

HiiL Strategy

2022-2024



Our mission is to help 150 million people prevent or resolve their most pressing justice problems by 2030.

In our 2020-2021 strategy, we assumed that we could achieve this mission by (1) helping justice innovations to grow into gamechangers and by (2) letting stakeholders engage with data on justice needs, in a carefully designed, transformative setting, so they would develop a strategy including a people-centred justice approach for their country.

When we started to learn that these assumptions may not hold and need to be investigated, we took a step back and looked at the wealth of experience that we and others gathered in 15 years of working on equal access to justice for all (SG16.3). This strategy is based on lessons learned, a PESTLE analysis and various inputs that can be found [*here, link to be added*]

We now have a more clear understanding of this “**wicked problem**”¹ and of what may work to solve it. We also developed a vision of how a country with people centred justice will look like [*Link to vision document to be added*]

What we see is that the justice marketplace² is dysfunctional and fuzzy for users. Justice sector leaders are in denial about that or don't know what to do. System change is needed, but the pace of change is slow. The impact of this unsolved problem is becoming clearer and more painful.

So what are **our assets**, what makes us uniquely positioned to address this problem?

As a response to the wicked problem, we developed a **rigorous approach** to implementing people centred justice with 5 elements: 1. data on justice problems and outcomes people need; 2. evidence based practice in order to resolve or prevent problems; 3. innovative service delivery models that are scalable and sustainable; 4. an enabling (regulatory) environment; and 5. an ecosystem that supports a people-centred justice movement.

For each of these elements we have **developed and tested methods**, some of them early stage, others more advanced. Together with innovators, partners, and justice leaders aiming to make justice more people-centred, we have piloted these methods in many different settings: from the USA to the UAE, from the Netherlands to Nigeria, from Uganda to Ukraine, from Syria to Singapore and South Africa.

Our work, and that of our fellow friendly rebels, created **momentum for a people-centred justice movement spanning the globe**.³

In this movement, we are starting to see a **common vision**: how justice delivery will look like in countries where we work, when SDG 16.3 will have been achieved in 2030.⁴

Now what are **current challenges for HiiL**?

¹ We identified the following types of market/government/transformation failure: submission problem, external effects (adversarial system, increasing complexity rules), monopolies, information asymmetry, weak organisation at demand side, limited know how and skills (mostly legal, not interdisciplinary), obsolete regulation/procedures and dependence causing power imbalances.

² The services that are actually used by people with justice problems. Including courts, police, legal services, informal justice, websites, advice services and social services.

³ As visible in strategies of OECD, Pathfinders, World Justice Project, IDLO, UNDP, USAID and GIZ.

⁴ See Annex 1.

1. In our projects, stakeholders and innovators are first excited by our approach. But fall back to “business as usual”.
2. Our 5 element people centred justice approach is conceptually sound, based on very extensive expertise and experience, and convinces experts. We now need examples of successful implementation.
3. We need focus.⁵
4. Outsourcing or leaving work to partners is an obvious solution, but People Centred Justice actors are not aligned, so we may lose agility and integrity of our approach.
5. Finding (development) donors through embassies for major long term programmes in countries where we already work is challenging. We are asked to provide consultancy by governments or intermediaries.
6. We lack sufficient, more senior level expertise in our team.⁶

In order to overcome these challenges, we adopted a guiding principle for 2022-2024. In the states where we work we aim for **a turning point towards people-centred justice**. We want to help set in motion a genuine and sustained transformation from rules and institution centred justice, to people centred justice (see here for [OECD criteria](#)). Elements of a turning point can be:

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

Our values guide us: We embrace diversity. We are real. We are entrepreneurial. We are people-centred.⁷

So we want to achieve such turning points with a realistic view on what we achieved by being entrepreneurial. We want to let our weird, friendly rebel, and incredibly diverse people shine and grow.

During 2022-2024 - and starting now, because the challenges we face are urgent, and people-centred justice is needed urgently - we will:

1. Focus business development -and only accept additional work- on three value propositions that can lead to a turning point:

- a. A full scale people-centred justice implementation program where we have a role as strategic advisers and helping others implement our methods (programs worth

⁵ We are too small for working in many countries, having great methods for 5 petals + 15+ tools/modules, executing this, a yearly forum, thought leadership, research, setting up a fund, communication, knowledge sharing, building local teams, building consultancy capability and more.

⁶ Having a full understanding of the wicked problem, the possible solutions, a high level network, are culturally aligned and are effective in the context of national development planning/execution of major programs, and also have the skills to work with leaders in the formal system (which is part of the problem and the solution).

⁷ <https://www.hiil.org/our-team/>

€100 million+ and work for us €10 million+; example Netherlands proposal that has been submitted; Ethiopia and Uganda are our top next priorities).

- b. A five-element-people centred justice program so a country can gain experience with people-centred justice (programs worth €10 million+; example Niger proposal that has been submitted; Nigeria and Tunisia are our top next priorities).
- c. A paid assignment to develop a plan for a. or b. in a country (assignments worth €250k +; for countries where we have a team in place, depending on an initial assessment whether a key role for HiiL in a. or b. and a turning point is realistic, Kenya and Ukraine are our next priorities).

This is challenging, and an opportunity, because we will play in a different league, with a size of a program that is more proportionate to the problem we are working on. It opens up the opportunity to get national funding (from governments) or possibly from financing institutions for a PCJ programme. We also may need to tender more often.

Program directors, guided by Business Development, will map the funding sources for each country. Business Development will do this at a global level.

2. Optimise our innovation lab and stakeholder dialogues methods, so they are more likely to create a turning point.

Proposals for gamechangers and (locally grounded) strategies are our most crucial outputs. We need them for business development. Proposals for funding gamechangers should address all bottlenecks for scaling a game-changing justice service (immediately or during the pilot). Stakeholder dialogues should focus on the enabling environment for gamechangers.

The Practice Groups and the HiiL Institute will be assigned the task to update these methods as a top priority, based on our joint understanding of the wicked problem and what may work to solve it, and very much grounded in the realities in the countries. The method development will take place together with our implementing partners (Reos, Social finance, others). The Program Directors will be responsible for applying these methods locally, and adapting them where needed.

3. Build advisory capabilities with a more senior team that is locally grounded. We aim for medior and senior staff and service providers to:

1. Have the skills of a trusted advisor, building on who they are as a person, their unique experience, backgrounds and personalities, seeing themselves who they truly are and being able to build good and effective relationships from here, and using tensions creatively, always looking for a next level of peace and justice;
2. Understand why access to justice is a “wicked problem” and to oversee the full range of people-centred justice expertise that is needed to solve the problem (5 elements);
3. To have a specialisation in one of the 5 elements with the ability to lead execution of the relevant modules at a high standard;
4. Be grounded and have an extensive personal network in people-centred justice in one of our countries or internationally.

This will be achieved by developing and executing a training program, which will be based on the case-method and practice driven, as well as theory informed.⁸ Separate training modules on how to build local networks will be provided as well. When funding for the HiiL Institute has been secured, a more full scale training and learning programme will be developed.

When recruiting, we will hire part of our staff based on clear job descriptions to fulfill precise organisational needs. Part of our personnel will be recruited as talented, diverse people that can contribute in their own way to our mission and to execution of our projects.

With advisory services added to the portfolio (actually dialogue, lab and convening work is already similar to what consultants do), the operational DNA needs to be adapted. We will have different types of people, salary expectations. and results frameworks.

4. Improve our strategic communication and international networking on people centred justice.⁹

Our current communication is mostly on events and results in individual projects. Strategic communication will be based on the key messages that help to create a turning point and aimed at the target groups that can create a turning point.

How a turning point looks like, and to make it attractive for countries/justice leaders to achieve it, will be analysed and will be central in the strategic communication.

Strategic communication will also be based on, and share, crucial knowledge to support the people centred justice movement.

We will conduct regular ministerial meetings in 3 regions (MENA, East Africa, Europe) and high level meetings internationally. These meetings, and the continuous interaction, will be focused on understanding the problem, the need for transformation/a turning point, understanding the possible solution, creating a feeling that they are not alone in this and knowing where they can get support (including from HiiL).

The networks will focus on commitments, results and learning towards a turning point.

⁸ During 2021 and early 2021, the time for developing and following this training will be half in the projects and half in people's free time, because there are only limited resources for this. (Unless we bring forward MFA money). A less intense version of this training programme will be followed by the Project Managers and support staff, so they can optimally fulfill their tasks to support the primary process.

⁹ The capacity for this is currently limited. As a rough initial guideline, we will try to ensure that part of the time of the BD team and the majority of the time of the communications team will be available for this. The BD team will spend the majority of their time on proposal writing, scouting donors, creating a pipeline, closing contracts and maintaining relationships with clients. The communications team will spend the minority of their time on templates and guidance for communication by the country teams.