

Annual Report and Accounts 2024

Igwe Wu Ike: The Power of Many



Dedicated to people-centred justice

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Introduction

About Hiil

The Hague Institute for Innovation of Law (Hiil) is an organisation dedicated to ensuring that justice is accessible, affordable, and easy to understand. We call this *people-centred justice*. By collaborating with justice providers, including ministries of justice and judiciaries, we develop solutions that enable more individuals to prevent or resolve their justice challenges. This not only benefits people directly but also fosters safe, stable societies where economic growth, innovation, and entrepreneurship thrive.

In 2024, we worked in Ethiopia, Niger, Tunisia, Nigeria, Burkina Faso, Uganda, Syria, Colombia, Honduras and Iraq.

Where we worked



From the CEO

I am thrilled to share this note with you as the new CEO of HiiL. I acknowledge with gratitude and deep respect the excellent work Sam Muller the founder of this organisation has put in the last 20 years to further the cause of People-centered Justice before stepping down in February 2025 from the role of CEO. Sam's vision continues to be a guiding light for HiiL.

2024 marked the seventh consecutive year of the rule of law recession, as trust in institutions continued to erode and global social unrest intensified. The United Nations' most recent assessment of Sustainable Development Goal 16 warns that progress on justice and the rule of law remains "worryingly slow." Across the world, people are losing faith in their governments' ability to address their most urgent problems, and many face deepening economic uncertainty, exacerbating inequality and fuelling instability.

More than 60 countries went to the polls in 2024. The majority of voters - driven by economic hardship, cultural divisions, and a desire for systemic change - delivered a message of frustration. Meanwhile, the Carnegie Global Protest Tracker recorded over 160 significant anti-government protests worldwide. Barometer surveys across Africa, and Europe show many people no longer trust their courts, police, or elected leaders. The justice gap is widening, leaving millions unable to resolve legal problems that affect their livelihoods, families, and communities.

Foreign aid budgets are being slashed worldwide as Western governments - from Washington to Berlin - shift spending toward defense and domestic priorities.

But it's not all gloom and doom. In 2024, Afrobarometer's poll in Africa also showed citizens' preference for accountable democracy.¹ Civil society groups were more vocal, calling attention to a rule based order and respect for rule of law. In places like Syria, we see opportunities for rebuilding the constitutional order in the country. There is a growing understanding and sense of urgency to rebuild solidarity for democracy and justice as a response to expanding footprints of authoritarian tendencies. Regional blocks like the European Union are consistent in their message for the respect of rule of law.

We see hope and we see a community of willing partners. We have a clearer understanding than ever before of what it takes to rebuild trust, strengthen social cohesion, and foster economic development. Solutions exist, rooted in data, evidence, and innovation, that bridge the gap between people and institutions and make justice systems work for everyone.

In 2024, we renewed our focus on turning solutions into action. In 2024, our work in Tunisia empowered young people and small businesses with tools to resolve employment disputes. Partnering with the Ministry of Social Affairs and the Labor Inspection, we developed an online platform that enhances the work of 350 labor

¹ On average across 39 countries, support for democracy remains robust: Two-thirds (66%) of Africans say they prefer democracy to any other system of government. See Africa Insights 2024: Democracy at risk: the people's perspective. Available at: www.afrobarometer.org/feature/flagship-report/

inspectors while providing self-help services to employees and employers. In Niger, where land disputes affect 23% of the population, we created evidence-based guidelines to help community leaders resolve these conflicts, making justice more accessible to those who need it most. In Ethiopia, we partnered with the government in bridging the formal and informal justice systems, by developing community justice centre pilots in 3 regions (Afar, Sidama and Addis Ababa). We also produced guidelines for land justice and an impact assessment for customary courts. In Sinjar, Iraq, we supported the development of innovative solutions for land and housing disputes, including mobile legal clinics for women and an AI-powered digital platform for legal information. Additionally, we continued leading a groundbreaking innovation process with a diverse group of Syrians, equipping them with practical tools to address everyday legal challenges.

But we know that no single organization can reverse the worrying trends we see. That is why we worked closely with our partners worldwide. As a member of the Justice Action Coalition, we contributed to a growing movement to make people-centered justice a reality. Our efforts are reflected in the 2023 OECD Recommendation on Access to Justice and People-Centered Justice Systems, which provides a roadmap for delivering meaningful change at the national level. In 2024, we also engaged in global meetings led by the World Bank and OECD to reinforce the importance of justice on the international agenda and advocate for greater investment in justice solutions. Through the Team Europe Democracy (TED) Initiative, we held clinics with EU institutions to outline strategies for practically implementing people-centred justice at the national levels. Our communications and advocacy elaborated this message through highlighting examples of justice providers delivering people-centered justice interventions in their countries.

These efforts reaffirm our deep commitment to people-centered justice: not just as a fundamental value, but as a powerful force for national stability, global prosperity, and inclusive societies. Justice is more than an ideal; it shapes economies, strengthens communities, and creates opportunities for all. In a time of growing inequality, conflict, and uncertainty, the call for people-centred justice is louder than ever. At HiiL, our commitment is rooted in the belief that real change happens through collaboration. Together with our partners, we are proving that justice can be accessible, practical, and a force for stability and opportunity. But there is still so much to do. With your support, we can make justice a reality for more people, in more places. We invite you to walk with us on this journey. As the saying goes in my little village Achi in South East Nigeria "*Igwe wu ike*", There is more power in many than in one!

Udo Jude Ilo



2024 in focus

Generating and sharing data and insights to drive meaningful change

Understanding what people actually need from justice is the first step to designing better services. That's the idea behind our **Justice Needs and Satisfaction surveys (JNS)**. JNS (or ejNS, which follows a different methodology but with a similar goal) is a research tool implemented by HiiL over 30 times since 2014. JNS surveys capture how ordinary people experience and resolve justice problems. They provide data on what issues people face, what paths they take to seek justice, and how effective those processes are. In 2024, we published nine new studies; in Tunisia, Nigeria, Uganda (x2), Burkina Faso, Colombia (x2), Honduras and Niger. Overall, we published the **voices of 31,738 people** who were interviewed about their justice journeys.

Justice data is only valuable in the hands of people who can use its insights to make meaningful change. We delivered **capacity-building training on actionable insights from the data** to 236 people across programme countries.



Published the voices of **31,738 people** who were interviewed about their justice journeys



Trained **236 people** on how to use insights from the data

Data collection for the Colombia JNS study

Building the capacity of practitioners to effectively resolve justice problems

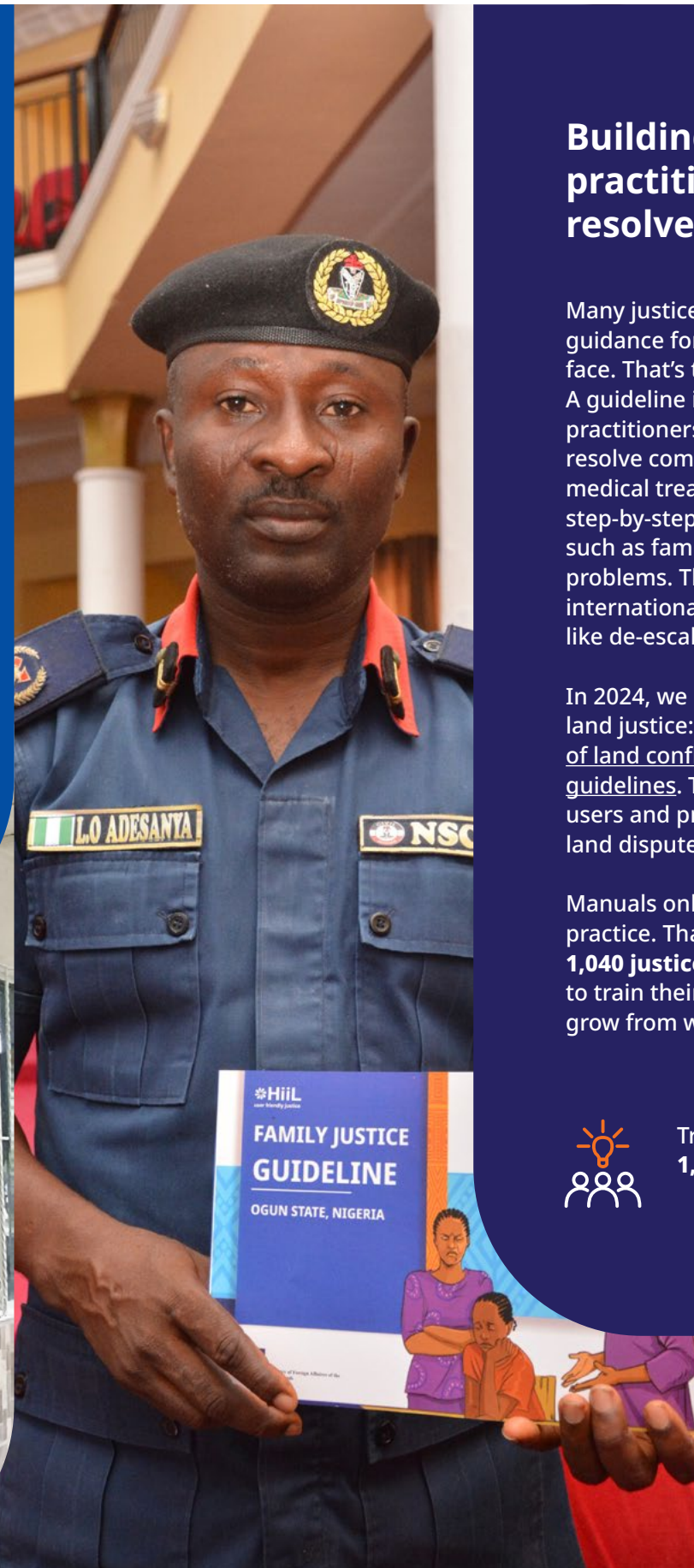
Many justice practitioners lack clear, evidence-based guidance for resolving the everyday disputes people face. That's the idea behind our **justice guidelines**. A guideline is a practical tool designed to help justice practitioners (like judges, paralegals, and mediators) resolve common disputes more effectively. Inspired by medical treatment guidelines, it outlines evidence-based, step-by-step recommendations for handling issues such as family conflicts, land disputes, and employment problems. The guidance combines local experience with international research and focuses on actionable skills like de-escalation, communication, and mediation.

In 2024, we published two guidelines on the theme of land justice: a manual for the prevention and resolution of land conflicts in Niger, and Ethiopian land justice guidelines. These manuals provide actionable ways for users and practitioners to reach solutions when resolving land disputes.

Manuals only make a difference if they're put into practice. That's why we **delivered hands-on training to 1,040 justice practitioners**, and equipped many of them to train their peers, helping the approach take root and grow from within the justice system itself.



Trained **1,040 justice practitioners**



Ogun State Family Justice Guidelines launch

Supporting justice innovators to turn bold ideas into lasting impact

Real change in justice often starts with a bold idea, and the right support to bring it to life. That's the thinking behind our **Justice Accelerator**. We believe partnerships are key to bridging the justice gap, connecting people with bold ideas for justice services with the tools to refine and scale their solutions to meet real local needs, effectively and affordably. Startups can only make a lasting impact if they're supported to move from good ideas to real-world results. That's why we've built a full pipeline (from ideation to scaling) backed by hands-on support, coaching, and funding. Through our hubs in Kenya, Tunisia, and Nigeria, we've helped hundreds of justice innovators build, test, and grow solutions that serve real justice needs. In 2024 we supported 220 entrepreneurs at the ideation stage, incubated 30 startups, accelerated 12 and scaled 5.

In 2024, HiiL's investments in justice service providers enabled the potential prevention or resolution of justice issues affecting **283,323 individuals**, with approximately 54% of those beneficiaries being women.



Incubated
30
justice
startups



Accelerated
12
justice
entrepreneurs



Scaled
5
justice
entrepreneurs



Supported justice
providers to address or
prevent problems for
283,323 people

Convening, designing and piloting new justice solutions

Justice system transformation only happens when the people who run them come together to design something better. That's the idea behind our **Justice Innovation Labs (JIL)**. Working with government and community partners, we convene diverse stakeholders to co-design people-centred justice solutions that are simple, effective, and financially sustainable. Each lab follows a structured design process grounded in data and real user experience, resulting in services that are not only innovative and scalable, but also fully owned by the people who will deliver them.

In 2024, in **Tunisia, Nigeria, Ethiopia and Niger**, local justice stakeholders in collaboration with HiiL led the way in piloting solutions developed in JILs for the first time. The services address high priority challenges such as land conflict, labour disputes and community justice. This marks a major milestone in our collaboration and a strong push for people-centred change at the national level.



Justice stakeholders in
**Tunisia, Nigeria,
Ethiopia and Niger**
piloted solutions from the
Justice Innovation Labs

Stakeholder dialogue in Niger



Fostering dialogue for an enabling environment

Creating a political and regulatory environment that fosters justice innovation is crucial to people-centred change. That's the idea behind our **justice transformation process & dialogues**, where we bring together justice leaders from government, academia, civil society, traditional/religious settings and the private sector to discuss and set priorities for a more open, adaptable justice system.

In 2024, in **Tunisia, Burkina Faso, Niger, Uganda and Syria**, we brought together stakeholders around key themes identified in the JNS and national priorities to foster an enabling environment that supports people-centred justice and drives innovation in justice service delivery.



Brought together stakeholders from **Tunisia, Burkina Faso, Niger, Uganda and Syria** for the justice transformation dialogues

Reinforcing international, regional, and national networks of people-centred justice

Achieving people-centred justice at scale requires more than isolated initiatives; it demands collective action across regions, sectors, and institutions. That's the idea behind our **policy and advocacy work**, which is focused on building a global movement for people-centred justice, making it a priority for funding, engaging governments, and positioning it at the heart of international policy discussions.

In 2024, we strengthened key global and regional alliances, including the Justice Action Coalition and the African Alliance for People-Centred Justice, to accelerate access to justice through evidence-based, people-centred approaches. Our work also included high-profile advocacy such as a plenary address at the World Bank's Justice and Rule of Law Global Forum, a workshop at the Commonwealth Law Ministers Meeting in Zanzibar, and a webinar on community justice services featuring global leaders. Additionally, we co-hosted a side event at the UN Summit for the Future, presenting a new Financing Framework to secure sustainable investments in justice systems worldwide.

2.



Work in countries

Inauguration meeting of a Community Justice Centre in Hawassa, Sidama region, with Justice Leaders who will use the centre to resolve local cases.



Ethiopia

Ethiopia is gradually recovering from instability, including by embracing transitional justice. The country is currently engaged in a national dialogue process, to uncover the root causes of division in Ethiopian society and propose solutions.

HiiL has worked in Ethiopia since 2019, when we signed a memorandum of understanding with the Office of the Attorney General (MoJ). To achieve our aim of improving access to justice in the country, we collect people-centred justice data, turn it into actionable knowledge, make justice services more responsive to users and facilitate justice transformation. 2024 was the fourth year of a five-year collaboration with the Dutch Ministry of Foreign Affairs. We also had the support of the Mott Foundation in Ethiopia.

Our 2020 Justice Needs and Satisfaction (JNS) survey revealed that 40% of the population faces serious legal problems once every four years. Out of 7.4 million legal issues, 5.2 million remain unresolved. Common problems include land, family and domestic violence disputes.

In 2024, we started working in three Ethiopian regions (Afar, Sidama and Addis Ababa) in collaboration with the federal government. We established a community justice centre pilot programme in each of these regions. These aim to link informal and formal justice systems and to serve as one-stop hubs for justice seekers. Our main partner in this initiative was the MoJ, with Destiny Ethiopia assisting as a facilitation and convening partner. The pilot will be handed over to the MoJ, which has shown a high level of commitment to the project, in August 2025.

Additional activities in 2024 included producing [guidelines on land justice](#), [assessing the legal impact of customary courts](#), and concluding a [Justice Innovation Lab](#).

Community justice centre launch in Afar
Photo credit: Ministry of Justice of Ethiopia



Community Justice Centers in Ethiopia: bridging old and new justice practices

The [inauguration of community justice centres](#) in three regional states in Ethiopia (Afar, Sidama, Addis Ababa) is an example of how to work more effectively across multiple jurisdictions. With Ethiopian federal government oversight, but regional state-level implementation, the community justice centre model aims to bring what works from local traditional and customary justice systems to an accessible physical location, while at the same reducing the burden on formal courts.

Mato Maru – Head of Sidama Region Bureau of Justice - reported that, *'For a long time, it's been our goal to more formally recognise these systems, as they are effective in resolving disputes in our community.'*

A key feature of the community justice centre model is the recognition of a council of village elders as part of the local governance structure.

These councils have long been a cornerstone of society. Under the shade of a tree, elders hear grievances and guide parties toward reconciliation, playing a crucial role in traditional justice. *'With support from HiiL, we are training the elders and community leaders and are providing the necessary logistical support,'* said Mr Maru. The availability of community justice centre coordinators, rapporteurs and staff will help with the management of cases. Regional states are each working on creating awareness so that both old and new generations understand the benefit of this accessible justice delivery mechanism, and are encouraged to use this intervention to deal with their most pressing justice problems.

Niger

HiiL has worked in Niger since 2021, collaborating with the Ministry of Justice (MoJ), *Reseau National des Chambres d'Agriculture*, justice practitioners and civil society, alongside international partners such as the International Development Law organisation (IDLO) and the United Nations Development Programme (UNDP). 2024 was the third year of a five-year programme funded by the Embassy of the Netherlands in Niamey.

The country experiences severe security problems in several of its regions, exacerbating humanitarian needs and existing conflicts on land use, property and crime. In response to the 2023 coup in Niger, we adapted our activities by expanding our stakeholder base and emphasising the collaborative development of solutions with civil society. We sharpened our focus on three strategic objectives: using an evidence-based approach to address the most pressing problems facing vulnerable people, improving access to effective and inclusive alternative dispute resolution mechanisms, and ensuring that Nigeriens know their rights and have access to high-quality legal and judicial assistance.

Our Justice Needs and Satisfaction survey (JNS) revealed that 56% of Nigeriens faced justice problems, mainly related to crime, land, neighbors, money, domestic violence, and family issues. 63% of cases were not resolved fairly or on time.

In alignment with MoJ priorities, our programme in 2024 focused on land conflicts and on conflict resolution by customary justice leaders. The MoJ formally endorsed a Strategic Pathways for People-Centred Justice Document, which resulted from a series of HiiL-led workshops with justice stakeholders. Additionally, with partners, we helped develop a guideline for traditional leaders on treating land conflicts and an AI-driven telephone-line that delivers the contents of the guideline. The pilot for these products runs into 2025, after which we envision scaling them up nationwide.

We also ran a civil society organisation (CSO) accelerator that coached and trained three CSOs to improve their justice services and find continued funding. The learnings from this will feed into a second accelerator in 2025, with an explicit focus on ideating new justice services.

Resolving Land Conflicts in Niger

In Niger, land disputes affect 23% of the population each year. These conflicts disproportionately impact rural communities, where over 80% of Nigeriens live. Traditional leaders play a crucial role in resolving these disputes, but many lack the legal knowledge and tools needed to ensure fair and lasting solutions.

To address this gap, HiiL partnered with a committee of experts to develop guidelines on the prevention and resolution of land conflicts. These provide clear, evidence-based recommendations tailored to Niger's legal and customary context. By equipping traditional mediators with structured methods for conflict resolution, the initiative is transforming how land disputes are handled.

Local leaders report that the guidelines are already making a significant impact. The Canton Chief of Groupement Peulh de Dogondoutchi highlighted the guidelines' measurable impact on conflict reduction:

'Previously, we handled 150 to 200 land disputes per year. Since implementing the guidelines, this number has dropped to 25 or 30. This improvement is considerable. If widely adopted, the guidelines could become an essential tool for reducing land-related tensions nationwide.'

The chief of Karakara Canton shared a case in which the guidelines helped resolve a long-standing land dispute between herders and farmers:

'In a 7,000-hectare area, tensions between farmers and herders were frequent. Using the manual, we structured a fair agreement - allocating two-thirds to grazing and one-third to crops. Since this resolution, complaints have ceased, and the problem has been sustainably solved.'

Developed with input from a diverse group of Nigerien stakeholders, the guidelines on the prevention and resolution of land conflicts combine local expertise with global best practices. By integrating proven mediation techniques and de-escalation methods, they empower justice practitioners to resolve disputes more effectively. Their success in Niger demonstrates that well-crafted justice guidelines can transform conflict resolution and strengthen social cohesion at scale.

Meeting of the committee of experts





World of Work platform working session

Tunisia

HiiL has worked in Tunisia since 2012 in collaboration with the Ministry of Justice. With support from the Dutch Ministry of Foreign Affairs, the Dutch Embassy in Tunisia and Open Society Foundations, we are implementing a multi-year programme (2022-2026) to improve the prevention and resolution of labour disputes and the legal issues faced by micro, small and medium enterprises (MSMEs).

Our 2024 electronic Justice Needs and Satisfaction (JNS) survey found that 45% of all legal problems in Tunisia were still in the process of being solved. Labour disputes and MSME-related legal issues are among Tunisia's most pressing justice challenges.

Our approach to tackling these problems focuses on preventing resolving justice problems, and strengthening justice services for employees, employers and MSMEs. The approach combines technology, legal capacity building and institutional collaboration, ensuring justice solutions are practical, accessible and aligned with real-life needs.

In 2024, we worked with the Tunisian Labour Inspection and the Ministry of Social Affairs to develop an online platform that improves how 350 labour inspectors work and provides self-help services to employees and employers. The platform has the potential to reach 50,000 people each year. We also trained 160 lawyers on the principles of people-centered justice, published a guideline for legal professionals with best practices for resolving labour disputes, and engaged with the Presidency, the Ministry of Social Affairs and the Tunisian Bar Association to align with national priorities.

World of Work platform for labour inspection

In 2024, we worked with the Tunisian Labour Inspection and the Ministry of Social Affairs to develop an online platform that improves how 350 labour inspectors work and provides self-help services to employees and employers. Once launched, in 2025, we expect 50,000 people to benefit from the service each year.

Hayet Ben Ismail, President of the General Committee for Labour and Professional Relations, told us that, *'The World of Work platform paves the way for a true culture of work-related conflict prevention. It focuses efforts where they are most needed, while ensuring the complementarity of the legislative and regulatory frameworks for labour relations. It responds online to requests addressed to labour inspectorates, including from the most vulnerable workers. It clarifies and explains laws and regulations. And it has improved the coverage of labour inspection services to more than 90% of the working population. We are pleased to express our satisfaction with this very fruitful collaboration with HiiL.'*

Tunisian lawyers explore new ways to make justice more accessible

In 2024 HiiL worked with the Tunisian Bar Association to deliver training on people-centred justice to 160 lawyers. The sessions focused on how legal professionals can use data-driven and evidence-based approaches and drew on examples such as Tunisia's employment justice guidelines and the HiiL Justice Needs and Satisfaction (JNS) survey. For some participants, the training sparked new ideas they have since put into practice.

Mouadh Bejaoui, a lawyer at the Tunisian Bar Association, told us that the training gave him a *'better understanding of the importance of a user-centred approach, of using data to identify litigants' needs, and of applying innovative methods to improve service delivery.'* He has since started to use infographics and simplified visual aids to explain legal procedures and has experimented with interactive digital tools and mapping litigants' journeys to identify bottlenecks and propose more appropriate solutions.

Justice Data inspires Tunisian starts ups

HiiL's JNS survey is equipping Tunisian justice entrepreneurs with data-driven insights to develop impactful solutions.

Participating in a HiiL-organised hackathon introduced Ahmed Hajjem, founder of Aked AI, to JNS data, which shaped his startup's direction:

'The insights from the survey guided us to develop an AI-powered contract lifecycle management solution that directly addresses gaps in legal accessibility and efficiency. With HiiL's support, we gained access to valuable market insights and a network of experts who helped us navigate the legal tech landscape.'

Norchen Mezni, founder and CEO of E-Tafakna, also found that the JNS survey provided crucial insights:

'The survey highlighted that many individuals find legal paperwork hard to navigate. In response, we've refined our platform by simplifying our legal templates and document workflows, enhancing our user interface to make legal processes more intuitive and providing clear, step-by-step guidance for managing legal documents.'



Nigeria

HiIL has worked in Nigeria since 2015 with the support of the Dutch Ministry of Foreign Affairs. 2024 was the third year of the current four-year programme. We have established a convening presence at the federal level and implemented programme activities in Imo, Ogun and Kaduna states. Our goal is to enhance access to justice and legal empowerment through interventions in the three states, with the possibility of extending the programme to additional states.

Our 2023 Justice Needs and Satisfaction (JNS) survey found that 81% of Nigerians had experienced at least one legal problem in the past year. The survey also explored how people want their problems to be resolved. Half of respondents indicated that they would prefer to talk directly with the other party or seek mediation, which highlights a strong desire for amicable solutions rather than formal court proceedings.

Responding to these findings, our programme in Nigeria is designed to support community justice and alternative dispute resolution. In each state, we work directly with the state government while also engaging a broader network of stakeholders, including civil society organisations (CSOs).

In 2024, we published an extension of the 2023 JNS report, analysing trends observed over the past year. We finalised and launched guidelines for resolving land and family disputes in Ogun state, equipping 1,053 practitioners to support broader implementation through a cascade approach. The process will continue into 2025. We launched two community justice pilot projects in Imo and Ogun states, based on the Justice Innovation Lab solutions developed in 2023. In Imo state, we are working with a multi-stakeholder steering committee to develop a community justice centre model. In Ogun state, we are collaborating with the state Ministry of Justice to establish an Ibi Isadi centre to serve as the first point of contact for preventing and resolving domestic violence problems.

Ogun State Land and Family Justice Guidelines Promote Effective Dispute Resolution

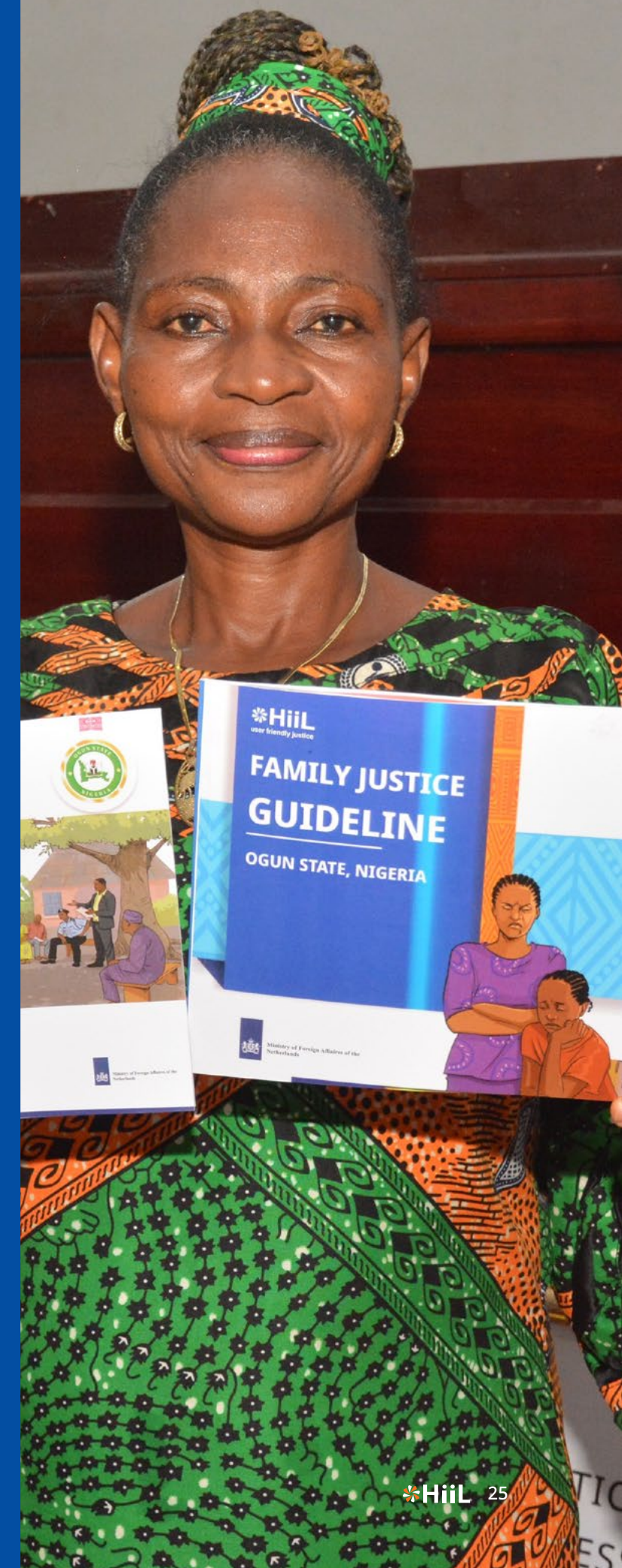
Domestic violence, family and land disputes are among the most common justice problems in Nigeria. These disputes can be highly impactful and difficult to resolve. To tackle them, we worked with a committee of experts to develop the Ogun state land and family justice guidelines, which provide practical, evidence-based solutions to justice practitioners working on these problems.

The land guidelines have helped improve dispute management in Ogun state. Adesanya Lawrence Olaleke (Area Commander, Sango-Ota Area Nigeria Security and Civil Defence Corps) shared a success story following his training on the guidelines:

'I applied the land guidelines in a case involving two brothers who were in conflict over a property left by their late father. Typically, such cases are forwarded to the courts. However, drawing from the knowledge and experience I gained during the training - particularly in conflict prevention and proper documentation of land - I was able to resolve the dispute amicably, preventing the need for lengthy court processes and ensuring proper documentation to avoid future disputes.'

The family guideline focuses on conflict prevention and management, particularly in violent cases, and emphasises communication and the provision of a safe environment for all parties. Adebayo Fasino (Ministry of Women's Affairs) typically handled divorce disputes in the presence of the children. After the guideline training, he changed his approach: *'With the introduction of the HiIL Family Guideline, I removed the kids from the session and advised couples to make sure not to involve kids.'*

Through tailored training on the guidelines, a range of justice practitioners, including lawyers, mediators and traditional leaders, are better equipped to prevent and resolve land and family disputes within their communities.





Burkina Faso

HiiL has been working in Burkina Faso since 2021. Conditions in the country are challenging. Burkina Faso experiences a prolonged security and humanitarian crisis in its northern and eastern provinces, displacing millions of people. Land conflicts and crime are rising. After suspending operations for a year due to political instability, we resumed our programme at the end of 2023.

Data from our 2024 electronic Justice Needs and Satisfaction survey (ejNS) survey reveals that only 4% of individuals in Burkina Faso who seek justice go to court, and just 1% engage a lawyer. 12% turn to traditional and customary authorities to resolve their disputes.

Our 2024 strategy was co-designed with national stakeholders and key partners. It responds to their priorities and peoples' justice needs, as documented by the ejNS. We focused on strengthening people-centred justice by integrating customary and informal justice systems, expanding vulnerable populations' access to justice, and supporting civil society organisations (CSOs). The establishment of an advisory group of national senior justice practitioners and experts enhanced our ability to ensure sensitivity to local contexts.

Specific achievements in 2024 included supporting the Ministry of Justice to develop a legislative proposal on customary justice, launching a justice innovation lab (JIL) with our national partner *Observatoire National du Foncier*, conducting a justice needs survey (with *Centre pour la Gouvernance Démocratique*), and researching access to justice in hard-to-reach areas. We also established a justice CSO coordination platform in cooperation with the Ministry and launched a CSO justice accelerator programme which supports organisations working on new and innovative ways to help people solve their justice problems related to land.

The work sets up a solid foundation for deepening and expanding our capability to address justice issues related to land, and further improving the coordination between formal and informal justice providers. In 2025, we will see our products going from 'prototype' services to actually being disseminated and used. The efforts we have made to construct solid partnerships with national organisations is critical for these developments.

Integrating Customary Justice in Burkina Faso

In 2024, Burkina Faso's Ministry of Justice initiated a legislative reform to integrate traditional conflict resolution mechanisms into the formal justice system. HiiL supported the ministry by organizing four regional dialogues to gather input from national stakeholders, including local authorities, CSOs, traditional authorities and organisations representing women and youth. These dialogues made recommendations for a draft law, which is expected to be submitted to the legislative authority in 2025.

HiiL also facilitated discussions on inclusivity and human rights during this process, and helped to ground the reform process in data and evidence. According to Dr Thomas Ouédraogo, the Director of Centre pour la Gouvernance Démocratique, 'HiiL's contribution to this legislative reform was essential to ensure that the integration of customary justice was not simply a legal change, but a people-centred reform that responds to the justice needs of the Burkinabè people.'



Regional dialogue with stakeholders on customary justice

Strengthening CSO-State Dialogue

Burkina Faso has a dynamic civil society. To strengthen the relationship between the Ministry of Justice and CSOs in the justice sector, HiiL launched a 'CSO coordination platform' and organised three workshops with 15 CSOs and with the ministry participating as a permanent observer.

The ministry has now decided to make this platform sustainable and to establish a permanent dialogue forum with CSOs working on justice. Strengthening dialogue between CSOs and the state allows the voices of justice users to be heard and facilitates the rollout of justice innovations created by CSOs. As Madame Hawa Kafando-Kanazue, Director-General of Studies and Sectoral Statistics in the Ministry of Justice has observed:

'The process of formalising a permanent dialogue framework for ongoing consultation and collaboration between the ministry and civil society organisations will enable CSOs to contribute to the development of policies and programmes that better meet the needs of those seeking justice.'



Uganda

HiiL has been active in Uganda since 2015, implementing national-level initiatives. In 2024, we completed a year-long programme in partnership with the Dutch Ministry of Foreign Affairs and the United Nations Office on Drugs and Crime (UNODC). Our activities were conducted with our key local partners: the Governance and Security Secretariat (JLOS), the Judiciary of Uganda, and the Legal Aid Service Provider Network (LASPNET).

Our 2024 Justice Needs and Satisfaction (JNS) survey revealed that while 95% of Ugandans had experienced at least one legal problem, the resolution rate had improved from below 50% in previous years to 55% in 2024.

To turn this data into action, in 2024 we facilitated training and dialogue on evidence-based practices - both at the grassroots level through guidelines and at the policy level with leaders. The thematic areas covered were family justice, gender-based violence, and criminal justice.

Additional activities in 2024 included convening policymakers to agree on an action plan for addressing the justice needs of people in Uganda. We published new research on people's experience of crime and crime prevention and conducted a capacity-building workshop to strengthen justice sector stakeholders' ability to apply insights from crime data to their practices. We carried out a deep dive study on alternative justice systems in Uganda, the report of which will be published in early 2025. And in partnership with LASPNET we equipped justice practitioners with guidelines for resolving gender-based violence and family maintenance problems.

Data shaping justice reform

In 2024, HiiL worked with JLOS to produce a [policy brief](#) based on our [JNS survey](#).

Sam Wairagala, Deputy Senior Technical Adviser to the Governance and Security Programme, told us: 'The policy brief has provided critical insights into people's basic justice needs. HiiL's extensive data-driven analysis has not only highlighted the most pressing legal problems but also offered practical recommendations for bridging the justice gap. HiiL's continued involvement will be pivotal in helping us monitor progress, refine strategies and scale up successful initiatives.'

Launch of the Justice Needs and Satisfaction in Uganda study



Understanding peoples' needs improves justice services

In December 2024, HiiL delivered training to non-government organisations, civil society organisations, the Bar Association and members of the Ugandan security sector on people-centred justice and crime data.

One of the participants, Martin Ojambo of LASPNET, reported that, 'because of the training, we have been able to build our capacity in delivering evidence-led legal interventions that target crime issues reported to our call centre. The training has enhanced my knowledge of how to analyze justice data to identify the basic legal challenges faced by marginalized communities. Furthermore, learning how to back recommendations with empirical evidence makes our legal aid services more targeted, efficient and effective in opening access to justice for all.'

Another participant, Andrew Mwai of Justice Centres Uganda, also praised the training. 'The takeaways from the training are set to reshape how JCU approaches its work and delivers justice services. The training made me realise the importance of identifying the specific outcomes that people seek from justice services. For instance, victims of theft might prioritize the return of stolen property. Similarly, those facing unfair dismissal may focus on compensation or reinstatement. By understanding these expectations, JCU can tailor its services to meet these needs, ensuring a more meaningful impact on the communities it serves.'



Syria

HiiL has been working in Syria since 2018. 2024 was the second year of a two-year EU-funded programme, which constitutes the third phase of the Syria Justice Innovation Process (SJIP). Our strategy involves working with a diverse group of Syrian stakeholders to identify the most pressing legal problems Syrians face inside and outside Syria and develop innovative solutions to prevent or resolve these problems.

The justice gap in Syria has widened over the past decade due to conflict, displacement, weak legal institutions and political instability. HiiL's research has identified several justice challenges in the country: children's rights, the right to work in the private sector, housing, land and property (HLP) rights, and the right to movement.

A feature of our strategy is continuous assessment of the evolving political landscape to adapt our approach and maximize impact. For example, due to instability in Lebanon and elsewhere in the region, stakeholder dialogues were adapted into a hybrid format, combining bilateral meetings with stakeholders with in-person conversations in safer locations. We also held an additional stakeholder dialogue following the fall of the Assad regime to identify new challenges and opportunities.

The stakeholder dialogues resulted in the selection of a priority goal: the right to work in the private sector, with a focus on small and medium-sized enterprises and vulnerable groups, mainly women. This priority will be taken forward in a Justice Innovation Lab in 2025, which aims to develop innovative solutions for tackling key legal challenges associated with that goal. Also in 2025, we will support existing small-scale Syrian-led initiatives focusing on that challenge.

Innovating for Justice in Syria

For millions of Syrians, accessing justice remains a daily struggle. The [Syria Justice Innovation Process \(SJIP\)](#) has been working since 2018 to develop people-centred, data-driven solutions that empower Syrians to resolve their legal problems effectively.

The business intelligence expert Talal Hallak, who is part of the stakeholder team that owns and leads this process, told us how the team's diversity helps it to develop innovative solutions:

'I have found the group to be truly unique in its ability to bring together people from diverse backgrounds, experiences and perspectives to help Syrians prevent or resolve their most pressing legal challenges. The diversity of the team has created a dynamic balance in our dialogues, where non-legal experts like myself can introduce fresh, innovative thinking to a traditionally rigid field, while legal professionals contribute their expertise without being confined to conventional approaches.'

Another stakeholder team member, Samer Aldeyaei, founder of the Free Syrian Lawyers Association, told us how the team is making an impact:

'What makes SJIP special is its dedication to practical solutions and its deep understanding of our people's everyday justice struggles. It brings people together to create simple, effective solutions that genuinely improve lives. Whether it's helping people get personal documents or working to reduce violence against women, SJIP empowers Syrians to stand up for their rights and build a better future.'

Most importantly, SJIP ensures these solutions last by focusing on local leadership and sustainability. It's not just about short-term fixes - it's about laying the groundwork for a fairer, stronger society. By supporting grassroots efforts and partnering with local organisations, SJIP is strengthening Syria's justice system from within.'



Colombia

HiiL has collaborated with the USAID-funded Justicia Inklusiva project in Colombia since 2023. The project focused on 76 municipalities where access to justice remains a critical issue. The people and communities in these municipalities were adversely affected by the many years of conflict in Colombia. We have also partnered with the *Departamento Nacional de Planeación* (DNP) and the Ministry of Justice to advance people-centred justice in the country.

Colombia faces significant justice challenges. People encounter barriers such as high costs, bureaucratic inefficiencies and limited access to dispute resolution services. Justice indicators remain institutionally focused, prioritising case numbers, the duration of court cases and public confidence rather than the lived experiences of people navigating the system.

The Justice Needs and Satisfaction (JNS) survey conducted by HiiL in 2024 went beyond simply measuring formal legal processes to delve into the everyday justice problems people face, how they try to resolve them, and their satisfaction with the outcomes. The launch of the JNS report served as a platform to disseminate people-centred justice data, promote collaboration and inspire action towards equal and effective access to justice in Colombia. The surveys have contributed to integrating people-centred insights into a prototype for a national justice measurement and evaluation system.

In 2024, part of our work plan in Colombia had to be adjusted due to budget cuts. The Justice Innovation Lab project component was therefore discontinued.

New data sheds light on justice needs in rural Colombia

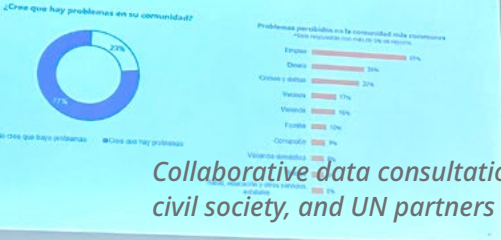
In 2023, HiiL partnered with USAID to conduct a JNS survey in Colombia, focusing on 16 municipalities: many of them small, rural, and historically affected by Colombia's internal armed conflict. Building on USAID's decades-long engagement in Colombia's justice sector, HiiL brought its expertise in people-centred justice research to design a methodology that produced locally relevant, actionable data. The survey filled a longstanding gap: while many decisions had previously relied on oral accounts or informal knowledge, there was little quantitative data available to guide policy and resource allocation at the municipal level. The results helped shift national conversations toward more inclusive, evidence-based decision-making.

At the launch of the JNS, Alejandro Ruiz-Acevedo, Chief of Party for USAID's Inclusive Justice project in Colombia, reflected:

'This was a very important event here in Colombia. Everyone – from the magistrates to the Ministry of Justice, the Department of National Planning, academia, civil society, and the private sector – now understands that we are moving the agenda forward: making sure that decisions are based on data and analysis, and recognising that justice is a fundamental structure for building peace in this country.'

Former Vice-Minister of Justice Jhona Delgado also emphasized the significance of the study:

'I believe that those working in public administration have to work with evidence. And this type of Justice Needs study carried out by HiiL and international organisations dedicated to researching how to make better decisions is very important for my ministry. We will not only study the report but we will also take from there specific measures that will help us in our daily work.'



Collaborative data consultation with Honduras justice sector, civil society, and UN partners



Honduras

HiIL began working in Honduras in late 2023, as part of a larger framework agreement with the United Nations High Commissioner for Refugees (UNHCR) to conduct Justice Needs and Satisfaction (JNS) surveys in multiple countries. The Honduras JNS aimed to capture the legal needs of internally displaced persons (IDPs) and those at risk of displacement, in a context where there was previously little data on such needs.

The JNS collected both quantitative and qualitative data. This helped us understand the nuances behind displacement. The qualitative research allowed for a deeper exploration of the social factors driving displacement, particularly those related to unresolved legal issues. It will thereby enable justice practitioners to create more informed, people-centred solutions that aim to break the cycle of displacement.

The data showed that violence at the hands of organized crime and drug cartels is one of the key causes of displacement in the country. Threats and extortion are further key factors. This insecurity has reduced people’s trust in institutions - many displaced individuals do not turn to formal justice providers to resolve their legal problems, leaving them with few viable options to achieve solutions. The survey found that 52% of IDPs and potential IDPs face legal problems and that few resolve them.

Panel members at the JNS launch emphasized the study’s importance, noting that people-centred justice is a core concept in the Judiciary’s strategic plan in Honduras. Kathryn Lo, UNHCR Representative in Honduras, noted in the JNS press release: *‘The protection of displaced people is closely linked to strengthening justice. The data not only highlight the magnitude of the challenge, but also point to solutions. Honduras can use data-driven insights to help reform its justice system, create policies that empower communities, break cycles of violence, and restore dignity to those forced to flee. Behind these numbers are real people—stories of individuals seeking justice to rebuild their lives, restore their dreams, and live in peace.’*

Honduras JNS survey launch





Sharing event "Success Stories: Innovative Solutions for House, Land and Properties in Iraq"

Iraq

Hiil has been working in Iraq since 2023. Our work in the country began with a Justice Needs and Satisfaction (JNS) survey on refugees, internally displaced persons and host communities, which was funded by the United Nations High Commissioner for Refugees (UNHCR).

Minority communities in Iraq face obstacles to property ownership due to corruption, a fragmented legal system, societal norms, and the actions of ISIL. Our main focus between 2023 and 2025 has therefore been the Iraq Justice Innovation project, funded by The Netherlands Enterprise Agency (RVO). This delivers technical and financial support to Iraqi civil society organisations (CSOs) that work with communities - and especially with vulnerable groups - to solve housing, land and property problems. We are also working with UN-Habitat on research and knowledge sharing to improve land governance in Iraq while aligning with broader national and international initiatives.

In 2024, four local justice initiatives in their infancy were supported financially as part of the Iraq Justice Innovation project. These focused on women's property rights, AI-driven legal assistance, online legal information and the provision of mobile legal clinics. We also provided training, mentorship and networking opportunities to help ensure that the initiatives will grow beyond the pilot phase to reach an impactful scale in the future. Early results show that the pilots reached 6,910 individuals with legal information and strengthened 120 justice practitioners' capacities. We expect significantly higher impact numbers in subsequent years.

At a sharing event that we hosted to showcase the CSO initiatives, the 32 participants included the Netherlands Enterprise Agency (RVO), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), UN Habitat, International Organisation for Migration (IOM) and UN Women. The donors underlined the importance of having a support infrastructure for CSOs and the potential this brings for more community-level access to justice in Iraq.

Legal Oasis

Legal Oasis is market testing mobile legal clinics to provide legal consultations for women in Sinjar, Iraq.

Heliz, the initiative's coordinator, told us: 'The clinics enable us to reach women where they live, to break down the barriers that hinder their access to legal support, and to ensure they receive assistance in a comfortable and safe environment. During the project period, 132 women benefited from our services via legal consultations and awareness sessions, while another 500 people indirectly benefited from field and online awareness campaigns.'

Mosul Space

The Mosul Space digital justice platform is a chatbot powered by AI that assists users in accessing legal information via a question-and-answer format.

Abdallah Thaer, the programme manager, told us: 'In Sinjar, many people lack access to the most basic documents needed to prove their land and property ownership. The digital justice platform makes it easy for users to understand their rights without the need for complicated and expensive assistance. Since its launch at the end of October, the chatbot has provided access to information to more than 200 users. Legal costs for those users have been reduced by 40%.'

For the Sake of Iraq United

For the Sake of Iraq United has developed an online platform called 'Right to Information' (حق الحصول على المعلومة) and a YouTube channel that simplifies Iraqi compensation and HLP laws. Dr Ziad Al-Qureishi, the president of the company, told us about the website it has set up to provide legal information: 'The gateway features voice translation in order to serve the Yazidi and Kurdish communities. It is accessible via mobile phones and computers. Launched in November 2024, more than 100 users had accessed the platform by the end of that month. We plan to expand the gateway to add more laws and more information to better serve Iraqi society.'

Digital justice platform developed by Mosul Space



3 

Global work



Justice Hackathon Demo Day in Kaduna State

Justice Accelerator

The **Justice Accelerator (JA)** provides technical and financial support to startups that deliver innovative justice services to prevent or resolve legal problems.

Since 2019, we have delivered JA programmes in MENA and Africa, through hubs in Tunis, Lagos and Nairobi. Using Justice Needs and Satisfaction (JNS) survey data and local input, we identified key justice issues in each country. In Nigeria, we identified the themes of crime, land and domestic violence; in Kenya, crime, micro, small and medium enterprises (MSME) support and SGBV; and in Tunisia, MSME support and employment.

In 2024, we supported 12 startups in the three countries with training, coaching, grants and the opportunity to pitch for the Innovating Justice Award at regional demo day events. The three prize-winning startups were (1) Gwiji for Women, which empowers GBV survivors in Kenya through legal advocacy, mental health support and gig work opportunities; (2) E-Tafakna in Tunisia, which streamlines contract management by digitizing legal processes; and (3) RouteWatch in Nigeria, which enhances road safety with real-time incident reporting using crowdsourced data and AI.

Additionally, 37 startups joined our four incubation programmes; 250 entrepreneurs engaged with our six ideation programmes; and four high-growth startups benefited from our scaling programme.

Our main partners included the Bar Association in Tunisia and the judiciary in Kenya, as well as workspaces like The Dot and Colab in Tunisia and Nigeria respectively. Moving forward, we will reassess and refine the programme, integrating lessons learned and linking the engagement with justice institutions and governments.

E-Tafakna, Tunisia

E-Tafakna solves the justice challenge of access to affordable and understandable legal services for freelancers, small businesses, startups and individuals.

As the organisation's founder, Norchen Mezni reports, *'For SMEs and startups, legal documentation can be a daunting task. We provide a suite of documents that are tailored to their needs, from partnership agreements to employee contracts. This not only saves them time but also ensures they're compliant with legal requirements, reducing the risk of potential disputes.'*

One justice entrepreneur, Mhamed Ali Ben Mahmoud, CEO of Buzzbip, told us how E-Tafakna has supported him from day one: *'E-Tafakna has been an essential partner in my entrepreneurial journey. From launching my company to securing the Startup Act label, they provided all the legal support I needed - saving me time and ensuring compliance. I still use their platform today for contract management and administrative paperwork, and it has been a game-changer for my business.'*

Gwiji for Women, Kenya

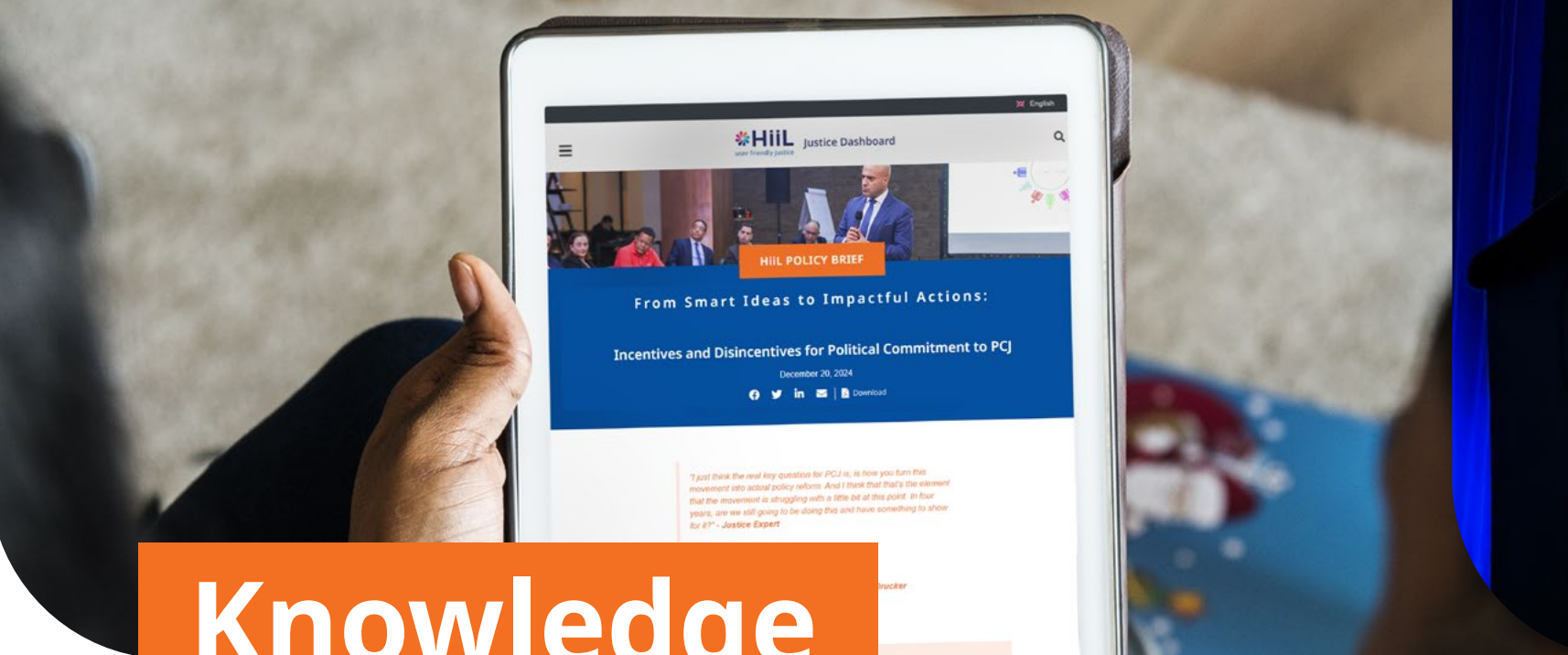
Gwiji for Women empowers low-income women from informal settlements in Kenya by providing employment, advocacy, and reducing exploitation in the domestic cleaning market. It ensures transparency by setting minimum service prices and guarantees that cleaners are properly vetted and trained. This model provides workers with mental health support and legal protection to help them overcome domestic violence and harassment while reducing the risk of exploitation. With HiiL's support, Gwiji has improved its recruitment and safety processes.

Monica, a cleaner, told us, *'My life has changed for the better since I joined Gwiji. My children never lack food now. I am able to manage everything with Gwiji.'* Another cleaner, Leah, said that, *'Because of Gwiji I am now able to pay my rent and my daughter's school fees and provide for myself as well.'*

The organisation's founder Elizabeth Mwangi told us: *'Our goal is to reach 5,000 low-income women from urban informal settlements by 2025. By expanding our service offerings, we hope to empower more women economically and socially.'*

Gwiji for Women





Knowledge and Research

Our work is aimed at enhancing knowledge to support people-centred justice programming and projects. In 2024, we continued the expansion of the Justice Dashboard with data and analytical materials, notably a policy brief on women-led community justice services and case studies of justice entrepreneurs. Another policy brief on political commitment to people-centred justice will be published in 2025. We shared insights with external partners at events such as the Organisation for Economic Co-operation and Development (OECD) Round Table on people-centred justice, the EU's Team Europe Democracy (TED) Clinic on justice data, and the OECD's Global Forum on Building Trust and Reinforcing Democracy. We started work on two analytical projects for the United Nations High Commissioner for Refugees, which involved data about the justice needs of forcefully displaced migrants and internally displaced people (IDPs). We also commenced a project to build a national framework for monitoring countries' progress on the pillars formulated in the OECD people-centred justice recommendation.



Advocacy & Strategic Partnerships

Achieving people-centred justice at scale requires more than isolated initiatives - it calls for collective action across regions, sectors and institutions. In 2024, we deepened strategic partnerships and played an active role in global and regional alliances that are shaping the future of justice.

We are active members of the Justice Action Coalition, a growing alliance of countries, organisations and experts committed to accelerating access to justice through evidence-based, people-centred approaches. We also supported the establishment of the African Alliance for People-Centred Justice - a collaborative platform for African justice leaders and organisations committed to advancing people-centred justice across the continent.

Additional highlights from our coalition and advocacy work in 2024 included:

- **A plenary address by our CEO Sam Muller at the World Bank's Justice and Rule of Law Global Forum**, making the case for people-centred justice as a driver of sustainable development and stability.
- **A workshop at the Commonwealth Law Ministers Meeting** in Zanzibar, focused on practical strategies to implement the OECD justice recommendations.
- **A webinar on community justice services** featuring the Colombian Minister of Justice, Justice Ngugi of Kenya, and the UN Special Rapporteur on Independence of Justice and Lawyers.
- Co-hosting a side event at the **UN Summit for the Future** on financing people-centred justice, introducing a new Financing Framework aimed at securing sustainable investments in justice systems worldwide.

We also continued with our storytelling and advocacy efforts, highlighting people-centred justice successes through eight impact stories and profiling 20 justice leaders who are driving change.

Thank you to our funders



Ministry of Foreign Affairs,
The Netherlands



Dutch Embassy Niger



Dutch Embassy Tunisia



Netherlands Enterprise
Agency (RVO)



United Nations
High Commissioner
for Refugees



European Union



Mott Foundation



Open Society Foundation
Tunisia



Chemonics International



New York University,
Center for International
Cooperation



Fonds Slachtofferhulp



Stichting Klachten
en Geschillen
Zorgverzekeringen



Impact Investment
Exchange



United Nations Office
on Drugs and Crime

General cooperation



Municipality of
The Hague



OECD



USAID



Justice Action
Coalition



Open Government
Partnership



Halt



Slachtofferhulp
Nederland



De Brauw Blackstone
Westbroek



Clifford Chance

Dialogue on people-centred justice in Tunisia





HiiL organisation

Our team

HiiL in numbers in 2024



Team
total:
77



Working across
11 countries



Number of
nationalities:
29



Gender ratio:
32 men, 68 women, with a
1:1 ratio in leadership roles



Our board members

Our Executive Board



Udo Jude Ilo
CEO
(Since 01.02.2025)



Shekhar Pula
COO
(Since 01.11.2021)

Our Supervisory Board



Ingrid van Engelshoven
*Chair of the Supervisory Board,
Former Dutch Minister of
Education, Culture and Science*



Leoni Cuelenaere
*Member of the Supervisory Board and Chair of the
Programmes and Impact Committee, Former Special
Advisor on Access to Justice at the Ministry of Foreign
Affairs of the Netherlands and former Dutch Ambassador
to Bangladesh, Rwanda, Yemen and Sri Lanka*



Priscilla Schwartz
*Member of the Supervisory
Board, Principal Consultant
and Legal Counsel, Schwartz
Advisory Limited*



Christof Maetze
*Vice-Chair of the Supervisory
Board, Chair of the Finance and
Organisation Committee*

You can read the biographies of our supervisory board members on the [HiiL website](#).

5



Finance and administration

Executive Board report

General

The Hague Institute for Innovation of Law (HiiL) is an organisation dedicated to people-centred justice. This means justice that is affordable, accessible and easy to understand. We collaborate with justice providers, including ministries of justice and judiciaries, to develop solutions and improve systems so that more people can effectively prevent or resolve their justice problems. This does not only benefit individuals; it also contributes to societal well-being and economic growth.

Based in The Hague, the City of Peace and Justice, we work with governments and partners worldwide on people-centred justice programmes that are data-driven and evidence-based and that use innovative approaches to enhance the delivery of effective justice services to more people.

HiiL is an international employer, based in The Hague in the Netherlands. As of 31 December 2024 The Executive Board is formed by Sam Muller (Chief Executive Officer)² and Shekhar Pula (Chief Operating Officer), overseen by the Supervisory Board. The Supervisory Board has four members.

Risk policy & management

Our work involves navigating risks in politically challenging environments, which requires complex engagements with partners, suppliers, donors and employees. To manage these risks, we enforce strict controls to prevent conflicts of interest, as outlined in our Articles of Association, Code of Conduct and organisational governance documents.

Although our strategic plan is highly ambitious, we prioritise a healthy work environment to prevent excessive pressure on our committed workforce. Monthly monitoring of budget, forecasts and cash flow projection ensures sound financial planning. We thoroughly evaluate risks before committing to programmes, addressing IT, fraud and project-related risks through a regularly updated Risk Register discussed at Supervisory Board meetings.

While engaging in international activities with various currencies, we manage our currency risk, mainly in US dollars, without the need for a hedging facility. Credit risks are minimal, with receivables tied to grants from reputable institutions. Risks are promptly discussed and addressed in Executive Board meetings, and an annual joint assessment by the Supervisory and Executive Boards ensures adaptive responses as needed.

² Replaced by Jude Udo Ilo on 1 February 2025.

Organisational support

Shared Services is a cross-cutting department designed to support our programmes with essential and efficient support, which includes Finance, IT, HR, Security, Procurement, Travel, Legal, Office Management, and Executive Office Assistance.

Financial position and liquidity

We maintain a strong financial position, as reflected in key financial ratios. As of December 31, 2024, the solvency ratio has risen to 44%, up from 38% in 2023, indicating a healthy balance between total reserves and liabilities. Similarly, the current ratio has improved to 1.77, up from 1.58 in 2023, underscoring the organisation's financial strength to meet both short- and long-term obligations. Committed to prudent financial management, we follow a risk-averse approach to capital management. Despite the challenges of 2024, we have demonstrated our ability to maintain a strong financial and sustainable liquidity position over the past year.

Continuity reserve

The continuity reserve is designed to create a financial safeguard. This ensures that we 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 that covers fixed costs for a six-month period if income is drastically reduced or if the organisation has to be dissolved. Therefore in 2024, we decided to increase the continuity reserve by the 2024 positive result of positive result of €30,976. The continuity reserve for 2024 of €2,241,174 is a reasonable financial safeguard.

Other reserve

The other reserve contains the allocation of the accumulated net results. As of 31 December 2024, there is no result allocated to this reserve as the result is fully allocated to the continuity reserve.

Designated reserve

In 2017, HiiL participated in the company J42 and as per 31 December 2024 the designated reserve is €0 (2023: €25,457) because the equity value of the participation is negative.

Budget

The budgeted income for 2024 was €9,793,467, which includes both secured and unsecured income. However, not all the expected funding from proposals materialized as anticipated. Our operations were primarily impacted by a freeze on funds and delays in implementation caused by local political situations.

Income

In 2024, the income increased by 4% compared to 2023. The breakdown is below:

INCOME	2024	%	2023	%
Government				
Ministry of Foreign Affairs The Netherlands	5,322,309	61%	5,475,108	65%
Dutch Embassies (Kenya, Niger, Rwanda)	1,910,952	22%	1,494,385	18%
United Nations High Commissioner for Refugees	344,307	4%	310,954	4%
European Union	311,215	4%	19,678	0%
Netherlands Enterprise Agency	283,152	3%	5,250	0%
United Nations Office on Drugs and Crime	106,661	1%	24,833	0%
USAID	13,376	0%	-	0%
United Nations Development Programme	-	-%	454	0%
TOTAL Government	8,291,972	95%	7,330,662	87%
Foundations and Private				
Chemonics International	156,775	2%	371,434	4%
OSF Tunisia	106,360	1%	49,331	1%
Mott Foundation	55,841	1%	160,805	2%
Private Foundation	-	0%	98,958	1%
Benevolentia Foundation	-	0%	72,600	1%
University of New York	31,718	0%	71,986	1%
Other partners	55,517	1%	18,409	0%
Stichting Klachten en Geschillen Zorgverzekeringen	27,491	0%	-	0%
TOTAL Foundations and Private	433,702	5%	843,523	10%
Lottery and income in return of delivery of performance of services and / or goods				
Municipality of The Hague	-	-%	35,263	0%
TOTAL Lottery and income in return of delivery of performance of services and / or goods	-	-%	35,263	0%
Other income	-	-%	180,944	2%
TOTAL Income (€)	8,725,674	100%	8,390,392	100%

The income mainly consists of grants from our funders. These grants consist mainly of multi-year funding of projects.

Operational costs

We closely monitored our operating results compared to the budget. On average, in 2024 we have 42.2 FTE, compared to 40.44 in 2023. Employee costs have risen by 5% this year, driven by inflation and the increase in FTEs.

Operating result

Many Dutch organisations are currently facing challenges, particularly a decrease in funding opportunities and price inflation. Unfortunately, HiiL is not an exception. Despite these difficulties and the added instability in key countries, we have managed to maintain positive operational and net results in 2024. Our operational result, which reflects our result before financial costs and participation results, indicates that we remain vigilant in monitoring expenditures to ensure that operational base costs align with the evolving evaluation of our gross income in the coming years.

Budget 2025

In 2025, we are projecting a zero net result. This consists of an income of €7,970,806 (€6,449,208 from ongoing projects and €1,521,599 from weighted proposals). The corresponding expenditures also total €7,970,806 (with a breakdown including €6,918,299 allocated to total spent on objectives and €1,052,507 designated for organisational costs. In response to the decline in income, we have implemented several austerity measures, which will result in a reduction of costs.

Subsequent event

NA

Financial statements

1 BALANCE SHEET AS AT DECEMBER 31, 2024

(after appropriation of result)

		December 31, 2024		December 31, 2023	
		€	€	€	€
ASSETS					
FIXED ASSETS					
Tangible fixed assets	(1)				
Inventory		21,437		32,637	
Automation		25,161		23,385	
			46,598		56,022
Financial fixed assets	(2)		24,894		49,066
			71,492		105,088
CURRENT ASSETS					
Receivables, prepayments and accrued income	(3)		823,990		338,128
Cash and cash equivalents	(4)		4,144,958		5,505,370
			4,968,948		5,843,498
TOTAL ASSETS			5,040,440		5,948,586
		December 31, 2024		December 31, 2023	
		€	€	€	€
LIABILITIES					
RESERVES AND FUNDS					
Continuity reserve	(5)	2,241,174		2,210,198	
Designated reserve		-		23,922	
			2,241,174		2,234,120
CURRENT LIABILITIES	(6)		2,799,266		3,714,466
TOTAL LIABILITIES			5,040,440		5,948,586

2 STATEMENT OF INCOME AND EXPENDITURE 2024

		Realisation 2024	Budget 2024	Realisation 2023
		€	€	€
Income				
Government	(7)	8,291,972	9,092,832	7,330,662
Foundations and Private	(8)	433,702	647,527	843,523
Income in return of delivery of performance of services and/ or goods	(9)	-	46,000	35,263
Other operating income	(10)	-	7,000	180,944
Total income		8,725,674	9,793,359	8,390,392
Expenditure				
Spent on objectives				
Project activity costs		3,659,187	4,238,347	3,244,819
Personnel costs		3,965,042	4,549,632	3,774,557
		7,624,229	8,787,979	7,019,376
Organisational costs				
Employee expenses	(11)	548,310	395,620	585,658
Amortisation and depreciation	(12)	20,812	20,000	20,104
Material costs	(13)	512,001	589,760	585,666
Total organisational costs		1,081,123	1,005,380	1,191,428
Operating result		20,322	-	179,588
Financial income and expenses	(14)	10,904	-	-8,432
Net result before participation result		31,226	-	171,156
Result participating interests		-24,172	-	-29,766
Result		7,054	-	141,390
Appropriation of the results				
Continuity reserve		30,976	-	171,156
Designated reserve		-29,766	-	-29,766
		7,054	-	141,390

3 CASH FLOW STATEMENT 2024

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

	2024		2023	
	€	€	€	€
Cash flow from operating activities				
Operating result	20,322		179,588	
Adjustments for:				
Amortisation and depreciation	20,813		20,104	
Movement of working capital:				
Movement of accounts receivable	-470,862		233,910	
Movement of short-term liabilities (excluding finance company debt)	-915,200		133,832	
Cash flow from operating activities		-1,344,927		567,434
Interest received	-		9,288	
Interest paid	-4,096		-17,720	
		-4,096		-8,432
Cash flow from operating activities		-1,349,023		559,002
Cash flow from investing activities				
Investments in tangible fixed assets		-11,389		-5,086
		-1,360,412		553,916
Compilation cash				
	2024		2023	
	€	€	€	€
Compilation cash at January 1		5,505,370		4,951,454
Movement of cash and cash equivalents		-1,360,412		553,916
Cash and cash equivalents at December 31		4,144,958		5,505,370

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 net capital value:

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

4.2 General accounting principles for the preparation of the financial statements

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

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

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

Foreign currencies

Transactions, receivables and liabilities

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

Leasing

Operational leasing

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

4.3 Principles of valuation of assets and liabilities

Tangible fixed assets

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

Financial fixed assets

Participations

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

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

Other receivables

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

Receivables and deferred assets

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

Cash and cash equivalents

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

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.

5 NOTES TO THE BALANCE SHEET AS AT DECEMBER 31, 2024

ASSETS

FIXED ASSETS

1. Tangible fixed assets

	Inventory	Automation	Total
	€	€	€
Carrying amount as of January 1, 2024			
Purchase price	56,132	244,756	300,888
Cumulative depreciation and impairment	-23,495	-221,371	-224,866
	32,637	23,385	56,022
Movement			
Investments	-	11,389	11,389
Disposals	-	-210,631	-210,631
Depreciation disposal	-	209,583	209,583
Depreciation	-11,200	-8,565	-19,765
	-11,200	1,776	-9,424
Carrying amount as of December 31, 2024			
Purchase price	56,132	45,514	101,646
Cumulative depreciation and impairment	-34,695	-20,353	-55,048
Carrying amount as of December 31, 2024	21,437	25,161	46,598

Depreciation rates

	%
Inventory	20
Automation	20

2. Financial fixed assets

Other participating interests

Justice42

Carrying amount as of January 1
Share in result
Carrying amount as of December 31

2024	2023
€	€
24,172	53,938
-24,172	-29,766
-	24,172

31/12/2024	31/12/2023
€	€

Other receivables

Deposit

24,894	24,894
--------	--------

CURRENT ASSETS

31/12/2024	31/12/2023
€	€

3. Receivables, prepayments and accrued income

Other receivables, deferred assets

823,990	338,128
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Other receivables, deferred assets

Prepayments and accrued income

Amounts to be invoiced
Other receivables
Deposit
Advanced payments
Interest receivable

698,122	227,234
61,740	28,049
2,775	2,775
46,353	70,782
15,000	9,288
823,990	338,128

4. Cash and cash equivalents

ABN AMRO Savings Accounts
ABN AMRO Bank Guarantee Account
ABN AMRO Cashmanagement Accounts
Cash in hand

3,309,518	3,800,231
20,000	20,000
813,618	1,680,721
1,822	4,418
4,144,958	5,505,370

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

2024	2023
€	€

Continuity reserve

Carrying amount as of January 1
Movement

2,210,198	2,039,042
30,976	171,156

Carrying amount as of December 31

2,241,174	2,210,198
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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.

Designated reserve

Carrying amount as of January 1
Allocation net result

23,922	53,688
-29,922	-29,766

Carrying amount as of December 31

-	23,922
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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%.

31/12/2024	31/12/2023
€	€

6. CURRENT LIABILITIES

Trade creditors
Taxes and social securities
Accruals and deferred income

134,823	240,061
301,708	256,979
2,362,735	3,217,426
2,799,266	3,714,466

Taxes and social securities

VAT
Pay-roll tax
Pension premiums

20,716	25,377
228,579	187,278
52,413	44,324
301,708	256,979

Other liabilities and Accruals and deferred income

	31/12/2024	31/12/2023
	€	€
<i>Accruals and deferred income</i>		
Holiday accruals	298,413	285,014
Payable personnel costs	61,450	45,804
Still to be spent on the objective	1,939,270	2,783,867
Other liabilities and accruals	63,602	83,731
Repayment donation	-	19,010
	<u>2,362,735</u>	<u>3,217,426</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 € 6,550 excluding VAT. Therefore, the total obligation amounts to approximately € 91,700 excluding VAT, of which € 78,600 relates to 2025.

Furthermore the organisation has entered into an agreement for renting office space at Niger. The contract is until 8 August 2026. The monthly fee is approximately € 1,720 excluding VAT. Therefore, the total obligation amounts to approximately € 32,680 excluding VAT, of which € 20,640 relates to 2025.

Suppliers

HiiL has contracts with suppliers for work to be executed in 2025 for € 33,500.

6 NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE 2024

7. Government

	Realisation 2024	Realisation 2023
	€	€
European Union	311,215	19,678
Ministry of Foreign Affairs The Netherlands	5,322,309	5,475,108
USAID	13,376	-
Dutch Embassies	1,910,952	1,494,385
United Nations High Commissioner for Refugees	344,307	310,954
United Nations Development Programme	-	454
United Nations Office on Drugs and Crime	106,661	24,833
Netherlands Enterprise Agency	283,152	5,250
	<u>8,291,972</u>	<u>7,330,662</u>

8. Foundations and Private

Private Foundation	-	98,958
Mott Foundation	55,841	160,805
University of New York (Center on International Cooperation)	31,718	71,986
Other partners	55,517	18,409
Chemonics International	156,775	371,434
Benevolentia Foundation	-	72,600
OSF Tunisia	106,360	49,331
Stichting Klachten en Geschillen Zorgverzekeringen	27,491	-
	<u>433,702</u>	<u>843,523</u>

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

Other Income	<u>-</u>	<u>35,263</u>
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10. Other operating income

Other Income	<u>-</u>	<u>180,944</u>
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	Realisation 2024	Realisation 2023
	€	€
11. Employee expenses		
Wages and salaries	385,153	402,709
Social security charges	55,601	59,659
Pension costs	53,356	57,791
Travel expenses commuter traffic	3,509	5,277
Indirect personnel costs	50,691	60,222
	<u>548,310</u>	<u>585,658</u>
<u>Wages and salaries</u>		
Gross wages	3,303,551	3,058,717
Sick pay received	-153,460	-60,555
Allocated labour costs to spent on objectives	-2,764,938	-2,595,453
	<u>385,153</u>	<u>402,709</u>
<u>Social security charges</u>		
Social charge	464,573	444,159
Allocated social charges to spent on objectives	-408,972	-384,500
	<u>55,601</u>	<u>59,659</u>
<u>Pension costs</u>		
Pension costs	445,829	430,259
Allocated pension costs to spent on objectives	-392,473	-372,468
	<u>53,356</u>	<u>57,791</u>
<u>Travel expenses commuter traffic</u>		
Travel expenses	29,318	39,286
Allocated travel expenses to spent on objectives	-25,809	-34,009
	<u>3,509</u>	<u>5,277</u>
<u>Indirect personnel costs</u>		
Temporary workers	234,887	329,878
Education allowance and training costs	48,117	18,068
Recruitment	103,012	54,180
Other indirect labour costs	37,525	46,223
Allocated indirect expenses to spent on objectives	-372,850	-388,127
	<u>50,691</u>	<u>60,222</u>

Staff

At the company during 2024, on average 42 employees were employed, converted to full-time equivalents (2023: 40).

	Realisation 2024	Realisation 2023
	€	
12. Amortisation and depreciation		
Tangible fixed assets	19,765	20,104
Book result	1,047	-
	<u>20,812</u>	<u>20,104</u>
13. Material costs		
Housing costs	144,098	178,441
Travel costs	25,488	24,428
Office expenses	86,532	111,966
Sales & Marketing	56,063	50,912
General expenses	180,029	196,331
Costs Supervisory Board and PSB	19,791	18,956
Extraordinary expenses	-	4,632
	<u>512,001</u>	<u>585,666</u>

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

	Realisation 2024	Realisation 2023
	€	€
14. Financial income and expenses		
Interest and similar income	15,000	9,288
Interest and similar expenses	-4,096	-17,720
	<u>10,904</u>	<u>-8,432</u>

7 OTHER DISCLOSURES

WNT-verantwoording 2024 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 2024 € 233,000. 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	S. Pula
	€	€
Function information		
Function	Chief Executive Officer	Chief Operating Officer
Period in function in 2024	01/01 - 31/12	01/01 - 31/12
Full time equivalent during this year	1,00	1,00
Employee contract	Yes	Yes
Remuneration		
Remuneration including taxable expenses	164,515	173,049
Future payables	-	-
Provisions remuneration due	23,200	23,200
Other receivable non-remuneration	-	-
Total remuneration 2024 for WNT	<u>187,715</u>	<u>196,249</u>
Applicable maximum in 2024	233,000	233,000
Exceeded amount	N.a.	N.a.
Outstanding receivable	N.a.	N.a.

Comparable figures	Executives	
	S. Muller	S. Pula
Function information	€	€
	Chief Executive Officer	Chief Operating Officer
Function		
Period in function in 2023	01/01 - 31/12	01/01 - 31/12
Full time equivalent during this year	1,00	1,00
Employee contract	Yes	Yes
Remuneration		
Remuneration including taxable expenses	154,511	166,141
Future payables	-	-
Provisions remuneration due	22,415	22,415
Other receivable non-remuneration	-	-
Total remuneration 2023 for WNT	<u>176,926</u>	<u>188,556</u>
Applicable maximum in 2023	223,000	223,000
Exceeded amount	N.a.	N.a.
Outstanding receivable	N.a.	N.a.

Signed on behalf of the Executive Board:

The Hague, April 22, 2025

J.U. Ilo C.S. Pula

OTHER INFORMATION

1 INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT

To: The Supervisory Board and Executive Board of Stichting The Hague Institute for Innovation of Law

A. Report on the audit of the financial statements 2024 included in the annual report

Our opinion

We have audited the financial statements 2024 of Stichting The Hague Institute for Innovation of Law based in The Hague, The Netherlands, on page 51 up to and including page 72.

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 2024 and of its result for 2024 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 2024;
2. the profit and loss account for 2024; 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.

Laan van Nieuw Oost-Indië 133E, 2593 BM Den Haag, Postbus 93039, 2509 AA Den Haag

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HLB Den Hartog Accountants & Consultants is gevestigd te Rotterdam en staat ingeschreven in het Handelsregister bij de KvK onder nummer 24444102. Uitsluitend HLB Den Hartog Accountants & Consultants geldt als opdrachtnemer. Op haar dienstverlening zijn de Algemene Voorwaarden van HLB Nederland Accountants & Consultants B.V. van toepassing, waarin onder meer een beperking van de aansprakelijkheid en een aanwijzing van de bevoegde rechter zijn opgenomen. Deze Algemene Voorwaarden zijn te raadplegen via www.hlb-denhartog.nl en zijn gedeponeerd bij de KvK onder nummer 33238606.

HLB Den Hartog is a member of HLB International, the global advisory and accounting network.

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 12, 2025

HLB Den Hartog
Accountants & Consultants

Signed on original by:

S.T.M. ten Hagen RA



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