quite different. We have therefore worked with Programme teams to make partnership building part of their activity. We adopted new processes ensuring country resource mobilisation strategies are developed collaboratively with the Programme Directors and their teams. This new way of working is intended to ensure that country teams will be in the driving seat of resource mobilisation. This is in line with the growing trend of localisation of aid: more decision-making power in the donors' country offices. We supported country teams with trainings and equipped them with the tools to manage donor relationships at the local level. More work on this is needed in 2023.

We developed a clearer internal decision-making process for pursuing new opportunities. Clear internal indicators (e.g. our capacity) and external indicators (e.g. the likelihood of a people-centred justice turning point) were devised and have brought much-needed clarity to our decision-making process.

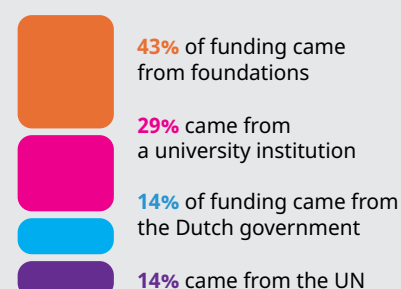
In Q4, we changed our team name to Partnership Development to better reflect our responsibilities for both financial and non-financial partnerships.

With external support we analysed the quality of the proposals and learnt some good lessons to make them less complicated and better understood.

IN 2022:

We submitted 22 proposals, with a total prospective value of €13,793,060. The outcome of 15 of these proposals will be known in 2023.

We won seven proposals, with a total value of €663,500



We were unsuccessful on eight proposals, with a total prospective value of €8,407,360.

Monitoring, evaluation and learning

In 2022 MEL operated as an independent unit under the supervision of the COO. The department was staffed by a MEL Lead, supported by project managers and country programme staff as required for data collection, analysis and drafting. The role was temporarily vacant in Q3; a new lead was recruited in November 2022 with minimal disruption to core operations. The new MEL Lead has taken on an increased scope of strategic responsibility with a strong focus on HiiL's learning capacity in 2023.

The MEL unit provided strategic, methodological, and analytical services to HiiL programme teams and the organisation's management structures. Core responsibilities were programme monitoring, evaluations, learning, reporting, and new proposal development.

Programme monitoring | In collaboration with the COO, MEL took an increasing lead in executing monthly and quarterly HiiL-wide progress and learning reviews. MEL supported programme staff to conduct activity, output, and outcome monitoring data collection and analysis.

Evaluations | Collaborated with Project Management on the successful conclusion of the SIDA Covid Programme evaluation.

Reporting | MEL led quarterly and annual donor reporting efforts (narrative and indicator-based). It provided support to the annual report process.

Proposals | It supported the Business Development team by preparing 20+ robust theories of change and logical frameworks for new project proposals tailored to country and donor requirements.

Organisational change | MEL supported HR in conducting an Employee Needs Survey, the results of which informed the COO's Change Initiatives.

Some initiatives anticipated in the work plan did not go as planned. In consultation with the donor, an external evaluation of a previous MFA programme did not go ahead. A mid-stream evaluation of our current MFA programme is expected in the second half of 2023. Unanticipated capacity and budget shortfalls prevented MEL from hosting the Annual Learning Days in July. These issues have been addressed as a matter of urgency; budget has been secured for 2023 and planning is underway.

MEL's contribution to the 2022 work plan anticipated a year of organisational integration and introduced consistency. This was broadly achieved. The organisation progress review mechanism (monthly and quarterly) has become an integral part of HiiL's management output, with project managers and programme directors regularly aligning progress against activity and output indicators. The focus on lessons learnt has been the driving force in the creation and frequent revision of practice modules (methodologies) that support new project proposals.

MEL concluded 2022 with increased stability, greater confidence, and energy to position HiiL as a data-driven learning organisation.

Shared Services

Shared Services is a department that houses several functions, namely Finance, Procurement, HR, Recruitment and Staffing, IT, Security, Legal, Office Management, and Communications. In 2022, the Shared Services Department was led by the COO as interim Shared Services Director.

COMMUNICATIONS

Staffed by a Communications Lead with three specialists, the team provides support in four distinct areas: digital communications and marketing; visual communications and design; content communication support; and strategy and public relations. We work to increase the visibility of HiiL's work, strengthen HiiL's brand, and foster the people-centred justice community.

In 2022, we continued to build on our branded visual designs, relevant media coverage, and targeted email and social media campaigns. Throughout the year, we created the quarterly communications impact dashboard, a report that tracks the visibility, reach, and impact of our communications across all digital platforms and channels.

HiiL Highlights is sent on a monthly basis to our growing list of email subscribers. In Q1, we started with enhancing the website based on user research to improve its usability. Later in the year, we reflected the new organisational structure by adding country pages and laying foundations for the justice research page, which will be finalised in 2023. We placed an [opinion piece](#) by our CEO Sam Muller and Pathfinder's Maaïke de Langen on financing better justice systems.

In Q2, we launched the people-centred justice campaign which took audiences on a journey explaining the why, what and how of people-centred justice. The month-long campaign had a strong branding through a bespoke visual design and culminated during the World Justice Forum. It was an opportunity to strategically share our content, including HiiL's [Annual Report](#). The campaign was aimed at change makers in the justice sector, donors, and a wider audience with an interest in social justice and/or SDGs. The campaign successfully increased our community of followers and led to a high level of engagement which drove up website visits, newsletter subscriptions, and our followers on social media. Over the course of this month-long campaign, HiiL received media mentions in [The Economist](#) and [Business Insider](#).

Throughout the year we managed various targeted outreach campaigns. In Q3, the launch of the [Trend Report: 'Delivering Justice, Rigorously'](#) at the OECD marked the start of our core messages push. This focused on motivating justice practitioners to implement people-centred justice programming and to encourage funders to support this movement.

Building on these efforts, we will lead strategic outreach initiatives of the core campaign in 2023 as part of the Strategic Engagement programme. The campaign promoting R&D in conflict resolution in the Netherlands started with content on neighbourhood peace and was picked up by various media, including [De Volkskrant](#) and [Nu.nl](#). We will continue in 2023 to promote our Dutch National

Growthfund proposal. We also created and promoted content about the Justice Accelerator programme, including the outreach campaign before, during, and following Demo Day.

Throughout the year, we developed campaigns to promote in-country activities and deliverables, such as JNS surveys and their respective strategy launches. This work fed into more regional coverage, including a series in [Africa Legal](#) and news mentions in several country contexts. In Q4, we ended the year by visualising HiiL's global mission in our [new video](#) calling on all (future) partners to make people-centred justice happen in 2023!

COMMUNICATIONS IN NUMBERS:



1,442

net new followers on LinkedIn in 2022 (up 20.3%)



23,000

total followers across all social platforms



730

posts across all social media channels in 2022

Photographs from the top:
HiiL featured in [The Economist](#),
[Justice Needs in Burkina Faso](#) report launch,
[People-centred justice campaign](#)



FINANCE

The Finance Department was reorganised in 2022 with an externally-hired Finance Manager joining the team in late Q2. The department was structurally understaffed for much of the year with operations supported by two service providers on a part-time basis (a Project Controller and a Finance Officer). A finance controller was recruited in Q4, bringing stability to the team.

Our core focus in 2022 was the alignment of financial reporting to the new (2021) management structure. This effort has enabled programme management to control and set up project budgets in line with donor contracts and team structures. We also aligned HiiL's budget with standard RJ640 reporting guidelines for Not-for-Profit Organisations.

A major achievement of Q3 was in-sourcing finance activities from an external administration office based on high costs and poor results. Along with investment in internal relationships with project and programme management, this has significantly improved the purchase-to-pay process and required approval workflow. Our finance processes are now more integrated with more control and oversight, and are proving to be more efficient. We also implemented an important new process to correctly book VAT. This resolved a critical risk identified in 2021.

Capacity constraints in the finance department during this period meant that some ambitions outlined in the 2022 work plan were postponed to 2023. This includes further digitisation of liquidity forecasting and purchasing.

HUMAN RESOURCES

The Human Resources (HR) department was reorganised in 2022, with an internally-promoted candidate taking over the newly-created HR Manager position in Q3. Team composition fluctuated over the year between one to four FTE. In Q3, the HR team was supported on recruitment and administrative duties by an external service provider as needed during this process.

In 2022, priority was placed on our core responsibilities of staff wellbeing, recruitment, onboarding of new hires and service providers, the implementation of the yearly P&A cycle, contracting and payroll. Major achievements include finalisation and implementation of the transition plan of the 2021 Management Realignment (Q1), employees needs survey (Q2), the introduction of a digital feedback tool for management (Q3), and a change to new payroll administration and processing provider (Q4). Four policies were developed, of which two were adopted (overtime & compensation, and recruitment & selection) and two will be reviewed in 2023 (speak-up policy and response policy).

Reorganisation and staff movements necessarily impacted the capacity of the HR department during this period, with some ambitions outlined in the 2022 work plan postponed to 2023. We look forward to undertaking planned work, such as a full revision of the employee handbook, training and development of reward and other policies, in the new year. With the technical support of IT, the HR department will work on redesigning and strengthening the HRIS system.



HIIŁ'S HR FIGURES AT A GLANCE (AS AT END OF 2022):



39 staff members and 25 service providers based in the Netherlands and abroad

Gender:
71% of staff members are women

Career development:
9 promotions and 4 transfers



New hires:
5 staff, 14 service providers and 1 intern

Offboarding:
15

Sick leave rate:
4.75% (from 7.2% in Q1 to 4.4% in Q4)

IT

In 2022, IT infrastructure and support at HiiL continued without disruptions. Our 'IT champions' setup has largely held to its strength in being able to provide seamless onboarding and the various support needed by staff. Our external support partner continued to deliver cost-effective solutions. The first half of the year was largely spent transitioning work and responsibility between staff. In addition to increasing bandwidth and troubleshooting wifi connectivity, our infrastructure and tools stood up well. In Q4, we started to improve GDPR compliance of our Justice Dashboard repository, which will continue into 2023. We have identified the need to improve supplier and licence management in 2023; we will also look into how to improve the setup of the AFAS (Finance) system for finance, and how to better respond to HR and project management needs.

LEGAL

HiiL works with an external partner for legal support. In 2022, we updated contract templates and developed new ones where needed, including a grantee agreement. Contracts were primarily handled by the Human Resources and Project Management departments using our standard templates. Occasionally, we sought outside legal advice to clarify commercial or labour regulations, and in a few sensitive negotiations.

OFFICE MANAGEMENT

This office is managed by a dedicated Office Assistant with support from the Executive Assistant.

In 2022, maintenance and ongoing improvements to our office in The Hague provided a pleasant, efficiently managed, and productive environment for HiiL staff, service providers and guests. The office management team implemented new procedures that ensured seamless meeting, training and event support.

Drawing on lessons learnt during the Covid-19 pandemic, facilitating a smooth transition back to in-office work for HiiL staff was a key priority in 2022. Our office space was reimagined to accommodate the shift to an increasingly collaborative in-person work experience. We instituted regular staff social gatherings, bringing together Hague-based colleagues with visiting overseas service providers, alumni and stakeholders to deepen trust and collegiality. Our improved space quickly became a hub for cultural exchanges between staff and visitors. These improvements were so successful that we saw a significant increase in daily office attendance, with cost and efficiency improvements as more meetings took place face-to-face.

PROCUREMENT

In 2022, we continued to work with the procurement policy and processes implemented in 2021. Project managers are now well-versed in these processes, conducting most of HiiL's procurement within the operational context of programmes and projects.

This year HiiL issued RFPs and tenders for data research services in several countries. The processes ran smoothly, resulting in the selection of partners who executed activities as originally planned. One organisation renegotiated rates due to deteriorating conditions; we were able to find a compromise within the available budget with donor consultation.

Accordingly, no significant improvement to our processes or policies was necessary this year.

SECURITY

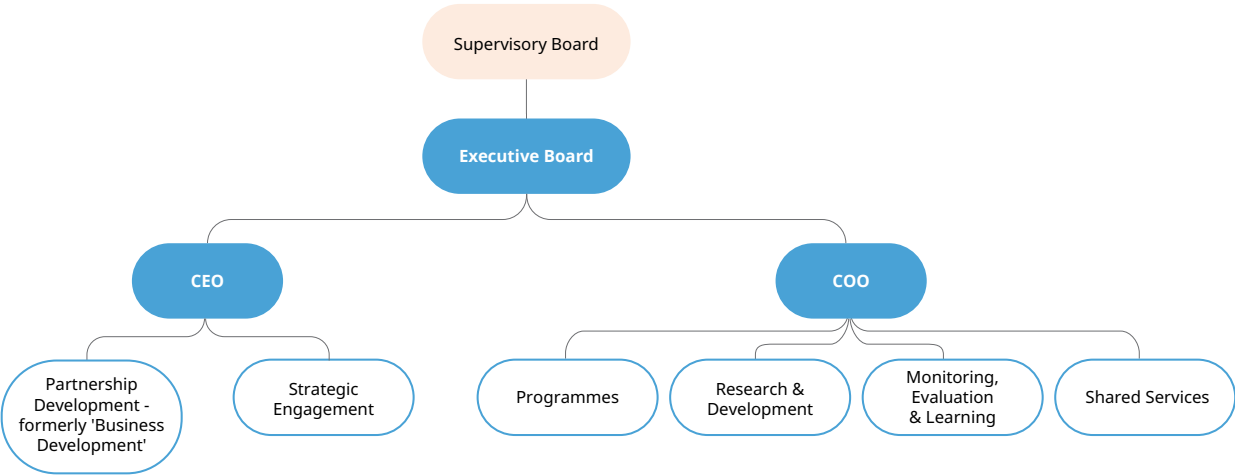
In 2022 we resumed travel to our focus and prospect countries. This meant we needed to revisit our security protocols and preparedness. We procured advanced safety and security training for staff (HEAT). Our internal Crisis Management Team convened regularly for scenario planning exercises.



Governance and Management

Governance Structure

Hiil Management and Department Structure



Supervisory Board

In 2022, the Supervisory Board was composed of the following members:

- Mr. Haro Schultz van Haegen (Chair)
- Mr. Edmond Wellenstein (Vice-Chair)
- Ms. Leoni Cuelenaere
- Dr. Priscilla Schwartz

Executive Board



Sam Muller
CEO



Shekhar Pula
COO

Management Team



Maurits Barendrecht
Programme Director



Britt van der Donk
Programme Director



Martin Gramatikov
Programme Director



Ronald Lenz
Programme Director



Mascha Matthews
Director Partnership Development



Theresa Smout
Programme Director

Risk and mitigation strategies

The Risk Committee, which is comprised of a cross-section of colleagues, is mandated to identify risks, update the Risk Register, act as a trusted contact point for reporting risks and directing the matter to the relevant risk owner, and to improve risk management strategies and policies.

The risk register in 2022 included the identified risks and their descriptions, the severity of each risk, and mitigation strategies. The mitigation strategies were handed over to the COO/Executive Board to address them as part of the ongoing operational plans. The identified risks in 2022 revolved around three themes: risks on management and finance (operational disturbances), risks to the safety of HiiL staff (people's wellbeing), and risks to the reputation of HiiL (how the organisation is perceived by the public). Examples of high-level risks are: breach of cybersecurity, safety breaches of HiiL staff during business travels, and negative responses to HiiL publications. The Risk Committee strived to ensure implementation of risk mitigation measures by engaging risk owners in their implementation. A snapshot of the progress achieved and actions taken are presented in the table below.

As part of the lessons learnt in 2022, risk management needs to gain sufficient attention within the organisation, and should be led and supported by the COO with oversight by the Executive Board. Elevating the authority of risk management allows the risk focus to filter throughout the organisation and to build a strong risk culture. To this end, COO in collaboration with the Risk Coordinator will ensure that risk management is a disciplined process with clear outputs to better manage uncertainty and maximise the likelihood and extent of HiiL's success. The technical risk review is ongoing and takes stock of the changes around us in a structured and comprehensive way. As part of the lessons learnt, risks are henceforth collectively discussed and reviewed, and treatment plans refined. Moreover, the risk register has been enhanced with the inclusion of risk tags/categories to help group risks and opportunities into logical clusters that will facilitate overall analysis and insights. They also serve as a useful reference to identify areas to include in risk assessments in a structured and systematic manner.

Risk	Mitigations in 2022
1. Breach of cyber security	<ul style="list-style-type: none"> Identified project on GDPR for JNS data storage SJIP project completed JNS data accessibility being reviewed HiiL uses Google as its core suite which is secure and redundant; other platforms are being monitored VPN was, and continues to be, the default on all HiiL employee devices (laptop, mobile)
2. Breach of social standards	<ul style="list-style-type: none"> Training on political conditions The CoC refresher training is planned for 2023
3. Force majeure	<ul style="list-style-type: none"> Security volatility discussed with MFA Where possible, relations established with local embassies
4. Sudden change in donor priorities	<ul style="list-style-type: none"> Neither long-term projects nor diversification worked well. Consultancy services could be a potential diversification, but with its own challenges. For more diversified funds, we need some in-country capacity to do BD and external support from foundations. As in Ethiopia & Nigeria, a push for national contributions to take up priorities identified in SDs allowed for continuity in the very long gap (up to 2 years) to follow-up activities. When it comes to running contracts, HiiL could opt to open the conversation more explicitly about the 'impact and costs' of changing directions mid-programme.
5. Safety of staff in the field	<ul style="list-style-type: none"> Travel safety protocols in place
6. Deterioration of political support for activities	<ul style="list-style-type: none"> Contingency or exit strategies have yet to be developed
7. Not adequately addressing issues of diversity	<ul style="list-style-type: none"> Initiatives undertaken to involve staff widely Dormant diversity committee established Yearly ENS surveys are planned
8. Losing access to public services in country	<ul style="list-style-type: none"> Data Sim Cards were sometimes provided
9. Filling critical roles on time	<ul style="list-style-type: none"> HR team capacity was enhanced with a new team on board

Partners and Donors

HiIL needs partnerships to reach impact and realise our mission. We work on system change and concrete delivery. Our work cannot be done without partnerships. Some of our partnerships are financial, some focus on sharing and producing knowledge, while others help us strategically communicate at scale about people-centred justice. We are very grateful for all the meaningful partnerships we continued or established in 2022. We are continuously on the lookout for collaborations that can help achieve our goal to empower 150 million people to prevent or resolve their most pressing justice problems by 2030. We seek partnerships that help governments build people-centred justice programmes, make justice innovation and cutting edge R&D happen, and invest in delivering justice services at scale.



Photographs from the top:
World Justice Forum,
Summit for Democracy

DONORS



Ministry of Foreign Affairs

Ministry of Foreign Affairs,
The Netherlands



United Nations
High Commissioner
for Refugees



Dutch Postcode
Lottery



Mott Foundation



University of New York
(Center on International
Cooperation)



Municipality of
The Hague



European Union



Swedish International
Development Agency



Dutch Embassy Rwanda



Kingdom of the Netherlands

Dutch Embassy Niger



Ministerie van Justitie
en Veiligheid

Ministry of Justice
and Security,
The Netherlands



United Nations
Development Programme
Tunisia



United Nations
Development Programme
South Sudan

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



USAID



IAALS

FINANCE AND ADMINISTRATION



Board Report

General

HiiL (The Hague Institute for Innovation of Law) is a civil society organisation committed to people-centred justice. That means justice that is affordable, accessible and easy to understand and that delivers what people need. We aim that by 2030, 150 million people will be able to prevent or resolve their most pressing justice problems. We help develop people-centred justice programmes: a data driven, evidence-based, and innovation-focused way of working, focused on system change to ensure better delivery of justice services for more people. HiiL is an equal opportunity, international employer. We are based in the Netherlands, in the City of Peace and Justice, The Hague.

On December 31, 2022 the Executive Board is formed by Sam Muller (Chief Executive Officer) and Shekhar Pula (Chief Operating Officer). 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

The risks associated with our work range from field work in politically challenging environments, bringing with it sometimes complex engagements with partners, 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. As an organisation, we also assess and take safeguards for risks related to IT and fraud. 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.

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 2022, we continued to work with both external administrative support (for our bookkeeping) and an in-house financial controller for day-to-day monitoring of operational processes and procedures, cash, fiscal and financial regulations and Compliance.

In 2018, HiiL started investing in the IT infrastructure that was needed for future 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 2022, the infrastructure performed well and accommodated the post-Covid working requirements.

Financial position and liquidity

The financial position of HiiL is healthy. The solvency ratio (total reserves divided by total liabilities) per 31 december 2022 is 37% (2021: 15%). The current ratio (current assets divided by total debts) is 1.54 (2021: 1.22). This shows the organisation is financially strong to be able 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 2021 were partly used to cover running programmes at HiiL in 2022 and decreased to 4.951 million euro (2021: 10.462 million euro). The current liquidity position is sustainable.

HiiL operates in a fluid context, of which 2022 was a challenging year. Yet we have shown in the past year that HiiL is capable of creating a healthy financial position and a solid liquidity position.

Since April 2020, we are confronted with negative interest charges until Q4 2022. That has an impact of 26,168 euro interest paid in 2022. End of 2022, the interest rate on savings increased to a positive rate.

Continuity reserve

The continuity reserve is designed to create a financial safeguard. This ensures that HiIL can operate for several months without income in the event of being forced to immediately suspend activities. Our target is to build a continuity reserve in order to overcome a 6-month period of fixed costs if limited income or if the organisation is forced to be dissolved. Therefore as of 2022, we decided to increase the continuity reserve with the positive result of 239,042 euro. The reserve for 2022 is enough to be prudent.

Other reserve

The other reserve contains the allocation of the accumulated net results. As of 31 December 2022, we allocated part of the positive result to the other reserve to compensate for the prior year negative amount (2021: 7,164 euro negative). The amount allocated as of 31, december 2022 is 7,164 euro.

Designated reserve

In 2017, HiIL participated in the company J42 and as per 31 December 2022 the designated reserve is 53,688 euro (2021: 52,722 euro). This reserve is equal to the balance of the invested value in J42.

Budget

The budgeted revenue for 2022 was 10.058 million euro. This amount includes secured as well as unsecured income. We weren't able to bring in all the funding that was expected to flow in from proposals. The final decision on the Groeifonds proposal is expected in 2023.

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

Revenues

The revenues decreased slightly in 2022 compared to 2021. This is mainly related to some delays in delivery on projects and decrease in Private Foundation funded projects.

DONATIONS	2022	%	2021	%
<u>Government</u>				
European Union	370,994	5%	702,523	8%
Ministry of Foreign Affairs The Netherlands	4,985,005	61%	4,592,709	54%
Swedish International Development Agency	257,948	3%	911,869	11%
IAALS	-	-%	84,891	1%
Dutch Embassies (Niger, Kenya and Rwanda)	1,025,369	13%	-	-%
United Nations High Commissioner for Refugees	237,640	3%	179,253	2%
United Nations Development Programme	340,053	4%	243,277	3%
Ministry of Justice and Safety The Netherlands	-		167,549	2%
TOTAL Government	7,217,009	89%	6,882,071	80%
<u>Foundations and Private</u>				
Private Foundation	354,969	4%	1,018,909	12%
Mott Foundation	149,230	2%	129,252	2%
University of New York	41,520	1%	23,693	0%
Other partners	26,102	0%	81,420	1%
TOTAL Foundations and Private	571,821	7%	1,253,274	15%
<u>Lottery and income in return of delivery of performance of services and / or goods</u>				
Dutch Postcode Lottery	81,046	1%	307,243	4%
Municipality of The Hague	219,988	3%	100,380	1%
Nuremberg	4,329	0%	12,240	0%
TOTAL Lottery and income in return of delivery of performance of services and / or goods	305,363	4%	419,863	5%
TOTAL Revenue (EUR)	8,094,194	100%	8,555,208	100%

The revenues are mainly consisting of incidental Grant Decisions by our Donors. Despite these Grants are considered as incidental, they are mainly consisting of Grants funding projects for multiple years.

Operational costs

We closely monitored our operating result where we are in line with the budget (291,021 euro in 2022 compared to 295,881 euro budgeted)

On average, in 2022 we have 44.1 FTE, same as in 2021. Our employee costs in 2022 increased mainly due to a higher seniority within the FTE's.

Net revenues

Due to the economic challenges and delays in delivery of some projects, the net revenues decreased by 5% compared to 2021. The net revenue fully covered the operational costs (included a.o. personnel costs and material costs).

Operating result

Despite the economic and operational challenges caused by the pandemic, followed by the Ukraine crisis, and fast rising inflation, we managed to keep the operational and the net result positive. Our operational result, which is our result before financial costs and

participation result, indicates that our primary processes show a strong foundation to manage future growth as indicated in our 2023 work plan and 2023 budget. However, we continue to monitor our expenditures closely in order to keep operational base costs in line with the evaluation of our Gross Revenue in the coming years.

Budget 2023

For 2023 HiiL has budgeted a positive result of € 1.778. This consists of € 10.136K Income (€8.633K running projects, € 1.404K from proposals and € 100K from secured income -signed contracts but not yet scheduled for execution-) and € 10.134K costs (€ 9.252K project costs and € 883K management costs).

Subsequent event

In April 2023, we received a voluntary contribution of €254k from the Ministry of Foreign Affairs of The Netherlands, which is in proportion to the value-added tax that was paid additionally by HiiL.

Sam Muller

Shekhar Pula

Financial statements

1 BALANCE SHEET AS AT DECEMBER 31, 2022 (after appropriation of result)

		December 31, 2022	December 31, 2021
		€	€
ASSETS			
FIXED ASSETS			
Tangible fixed assets	(1)		
Inventory		41,672	48,481
Automation		29,367	21,002
		71,039	69,483
Financial fixed assets	(2)	78,832	77,866
		149,871	147,349
CURRENT ASSETS			
Receivables, prepayments and accrued income	(3)	572,039	1,670,126
Cash and cash equivalents	(4)	4,951,454	10,461,860
		5,523,493	12,131,986
TOTAL ASSETS		5,673,364	12,279,335

		December 31, 2022	December 31, 2021
		€	€
LIABILITIES			
RESERVES AND FUNDS	(5)		
Continuity reserve		2,039,042	1,800,000
Designated reserve		53,688	52,722
Other reserves		-	-7,164
		2,092,730	1,845,558
PROVISIONS	(6)		
Other provisions		-	500,000
CURRENT LIABILITIES	(7)	3,580,634	9,933,777
TOTAL LIABILITIES		5,673,364	12,279,335

2 STATEMENT OF INCOME AND EXPENDITURE 2022

		Realisation 2022	Budget 2022	Realisation 2021
		€	€	€
Income				
Government	(8)	7,217,009	9,324,153	6,882,071
Foundations and Private	(9)	571,821	403,192	1,253,274
Lottery	(10)	81,046	91,664	307,243
Income in return of delivery of performance of services and/ or goods	(11)	224,317	239,000	112,620
Total income		<u>8,094,193</u>	<u>10,058,009</u>	<u>8,555,208</u>
Expenditure				
Spent on objectives				
Project activity costs		2,936,866	3,835,467	3,442,362
Personnel costs		3,797,666	4,601,471	3,518,498
		<u>6,734,532</u>	<u>8,436,938</u>	<u>6,960,860</u>
Organisational costs				
Employee expenses	(12)	591,958	375,740	287,307
Amortisation and depreciation		16,803	12,000	8,106
Material costs	(13)	459,879	937,450	1,265,099
Total organisational costs		<u>1,068,640</u>	<u>1,325,190</u>	<u>1,560,512</u>
Operating result		<u>291,021</u>	<u>295,881</u>	<u>33,836</u>
Financial income and expenses	(14)	-44,815	-62,500	-40,883
Net result before participation result		<u>246,206</u>	<u>233,381</u>	<u>-7,047</u>
Result participating interests		966	-	-29,981
Result		<u>247,172</u>	<u>233,381</u>	<u>-37,028</u>
Appropriation of the results				
Continuity reserve		239,042	-	-
Designated reserve		966	-	-29,981
Other reserves		7,164	233,381	-7,047
		<u>247,172</u>	<u>233,381</u>	<u>-37,028</u>

3 CASH FLOW STATEMENT 2022

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

	2022		2021	
	€	€	€	€
Cash flow from operating activities				
Operating result	291,021		33,836	
Adjustments for:				
Amortisation and depreciation	16,803		8,106	
Movement of provisions	-500,000		500,000	
Movement of working capital:				
Movement of accounts receivable	1,098,087		-1,468,018	
Movement of short-term liabilities (excluding finance company debt)	-6,353,143		4,882,878	
Cash flow from operating activities		-5,447,232		3,956,802
Interest received	594		1,601	
Interest paid	-45,409		-42,484	
		-44,815		-40,883
Cash flow from operating activities		<u>-5,492,047</u>		<u>3,915,919</u>
Cash flow from investing activities				
Investments in tangible fixed assets		-18,359		-60,321
Cash flow from financing activities				
Increase other receivables		-		-24,894
		<u>-5,510,406</u>		<u>3,830,704</u>
Compilation cash				
	2022		2021	
	€	€	€	€
Compilation cash at January 1		10,461,860		6,631,156
Movement of cash and cash equivalents		-5,510,406		3,830,704
Cash and cash equivalents at December 31		<u>4,951,454</u>		<u>10,461,860</u>

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.

Comparison with previous year

As of 2022 there has been a change of the presentation of the employee expenses in the statement of income and expenditure. As of 2022, the direct part of the total employee expenses are allocated to the "Spent on objectives". This change has been retrospectively applied to the comparative figures of the financial year 2021. In the annual report of 2022 the comparative figures for employee expenses have been adjusted to € 287,307 (2021: € 3,805,805). In total € 3,518,498 is allocated to the "Spent on objectives". The representation does not have any impact on the result of 2021.

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.

In 2021 a provision was recognized with regards to an expected supplementary payment to the tax authorities. This supplementary payment was related to the period 2017 to 2021 and referred to incorrect processing of invoices from non-EU countries. This payment was made in 2022 and the provision for 2022 was written off accordingly.

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.

Government

Subsidies that are received to carry out projects or programmes, have been accounted for separately in the income statement. Operating grants are accounted for as income in the statement of income and expenditure in the year in which the subsidised costs are incurred or revenues foregone, or when a subsidised operating deficit occurs.

Foundations and Private

Income from private donors of foundations consists of donations on projects or programs. Direct donations are accounted for as income in the statement of income and expenditure in the year in which the subsidised costs are incurred or revenues foregone, or when a subsidised operating deficit occurs.

Income in return of delivery of performance of services and/ or goods

Revenue from service transactions is recognised as the service is performed.

Lottery

Income from lottery organisations is recognised in the relevant calendar year in accordance with recoverable net proceeds, as far as they are not designated for specific projects. Designated income from lotteries is recognised as income in the year in which the subsidised costs have been made. Amounts still to be received at the balance sheet date are recorded as current assets in the balance sheet.

Spent on objectives

The spent on objectives costs are the portion of a grant intended to fund project activity costs that include both costs specific to individual projects and those shared organisational costs from which a project directly benefits. We here define 2 subcategories:

1. Specific Project costs: These are specific costs to a grant-funded project. This includes any identified time spent by an employee on the grant funded project.
2. Shared Project costs: These are costs that benefit multiple projects or programmes and can be assigned or allocated across projects in a reasonable, consistent and accurate way. These are essential costs of supporting and maintaining the project until final realisation of its objective of a project. This includes a portion of Shared services, Finance, IT, acquisition costs and RD costs. As an example of these costs, we include the costs of the software implemented to keep track of Time spent by our personnel on each project. Another example is the time spent by the financial controller to close the project and finalise the reporting to the donor. As a key allocation of these costs we used the total average workforce capacity deployed (i.e. FTE and Externals).

Indirect costs are costs of activities or services that support the organisation as a whole. These costs include Management costs, Business Development costs and the remaining portion of Shared services, Finance, IT and RD costs. Examples of such costs include Management costs, Finance and Accounting support to Management, compliance costs, Human Resources, board governance meetings.

In order to allocate in a consistent way the Shared Services, Finance, IT and costs between spent on objectives and indirect costs, we used the FTE average allocation key.

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.

ASSETS**FIXED ASSETS****1. Tangible fixed assets**

	Inventory	Automation	Total
	€	€	€
<i>Carrying amount as of January 1, 2022</i>			
Purchase price	50,750	226,693	277,443
Cumulative depreciation and impairment	-2,269	-205,691	-207,960
	<u>48,481</u>	<u>21,002</u>	<u>69,483</u>
<i>Movement</i>			
Investments	3,383	14,976	18,359
Depreciation	-10,192	-6,611	-16,803
	<u>-6,809</u>	<u>8,365</u>	<u>1,556</u>
<i>Carrying amount as of December 31, 2022</i>			
Purchase price	54,133	241,669	295,802
Cumulative depreciation and impairment	-12,461	-212,302	-224,763
Carrying amount as of December 31, 2022	<u>41,672</u>	<u>29,367</u>	<u>71,039</u>
<i>Depreciation rates</i>			%
Inventory			20
Automation			20

2. Financial fixed assetsOther participating interests

	2022	2021
	€	€
<i>Justice42</i>		
Carrying amount as of January 1	52,972	82,953
Share in result	966	-29,981
Carrying amount as of December 31	<u>53,938</u>	<u>52,972</u>

Other receivables

	31/12/2022	31/12/2021
	€	€
Deposit	<u>24,894</u>	<u>24,894</u>

CURRENT ASSETS**3. Receivables, prepayments and accrued income**

Trade receivables	-	9,196
Other receivables, deferred assets	572,039	1,660,930
	<u>572,039</u>	<u>1,670,126</u>

Other receivables, deferred assets*Prepayments and accrued income*

Amounts to be invoiced	317,010	1,602,708
Other receivables	72,855	14,481
Deposit	2,775	2,775
Advanced payments	179,399	40,966
	<u>572,039</u>	<u>1,660,930</u>

4. Cash and cash equivalents

	31/12/2022	31/12/2021
	€	€
ABN AMRO Savings Accounts	1,300,231	1,300,025
ABN AMRO Bank Guarantee Account	20,000	20,000
ABN AMRO Cashmanagement Accounts	3,628,672	9,130,598
Cash in hand	2,551	11,237
	<u>4,951,454</u>	<u>10,461,860</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**

	2022	2021
	€	€
Continuity reserve		
Carrying amount as of January 1	1,800,000	1,800,000
Movement	239,042	-
Carrying amount as of December 31	<u>2,039,042</u>	<u>1,800,000</u>

The continuity reserve is designed to create a financial safeguard. This ensures that HiiL can operate for several months without income in the event of being forced to immediately suspend activities. Our target is to build a continuity reserve in order to overcome a 6-month period of fixed costs if limited income or if the organisation is forced to be dissolved. Therefore as of 2022, we decided to increase the continuity reserve with the positive result of 239,042 euro. The reserve for 2022, is enough to be prudent.

Designated reserve

Carrying amount as of January 1	52,722	82,703
Allocation net result	966	-29,981
Carrying amount as of December 31	<u>53,688</u>	<u>52,722</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	-7,164	-117
Allocation net result	7,164	-7,047
Carrying amount as of December 31	<u>-</u>	<u>-7,164</u>

6. PROVISIONS

Other provisions

	2022	2021
	€	€
<i>Provision VAT (2017 - 2021)</i>		
Carrying amount as of January 1	500,000	-
Allocation	-	500,000
Withdrawal	-500,000	-
Carrying amount as of December 31	<u>-</u>	<u>500,000</u>

In 2021 a provision of € 500K was recognized with regard to an expected supplementary payment to the tax authorities. This payment was settled in 2022 and the provision for 2022 was written off accordingly.

7. CURRENT LIABILITIES

	31/12/2022	31/12/2021
	€	€
Trade creditors	272,210	284,850
Taxes and social securities	477,003	314,907
Accruals and deferred income	2,831,421	9,334,020
	<u>3,580,634</u>	<u>9,933,777</u>

Taxes and social securities

VAT	197,102	10,077
Pay-roll tax	227,081	244,029
Pension premiums	52,820	60,801
	<u>477,003</u>	<u>314,907</u>

Other liabilities and Accruals and deferred income

<i>Accruals and deferred income</i>		
Holiday accruals	247,704	178,115
Payable personnel costs	3,805	1,907
Still to be spent on the objective	2,516,026	9,060,043
Other liabilities and accruals	20,963	60,390
Project liabilities	40,574	11,502
Repayment donation	2,349	22,063
	<u>2,831,421</u>	<u>9,334,020</u>

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 € 7,350 excluding VAT. Therefore, the total obligation amounts to approximately € 279,300 excluding VAT, of which € 88,200 relates to 2023.

The organisation also rents an apartment which is located at Westeinde 20A. The contract is until 31 July 2023 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 € 850 excluding VAT. Therefore, the total obligation amounts to € 10,200 excluding VAT, of which € 10,200 relates to 2023.

Suppliers

HiiL has contracts with suppliers for work to be executed in 2023 for € 70.200

6 NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE 2022

8. Government

	Realisation 2022	Realisation 2021
	€	€
European Union	370,994	702,523
Ministry of Foreign Affairs The Netherlands	4,985,005	4,592,709
Swedish International Development Agency	257,948	911,869
IAALS	-	84,891
Dutch Embassies	1,025,369	-
United Nations High Commissioner for Refugees	237,640	179,253
United Nations Development Programme	340,053	243,277
Ministry of Justice and Safety The Netherlands	-	167,549
	<u>7,217,009</u>	<u>6,882,071</u>

9. Foundations and Private

Private Foundation	354,969	1,018,909
Mott Foundation	149,230	129,252
University of New York	41,520	23,693
Other partners	26,102	81,420
	<u>571,821</u>	<u>1,253,274</u>

In the amount on other partners are partners which have contributed less than € 40,000 on an annual basis (2021: € 45,000).

10. Lottery

Dutch Postcode Lottery	<u>81,046</u>	<u>307,243</u>
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11. Income in return of delivery of performance of services and/or goods

Municipality of The Hague	219,988	100,380
Nuremberg	4,329	12,240
	<u>224,317</u>	<u>112,620</u>

12. Employee expenses

Wages and salaries	415,365	208,057
Social security charges	60,655	29,618
Pension costs	66,777	35,403
Travel expenses commuter traffic	3,676	1,299
Indirect personnel costs	45,485	12,930
	<u>591,958</u>	<u>287,307</u>

Wages and salaries

	Realisation 2022	Realisation 2021
	€	€
Gross wages	3,080,108	2,756,019
Allocated labour costs to spent on objectives	-2,664,743	-2,547,962
	<u>415,365</u>	<u>208,057</u>

Social security charges

Social charge	449,784	392,336
Allocated social charges to spent on objectives	-389,129	-362,718
	<u>60,655</u>	<u>29,618</u>

Pension costs

Pension costs	495,183	468,971
Allocated pension costs to spent on objectives	-428,406	-433,568
	<u>66,777</u>	<u>35,403</u>

Travel expenses commuter traffic

Travel expenses	27,256	17,206
Allocated travel expenses to spent on objectives	-23,580	-15,907
	<u>3,676</u>	<u>1,299</u>

Indirect personnel costs

Temporary workers	190,002	51,504
Canteen costs	1,292	844
Education allowance and training costs	61,458	44,942
Recruitment	40,874	31,734
Other indirect labour costs	43,667	42,249
Allocated indirect expenses to spent on objectives	-291,808	-158,343
	<u>45,485</u>	<u>12,930</u>

Staff

At the company during 2022, on average 44 employees were employed, converted to full-time equivalents (2021: 44).

13. Material costs

	Realisation 2022	Realisation 2021
	€	€
Housing costs	99,460	137,734
Travel costs	45,153	-
Office expenses	81,347	158,509
Sales & Marketing	26,533	83,898
General expenses	193,748	380,663
Costs Supervisory Board and PSB	8,170	4,295
Extraordinary expenses*	5,468	500,000
	<u>459,879</u>	<u>1,265,099</u>

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

* In 2021 a provision of € 500K was recognized with regards to an expected supplementary payment to the tax authorities. This payment was settled in 2022 and the provision for 2022 was written off accordingly.

14. Financial income and expenses

Interest and similar income	594	1,601
Interest and similar expenses	-45,409	-42,484
	<u>-44,815</u>	<u>-40,883</u>

7 OTHER DISCLOSURES

Subsequent events

The foundation filed a letter of appeal by the Ministry of Foreign Affairs, on December 2nd, 2022, regarding the final grant decision of the project: Strategic Partnership HiiL 2019 - 2021. The basis for this appeal was the VAT supplementary payment to the tax authorities. On April 7th, 2023 HiiL received confirmation by means of a revised Decision from the Ministry of Foreign Affairs in which the total amount of € 254,198 is confirmed and will be paid in April, 2023.

WNT-verantwoording 2022 Stichting The Hague Institute For Innovation Of Law (HiiL)

Due to the fact that more than 50% of the total gross income 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 2022 € 216.000. 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 2022	01/01 - 31/12	01/01 - 30/04	01/01 - 31/12
Full time equivalent during this year	1,00	0,28	1,00
Employee contract	Yes	Yes	Yes
Remuneration			
Remuneration including taxable expenses	152.942	37.838	146.029
Future payables	-	-	-
Provisions remuneration due e, May 8th, 2023	22.761	2.418	22.608
Other receivable non-remuneration	-	-	-
Total remuneration 2022 for WNT	175.703	40.256	168.637
Applicable maximum in 2022	216.000	60.480	216.000
Exceeded amount	N.a.	N.a.	N.a.
Outstanding receivable	N.a.	N.a.	N.a.

Comparable figures

	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	0,84	0,17
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.

Signed on behalf of the Board:

The Hague, May 9th, 2023

A.S. Muller

C.S. Pula

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 2022 included in the annual report

Our opinion

We have audited the financial statements 2022 of Stichting The Hague Institute for Innovation of Law based in The Hague, The Netherlands.

In our opinion, the financial statements give a true and fair view of the financial position of Stichting The Hague Institute for Innovation of Law as at 31 December 2022 and of its result for 2022 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 2022;
2. the profit and loss account for 2022; and
3. the notes comprising of a summary of the accounting policies and other explanatory information.

Basis for our opinion

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

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

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

Compliance with rule against overlapping pursuant to the WNT not audited

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

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

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

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

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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, May 11th, 2023

HLB Den Hartog
Accountants & Consultants

Signed on original by:

S.T.M. ten Hagen RA



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