



# HiiL Justice Accelerator Impact Report 2012-2016

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Since 2012, by supporting 40 of the world's best justice entrepreneurs, the HiiL Justice Accelerator has provided access to justice for **1.4 million people.**

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## Introduction

HiilL has been running the Innovating Justice Awards since 2011 and building a global community of justice entrepreneurs. **Justice entrepreneurs introduce innovative solutions that serve citizens or SMEs as the end-user of the justice system.** The innovators with whom we work have a dual emphasis on impact and sustainability. Their startups, services, platforms, or apps focus both on providing access to justice and on implementing viable and scalable business models.

After an intensive selection process, the most promising justice solutions receive an Innovating Justice Award in The Hague. This report contains an overview of the impact that has been achieved through these Awards since 2011. This is the first impact assessment of its kind that has been conducted for HiilL's justice innovation community. It aims to give a general idea of how and where HiilL's justice entrepreneurs are improving access to justice for people across the world. We hope this report may inspire you to learn how innovation in the justice sector can make a real impact.



# What we have done

Hiil has been finding and supporting the most promising justice innovators worldwide through the Innovating Justice Awards.

**On the basis of justice needs and satisfaction data gathered by Hiil's measuring team, we invite justice entrepreneurs to tackle the most urgent justice needs.**

Together with our partners, the Accelerator issues annual challenges around specific legal needs, such as Family Justice, SME Empowerment or Living Wages. We select, train and invest in the best entrepreneurs to introduce evidence-based justice innovations.

Finalists of the challenge are invited to The Hague to pitch for an Innovating Justice Award, where they receive recognition and a prize for their innovative justice solution.

In 2013, the Innovating Justice Awards transformed into the Hiil Justice Accelerator. **Winners of the Awards took part in our acceleration track including seed funding.** A total of € 460.000 was unlocked in seed funding since 2011. The acceleration track is a customized six month trajectory of (local) mentorship on business development, justice sector engagement and impact. In 2016 the Justice Entrepreneurship School was launched to provide a training week for winners at the start of the acceleration track. For several startups each year, the acceleration track ends with follow-on funding, in particular from the local investment ecosystem.



Evaluated  
**+1600**  
applications



Shortlisted **384**  
promising justice  
innovations



Awarded **40**  
top notch justice  
solutions



Invested  
**€460.000**  
in seed funding



Launched **10**  
Innovating Justice  
Challenges



Organised **11**  
local events and **6**  
Innovating Justice Forums



### Theory of Change

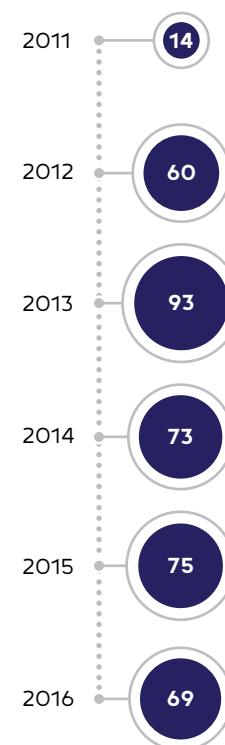
If we find, select and support the most promising justice entrepreneurs, we can create new avenues for strengthening the rule of law and promoting economic growth. A fair and reliable social and business environment for justice-enhancing enterprises leads to a better investment climate and sustainable development.

Our vision is to provide more access to justice to 20 million people by 2020 by empowering justice innovation.

Our community started with a small group of shortlisted innovations in 2011, and ever since grew steadily. The Human Rights Tulip we organized in 2013 incidentally sparked our number of shortlisted innovations. **In 2016 our number of applications was larger than ever, but we decided to narrow our number of shortlistings to provide more high quality support for each innovation.**

In the meantime, we have developed local Innovating Justice Hubs in Nairobi, Lagos, Kiev and The Hague to support our community. Hubs in Kampala, Johannesburg, and Tunis are being set up in the course of 2017. The cities where we build centres of justice innovation are characterised by a growing start-up ecosystem, a high number of talented IT developers, and are facing an abundant number of justice issues that need to be addressed and create a huge market of users.

### Shortlisted Justice Innovations per year



# How we measured our impact

General data on all innovations (n=384) was collected through HiiL's online platform and application forms for the Innovating Justice Awards. In order to gather more data for this report two surveys were conducted between September and November 2016. The first survey was aimed at innovations that were only shortlisted for HiiL's Awards. These innovations received feedback on their application, showcasing on our platform, and for some, pitching at a local Innovating Justice Boostcamp (n=344).

The second survey was directed towards the innovations who received an Innovating Justice Award and who we call HiiL Fellows (n=40). Most of them received seed funding and acceleration support. The Fellows' survey was more detailed and included more specific questions about impact of the innovation and the value provided by HiiL.

In total 66 entrepreneurs filled out the surveys. To support our data with further feedback and impact stories, 28 qualitative interviews were held with justice innovators in our community.

*Research bias.* We recognize that these two surveys have their limitations. This is a retrospective study that fully relies on innovators' own assessments of their impact. The number of respondents may not be high enough to demonstrate statistical significance, in particular for the Fellows survey.

## HiiL's Impact Indicators

The HiiL Justice Accelerator keeps track of its impact through three core indicators that mark improved access to justice (**Rights Awareness, Legal Services and Justice Policies**) and three sub indicators that mark inclusive and sustainable growth (**Gender, Employment and Sustainability**).

## Social Impact Assessment Training

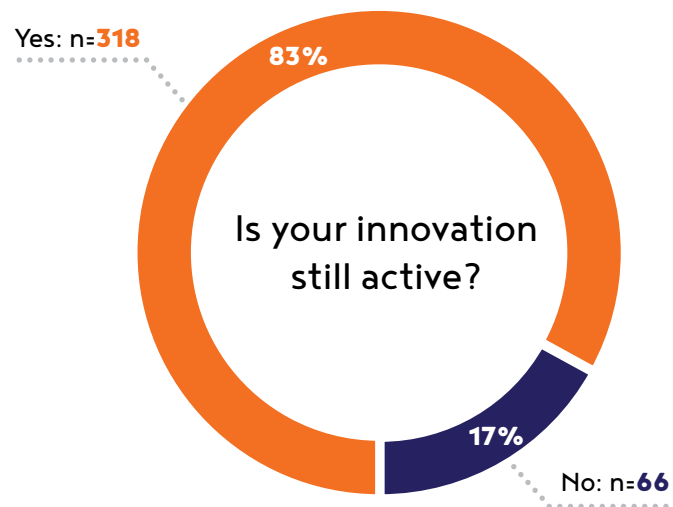
Each startup which enters our acceleration track is required to measure the social impact of their work, in terms of how they are providing access to justice. They develop this framework (or improve their existing framework) at the beginning of the process, and we assist them in measuring this impact regularly as they scale.

# THE IMPACT WE HAVE ACHIEVED

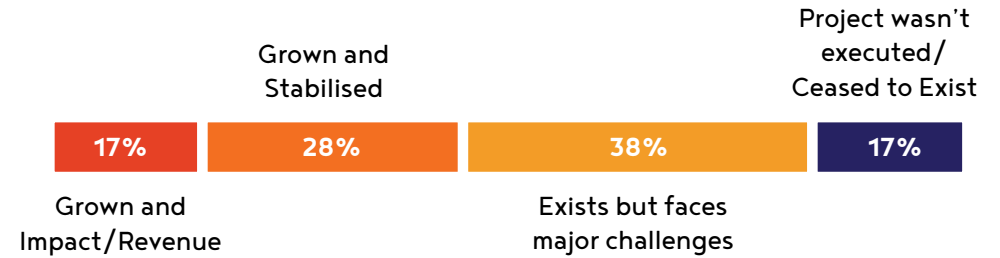
## Demographics

In our community **83% of respondents report ongoing activities**. However, almost half of these are facing major challenges and may not have stabilized or grown their impact. The results therefore indicate that 45% of our startups have stabilized and

continue to operate. An industry-standard survival rate for startups is around 10%. The majority of the innovations we work with started at ideation stage and due to Hiil's support have become sustainable and grown out to create impact on access to justice.

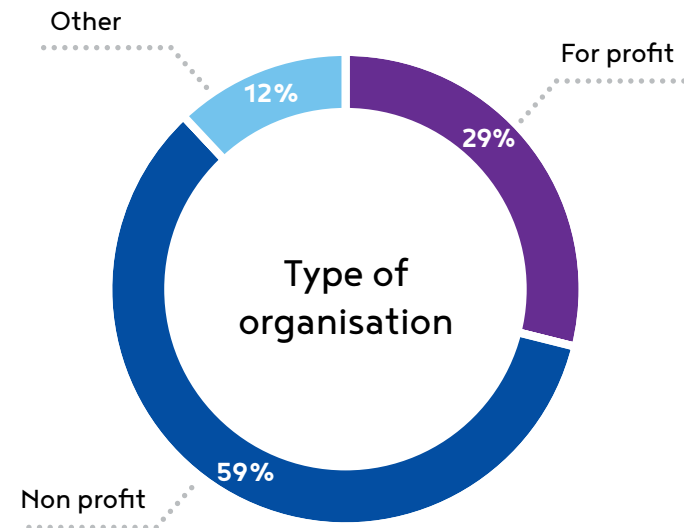


## What is the status of your innovation?



The majority (71%) of innovations in our community are not-for profit, meaning non profits or academic and governmental initiatives ('other' category). For enterprises operating in the justice sector this is not entirely surprising, as many of them have to collaborate with the public sector or provide

services that would normally be provided by the government. In recent years, we have been increasingly attracting for-profit ventures, as sustainability and revenue models have become a criterion for selection. This will be further discussed in the chapter on Growing Sustainability.



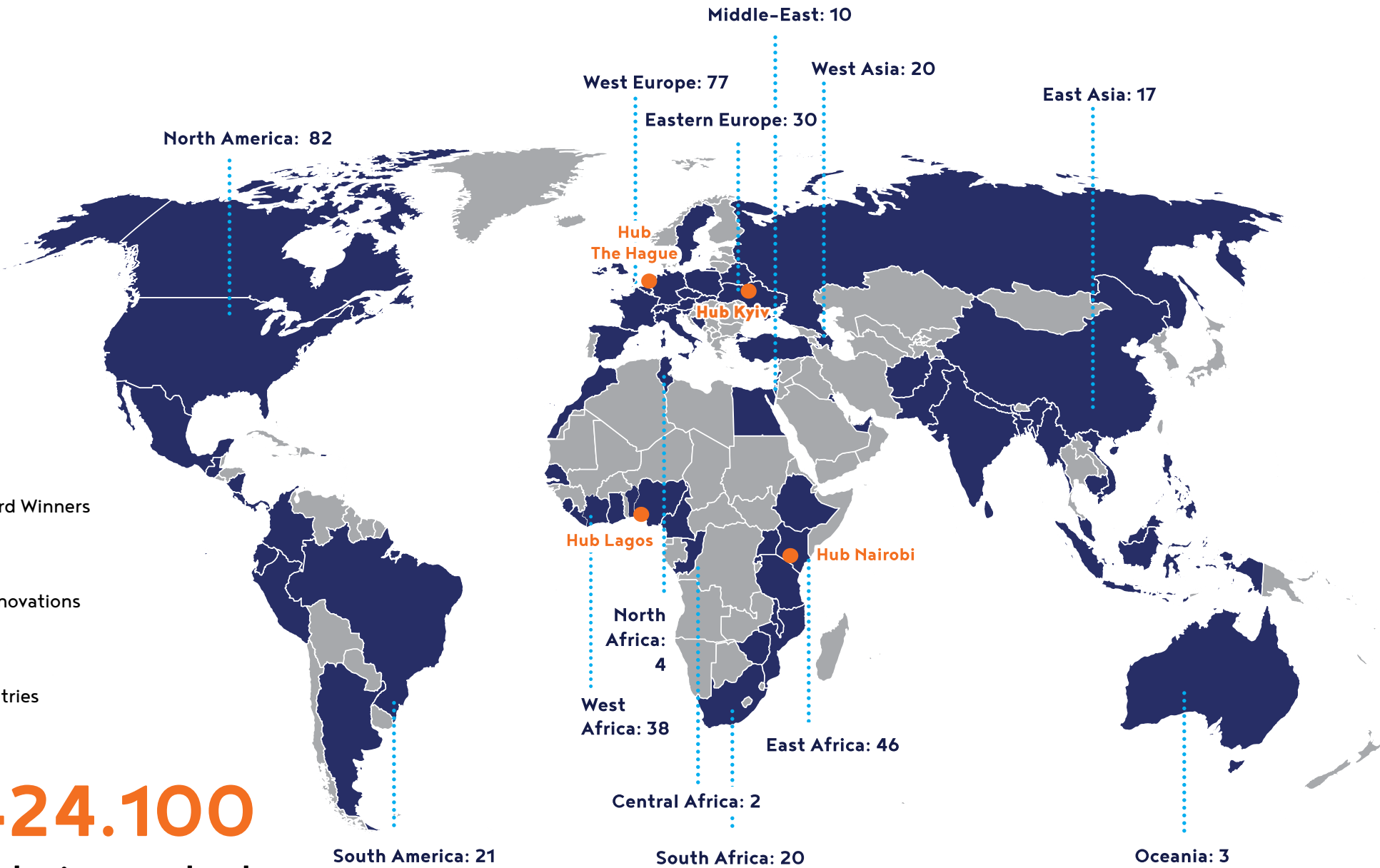


40 Award Winners

384 innovations

89 countries

1.424.100  
people impacted

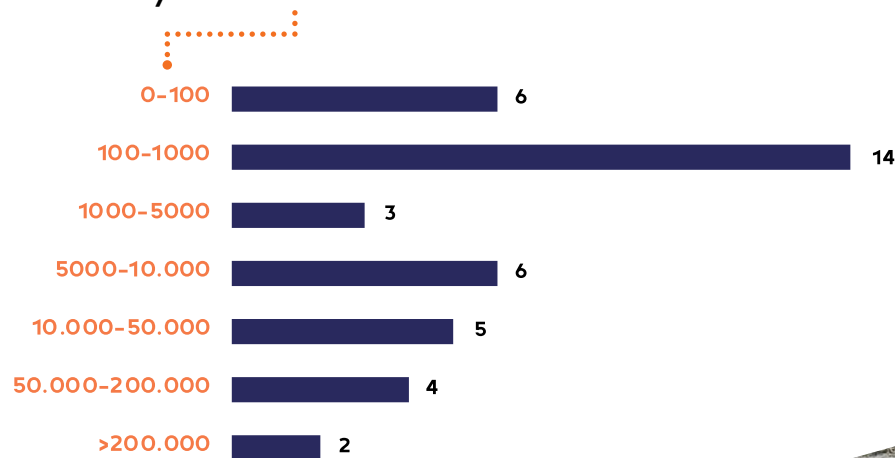


# Beneficiaries

In **2016** alone, our 40 Award Winners were able to reach 315,080 direct users. Keeping in mind that 10 of our Award Winners have only just started the Acceleration Program in 2016, these figures are showing a tremendous impact on access to justice. When looking at the longer term impact, we found out that **since 2011 our Award Winners have provided access to justice to a total of 1.424.100 people.**

Out of our 40 Award Winners, only 4 innovations ceased to exist, which means **90% has continued to operate, of which 70% has grown and stabilized. Since they won the Award, two innovations have reached over 200.000 direct beneficiaries and another nine have reached more than 10.000 direct beneficiaries.** The two reaching over 200.000 beneficiaries are based in Kenya and the USA and won the Awards in 2013 and 2014 respectively.

How many **direct users** do our Award Winners reach?



Who received access to justice thanks to our innovations?

“People who cannot afford a lawyer or want to represent themselves in a legal matter” (A2J Author); “The Nigerian citizen” (BudgIT); “Women victims of gender violence; children and adolescents victims of domestic violence; relatives of the victims” (Mapping for nonviolence); “Female prisoners, and ex prisoners and their children” (Getting poverty prisoners out of jail); “Ugandan MSMEs and business owners” (mSME Garage); “Garment workers” (Made in Africa); “People who are going to court without legal representation” (Online Advocacy Simulation for Self-represented parties); “Middle class, poor and ultra poor” (Property rights project); “Patients in hospitals” (Scaling up the business of community lawyers); “People who are unable to effectively access mental health care, housing, supports and substance use disorders” (Therapeutic court screening mental health); “Mozambicans” (Mozambique TV show); “Police departments, media, citizen groups and citizens looking to move into new neighborhoods” (Five-0)



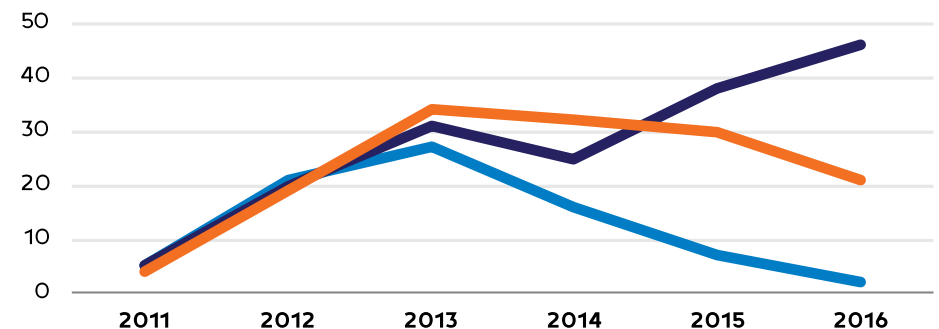
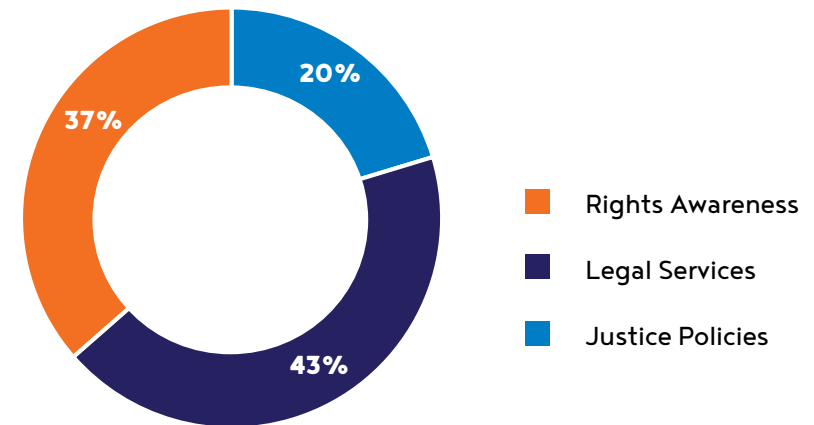
# Improving Access To Justice

The innovators in our community improve and increase access to justice through solutions in three areas: creating rights awareness, providing legal services and improving justice policies.

Indicator categories	Innovations included	Impact specifics
<b>Rights Awareness</b>	Platforms providing legal information about rights; rights awareness campaigns; educational initiatives; legal clinics.	High volume of beneficiaries, but lower impact on quality of life improvement
<b>Legal Services</b>	All kinds of services provided to users in more affordable or accessible forms, including online lawyer-services, legal documents, dispute resolution, business registrations.	Usually lower volume of beneficiaries, but greater retention rate and qualitative information on improvement of quality of life thanks to service/ product
<b>Justice policies</b>	Initiatives that aim to improve the justice procedure from within the existing legal structures (courts, law enforcement). Incl. efficiency and documentation, rulemaking, corruption, transparency, compliance and enforcement.	It's not about the volume of beneficiaries but about the type and amount of stakeholders involved, endorsements by legal fraternity, improved policy and procedures or new legislation enacted thanks to innovation.

All three categories of justice innovation are needed to reach lasting impact on access to justice, both quantitatively and qualitatively. A combination of categories of innovations is able to improve access to justice to many more people, while simultaneously

improving their feelings of fairness and trust as users of the justice system. By focusing on rights awareness, legal services and justice policies we are able to put citizen's justice needs at the centre of building inclusive justice journeys.



**From the total of 384 innovations 37% are rights awareness oriented, 43% focus on legal services and 20% concentrate on improving justice policies.**

In recent years innovations have increasingly focused on providing legal services. We also see that those innovations who aim to improve justice policies have strongly decreased in our community.

In practice, revenue models are easier to develop for legal services (private-sector oriented) rather than for justice policies. We observed that innovations which increase access to justice through justice policies are inclined to

undertake a lengthy process to reach their goals as they frequently seek change on a macro level. However, when one of those innovations is in fact successful, they manage to reach the biggest number of people and therefore have the most noticeable and enduring impact on the community.

Looking at the social missions of our community, we notice many are advancing human rights or anti-corruption initiatives. Others are improving family justice issues and providing legal support for SMEs, while some are working in the field of environmental protection or migration.

## Some of our innovators' missions...

“To connect pro bono lawyers with children in the justice system who come from needy backgrounds” (Addressing and mapping children in need of Legal services); “To help marginalized people raise their voice and those who serve them to listen and respond better” (Ushahidi); “Taking Bangladesh as a case study to establish effective environmental education as part of the mainstream curriculum at primary school level” (Environmental education is basic human rights); “Promote understanding and adoption of mediation worldwide. Disseminate skills for parties, counsel and mediators in negotiation and dispute resolution” (IMI); “To create a regional tribunal in Asia and the Pacific where individuals with disabilities may litigate claims that arise under international human rights law” (Creation of a disability rights tribunal for Asia and the Pacific); “Creating an institution that receives complaints against prosecutors and does systematic reviews of the work of the prosecution” (Checks and balances on prosecutors); “Create a fair labour factory network in Africa committed to social and environmental impact using innovative financing mechanisms to raise standards” (Made in Africa);

Human Rights  
24%

Corruption and  
Transparency  
22%

Employment  
and SMEs  
18%

Dispute  
Resolution  
13%

Family and  
Children  
11%

Security  
5%

Education  
2%

Property  
2%

Environment  
2%

Migration  
1%

# Creating gender equality

Even though women face justice issues more frequently than men, they often don't have access to justice solutions. In some regions where HiIL operates, it is extremely challenging for women to gain access to legal services or legal education.

We aim to create increased gender equality in the justice sector through inclusive entrepreneurship: attracting both female and male founders. **Exactly one third of the justice innovators in our community are female.** We are proud of this result as it compares to the average for global accelerators which counts 18% female entrepreneurs.

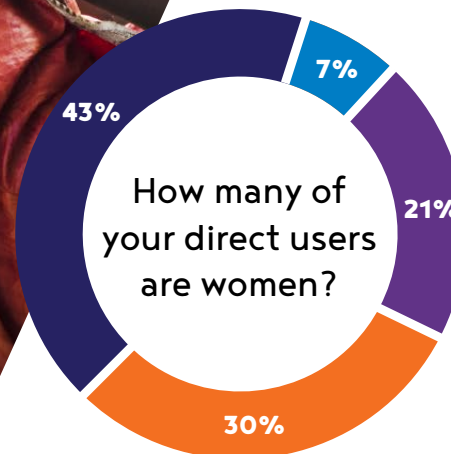
## What is the gender of your founder?



Female:  
**33%**



Male:  
**67%**



We select justice innovations that empower women as part of their mission statement. In 2016, we launched the Family Justice Challenge which had a specific focus on tackling women's justice needs. In our current community, at least 10% of innovations are focused on improving access to justice or justice delivery specifically for women. Moreover, we asked our innovators how many female beneficiaries they reach. Even though many innovators do not keep track of the gender of their users, **at least 30% of our community is reaching out to women as more than half of their users.**

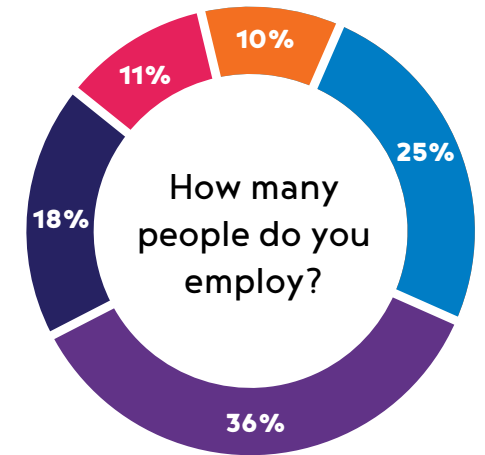
- more than 50%
- 25-50%
- 0-25%
- I don't know

# Generating Employment

Small and medium sized enterprises (SMEs) and start-ups are vital engines of economic growth and employment throughout the world. In developing countries many small business face legal obstacles that lead to their collapse. Together with our partners HiiL has been running an SME Empowerment Challenge since 2015, supporting innovations that can legally equip SMEs in growing economies. This has led to 77 (18%) of innovations in our community that specifically legally empower SMEs or fair employment rights.

Our impact surveys show that 75% of our community of justice innovations employs more than 3 people. **About 10% of our innovations employ more than 50 people each**, which means quite a significant number of people are provided with a job through justice innovations.

Looking more closely at HiiL's 40 Award winners, **they were able to employ 522 people, of which 310 are paid employees** - an average of 8 employees per innovation. Considering that almost all of these innovations are still active we have supported for all these entrepreneurs a livelihood for an average of 3 years.



- more than 50
- 30-50
- 10-30
- 3-10
- 1-3

HiiL's 40 Award winners were able to employ 522 people, of which 310 paid employees



# Growing sustainability

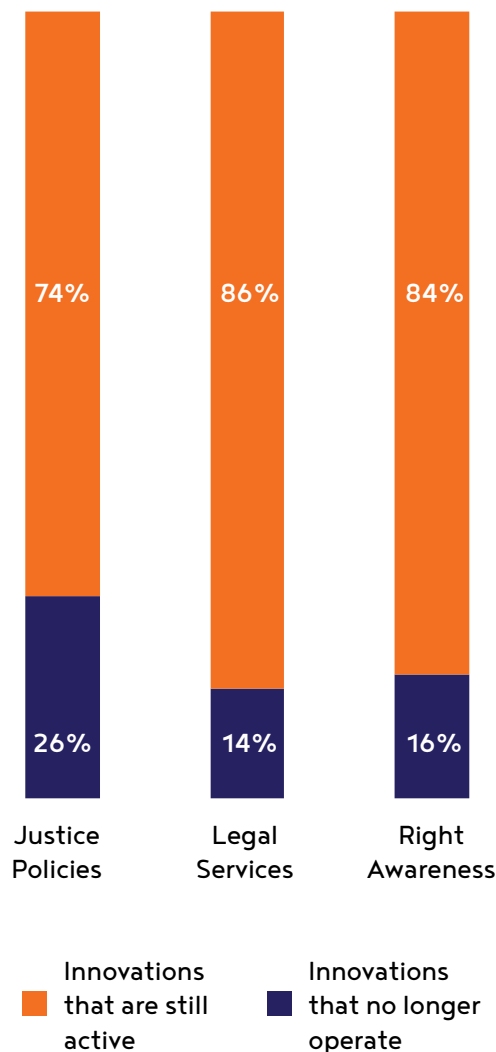
It is crucial that innovative justice solutions remain sustainable over time in order to achieve more impact. Ideally, **innovations shouldn't be dependent on any donors in order to continue serving access to justice in their communities.** The challenge for all our innovations is an earning model: people are willing to pay for justice services if they work when they need them. The same applies to existing legal structures: if courts or ministries of justice can afford to invest in new technologies and solutions, their application will be more widely accepted.

In particular in recent years, HiiL has been selecting and supporting justice innovations that can develop sustainable financial models. As a result, **55% of our Award Winners has been able to attract additional investments from both private and public donors.**

HiiL's seed investment of € 460.000 has led to a total of € 10.577.223 in additional investments made in our Award Winners.

Becoming financially self-sustained remains a big challenge for most justice innovations. At least 79% of our innovators said they are currently looking for additional funding or investment. When looking at whether justice innovations are able to survive over time, we see that those that improve justice policies struggle more. As a result, we continue to train justice entrepreneurs in business modeling and are committed to develop innovative financing models for our justice policies group.

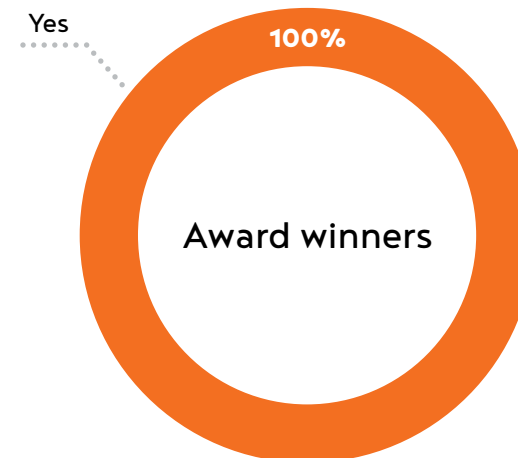
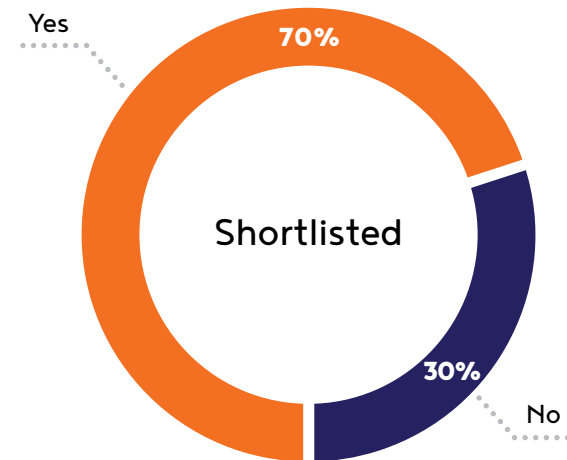
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## HiiL's value

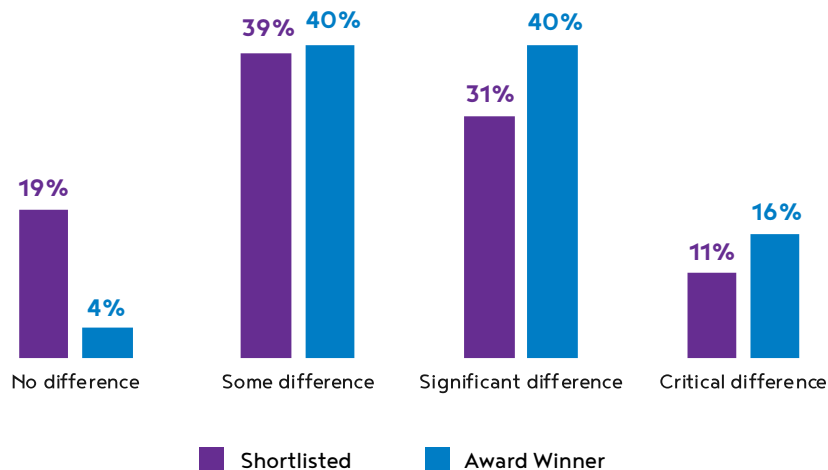
HiiL's provision of resources and networks has strengthened our community of justice innovations and has enabled them to successfully transform their visions into reality. Our impact surveys indicate that **a large number of shortlisted innovators have used their shortlisting for the Innovating Justice Awards in their branding, communication or fundraising activities (70%)**. For Award Winners everyone used HiiL's selection for their branding. This is a strong sign that being selected for HiiL's Awards is the type of recognition that many justice entrepreneurs seek.

Did you ever use your selection for the innovating justice awards in your branding or communications?



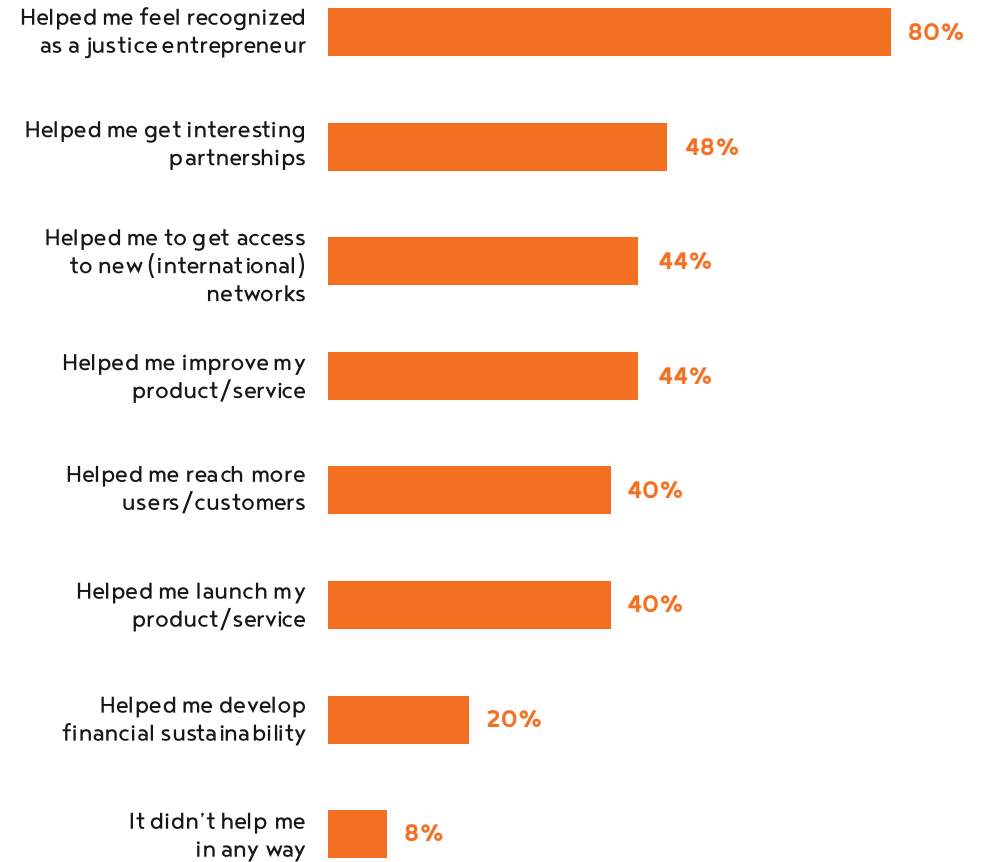


At least 70% of the justice entrepreneurs reported that HiiL's support has made at least some difference, and in many instances a significant or critical difference. **We made a significant or critical difference to more than 20 justice entrepreneurs for learning how to improve A2J sustainably through justice innovation.** A group of 19% from the shortlisted innovations reported that HiiL had made no difference for their innovation, which made us determined to provide additional value for our community of justice innovators through our local hubs in the coming years.



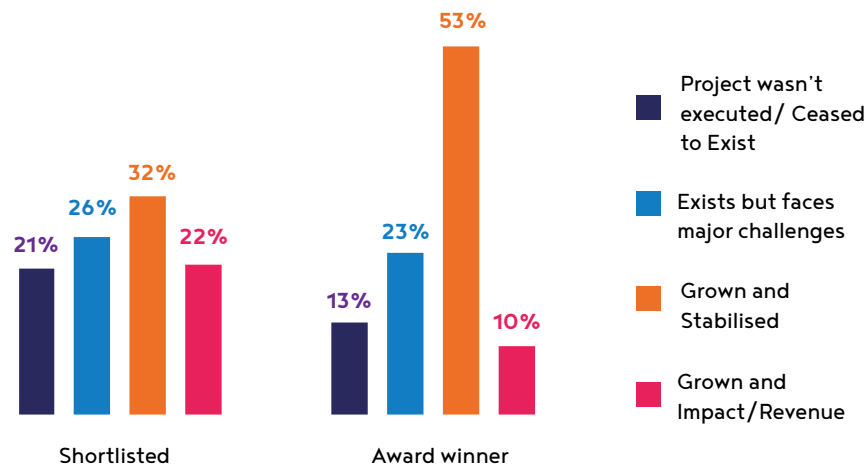
We learned from our Award Winners that **being recognized as a justice entrepreneur is of most importance to our innovators.** They told us that innovating in the justice sector is not always appreciated by the legal fraternity or the government. HiiL's recognition and support of their efforts has helped many of our Award Winners feel empowered to continue their efforts in improving access to justice in their communities.

## How has the Innovating Justice Award and HiiL's support helped you to reach your impact?



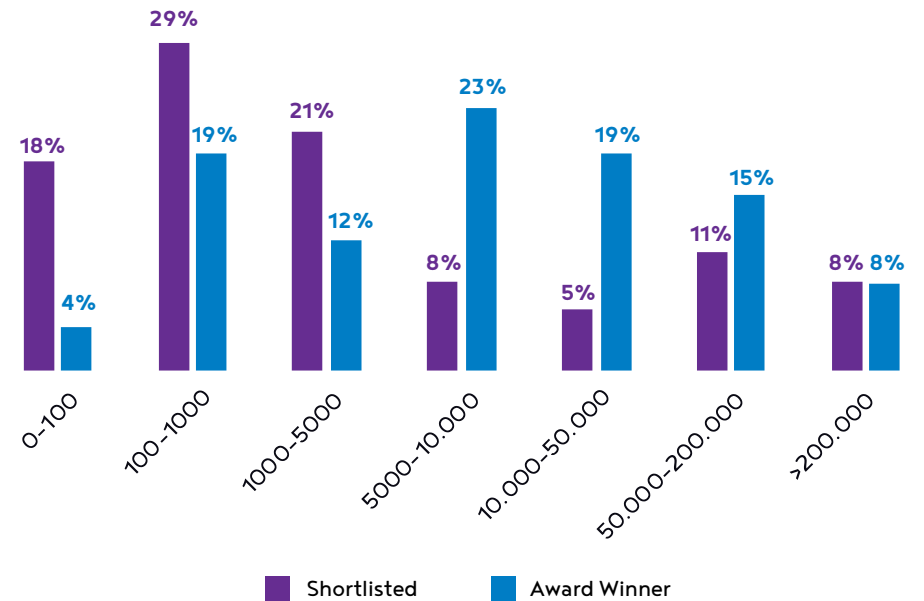
'We compared the impact and survivability of our justice innovations, depending on whether they were merely shortlisted by HiiL or actually won an Award with seed funding and expert advice.\* We see that our support helps them. Award Winners have significantly more often grown and stabilized compared to shortlisted innovations. A lower percentage of innovations that have won an Award ceases to exist or faces major challenges compared to those who didn't win an Award.

### Progress indication HiiL's justice innovations



\*Note that innovations from 2016 have been left out of this comparison as they had only been shortlisted and received the Award at the time of the data collection and analysis for this impact assessment.

### How many direct beneficiaries did you reach since your selection for the Innovating Justice Awards?



Award Winners have significantly reached more users than shortlisted innovations, indicating that HiiL's support in seed funding and expert advice has had a more direct impact on access to justice.



## Justice Accelerator's social return on investment

For every 3 euro we spent,  
1 person got access to justice

Every 1 euro we spent  
unlocked another 6 euros  
of investment in justice

Every 1000 euro we spent  
created 1 job and an average  
of 3 livelihoods



# Impact stories

Numbers alone can not fully represent the impact HiiL has on our justice entrepreneurs. So we are gathering their stories, listening for their main achievements and challenges, how we helped them to grow or overcome challenges and attract further funding, where they are today, and where they're going in the future.

We are proud to share four such stories here.



# Ushahidi: a Kenyan reporting platform for human rights abuses



In 2013, Gregory Omondi and his team won an Innovating Justice Award after pitching their innovation in the Peace Palace. Their non-profit organization builds and uses technology to help marginalized people in Kenya to raise their voice and seeks to improve responses from the people that can help them. Their open source web platform was born out of the post-election violence that broke out in Nairobi after the disputed 2007 general elections. More than 1500 people were killed, with more than 500,000 being displaced. Mainstream media

was unable to report what was happening on the ground, and the government was trying to downplay the severity of the situation. The platform allowed people to share stories of what was happening to them with the rest of the country and the world at large, effectively giving them a voice when no one could, or would. Since they launched their idea, they have reached more than 200.000 active users with the work of 50 full time employees. About 50% of their users are women. After becoming an Innovating Justice Award winner, Ushahidi received additional investment of \$ 8.550.000 from other partners.

“Since we won the Innovating Justice award we have reached more people, launched the newest version of Ushahidi, and increased our financial sustainability.”





## Community Justice: mediating disputes in Liberia during Ebola crisis and beyond

In 2014, Blair Glencorse launched Community Justice Teams and won an Innovating Justice Award in the Peace Palace in The Hague. In Liberia, legal challenges, the lack of legitimacy, affordability, accessibility and timeliness of the formal justice system often prevents any possible recourse to justice for the people. The Community Justice Team (CJT) aims to increase accountability and access to justice in the low-income, high-density neighbourhoods of Monrovia such as West Point and Logan Town. The teams provide trained, local mediators who help peacefully resolve disputes and work with the formal and traditional justice systems to build trust and integrity. Thanks to Hiil's Award, the programme was piloted in West Point, the poorest community in Monrovia, during the Ebola crisis outbreak. Following successful initial efforts and with support from the Ministry of the Interior of the Government of Liberia they have since launched the program in a second community. The teams now serve over 5% of the Liberian population, reaching about 10.000 active users since their launch.

**“We are continuing  
in a grassroots way.  
Our work is creating  
a difference; we have  
managed to help the team build  
out its media and social  
media presence.”**



## DIYLaw: making law simple for businesses in Nigeria

In 2015 Odunoluwa Longe and her team won the SME Empowerment Challenge with their innovation DIYLaw. DIYLaw stands for 'Do It Yourself' law. In Nigeria the average entrepreneur faces a myriad of challenges during the process of formalisation of their business structure, including bureaucracy, unaffordability, inability to access competent professionals and lack of awareness regarding processes. DIYLaw seeks to improve this situation by making legal processes more accessible, professional and transparent through a one-stop online portal that enables Nigerian entrepreneurs to fulfil registrations and legal needs. DIYLaw also decreases discrimination against smaller and informal businesses as it gives every entrepreneur the opportunity to affordably formalise his or her business. With only 4 additional team members Odunoluwa has reached almost 1000 active users since launch and approximately 500 users in 2016. It is the first service of its kind in Nigeria and has already succeeded in confirming 5 partnership agreements with leading corporates, among which SME associations and the Nigerian Government's National Information Technology Development Agency.



**“We have expanded our services and entered into strategic partnerships with reputable domestic and international organisations.”**



## Restorative Justice: reintegrating youth juveniles in Peru

In 2013, under Véronique Henry guidance, Providing Restorative Juvenile Justice (RJJ) in Peru won Hiil's Innovating Justice Award after pitching in The Hague. The RJJ project aims to promote the true application of restorative juvenile justice in Peru, training justice and social professionals, and accompanying the states in order to adopt better legislations, better practices. Since its launch, it has began activities in Ecuador, Bolivia and Uruguay. Remarkably, in 2015 the RJJ team managed to influence Peruvian legislation leading to the elaboration of a national plan for teenagers in conflict with law. Ever since, the team has been providing strategic advice to the government, as well e-trainings and assistance to legal sector functionaries, including the judiciary, on dealing with youth in conflict with the law. More than 3500 youth took part in their sensibilisation activities and already 5026 juvenile received intensive guidance, of which 67% has evaluated their programme positively and of which 35% are women. It has also received considerable additional investment from national and international donors.

**“We collaborated with the president of Peru and managed to sign a National Plan for the first ever public policy for youth in conflict with law. This enabled us to scale up to ten other regions of Peru and reach thousands of new teenagers.”**





## Acknowledgments

While we are excited and encouraged by the impact we've helped create so far to improve access to justice, we know we still have a long way to go to create the full impact we set out to achieve. We gratefully thank all our incredible justice entrepreneurs, not only for doing the hard work of providing more access to justice, but also for their willingness to share their data, struggles, and successes with us.

Want to know more about our impact?  
Follow our community on [www.innovatingjustice.com](http://www.innovatingjustice.com).  
For more information about our impact assessment program, feel free to contact our Justice Sector Advisor and lead on the Impact Program, Nathalie EJ Dijkman at [nathalie.dijkman@hiil.org](mailto:nathalie.dijkman@hiil.org).



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