



Building the case for financing justice

February 3 - 5, 2020

The Hague

Building the case for financing justice

Report of the highlights

Key note from the City of the Hague



It is often hard to scale up innovative justice solutions due to lack of finance. It is important that we not only look at concrete innovations - such as those of the nominees - but also at developing new financial models to make these solutions more sustainable.
- Saskia Bruines

Put people in the centre of justice and finance that.

Legal tech is attracting upwards of **a billion dollars** in **investments** each year. In 2019, 97% of this was going to services supporting law firms or big businesses. **Only 3%** of the investment went to **people-centred justice** services. This hurts. Yes, it is an impressive pile of money, yet it does little to address the underlying causes of **inequality that pervade the justice system**. This needs to change if we want to get people centered justice realised in **2030**.



<https://www.justice.sdg16.plus/report>

Welcoming address to participants of the Innovating Justice Forum by Sam Muller, CEO Hiil

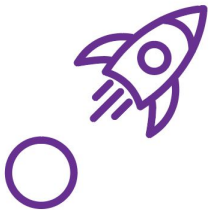
Pressure cooker sessions



Explore the best innovations
and ways to increase revenues



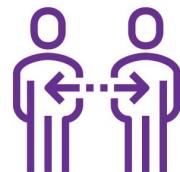
From stalemate to co-create:
stretch your collaboration to
optimise financing justice for all



Getting the most bang
for your buck



Define measurable outcomes to
make the case for investment



Potential of public/private partnerships
to finance access to justice

1. Explore the best innovations and ways to increase revenues



Partnering with social impact investors means less dependency on government. They expect a return on investment, but leave room to make social impact.
- Laura Kistemaker

Explore the best innovations and ways to increase revenues



MAIN FINDINGS:

- You need **user-data to reinvent yourself**, improve your services and become sustainable. Investors love these data.
- **Keep asking**: what are people's needs and are we really fulfilling them?
- **Dialogue** with people in charge of processes that existed for centuries.
- Money is not the problem, it is about **changing acceptance and mindset**.
- For people to find your new solution, they need to get **outside the mindset of existing solutions**.
- You need to **become known in a trusted way**. Good experiences of people using your new solution helps to change the mindset.
- **Referral from government builds trust** for the new solution.
- Focus on low hanging fruit. Create and lock in value to **focus on good quality services**.

2. Getting the most bang for your buck



Allyson Gibson

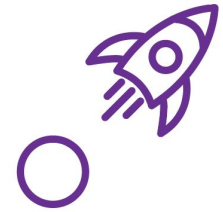


While it is very important to have political will, we must ensure that the issue of access to justice does not become politicised.

Getting the most bang for your buck

MAIN FINDINGS:

- We need **smart investment** in **data-driven, needs-based, and adaptable innovation** that creates a **multiplier effect** effect
- **Not necessary to be tech:** affordable documents, community paralegals, problem-solving courts and legal literacy all **give bang!**
- **Inter-agency collaboration** can help policymakers see how increasing A2J funding will help achieve other priorities
- Resolving justice problems can **save money**
- International and local investors want to see **efficiency**
- **Community justice funds** - paid by private actors in agribusiness, mining or industry - are a viable form of responsible investment



3. Define measurable outcomes to make the case for investment



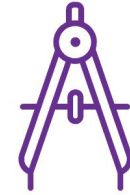
Alejandro Ponce



We have to be smart about data and about what we want to measure. We need to create consensual measures of justice outcomes that we can start collecting and comparing.

Define measurable outcomes to make the case for investment

MAIN FINDINGS:



- Work with local service providers to define indicators. Involve community to verify improvements in their lives.
- Justice reduces costs elsewhere. Prove this by measuring outcomes.
- **Measure empathy**, how is the service affecting a person's life. Use also linked administrative data to show impact on different areas.
- **Pricing of outcomes** to attract investors. Know your audience.
- Outcomes-focused approach for social change: making the business case around outcomes to make them investable and measurable. Focus on the beneficiary.
- **Expose what doesn't work to improve outcomes.**
- Experiment is needed, data driven.
- **Engage self-interest of those who need justice for others.**
- Methodologies like storytelling, ethnography may help.

4. From stalemate to co-create: stretch your collaboration to optimise financing justice for all



Mille Bojer



Each stakeholder group has their own needs and concerns and there is a stretch they need to make to unlock the stalemate.

From stalemate to co-create: stretch your collaboration to optimise financing justice for all

MAIN FINDINGS:

- Stretching comfort zones and imagination is key
- Make a sculpture together of how your group feels
- **Regulators:** Bureaucratic change is difficult, but they see need to recognise that innovation isn't a threat but an opportunity
- **Courts and lawyers:** Tend to protect monopoly, but could harness knowledge of law to become innovators themselves
- **Innovators:** Need to explain added value, wish for a shared communication platform to share story with other stakeholders
- **Social impact investors:** want involvement in entire access to justice chain, recognise they need to become comfortable with long-term reform and investment plans



5. Potential of public/private partnerships to finance access to justice



Shivan Sarin



We see an opportunity for legal interventions and providers to measure outcomes and begin tying those outcomes to potential payers.

Potential of public/private partnerships to finance access to justice



MAIN FINDINGS:

- **Outcome based financing, third party litigation and social impact bonds** can bridge the funding gap
- **Service providers scale** work, **investors take risk**, **government pays** for public good
- Building the **evidence base** (data, what works) is key
- **Impact on end users** must be central to investors
- **Refine the message/case** for justice to attract private funding
- **Challenge is Cherry picking herry-picking** lowest risk interventions by impact investors: high risk interventions pay out more
- Do public/private partnerships **erode** public sector leadership in justice?



Sheria Kiganjani Tanzania

Law in your palm



Africlaim Nigeria

Africlaim protects and compensates
for poor airlines



rAInbow South Africa

AI-powered solution to support victims of domestic abuse



AirLaw Ukraine

AI-powered solution for air travellers affected by inefficient airlines



Essential Social Services Tanzania

Pay now or pay later, but always
get justice with ESS legal
assurance



Yunga Uganda

Community security software for
crime prevention in hotspots



Bankly Nigeria

Theft and fraud can't touch
Bankly users



Vesicash Nigeria

E-commerce escrow systems
to support smooth digital
transactions



Legal Hub Uganda Uganda

Podcasts to get the answers
needed without making a special
visit to a courthouse



Easy Laws Lebanon

All laws should be EasyLaws



LegIT Uganda

Easy as 1, 2, 3 for SME's
needing legal documents



Appruve Ghana

Inclusive financial services
made possible by Appruve's
ID infrastructure



LawBasket Zimbabwe

LawBasket insures to ensure Zimbabweans stay protected against legal risk



JusticeBot Uganda

Providing free legal information and connecting those in need of legal services to legal service providers



Innovative Justice Starts with You

FORUM
STAFF

FORUM
SPEAKER
Aniket Dasgupta

Bankly
BANK SIMPLY
ACCESSING JUSTICE BY IMPROVING FINANCE PLATFORM
TOMI ADEJANA
CEO BANKLY

FORUM
SPEAKER
Soretha Oduffo



**Winner of the Innovating Justice
Award is...
Bankly, Nigeria**



INNOVATING JUSTICE

FORUM

Building the case for financing justice innovation

Day 2: 10th annual Innovating Justice Forum





Sam Muller

CEO of HiiL user friendly justice

There are a couple of things we need to seriously do differently as a justice sector. Think differently about budgeting and income streams. Open up the justice marketplace. Work on sustainable business models based on scalable solutions. You will hear more about this in the course of the day.

Keynote from the Dutch Ministry of Foreign Affairs



Marriet Schuurman



The pulse report makes the interesting point that funding for the justice sector is often not tied to performance, or outcomes, but the needs of justice sector institutions. Could these investments be tied more to performance?



Nichole Yembra



Pius Bigirimana



Marcus Manuel



Eleanor Thompson



Katy Thompson

ENLARGING THE MONEY PIE

Q: How to cost justice, increase revenues and determine what actually changes people's lives lives?

A:

- **Think outside the box:** do not just throw money, infrasture, or technology at the problem
- **The solution has to match the need,** and governments must ensure that, otherwise investment in justice may be wasted
- **Justice Innovation Center:** A consolidated platform for aggregating data collected by various (government as well as grassroots) justice actors and looks at both the supply and demand sides of justice
- **Community Justice Fund:** Large-scale land investors pay into a blind basket fund for justice to balance power in land negotiations and prevent related legal problems that emerge in disatisfied communities
- In the private sector, **money will flow to businesses with high potential** (those that can stabilise, innovative, reach a lot of people quickly, and show results over time)
- **Hold governments accountable** for building revenues and managing income flow in the interests of their people
- Form **coalitions for justice at a country-level,** working to establish business incentives schemes whereby government funds can be channeled for justice



Tunde Ibidapo-Obe

[Lawpadi](#)



Oleg Zaremba

[Axdraft](#)



Sorieba Daffae

[Crimesync](#)



Aniket Doegar

[Haqdarshak](#)



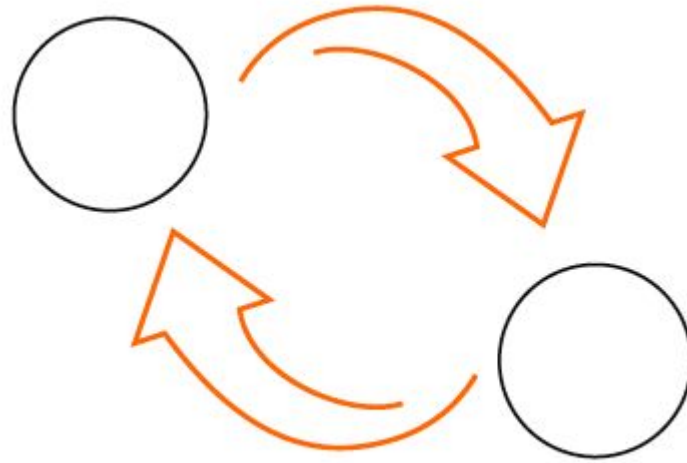
Tom Dunn

[CliffordChance](#)

SCALE MOMENTS

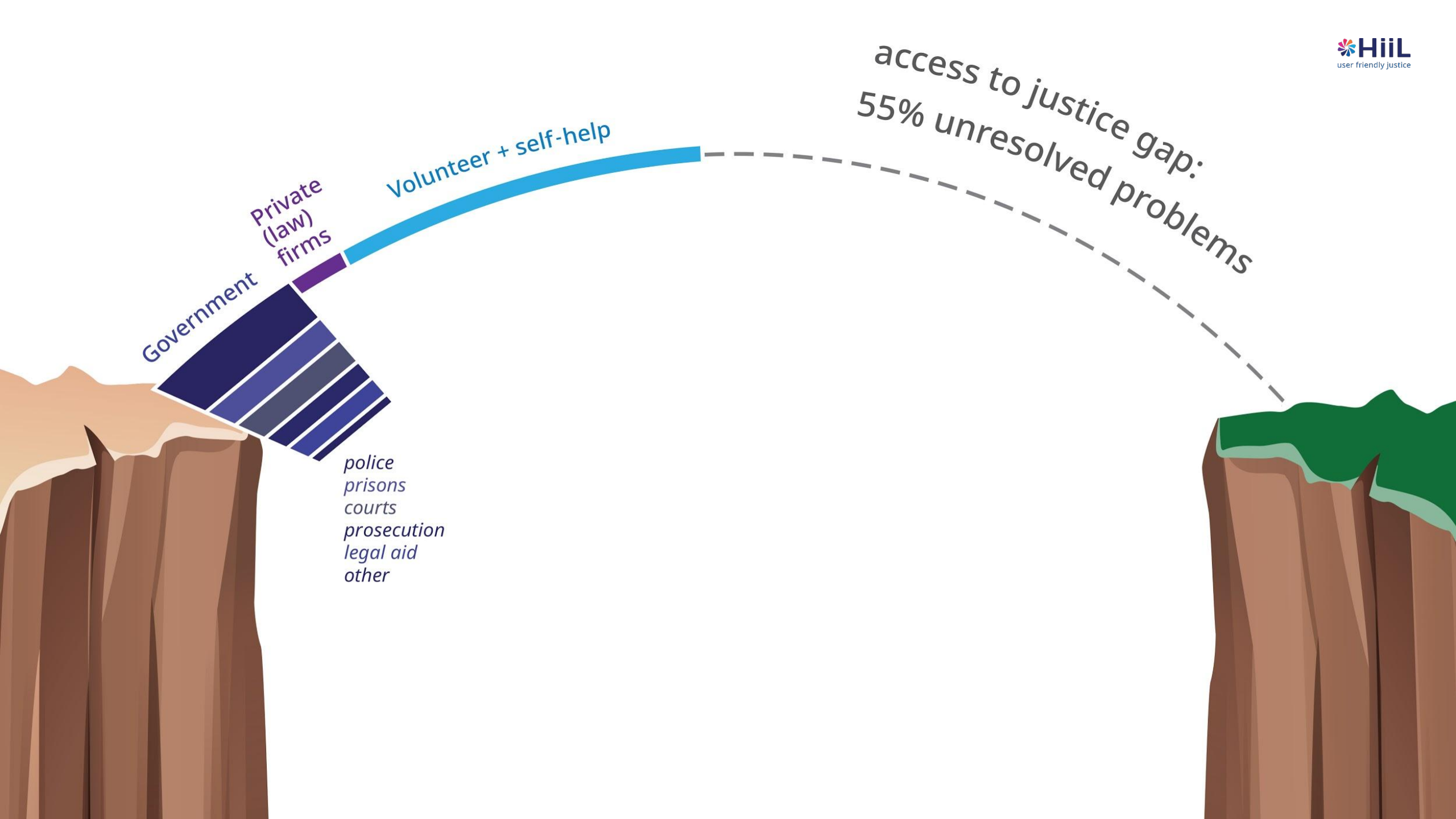
How do justice innovations scale?

- **Establish partnerships** (with mainstream corporates and universities, in particular)
- **Rely on data**, but focus on **telling individual stories** rather than just showing numbers
- Be open to change, **pivot at the right time**
- **Get into the streets and innovate** so that online tools can be implemented offline
- Simultaneously **develop products for the corporate world and SMEs**
- Be persistent, set ambitious goals, and **remember why you created your innovation in the first place**



CHARGING FOR JUSTICE

1. Set goal of universal access for most urgent problems.
2. Safeguard core funding, then smart contributions
3. Allow justice sector organisations to keep extra revenues.
4. Regulatory space for game-changers replacing current services.
5. Attract investment for services that are outcome focused, evidence-based, scalable and financially sustainable.
6. Focus on local delivery, then develop free basic package
7. Support local delivery by world class know-how.

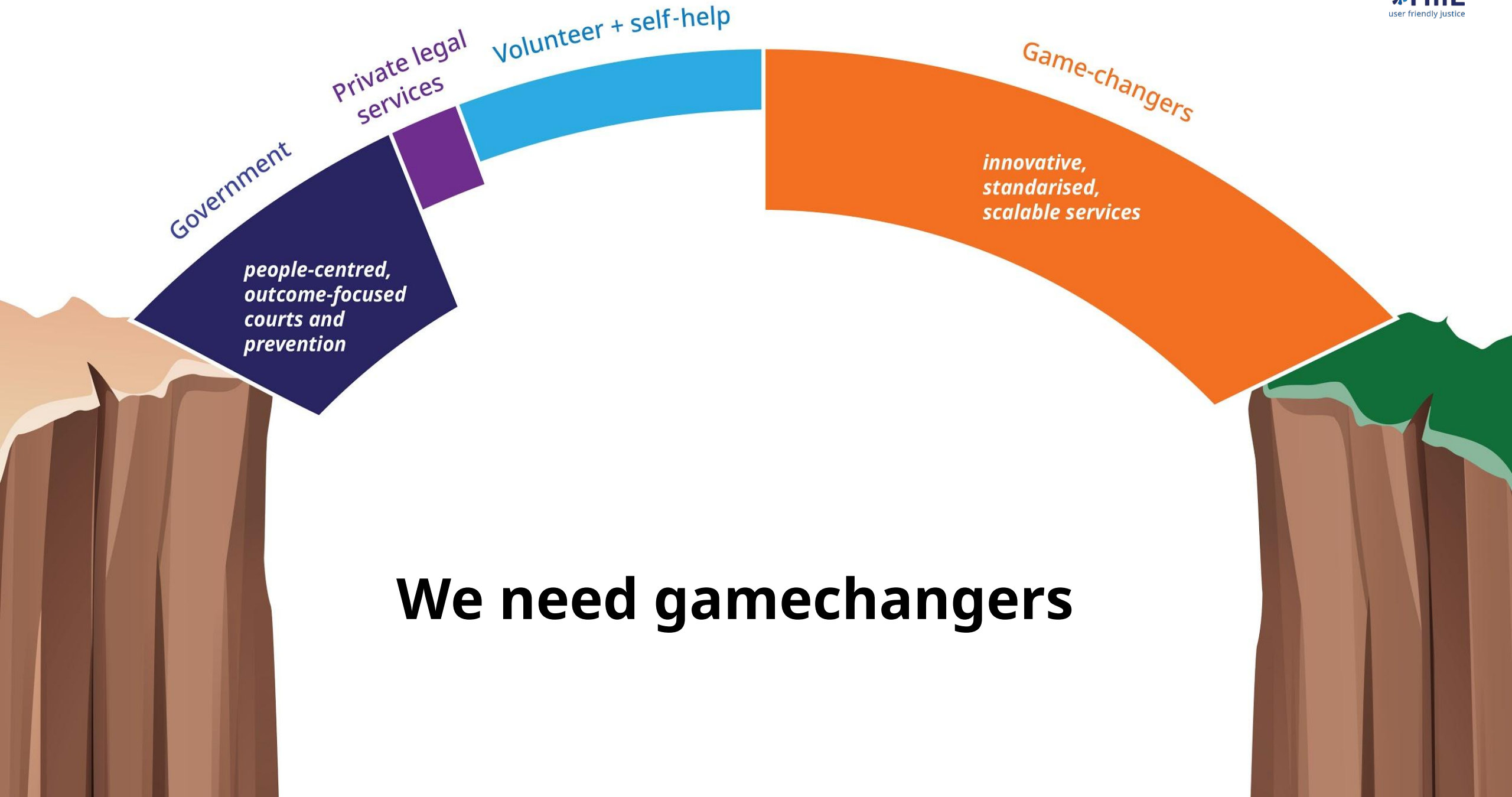


Well defined, fair outcomes:

- Satisfy people's needs
- Motivate justice workers
- Bring in investors
- Bring in revenues
- Deliver access to justice

Charging for justice
= charging for outcomes





We need gamechangers



Idsert Boersma



Duncan Onyango



Albert Bokkestijn

A JUSTICE FUND

Q: If the Climate Fund works for SDG17, how can make a similar set-up work for SDG16?

A:

- Why think in different SDG-silos? Rather think in how to **reach the parameters** for economic, environmental and social returns.
- Conclude **partnerships** that can contribute to the mission. Private investment funds can partner up with public partners. Find **a common language**.
- Scalable and sustainable solutions are **not dependent on subsidies**. If it is difficult to find a solid business model, look at existing funding programs with a link to justice (**SDG16 is cross-cutting**).
- **Scout for market success** to scale up what works.
- Be **aware of the context** you invest in. Involve the people that are directly affected.
- **Emphasize the need to invest in SDG16.**



Juan Botero



Maurits Barendrecht



Björn Vennema

USER FRIENDLY BUDGET

Q: How can we budget for universal justice care for (imaginary) country by 2025?

Justonia is a middle income country with 50 million people, with a history of civil war. In the workshop, 4 formal justice stakeholders and 4 innovative services negotiated a budget.

What we learned from this process:

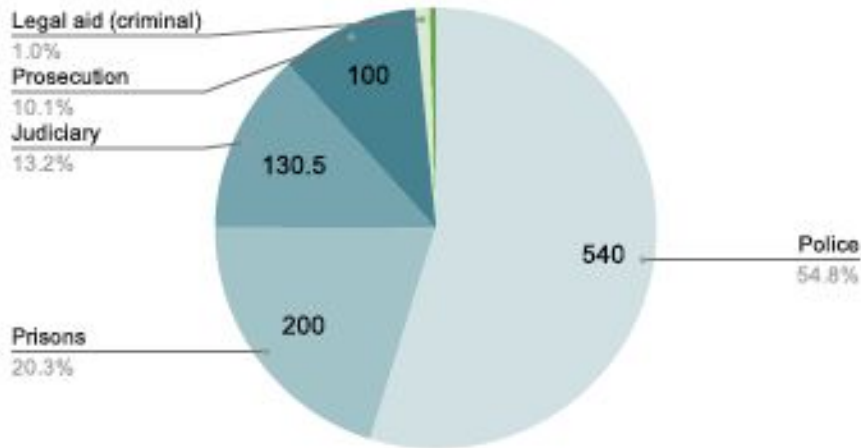
- Start budgeting process with the **needs of people**
- Cross-institutional/inter-disciplinary design, rather than negotiation, to **identify areas of common ground and share resources**
- **Upstream interventions**, such as consensual processes, are one of those areas of common ground. **Integration** can increase the size of the budget pie.
- Institutions are reluctant to increase the % of smart contributions to increase budget.



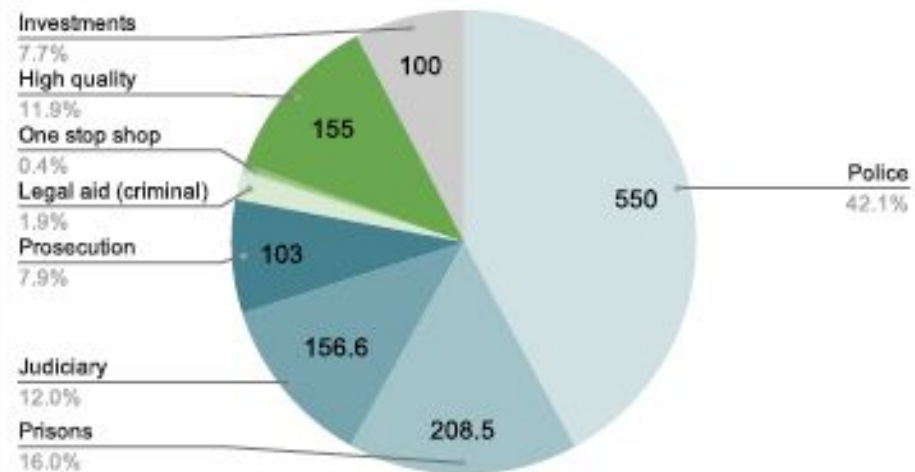
**Design process towards a justice budget that delivers
universal justice care
*for Justonia.***

In millions of \$	2020 >>>			2021 >>>			Outcomes (80% success rate assumed)	Number of people served	% covered by smart contributions	Government costs
	Budget	% covered by contributions	Government costs	Budget increase	Budget	Costs p. p.				
Police	540		540	10	550		Smart policing, joint taskforce, crime reporting app, police on street, satisfaction reports, with incentives for policemen.		1%	544.5
Prisons	200		200	8.5	208.5		Rehabilitation, restorative justice program.		20%	166.8
Judiciary	145	10%	130.5	11.6	156.6		Faster. User experience feedback. % of cases solved through collaboration. Data integration.		12%	137.808
Prosecution	100		100	3	103		Setting up anti-corruption unit, corruption are complex; whistleblowing tool		10%	92.7
Legal aid (criminal)	10		10	15	25	\$300	Better defence is less people convicted. More representative prison population.	40,000	20%	20
Online docs and contracts	0		0	3	3	\$50	People can work at home, disputes reduced, quick service.	48,000	90%	0.3
One stop shop procedures	0		0	5	5	\$500	Disputes resolved fairly, lower crime rate, prevent future disputes and conflict within community, a more safe and peaceful society, impacts on education, public safety.	8,000	100%	0
High quality community justice	5		5	150	155	\$50	Legal empowerment. 10% less crime. 50% less in prisons. Increase resolution rates.	2,400,000	5%	147.25
Investments	0		0	100	100		Private share of public/private investments		40%	60
Budget total	1000	Tax contribution	986	Budget total	1206		Tax contribution			1169

Budget 2020



Budget 2021



DATING & KNOWLEDGE EXCHANGE

I found out...

the private sector's
role in justice
investment should not
dillute the nature of
justice as a public good



I learned...

piloting ideas and
proving their viability
first, before rolling
them out across the
public sector

I found out...

investors need
measurable
outcomes



I learned...

engage in broad
partnerships, but not
politicise the issues



Maaïke De Langen



Liv Tørres

A DECADE OF ACTION FOR JUSTICE FOR ALL

Q: How can we mobilize an international coalition for SDG16?

Work better together: focus on what we agree on, and leave the rest to the side

Accelerate action at a **national level**

Build a **global and regional alliance** to support national action

Move from justice for a few to **justice for all**

Place justice at the heart of sustainable development

Put people at the center of justice systems

Increase **financing for justice** and use the resources in a smarter way

Focus on 3 areas: justice for women; justice for children; and justice for refugees

A Decade of Action for

Justice for All

A Shared Strategy for Justice for All

<https://www.justice.sdg16.plus/>

1
Accelerate action at
national level

2
Build a global and
regional alliance
to support national
action

3
Mobilize for
justice for all



Tobiin De Graauw



Pius Bigirimana



Janina Pigaht

THE JUSTICE LEADERS (DOCUMENTARY)

Link to documentary trailer: <https://vimeo.com/380526343/6f791157dd>

Q: What is a justice leader?

- Leadership **begins with everyone.**
- Leadership is about **inspiring** people, building their **confidence** and trust in the system.
- Bottom-up: people have to know that we will be there **for them.**



Sam Muller



Pius Bigirimana



Paul Nemitz



Allyson Gibson

THE JUSTICE DELIVERY BUDGET

Q: How can we budget for universal justice care for a (imaginary) country by 2025

A: - Design a budget, rather than negotiate it

- The way budgets are currently built compromises the opportunity for **collaboration**
- **People-centred, transparent budgeting process** centred on the needs of citizens (rather than necessarily the budget outcome)
- Budget outcomes should be **SMART**
- Over-simplification of budgets is a risk, but excessively complex budgets can encourage competition
- Outcomes driven by citizen needs can **increase government** accountability (even when not achieved)

