



# Annual report

2015

## Performance in brief

1. **2015** was a year full of considerable impact and investments within several areas. The Innovating Justice Accelerator launched a new website, found partnerships and held the 6th annual Innovating Justice Forum. Investments in Rechtwijzer resulted in a new entity and further professionalized product development. Revenues grew with 29% and the net revenues, or gross margin, grew with 10% in comparison with 2014. The annual budget showed a deficit of -/- € 289,000, mainly because of these investments.

2. **Measuring journeys to justice** according to the HiiL methodology is becoming a standard method for assessing rule of law needs. Data was collected in Ukraine, Uganda, the United Arab Emirates and The Netherlands, stimulating the justice sector to refocus their efforts. More than 15.000 people were interviewed about their justice needs and satisfaction with existing procedures, through the available HiiL methodology of justice journeys. This resulted in inferences about the justice needs and how they are met for more than 90 million people. Financially and in terms of sales, the perspective for this group has improved considerably compared to 2014.

3. The **Innovating Justice Accelerator** organised and executed its first SME Empowerment Innovation Challenge in East and West Africa (Nairobi and Lagos) in collaboration with Ford Foundation. Innovators were supported through a more sophisticated training and improvement program, adding up to 57 innovators receiving direct feedback on their innovation and four innovators receiving close to 100,000 dollars in seed funding and intensive acceleration guidance. In addition, the first Innovating Justice Summit was held in June, bringing together leaders from international justice organisations, ministries, various industries, and academia. It resulted in a signed Justice Innovation Pledge and a commitment from the Dutch Ministry of Foreign Affairs to work with HiiL and expanding innovation efforts. Strengthening the core team capacity and further developing the business model, created a solid foundation from which to expand the impact for the Justice Accelerator.

4. The Lab, now rebranded as **Innovating Procedures**, delivered three major procedures, namely ACT III, Complex Conflict Dossiers and Wildlife Justice Commission. ACT III is in a start-up stage and establishing a cooperation platform for the garment industry to increase transparency and to improve the labour conditions, incomes and lives of millions of people working in the textile and garment industry. The Complex Conflict Dossiers project delivered a new treatment protocol for very complicated conflicts between taxpayers and the Tax Authority. The Wildlife Justice Commission has been successfully launched in October 2015, generating huge attention in the international press for HiiL as the breeding place for new procedures. In addition to this, first steps were taken to develop a complete justice journey approach for family justice and for other justice journeys, increasing the scale of HiiL activities and integrating the different product groups.

5. **Rechtwijzer** had a year of investment. Trial versions were launched in the Netherlands and in the United Kingdom, a full version became available for the Netherlands in November 2015. User satisfaction is above 7 on a 1/10 scale, and places Rechtwijzer ahead of its competition. The target for new cases was not fully realised (482 out of 631 cases). A beginning was made with launching Rechtwijzer in other countries and setting up new contracts. The front-end was taken over by HiiL, enabling improved control over general platform quality, implementation speed of new features, improvement cycles and savings in the costs of testing, monitoring and communication. The Rechtwijzer activities have been completely reorganised into a separate legal entity. The potential is huge, with extensive media attention and huge interest from all over the world. The result for Rechtwijzer was less than expected because of the investments, and the delays in the release cycle. The potential for recurring revenues is good however, and Rechtwijzer promises to be an important contribution to the sustainability and growth of HiiL.

6. **The Justice Leadership Group** was set up in 2014 with coalition of the Dutch Ministry of Foreign Affairs and continues to be supported by Hiil, bringing together role models for justice leadership and innovation. A Leadership Action was conducted in Guatemala to support local leaders from the judiciary, the prosecution service, the civil society organisations, and politicians in their fight for real judicial independence. This effort will get follow-up in 2016. In the Netherlands, we brought together 24 leaders who agreed on six suggestions to arrive at a breakthrough in the recurring stalemates around legal aid, regulation of legal services and financing of courts. The general message that the leaders in these programmes support, is that the justice sector should focus on adding more value to fair, orderly, secure and successful relationships between people. It should steer away from being framed as a group of costly professionals delivering a rather abstract, complex, command -control and conflict-enhancing system. These activities are not fully financially sustainable yet, but they add to Hiil's mission and build further brand exposure.

7. In the **final quarter of 2015** we further developed our strategy for growth, integrating and focusing our efforts, leading to a more focussed mission of making justice journeys work and universally accessible.

## A. Balance sheet

	31-12-2015		31-12-2014	
	€	€	€	€
<b>ASSETS</b>				
NON-CURRENT ASSETS				
Housing	86,914		113,086	
Automation	21,871		17,341	
Other equipment and furniture	<u>0</u>		<u>131</u>	
		108,785		130,558
CURRENT ASSETS				
Receivables	844,788		539,946	
Cash and cash equivalents	<u>1,107,467</u>		<u>1,883,179</u>	
		<u>1,952,255</u>		<u>2,423,125</u>
<b>TOTAL ASSETS</b>		<b>2,061,040</b>		<b>2,553,683</b>
<b>LIABILITIES</b>				
RESERVES				
Revolving fund	330,578		330,578	
Contingency reserve	<u>807,166</u>		<u>1,096,140</u>	
		1,137,744		1,426,718
DEBTS				
Short term debts	<u>923,296</u>		<u>1,126,965</u>	
		<u>923,296</u>		<u>1,126,965</u>
<b>TOTAL LIABILITIES</b>		<b>2,061,040</b>		<b>2,553,683</b>

## B. Income statement

	Realisation 2015	Budget 2015	Realisation 2014
	€	€	€
<b>INCOME</b>			
Revenues	3,116,613		2,419,174
Costs of services provided	<u>-1,368,238</u>		<u>-833,639</u>
<b>NET REVENUES</b>	<u>1,748,375</u>	<u>2,010,000</u>	<u>1,585,535</u>
<b>COSTS</b>			
Personnel costs	1,569,141	1,520,000	1,432,944
Material costs	470,829	490,000	413,093
Various income and costs	<u>-2,621</u>	<u>0</u>	<u>4,394</u>
<b>TOTAL COSTS</b>	<u>2,037,349</u>	<u>2,010,000</u>	<u>1,850,431</u>
<b>RESULT</b>	<b>-288,974</b>	<b>0</b>	<b>-264,896</b>
<b>ALLOCATION</b>			
Revolving fund	0	0	0
Contingency reserve	<u>-288,974</u>	<u>0</u>	<u>-264,896</u>
<b>RESULT</b>	<b>-288,974</b>	<b>0</b>	<b>-264,896</b>

## Contact information

Bezuidenhoutseweg 16A, 2594 AV The Hague  
P.O. Box 93033, 2509 AA The Hague  
Tel: +31 70 762 0700  
E-mail: [info@hiil.org](mailto:info@hiil.org)  
[www.hiil.org](http://www.hiil.org)