

Justice Sector Regulation Centre
Safeguarding People-Centred, Evidence-Based and Scalable Solutions
Version 11 January 2022

Summary

Demand for fair solutions to justice problems is huge and growing. However, conflict professionals, providers of legal services, courts and other justice sector institutions struggle to meet demand. The enabling environment of regulation, government budgeting and procurement is known to be a major bottleneck. Many countries share this challenge.

The proposed Justice Sector Regulation Centre will address this bottleneck and produce:

- *Designs for regulatory frameworks, procurement and government budgeting that enable:*
 - *Justice institutions and private (legal) services to deliver effective, peaceful, inclusive and just solutions to the population at scale (SDG 16); and*
 - *Continuous and secure innovation of procedures, interventions and service delivery models;*
- *Standards that facilitate international cooperation. Including classifications of justice problems, standards for collection of data regarding needs and impacts of conflicts on people, businesses and communities, as well as for exchange of evidence and best practices ("what works").*
- *Dialogue on the why, what and how of effective governance for justice services and more holistic approaches to conflict resolution.*

Target groups for these deliverables are actors that shape the enabling environment, including regulators, policy makers, ministries of justice, national planners and court system administrators. The work plan for the Centre aims for quick wins and proof of concept in two years (first iterations of designs and dialogue, the Netherlands as a focus country, €3.9 - 5.6 million).

The work plan will be executed by renowned experts with an international track record. Initially, the Centre will be facilitated by HiiL. A more permanent structure will be considered for the next 3 iterations (year 3 to 5, budget for work plan €3.4 million/year). The values of the Centre are people-centred, evidence-based and independence from special interests. Stakeholders participating in the work of the Centre will include think tanks, (international) organisations providing justice sector funding, industry- and professional associations.

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Unmet demand for people-centred justice

Demand for fair solutions to justice problems is huge and growing. Citizens, SMEs and governments need to solve the pressing conflicts they encounter in key interactions. If they fail to do so, families suffer. Workers and businesses are less productive. Scarce land is used inefficiently. Communities lack social cohesion. Sustainable development is at risk.

Data on impact on productivity, transaction costs (= economic growth), as well as wellbeing, equality, justice experiences, trust in others, trust in government (= social cohesion and wellbeing; emissions, climate, use of scarce resources (= sustainability)).

Around the world, billions of individuals and SMEs lack access to justice, often because they cannot find basic help in resolving their justice issues. Social workers, lawyers, health care practitioners, informal justice providers and judges struggle to provide effective solutions. For many types of justice problems, evidence-based conflict resolution interventions exist, are being developed or tested. Promising delivery models are being piloted. But few of these innovations reach their target groups. Court systems, law firms serving individuals and even legal expenses insurers tend to run small scale operations, compared to the millions of solutions that are needed. Few IT-driven providers successfully enter the field of justice services. The sector struggles to serve the population with the current procedures, processes and resources.

The enabling environment is a main barrier to access

For many decades observers believed that the principal barrier to accessing justice was cost (both the cost of lawyers' services and the cost of using justice systems), but contemporary research across jurisdictions suggests at least two much deeper causes: 1) many people don't seek legal assistance, and 2) the way in which justice services are regulated (including who can provide legal advice and the rules of procedure) imposes fundamental barriers to access to justice. In nearly every country, traditional solutions to addressing the problem of access to justice, including government legal aid and pro bono assistance from private lawyers, have been robustly ineffective at scaling up to meet widespread legal needs.

The current enabling environment is seen by most experts as inadequate:

- Rules and budgets are focused on procedures dealing with claims/complaints and enabling tailor made decisions by courts/authorities. Rather than also facilitating agreements at the scale that is needed.
- Systems are biased towards sanctioning and towards framing conflicts as crimes, torts or breaches of contract. Regulation is focused on ensuring prosecution, litigation and sanctioning tasks of police, prosecution, lawyers, courts and corrections. Rather than also resolving conflicts that occur in complex relationships and involving people with sometimes limited skills or control over events.
- Regulation aims to protect the public against the risks of using procedures and justice services. But it also creates artificial barriers for or between providers. This has a negative impact on providers of online information, advice or dispute resolution, insurers with inhouse resolution services, lawyers in small firms, mediators and even for courts.
- The enabling environment is thus increasing overall costs. Instead of facilitating access to justice for all, it is favouring custom-made services for those who can afford them at the expense of standardised services accessible for everyone.

As a consequence of this, many promising interventions and service delivery models do not achieve their full potential.

Increasingly, regulators, policy makers, ministries of justice and administrators are aware of this. "What works" for people, businesses and communities is a stated justice policy objective in most countries. However, it has been very hard for government actors to design and implement an improved enabling environment, because of:

- Difficulties when aligning activities between independent institutions and professionals.
- Lack of trust and perceptions of vested interests.
- Lack of clear regulatory objectives and regulatory skills/designs in the sector, also related to a lack of sustained R&D effort.
- In many countries and regions: differences in regimes at country, state/province or even county level that inhibit cross-jurisdictional cooperation and R&D. Making scaling of services/interventions very challenging, in particular if this requires a substantial initial investment.

Vision: evidence-based, independent regulation creates a level playing field and a clear track for scaling “what works”

The participants in the Justice Sector Regulation Centre have the following vision of an enabling environment:

- Evidence-based, independent regulation, oversight, budgeting and procurement. All supporting delivery of secure access to justice at unprecedented scale.
- A level playing field for providers, where professionals and institutions can be funded in a sustainable way and have sufficient incentives to innovate.
- Innovations have a clear track towards large scale implementation of what works. Similar to what exists in the health care sector, the sector has a trajectory involving early stage development, testing of effects, approval, integration with current services, integration in budgetary/subsidies/procurement frameworks, fast take up in one country and exporting to other countries, always subject to adjustment to local needs and settings.
- International exchange of evidence and best practice, standardisation and coordination are provided by established networks similar to the ones existing in other sectors (interesting models: World Health Organisation, International Panel Climate Change, standardisation bodies).

Opportunities: top experts, promising innovations and networks

The participants also believe that the time is right for turning this vision into reality. The participants observe the following opportunities:

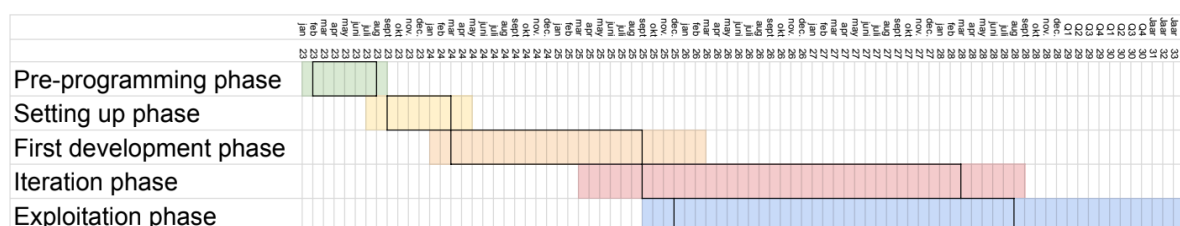
1. Promising, potentially game-changing innovations: In most countries professionals started experiments with scalable advice and early resolution services, insurance models, online supported conflict resolution, mediation and restorative justice interventions, correctional services, informal justice, problem solving courts, community policing.
2. Promising funding models: Outcome based budgeting models are being researched. Experienced impact investment funds are available, that are ready to step in when the enabling environment is conducive to scalable, effective solutions, with a measurable impact on lives, economies and the environment. Legal expenses insurers have found operational models that are scalable for some types of justice problems in some jurisdictions.
3. Regulatory innovation experience: Some countries experimented with regulatory models (Utah, BC, Arizona, UK). Analysis by experts is becoming available (Hadfield, Sandefur et al, International Conference of Legal Regulators). Other countries have experience with more gradual development of regulatory models that facilitate large scale operations (Canada, France, Germany, Switzerland and South Africa).
4. People-centred justice networks and strategies, in which HiIL can act as a catalyst: The following networks, experts and think tanks are likely to support or participate in the Centre initially, or when high quality results are becoming available:
 - a. Initial list of Stakeholders/Participants: OECD, World Justice Project, International Legal Aid Group, Legal Protection Insurance International (LPI), International Association of Court Administrators (IACA), International Legal Aid Group (ILAG), Justice Task Force/Justice Action Coalition, USAID, International Conference of Legal Regulators, Commonwealth Secretariat, EU DG Justice, The World Bank, other industry- and professional associations
 - b. In the Netherlands: Verbond van Verzekeraars (Section Legal Expenses Insurance), Dutch Legal Tech network, Raad voor Rechtsbijstand, Ministerie van Justitie en Veiligheid.
 - c. Initial list of Experts: Prof. Gillian Hadfield, Prof. Rebecca Sandefur (Arizona State University), Matthew Burnett (American Bar Foundation), Nox Ntuli (the World Bank), Prof. Nigel Balmer, Emeritus Prof. Christopher Hodges (Oxford University), Brittany Kaufmann (IAALS), Prof. Bill Henderson (Indiana State University), Prof. Matthias Killian (University of Cologne), Brittany Kauffman (IAALS).
 - d. In the Netherlands: Prof. Maurits Barendrecht, Dr. Krijn van Beek, Prof. Christiaan Stokkermans, Prof. Marijke ter Voert.
5. The Hague as a neutral node for relevant networks: The Hague hosts the World Justice Forum and many other international events as the international city of peace and justice. The Netherlands has a consistent track-record in international development cooperation in the field of rule of law, human rights and justice services.

6. Netherlands as a pilot-country: There is a growing commitment of stakeholders to improve the enabling environment, because the current situation is not sustainable. The Netherlands is a sizable jurisdiction with stable governments that are committed to justice sector innovation. Dutch universities deliver a growing interdisciplinary justice research effort, with a consistent contribution to international knowledge-exchange in the English language research community
7. Planning and fundraising: Building on this, HiiL has brought together a consortium of top level experts from Dutch Universities and ADR institutions. This consortium agreed to submit a fully developed people-centred justice R&D programme, with an unprecedented investment in R&D for evidence-based conflict resolution procedures, including scaling models and the enabling environment for this. This 5 year programme (approximate size €100 million) will be submitted to the Dutch National Growth Fund in February 2023. The proposed Justice Sector Regulation Centre will be part of this programme.

Outline of work plan: activities, results, phasing and KPIs

Building on these opportunities, and when sufficiently resourced, the Justice Sector Regulation Centre can deliver breakthrough results. The Centre will connect and resource the best experts, involving them in high quality designs that can be customised to local practices. The Centre has a unique potential to feed international think tanks and - through them - actors in governments, providing them with high quality solutions for their challenges.

The Centre will be embedded in a major, sustained R&D effort in the Netherlands, which aims to produce evidence-based procedures, methods and interventions with scalable delivery models. The Centre will increase the momentum for change in regulation, budgeting and procurement in that country, which will lead to additional data, learning and networks.



From February to July 2023, the Centre will be in a **pre-programming phase**. This work plan will be detailed and improved. The governance of the Centre will be established. The participants will explore the methods for development of the deliverables, will contact experts that are likely to work for the Centre and will submit this plan for the Centre to stakeholders and possible funders, including the Dutch National Growth Fund (NGF). Participants who provide in-kind support to the Centre participate, at their own expense, in a workshop in which the Setting up phase is discussed, input is provided and the work plan is discussed in more detail. When the milestones have been reached, the Pre-programming phase ends with a go/no go decision (July 2023 or later) by the Programme Management, informed by the KPIs for this phase and after consulting the Advisory board.

Pre-programming phase		
Milestones:	Responsible:	Funding needed for this phase:
1. Work plan in more detail. 2. Governance and values confirmed 3. Funding sufficient for Setting up phase, First development phase and 30% of Iteration and Exploitation phase. 4. Experts and stakeholders committed to setting up phase.	HiiL	€650k for designing program and pre-programming phase NGF proposal (including this Centre)
KPIs:	Essential contributions:	Funding secured/leads:

% of funding secured; % of experts assisting in work plan; % of stakeholders writing support letters.	Experts, Stakeholders/Participants (see lists above under 4) who already expressed positive interest turn this into actual support and assistance	€50k City of The Hague secured €200k Verbond van Verzekeraars (Section Legal Expenses Insurance) under consideration HiiL in kind Participants in NGF (leads) Commonwealth Secretariat participates, in kind, (can be online), in a workshop of a few hours in which the setting up phase is discussed, input is provided, and the work plan is discussed in more detail. Similar contribution from OECD
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When the milestones have been reached, the Centre will move into the **Setting up phase** (6 months estimated). At the end of the Setting up phase, the Centre is sufficiently resourced to enter the First development phase. The Programme Management and the experts have the necessary skills, methods and support to execute well-structured development activities leading to the results envisaged for this next phase. Project management and financial management have been organised. Participants who provide in-kind support to the Centre have participated, at their own expense, in a workshop that finalised the roles and contributions of specific experts from their respective organisations. Contributions could include expertise, reports, data, access to networks. KPIs have been operationalised. Development methods have been validated and results have been allocated between participants who execute the programme of the Centre. Experts have been committed for the full range of expertise required, starting from the list under 4.c and d. above, and also encompassing expertise on political economy, regulation of professions and industries, government budgeting, procurement and public-private partnerships.

Setting up phase (6 months)		
Milestones:	Responsible:	Funding needed:
1. Capability to execute first development phase 2. Team of participants and contributing experts willing to implement the programme of the Centre 3. Coalition of supportive stakeholders 4. Governance structure for first development phase	HiiL	€200k (plus costs of staff that will gradually be recruited and employed, budget for this included in the First development phase).
KPIs:	Essential contributions:	Funding secured/leads:
% of funding secured; % scores on 5 capability criteria % work plan by participants and experts # stakeholders have established active contact points who share best practice and evidence as inputs for the results. 1 Governance structure	Experts under Stakeholders/Participants (see lists above under 4) who already expressed positive interest turn this into commitments	Funding request to be submitted to Dutch National Growthfund €200k Verbond van Verzekeraars (Section Legal Expenses Insurance) under consideration Commonwealth Secretariat participates, in kind, in a workshop that finalised the roles and contributions of specific experts from both organisations. Contributions could include expertise, reports, data, access to

		networks. Similar contribution from OECD
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Next is the **First development phase** (18 months estimated). A major objective of this phase is to make it attractive for stakeholders to promote the results of the Centre. We also aim for actors to consider upgrading the enabling (regulatory, budgetary) environment. This dialogue will be facilitated by first versions (advanced prototypes) of the key deliverables.

Therefore, the Centre creates first versions of new models for experimentation in real life situations (regulatory sandbox or similar), regulation (approval and oversight) and government budgeting. The Centre also starts a dialogue with stakeholders and actors on the expected benefits and costs of a transition towards an improved enabling environment. See the Table below for more details and the proposed division of tasks between the participants. Participants who provide in-kind support to the Centre will make available a to-be-determined number of their experts to lend their expertise to the various outputs.

At the end of the first development phase the Centre aims to achieve that actors in government acknowledge that business as usual is not sustainable. They accept that the enabling environment needs to be substantially improved along the lines suggested by the experts and the stakeholders.

For the Netherlands, and if possible for other countries, a first draft of a legislative initiative (initiatief-nota or initiatief-wetsvoorstel) proposal will become available.

If sufficient funding is available, the Centre will also start working on procurement, standardisation and continuity.

At the end of the First Development phase, there will be another go/no go moment, depending on milestones achieved, informed by the KPIs.

First development phase (18 months)		
Outputs (with milestones):	Responsible participant(s) Essential contributions by experts and stakeholders (most likely ones to be involved in this deliverable)	Minimal funding needed:
1. Programme management and Coalition of supportive Stakeholders (1. stakeholders participate in activities and 2. share best practice and evidence as inputs)	Hiil World Justice Project Contributions by stakeholders	2 fte 1 fte
2. Improved design of regulatory sandbox or equivalent solution for testing and experimenting with interventions/service delivery models (1. aims 2. design 3. design for Netherlands 4. framework for implementation)	Arizona State University (Sandefur/Burnett) (research leading to 1. aims and 4. framework for implementation) Hiil (labs leading to design 2 and 3) Contributions by experts Contributions by stakeholders (International Conference of Legal Regulators, LPI International, Verbond van Verzekeraars, Dutch Legal Tech, Justice Task Force/Justice Action Coalition, EU DG Justice, Commonwealth Secretariat)	0,75 fte 1 fte €200k €100k
3. Improved design of principles and approval/supervision system for procedures, interventions, methods and scalable service delivery models, including mandatory interventions (1. aims 2. design 3. design for	Arizona State University (Sandefur/Burnett) (research leading to 1. aims and 4. framework for implementation) Hiil (labs leading to design 2 and 3) Contributions by experts Contributions by stakeholders	0,75 fte 1 fte €200k €100k

Netherlands 4. framework for implementation)	(International Conference of Legal Regulators, LPI International, Verbond van Verzekeraars, Dutch Legal Tech, Justice Task Force/Justice Action Coalition, EU DG Justice, Commonwealth Secretariat)	
4.Improved design of budgeting framework (financing and subsidies) for justice sector actors (1. aims, 2. design, 3. framework for implementation)	HiiL (facilitation) Contributions by experts Contributions by stakeholders (The World Bank, OECD, International Association of Court Administrators (IACA), Commonwealth Secretariat)	1 fte €200k
5. Dialogue : Analytical reports, strategic communication and workshops with national regulation actors. (1.key messages and topics for conversation, 2. design of interactions, 3. execution of interactions)	HiiL/World Justice Project (facilitation of key messages and topics, design of interactions, execution of interactions) Contributions by experts Contributions by stakeholders	1fte/1fte €300k Dialogue and workshops during World Justice Forum 2024 €200k
KPIs:	Governance during this phase	Funding secured:
# outputs according to milestones # of countries in which key actors accept that the enabling environment needs to be substantially improved	HiiL as initial programme manager Advisory board for the NGF programme established by HiiL is also Advisory board for Centre, with selected experts and participants from stakeholders added for Centre issues. HiiL foundation accountability mechanisms	€800k Verbond van Verzekeraars (Section Legal Expenses Insurance) under consideration Funding request to be submitted to Dutch National Growthfund
Optional for this phase if sufficient resources available, otherwise only in iteration phase		
6.Improved design of procurement frameworks for public justice sector institutions, ensuring they use the available technologies and interventions. (1. aims, 2. design, 3. framework for implementation)	HiiL (facilitation) Contributions by experts Contributions by stakeholders (The World Bank, OECD, International Association of Court Administrators (IACA))	1 fte €100k
7. Standardisation : that enables cross-jurisdictional learning, testing and scaling of justice sector interventions and services (1. classification of justice problems and outcomes people tend to aim for, 2. standards for monitoring outcomes and for developing evidence-based and practice-based guidelines)	World Justice Project (classification of justice problems and outcomes people tend to aim for) HiiL (standards for monitoring outcomes and for developing evidence-based and practice-based guidelines)research) Contributions by experts Contributions by stakeholders (The World Bank, OECD, International Association of Court Administrators (IACA), Commonwealth Secretariat)	2 fte 2 fte €300k
8. Continuity : Lobbying, organising dialogues and contributing to efforts for setting up a permanent organisation with a business model	HiiL (facilitation) Contributions by experts Contributions by stakeholders (City of The Hague, Dutch Ministry of Foreign Affairs, others)	1 fte €100k
Commonwealth Secretariat participates, in kind, with a number of people (TBD by the Commonwealth Secretariat) in the workshops 2, 3, and 4.and 7		

In the **Iteration phase** (3 years) the Centre repeats the development cycle three times. Milestones are improved versions of the results (designs and other deliverables). Depending on results achieved and opportunities, the Centre will prioritise the results that are most likely to contribute to achieving the vision.

During this phase, we expect experts and stakeholders to consistently recommend the results to national actors involved in shaping the enabling environment (regulation, budgeting, procurement). In some countries, actors will start implementing measures inspired by the designs provided by the Centre. Increasingly, the Centre will also produce standards that will find their way to industry- and professional associations. As in the first development phase, participants who provide in-kind support to the Centre will make available a to-be-determined number of their experts to lend their expertise to the various outputs.

During this phase, the Centre can benefit from the learning and routines that have been acquired during the first development phase. A team of the same size and with the same budget will be able to perform 1 full cycle per year instead of the first cycle that took this team 18 months.

Depending on the governance needs and the best way to position the Centre in light of the objective to establish a permanent organisation, the Centre may become an independent foundation and HiiL may transfer the programming responsibility to that foundation.

This also depends on the activities under the heading Continuity. Centre experts will Lobby, organise dialogues and contribute to efforts for setting up a permanent organisation with a sustainable business model.

Iteration phase (3 iterations of 12 months each)		
Outputs (with milestones):	Responsible participant(s) Essential contributions by experts and stakeholders (most likely ones to be involved in this deliverable)	Funding needed for this phase:
1. Coalition of supportive Stakeholders have active contact points who share best practice and evidence as inputs for the results below.	HiiL World Justice Project Contributions by stakeholders	4 fte 2 fte
2. Improved design of regulatory sandbox or equivalent solution for testing and experimenting with interventions/service delivery models (1. aims, 2. design, 3. framework for implementation)	Arizona State University (Sandefur/Burnett) (research leading to aims and framework for implementation) HiiL (labs leading to design) Contributions by experts Contributions by stakeholders (International Conference of Legal Regulators, LPI International, Verbond van Verzekeraars, Dutch Legal Tech, Justice Task Force/Justice Action Coalition, EU DG Justice, Commonwealth Secretariat)	1,5 fte 2 fte €400k €200k
3. Improved design of principles and approval/supervision system for procedures, interventions, methods and scalable service delivery models, including mandatory interventions (1. aims, 2. design, 3. framework for implementation) .	Arizona State University (Sandefur/Burnett) (research leading to aims and framework for implementation) HiiL (labs leading to design) Contributions by experts Contributions by stakeholders (International Conference of Legal Regulators, LPI International, Verbond van Verzekeraars, Dutch Legal Tech, Justice Task Force/Justice Action Coalition, EU DG Justice, Commonwealth Secretariat)	1,5 fte 2 fte €400k €200k

4.Improved design of budgeting framework (financing and subsidies) for justice sector actors (1. aims, 2. design, 3. framework for implementation)	HiiL (facilitation) Contributions by experts Contributions by stakeholders (The World Bank, OECD, International Association of Court Administrators (IACA), Commonwealth Secretariat)	2 fte €400k
5. Dialogue : Analytical reports, strategic communication and workshops with national regulation actors. (1.key messages and topics for conversation, 2. design of interactions, 3. execution of interactions))	HiiL/World Justice Project (facilitation of key messages and topics, design of interactions, execution of interactions) Contributions by experts Contributions by stakeholders	2fte/2fte €600k Dialogue and workshops €400k
6.Improved design of procurement frameworks for public justice sector institutions, ensuring they use the available technologies and interventions. (1. aims, 2. design, 3. framework for implementation)	HiiL (facilitation) Contributions by experts Contributions by stakeholders (The World Bank, OECD, International Association of Court Administrators (IACA))	2 fte €200k
7. Standardisation : that enables cross-jurisdictional learning, testing and scaling of justice sector interventions and services (1. classification of justice problems and outcomes people tend to aim for, 2. standards for monitoring outcomes and for developing evidence-based and practice-based guidelines)	World Justice Project (classification of justice problems and outcomes people tend to aim for) HiiL (standards for monitoring outcomes and for developing evidence-based and practice-based guidelines)research) Contributions by experts Contributions by stakeholders (The World Bank, OECD, International Association of Court Administrators (IACA), Commonwealth Secretariat)	4 fte 4 fte €600k
8. Continuity : Lobbying, organising dialogues and contributing to efforts for setting up a permanent organisation with a business model	HiiL (facilitation) Contributions by experts Contributions by stakeholders (City of The Hague, Dutch Ministry of Foreign Affairs, others)	2 fte €200k
KPIs:	Governance during this phase	Funding secured:
# outputs according to milestones # of countries in which key actors will start implementing measures inspired by the designs provided by the Centre	Considering transferring the activities to an independent foundation. Or continuing HiiL as programme manager Considering setting up a separate Advisory board . HiiL foundation or accountability mechanisms within the new foundation.	Funding request to be submitted to Dutch National Growthfund
Commonwealth Secretariat participates, in kind, with a number of people (TBD by the Commonwealth Secretariat) in the workshops 2, 3, and 4.and 7		

The **Exploitation phase** will run in parallel with the Iteration Phase. Gradually, the Centre will demonstrate to be an indispensable factor for achieving Sustainable Development Goal 16. Centre experts specialising in this task will lobby, organise dialogues and contribute to efforts for setting up a permanent organisation with a sustainable business model.

Funding options include consultancy, licensing of advanced iterations of models, contributions by industry associations and contributions by government organisations. Building on efforts already underway in 2022, a number of leading governments are expected to commit to concerted efforts

for achieving SDG 16 in a people-centred, evidence-based and scalable way. This may include continuing an effort similar to the one of the Centre.

Participants who provide in-kind support to the Centre, such as the Commonwealth Secretariat, will make every effort, within the limits of the means and priorities of the Secretariat, to disseminate what was developed within their relevant networks or connect to relevant tools they have for policy makers.

Inspiration and best practices for this phase can be obtained from the World Health Organisation, the International Panel Climate Change, standardisation bodies and professional bodies providing evidence-based guidelines. Another option is that national regulatory bodies adopt the mission of the Centre and continue to improve the enabling environment.

OECD and Commonwealth Secretariat will work to disseminate what was developed within their relevant networks or connect to relevant tools they have for policy makers.

Values and governance

The proposed values for the Centre are:

People-centred: problems as they experience, impact on their lives, costs/benefits/risks for them, outcomes that work for them

Evidence-based: all results based on evidence-based practice, and practice-based evidence, including on what should be government and private sector contributions, with scrutiny by a broad range of experts.

Independent: from interests of incumbents and new providers, which also should be safeguarded by the governance and funding mechanisms of the Centre.

A **cooperation agreement** between stakeholders sets out the governance structure and the contributions of participants (draft available on request). During the initial phases, the Centre will be hosted by HiiL. HiiL will deliver **Programme Management** by (initially) Prof. Maurits Barendrecht, a high level expert from a university and an experienced professional programme manager. An **Advisory Board** will be set up for the Centre, providing guidance on programming and helping the Programme Management to achieve the deliverables. **Financial and operational supervision** will be provided by HiiL (The Hague Institute for Innovation of Law), a foundation under Dutch Law set up by Dutch ministries and with a track record of executing/reporting large scale programs for ministries and international organisations.

The composition of Programme Management and Advisory Board will be adjusted to the funding acquired (as part of the broader National Growth Fund programme or separate).

Funding needs summary

The table below summarises the funding needs for each of the phases. The following parameters have been used:

- €200k per fte per year including overhead (calculation mode: full salary costs for employer + 50%). This is an average cost per fte, assuming a mix of director level, senior level, medior level and junior level employees.
- Fees for contributions by top experts in the range of €5,000 to €10,000 per year, assuming they also benefit from the work (network, knowledge, reputation). Total budgets for experts should be sufficient to enable the Centre to obtain effective contributions of up to 20 experts.
- Option of fees for international associations of professionals for participating as stakeholders (IACA, ILAG, Legal Tech) that do not have the ability to raise substantial funds from their members.
- Average costs over 5 years including inflation.
- Funding acquired during the early stage exploitation phase added to the budget for later years.

During January 2022 and the Pre-programming phase these parameters will be revisited and checked.

Pre-programming	Setting up (6 months)	First development (18 months)	Iteration (3 years)	Exploitation (future)
k€650k designing program and pre-programming phase NGF proposal (including this Centre)	k€200 setting up k€2,100 for personnel including overhead k€1,000 experts and stakeholders k€300 World Justice Forum k€200 travel, catering k€100 communication For optional results; K€1,200 for personnel including overhead €500k experts and stakeholders		k€6,400 personnel including overhead k€2,500 experts and stakeholders k€600 workshops and dialogue k€400 travel, catering k€200 communication	Similar to iteration phase
k€650k	k€3,900 - k€5,600		k€3,400/year	k€4,500+/year