



Bringing more user-friendly justice



Hiil STRATEGY 2020-2021



An aerial photograph of a vast, lush green field. The field is densely packed with grass, showing some texture and variations in green shades. On the left side, a small figure of a person wearing a blue shirt and light-colored pants is walking across the field. The person's shadow is cast on the grass to their left. The overall scene is bright and vibrant, suggesting a sunny day. The text is overlaid in the lower right quadrant of the image.

**We aim to empower
150 million people
to prevent and resolve
their most pressing
justice problems by 2030**

Welcome!

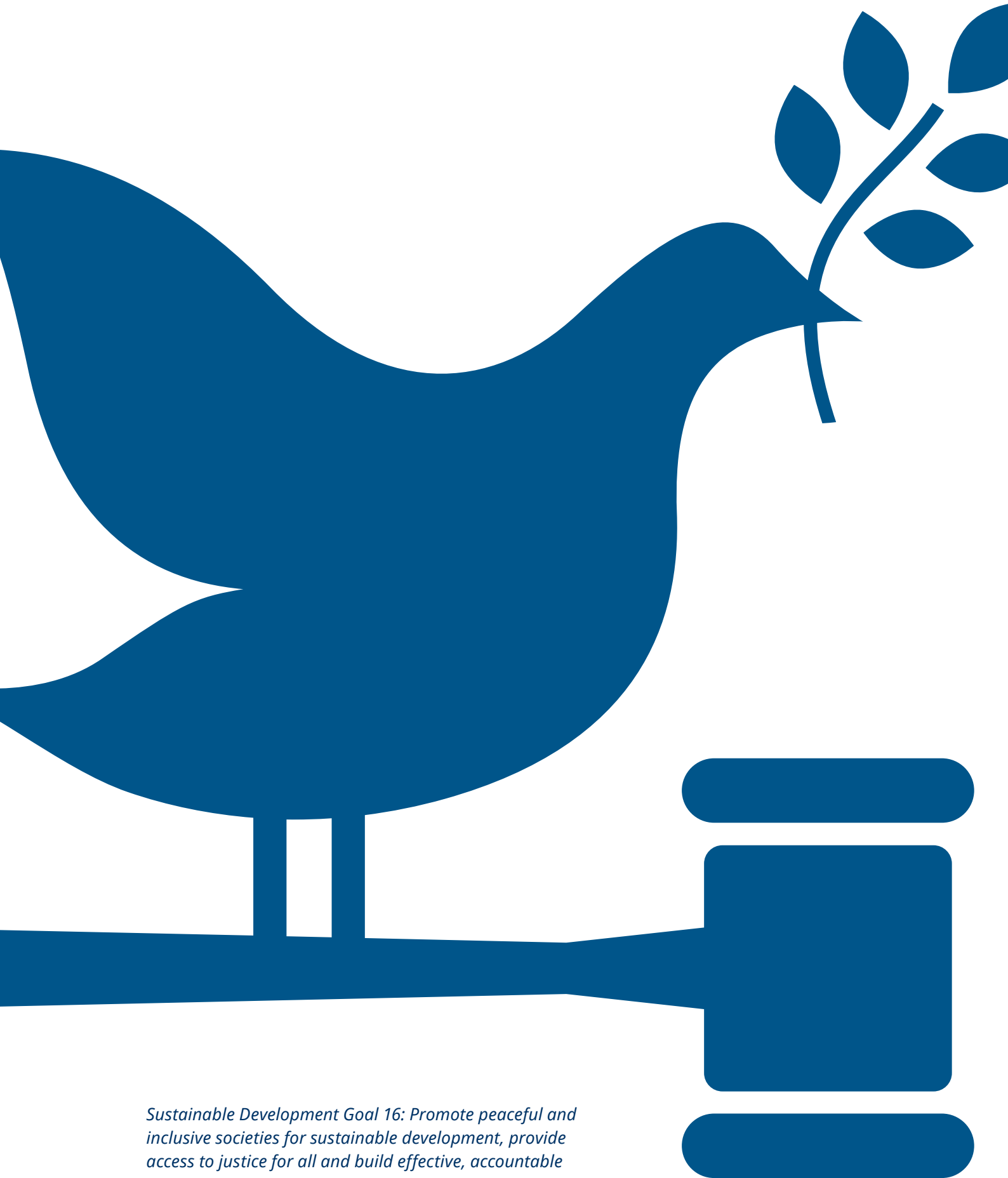
This is the HiiL Strategy for the years 2020-2021. It is our best assessment of what HiiL can do best to provide more user-friendly justice in line with our mission. That is to enable 150 million people to prevent or resolve their most urgent justice problems by 2030.

We work in an ecosystem of other justice innovators - justice leaders, justice providers, and others, who share our passion for user friendly justice. Our ambitions could not be achieved without their help, so HiiL extends its gratitude to them, and we look forward to their input and support to implement this strategy.

First, we share with you our assessment of the world in which we operate. How is it the same or different from the world of January 2018 when we started our previous strategic period?

Subsequently, we outline how our learnings from the past two years will guide us in the next two years in shaping and executing this strategy.

On that foundation, we defined 7 goals for ourselves to achieve in the next two years. To achieve each of those Goals, they come with a number of Strategies and Activities that are necessary to implement them. We also devised Key Performance Indicators, to track progress and to measure success. Those KPIs will be subject to further development during the strategic period.



Sustainable Development Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Caught in old ways...

The world in which HiiL operates now is both similar and different from the one we faced at the beginning of our previous strategy period in January 2018.

By and large, the justice sector still focuses on more “business as usual” when it comes to achieving Sustainable Development Goal 16.

Despite the urgency, the access to justice gap in the world is largely the same size as it was. Billions of people cannot achieve fair outcomes for their legal problems. As a result they don’t feel safe, lack access to basic services, and miss key opportunities to build a dignified life because they cannot invoke the law.

Data about the justice needs and experiences of people remains scarce. As does evidence based knowledge of what works best to deliver justice. Funding for new approaches that increase the chances of achieving the targets of SDG 16 is limited. Internationally, the justice sector is still not effectively coordinating well, and not at the same level of sophistication seen in sectors like health and education..

...But also new horizons

Yet, things are moving in the right direction. The environment in which we work has been shaken up, reframed, and given new energy. Under the aegis of the Pathfinders for Peaceful, Just and Inclusive Societies, a global partnership has emerged that is fully committed to achieving equal access to justice for all. HiiL is an active participant in that informal partnership. It includes:

- States like The Netherlands, Sweden, Germany, Tunisia, Uganda, Mali, Niger;
- International organisations like the OECD, the World Bank, UNDP, the G7+ Secretariat and IDLO;
- and civil society institutions like the Justice Leadership Group, the World Justice Project, Namati, The Elders, and the Open Society Justice Initiative.

We seek each other out more explicitly and more frequently. That leads to better work for all of us.

The Task Force on Justice launched a paradigm-changing report in July 2019. That report contained the outcome of a meta-study (to which HiiL also contributed) into the size of the global access to justice gap. The numbers in the report are sobering.

Today 5.1 billion people – two-thirds of the world’s population – lack meaningful access to justice. At least 253 million people live in extreme conditions of injustice - modern slavery, statelessness, high levels of insecurity. 1.5 billion people cannot resolve their justice problems - victims of unreported violence or crime, or civil or administrative justice problems they cannot resolve. 4.5 billion people are excluded from the opportunities the law provides.

The study showed that most vulnerable are also the most lacking. It also confirms the increasing relevance of data; our Justice Needs and Satisfaction (JNS) studies are being referenced. That provides HiiL with a better sense of where we should be focussing our efforts, and first parameters of the costs of injustice and the kind of investment needed to mitigate those costs.

The report supports many of the approaches that HiiL has been pioneering for the past 10 years and pushes some of them even further. It gives us an even better foundation for our work. Most fundamentally, the report calls for people-centered justice: justice that is designed around people and their needs and experiences.

People-centered justice includes prevention: how to help people avoid getting into legal problems in the first place? For people-centered justice, the report says, the world needs much more data on needs, experiences and evidence of what works.

The reports also urges the sector to embrace innovation. More business as usual will not solve the problem. It also highlights the significance of justice leadership and more coordination, on national, regional and international level. The adoption of the Hague Declaration on Access to Justice in 2019, is not just a first step: It is the first political document that confirms this new paradigm as well.¹

1 Adopted by consensus on 7 February 2019 by the Ministers of Justice or their deputies or the Attorney Generals of Afghanistan, Argentina, Canada, Ethiopia, Gambia, Guinea, Indonesia, Libya, the Netherlands, Niger, Palestinian Territories, Rwanda, Sierra Leone, Timor-Leste, Tunisia, Uganda, and Ukraine; and the Ministers of International Cooperation or their deputies from Finland, Luxembourg, the Netherlands, Switzerland and the United Kingdom; high level representatives from The Elders, the OECD secretariat, UN DPKO, and IDLO. The Special Representative of the Secretary-General on Violence against Children also participated.



We learned a lot

We worked to make our collected data and evidence about what works more actionable. As a learning organisation, this year we upgraded HiiL's Justice Needs and Satisfaction (JNS) survey tool, which is now even better for use in 2020. We also developed a first version of a method to bring together and share what works to prevent justice problems or deliver justice. Sharing our data started through an online [Justice Dashboard](#).

We have learned how to convene a credible stakeholder team that can develop innovation strategies. We learned a lot about integrating data into that process while keeping local ownership. We learned how to build a container of trust in which differences are present and used constructively. We know what the core elements of an innovation strategy should be. We are learning how to engage politically.

The development of the Justice Accelerator model to help support promising justice innovations remains an ongoing effort. The acceleration programme is increasingly targeted and specific. We have instituted mentors. We have stepped up our community building. Our understanding about the needs of justice innovators and the constraints under which they operate steadily improves.

Based on identifying and innovating solutions to their needs and constraints, we are developing a financing facility for top-tier innovators. We also learned how we can have more impact and attract more local funding through local Justice Accelerators. To this end, we now have funding to set up four as social franchises in Lagos, Nairobi, Johannesburg, and Tunis.

We learned that our organisation must be more solid, well structured and organised for us to do the work that we have and that is still coming our way. The requirements for the developing context we work in are clear: increase the ability to absorb and manage more funding; further improve our attractiveness for talent to join HiiL and stay. We need to be more present in the field. While being fully aware of the risks involved with working in the countries we do, we are working to improve our capacity to manage and mitigate those risks.

In 2019, it became even clearer that many of our projects tie together the work of one or more product groups. In response, we transitioned to a project-driven way of working. Project teams are led by a team of project managers who are responsible for delivery on time within budget. IT infrastructure and budget have been adapted to that way of working.

We learned that the new branding that we developed in 2018 works, because it revolves around our goal: user friendly justice. We also learned that our capacity for communicating is limited and that we must make focused choices that are impact-optimising.

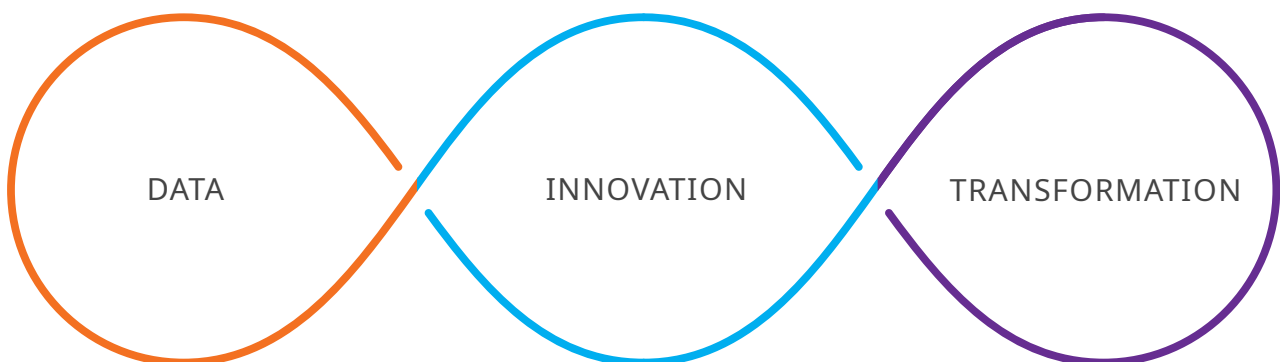
Lastly, we learned that we need a more structured method and anchor for learning as an organisation. In conversation with our funding partners, we have therefore set up an explicit measuring, evaluation and learning function within the organisation.

We have taken action on each of these learnings in 2019 and will be taking them further for the next strategic period.

Empowering 150 million people

We repeat: HiiL's contribution to SDG 16 remains *to enable 150 million people to prevent or resolve their most pressing justice problems by 2030.*

For the people-centered justice paradigm, HiiL's helix – data, innovation and transformation – is as relevant as ever. We will continue to grow and scale-up what we do, together with current and new partners.



We continue to work on systemic, scalable solutions for governments, organisations, and justice entrepreneurs.

- We help governments and organisations make justice innovation strategies.
- We help promising justice entrepreneurs scale and increase their impact.

We do this with our international and multidisciplinary team that consists of more than 20 nationalities and that is able to work in English, French, and Arabic.

We also work closely with incredible partners. These include national organisations like Deme So in Mali, the Justice, Law and Order Sector (JLOS) in Uganda, the Ministry of Justice in Tunisia, the Federal Justice Legal Research and Training Institute in Ethiopia and the Judiciary of Kenya. They also include internationally-operating institutions like Reos Partners, the Mott Foundation, Dutch Ministry of Foreign Affairs, European Union (EU), Swedish International Development Agency (SIDA), UNHCR, UNDP and the World Bank.

Over the years we have developed three tools to support our work:



Justice Data and Research

Our ever growing database on the justice needs and experiences of people and what works to prevent justice problems or deliver justice is the foundation for all our work. We have detailed data from 20 countries and we publish periodic SDG 16.3 Trend Reports in which we delve deeper into a particular challenge connected with closing the access to justice gap.



Justice Accelerator

Supporting a cohort of the most promising justice entrepreneurs. A programme to help them scale and increase impact. The annual Innovating Justice Awards generates a pipeline of new justice innovations.



Justice Transformation Labs

Bringing together justice leaders from a country or connected with a specific justice problem in a multi-stakeholder dialogue that produces an innovation strategy.



INNOVATING JUSTICE FORUM

From Justice Innovation to Scale

The Innovating Justice Forum we organise yearly brings together the breadth of the justice innovation community we work with to learn, share and develop plans.

Our customers are ministries of justice and foreign affairs, international organisations, justice NGOs, and social impact investors.





We set seven goals for 2020-2021

1

We support 4-6 governments and other stakeholders to increase the availability of user friendly justice.

2

Two game-changing justice innovations we support are able to operate on the basis of a sustainable funding model and 50 innovations are in the pipeline.

3

Our data about justice needs, research about what works and justice sector trends allow us to support effective innovation strategies and a pipeline of effective innovations in HiiL projects and beyond.

4

Hiil is a learning organisation that constantly evaluates and - where needed - improves its methods.

5

We are effectively engaged with our key stakeholders about the need for user friendly justice and how it can be realised.

6

Our funding base has grown and is more diverse.

7

Support for our people and operations is in order to promote maximum well-being and effectiveness.



1 We support 4-6 governments and other stakeholders to increase the availability of user friendly justice



1

Goals 2020-2021

We support 4-6 governments and other stakeholders to increase the availability of user friendly justice.

Strategies

Run 4-6 Justice Transformation Labs that produce an enabling environment and sustainable innovation strategies for one or more of the most pressing justice problems that emerge from our data.

Measures

1. Operationalise Justice Transformation Labs in Mali, Nigeria, and Syria and select and set up 2 new Labs in new countries whose focus will be on MENA and the Sahel.
2. Continue to develop the necessary knowledge on what works and partnerships (specifically with Reos Partners) to improve the Justice Transformations Labs.
3. Continue to develop the Justice Transformation methodology, and where needed adapt it to the local environment, and continuously incorporate learnings from the ground. Connect the methodology with our justice needs data and research and also with the work of the Justice Accelerator.

Key Performance Indicators - KPI's

- 1.1 # of Justice Labs that succeed in developing actionable justice innovation strategies in 2020 - **Target ≥ 1 (max 3)**
- 1.2 % of Justice Stakeholders that report using justice innovation skills and approaches in their work - **Target 50%**



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Our mission is to help people
in the world to find their
purpose in life and to
become the best version of
themselves.

2 Two game-changing justice innovations we support are able to operate on the basis of a sustainable funding model and 50 innovations are in the pipeline

2

Goals 2020-2021

Two game-changing justice innovations we support are able to operate on the basis of a sustainable funding model and 50 innovations are in the pipeline.

Strategies

1. Run the Hiil Justice Accelerator and set up 3 Justice Accelerator franchises. Another 3 Justice Accelerators will be prepared to become franchises after 2021.
2. Develop the Justice Accelerator model to focus even more on the most pressing justice problems that emerge from our data and to create the enabling environment that innovators need in order to scale.
3. Develop the Justice Accelerator model to be able to accommodate different scouting methods in the range between calls for innovation around solving/preventing a specific urgent legal problem and a more open call for innovations that is responsive to what is emerging globally/locally.
4. Set up an Innovating Justice Growth Facility, starting with the Justice Accelerator in West Africa.

Measures

1. Run the Justice Accelerator Programme in line with what was agreed with our clients. Finalise the franchise model and get the contracts signed. Identify 3 new counties in which to set up franchises and start developing the ecosystem and identifying potential franchisees.

2. Further develop the criteria we use to consider an innovation 'game changing' and the ability of that innovation to solve a specific legal problem. Continue the process of developing and professionalising the JA programme and reconnecting to the innovator community and making them part of a shared effort. Connect the work of the Justice Accelerator more closely to Justice Transformation and our data and research.

3. Translate what our data and research, next to other sources of data is telling about what works into an improved ability to scout promising innovations. Raise additional 1 million euro by the end of 2020 to run a global (specific) call for innovation.

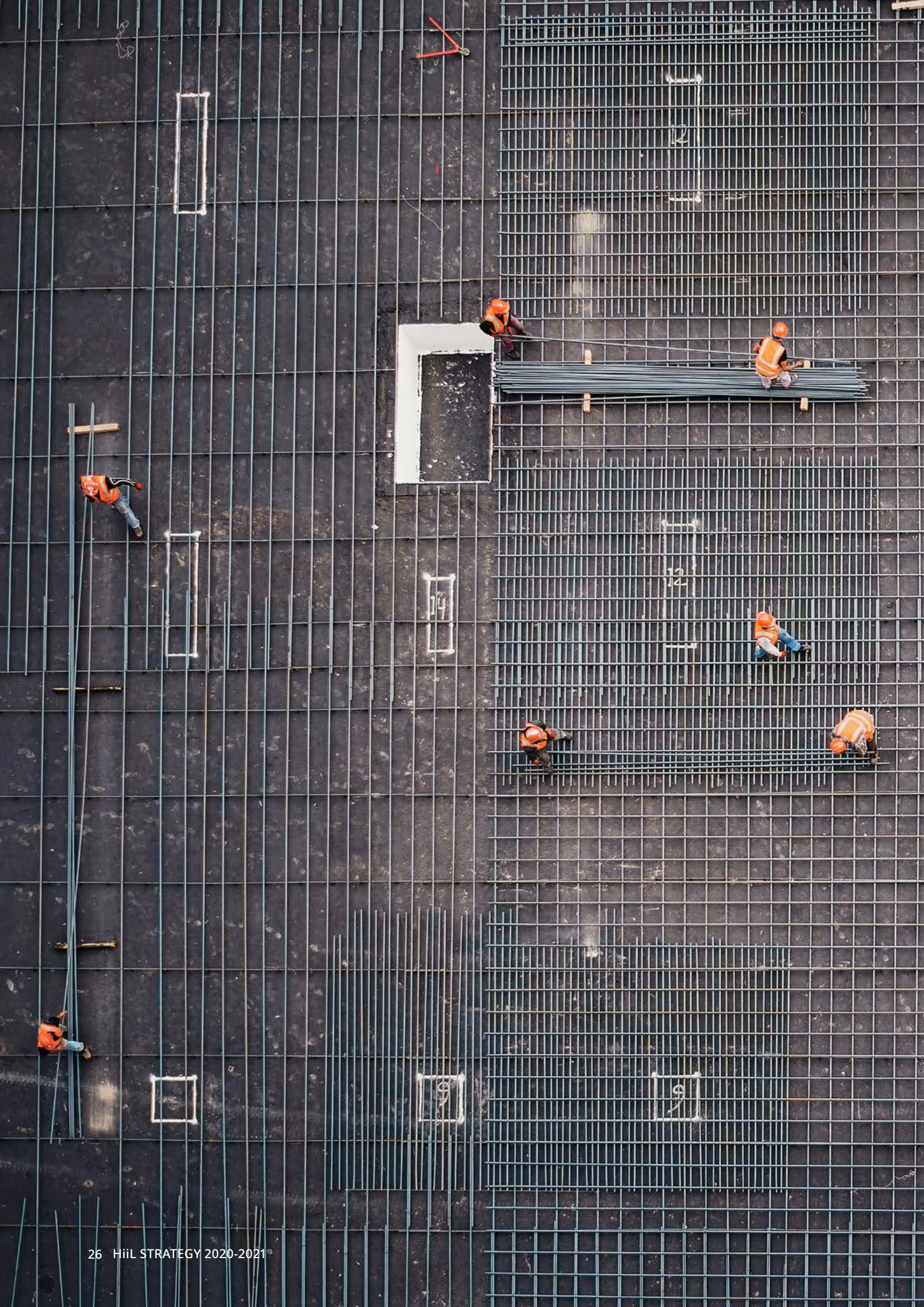
4. Finalise the legal structure for such a fund. Support Business Development to raise the first 200K euro by the end of 2020. Set up a learning mechanism as the Facility is developed.

Key Performance Indicators - KPI's

2.1 # of franchise agreements signed by the end of 2020 - **Target 3**

2.2 # of potential gamechangers identified by the end of 2020 - **Target 4**

2.3 Total in euro secured by growth facility by the end of 2020 - **Target 200k**



3 Our data about justice needs, research about what works and justice sector trends allow us to support effective innovation strategies and a pipeline of effective innovations in HiiL projects and beyond

3

Goals 2020-2021

Our data about justice needs, research about what works and justice sector trends allow us to support effective innovation strategies and a pipeline of effective innovations in HiiL projects and beyond.

Strategies

1. Roll out at least 6 new Justice Needs and Satisfaction (JNS) studies, 6 data deep dives (DD), 4 what works (WW) protocols, and 2 SDG 16.3 Trend Reports (TR).
2. Make the JNS tool, the Justice Dashboard and other HiiL reports even more actionable for policy makers.
3. Support HiiL's methodologies and activities for acceleration and transformation to become more based on data and what works.
4. Further develop the necessary partnerships to generate this know-how.

Measures

1. Update methodologies, mobilise knowledge and form local partnerships to deliver the research and knowledge products.
2. Develop and publish Dashboard 2.0. Implement deeper analysis of data in knowledge products and ensure they become more actionable.
3. Connect the insights from justice research more closely to the Justice Accelerator and Transformation.
4. Conduct feasibility study of a global partnership on data and what works to bridge the justice gap.

Key Performance Indicators - KPI's

- 3.1 # of products delivered by the end of 2020 - **Target 10 (3JNS,4DD,2WW,1TR)**
- 3.2 # of partnership feasibility studies conducted by end of 2020 - **Target 1**



4 HiiL is a learning organisation that constantly evaluates and - where needed - improves its methods

4

Goals 2020-2021

HiiL is a learning organisation that constantly evaluates and – where needed – improves its methods.

Strategies

1. Incorporate effective monitoring, evaluation and learning cycles at project, product and organisational levels in all the methods we use to achieve our objective, with a special focus on the Justice Transformation Labs, the JNS surveys and Dashboards, the Justice Accelerator, and the what works protocols.
2. Ensure our people continuously learn and grow.

Measures

1. Develop a HiiL Monitoring, Evaluations and Learning (MEL) Standard Operating Procedure addressing MEL at organisational, product and project levels within HiiL.
2. Develop guidance and provide support on MEL matrices and Theory of Change Development linked to the HiiL BHAG and learning from results across HiiL.
3. Provide support in the development of logframes, MEL plans, data collection methods and tools inline with MEL project plans.
4. All products groups ensure that they make documented efforts to do results based learning within their work.
5. Develop guidance on the way in which we count and measure progress on user numbers in our BHAG.

Key Performance Indicators - KPI's

- 4.1. # of MEL SOPs developed - **Target 1**
- 4.2. % of Projects with Monitoring, Evaluation and Learning Matrices by end of 2020 - **Target 100%**



5 We are effectively engaged with our key stakeholders about the need for user friendly justice and how it can be realised

5

Goals 2020-2021

We are effectively engaged with our key stakeholders about the need for user friendly justice and how it can be realised.

Strategies

1. Identify the group of stakeholders, decision takers, and decision influencers needed from a sales perspective.
2. Engage with the stakeholder group at a global level with SDG16 and the new vision of the Task Force on Justice as a foundation. Interact increasingly with strategic countries that are essential for the user friendly paradigm shift we seek.
3. Further build the HiiL 'user friendly justice' brand in strategic focus countries and areas potentially of future interest.
4. Support HiiL internally, including franchise holders, to communicate and engage efficiently, consistently and coherently.

Measures

1. Identify the core group of '5000' people that work on user friendly justice and develop interactive engagement mechanisms to communicate with them based on what we know about their needs and interests.
2. Put in place a protocol and tools to gather intelligence on stakeholders to improve the engagement.
3. Align HiiL communications in all geographical location in which we operate and empower HiiL representatives in the field to communicate along that alignment.
4. Incorporate HiiL's user friendly brand communications in all outreach efforts.
5. Develop and maintain tools, images and content for both internal and external communications, and align messaging of HiiL The Hague and HiiL representatives outside the Netherlands.

Key Performance Indicators - KPI's

- 5.1 # of contacts added to a CRM database - **Target 5,000**



6 **Our funding base has grown and is more diverse**

6

Goals 2020-2021

Our funding base has grown and is more diverse.

Strategies

1. Focus on multi-year, large scale partnerships of 1 million euros or more per year, including unrestricted funds. Focus geographically on Africa and the MENA region.
2. Expand the number of core donor states to a minimum of 4.
3. Expand the involvement of non-state, private funding, with a focus on the Justice Accelerator.

Measures

1. Continue to develop the 4 core public funding relationships that HiiL has and develop 2 more in line with the 2020-2021 strategic parameters.
2. Put in place a funding relationship with at least 4 private funders in line with the 2020-2021 strategic parameters.
3. Further develop our business development unit and mechanisms to ensure more focus and coordination. Develop the intergration with the product groups, the project management team, and the shared services team.

Key Performance Indicators - KPI's

- 6.1. % increase in the 2020 secured budget compared to 2019 secured budget (broken down by source) - **Target $\geq 10\%$**
- 6.2 # of funding leads generated in 2020 that can be categorised as promising - **Target 10**



**7 Support for our people
and operations is in order
to promote maximum well-
being and effectiveness**

7

Goals 2020-2021

Support for our people and operations is in order to promote maximum well-being and effectiveness.

Strategies

1. Strengthen staff well-being and contribute to their personal development goals.
2. Continue to build and expand our team of people that are the best in their area of expertise and that reflect the international work we do.
3. Further develop the financial administration and controls to enable HiiL to grow and responsibly absorb more funding.
4. Further strengthen the IT systems to ensure they are secure and support HiiL's work processes.
5. Further strengthen our project management capacity.
6. Ensure that all social standards and safeguards are in place and complied with.

Measures

1. Conduct a review of the job descriptions, performance assessment, and personal development policies in light of the growth of HiiL. Roll out the revised policies.

Strengthen the staff security function in line with countries where HiiL now works and will be working.

2. Enhance our talent scouting mechanism and continue to develop the marketing of HiiL as an attractive employer.

3. Finalise the process of upgrading the finance and control function with a focus on providing all teams with the most up-to-date management information on spending, capacity, implementation and ensuring compliance with relevant standards on corruption and safeguards.

4. Operationalise the Project Management Office within HiiL, ensuring adequate staffing and the development of required processes

5. Ensure 'Project Management' Way of Working throughout the organization, by switching towards correct softwares, new activity planning and working style, and coaching teams actively in the process.

Key Performance Indicators - KPI's

7.1 % of people that feel that their deliverables and responsibilities are clear -

Target 75%

7.2 % of 2020 project budgets that are realised - **Target 75%**

Our partners



Ministry of Foreign Affairs



**C L I F F O R D
C H A N C E**

PATHFINDERS
FOR PEACEFUL, JUST AND INCLUSIVE SOCIETIES



ASSOCIATION DEME SO





It is nice that we can make vacuum-cleaners user-friendly, but we think justice is a little bit more urgent.

We are friendly rebels who are passionate about social impact. We aim to empower 150 million people to prevent or resolve their most pressing justice problems by 2030. Why?

Each year, 1 billion people have a new justice problem. Shockingly, over 70% of those people do not find a satisfactory resolution. 30% don't even feel empowered enough to take action. This has a high impact on their lives and society: From violence to seriously damaged relationships and business conflicts.

To make a long story short: justice does not deliver what people need in their most difficult moments.

The problem is that we are still using the same models developed in past centuries. It makes the process of getting justice today slow, tough, difficult, and very expensive.

We truly believe basic justice care for everyone is possible. With data and technology we co-create high quality justice based on what we need now.

We at HiiL call it: user-friendly justice.

Justice that is affordable, accessible and easy to understand. It is justice that works.



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