

Overzicht Jaarrekeningen, Beschikkingen, Accountantsverklaringen en Controleverklaring  
subsidievaststelling EZ 2010-2017, eindverantwoording THIGJ en Midterm review en interne  
checklist subsidieverlening

## 1. Jaarrekeningen

**Stichting The Hague Institute for Global Justice**

Sophialaan 10

2514 JR 's-Gravenhage

Rapport inzake de jaarrekening 2 september  
2010 tot en met 31 december 2010

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Stichting The Hague Institute for Global Justice  
Sophialaan 10  
2514 JR 's-Gravenhage

Van Ree Accountants BV  
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www.vanreeacc.nl

Alphen aan den Rijn, 24 oktober 2011

Geachte leden van de Raad van Toezicht,

Hierbij ontvangt u het accountantsrapport over het boekjaar 2 september 2010 tot en met 31 december 2010, waarin is opgenomen de jaarrekening van uw stichting. Op grond van de verstrekte opdracht en op basis van de door ons verrichte werkzaamheden kunnen wij de navolgende verklaring afgeven.

## Samenstellingsverklaring

### Opdracht

Conform uw opdracht hebben wij de jaarrekening 2010 van Stichting The Hague Institute for Global Justice te 's-Gravenhage bestaande uit de balans per 31 december 2010 en de staat van baten en lasten over de periode 2 september 2010 tot en met 31 december 2010 met de toelichting samengesteld.

### Verantwoordelijkheid van de leiding

Kenmerkend voor een samenstellingsopdracht is, dat wij ons baseren op de door de leiding van de stichting verstrekte gegevens. De verantwoordelijkheid voor de juistheid en de volledigheid van die gegevens en voor de daarop gebaseerde jaarrekening berust bij de leiding van de stichting.


### Verantwoordelijkheid van de accountant

Het is onze verantwoordelijkheid als accountant om de verstrekte opdracht uit te voeren in overeenstemming met Nederlands recht, waaronder de door onze beroepsorganisatie (het Koninklijk NIVRA) uitgevaardigde gedrags- en beroepsregels. In overeenstemming met de voor het accountantsberoep geldende standaard voor samenstellingsopdrachten, bestonden onze werkzaamheden in hoofdzaak uit het verzamelen, het verwerken, het rubriceren en het samenvatten van financiële gegevens. Daarnaast hebben wij de aanvaardbaarheid van de bij het samenstellen van de jaarrekening toegepaste grondslagen op basis van de door de onderneming verstrekte gegevens geëvalueerd. De aard van onze werkzaamheden is zodanig dat wij geen zekerheid omtrent de getrouwheid van de jaarrekening kunnen verstrekken.

### Bevestiging

Op basis van de ons verstrekte gegevens hebben wij de jaarrekening samengesteld onder toepassing van de financiële grondslagen voor verslaggeving.

Hoogachtend,  
Van Ree Accountants BV

  
drs. J. Bergman  
Registeraccountant

**Balans per 31 december 2010**

	<u>31 december 2010</u>		<u>02 september 2010</u>	
	€	€	€	€
<b>ACTIVA</b>				
<b>Vlottende activa</b>				
<i>Vorderingen</i>				
Overige vorderingen		5.868		-
<i>Liquide middelen</i>				
ABN AMRO Bank		2.000.000		-
		<u>                    </u>		<u>                    </u>
Totaal		<u><u>2.005.868</u></u>		<u><u>-</u></u>
<b>PASSIVA</b>				
<b>Eigen vermogen</b>				
Resultaat boekjaar		5.618		-
<b>Kortlopende schulden</b>				
Overige schulden	250			-
Overlopende passiva	<u>2.000.000</u>		<u>                    </u>	-
		2.000.250		-
		<u>                    </u>		<u>                    </u>
Totaal		<u><u>2.005.868</u></u>		<u><u>-</u></u>

**Winst-en-verliesrekening over de periode 02-09-2010 tot en met 31-12-2010**

	<u>02-09-2010 / 31-12-2010</u>
	€
Algemene kosten	250
<b>Bedrijfsresultaat</b>	-250
Rentebaten en soortgelijke opbrengsten	5.868
<b>Netto resultaat</b>	<u>5.618</u>



## **Grondslagen van waardering en resultaatbepaling**

### **Waardering van activa en passiva**

#### **Algemeen**

De jaarrekening is opgesteld conform de van toepassing zijnde grondslagen. De waardering van activa en passiva vindt plaats op basis van historische kosten. Tenzij bij de desbetreffende grondslag voor de specifieke balanspost anders wordt vermeld, worden de activa en passiva opgenomen tegen nominale waarde.

#### **Vorderingen**

De vorderingen worden gewaardeerd tegen nominale waarde, waarbij rekening gehouden wordt met noodzakelijk geachte voorzieningen voor oninbaarheid.

### **Resultaatbepaling**

#### **Algemeen**

Baten en lasten worden toegerekend aan het jaar waarop ze betrekking hebben. Winsten worden slechts opgenomen voor zover zij op balansdatum zijn gerealiseerd. Verliezen die hun oorsprong vinden voor het einde van het verslagjaar, worden in acht genomen indien zij voor het opmaken van de jaarrekening bekend zijn geworden.

## Toelichting op de balans

### Vlottende activa

#### Vorderingen

<u>31-12-2010</u>	<u>02-09-2010</u>
€	€

#### Overige vorderingen

Te vorderen rente ABN AMRO Bank

<u>5.868</u>	<u>-</u>
--------------	----------

De vorderingen hebben een resterende looptijd van ten hoogste één jaar.

#### Eigen vermogen

<u>Resultaat</u>
<u>boekjaar</u>
€

Stand per 2 september 2010

Resultaat boekjaar

-
<u>5.618</u>

Stand per 31 december 2010

<u>5.618</u>
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#### Kortlopende schulden

<u>31-12-2010</u>	<u>02-09-2010</u>
€	€

#### Overige schulden

Accountantskosten

<u>250</u>	<u>-</u>
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#### Overlopende passiva

Vooruitontvangen FES gelden

<u>2.000.000</u>	<u>-</u>
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## Toelichting op de winst-en-verliesrekening

	02-09-2010 / 31-12-2010
	<u>€</u>
<b>Algemene kosten</b>	
Accountantskosten	<u>250</u>
<b>Rentebaten en soortgelijke opbrengsten</b>	
Rente spaarrekening ABN AMRO Bank	<u>5.868</u>

Annual accounts 2012

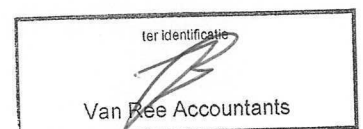
of

The Hague Institute of Global Justice

at

The Hague

28 March 2013  
13-362/MdV





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## Board Report

### 1. General

The foundation The Hague Institute for Global Justice (The Hague Institute) was established on 2 September 2010. The Hague Institute was launched in June 2011 and maintains office at Sophialaan 10, The Hague, since then.

#### 1.1 *Mission*

The Hague Institute is an independent, non-partisan institution established to undertake high quality interdisciplinary policy relevant research, training and practical activities to promote international peace and global justice.

The institute is positioning itself to become a recognized national and international thinktank and center of excellence for innovative applied research, policy development and professional skills training on issues of peace, security and justice.

The Hague Institute has the unique opportunity to work at the critical intersection of peace and justice. This is particularly appropriate for an institute located in a city that has been a symbol of peace and justice for over a century. Moreover, many organizations focus either on global justice or on peace and security. By building an organization that addresses issues at the intersection of peace and justice, the institute will work in an important niche area with ample opportunities for distinctive contributions and further development. This perspective should also help the institute as it develops programmatic possibilities and builds its identity.

#### 1.2 *Implementation of the mission*

The institute was founded in September 2010 and in that year it received a first installment of the FES subsidy of two million euros. There were no activities in that year.

In 2011 the institute focussed on drawing up its work programme as well as establishing the organizational and facilitating structure. After the launch in the summer of 2011, the institute worked on organizing the first project portfolio. This served as a basis for the development of an initial set of services and products in line with the work programme. The Board accepted the proposal for a first series of projects in November 2011.

A number of The Hague Institute's founding partners were already preparing for these projects and The Hague Institute began the process of selecting and recruiting policy officers and programme leaders. The first group of staff members was recruited in the first months of 2012, a second group after the summer of that year.

At the end of 2012, the institute worked with four postdoctoral researchers, four project officers and supporting staff. The institute also employed and accommodated external experts on its projects, to ensure that it works with the best people available around the globe and to assure optimal flexibility.

For further details we refer to the management report below.

### 1.3 Governance and management

The Hague Institute has an Advisory Council led by secretary Dr. M.K. Albright.

Members of the council are:

- J. van Aartsen
- Prof. mrs. L.O. Fresco
- Prof. I.S. Ivanov
- Dr. M. Muasher
- S. Tharoor
- H.E. Judge Abdulqawi A. Yusuf

The Advisory Council met twice in 2012 to discuss the program of the institute, advice on project proposals and discuss the selection of a Dean for the institute.

The Temporary Board has the role of the Executive Board until the Dean and Executive Director are appointed. In 2012, the operational activities were led by an interim Dean (Prof. W. van Genugten) and director (A.J. Nijssen, Msc), on behalf of the board. The Temporary Board is led by J. van Aartsen.

Members are:

- Mrs. A. Bertram, LL.M., Msc (vice chair)
- Dr. S. Muller
- Prof. J. de Vries

Also, the Supervisory Board was established. This Board is chaired by D. Benschop, Msc.

Members are:

- Prof. Dr. D. van der Boom
- Prof. Dr. P. van der Heijden
- Dr. S. Muller
- S. van Hoogstraten, Msc
- K. Vollebaek, Msc.

The meetings of the Temporary Board were combined with the meetings of the Supervisory Board. In 2012 three meetings took place.

#### 1.4 Articles

The foundation's articles provide that the board must prepare a balance sheet and an income statement within six months after the end of the financial year. The board is required to instruct a certified public accountant, or another expert within the meaning of Section 393 (part 9) of Book 2 of the Dutch Civil Code, to audit the balance sheet and the income statement. The accountant submits an audit report to the Supervisory Board and represents the outcome of his audit as an auditor's opinion.

#### 1.5 Outlook 2013

The Hague Institute is now well under way to establish an effective management and organizational structure in order to strengthen its institutional capacity for further growth, increase its impact and promote innovation. In 2013, the institute's governance structure will be brought in line with the original plan: the Advisory Council, the Supervisory Board and the Executive Board comprising the President and the Executive Director. The President has been appointed per 1 January 2013. The search for the Executive Director is underway.

At the start of 2013, the institute's organizational structure is adapted. It includes the President's Office and program units. The new structure will also include Communications, Development, Human Resources and Administrative departments. New positions for additional staff will be created along the lines of the program units and the support offices.

The projects that were started in 2012 will be reviewed in the first months of 2013. The institute's program will be revised on the basis of this and will be organized around the key priorities: the Conflict Prevention Program, the Rule of Law Program and the Global Governance Program. The work on priority countries and cross-cutting themes will be undertaken within the three programs.

The institute will utilize a combination of internal and external experts to conduct research, create analytical frameworks for long-term projects and convene a range of topical workshops, conferences and seminars which bring together both practitioners and scholars.

## 2. Taxes

### 2.1 Value Added Tax (VAT)

The activities of the foundation are not subject to Value Added Tax.

## 2.2 Corporate Income Tax (CIT)

The results of the foundation are not subject to Corporate Income Tax.

## 2.3 ANBI

The foundation holds the ANBI status.

## 3. Administrative matters

The board has appointed Jac's den Boer & Vink bv, management consultancy for non-profit organisations, to prepare the annual accounts.

The annual accounts comprise the balance sheet, the income statement, the cash flow statement, the notes to the balance sheet and the income statement. The firm of Van Ree Accountants & Belastingadviseurs was appointed to audit the annual accounts. The auditor's opinion regarding this audit is included under the heading Other Information.

## 4. Management report 2012

The year 2012 can be seen as the start-up year for the institute. The facilities were finalized as was the administrative organization. Also, the project administration was completed and the HR policies were established.

In the course of the year the Board approved 26 project proposals, each of which also started in that year. Most of the founding partners cooperated in the development of these projects, as were a number of external experts and organizations.

By the end of 2012 the institute received € 7.325.000 of the FES subsidy. As agreed by the Board, the FES subsidy was used as a source of seed money for the definition and development of promising projects and programmes. In total almost € 2,7 million were spent on the implementation of these projects.

Apart from the subsidy and the in kind investments by the founding partners, the institute also received external funding for projects. In total € 3.474.690 was received. The Thai Embassy in The Hague provided a donation to the institute.

The financial report shows a result of € 926.776. The management decided to cover the expenses by using the available FES subsidy and to put the other donations and subsidies in a continuity reserve. This is in accordance with the rules of use of the FES subsidy and allows the institute to create a financial basis for a sustainable future of its program of work.

5. Results for 2012

The foundation reports a balance of income and costs of € 926.776 for the financial year ending 31 December 2012, which was € 193.224 less than the adjusted budget 2012. The cost level in 2012 exceeded the 2011 level by € 2.247.775. This increase primarily relates to activities carried out in relation to the obtained FES grant.

x € 1.000	<u>Actual 2012</u>	<u>Actual 2011</u>
<b>INCOME</b>		
External project financing	940	0
Municipality of The Hague	0	0
Consortium contributions (in kind)	p.m.	0
FES subsidy	3.375	1.230
Income from events	18	23
Other project contributions	0	21
Other revenues	117	0
Interest	<u>34</u>	<u>35</u>
<b>Total income</b>	<u><u>4.484</u></u>	<u><u>1.309</u></u>
<b>COSTS</b>		
Third party project costs	1.525	0
Personnel costs	1.091	594
Office costs	136	141
Housing costs	430	263
Depreciation costs	122	38
Congresses and workshops	105	87
General costs	<u>147</u>	<u>186</u>
<b>Total costs</b>	<u><u>3.557</u></u>	<u><u>1.309</u></u>
<b>Balance of income and costs</b>	<u><u>927</u></u>	<u><u>0</u></u>
Appropriation:		
- Continuity reserve	<u>927</u>	<u>0</u>
<b>Balance of income and costs</b>	<u><u>927</u></u>	<u><u>0</u></u>

6. Financial risk management

The foundation's primary objective is to ensure that the foundation realises projects in accordance with the objectives as laid down in the articles of association. Consequently the capital management is risk adverse and the resources of The Hague Institute will only be held on current accounts and savings. Received interest on bank deposits in 2012 amounted to 2,3%. At least annually, the yield on the positions will be evaluated.



**A. Balance sheet as at 31 December 2012  
after appropriation of the result**

<u>Ref.</u>	<u>31-12-2012</u>	<u>31-12-2011</u>
	€	€
<b>ASSETS</b>		
1. Tangible fixed assets	528.877	454.968
2. Receivables	786.018	423.254
3. Cash and cash equivalents	<u>3.113.838</u>	<u>2.936.404</u>
Total assets	<u><u>4.428.733</u></u>	<u><u>3.814.626</u></u>
<b>LIABILITIES</b>		
4. Reserves		
- Continuity reserve	<u>932.394</u>	<u>5.618</u>
Total reserves	932.394	5.618
5. Short-term debts	<u>3.496.339</u>	<u>3.809.008</u>
Total liabilities	<u><u>4.428.733</u></u>	<u><u>3.814.626</u></u>

**B. Income statement 2012**

<u>Ref.</u>	<u>Actual 2012</u>	<u>Adjusted budget 2012</u>	<u>Actual 2011</u>	
	€	€	€	
<u>Income</u>				
6.	External project financing	939.589	700.000	0
7.	Municipality of The Hague	0	1.000.000	0
	Consortium contributions (in kind)	p.m.	p.m.	0
8.	FES subsidy	3.374.650	2.510.000	1.230.104
	Income from events	18.065	0	23.257
	Other project contributions	0	100.000	20.500
9.	Other revenues	116.963	95.000	0
	Interest	34.472	25.000	35.327
	<b>Total income (A)</b>	<b>4.483.739</b>	<b>4.430.000</b>	<b>1.309.188</b>
<u>Costs</u>				
10.	Third party project costs	1.525.232	1.375.000	0
11.	Personnel costs	1.091.025	1.000.000	594.291
12.	Office costs	136.208	115.000	141.482
13.	Housing costs	430.156	415.000	262.542
14.	Depreciation costs	122.043	110.000	38.180
15.	Congresses and workshops	105.350	220.000	86.753
16.	General costs	146.949	75.000	185.940
	<b>Total costs (B)</b>	<b>3.556.963</b>	<b>3.310.000</b>	<b>1.309.188</b>
	<b>Balance of income and costs (A - B)</b>	<b>926.776</b>	<b>1.120.000</b>	<b>0</b>
Appropriation:				
	- Continuity reserve	926.776	1.120.000	0
	<b>Balance of income and costs</b>	<b>926.776</b>	<b>1.120.000</b>	<b>0</b>

### C. Cash flow statement

	<u>2012</u>	<u>2011</u>
	€	€
<u>Cash flow from operational activities</u>		
Balance of income and costs	926.776	0
Depreciation	<u>122.043</u>	<u>38.180</u>
Gross cash flow from operational activities	<u>1.048.819</u>	<u>38.180</u>
Changes in working capital		
- Change in receivables	-362.764	-417.386
- Change in short-term debt	<u>-312.669</u>	<u>1.808.758</u>
Total changes in working capital	<u>-675.433</u>	<u>1.391.372</u>
<u>Cash flow from investing activities</u>		
Movements in fixed assets	<u>-195.952</u>	<u>-493.148</u>
<u>Cash flow from financing activities</u>		
Change in long-term debt	<u>0</u>	<u>0</u>
Changes in cash and cash equivalents	<u>177.434</u>	<u>936.404</u>
Cash and cash equivalents at year end	3.113.838	2.936.404
Cash and cash equivalents at beginning of year	<u>2.936.404</u>	<u>2.000.000</u>
Changes in cash and cash equivalents	<u>177.434</u>	<u>936.404</u>

## D. Accounting policies

The annual accounts have been prepared in accordance with accounting principles generally accepted in the Netherlands (amongst others Guideline 640 of the Dutch Accounting Standards Board, the guideline for non-profit organisations).

Unless otherwise indicated, assets and liabilities are entered at nominal value under the historical cost convention.

Depreciation of the tangible fixed assets (furniture and fixtures and computers, both valued against purchase price) is calculated on a straight-line basis taking the estimated economic useful life into account. The estimated economic useful life of the furniture and fixtures and of the computers is set at five years. Items that do not exceed € 5.000 are not capitalised but charged directly to the income statement. Additions for the year 2012 are considered to have contributed to the foundations activities pro rata. All tangible fixed assets are used for the foundations objectives.

Income and expenditure are recognised as they are earned or incurred and are recorded in the financial statements of the period to which they relate. Losses are taken into account if they originate in the financial year and as soon as these are anticipated.

**E. Notes to the balance sheet**

	<u>31-12-2012</u>	<u>31-12-2011</u>
	€	€
<b>1. <u>Tangible fixed assets</u></b>		
- Furniture and fixtures and computers		
Balance January 1st	454.968	0
Movements:		
- Additions	195.952	493.148
- Depreciation	<u>-122.043</u>	<u>-38.180</u>
Balance December 31st	<u><u>528.877</u></u>	<u><u>454.968</u></u>
Purchase value	689.100	493.148
Accumulated depreciation	<u>-160.223</u>	<u>-38.180</u>
Balance December 31st	<u><u>528.877</u></u>	<u><u>454.968</u></u>
<b>2. <u>Receivables</u></b>		
Debtors	265.468	369.526
Co-financing BDSF	257.518	0
Co-financing 100 years Peace Palace	79.480	0
Co-financing Worldbank Justpal	68.160	0
Costs paid in advance	35.065	13.768
Interest	33.630	34.959
Co-financing Knowledge platform	19.763	0
Other project income	19.593	0
Securities	3.132	0
Advances due	925	0
Hague Academic Coalition	0	5.001
Other receivables	<u>3.284</u>	<u>0</u>
Total receivables	<u><u>786.018</u></u>	<u><u>423.254</u></u>

No provision for uncollectible items is deemed necessary.

	<u>31-12-2012</u>	<u>31-12-2011</u>
	€	€
3. <u>Cash and cash equivalents</u>		
ABN AMRO 43.6	3.047.176	1.717.500
ABN AMRO 58.6	64.030	62.917
ABN AMRO 59.6	1.379	0
ABN AMRO 43.0	919	1.155.987
Cash register	<u>334</u>	<u>0</u>
Total cash and cash equivalents	<u><u>3.113.838</u></u>	<u><u>2.936.404</u></u>

The amount of € 64.030 consists of a deposit of € 62.917, regarding the rent of the The Hague Institute office at Sophialaan 10, The Hague, which is not at free disposal and of accrued interest of € 1.113.

Reserves

4. - Continuity reserve		
Balance January 1st	5.618	5.618
Appropriation of the result	<u>926.776</u>	<u>0</u>
Balance December 31st	<u><u>932.394</u></u>	<u><u>5.618</u></u>

After the expiration of the FES subsidy in 2015, The Hague Institute has to be a self-sustainable organisation. Therefore, the reserves have to be built up. The reserve will be used to cover future projects and programs. FES subsidy cannot be used to create reserves as a basis for a sustainable future for The Hague Institute. An estimate for an appropriate reserve would be € 3.900.000, being the total of one year's costs of the institute (total expenditure minus third party costs, 2013 level).

	<u>31-12-2012</u>	<u>31-12-2011</u>
	€	€
5. <u>Short-term debts</u>		
FES subsidy received in advance	2.720.246	2.069.896
Project costs	534.005	20.500
Creditors	87.289	104.512
Dean	33.554	43.999
Payroll tax	20.232	4.344
Balance holiday fees	20.163	2.115
Pension	11.365	5.689
Balance leave hours	7.511	0
Net salaries	4.439	0
Municipality of The Hague	0	1.410.193
Prepaid costs 100 years Peace Palace	0	100.000
Quartermaster	0	26.180
Other short-term debts	<u>57.535</u>	<u>21.580</u>
Total short-term debts	<u><u>3.496.339</u></u>	<u><u>3.809.008</u></u>

With regard to the FES subsidy up to 2012, an amount of € 7.325.000 is received. Up to 2012, an amount of € 4.604.754 is accounted for. Therefore, the remaining balance is € 2.720.246 which is presented as an advanced payment.

## CONTINGENT RIGHTS AND OBLIGATIONS

### *FES*

The Ministry of Economic Affairs, Agriculture and Innovation (EL&I) granted an amount of maximum € 17.450.000 of the FES budget. Up to 2013, an amount of € 12.200.000 is granted. In 2013, a mid-term review will take place. The additional grant of € 5.250.000 for 2014 en 2015 depends on the outcome of this mid-term review. The Municipality of The Hague granted an amount of € 1.000.000. The municipality reconfirmed willingness to fulfill the investment obligation

### *Housing*

A housing contract between The Hague Institute and the VNG is signed at June 1st 2011. The renting period of the office space at Sophialaan 10 in The Hague is five years, from June 1st 2011 up to May 31st 2016. After expiring of this period, the housing contract may be continued for a period of five years. Yearly, an indexation of the rent takes place. In total an amount of € 250.000 has to be paid for the rent of the office space in 2012. From June 1st 2011 to July 1st 2016 The Hague Institute receives a discount of € 25.000 per annum. If the additional funding of The Hague Institute in 2014 and 2015 is not granted, the housing contract can be terminated as at December 31st 2013. However, in that case the discount of € 25.000 is not applicable.



*Leasing*

In 2011, a Canon copier was leased. The duration of the contract is 60 months and after the expiration date the contract will be extended annually. The monthly fee is € 342, VAT included.

**F. Notes to the income statement**

	Actual 2012	Adjusted budget 2012	Actual 2011
	€	€	€
<b>INCOME</b>			
6. <u>External project financing</u>	<u>939.589</u>	<u>700.000</u>	<u>0</u>

In 2012, The Hague Institute received external project financing regarding Justpal (Worldbank, Ministry of Justice in Croatia, Ministry of Security and Justice), BDSF (municipality of The Hague, Ministry of Economic Affairs) and the 100 years Peace Palace project (municipality of The Hague).

7. <u>Municipality of The Hague</u>	<u>0</u>	<u>1.000.000</u>	<u>0</u>
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The municipality of The Hague granted a subsidy for the start-up of The Hague Institute. The subsidy is at free disposal and will be received in 2013.

8. <u>FES subsidy</u>	<u>3.374.650</u>	<u>2.510.000</u>	<u>1.230.104</u>
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The Ministry of Economic Affairs, Agriculture and Innovation (EL&I) granted an amount of maximum € 17.450.000 of the FES budget. Up to 2013, an amount of € 12.200.000 is granted. In 2013, a mid-term review will take place. The additional grant of € 5.250.000 for 2014 en 2015 depends on the outcome of this mid-term review. Up to 2012, an amount of € 4.604.754 is spent.

9. <u>Other revenues</u>	<u>116.963</u>	<u>95.000</u>	<u>0</u>
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In 2012, The Hague Institute let several rooms to the Hague Security Delta. Furthermore, The Hague Institute was the host of several meetings and received revenues for the rent of meeting rooms.

	<u>Actual 2012</u>	<u>Adjusted budget 2012</u>	<u>Actual 2011</u>
	€	€	€
<b>COSTS</b>			
10. <u>Third party project costs</u>			
Projects	<u>1.525.232</u>	<u>1.375.000</u>	
Total third party project costs	<u><u>1.525.232</u></u>	<u><u>1.375.000</u></u>	<u><u>0</u></u>

For the execution of the programme and projects, The Hague Institute uses experts and organisations from the whole world. The costs regarding these projects are presented as third party project costs.

11. <u>Personnel costs</u>			
Gross wages (included holiday fee)	424.124	430.000	21.014
Pension costs	56.779	60.000	4.110
Social costs	62.634	69.000	4.409
Temporary assistance	113.838	100.000	234.141
Dean	132.551 *	132.000	123.451
Quartermaster	159.588 *	157.000	146.608
Other personnel costs	<u>141.511</u>	<u>52.000</u>	<u>60.558</u>
Total personnel costs	<u><u>1.091.025</u></u>	<u><u>1.000.000</u></u>	<u><u>594.291</u></u>

\* VAT included.

<u>Position as at December 2012</u>	<u>FTE</u>	<u>Salary scale</u>
Dean	0,5	18
Manager a.i.	0,6	Fixed fee
Acquisition manager	0,8	12
Senior researchers	4,8	12
Assistant to the dean	1,0	11
Researchers	4,0	10(3), 11 (1)
Event manager / PR	0,8	9
Concierge	1,1	8
Secretary	<u>1,6</u>	7
Total FTE	<u><u>15,2</u></u>	

	<u>Actual 2012</u>	<u>Adjusted budget 2012</u>	<u>Actual 2011</u>
	€	€	€
12. <u>Office costs</u>			
Telephone costs	14.946	10.000	3.611
Postage costs	1.005	2.000	1.393
Office supplies	11.743	10.000	5.419
Printing and copying	26.725	25.000	85.180
Corporate design and website	13.982	16.000	0
ICT	67.807	52.000	45.879
Total office costs	<u>136.208</u>	<u>115.000</u>	<u>141.482</u>
13. <u>Housing costs</u>			
Rent	228.500	225.000	166.583
Housing advise	0	0	29.750
Energy, gas and water	36.346	41.000	14.307
Cleaning costs	35.102	32.000	10.430
Maintenance	34.318	55.000	28.174
VNG inventory rent and art	48.314	50.000	0
Other housing costs	47.576	12.000	13.298
Total housing costs	<u>430.156</u>	<u>415.000</u>	<u>262.542</u>
14. <u>Depreciation costs</u>			
Furniture and fixtures	81.697	75.000	31.856
Computers	40.346	35.000	6.324
Total depreciation costs	<u>122.043</u>	<u>110.000</u>	<u>38.180</u>
15. <u>Congresses and workshops</u>			
Meetings/workshops	92.550	200.000	74.374
Translation costs	9.560	10.000	6.690
Courses and lectures	3.240	10.000	5.689
Total congresses and workshops	<u>105.350</u>	<u>220.000</u>	<u>86.753</u>

	<u>Actual 2012</u>	<u>Adjusted budget 2012</u>	<u>Actual 2011</u>
	€	€	€
16. <u>General costs</u>			
Founding costs	0	0	111.469
Administration and advice	72.277	33.000	48.846
AFAS	14.425	15.000	8.109
Accountancy	6.655	8.000	7.686
Fiscal advise	30.499	8.000	7.485
Bank costs	1.359	1.000	599
Legal advice	0	1.000	0
Other general costs	<u>21.734</u>	<u>9.000</u>	<u>1.746</u>
Total general costs	<u>146.949</u>	<u>75.000</u>	<u>185.940</u>

## **Other information**

### Appropriation

The balance of income and costs of € 926.776 is processed as presented on page 8 (income statement 2012).

### Post balance sheet events

There have been no significant events post balance date which would materially affect the annual accounts.

### Independent auditor's report

The independent auditor's report is included at the next page of the annual accounts.

Annual accounts 2013

of

The Hague Institute for Global Justice

at

The Hague

28 February 2014  
14-231/MaB





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## Board Report

### 1. General

The foundation The Hague Institute for Global Justice (The Hague Institute) was established on 2 September 2010. The Hague Institute was launched in June 2011 and maintains office at Sophialaan 10, The Hague, since then.

#### 1.1 *Mission*

The Hague Institute is an independent, non-partisan institution established to undertake high quality interdisciplinary policy relevant research, training and practical activities to promote international peace and global justice.

The institute is positioning itself to become a recognized national and international thinktank and center of excellence for innovative applied research, policy development and professional skills training on issues of peace, security and justice.

The Hague Institute has the unique opportunity to work at the critical intersection of peace and justice. This is particularly appropriate for an institute located in a city that has been a symbol of peace and justice for over a century. Moreover, many organizations focus either on global justice or on peace and security. By building an organization that addresses issues at the intersection of peace and justice, the institute will work in an important niche area with ample opportunities for distinctive contributions and further development. This perspective should also help the institute as it develops programmatic possibilities and builds its identity.

#### 1.2 *Implementation of the mission*

The institute was founded in September 2010 and in that year it received a first installment of the FES subsidy of two million euros. There were no activities in that year.

In 2011 the institute focussed on drawing up its work programme as well as establishing the organizational and facilitating structure. After the launch in the summer of 2011, the institute worked on organizing the first project portfolio. This served as a basis for the development of an initial set of services and products in line with the work programme. The Board accepted the proposal for a first series of projects in November 2011.

A number of The Hague Institute's founding partners were already preparing for these projects and The Hague Institute began the process of selecting and recruiting policy officers and programme leaders. The first group of staff members was recruited in the first months of 2012, a second group after the summer of that year.

At the end of 2012, the institute worked with four postdoctoral researchers, four project officers and supporting staff. The institute also employed and accommodated external experts on its projects, to ensure that it works with the best people available around the globe and to assure optimal flexibility.

### 1.3 Governance and management

The Hague Institute has an Advisory Council led by secretary Dr. M.K. Albright.

Members of the council are:

- J. van Aartsen
- Prof. mrs. L.O. Fresco
- Prof. I.S. Ivanov
- Dr. M. Muasher
- S. Tharoor
- H.E. Judge Abdulqawi A. Yusuf

The Advisory Council met in the Spring of 2013 to discuss the program of the institute, advice on project proposals and discuss the future development of the program of the institute.

The Temporary Board has the role of the Executive Board until the Dean and Executive Director are appointed. In 2013, the operational activities were led by the President (Dr. A. Williams) and director of operations (A.J. Nijssen, Msc), on behalf of the board. The Temporary Board is led by J. van Aartsen.

Members are:

- Mrs. A. Bertram, LL.M., Msc (vice chair)
- Dr. S. Muller
- Prof. J. de Vries

Also, the Supervisory Board was established. This Board is chaired by D. Benschop, Msc.

Members are:

- Prof. Dr. D. van der Boom
- Prof. Dr. P. van der Heijden
- Dr. S. Muller
- S. van Hoogstraten, Msc
- K. Vollebaek, Msc (until April 2013)

The meetings of the Temporary Board were combined with the meetings of the Supervisory Board. In 2013 two meetings took place.

After the Summer the search for an Executive Director was successful and led to the appointment of Drs. S. Wiemers. He will take up his position per 1 February 2014. At the same time, the Executive Board - President and Executive Director - will be installed and the Temporary Board will finish its work. This is according to the 'Instrument of establishment' (Statuten) of the Foundation.

### 1.4 Articles

The foundation's articles provide that the board must prepare a balance sheet and an income statement within six months after the end of the financial year. The board is required to instruct a certified public accountant, or another expert within the meaning of Section 393 (part 9) of Book 2 of the Dutch Civil Code, to audit the balance sheet and the income statement. The accountant submits an audit report to the Supervisory Board and represents the outcome of his audit as an auditor's opinion.

## 2. Taxes

### 2.1 Value Added Tax (VAT)

The core activities of the foundation are not subject to Value Added Tax. However, a few projects carried out by the foundation, which classify as assignments, are subject to Value Added Tax.

### 2.2 Corporate Income Tax (CIT)

The results of the foundation are not subject to Corporate Income Tax.

### 2.3 ANBI

The foundation holds the ANBI status.

## 3. Administrative matters

The board has appointed Jac's den Boer & Vink bv, management consultancy for non-profit organizations, to prepare the annual accounts.

The annual accounts comprise the balance sheet, the income statement, the cash flow statement, the notes to the balance sheet and the income statement. The firm of Van Ree Accountants & Belastingadviseurs was appointed to audit the annual accounts. The auditor's opinion regarding this audit is included under the heading Other Information.

## 4. Management report 2013

### *General*

In 2013, The Hague Institute entered a new phase of its development, making significant strides forward in its strategic ambitions, both in terms of national and international profile and a substantive portfolio of cutting-edge research. This progress was underpinned by the Program of Work, the need for which was determined at the October 2012 meeting of the Temporary and Supervisory Boards and which was subsequently developed following the appointment of the President in January 2013. The Program of Work provided the rationale both for internal restructuring and recruitment at the Institute, as well as new methods of external engagement. It also provided the opportunity to set short and long term goals, encapsulated in the development of a mission statement.

The Program of Work formed the basis of the Institute as it is now structured. In 2013, three research oriented programs, under the direct authority of the President, were created, providing both conceptual and organizational coherence. These three programs are Conflict Prevention, Rule of Law and Global Governance.

While, given the interdisciplinary nature of The Hague Institute's work, these programs eschew the emergence of silos, they have been valuable mechanisms for structuring the work of the research staff – all of whom have been assigned to an individual program – and streamlining the projects undertaken at the Institute. A highly successful recruitment round in fall 2013 led to the appointment of programmatic department heads for Rule of Law and Conflict Prevention. These new colleagues began work in January 2014. The third Head of Program for Global Governance will begin work in the Spring of 2014.

The support functions of the Institute, under the supervision of the Executive Director, who starts in February 2014, provide core assistance to research staff and are essential to the achievement of the Institute's wider aims. A Communications and Events team assists research staff with outreach, publications and project-related events, as well as developing an overall communications strategy for the Institute. The Development Office assists in acquitting project funding. The Secretariat provides general administrative assistance, while technical support on administration, finance and human resources has been consolidated into a separate team.

#### *Financial*

As mentioned, the start and start-up phase of the institute was delayed with a year. The original budget planning aimed at finalization of the use of the first tranche of the FES-subsidy by the end of 2013, but the lengthening of the start-up phase made it necessary to extend the period of investments in the program with a year.

The Boards agreed with the management team to send a request to the Ministry of Economic Affairs to be allowed to use the first tranche of the FES-subsidy (12,2 million euros) one more year, therefore also in 2014. The Ministry decided positively, and the annual accounts and budget planning show that the remainder of this part of the subsidy – almost 4 million euros – is sufficient to cover the investment plans for 2014.

In 2012 the management team was happy to be able to report a level of external (project) funding – separate from the FES subsidy – of almost 3,5 million euros. This was an exceptional result, mainly due to the funding of one program on the level of almost 2,5 million euros.

In 2013 a more modest target for external funding was set in accordance with the original business plan: 1,5 million euros. The realization is almost 25% higher, 1,9 million euros. This result allowed the institute to add 1,38 million euros to its continuity reserve, which is part of the strategy to secure a sustainable future for the institute.

In the early Summer of 2013, the mid term review was done, which was agreed as part of the FES subsidy conditions. The report confirms the developments as sketched above, and shows that the institute is well on its way to fulfill the subsidy criteria. This review report is the basis for the request to the Ministry of Economic Affairs to grant the second tranche of the FES subsidy (5,25 million euros) to be made available for the years 2015 and 2016.

The continuation of the FES-subsidy will allow the institute to complete this first step in its development, to develop a sustainable program for the future and to become one of the World's leading think- and do-tanks.

A decision by the Ministry of Economic Affairs is expected in the Spring of 2014.

2014

The past year has been one of enormous progress for The Hague Institute. As we enter 2014, we begin yet another new phase in our development. The Institute is well-positioned to continue to expand our output, with the goal of positively affecting policy outcomes.

The appointment of an Executive Director will mean the normalization of the institute's governance structure, including the establishment of the Executive Board, the dissolution of the Temporary Board and the commencement of the work of the Supervisory Board.

5. Results for 2013

The foundation reports a balance of income and costs of € 1.393.953 for the financial year ending 31 December 2013, which was € 231.047 less than the adjusted budget 2013. The cost level in 2013 exceeded the 2012 level by € 1.347.292. This increase primarily relates to activities carried out in relation to the obtained FES grant.

x € 1.000	Actual 2013	Actual 2012
<b>INCOME</b>		
External project financing	2.025	940
Municipality of The Hague	258	0
Consortium contributions (in kind)	p.m.	p.m.
FES subsidy	3.930	3.375
Income from events	2	18
Other revenues	49	117
Interest	34	34
<b>Total income</b>	<b>6.298</b>	<b>4.484</b>
<b>COSTS</b>		
Third party project costs	1.535	1.525
Personnel costs	2.005	1.091
Office costs	430	136
Housing costs	374	430
Depreciation costs	164	122
Congresses and workshops	147	105
General costs	249	147
<b>Total costs</b>	<b>4.904</b>	<b>3.557</b>
<b>Balance of income and costs</b>	<b>1.394</b>	<b>927</b>
Appropriation:		
- Continuity reserve	1.394	927
<b>Balance of income and costs</b>	<b>1.394</b>	<b>927</b>



6. Financial risk management

The foundation's primary objective is to ensure that the foundation realises projects in accordance with the objectives as laid down in the articles of association. Consequently the capital management is risk adverse and the resources of The Hague Institute will only be held on current accounts and savings. Received interest on bank deposits in 2013 amounted to 2%. At least annually, the yield on the positions will be evaluated.

**A. Balance sheet as at 31 December 2013  
after appropriation of the result**

<u>Ref.</u>	<u>31-12-2013</u>	<u>31-12-2012</u>	
	€	€	
<b>ASSETS</b>			
1.	Tangible fixed assets	552.659	528.877
2.	Receivables	193.643	786.018
3.	Cash and cash equivalents	<u>4.136.258</u>	<u>3.113.838</u>
	Total assets	<u><u>4.882.560</u></u>	<u><u>4.428.733</u></u>
<b>LIABILITIES</b>			
Reserves			
4.	- Continuity reserve	<u>2.326.347</u>	<u>932.394</u>
	Total reserves	2.326.347	932.394
5.	Short-term debts	<u>2.556.213</u>	<u>3.496.339</u>
	Total liabilities	<u><u>4.882.560</u></u>	<u><u>4.428.733</u></u>

## B. Income statement 2013

<u>Ref.</u>	<u>Actual 2013</u>	<u>Adjusted budget 2013</u>	<u>Actual 2012</u>
	€	€	€
<u>Income</u>			
6.	2.025.096	1.500.000	939.589
7.	257.879	0	0
	p.m.	p.m.	p.m.
8.	3.930.740	7.300.000	3.374.650
	2.119	50.000	18.065
9.	48.719	50.000	116.963
	33.655	25.000	34.472
	<u>6.298.208</u>	<u>8.925.000</u>	<u>4.483.739</u>
<u>Costs</u>			
10.	1.535.779	3.393.000	1.525.232
11.	2.005.657	2.800.000	1.091.025
12.	429.734	272.000	136.208
13.	374.158	375.000	430.156
14.	163.571	130.000	122.043
15.	146.659	210.000	105.350
16.	248.697	120.000	146.949
	<u>4.904.255</u>	<u>7.300.000</u>	<u>3.556.963</u>
	<u>1.393.953</u>	<u>1.625.000</u>	<u>926.776</u>
Appropriation:			
- Continuity reserve	<u>1.393.953</u>	<u>1.625.000</u>	<u>926.776</u>
Balance of income and costs	<u>1.393.953</u>	<u>1.625.000</u>	<u>926.776</u>

**C. Cash flow statement**

	<u>2013</u>	<u>2012</u>
	€	€
<u>Cash flow from operational activities</u>		
Balance of income and costs	1.393.953	926.776
Depreciation	<u>163.571</u>	<u>122.043</u>
Gross cash flow from operational activities	<u>1.557.524</u>	<u>1.048.819</u>
Changes in working capital		
- Change in receivables	592.375	-362.764
- Change in short-term debt	<u>-940.126</u>	<u>-312.669</u>
Total changes in working capital	<u>-347.751</u>	<u>-675.433</u>
<u>Cash flow from investing activities</u>		
Movements in fixed assets	<u>-187.353</u>	<u>-195.952</u>
<u>Cash flow from financing activities</u>		
Change in long-term debt	<u>0</u>	<u>0</u>
Changes in cash and cash equivalents	<u>1.022.420</u>	<u>177.434</u>
Cash and cash equivalents at year end	4.136.258	3.113.838
Cash and cash equivalents at beginning of year	<u>3.113.838</u>	<u>2.936.404</u>
Changes in cash and cash equivalents	<u>1.022.420</u>	<u>177.434</u>

## D. Accounting policies

The annual accounts have been prepared in accordance with accounting principles generally accepted in the Netherlands (amongst others Guideline 640 of the Dutch Accounting Standards Board, the guideline for non-profit organisations).

Unless otherwise indicated, assets and liabilities are entered at nominal value under the historical cost convention.

Depreciation of the tangible fixed assets (furniture and fixtures and computers, both valued against purchase price) is calculated on a straight-line basis taking the estimated economic useful life into account. The estimated economic useful life of the furniture and fixtures and of the computers is set at five years. Items that do not exceed € 5.000 are not capitalised but charged directly to the income statement. Additions for the year 2013 are considered to have contributed to the foundations activities pro rata. All tangible fixed assets are used for the foundations objectives.

Income and expenditure are recognised as they are earned or incurred and are recorded in the financial statements of the period to which they relate. Losses are taken into account if they originate in the financial year and as soon as these are anticipated.

## E. Notes to the balance sheet

	<u>31-12-2013</u>	<u>31-12-2012</u>
	€	€
1. <u>Tangible fixed assets</u>		
- Furniture and fixtures and computers		
Balance January 1st	528.877	454.968
Movements:		
- Additions	187.353	195.952
- Depreciation	<u>-163.571</u>	<u>-122.043</u>
Balance December 31st	<u>552.659</u>	<u>528.877</u>
Purchase value	876.453	689.100
Accumulated depreciation	<u>-323.794</u>	<u>-160.223</u>
Balance December 31st	<u>552.659</u>	<u>528.877</u>
2. <u>Receivables</u>		
Debtors	55.297	265.468
Costs paid in advance	41.162	35.065
Interest	33.022	33.630
Other project income	28.035	19.593
Co-financing Unesco Water conference	24.777	0
Co-financing Libyan Judges	8.000	0
Securities	2.000	3.132
Advances due	850	925
Co-financing BDSF	0	257.518
Co-financing 100 years Peace Palace	0	79.480
Co-financing Worldbank Justpal	0	68.160
Co-financing Knowledge platform	0	19.763
Other receivables	<u>500</u>	<u>3.284</u>
Total receivables	<u>193.643</u>	<u>786.018</u>

No provision for uncollectible items is deemed necessary.

	<u>31-12-2013</u>	<u>31-12-2012</u>
	€	€
3. <u>Cash and cash equivalents</u>		
ABN AMRO NL23 ABNA 0436	3.905.554	3.047.176
ABN AMRO NL31 ABNA 0430	161.655	919
ABN AMRO NL42 ABNA 0586	64.904	64.030
ABN AMRO NL40 ABNA 0596	3.987	1.379
Cash register	<u>158</u>	<u>334</u>
Total cash and cash equivalents	<u><u>4.136.258</u></u>	<u><u>3.113.838</u></u>

The amount of € 64.904 consists of a deposit of € 62.917, regarding the rent of the The Hague Institute office at Sophialaan 10, The Hague, which is not at free disposal and of accrued interest of € 1.987.

Reserves

4. - Continuity reserve		
Balance January 1st	932.394	5.618
Appropriation of the result	<u>1.393.953</u>	<u>926.776</u>
Balance December 31st	<u><u>2.326.347</u></u>	<u><u>932.394</u></u>

After the expiration of the FES subsidy in 2015, The Hague Institute has to be a self-sustainable organization. Therefore, the reserves have to be built up. The reserve will be used to cover future projects and programs. In 2013, the board decided to set the desired size of the reserve at € 3.900.000.



	<u>31-12-2013</u>	<u>31-12-2012</u>
	€	€
5. <u>Short-term debts</u>		
FES subsidy received in advance	1.789.508	2.720.246
Project costs	327.902	534.005
Creditors	98.906	87.289
Subsidy Knowledge platform received in advance	42.086	0
Balance leave hours	38.339	7.511
Payroll tax	35.811	20.232
Balance holiday fees	31.526	20.163
Subsidy Yemen project received in advance	25.568	0
Pension	16.144	11.365
VAT	6.096	0
Dean	0	33.554
Net salaries	0	4.439
Other short-term debts	<u>144.327</u>	<u>57.535</u>
Total short-term debts	<u><u>2.556.213</u></u>	<u><u>3.496.339</u></u>

With regard to the FES subsidy up to 2013, an amount of € 10.325.000 is received. Up to 2013, an amount of € 8.535.492 is accounted for. Therefore, the remaining balance is € 1.789.508 which is presented as an advanced payment.

## CONTINGENT RIGHTS AND OBLIGATIONS

### *FES*

The Ministry of Economic Affairs, Agriculture and Innovation (EL&I) granted an amount of maximum € 17.450.000 of the FES budget. Up to 2013, an amount of € 12.200.000 is granted. The additional grant of € 5.250.000 is expected to be granted in 2014. The Municipality of The Hague granted an amount of € 1.000.000 of which up to 2013 an amount of € 900.000 is received. The remaining balance of € 100.000 will be received after completion and approval by the Municipality of The Hague.

### *Housing*

A housing contract between The Hague Institute and the VNG is signed at June 1st 2011. The renting period of the office space at Sophialaan 10 in The Hague is five years, from June 1st 2011 up to May 31st 2016. After expiring of this period, the housing contract may be continued for a period of five years. Yearly, an indexation of the rent takes place. In total an amount of € 263.680 has to be paid for the rent of the office space in 2014, excluding indexation. From June 1st 2011 to July 1st 2016 The Hague Institute receives a discount of € 25.000 per annum. If the additional funding of The Hague Institute in 2014 and 2015 is not granted, the housing contract can be terminated as at December 31st 2013. However, in that case the discount of € 25.000 is not applicable.

### *Leasing*

In 2011, a Canon copier was leased. The duration of the contract is 60 months and after the expiration date the contract will be extended annually. The monthly fee is € 342, VAT included.

**F. Notes to the income statement**

	Actual 2013	Adjusted budget 2013	Actual 2012
	€	€	€
<b>INCOME</b>			
6. <u>External project financing</u>	<u>2.025.096</u>	<u>1.500.000</u>	<u>939.589</u>

In 2013, The Hague Institute received (amongst others) external project financing regarding Knowledge platform for security and law (Ministry of Foreign Affairs), the 100 years Peace Palace project (Municipality of The Hague), Water event in November (Unesco), and the training of Libyan judges (Municipality of The Hague).

7. <u>Municipality of The Hague</u>	<u>257.879</u>	<u>0</u>	<u>0</u>
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The municipality of The Hague granted a subsidy for the start-up of The Hague Institute. The subsidy is at free disposal.

8. <u>FES subsidy</u>	<u>3.930.740</u>	<u>7.300.000</u>	<u>3.374.650</u>
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The Ministry of Economic Affairs, Agriculture and Innovation (EL&I) granted an amount of maximum € 17.450.000 of the FES budget. Up to 2013, an amount of € 12.200.000 is granted. The additional grant of € 5.250.000 for 2014 en 2015 is expected to be granted in 2014. Up to 2013, an amount of € 8.535.494 is spent.

9. <u>Other revenues</u>	<u>48.719</u>	<u>50.000</u>	<u>116.963</u>
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In 2013, The Hague Institute let several rooms to the Hague Security Delta. Furthermore, The Hague Institute was the host of several meetings and received revenues for the rent of meeting rooms.

	Actual 2013	Adjusted budget 2013	Actual 2012
	€	€	€
<b>COSTS</b>			
10. <u>Third party project costs</u>			
Projects	<u>1.535.779</u>	<u>3.393.000</u>	<u>1.525.232</u>
Total third party project costs	<u><u>1.535.779</u></u>	<u><u>3.393.000</u></u>	<u><u>1.525.232</u></u>

For the execution of the programme and projects, The Hague Institute uses experts and organizations from the whole world. The costs regarding these projects are presented as third project costs.

11. <u>Personnel costs</u>			
Gross wages (included holiday fee)	1.120.576	1.750.000	424.124
Pension costs	156.113	260.000	56.779
Social costs	141.236	220.000	62.634
Temporary assistance	90.710	150.000	113.838
Dean	96.320	0	132.551
Quartermaster	143.748	125.000	159.588
HR support	56.580	50.000	0
Other personnel costs	<u>200.374</u>	<u>245.000</u>	<u>141.511</u>
Total personnel costs	<u><u>2.005.657</u></u>	<u><u>2.800.000</u></u>	<u><u>1.091.025</u></u>

Position (in FTE)

<i>President</i>	1,0	1,0	0,5
<i>Executive director</i>	0,0	1,0	0,0
<i>Head of program</i>	0,0	3,0	0,0
<i>Manager knowledge platform</i>	1,0	1,0	0,0
<i>Manager a.i.</i>	0,6	0,6	0,6
<i>Development officer</i>	0,8	0,8	0,8
<i>Senior researcher</i>	1,8	5,8	4,8
<i>Assistant to the dean</i>	1,0	1,0	1,0
<i>Head of communications</i>	0,0	1,0	0,0
<i>Communications specialist</i>	1,0	1,0	0,0
<i>Researcher</i>	7,8	6,0	4,0
<i>Event manager / PR</i>	1,0	1,0	0,8
<i>Concierge</i>	1,1	1,1	1,1
<i>Secretary</i>	<u>2,6</u>	<u>2,5</u>	<u>1,6</u>
Total FTE	<u><u>19,7</u></u>	<u><u>26,8</u></u>	<u><u>15,2</u></u>

	<u>Actual 2013</u>	<u>Adjusted budget 2013</u>	<u>Actual 2012</u>
	€	€	€
<b>12. <u>Office costs</u></b>			
Telephone costs	28.085	15.000	14.946
Postage costs	10.644	2.000	1.005
Office supplies	33.085	15.000	11.743
Printing and copying	61.062	35.000	26.725
Corporate design and website	170.072	150.000	13.982
ICT	<u>126.786</u>	<u>55.000</u>	<u>67.807</u>
Total office costs	<u><u>429.734</u></u>	<u><u>272.000</u></u>	<u><u>136.208</u></u>
<b>13. <u>Housing costs</u></b>			
Rent	235.480	225.000	228.500
Energy, gas and water	33.345	40.000	36.346
Cleaning costs	42.905	35.000	35.102
Maintenance	23.078	55.000	34.318
Inventory rent and art	15.002	0	48.314
Other housing costs	<u>24.348</u>	<u>20.000</u>	<u>47.576</u>
Total housing costs	<u><u>374.158</u></u>	<u><u>375.000</u></u>	<u><u>430.156</u></u>
<b>14. <u>Depreciation costs</u></b>			
Furniture and fixtures	111.803	85.000	81.697
Computers	<u>51.768</u>	<u>45.000</u>	<u>40.346</u>
Total depreciation costs	<u><u>163.571</u></u>	<u><u>130.000</u></u>	<u><u>122.043</u></u>
<b>15. <u>Congresses and workshops</u></b>			
Meetings/workshops	136.660	110.000	92.550
Translation costs	6.101	25.000	9.560
Courses and lectures	<u>3.898</u>	<u>75.000</u>	<u>3.240</u>
Total congresses and workshops	<u><u>146.659</u></u>	<u><u>210.000</u></u>	<u><u>105.350</u></u>

	<u>Actual 2013</u>	<u>Adjusted budget 2013</u>	<u>Actual 2012</u>
	€	€	€
16. <u>General costs</u>			
Outsourced support staff	134.370 *	80.000	72.277
AFAS	12.157	15.000	14.425
Accountancy	8.168	10.000	6.655
Fiscal advise	8.785	5.000	30.499
Bank costs	2.049	2.000	1.359
Legal advice	0	5.000	0
Other general costs	<u>83.168 **</u>	<u>3.000</u>	<u>21.734</u>
Total general costs	<u>248.697</u>	<u>120.000</u>	<u>146.949</u>

\* At the start of the foundation, the board decided to outsource several support functions. These functions include (amongst others) finance and administration, project management and HR and are presented as general costs.

\*\* In 2013, a midterm review took place. The total costs of this review are presented as other general costs. These costs also include costs for memberships of international organizations.

## **Other information**

### Appropriation

The balance of income and costs of € 1.393.953 is processed as presented on page 9 (income statement 2013).

### Post balance sheet events

There have been no significant events post balance date which would materially affect the annual accounts.

### Independent auditor's report

The independent auditor's report is included at the next page of the annual accounts.



Annual accounts 2014

of

The Hague Institute for Global Justice

at

The Hague

16 March 2015  
15-395/LB



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## Board Report

### 1. General

The foundation The Hague Institute for Global Justice (The Hague Institute) was established on 2 September 2010. The Hague Institute was launched in June 2011 and maintains office at Sophialaan 10, The Hague, since that date.

#### 1.1 *Mission*

The Hague Institute for Global Justice is an independent, nonpartisan organization established to conduct interdisciplinary policy-relevant research, develop practitioner tools, and convene experts, practitioners and policymakers to facilitate knowledge sharing. Through this work the Institute aims to contribute to, and further strengthen, the global framework for preventing and resolving conflict and promoting international peace.

Located in the city that has been a symbol of peace and justice for over a century, The Hague Institute is positioned uniquely to address issues at the intersection of peace, security and justice. It does so through three programs - conflict prevention, the rule of law and global governance - and three ways of working: policy-relevant research, convening experts and training practitioners.

#### 1.2 *Implementation of the mission*

The institute was founded in September 2010 and in that year it received a first installment of the FES subsidy of two million euros. There were no activities in that year.

In 2011 the institute focussed on drawing up its work program as well as establishing the organizational and facilitating structure. After the launch in the summer of 2011, the institute worked on organizing the first project portfolio. This served as a basis for the development of an initial set of services and products in line with the work program. The Board accepted the proposal for a first series of projects in November 2011.

A number of The Hague Institute's founding partners were already preparing for these projects and The Hague Institute began the process of selecting and recruiting policy officers and program leaders. The first group of staff members was recruited in the first months of 2012, a second group after the summer of that year.

At the end of 2012, the institute worked with four postdoctoral researchers, four project officers and supporting staff. The institute also employed and accommodated external experts on its projects, to ensure that it works with the best people available around the globe and to assure optimal flexibility.



Following the successful recruitment of its first President, the Institute reoriented its program of work from January 2013. This period saw the establishment of three programmatic lines (Conflict Prevention, Rule of Law and Global Governance) and the recruitment of a world-class team, including Heads of Program responsible for strategy and management within their own departments.

Since 2013, the Institute has also expanded its domestic and international partnerships and developed its brand through high-profile events and cutting-edge communications. This work has been supported by a new Communications and Events Team.

### 1.3 Governance and management

The Hague Institute has an Advisory Council led by Secretary M.K. Albright.

Members of the council are:

- Mayor J. van Aartsen
- Prof. I.S. Ivanov
- Dr. M. Muasher
- Dr. S. Tharoor
- H.E. Judge Abdulqawi A. Yusuf

In 2014, the Supervisory Board was established. This Board is chaired by Mr. D. Benschop.

Members are:

- Prof. Dr. D. van der Boom
- Prof. J. de Vries
- Ms. A. Heuser
- Mr. S. van Hoogstraten
- Ms. I. Kahn

In 2014, four meetings took place.

In 2014, following the dissolution of the Temporary Board, the leadership of the Institute formally came under the authority of the President, reporting to the Supervisory Board.

1.4 Legislation on standards for top salaries (Wet Normering Topinkomens, WNT)

Function	Chair Y/N	Name	Effective date of engagement	End date of engagement	Extend of employment in FTE	Remuneration	Ti ar ex al
						€	€
<u>Executive board</u>							
President	N	Dr. A. Williams	01-01-2013	n/a	1	187.794	
Executive Director	N	Drs. S.M. Wiemers	01-02-2014	01-05-2015	1	67.967	
Total executive board						<u>255.761</u>	
<u>Supervisory board</u>							
Chair	Y	D.A. Benschop	21-01-2014	n/a		0	
SB-member	N	Prof. Dr. D. van der Boom	21-01-2014	n/a		0	
SB-member	N	Prof. J. de Vries	21-01-2014	n/a		0	
SB-member	N	Ms. A. Heuser	29-05-2014	n/a		0	
SB-member	N	S. van Hoogstraten	21-01-2014	n/a		0	
SB-member	N	Prof. C. Stolker	21-01-2014	28-04-2014		0	
SB-member	N	Drs. Th.J.A.M. de Bruijn	21-01-2014	15-12-2014		0	
SB-member	N	Ms. I. Kahn	29-05-2014	n/a		0	
Total supervisory board						<u>0</u>	
<u>Temporary board</u>							
Chair	Y	J.J. van Aartsen	01-01-2014	21-01-2014		0	
TB-member	N	A. Bertram	01-01-2014	21-01-2014		0	
TB-member	N	Dr. S. Muller	01-01-2014	21-01-2014		0	
TB-member	N	Prof. J. de Vries	01-01-2014	21-01-2014		0	
Total temporary board						<u>0</u>	

## 1.5 Articles

In 2014, the foundation's articles were amended. Up to summer 2014, the Executive Board consisted of the President and the Executive Director. Since summer 2014, the Executive Board has consisted of the President alone.

The foundation's articles provide that the Board must prepare a balance sheet and an income statement within six months after the end of the financial year. The Board is required to instruct a certified public accountant, or another expert within the meaning of Section 393 (part 9) of Book 2 of the Dutch Civil Code, to audit the balance sheet and the income statement. The accountant submits an audit report to the Supervisory Board and represents the outcome of his audit as an auditor's opinion.

## 2. Taxes

### 2.1 Value Added Tax (VAT)

The core activities of the foundation are not subject to Value Added Tax. However, a few projects carried out by the foundation, which classify as assignments, are subject to Value Added Tax.

### 2.2 Corporate Income Tax (CIT)

The results of the foundation are not subject to Corporate Income Tax.

### 2.3 ANBI

The foundation holds the ANBI status.

## 3. Administrative matters

The Board has appointed Jac's den Boer & Vink bv, management consultancy for non-profit organizations, to prepare the annual accounts.

The annual accounts comprise the balance sheet, the income statement, the cash flow statement, the notes to the balance sheet and the notes to the income statement. The firm of Van Ree Accountants & Belastingadviseurs was appointed to audit the annual accounts. The auditor's opinion regarding this audit is included under the heading Other information.



#### 4. Management report 2014

##### *General*

In 2013, The Hague Institute entered a new phase of its development, making significant strides forward in its strategic ambitions, both in terms of national and international profile and a substantive portfolio of cutting-edge research. This progress was underpinned by the Program of Work, the need for which was determined at the October 2012 meeting of the Temporary and Supervisory Boards and which was subsequently developed following the appointment of the President in January 2013. The Program of Work provided the rationale both for internal restructuring and recruitment at the Institute, as well as new methods of external engagement. It also provided the opportunity to set short and long term goals, encapsulated in the development of a mission statement.

The Program of Work formed the basis of the Institute as it is now structured. Three research oriented programs, under the direct authority of the President, were created, providing both conceptual and organizational coherence. These three programs are Conflict Prevention, Rule of Law and Global Governance.

While, given the interdisciplinary nature of The Hague Institute's work, these programs eschew the emergence of silos, they have been valuable mechanisms for structuring the work of the research staff - all of whom have been assigned to an individual program - and streamlining the projects undertaken at the Institute. A highly successful recruitment round in fall 2013 led to the appointment of programmatic department heads. They took up their positions early 2014.

The overall leadership of the Institute is under the direction of the President who chairs a Management Team consisting of the Heads of Department. The MT's members are the Heads of Conflict Prevention, Rule of Law and Global Governance, the Head of Communications, the Head of Development (position vacant), the Distinguished Fellow, the Ambassador-in-Residence and the Special Assistant to the President. A Special Advisor to the President also serves on the MT and works 20% time at the Institute.

In addition to the three programmatic departments, there are a number of support functions under the supervision of the MT. A Communications and Events team assists research staff with outreach, publications and project-related events, as well as developing an overall communications strategy for the Institute. The Development Office assists in acquitting project funding. The Secretariat provides general administrative assistance, while technical support on administration, finance and human resources has been consolidated into a separate team.

##### *Financial*

As mentioned, the start and start-up phase of the institute was delayed with a year. The original budget planning aimed at finalization of the use of the first tranche of the FES subsidy by the end of 2013, but the lengthening of the start-up phase made it necessary to extend the period of investments in the program with a year.

The Boards agreed with the management team to send a request to the Ministry of Economic Affairs to be allowed to use the first tranche of the FES subsidy (12,2 million euros) one more year, therefore also in 2014. The Ministry decided positively, and the annual accounts and budget planning show that the remainder of this part of the subsidy - almost 4 million euros - covered the biggest part of the investments that were prepared in 2013 and done in 2014.

In 2012 the management team was happy to be able to report a level of external (project) funding - separate from the FES subsidy - of almost 3,5 million euros. This was an exceptional result, mainly due to the funding of one program on the level of almost 2,5 million euros.

In 2013 a more modest target for external funding was set in accordance with the original business plan: 1,5 million euros. The realization was almost 25% higher, 1,9 million euros. This result allowed the institute to add 1,38 million euros to its continuity reserve, which is part of the strategy to secure a sustainable future for the institute.

In 2014, the focus was, and had to be, on the substantive development of the three programs. In the same period an Executive Director was recruited and appointed with the main responsibility of creating a successful development strategy for the institute, to guarantee a continuation of the positive financial developments of 2012 and 2013. Unfortunately, this proved not to be successful as the financial report shows.

#### *Future development*

In the early Summer of 2013, the midterm review was done, which was agreed as part of the FES subsidy conditions. The report confirms the developments as sketched above, and shows that the institute is well on its way to fulfill the subsidy criteria. This review report led to a decision by the Ministry of Economic Affairs to grant the second tranche of the FES subsidy (5,25 million euros) to be made available for the years 2015 and 2016.

The continuation of the FES subsidy will allow the institute to complete this first step in its development, to develop a sustainable program for the future and to become one of the World's leading think- and do-tanks. Main target for 2015 is to ensure that a successful development strategy is created and executed. The targets, that are set in the budget for 2015, are realistic as the actual financial developments already show. This will lead to a further strengthening of the financial position, as a basis for a sustainable institute.



## 5. Results for 2014

The foundation reports a balance of income and costs of € 456.400 negative for the financial year ending 31 December 2014, which is € 575.780 less than the adjusted budget 2014. The decrease of the result primarily relates to the lower realisation of external project financing in 2014.

x € 1.000	<u>Actual 2014</u>	<u>Actual 2013</u>
<u>Income</u>		
External project financing	1.226	2.283
FES subsidy	3.665	3.930
Income from events	0	2
Other revenues	11	49
Interest	<u>26</u>	<u>34</u>
Total income (A)	<u>4.928</u>	<u>6.298</u>
<u>Costs</u>		
Third party project costs	1.444	1.535
Personnel costs	2.713	2.005
Office costs	231	430
Housing costs	389	374
Depreciation costs	181	164
Congresses and workshops	150	147
General costs	<u>276</u>	<u>249</u>
Total costs (B)	<u>5.384</u>	<u>4.904</u>
Balance of income and costs (A - B)	<u><u>-456</u></u>	<u><u>1.394</u></u>
Appropriation:		
- Continuity reserve	<u>-456</u>	<u>1.394</u>
Balance of income and costs	<u><u>-456</u></u>	<u><u>1.394</u></u>

## 6. Financial risk management

The foundation's primary objective is to ensure that the foundation realises projects in accordance with the objectives as laid down in the articles of association. Consequently the capital management is risk adverse and the resources of The Hague Institute will only be held on current accounts and savings. Received interest on bank deposits in 2014 amounted to 2%. At least annually, the yield on the positions will be evaluated.

## 7. Budget 2015

	x € 1.000
<u>Income</u>	
External project financing - secured	1.133
External project financing - in progress	526
External project financing - target	1.200
Consortium contributions (in kind)	p.m.
FES subsidy	2.625
Other revenues	0
Interest	30
	<hr/>
Total income (A)	5.514
 <u>Costs</u>	
Direct project costs	1.462
Consortium contributions (in kind)	p.m.
Personnel costs	2.800
Office costs	246
Housing costs	412
Depreciation costs	181
Congresses and workshops	160
General costs	203
Monitoring & Evaluation	50
	<hr/>
Total costs (B)	5.514
	 <hr/>
Balance of income and costs (A - B)	0
 Appropriation:	
- Continuity reserve	0
	<hr/>
Balance of income and costs	0
	<hr/>

**A. Balance sheet as at 31 December 2014  
after appropriation of the result**

<u>Ref.</u>	<u>31-12-2014</u>	<u>31-12-2013</u>
	€	€
<b>ASSETS</b>		
1. Tangible fixed assets	407.540	552.659
2. Receivables	268.177	193.643
3. Cash and cash equivalents	<u>3.156.024</u>	<u>4.136.258</u>
Total assets	<u><u>3.831.741</u></u>	<u><u>4.882.560</u></u>
<b>LIABILITIES</b>		
4. Reserves		
- Continuity reserve	<u>1.869.947</u>	<u>2.326.347</u>
Total reserves	1.869.947	2.326.347
5. Short-term debts	<u>1.961.794</u>	<u>2.556.213</u>
Total liabilities	<u><u>3.831.741</u></u>	<u><u>4.882.560</u></u>

## B. Income statement 2014

<u>Ref.</u>	<u>Actual 2014</u>	<u>Adjusted budget 2014</u>	<u>Actual 2013</u>
	€	€	€
<u>Income</u>			
6.	1.225.843	2.000.000	2.282.975
7.	3.664.506	4.000.000	3.930.740
	0	0	2.119
8.	11.367	25.000	48.719
	25.641	30.000	33.655
	<u>4.927.357</u>	<u>6.055.000</u>	<u>6.298.208</u>
<u>Costs</u>			
9.	1.444.045	2.000.000	1.535.779
10.	2.712.717	2.586.620	2.005.657
11.	231.078	350.000	429.734
12.	389.179	435.000	374.158
13.	181.419	180.000	163.571
14.	149.552	150.000	146.659
15.	275.767	184.000	248.697
	0	50.000	0
	<u>5.383.757</u>	<u>5.935.620</u>	<u>4.904.255</u>
	<u>-456.400</u>	<u>119.380</u>	<u>1.393.953</u>
Appropriation:			
- Continuity reserve	<u>-456.400</u>	<u>119.380</u>	<u>1.393.953</u>
Balance of income and costs	<u>-456.400</u>	<u>119.380</u>	<u>1.393.953</u>



### C. Cash flow statement

	<u>2014</u>	<u>2013</u>
	€	€
<u>Cash flow from operational activities</u>		
Balance of income and costs	-456.400	1.393.953
Depreciation	<u>181.419</u>	<u>163.571</u>
Gross cash flow from operational activities	<u>-274.981</u>	<u>1.557.524</u>
Changes in working capital		
- Change in receivables	-74.534	592.375
- Change in short-term debt	<u>-594.419</u>	<u>-940.126</u>
Total changes in working capital	<u>-668.953</u>	<u>-347.751</u>
<u>Cash flow from investing activities</u>		
Movements in fixed assets	<u>-36.300</u>	<u>-187.353</u>
<u>Cash flow from financing activities</u>		
Change in long-term debt	<u>0</u>	<u>0</u>
Changes in cash and cash equivalents	<u><u>-980.234</u></u>	<u><u>1.022.420</u></u>
Cash and cash equivalents at year end	3.156.024	4.136.258
Cash and cash equivalents at beginning of year	<u>4.136.258</u>	<u>3.113.838</u>
Changes in cash and cash equivalents	<u><u>-980.234</u></u>	<u><u>1.022.420</u></u>

## D. Accounting policies

### General information

These annual accounts are prepared in accordance with accounting principles generally accepted in the Netherlands (Guideline 640 of the Dutch Accounting Standards Board, the guideline for non-profit organizations). The balance sheet, income statement and cash flow statement include references to the notes.

### Going concern

The accounting policies within the annual accounts are based on the assumption that The Hague Institute will be able to continue as a going concern.

### Estimates

In applying the accounting policies and standards for preparing annual accounts, the executive board is required to make estimates and judgments that might be essential for the amounts disclosed in the annual accounts. If necessary for the purposes of providing the view required under Section 362(1), Book 2 of the Netherlands Civil Code, the nature of these estimates and judgments, including the related assumptions, has been disclosed in the notes to the relevant items.

### Accounting policies for the balance sheet

Depreciation of the computers (valued against purchase price) is calculated on a straight-line basis taking the estimated economic useful life into account. The estimated economic useful life of the computers is five years. Items that do not exceed € 5.000 are not capitalised but charged directly to the income statement. Additions for the year 2014 are considered to have contributed to the foundation's activities pro rata.

In general, assets and liabilities are generally stated at cost, cost of manufacture or current value. If no specific accounting policy is stated, valuation is at cost.

The annual accounts are denominated in euros, The Hague Institutes functional and presentation currency.

Receivables are initially recognised at the fair value of the consideration. Allowances for doubtful debts are deducted from the carrying amount of receivable.

Cash and cash equivalents comprise cash and bank balances, and demand deposits falling due in less than 12 months. Cash and cash equivalents are stated at face value.

Liabilities are initially recognised at fair value. Transaction costs directly attributable to the incurrence of the liabilities are included in the measurement on initial recognition. Liabilities are subsequently measured at amortised cost, being the amount received plus or less any premium or discount and net of transaction costs.

Provisions are recognised when there is a present legal or constructive obligation as a result of past events that is of an uncertain size or that will occur at an uncertain future date, and where it is probable that its settlement will lead to an outflow of economic resources and that can be estimated reliably. Provisions are stated at the best estimate of the amounts required to settle the liability at the reporting date. Provisions are recognised at the face value of the expenditure that is expected to be required to settle the liabilities unless stated otherwise.

#### Pension

For its employees, The Hague Institute has set up a pension scheme with APG.

#### Accounting policies for the income statement

Incoming resources and resources expended are recognised in the year to which they relate.

Profit or loss is determined as the difference between the realisable value of the services delivered and the costs and other charges for the year.

FES grants are recognised as soon as the grant is spent.

Salaries, wages and social security contributions are recognised in the statement of income and expenditure based on the pay and benefits package to the extent that they are payable to employees.

Interest received and paid is recognised on a timeweighted basis, making allowance for the effective interest rate of the assets and liabilities in question.



**E. Notes to the balance sheet**

	<u>31-12-2014</u>	<u>31-12-2013</u>
	€	€
1. <u>Tangible fixed assets</u>		
- Furniture and fixtures and computers		
Balance January 1st	552.659	528.877
Movements:		
- Additions	36.300	187.353
- Depreciation	<u>-181.419</u>	<u>-163.571</u>
Balance December 31st	<u>407.540</u>	<u>552.659</u>
Purchase value	912.753	876.453
Accumulated depreciation	<u>-505.213</u>	<u>-323.794</u>
Balance December 31st	<u>407.540</u>	<u>552.659</u>
2. <u>Receivables</u>		
Other project income	110.179	28.035
Costs paid in advance	89.038	41.162
Debtors	33.595	55.297
Interest	25.365	33.022
Co-financing Libyan Judges	8.000	8.000
Securities	2.000	2.000
Co-financing Unesco Water conference	0	24.777
Advances due	0	850
Other receivables	<u>0</u>	<u>500</u>
Total receivables	<u>268.177</u>	<u>193.643</u>

No provision for uncollectible items is deemed necessary.



	<u>31-12-2014</u>	<u>31-12-2013</u>
	€	€
3. <u>Cash and cash equivalents</u>		
ABN AMRO NL23 ABNA 0436	2.008.576	3.905.554
ABN AMRO NL31 ABNA 0430	1.066.383	161.655
ABN AMRO NL42 ABNA 0586	65.505	64.904
ABN AMRO NL40 ABNA 0596	15.503	3.987
Cash register	<u>57</u>	<u>158</u>
Total cash and cash equivalents	<u><u>3.156.024</u></u>	<u><u>4.136.258</u></u>

The amount of € 65.505 consists of a deposit of € 62.917, regarding the rent of the The Hague Institute office at Sophialaan 10, The Hague, which is not at free disposal and of accrued interest of € 2.588.

Reserves

4. - Continuity reserve		
Balance January 1st	2.326.347	932.394
Appropriation of the result	<u>-456.400</u>	<u>1.393.953</u>
Balance December 31st	<u><u>1.869.947</u></u>	<u><u>2.326.347</u></u>

After the expiration of the FES subsidy in 2017, The Hague Institute has to be a self-sustainable organization. Therefore, the reserves have to build up. The reserve will be used to cover future projects and programs. In 2013, the board decided to set the desired size of the reserve at € 3.900.000.

	<u>31-12-2014</u>	<u>31-12-2013</u>
	€	€
5. <u>Short-term debts</u>		
FES subsidy received in advance	1.000.000	1.789.508
Project costs	293.561	327.902
Creditors	204.612	98.906
Subsidy Knowledge platform received in advance	114.984	42.086
Payroll tax	72.905	35.811
Subsidy received in advance	64.122	25.568
Balance holiday fees	62.810	31.526
Balance leave hours	56.196	38.339
Pension	28.798	16.144
VAT	7.379	6.096
Other short-term debts	<u>56.427</u>	<u>144.327</u>
Total short-term debts	<u><u>1.961.794</u></u>	<u><u>2.556.213</u></u>

With regard to the FES subsidy up to 2014, an amount of € 12.200.000 is received. Up to 2014, an amount of € 12.200.200 is accounted for. The advance payment is the first part of the second tranche of € 5.250.000 (for 2015 and 2016).

## CONTINGENT RIGHTS AND OBLIGATIONS

### *FES*

The Ministry of Economic Affairs, Agriculture and Innovation (EL&I) granted an amount of maximum € 17.450.000 of the FES budget. Up to 2014, an amount of € 12.200.000 is granted. The additional grant of € 5.250.000 is granted in 2014.

### *Housing*

A housing contract between The Hague Institute and the VNG is signed at June 1st 2011. The renting period of the office space at Sophialaan 10 in The Hague is five years, from June 1st 2011 up to May 31st 2016. After expiring of this period, the housing contract may be continued for a period of five years. Yearly, an indexation of the rent takes place. In total an amount of € 263.680 has to be paid for the rent of the office space in 2015, excluding indexation. From June 1st 2011 to July 1st 2016 The Hague Institute receives a discount of € 25.000 per annum.

### *Leasing*

In 2011, a Canon copier was leased. The duration of the contract is 60 months and after the expiration date the contract will be extended annually. The monthly fee is € 377, VAT included.

*Foundation Access Facility*

In May 2014, The Hague Institute signed an agreement with Foundation Access Facility (hereafter: Access) allowing Access to house its secretariat (workplaces for 4-5 staff members). This support is continued for 2015 and may be extended by mutual written agreement of the parties.





**F. Notes to the income statement**

	<u>Actual 2014</u>	<u>Adjusted budget 2014</u>	<u>Actual 2013</u>
	€	€	€
<b>INCOME</b>			
6. <u>External project financing</u>	<u>1.225.843</u>	<u>2.000.000</u>	<u>2.282.975</u>

In 2014, The Hague Institute received (amongst others) external project financing regarding Knowledge platform for security and law (Ministry of Foreign Affairs), the water conflict assessment Yemen and regarding the Hague Institute Round tables.

7. <u>FES subsidy</u>	<u>3.664.506</u>	<u>4.000.000</u>	<u>3.930.740</u>
-----------------------	------------------	------------------	------------------

The Ministry of Economic Affairs, Agriculture and Innovation (EL&I) granted an amount of maximum € 17.450.000 of the FES budget. Up to 2014, an amount of € 12.200.000 is granted and accounted for. The additional grant of € 5.250.000 is granted in 2014 and will be spend in 2015 and 2016. With regard to the FES subsidy, several third parties contributed in kind. The contributions are measured in FTE and are not capitalized in the annual accounts.

8. <u>Other revenues</u>	<u>11.367</u>	<u>25.000</u>	<u>48.719</u>
--------------------------	---------------	---------------	---------------

In 2014, The Hague Institute was the host of several meetings and received revenues for the rent of meeting rooms.

**Allocation of costs to the programs**

	<u>Office of the President</u>	<u>Conflict Prevention Program</u>	<u>Rule of Law Program</u>	<u>Global Governance Program</u>	<u>Knowledge Platform</u>	<u>Communi- cations &amp; Events</u>
	€	€	€	€	€	€
<u>Costs</u>						
Third party project costs	103.286	170.765	302.786	320.616	493.739	
Wages	556.412	505.097	252.406	259.678	126.168	200.83
Other personnel costs	83.402	75.710	37.834	38.924	18.911	30.10
Office costs	54.501	49.475	24.724	25.436	12.358	19.67
Housing costs	91.790	83.325	41.639	42.839	20.814	33.13
Depreciation costs	42.789	38.842	19.410	19.970	9.702	15.44
Congresses and workshops	35.273	32.020	16.001	16.462	7.998	12.73
General costs	65.042	59.043	29.505	30.355	14.748	23.47
<b>Total costs</b>	<u>1.032.495</u>	<u>1.014.276</u>	<u>724.305</u>	<u>754.280</u>	<u>704.438</u>	<u>335.38</u>
<u>External project financing</u>	<u>5.020</u>	<u>132.700</u>	<u>305.034</u>	<u>9.500</u>	<u>703.074</u>	
<b>Balance</b>	<u><u>-1.027.475</u></u>	<u><u>-881.576</u></u>	<u><u>-419.271</u></u>	<u><u>-744.780</u></u>	<u><u>-1.364</u></u>	<u><u>-335.38</u></u>

	<u>Actual 2014</u>	<u>Adjusted budget 2014</u>	<u>Actual 2013</u>
	€	€	€
COSTS			
9. <u>Third party project costs</u>			
Projects	<u>1.444.045</u>	<u>2.000.000</u>	<u>1.535.779</u>
Total third party project costs	<u><u>1.444.045</u></u>	<u><u>2.000.000</u></u>	<u><u>1.535.779</u></u>

For the execution of the program and projects, The Hague Institute uses experts and organizations from all over the world. The costs regarding these projects are presented as third project costs.

10. <u>Personnel costs</u>			
Gross wages (included holiday fee)	1.807.128	1.730.000	1.120.576
Pension costs	258.685	280.000	156.113
Social costs	249.802	260.000	141.236
Temporary assistance	151.311	126.620	330.778
HR support	1.258	5.000	56.580
Other personnel costs	<u>244.533</u>	<u>185.000</u>	<u>200.374</u>
Total personnel costs	<u><u>2.712.717</u></u>	<u><u>2.586.620</u></u>	<u><u>2.005.657</u></u>

	<u>Actual 2014</u>	<u>Adjusted budget 2014</u>	<u>Actual 2013</u>
	FTE	FTE	FTE
<u>Executive Board</u>			
President	1,0	1,0	1,0
Executive director	1,0	1,0	0,0
Manager a.i.	0,0	0,0	0,6
Distinguished fellow	1,0	1,0	0,0
Special assistant to the president	1,0	1,0	1,0
Executive assistant	1,0	1,0	0,0
Research assistant	1,0	0,0	0,0
<u>Programmatic functions</u>			
Heads of Program	3,0	3,0	0,0
Senior researcher	4,0	5,0	1,8
Researcher	7,0	7,0	6,8
Research assistant	0,5	0,0	0,0
Junior Consultant	2,0	0,0	0,0
<u>Operational functions</u>			
Development officer	0,0	0,8	0,8
Head of communications	1,0	1,0	0,0
Event manager/PR	1,0	1,0	1,0
Communications specialist	1,0	1,0	1,0
HR Officer	1,0	0,8	0,0
Secretary	4,7	3,6	2,6
Facility Manager	1,1	1,1	1,1
<u>Knowledge platform</u>			
Head of knowledge platform	0,9	0,9	1,0
Researcher	1,0	1,0	1,0
<b>Total</b>	<u><u>34,2</u></u>	<u><u>31,2</u></u>	<u><u>19,7</u></u>



	<u>Actual 2014</u>	<u>Adjusted budget 2014</u>	<u>Actual 2013</u>
	€	€	€
11. <u>Office costs</u>			
Telephone costs	44.060	60.000	28.085
Postage costs	5.606	10.000	10.644
Office supplies	12.656	45.000	33.085
Printing and copying	38.556	35.000	61.062
Corporate design and website	69.557	110.000	170.072
ICT	<u>60.643</u>	<u>90.000</u>	<u>126.786</u>
Total office costs	<u><u>231.078</u></u>	<u><u>350.000</u></u>	<u><u>429.734</u></u>
12. <u>Housing costs</u>			
Rent	239.103	240.000	235.480
Energy, gas and water	16.457	40.000	33.345
Cleaning costs	47.819	45.000	42.905
Maintenance	33.335	40.000	23.078
Inventory rent and art	15.008	20.000	15.002
Other housing costs	<u>37.457</u>	<u>50.000</u>	<u>24.348</u>
Total housing costs	<u><u>389.179</u></u>	<u><u>435.000</u></u>	<u><u>374.158</u></u>
13. <u>Depreciation costs</u>			
Furniture and fixtures	128.343	125.000	111.803
Computers	<u>53.076</u>	<u>55.000</u>	<u>51.768</u>
Total depreciation costs	<u><u>181.419</u></u>	<u><u>180.000</u></u>	<u><u>163.571</u></u>
14. <u>Congresses and workshops</u>			
Meetings/workshops	140.673	110.000	136.660
Translation costs	2.161	20.000	6.101
Courses and lectures	<u>6.718</u>	<u>20.000</u>	<u>3.898</u>
Total congresses and workshops	<u><u>149.552</u></u>	<u><u>150.000</u></u>	<u><u>146.659</u></u>



	<u>Actual 2014</u>	<u>Adjusted budget 2014</u>	<u>Actual 2013</u>
	€	€	€
15. <u>General costs</u>			
Outsourced support staff	150.901 *	110.000	134.370
AFAS	31.746	20.000	12.157
Accountancy	37.096	35.000	8.168
Fiscal advise	1.837	5.000	8.785
Bank costs	2.357	2.000	2.049
Other general costs	<u>51.830 **</u>	<u>12.000</u>	<u>83.168</u>
Total general costs	<u><u>275.767</u></u>	<u><u>184.000</u></u>	<u><u>248.697</u></u>

\* At the start of the foundation, the Board decided to outsource several support functions. These functions include (amongst others) finance and administration and project management and are presented as general costs.

\*\* Including several memberships and costs of the Galan Group.

## **Other information**

### Appropriation

The balance of income and costs of € 456.400 negative is processed as presented on page 10 (income statement 2014).

### Post balance sheet events

There have been no significant events post balance date which would materially affect the annual accounts.

### Independent auditor's report

The independent auditor's report is included at the next page of the annual accounts.

## Projects

Project number	Project name	Third party project costs	Personnel costs	T
		€	€	€
<u>Office of the President</u>				
000047	Acuns Summer Workshop	6.561	1.050	
000048	Distinguished Speaker Series	33.995	10.834	
000068	President's Office Special Projects	21.895	107.606	
000069	Rwanda Conference	40.835		
000064	Independent Events		1.274	
Total Office of the President		103.286	120.764	
<u>Conflict Prevention Program</u>				
CA	Conflict prevention general	4.840	86.012	
000007	Water Diplomacy	25.214	150.819	
000007-1	Water Conflict Assessment Yemen	77.724	99.654	
000007-2	International Conference Water Security & Peace (nov '13)	14.520		
000052	NWO Stakeholder consultation SSR reform Nairobi	12.581	16.821	
000070	R2P, Just War Theory and the Prevention of Mass Atrocities	16.808	103.497	
000071	Civilian protection	1.146		
000072	Framework for Political Economy Analysis of Transboundary Basins in Africa		16.960	
000073	Climate Change and Conflict		48.606	
000067	Governance of Climate Adaption in SIDS (Zanzibar)	3.127	7.430	
000074	Municipalities in Conflict Prevention	436	14.522	
000075	Education in Conflict Prevention and Resilience	4.045	15.448	
000080	Geneva initiative Water Diplomacy	9.581	21.378	
000081	Masterplan Jordan	743	11.024	
Total Conflict Prevention Program		170.765	592.170	

The Hague Institute for Global Justice - annual accounts 2014  
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<u>Project number</u>	<u>Project name</u>	<u>Third party project costs</u>	<u>Personnel costs</u>	<u>Totaal</u>
		€	€	€
<u>Rule of Law Program</u>				
RA	Rule of Law general	86.694	265.419	
000004	From Fact Finding to Evidence	1.440	15.507	
000016	Good Gov. and the Rule of Law in Fragile States	1.800	4.483	
000021	The Hague Approach (100 years Peace Palace)		592	
000034	Model Code for International Criminal Procedures	10.467	162	
000038	Restoring the contract	233	33.877	
000040	Training Libyan Judges			
000042	USAid Rwanda	1.454	3.712	
000045	Peace Justice Nexus	1.274	40.879	
000046	Transitional Justice in Africa Fellowship Program	25.651	29.931	
000049	VNG Mali	982	9.212	
000050	Guardians of Justice		5.862	
000051	Good Governance and the Rule of Law in Fragile States (fase 2)	103.284	56.573	
000054	NWO-ORA: TJ measures and democratic institution building	60.049	57.794	
000056	Rule of Law Helpdesk		7.312	
000057	Land claims Burundi	1.133	35.776	
000058	Rule of Law: The Hague Academy Training	6.475	703	
000063	Friedensprogramm in Kolumbien	1.724		
000083	Zoa Uganda	84		
000084	Balkans Enchancing the criminal justice chain	39	4.100	
Total Rule of Law Program		<u>302.786</u>	<u>571.895</u>	



<u>Project number</u>	<u>Project name</u>	<u>Third party project costs</u>	<u>Personnel costs</u>	<u>Totaal</u>
		€	€	€
<u>Global Governance Program</u>				
GA	Global governance general	15.804	208.829	
000013	Global Governance Reform Initiative (fka BRICS+/Governance)	25.474	79.760	
000022	Intellectual Property Management for Global Justice		4.643	
000041	Expertise Center for Social Justice	12.745	7.104	
000060	The Hague Conference on Business and Human Security	50.825	23.746	
000062	Commission on Global Security, Justice and Governance	202.462	110.300	
000066	Justice training school	2.805	24.514	
000076	The future of Cyber Governance (Conference May)	10.501		
000077	Fourth International Cyberspace Conference 2015		2.960	
G82	Technical Advisory Support to the New Silk Road Initiative and Ukrainian			
000079	Private Sector and Multilateral Institutions in Global Economic Governance		5.607	
Total Global Governance Program		<u>320.616</u>	<u>467.463</u>	
<u>Knowledge Platform</u>				
000030	Knowledge Platform for Security and Law	<u>493.739</u>	<u>283.443</u>	

<u>Project number</u>	<u>Project name</u>	<u>Third party project costs</u>	<u>Personnel costs</u>	<u>Totaal</u>
		€	€	€
<u>Other projects</u>				
000001	Overige projecten	-8.500	24.258	
000031	The Hague Security Delta		3.840	
000033	Access Resource Center (CCMC)	9.609	556	
000043	The Hague Institute M&E		2.661	
000044	The Hague Institute Round Tables	43.390	53.889	
000053	Nuclear Knowledge Summit	4.227	18.873	
000059	Panel Discussion on the Balkans	3.112	2.842	
000065	Working paper series	1.015	2.669	
Total other projects		<u>52.853</u>	<u>109.588</u>	
Grand total		<u><u>1.444.045</u></u>	<u><u>2.145.324</u></u>	



The Hague Institute  
for Global Justice

# Annual Accounts 2015

The Hague Institute for Global Justice  
at The Hague

**date** 11 March 2016  
**reference** 16-215/MdV

tax identification  
  
Van Ree Accountants

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## Board Report

### 1. General

The foundation The Hague Institute for Global Justice (The Hague Institute) was established on 2 September 2010. The Hague Institute was launched in June 2011 and maintains an office at Sophialaan 10, The Hague, since that date.

#### 1.1 *Mission*

The Hague Institute is an independent, nonpartisan organization established to conduct interdisciplinary policy-relevant research, develop practitioner tools and convene experts, practitioners and policymakers to facilitate knowledge sharing. Through this work the institute aims to contribute to, and further strengthen, the global framework for preventing and resolving conflict and promoting international peace.

Located in the city that has been a symbol of peace and justice for over a century, The Hague Institute is positioned uniquely to address issues at the intersection of peace, security and justice. It does so through the perspectives of conflict prevention, rule of law and global governance.

#### 1.2 *Implementation of the mission*

The institute was founded in September 2010 and in that year received a first installment of the FES subsidy of two million euros. There were no activities in that year.

In 2011, the institute focused on creating a program of work as well as establishing an organizational structure. After its launch in the summer of 2011, the institute created its first project portfolio. This served as the basis for the development of an initial set of services and products. The Board accepted the proposal for a first series of projects in November 2011.

A number of The Hague Institute's founding partners were already preparing for these projects and The Hague Institute began the process of selecting and recruiting policy officers and program leaders. The first group of staff members was recruited in the first months of 2012, with a second group recruited in the fall of that year.

Following the successful recruitment of its first President, the institute reoriented its program of work in January 2013. This period saw the establishment of three programmatic lines (Conflict Prevention, Rule of Law and Global Governance) and the recruitment of a first-class team, including Heads of Program responsible for strategy and management within their own departments.

Since 2013, the institute has also expanded its domestic and international partnerships and developed its brand through high-profile events and cutting-edge communications. This work is supported by a new Development and Communications Team.



### 1.3 Governance and management

The Hague Institute has an Advisory Council led by Former US Secretary of State, Madeleine Albright.

Members of the council are:

- Mayor J. van Aartsen
- Prof. I.S. Ivanov
- Dr. M. Muasher
- Dr. S. Tharoor
- H.E. Judge Abdulqawi A. Yusuf

In 2014, the Supervisory Board was established. This Board is chaired by Mr. D. Benschop.

Members are:

- Prof. Dr. D. van der Boom
- Prof. J. de Vries (until April 2015)
- Ms. A. Heuser
- Mr. S. van Hoogstraten
- Ms. I. Kahn
- Dr. S. Muller (from April 2015)

In 2015, the leadership of the institute was charged to the President, reporting to the Supervisory Board.

In 2015, 3 meetings of the Supervisory Board took place.

## 1.4 Legislation on standards for top salaries (Wet Normering Topinkomens, WNT)

Executive Board

	<u>Dr. A. Williams</u>	<u>Drs. S.M. Wiemers</u>
2015	01/01 - 31/12	01/01 - 30/04
Extend of employment	1,0 fte	1,0 fte
Former top official	no	yes
Real or fictitious employment?	yes	yes
Remuneration 2015	€ 187.297	€ 0
Taxable fixed and variable expense allowances	" 7.500	" 0
Provisions remuneration due	" 28.700	" 0
Subtotal	€ 223.497	€ 0
Unduly paid amount	-/- " 0	-/- " 0
<b>Total remuneration 2015</b>	<b>€ 223.497</b>	<b>€ 0</b>
Individual remuneration limit in 2015 *	€ 178.000	€ 58.651
* Transitional law applicable.		
2014	01/01 - 31/12	01/02 - 31/12
Extend of employment	1,0 fte	1,0 fte
Remuneration 2014	€ 187.794	€ 67.967
Taxable fixed and variable expense allowances	" 7.500	" 0
Provisions remuneration due	" 28.700	" 11.372
Payment due to termination employment	" 0	" 71.914
Subtotal	€ 223.994	€ 151.253
Unduly paid amount	-/- " 0	-/- " 0
<b>Total remuneration 2014</b>	<b>€ 223.994</b>	<b>€ 151.253</b>
Individual remuneration limit in 2014	€ 230.474	€ 211.268

Supervisory Board

	D.A. Benschop	Prof. Dr. D. van der Boom	Prof. J. de Vries	Ms. A. Heuser	S. van Hoogstraten	Ms. I. Kahn	Dr. A.S. Muller
Function 2015	Chair 01/01 - 31/12	SB member 01/01 - 31/12	SB member 01/01 - 30/04	SB member 01/01 - 31/12	SB member 01/01 - 31/12	SB member 01/01 - 31/12	SB member 30/04 - 31/12
	€	€	€	€	€	€	€
Remuneration 2015	0	0	0	0	0	0	0
Taxable fixed and variable expense allowances	0	0	0	0	0	0	0
Provisions remuneration due	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0
Minus: unduly paid amount	0	0	0	0	0	0	0
<b>Total remuneration 2015</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Individual remuneration limit in 2015	26.700	17.800	5.865	17.800	17.800	17.800	11.935
2014	21/01-31/12	21/01-31/12	21/01 - 31/12	29/05 - 31/12	21/01 - 31/12	29/05 - 31/12	
	€	€	€	€	€	€	
Remuneration 2014	0	0	0	0	0	0	0
Taxable fixed and variable expense allowances	0	0	0	0	0	0	0
Provisions remuneration due	0	0	0	0	0	0	0
<b>Total remuneration 2014</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Individual remuneration limit in 2014	32.849	21.899	21.899	13.687	21.899	13.687	13.687

### 1.5 Articles

In 2015, the foundation's articles were amended. Up until summer 2014, the Executive Board consisted of the President and the Executive Director. Since summer 2014, the Executive Board has consisted of the President alone.

The foundation's articles provide that the Board must prepare a balance sheet and an income statement within six months after the end of the financial year. The Board is required to instruct a certified public accountant, or another expert within the meaning of Section 393 (part 9) of Book 2 of the Dutch Civil Code, to audit the balance sheet and the income statement. The accountant submits an audit report to the Supervisory Board and represents the outcome of his audit as an auditor's opinion.

## 2. Taxes

### 2.1 Value Added Tax (VAT)

The core activities of the foundation are not subject to Value Added Tax. However, a few projects carried out by the foundation, which classify as assignments, are subject to Value Added Tax.

### 2.2 Corporate Income Tax (CIT)

The results of the foundation are not subject to Corporate Income Tax.

### 2.3 ANBI

The foundation holds the ANBI status.

## 3. Administrative matters

The Board has appointed Jac's den Boer & Vink bv, a management consultancy for non-profit organizations, to prepare the annual accounts.

The annual accounts comprise the balance sheet, the income statement, the cash flow statement, the accounting policies, the notes to the balance sheet and the notes to the income statement. The firm of Van Ree Accountants was appointed to audit the annual accounts. The auditor's opinion regarding this audit is included under the heading "Other information".



#### 4. Management report 2015

##### *General*

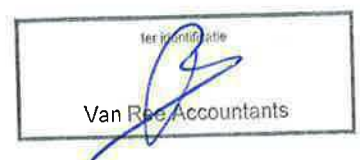
2015 has been a year of programmatic consolidation as well as institutional development. The quality and quantity of our substantive work and events have increased and it is gratifying to see our efforts being recognized externally through requests for expert input and institutional collaboration. Fundraising remains an important challenge, but one we are confident that we can meet successfully with strategic decision-making and the close engagement and support of our Supervisory Board and key partners, including the Municipality of The Hague and the Dutch Ministries. The institute today, in many respects, is a very different organization than what it was three years ago when Dr. Williams took up his appointment as President. We will continue working hard to ensure that in future years it will be regarded as one of the best investments that the Dutch Government and the Municipality of The Hague ever made.

In a relatively short time, the institute has developed a strong reputation as the go-to think-tank for policymakers in the Netherlands. The institute is increasingly recognized as an innovative, serious think and do tank, whose credibility rests on the high quality of its staff, programs and publications. Our staff are increasingly sought after by local and international media for their expert views on a range of important global issues.

The diplomatic community in The Hague continues to seek out opportunities for collaboration with the Institute, as demonstrated by the events we co-hosted with the embassies of Georgia, Norway, Pakistan, Thailand and Ukraine in late 2015. The institute welcomed several eminent personalities as part of its *Distinguished Speaker Series*, including Former Dutch Prime Minister, Wim Kok; The new Secretary-General of the Commonwealth and former Attorney-General for England and Wales, the Rt. Hon Patricia Scotland QC; and Minister of Justice of Georgia, Tea Tsulukiani.

The institute has continued to pursue high-quality institutional partnerships beyond the Netherlands and Europe. In October, the institute signed a Memorandum of Understanding with the Observer Research Foundation in New Delhi, formalizing our long-standing cooperation on the *Global Governance Reform Initiative*. Following a successful trip to Doha, Qatar in November to attend the WISE Summit, Memoranda of Understanding were signed with Qatar University and the Qatar Leadership Center. Through these partnerships, the institute is expanding its reach beyond the borders of the Netherlands and the western world and engaging dynamic new actors in innovative ways.

In November 2015, the institute launched a new website, which is a significant step forward in its digital positioning among peers. The new design and technical features are a visible and aesthetic match with the innovative work of the organization, offering complete access to our content regardless of what devices our audiences use. Our social media presence increased rapidly during the last quarter with significant growth rates on all platforms (Twitter, Facebook and LinkedIn) and we gained a number of important followers with a potential to increase our visibility among our target audiences. Our audiences are also engaging more actively with the content that is published through our platforms.



The institute has developed an effective institutional culture of flexibility, agility and excellence, with a minimum of internal bureaucratic constraint.

#### *Financial*

In the first years of existence, the institute acquired a total of € 6 million for the work on externally funded projects. In 2015 alone, this amount was € 1,26 million. In that year, the institute has a result of -/- € 576.000. The remaining continuity reserve will amount to € 1,294 million.

There remains a degree of uncertainty regarding the financial sustainability of the institute. The institute is developing and implementing a strategy for fundraising as a matter of urgency. The Supervisory Board Strategy Session on Development and Fundraising held in November 2015 provided constructive suggestions including developing a value proposition for each type of donor (donor segmentation); a plan for each program on how to use the FES money to increase the level of project funding through investment; a precise statement of what makes the Institute unique and valuable, possibly with the pro-bono assistance of a marketing agency; and a tool that assists with the branding of the Institute. In discussions with current funders and approaches to institutions and private individuals who may have an interest in supporting the institute we must explain the impact we have today and the impact we foresee for the future.

Given the financial situation, major programmatic initiatives and their budgetary requirements need to be carefully considered. The institute will strive to maintain a lean budget posture and to strike the right balance between resources and ambitions.

The decision was made to merge the communications team and the development team under the leadership of the Head of Operations to create a strong basis for the operational work in this field.

#### *Future development*

In the early summer of 2013, the midterm review was concluded, which was agreed as part of the FES subsidy conditions. The report confirmed the developments as outlined above and showed that the institute was well on its way to fulfilling the subsidy criteria. This review report led to a decision by the Ministry of Economic Affairs to grant the second tranche of the FES subsidy (€ 5,25 million) to be made available for the years 2015 and 2016.

The continuation of the FES subsidy allows the institute to complete this first step in its development, to develop a sustainable program for the future and to become one of the World's leading think- and do-tanks. The main target for 2016 is to ensure that a successful development strategy is created and executed. The targets set in the budget for 2016 are realistic, as the actual financial developments already demonstrate. This will lead to a further strengthening of the financial position, as a basis for a sustainable institute.

## 5. Results for 2015

The foundation reports a balance of income and costs of € 575.772 negative for the financial year ending 31 December 2015, which is € 575.772 less than the budget 2015. The decrease of the result primarily relates to the lower realisation of FES subsidy which could not fully compensated by an increase of the external project financing in 2015, as was budgeted.

x € 1.000	<u>Actual 2015</u>	<u>Actual 2014</u>
<u>Income</u>		
External project financing	1.259	1.226
FES subsidy	3.150	3.665
Income from events	0	0
Other revenues	12	11
Interest	<u>11</u>	<u>26</u>
Total income (A)	<u>4.432</u>	<u>4.928</u>
<u>Costs</u>		
Third party project costs	1.526	1.444
Personnel costs	2.525	2.713
Office costs	159	231
Housing costs	349	389
Depreciation costs	185	181
Congresses and workshops	63	150
General costs	<u>201</u>	<u>276</u>
Total costs (B)	<u>5.008</u>	<u>5.384</u>
Balance of income and costs (A - B)	<u><u>-576</u></u>	<u><u>-456</u></u>
Appropriation:		
- Continuity reserve	<u>-576</u>	<u>-456</u>
Balance of income and costs	<u><u>-576</u></u>	<u><u>-456</u></u>

## 6. Financial risk management

The foundation's primary objective is to ensure that the foundation realises projects in accordance with the objectives as laid down in the articles of association. Consequently the capital management is risk adverse and the resources of The Hague Institute will only be held on current accounts and savings. Received interest on bank deposits in 2015 amounted to 0,7%. At least annually, the yield on the positions will be evaluated.

## 7. Budget 2016

	x € 1.000
<u>Income</u>	
External project financing - secured	769
External project financing - target	481
FES subsidy	2.625
Other revenues	10
Interest	<u>16</u>
Total income (A)	<u>3.901</u>
<u>Costs</u>	
Direct project costs	700
Personnel costs	2.150
Office costs	125
Housing costs	371
Depreciation costs	130
Congresses and workshops	25
General costs	<u>150</u>
Total costs (B)	<u>3.651</u>
Balance of income and costs (A - B)	<u>250</u>
Appropriation:	
- Continuity reserve	<u>250</u>
Balance of income and costs	<u>250</u>

**A. Balance sheet as at 31 December 2015  
after appropriation of the result**

<u>Ref.</u>		<u>31-12-2015</u>	<u>31-12-2014</u>
		€	€
<b>ASSETS</b>			
1.	Tangible fixed assets	345.708	407.540
2.	Receivables	235.035	268.177
3.	Cash and cash equivalents	<u>1.774.791</u>	<u>3.156.024</u>
	<b>Total assets</b>	<u><u>2.355.534</u></u>	<u><u>3.831.741</u></u>
<b>LIABILITIES</b>			
4.	Reserves		
	- Continuity reserve	<u>1.294.175</u>	<u>1.869.947</u>
	<b>Total reserves</b>	1.294.175	1.869.947
5.	Short-term debts	<u>1.061.358</u>	<u>1.961.794</u>
	<b>Total liabilities</b>	<u><u>2.355.534</u></u>	<u><u>3.831.741</u></u>



## B. Income statement 2015

Ref.	Actual 2015	Budget 2015	Actual 2014
	€	€	€
<u>Income</u>			
6.	1.258.965	2.859.000	1.225.843
7.	3.150.000	2.625.000	3.664.506
	Income from events	0	0
8.	12.469	0	11.367
	Interest	30.000	25.641
	<u>4.432.442</u>	<u>5.514.000</u>	<u>4.927.357</u>
<u>Costs</u>			
9.	1.526.127	1.462.000	1.444.045
10.	2.525.170	2.800.000	2.712.717
11.	159.571	246.000	231.078
12.	349.017	412.000	389.179
13.	185.112	181.000	181.419
14.	62.608	160.000	149.552
15.	200.609	203.000	275.767
	Monitoring & Evaluation	50.000	0
	<u>5.008.214</u>	<u>5.514.000</u>	<u>5.383.757</u>
	<u>-575.772</u>	<u>0</u>	<u>-456.400</u>
Balance of income and costs (A - B)			
Appropriation:			
	<u>-575.772</u>	<u>0</u>	<u>-456.400</u>
	<u>-575.772</u>	<u>0</u>	<u>-456.400</u>
Balance of income and costs			

### C. Cash flow statement

	<u>2015</u>	<u>2014</u>
	€	€
<u>Cash flow from operational activities</u>		
Balance of income and costs	-575.772	-456.400
Depreciation	<u>185.112</u>	<u>181.419</u>
Gross cash flow from operational activities	<u>-390.660</u>	<u>-274.981</u>
Changes in working capital		
- Change in receivables	33.142	-74.534
- Change in short-term debt	<u>-900.436</u>	<u>-594.419</u>
Total changes in working capital	<u>-867.294</u>	<u>-668.953</u>
<u>Cash flow from investing activities</u>		
Movements in fixed assets	<u>-123.280</u>	<u>-36.300</u>
<u>Cash flow from financing activities</u>		
Change in long-term debt	<u>0</u>	<u>0</u>
Changes in cash and cash equivalents	<u>-1.381.234</u>	<u>-980.234</u>
Cash and cash equivalents at year end	1.774.791	3.156.024
Cash and cash equivalents at beginning of year	<u>3.156.024</u>	<u>4.136.258</u>
Changes in cash and cash equivalents	<u>-1.381.233</u>	<u>-980.234</u>

## D. Accounting policies

### General information

These annual accounts are prepared in accordance with accounting principles generally accepted in the Netherlands (Guideline 640 of the Dutch Accounting Standards Board, the guideline for non-profit organizations). The balance sheet, income statement and cash flow statement include references to the notes.

### Going concern

The accounting policies within the annual accounts are based on the assumption that The Hague Institute will be able to continue as a going concern.

### Estimates

In applying the accounting policies and standards for preparing annual accounts, the executive board is required to make estimates and judgments that might be essential for the amounts disclosed in the annual accounts. If necessary for the purposes of providing the view required under Section 362(1), Book 2 of the Netherlands Civil Code, the nature of these estimates and judgments, including the related assumptions, has been disclosed in the notes to the relevant items.

### Accounting policies for the balance sheet

Depreciation of the computers (valued against purchase price) is calculated on a straight-line basis taking the estimated economic useful life into account. The estimated economic useful life of the computers is five years. Items that do not exceed € 5.000 are not capitalised but charged directly to the income statement. Additions for the year 2015 are considered to have contributed to the foundation's activities pro rata.

In general, assets and liabilities are generally stated at cost, cost of manufacture or current value. If no specific accounting policy is stated, valuation is at cost.

The annual accounts are denominated in euros, The Hague Institutes functional and presentation currency.

Receivables are initially recognised at the fair value of the consideration. Allowances for doubtful debts are deducted from the carrying amount of receivable.

Cash and cash equivalents comprise cash and bank balances, and demand deposits falling due in less than 12 months. Cash and cash equivalents are stated at face value.



Liabilities are initially recognised at fair value. Transaction costs directly attributable to the incurrence of the liabilities are included in the measurement on initial recognition. Liabilities are subsequently measured at amortised cost, being the amount received plus or less any premium or discount and net of transaction costs.

Provisions are recognised when there is a present legal or constructive obligation as a result of past events that is of an uncertain size or that will occur at an uncertain future date, and where it is probable that its settlement will lead to an outflow of economic resources and that can be estimated reliably. Provisions are stated at the best estimate of the amounts required to settle the liability at the reporting date. Provisions are recognised at the face value of the expenditure that is expected to be required to settle the liabilities unless stated otherwise.

#### Pension

For its employees, The Hague Institute has set up a pension scheme with APG.

#### Accounting policies for the income statement

Incoming resources and resources expended are recognised in the year to which they relate.

Profit or loss is determined as the difference between the realisable value of the services delivered and the costs and other charges for the year.

FES grants are recognised as soon as the grant is spent.

Salaries, wages and social security contributions are recognised in the statement of income and expenditure based on the pay and benefits package to the extent that they are payable to employees.

Interest received and paid is recognised on a time weighted basis, making allowance for the effective interest rate of the assets and liabilities in question.

## E. Notes to the balance sheet

	<u>31-12-2015</u>	<u>31-12-2014</u>
	€	€
1. <u>Tangible fixed assets</u>		
- Furniture, fixtures and computers		
Balance January 1st	407.540	552.659
Movements:		
- Additions	123.280	36.300
- Depreciation	<u>-185.112</u>	<u>-181.419</u>
Balance December 31st	<u>345.708</u>	<u>407.540</u>
Purchase value	1.036.033	912.753
Accumulated depreciation	<u>-690.325</u>	<u>-505.213</u>
Balance December 31st	<u>345.708</u>	<u>407.540</u>
2. <u>Receivables</u>		
Debtors	121.788	33.595
Co-financing NWO	55.118	0
Advance Access	42.433	42.433
Interest	10.760	25.365
Costs paid in advance	2.937	89.038
Securities	2.000	2.000
Other project income	0	67.746
Other receivables	<u>0</u>	<u>8.000</u>
Total receivables	<u>235.035</u>	<u>268.177</u>

No provision for uncollectible items is deemed necessary.





	<u>31-12-2015</u>	<u>31-12-2014</u>
	€	€
3. <u>Cash and cash equivalents</u>		
ABN AMRO NL23 ABNA 0436 [REDACTED]	1.586.334	2.008.576
ABN AMRO NL31 ABNA 0430 [REDACTED]	112.216	1.066.383
ABN AMRO NL42 ABNA 0586 [REDACTED]	65.860	65.505
ABN AMRO NL40 ABNA 0596 [REDACTED]	10.302	15.503
Cash register	<u>79</u>	<u>57</u>
Total cash and cash equivalents	<u><u>1.774.791</u></u>	<u><u>3.156.024</u></u>

The amount of € 65.860 consists of a deposit of € 62.917, regarding the rent of the The Hague Institute office at Sophialaan 10, The Hague, which is not at free disposal and of accrued interest of € 2.943.

#### Reserves

4. - Continuity reserve		
Balance January 1st	1.869.947	2.326.347
Appropriation of the result	<u>-575.772</u>	<u>-456.400</u>
Balance December 31st	<u><u>1.294.175</u></u>	<u><u>1.869.947</u></u>

After the expiration of the FES subsidy in 2017, The Hague Institute has to be a self-sustainable organization. Therefore, the reserves have to build up. The reserve will be used to cover future projects and programs. In 2013, the board decided to set the desired size of the reserve at € 3.900.000.

	<u>31-12-2015</u>	<u>31-12-2014</u>
	€	€
5. <u>Short-term debts</u>		
Subsidy Knowledge platform received in advance	329.791	114.984
Subsidy received in advance	212.900	64.122
Creditors	153.603	204.612
Balance leave hours	65.288	56.196
Payroll tax	62.530	72.905
Balance holiday fees	59.296	62.810
Project costs	52.173	293.561
Pension	22.327	28.798
VAT	7.763	7.379
FES subsidy received in advance	0	1.000.000
Other short-term debts	<u>95.687</u>	<u>56.427</u>
Total short-term debts	<u><u>1.061.358</u></u>	<u><u>1.961.794</u></u>

## CONTINGENT RIGHTS AND OBLIGATIONS

### *FES*

The Ministry of Economic Affairs, Agriculture and Innovation (EL&I) granted an amount of maximum € 17.450.000 of the FES budget. Up to 2014, an amount of € 12.200.000 is granted. The additional grant of € 5.250.000 is granted in 2014.

### *Housing*

A housing contract between The Hague Institute and the VNG is signed at June 1st 2011. The renting period of the office space at Sophialaan 10 in The Hague is five years, from June 1st 2011 up to May 31st 2021. After expiring of this period, the housing contract may be continued for a period of five years. Yearly, an indexation of the rent takes place. In total an amount of € 263.680 has to be paid for the rent of the office space in 2016, excluding indexation. From June 1st 2011 to July 1st 2021 The Hague Institute receives a discount of € 25.000 per annum.

### *Leasing*

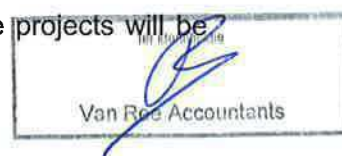
In 2011, a Canon copier was leased. The duration of the contract is 60 months and after the expiration date the contract will be extended annually. The monthly fee is € 377, VAT included.

### *Foundation Access Facility*

In May 2014, The Hague Institute signed an agreement with Foundation Access Facility (hereafter: Access) allowing Access to house its secretariat (workplaces for 4-5 staff members). This support is continued for 2016 and may be extended by mutual written agreement of the parties.

### *Obligations*

In 2015, The Hague Institute entered into several project obligations. The projects will be carried out in 2016. The total value is € 300.000.



## F. Notes to the income statement

	<u>Actual 2015</u>	<u>Budget 2015</u>	<u>Actual 2014</u>
	€	€	€
INCOME			
6. <u>External project financing</u>	<u>1.258.965</u>	<u>2.859.000</u>	<u>1.225.843</u>

In 2015, The Hague Institute received (amongst others) external project financing regarding Knowledge platform for security and law (Ministry of Foreign Affairs), the NWO project on security and Rule of Law and regarding the case study DRC (Cordaid).

7. <u>FES subsidy</u>	<u>3.150.000</u>	<u>2.625.000</u>	<u>3.664.506</u>
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The Ministry of Economic Affairs (EZ) granted an amount of maximum € 17.450.000 of the FES budget. Up to 2014, an amount of € 12.200.000 is granted and accounted for. The additional grant of € 5.250.000 is granted in 2014. In 2015, € 3.150.000 is spent. With regard to the FES subsidy, several third parties contributed in kind. The contributions are measured in FTE and are not capitalized in the annual accounts.

8. <u>Other revenues</u>	<u>12.469</u>	<u>0</u>	<u>11.367</u>
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In 2015, The Hague Institute was the host of several meetings and received revenues for the rent of meeting rooms.



	<u>Actual 2015</u>	<u>Budget 2015</u>	<u>Actual 2014</u>
	€	€	€
<b>COSTS</b>			
<b>9. <u>Third party project costs</u></b>			
Projects	<u>1.526.127</u>	<u>1.462.000</u>	<u>1.444.045</u>
Total third party project costs	<u><u>1.526.127</u></u>	<u><u>1.462.000</u></u>	<u><u>1.444.045</u></u>

For the execution of the program and projects, The Hague Institute uses experts and organizations from all over the world. The costs regarding these projects are presented as third project costs.

<b>10. <u>Personnel costs</u></b>			
Gross wages (included holiday fee)	1.826.091	2.012.000	1.807.128
Pension costs	232.221	250.000	258.685
Social costs	224.928	250.000	249.802
Temporary assistance	122.077	63.000	151.311
HR support		0	1.258
Other personnel costs	<u>119.853</u>	<u>225.000</u>	<u>244.533</u>
Total personnel costs	<u><u>2.525.170</u></u>	<u><u>2.800.000</u></u>	<u><u>2.712.717</u></u>
<i>FTE (interns excluded)</i>	<i>30,48</i>	<i>36,10</i>	<i>34,20</i>
<i>Costs per FTE</i>	<i>82.847</i>	<i>77.562</i>	<i>79.319</i>

<b>11. <u>Office costs</u></b>			
Telephone costs	30.969	45.000	44.060
Postage costs	2.114	4.000	5.606
Office supplies	10.312	12.000	12.656
Printing and copying	11.710	39.000	38.556
Corporate design and website	31.317	79.000	69.557
ICT	<u>73.149</u>	<u>67.000</u>	<u>60.643</u>
Total office costs	<u><u>159.571</u></u>	<u><u>246.000</u></u>	<u><u>231.078</u></u>

	Actual 2015	Budget 2015	Actual 2014
	€	€	€
12. <u>Housing costs</u>			
Rent	241.892	239.000	239.103
Energy, gas and water	23.713	30.000	16.457
Cleaning costs	42.840	44.000	47.819
Maintenance	10.782	36.000	33.335
Inventory rent and art	15.379	15.000	15.008
Other housing costs	14.411	48.000	37.457
Total housing costs	<u>349.017</u>	<u>412.000</u>	<u>389.179</u>
13. <u>Depreciation costs</u>			
Furniture and fixtures	132.037	128.000	128.343
Computers	53.075	53.000	53.076
Total depreciation costs	<u>185.112</u>	<u>181.000</u>	<u>181.419</u>
14. <u>Congresses and workshops</u>			
Meetings/workshops	62.608	150.000	140.673
Translation costs	0	3.000	2.161
Courses and lectures	0	7.000	6.718
Total congresses and workshops	<u>62.608</u>	<u>160.000</u>	<u>149.552</u>
15. <u>General costs</u>			
Outsourced support staff *	135.480	130.000	150.901
AFAS	8.688	34.000	31.746
Accountancy	34.572	15.000	37.096
Fiscal advise	0	2.000	1.837
Bank costs	2.884	2.000	2.357
Other general costs	18.985 **	20.000	51.830
Total general costs	<u>200.609</u>	<u>203.000</u>	<u>275.767</u>

\* At the start of the foundation, the Board decided to outsource several support functions. These functions include (amongst others) finance and administration and project management and are presented as general costs.

\*\* Including several memberships.



## Other information

### Appropriation

The balance of income and costs of € 575.772 negative is processed as presented on page 11 (income statement 2015).

### Post balance sheet events

There have been no significant events post balance date which would materially affect the annual accounts.

### Independent auditor's report

The independent auditor's report is included at the next page of the annual accounts.





The Hague Institute  
for Global Justice

# Annual Accounts 2016

The Hague Institute for Global Justice  
at The Hague

**date** 29 May 2017  
**reference** 17-483/MaB



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## Board Report

### 1. General

The foundation The Hague Institute for Global Justice (The Hague Institute) was established on 2 September 2010. The Hague Institute was launched in June 2011 and maintains an office at Sophialaan 10, The Hague, since that date.

#### 1.1 *Mission statement*

The Hague Institute is an independent, non-profit think and do tank. Our goal is to create a more just world by integrating justice with peace and security. To this end, The Hague Institute aims to address a central contemporary challenge: the deep disconnection between policymakers, practitioners and researchers in finding solutions for serious human rights violations, violent conflict and insecurity. In an increasingly multipolar and interconnected world, the state-centric architecture for ensuring peace, security and justice devised after the second world war is no longer fit for purpose. Reforming it to meet the most pressing global justice challenges of today and the future requires urgent attention.

Towards this goal and aim, the objectives of The Hague Institute are to:

- understand the drivers of serious human rights violations, violent conflict and insecurity;
- provide evidence-based solutions that integrate peace, security and justice imperatives; and
- close the knowledge gaps between state and non-state actors at the local, national, regional and international levels by bridging the divisions between research, policy and practice.

Building on the international profile and reputation of The Hague as the international city of peace and justice, and in close partnership with the unique constellation of institutions and organizations in the city, the work and impact of The Hague Institute takes three primary forms:

- conducting interdisciplinary, policy-relevant research in an accessible and timely manner on the drivers of serious human rights violations, violent conflict and insecurity;
- convening experts, practitioners and policymakers through multi-stakeholder approaches that help create and valorize evidence-based solutions at the intersection of peace, security and justice; and
- building capacities at the local, national, regional and international levels through training among other means to ensure that the knowledge we produce provides policymakers and practitioners with concrete, practical ways to implement the evidence-based solutions that we help create.

With in-depth, first-hand experience and partners in more than 30 country contexts, The Hague Institute has a demonstrated track record in the following thematic areas:

- Accountability, Courts and Tribunals
- City Responsibility
- Education and Conflict Prevention
- EU as a Regional and Global Actor
- Prevention of Mass Atrocities
- Water Diplomacy and Climate Governance

### 1.2 Governance and management

The Hague Institute has an Advisory Council led by Former US Secretary of State, Madeleine Albright.

Members of the council are:

- Mayor J. van Aartsen
- Prof. I.S. Ivanov
- Dr. M. Muasher
- Dr. S. Tharoor
- H.E. Judge Abdulqawi A. Yusuf

In 2014, the Supervisory Board was established. This Board is chaired by Mr. D.A. Benschop.

Members are:

- Prof. Dr. D. van den Boom
- Ms. A. Heuser
- Mr. S. van Hoogstraten
- Ms. K. Maex
- Ms. I. Khan
- Dr. A.S. Muller

In 2016, the leadership of the institute was charged to the President, reporting to the Supervisory Board.

In 2016, three meetings of the Supervisory Board took place.

1.3 Legislation on standards for top salaries (*Wet Normering Topinkomens, WNT*)Executive Board

	<u>Dr. A. Williams</u>
2016	01/01 - 31/12
Extend of employment	1,0 fte
Former top official	no
Real or fictitious employment?	yes
Remuneration 2016	€ 187.297
Taxable fixed and variable expense allowances	" 7.500
Provisions remuneration due	" 28.700
Subtotal	€ 223.497
Unduly paid amount	-/- " 0
<b>Total remuneration 2016</b>	<b>€ 223.497</b>
Individual remuneration limit in 2016 *	€ 179.000
* Transitional law applicable.	
2015	01/01 - 31/12
Extend of employment	1,0 fte
Remuneration 2015	€ 187.297
Taxable fixed and variable expense allowances	" 7.500
Provisions remuneration due	" 28.700
Payment due to termination employment	" 0
Subtotal	€ 223.497
Unduly paid amount	-/- " 0
<b>Total remuneration 2015</b>	<b>€ 223.497</b>
Individual remuneration limit in 2015	€ 178.000

Supervisory Board

	D.A. Benschop	Prof. Dr. D. van den Boom	Ms. A. Heuser	S. van Hoogstraten	Ms. K. Maex	Ms. I. Khan	Dr. A.S. Muller
Function	Chair	SB member	SB member	SB member	SB member	SB member	SB member
2016	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	16/09 - 31/12	01/01 - 31/12	01/01 - 31/12
	€	€	€	€	€	€	€
Remuneration 2016	0	0	0	0	0	0	0
Taxable fixed and variable expense allowances	0	0	0	0	0	0	0
Provisions remuneration due	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0
Minus: unduly paid amount	0	0	0	0	0	0	0
<b>Total remuneration 2016</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Individual remuneration limit in 2016	26.850	17.900	17.900	17.900	5.233	17.900	17.900
2015	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	30/04 - 31/12
	€	€	€	€	€	€	€
Remuneration 2015	0	0	0	0	0	0	0
Taxable fixed and variable expense allowances	0	0	0	0	0	0	0
Provisions remuneration due	0	0	0	0	0	0	0
<b>Total remuneration 2015</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Individual remuneration limit in 2015	26.700	17.800	17.800	17.800	n/a	17.800	11.935



#### 1.4 Articles

The foundation's articles provide that the Board must prepare a balance sheet and an income statement within six months after the end of the financial year. The Board is required to instruct a certified public accountant, or another expert within the meaning of Section 393 (part 9) of Book 2 of the Dutch Civil Code, to audit the balance sheet and the income statement. The accountant submits an audit report to the Supervisory Board and represents the outcome of his audit as an auditor's opinion.

## 2. Taxes

### 2.1 Value Added Tax (VAT)

The core activities of the foundation are not subject to Value Added Tax. However, a few projects carried out by the foundation, which classify as assignments, are subject to Value Added Tax.

### 2.2 Corporate Income Tax (CIT)

The results of the foundation are not subject to Corporate Income Tax.

### 2.3 ANBI

The foundation holds the ANBI status.

## 3. Administrative matters

The Board has appointed Jac's den Boer & Vink bv, a management consultancy for non-profit organizations, to prepare the annual accounts.

The annual accounts comprise the balance sheet, the income statement, the cash flow statement, the accounting policies, the notes to the balance sheet and the notes to the income statement. The firm of Van Ree Accountants was appointed to audit the annual accounts. The auditor's opinion regarding this audit is included under the heading "Other information".

#### 4. Management report 2016

##### *General*

The Hague Institute was able to build its identity and profile, and its work program on the basis of a start-up funding from the Dutch government, accompanied by funding from the Municipality of The Hague and in kind support from other knowledge institutes in The Hague. Between 2011 and 2013, the Institute implemented several feasibility studies with a view to determining the scope of its work. These studies absorbed approximately € 2 million of the FES-subsidy. This sum includes significant funds provided to other Hague-based knowledge institutions in the context of research activities. In 2013, The Hague Institute re-organized its activities into three programmatic areas: conflict prevention, rule of law and global governance. Its work since 2013 has focused on these areas and taken three primary forms:

1. conducting interdisciplinary, policy-relevant research;
2. convening experts, practitioners and policymakers to facilitate knowledge-sharing; and
3. building capacities at the local, national, regional and international levels through trainings and other activities.

In a relatively short time, the institute has developed a strong reputation as the go-to think tank for policymakers in the Netherlands. The institute is increasingly recognized as an innovative, serious think and do tank, whose credibility rests on the high quality of its staff, programs and publications. Our staff are increasingly sought after by local and international media for their expert views on a range of important global issues. The diplomatic community in The Hague continues to seek out opportunities for collaboration with the institute, as demonstrated by the events we co-hosted with several of the embassies. The institute again welcomed several eminent personalities as part of its *Distinguished Speaker Series* in 2016.

In the first years of its existence, The Hague Institute maintained an annual budget of approximately € 5 million, which allowed for a staff of 30 FTE working in the three programmatic areas mentioned. In anticipation of the drawdown of the FES-subsidy in 2016, the budget was reduced to € 4 million, which implied consolidation of the program and a reduction of staff. In the course of 2016, the three programs were merged into one. The mission statements remains to be the substantive framework for the program of the institute.

##### *Financial*

In the first years of existence, the institute acquired a total of € 7,6 million for the work on externally funded projects. In 2016 alone, this amount was almost € 1,5 million. In that year, the institute has a result of -/- € 592.711. The remaining continuity reserve will amount to € 701.464.

In the course of the summer of 2016 it became very clear that the financial sustainability of the institute was highly problematic. In 2015 the institute developed and implemented a strategy for fundraising as a matter of great urgency, but half a year later it had to be concluded that this did not lead to a sufficient level of project and program funding, let alone enough income to cover the overheads of the institute. In the second half of the year, the Supervisory Board had to take difficult decisions concerning a further reduction of the budget. It also started a broad investigation to find ground for a sustainable future for the institute, and opened discussions with various partners and funders.

*Future*

By the end of the year the decisions of the Supervisory Board concerning further budget cuts and staff reduction were implemented. Also, a process started to develop a business plan for the continuation of The Hague Institute. This plan is submitted, together with these annual accounts for consideration and decision making.

5. Results for 2016

The foundation reports a balance of income and costs of € 592.711 negative for the financial year ending 31 December 2016, which is € 1.062.711 less than the budget 2016. The decrease of the result primarily relates to the lower realisation of external project financing than budgeted.

x € 1.000	<u>Actual 2016</u>	<u>Actual 2015</u>
<u>Income</u>		
External project financing	1.484	1.259
FES subsidy	2.100	3.150
Other revenues	22	12
Interest	<u>1</u>	<u>11</u>
Total income (A)	<u>3.607</u>	<u>4.432</u>
<u>Costs</u>		
Direct project costs	1.075	1.526
Personnel costs	2.268	2.525
Office costs	141	159
Housing costs	335	349
Depreciation costs	177	185
Congresses and workshops	41	63
General costs	<u>162</u>	<u>201</u>
Total costs (B)	<u>4.199</u>	<u>5.008</u>
Balance of income and costs (A - B)	<u><u>-593</u></u>	<u><u>-576</u></u>
Appropriation:		
- Continuity reserve	<u>-593</u>	<u>-576</u>
Balance of income and costs	<u><u>-593</u></u>	<u><u>-576</u></u>

## 6. Financial risk management

The foundation's primary objective is to ensure that the foundation realises projects in accordance with the objectives as laid down in the articles of association. Consequently, the capital management is risk adverse and the resources of The Hague Institute will only be held on current accounts and savings. Received interest on bank deposits in 2016 amounted to 0,3%. At least annually, the yield on the positions will be evaluated.

## 7. Budget 2017

	x € 1.000
<u>Income</u>	
External project financing	882.000
Other revenues	<u>81.000</u>
Total income (A)	<u>963.000</u>
<u>Costs</u>	
Direct project costs	361.500
Personnel costs	798.300
Office costs	37.000
Housing costs	200.000
General costs	<u>74.000</u>
Total costs (B)	<u>1.470.800</u>
Balance of income and costs (A - B)	<u><u>-507.800</u></u>
Appropriation:	
- Continuity reserve	<u>-507.800</u>
Balance of income and costs	<u><u>-507.800</u></u>

**A. Balance sheet as at 31 December 2016  
after appropriation of the result**

<u>Ref.</u>		<u>31-12-2016</u>	<u>31-12-2015</u>
		€	€
<b>ASSETS</b>			
1.	Tangible fixed assets	216.415	345.708
2.	Receivables	846.345	235.035
3.	Cash and cash equivalents	<u>555.816</u>	<u>1.774.791</u>
	<b>Total assets</b>	<u><u>1.618.576</u></u>	<u><u>2.355.534</u></u>
<b>LIABILITIES</b>			
4.	Reserves - Continuity reserve	<u>701.464</u>	<u>1.294.175</u>
	<b>Total reserves</b>	701.464	1.294.175
5.	Short-term debts	<u>917.112</u>	<u>1.061.358</u>
	<b>Total liabilities</b>	<u><u>1.618.576</u></u>	<u><u>2.355.534</u></u>

## B. Income statement 2016

<u>Ref.</u>	<u>Actual 2016</u>	<u>Budget 2016</u>	<u>Actual 2015</u>	
	€	€	€	
<u>Income</u>				
6.	External project financing	1.483.578	2.360.000	1.258.965
7.	FES subsidy	2.100.000	2.100.000	3.150.000
8.	Other revenues	21.731	25.000	12.469
	Interest	1.405	15.000	11.008
	Total income (A)	<u>3.606.714</u>	<u>4.500.000</u>	<u>4.432.442</u>
<u>Costs</u>				
9.	Direct project costs	1.075.307	1.000.000	1.526.127
10.	Personnel costs	2.267.858	2.250.000	2.525.170
11.	Office costs	141.425	125.000	159.571
12.	Housing costs	334.745	350.000	349.017
13.	Depreciation costs	176.689	130.000	185.112
14.	Congresses and workshops	41.445	25.000	62.608
15.	General costs	161.956	150.000	200.609
	Total costs (B)	<u>4.199.425</u>	<u>4.030.000</u>	<u>5.008.214</u>
	Balance of income and costs (A - B)	<u>-592.711</u>	<u>470.000</u>	<u>-575.772</u>
	Appropriation:			
	- Continuity reserve	<u>-592.711</u>	<u>470.000</u>	<u>-575.772</u>
	Balance of income and costs	<u>-592.711</u>	<u>470.000</u>	<u>-575.772</u>



## C. Cash flow statement

	<u>2016</u>	<u>2015</u>
	€	€
<u>Cash flow from operational activities</u>		
Balance of income and costs	-592.711	-575.772
Depreciation	<u>176.689</u>	<u>185.112</u>
Gross cash flow from operational activities	<u>-416.022</u>	<u>-390.660</u>
Changes in working capital		
- Change in receivables	-611.310	33.142
- Change in short-term debt	<u>-144.246</u>	<u>-900.436</u>
Total changes in working capital	<u>-755.556</u>	<u>-867.294</u>
<u>Cash flow from investing activities</u>		
Movements in fixed assets	<u>-47.396</u>	<u>-123.280</u>
<u>Cash flow from financing activities</u>		
Change in long-term debt	<u>0</u>	<u>0</u>
Changes in cash and cash equivalents	<u>-1.218.975</u>	<u>-1.381.233</u>
Cash and cash equivalents at year end	555.816	1.774.791
Cash and cash equivalents at beginning of year	<u>1.774.791</u>	<u>3.156.024</u>
Changes in cash and cash equivalents	<u>-1.218.975</u>	<u>-1.381.233</u>

## D. Accounting policies

### General information

These annual accounts are prepared in accordance with accounting principles generally accepted in the Netherlands (Guideline 640 of the Dutch Accounting Standards Board, the guideline for non-profit organizations). The balance sheet, income statement and cash flow statement include references to the notes.

### Going concern

The accounting policies within the annual accounts are based on the assumption that The Hague Institute will be able to continue as a going concern. The management and the Supervisory Board of the institute are convinced that this is the case, based on the results of the first months of 2017:

- the income from project contracts and subsidies is developing even a bit better than planned;
- the planned consolidation of the program of the institute, including a substantial reduction of (support) staff, is realized;
- additional costs, including housing costs, are of will soon be reduced to a level which is fitting for the institute as it continues.

As stated before, the results in the first months of this year, and the progress in the measures to reduce additional costs, show that the budget in the new business plan will be feasible. This is a sufficiently sound financial basis for the continuation of the institute.

### Estimates

In applying the accounting policies and standards for preparing annual accounts, the Executive Board is required to make estimates and judgments that might be essential for the amounts disclosed in the annual accounts. If necessary for the purposes of providing the view required under Section 362 (1), Book 2 of the Netherlands Civil Code, the nature of these estimates and judgments, including the related assumptions, has been disclosed in the notes to the relevant items.

#### Accounting policies for the balance sheet

Depreciation of the computers (valued against purchase price) is calculated on a straight-line basis taking the estimated economic useful life into account. The estimated economic useful life of the computers is five years. Items that do not exceed € 5.000 are not capitalised but charged directly to the income statement. Additions for the year 2016 are considered to have contributed to the foundation's activities pro rata.

In general, assets and liabilities are stated at cost, cost of manufacture or current value. If no specific accounting policy is stated, valuation is at cost.

The annual accounts are denominated in euros, The Hague Institutes functional and presentation currency.

Receivables are initially recognised at the fair value of the consideration. Allowances for doubtful debts are deducted from the carrying amount of receivable.

Cash and cash equivalents comprise cash and bank balances, and demand deposits falling due in less than 12 months. Cash and cash equivalents are stated at face value.

Liabilities are initially recognised at fair value. Transaction costs directly attributable to the incurrence of the liabilities are included in the measurement on initial recognition. Liabilities are subsequently measured at amortised cost, being the amount received plus or less any premium or discount and net of transaction costs.

Provisions are recognised when there is a present legal or constructive obligation as a result of past events that is of an uncertain size or that will occur at an uncertain future date, and where it is probable that its settlement will lead to an outflow of economic resources and that can be estimated reliably. Provisions are stated at the best estimate of the amounts required to settle the liability at the reporting date. Provisions are recognised at the face value of the expenditure that is expected to be required to settle the liabilities unless stated otherwise.

#### Pension

For its employees, The Hague Institute has set up a pension scheme with APG.

#### Accounting policies for the income statement

Incoming resources and resources expended are recognised in the year to which they relate.

Profit or loss is determined as the difference between the realisable value of the services delivered and the costs and other charges for the year.

FES grants are recognised as soon as the grant is spent.

Salaries, wages and social security contributions are recognised in the statement of income and expenditure based on the pay and benefits package to the extent that they are payable to employees.

Interest received and paid is recognised on a time weighted basis, making allowance for the effective interest rate of the assets and liabilities in question.

## E. Notes to the balance sheet

	<u>31-12-2016</u>	<u>31-12-2015</u>
	€	€
1. <u>Tangible fixed assets</u>		
- Furniture, fixtures and computers		
Balance January 1st	345.708	407.540
Movements:		
- Additions	47.396	123.280
- Depreciation	<u>-176.689</u>	<u>-185.112</u>
Balance December 31st	<u>216.415</u>	<u>345.708</u>
Purchase value	1.083.429	1.036.033
Accumulated depreciation	<u>-867.014</u>	<u>-690.325</u>
Balance December 31st	<u>216.415</u>	<u>345.708</u>
2. <u>Receivables</u>		
FES final tranche*	525.000	0
Co-financing Knowledge platform	170.000	0
Debtors	48.269	121.788
Co-financing NWO	43.290	55.118
Co-financing Wildlife justice	40.000	0
Co-financing Water diplomacy future	7.757	0
Co-financing EY organised crime	3.638	0
Co-financing Municipality The Hague	2.868	0
Securities	2.000	2.000
Interest	1.281	10.760
Costs paid in advance	0	2.937
Advance Access	0	42.433
Other receivables	<u>2.242</u>	<u>0</u>
Total receivables	<u>846.345</u>	<u>235.035</u>

No provision for uncollectible items is deemed necessary.

\* This concerns 10% of the second phase of the FES-subsidy ad. € 5.250.000. This subsidy has not yet been definitively granted. In June 2017 an amount of € 400.000 has been received as advance payment.

	<u>31-12-2016</u>	<u>31-12-2015</u>
	€	€
3. <u>Cash and cash equivalents</u>		
ABN AMRO NL31 ABNA 0430 [REDACTED]	483.215	112.216
ABN AMRO NL42 ABNA 0586 [REDACTED]	65.984	65.860
ABN AMRO NL40 ABNA 0596 [REDACTED]	6.139	10.302
ABN AMRO NL23 ABNA 0436 [REDACTED]	0	1.586.334
Cash register	<u>478</u>	<u>79</u>
Total cash and cash equivalents	<u><u>555.816</u></u>	<u><u>1.774.791</u></u>

The amount of € 65.984 consists of a deposit of € 62.917, regarding the rent of the The Hague Institute office at Sophialaan 10, The Hague, which is not at free disposal and of accrued interest of € 3.067.

#### Reserves

4. - Continuity reserve		
Balance January 1st	1.294.175	1.869.947
Appropriation of the result	<u>-592.711</u>	<u>-575.772</u>
Balance December 31st	<u><u>701.464</u></u>	<u><u>1.294.175</u></u>

The continuity reserve exists to ensure that the organisation can also meet its obligations in the future. The reserve dropped from € 1.294.175 to € 701.464 at year end.

	<u>31-12-2016</u>	<u>31-12-2015</u>
	€	€
5. <u>Short-term debts</u>		
Creditors	572.029	153.603
Subsidy received in advance	148.672	212.900
Payroll tax	58.499	62.530
Balance leave hours	57.139	65.288
Balance holiday fees	45.913	59.296
Pension	17.848	22.327
VAT	12	7.763
Project costs	0	52.173
Subsidy Knowledge platform received in advance	0	329.791
Other short-term debts	<u>17.000</u>	<u>95.687</u>
Total short-term debts	<u><u>917.112</u></u>	<u><u>1.061.358</u></u>

## CONTINGENT RIGHTS AND OBLIGATIONS

### *Housing*

A housing contract between The Hague Institute and the VNG is signed at June 1st 2011. The renting period of the office space at Sophialaan 10 in The Hague is five years, from June 1st 2016 up to May 31st 2021. After expiring of this period, the housing contract may be continued for a period of five years. Yearly, an indexation of the rent takes place. In total an amount of € 263.680 has to be paid for the rent of the office space in 2017, excluding indexation. The Hague Institute receives a discount of € 25.000 per annum.

### *Leasing*

In 2011, a Canon copier was leased. The duration of the contract is 60 months and after the expiration date the contract is extended annually. The monthly fee is € 377, VAT included.

### *Foundation Access Facility*

In May 2014, The Hague Institute signed an agreement with Foundation Access Facility (hereafter: Access) allowing Access to house its secretariat (workplaces for 4-5 staff members). This support is continued for 2017 and may be extended by mutual written agreement of the parties.



## F. Notes to the income statement

	<u>Actual 2016</u>	<u>Budget 2016</u>	<u>Actual 2015</u>
	€	€	€
INCOME			
6. <u>External project financing</u>	<u>1.483.578</u>	<u>2.360.000</u>	<u>1.258.965</u>
<p>In 2016, The Hague Institute received (amongst others) external project financing regarding Knowledge platform for security and law (Ministry of Foreign Affairs) and several projects funded by NWO.</p>			
7. <u>FES subsidy</u>	<u>2.100.000</u>	<u>2.100.000</u>	<u>3.150.000</u>
<p>The Ministry of Economic Affairs (EZ) granted an amount of maximum € 17.450.000 of the FES budget. Up to 2014, an amount of € 12.200.000 is granted and accounted for. The additional grant of € 5.250.000 is granted in 2014. Up to 2016, € 5.250.000 is spent. With regard to the FES subsidy, several third parties contributed in kind. The contributions are measured in FTE and are not capitalized in the annual accounts.</p>			
8. <u>Other revenues</u>	<u>21.731</u>	<u>25.000</u>	<u>12.469</u>

In 2016, The Hague Institute was the host of several meetings and received revenues for the rent of meeting rooms.

	<u>Actual 2016</u>	<u>Budget 2016</u>	<u>Actual 2015</u>
	€	€	€
<b>COSTS</b>			
9. <u>Direct project costs</u>			
Projects	<u>1.075.307</u>	<u>1.000.000</u>	<u>1.526.127</u>
For the execution of the program and projects, The Hague Institute uses experts and organizations from all over the world. The costs regarding these projects are presented as direct project costs.			
10. <u>Personnel costs</u>			
Gross wages (included holiday fee)	1.651.213	1.597.000	1.826.091
Pension costs	205.268	204.000	232.221
Social costs	211.485	204.000	224.928
External advisors	47.041	91.000	122.077
Interns	17.147	17.000	0
Other personnel costs	<u>135.704</u>	<u>137.000</u>	<u>119.853</u>
Total personnel costs	<u>2.267.858</u>	<u>2.250.000</u>	<u>2.525.170</u>
<i>FTE (interns excluded)</i>	27,82	27,80	30,48
<i>Costs per FTE in €</i>	81.519	80.935	82.847
11. <u>Office costs</u>			
Telephone costs	33.267	29.000	30.969
Postage costs	1.453	2.000	2.114
Office supplies	13.467	8.000	10.312
Printing and copying	4.883	10.000	11.710
Communications	25.647	20.000	31.317
ICT	<u>62.708</u>	<u>56.000</u>	<u>73.149</u>
Total office costs	<u>141.425</u>	<u>125.000</u>	<u>159.571</u>

	<u>Actual 2016</u>	<u>Budget 2016</u>	<u>Actual 2015</u>
	€	€	€
12. <u>Housing costs</u>			
Rent	243.049	239.000	241.892
Energy, gas and water	20.137	22.000	23.713
Cleaning costs	43.216	44.000	42.840
Maintenance	13.209	10.000	10.782
Inventory rent and art	4.750	6.000	15.379
Other housing costs	<u>10.384</u>	<u>29.000</u>	<u>14.411</u>
Total housing costs	<u><u>334.745</u></u>	<u><u>350.000</u></u>	<u><u>349.017</u></u>
13. <u>Depreciation costs</u>			
Furniture and fixtures	101.686	76.000	132.037
Computers	<u>75.003</u>	<u>54.000</u>	<u>53.075</u>
Total depreciation costs	<u><u>176.689</u></u>	<u><u>130.000</u></u>	<u><u>185.112</u></u>
14. <u>Congresses and workshops</u>			
Meetings/workshops	<u><u>41.445</u></u>	<u><u>25.000</u></u>	<u><u>62.608</u></u>
15. <u>General costs</u>			
Administration and advice *	94.481	100.000	135.480
AFAS	8.078	10.000	8.688
Accountancy	34.461	27.000	34.572
Bank costs	1.688	3.000	2.884
Other general costs	<u>23.248</u> **	<u>10.000</u>	<u>18.985</u>
Total general costs	<u><u>161.956</u></u>	<u><u>150.000</u></u>	<u><u>200.609</u></u>

\* At the start of the foundation, the Board decided to outsource several support functions. These functions include (amongst others) finance and administration and project management and are presented as general costs.

\*\* Including several memberships.

## Other information

### Appropriation

The balance of income and costs of € 592.711 negative is processed as presented on page 10 (income statement 2016).

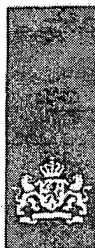
### Post balance sheet events

There have been no significant events post balance date which would materially affect the annual accounts.

### Independent auditor's report

The independent auditor's report is included at the next page of the annual accounts.

5-10-2010



Ministerie van Economische Zaken

> Retouradres Postbus 20101 2500 EC Den Haag

De Stichting *The Hague Institute for Global Justice*  
Ter attentie van:

Per adres:  
Spul 70 Postbus 12600  
2500 DJ 's-Gravenhage

**Directoraat-generaal  
Ondernemen en Innovatie**  
Directie Ruimtelijk Economisch  
Beleid

Bezuidenhoutseweg 20  
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T 070 379 8911 (algemeen)  
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**Behandeld door**

T 070 379  
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Datum

05 OKT. 2010

Betreft Subsidieverlening *The Hague Institute for Global Justice* -  
verplichtingennummer 1-7675

**Ons kenmerk**  
OI/REB / 10116548

**Uw kenmerk**  
BENW/2010.2358

**Bijlage(n) 1**

Geacht bestuur, geachte voorzitter,

Op 19 juli 2010 en 13 september ontving ik uw brieven (kenmerk BENW/2010.2358 en BENW/2010.2878) die ik aanmerk als aanvraag tot subsidieverlening door uw stichting. De subsidie is aangevraagd als een eenmalige bijdrage in de aanloop- en exploitatiekosten van het opgerichte *The Hague Institute for Global Justice* (hierna: IGJ).

De inrichting van het IGJ is beschreven in het projectplan *The Hague Institute for Global Justice* (hierna: het projectplan), door mij ontvangen als bijlage bij de brief van 19 juli 2010. Het IGJ bundelt en versterkt kennis en ervaring, aanwezig binnen de Haagse kennisinstellingen, de Nederlandse universiteiten, niet-gouvernementele organisaties, de internationale hoven en verdragsorganisaties in Den Haag en stelt zich ten doel deze kennis en ervaring samen met internationale partners, door middel van producten en diensten nationaal en internationaal aan te bieden. Met het IGJ wordt daarmee onder meer een bijdrage geleverd aan de Randstad als duurzame en economisch sterke regio.

In het kader van mijn beleid gericht op Sterke Regio's verleen ik uw stichting hierbij, op grond van artikel 2 van de Kaderwet EZ-subsidies, een subsidie als bijdrage in de aanloop- en exploitatiekosten van het IGJ. De inrichting van het IGJ dient conform het tijdspad in het eerder genoemde projectplan (pg. 15) te worden uitgevoerd.

De totaal geraamde kosten tot 2016 bedragen volgens de in het projectplan opgenomen begroting € 40,877 miljoen. Deze correctie ten aanzien van de eerdere ingediende begroting is door u aangebracht als gevolg van een verschuiving in de tijd als gevolg van een latere start van het instituut. Het eerdere totaal bedroeg € 38,01 miljoen. Deze verhoging is niet van invloed is op de hoogte van mijn subsidie.

Ik verleen u voor de kosten van de uitvoering van het projectplan tot en met 2013 een subsidie ten bedrage van maximaal € 12,2 miljoen. Het subsidiebedrag wordt niet geïndexeerd voor kostenstijgingen binnen het project, of voor inflatie.



U heeft mij opgegeven dat u niet BTW-plichtig bent en derhalve de BTW niet met de fiscus kunt verrekenen. Het u verleende bedrag is daarom gebaseerd op de projectkosten inclusief de aan derden te betalen BTW.

Naast mijn subsidie in de aanloop- en exploitatiekosten van IGJ hebben de gemeente Den Haag en de Haagse Academische Coalitie<sup>1</sup>, welke laatste is aangevuld met de *Hague Conference on Private International Law* en de *Hague Centre for Strategic Studie*, aan u een respectieve bijdrage van € 1 miljoen en € 10,5 miljoen (*in kind*) in de kosten van het IGJ toegezegd. Ik stel mijn subsidie afhankelijk van deze bijdragen, en verleen u de subsidie mitsdien onder de opschortende voorwaarde dat u uiterlijk 31 december 2010 hebt aangetoond dat genoemde bijdragen geïmmitteerd zijn. Indien aan deze voorwaarde niet wordt voldaan, vervalt deze subsidiebeschikking en verleen ik u een nieuwe subsidie ter grootte van € 2 miljoen welke wordt verrekend met het over 2010 verleende voorschot en welke subsidie ik onmiddellijk op € 2 miljoen vast zal stellen.

Uitsluitend de in de begroting bij het projectplan opgenomen, rechtstreeks aan het project toe te rekenen kosten (pg. 14 van uw projectplan), die gemaakt worden volgens het hiervoor genoemde tijdsplan en die betaald zijn voor 31 maart 2014, komen voor subsidie in aanmerking.

Aan de subsidie zijn de volgende verplichtingen verbonden.

1. U dient het project volledig uit te voeren in overeenstemming met het bij de aanvraag ingediende projectplan en binnen de daarin voorziene tijdsduur.
2. U dient mij onverwijld een schriftelijke melding te doen zodra aannemelijk is dat niet, niet geheel of niet-tijdig aan de aan de subsidie verbonden verplichtingen zal worden voldaan.
3. U dient voor elke essentiële wijziging in de aard of de uitvoering van het projectplan mijn voorafgaande schriftelijke toestemming te vragen. Geen toestemming is vereist voor een wijziging van de in de subsidieverlening gespecificeerde kostenposten indien als gevolg van deze wijziging de omvang van een kostenpost niet meer dan 15% wijzigt. Aan mijn toestemming kan ik nadere verplichtingen verbinden.
4. U dient mij, steeds na afloop van het exploitatiejaar, schriftelijk verslag uit te brengen over de voortgang van het project. In dit verslag dient duidelijk inzicht te worden gegeven in de voortgang van het project in vergelijking met de voorziene tijdsduur en kosten zoals opgenomen in het door u ingediende projectplan. Jaarlijks brengt u verslag uit binnen zes maanden na afsluiting van het exploitatiejaar.

<sup>1</sup> De Campus van de Universiteit Leiden in Den Haag, de Haagse Hogeschool, het T.M.C. Asser Instituut, het *Clingendael Netherlands Institute of International Relations*, het *Hague Institute for the Internationalisation of Law*, het *Institute of Social Studies en de Carnegie Stichting*.



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5. De inrichting van uw administratie dient zodanig te zijn dat deze aansluit bij de door u ingediende begroting en daaruit te allen tijde op eenvoudige en duidelijke wijze de rechtstreeks aan het project toe te rekenen kosten kunnen worden afgelezen. Ter zake van de loonkosten dient door middel van een urenadministratie vastgestelde urenverantwoording aanwezig te zijn.
6. Op mijn verzoek dient u inlichtingen te verschaffen omtrent de voortgang of resultaten van het project. U bent verplicht om op mijn verzoek medewerking te verlenen aan een evaluatie van het beleid op grond waarvan deze subsidie is verstrekt. Deze verplichtingen gelden tot vijf jaar na de datum van de beschikking tot subsidievaststelling.
7. U doet mij onverwijld schriftelijke mededeling van de indiening bij de rechtbank van een verzoek tot het op u van toepassing verklaren van de schuldsaneringsregeling natuurlijke personen, tot verlening van surséance van betaling aan u of tot faillietverklaring van u.
8. Uiterlijk binnen 13 weken na de in deze beschikking genoemde einddatum dient u bij mij schriftelijk een verzoek om subsidievaststelling in. Dit verzoek dient vergezeld te gaan van:
  - a. een eindrapport waarin verloop en eindresultaten van het gesubsidieerde project zijn vastgelegd;
  - b. een gespecificeerde opgave van alle rechtstreeks aan het project toe te rekenen werkelijk gemaakte en betaalde kosten, opgesteld conform de door u ingediende begroting.
  - c. een accountantsverklaring conform bijgaand model.

De beschikking tot subsidievaststelling zal ik geven binnen 13 weken na ontvangst van uw aanvraag daartoe dan wel nadat de voor het indienen ervan geldende termijn genoemd in verplichting 8, is verstreken. Indien de beschikking niet binnen 13 weken kan worden gegeven zal ik u daarvan in kennis stellen en daarbij een redelijke termijn noemen waarbinnen de beschikking tegemoet gezien kan worden.

Op uw schriftelijk verzoek kan maximaal twee maal per jaar een voorschot worden verstrekt naar rato van de door u te maken kosten, gespecificeerd conform de door u ingediende begroting. Geen voorschot wordt verstrekt indien het te verstrekken voorschot minder dan 20% van het maximaal te ontvangen subsidiebedrag betreft. Bedoelde voorschotten zullen worden overgemaakt op bankrekeningnummer ABN AMRO 43.0 [redacted] ten name van de stichting *The Hague Institute for Global Justice*, onder vermelding van 'Subsidieverlening IGG'.

Voor zover nodig in afwijking van de vorige alinea verleen ik u bij deze voor 2010 een voorschot van € 2 mln. Dit bedrag zal worden betaald binnen zes weken na de dag van verzending van deze beschikking. Het saldo van de voorschotten bedraagt maximaal tot en met 2011: € 6,07 miljoen, tot en met 2012: € 10,14 miljoen, en tot en met 2013: € 12,2 miljoen.

Na een looptijd van ten minste 2 jaar zal ik de uitkomsten van het project tot dan toe evalueren. Samen met de andere betrokken departementen en in overleg met

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Directie Ruimtelijk Economisch  
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het Ministerie van Financiën, zal ik nadere invulling geven aan de eisen die gesteld zullen worden aan de evaluatie. Indien de Interdepartementale Commissie Ruimtelijke Economie aan de beheerders van het Fonds Economische Structuurversterking op basis van deze evaluatie een positief advies overlegt, ben ik voornemens het eerder genoemde bedrag van € 12,2 miljoen te verhogen tot een bedrag van € 17,45 miljoen voor de periode tot en met 2015. Over de uitvoering van de evaluatie waaronder ook het precieze tijdvak waarover de evaluatie zal plaatsvinden, zal ik tevoren met u overleggen.

Alle correspondentie met betrekking tot deze subsidie dient u onder vermelding van de projectnaam en het verplichtingsnummer 1-7675 te zenden aan:

Ministerie van Economische Zaken  
Directoraat Generaal Ondernemen en Innovatie  
Directie Ruimtelijk Economisch Beleid  
Postbus 20101  
2500 EC 's-Gravenhage

Een kopie van deze beschikking heb ik heden aan de Minister van Financiën doen toekomen.

Hoogachtend,

De Minister van Economische Zaken,  
namens deze:



Directeur-generaal van Ondernemen en Innovatie

*Tegen dit besluit kan degene wiens belang rechtstreeks bij dit besluit is betrokken binnen 6 weken na de dag van verzending van dit besluit een gemotiveerd bezwaarschrift indienen bij de Minister van Economische Zaken, directie Wetgeving en Juridische Zaken, Postbus 20101, ALP-L/204, 2500 EC 's-Gravenhage. Dit besluit is verzonden op de in de aanhef van deze brief vermelde datum.*



**MODEL ACCOUNTANTSVERKLARING  
TEN BEHOEVE VAN HET MINISTERIE VAN ECONOMISCHE ZAKEN**

**Opdracht**

Wij hebben bijgevoegde aanvraag om subsidievaststelling met bijlagen van [...naam aanvrager...] te [...statutaire vestigingsplaats...] gewaarmerkt en gecontroleerd.

Voor de gesubsidieerde activiteiten is met aanvraagnummer [...nr...] bij brief van [...datum...] met kenmerk [...kenmerk...] door de Minister van Economische Zaken een subsidie verleend.

Deze subsidie is verleend in het kader van de regeling [...aanduiding regeling indien van toepassing...].

De aanvraag om subsidievaststelling is opgesteld onder verantwoordelijkheid van de leiding van [...naam huishouding...]

Het is onze verantwoordelijkheid een accountantsverklaring inzake deze aanvraag te verstrekken.

**Werkzaamheden**

Onze controle is verricht in overeenstemming met algemeen aanvaarde richtlijnen met betrekking tot controle-opdrachten. Volgens deze richtlijnen dient onze controle zodanig te worden gepland en uitgevoerd dat een redelijke mate van zekerheid wordt verkregen dat de aanvraag geen onjuistheden van materieel belang bevat.

Een controle omvat onder meer een onderzoek (eventueel door middel van deelwaarnemingen) naar de gegevens in de aanvraag. De controle is uitgevoerd met inachtneming van het voor deze accountantsverklaring geldende controleprotocol. Wij zijn van mening dat onze controle een deugdelijke grondslag vormt voor ons oordeel.

**Oordeel**

Wij zijn van oordeel dat de aanvraag om subsidievaststelling voldoet aan de daaraan te stellen eisen: [...c.q. andere oordelen...].

**Toelichtende paragraaf**

[...indien van toepassing toelichting op de verklaring en eventuele specifieke bevindingen...]

**Ondertekening door accountant**

Plaatsnaam en datum.....

Naam accountantskantoor.....

Naam accountant (RA/AA).....

Ondertekening.....

**CONTROLE-PROTOCOL AANGAANDE HET GEVEN VAN  
AANWIJZINGEN OVER DE REIKWIJDTE EN INTENSITEIT  
VAN DE ACCOUNTANTSCONTROLE VAN EZ SUBSIDIES**

behorende bij  
**ACCOUNTANTSVERKLARING BETREFFENDE**  
*\*\*\*\*(invullen)*

- 1 Doelstelling
- 2 Toleranties en gewenste zekerheid
- 3 Reikwijdte en intensiteit van de accountantscontrole \*)
- 4 Review van de accountantscontrole
- 5 Verslaglegging

## 1 Doelstelling

Dit controleprotocol heeft als doel het geven van aanwijzingen omtrent de reikwijdte en de intensiteit van de controle aan de accountant, die is belast met de controle van de, door de subsidie-ontvanger, bij het Ministerie van Economische Zaken (hierna te noemen EZ) in te dienen aanvraag om subsidievaststelling.

De controle kan worden uitgevoerd door een accountant als bedoeld in artikel 393, eerste lid van boek 2 van het Burgerlijk Wetboek. De gevraagde verklaring kan ook worden verstrekt door een niet als openbaar accountant optredend intern accountant.

## 2 Toleranties en gewenste zekerheid

Voor de strekking van de accountantsverklaring, goedkeurend, met beperking, afkeurend of oordeelonthouding, zijn de volgende toleranties bepalend:

	Procentuele onjuistheden (in de verantwoording)			Procentuele onzekerheden (in de controle)		
	goedkeuring	Beperking	Afkeuring	goedkeuring	Beperking	Oordeelonthouding
uitkomst van de controle in een percentage van de projectkosten	< 1	≥ 1 en < 3	≥ 3	< 3	≥ 3 en < 10	≥ 10

Deze toleranties zijn gebaseerd op percentages die gelden voor de financiële verantwoording van departementen, op grond van het besluit van de Ministerraad d.d. 26 april 1994 en de richtlijnen van het Interdepartementaal Overleg Departementale Accountantsdiensten.

### *Gewenste mate van zekerheid*

De accountantscontrole verschaft een redelijke mate van zekerheid aan de gebruiker van de verklaring. Volgens de richtlijnen voor de accountantscontrole betekent dit dat de accountant een (relatief) hoge, maar geen absolute mate van zekerheid verschaft. Indien dit begrip ten behoeve van het gebruik van statistische technieken moet worden gekwantificeerd, dan dient een betrouwbaarheid van 95% te worden gehanteerd.

### *Omgaan met geconstateerde fouten*

Inzake het omgaan met geconstateerde fouten geldt de gedragslijn, dat geconstateerde fouten, die invloed hebben op de omvang van de subsidie van EZ en die herstelbaar zijn,

moeten worden gecorrigeerd. Dat geldt ook voor fouten waarbij de tolerantiegrens niet wordt overschreden.

De niet herstelde fouten wegen mee in de oordeelsvorming over de aanvraag om subsidie vaststelling.

### 3 Reikwijdte en intensiteit van de accountantscontrole [\*/]

Dit controleprotocol dient om de reikwijdte en de intensiteit van de accountantscontrole nader aan te geven. Niet bedoeld wordt een aanpak van de accountantscontrole voor te schrijven. Veelal zal de accountant zich immers bij zijn controle baseren op een (risico)analyse van de administratieve organisatie en interne controle bij de te controleren subsidie-ontvanger en op basis daarvan komen tot een optimale afweging van de in te zetten controlemiddelen.

Bij de controle wordt vastgesteld, dat de verstrekte subsidie rechtmatig is besteed. Daarbij wordt nagegaan of de geldende subsidieregeling en/of de specifiek voor de subsidie gestelde verplichtingen zijn nageleefd. Het niet/onjuist naleven van de geldende verplichtingen resulteert (indien dit onherstelbaar is) tot het constateren van een rechtmatigheidsfout die als een onjuistheid in de financiële verantwoording wordt geëvalueerd.

De accountant controleert of de aanvraag voldoet aan de volgende eisen:

- de kosten zijn gemaakt, daadwerkelijk betaald en rechtstreeks toe te rekenen aan [...omschrijving gesubsidieerde activiteiten...] ter zake waarvan subsidie is verleend;
- de gedeclareerde kosten zijn in overeenstemming met [...subsidiebeschikking, datum, kenmerk invullen...];
- de bij de aanvraag om subsidie vaststelling verstrekte informatie omtrent de door andere bestuursorganen of door de Commissie van de Europese Gemeenschappen verstrekte subsidies (en indien van toepassing bijdragen van andere derden) ter zake van de kosten van de gesubsidieerde activiteiten, is juist en volledig weergegeven;
- de verstrekte informatie over het al dan niet in aftrek kunnen brengen van de BTW is juist;
- de eventuele nadere afspraken volgens alle van toepassing zijnde correspondentie zijn nagekomen;
- het bij de aanvraag in te dienen eindverslag is, voor zover de accountant dat verslag kan beoordelen, verenigbaar met de financiële verantwoordingsinformatie;



- de voorgeschreven en verantwoorde niet-financiële informatie is betrouwbaar<sup>1</sup>;
- [...eventuele overige specifieke eisen...].

*\*) Aan te passen aan de specifieke subsidie.*

#### 4 Review van de accountantscontrole

De Auditdienst van EZ kan een review uitvoeren op de uitgevoerde accountantscontrole inzake deze subsidie. De accountant, die de controle uitvoert, verstrekt de Auditdienst desgevraagd alle inlichtingen en bescheiden op een wijze zoals deze dienst dat gewent acht. De eventuele extra kosten van deze accountant in verband met de review zijn voor rekening van de subsidie-ontvanger.

#### 5 Verslaglegging

De accountant legt de uitkomsten van de controle vast in een accountantsverklaring. Voor deze verklaring dient de tekst te worden gehanteerd conform de modelverklaring. Naast zijn oordeel over de financiële verantwoording vermeldt de accountant in een toelichtende paragraaf eventuele specifieke bevindingen, die naar het oordeel van de accountant voor EZ van belang (kunnen) zijn.

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<sup>1</sup> Ook voor deze informatie geldt de algemene eis van een hoge mate van betrouwbaarheid van deze informatie. Daarbij wordt onderkend dat deze mate door de aard van de informatie minder goed gekwantificeerd kan worden dan voor financiële informatie is voorgeschreven in H 2.



aan de aanbeveling ten aanzien van uw organisatie en governance met voortvarendheid invulling is gegeven door de benoeming van een president en drie programmaleiders. In uw brief van 11 december 2013 geeft u tevens aan met voortvarendheid invulling te willen geven aan de aanbeveling om een communicatie- en acquisitiestrategie op te stellen inclusief de invulling van de vacature van een hoofd communicatie.

Per brief van 28 oktober jl. heeft u mij medegedeeld dat een Hoofd Communicatie en de drie programmaleiders zijn aangesteld. U geeft tevens aan dat er inmiddels een concept-communicatieplan ligt dat voor het eind van het jaar 2014 in de Raad van Toezicht wordt besproken en vastgesteld.

In dezelfde brief geeft u aan dat u de governance van THIGJ wilt verstevigen door een andere opzet van de instituutstleiding. Dit beoogt u onder andere te bereiken door de taken van de executive director te splitsen in enerzijds instituutbeheer/zakelijk management en anderzijds fondsenwerving/acquisitie.

Uit uw brief maak ik op dat u alles in het werk stelt beide functies voor het einde van het jaar 2014 te willen invullen.

Ik hecht er groot belang aan dat bovenstaande functies zijn ingevuld dan wel binnenkort worden ingevuld met het oog op het zelfstandig functioneren van THIGJ. Een geaccordeerde acquisitiestrategie hoort daarbij.

Volledigheidshalve benadruk ik hierbij nogmaals dat ik THIGJ na 2016 geen subsidie meer verstrek en dat THIGJ dan zonder subsidie van het ministerie van Economische Zaken dient te functioneren. Ik raad u dan ook aan om daarmee aankomende jaren rekening te houden.

### **Besluit**

Gelet op de positieve resultaten die zijn gebleken uit de tussentijdse evaluatie, waarmee u heeft voldaan aan mijn voorwaardelijke toezegging gedaan in mijn besluit van 5 oktober 2010, verleen ik THIGJ op grond van artikel 2 Kaderwet EZ-subsidies, in het kader van mijn beleid gericht op regionale ontwikkeling, de tweede tranche van het voorwaardelijk toegezegde subsidiebedrag, te weten een bedrag van maximaal € 5.250.000,=. Het subsidiebedrag wordt niet geïndexeerd voor kostenstijgingen binnen het project, of voor inflatie.

Gelet op mijn besluit tot instemming met de verlenging van de eerste tranche gedaan per brief van 23 juli 2014 (kenmerk DGNR-RRE/13122496), stem ik tevens in om het tijdsplan van de tweede tranche te verlengen tot en met 31 december 2016. Dit betekent dat het project 'The Hague Institute for Global Justice' uiterlijk op 31 december 2016 afgerond dient te zijn.

### **Subsidiabele kosten**

Deze subsidie vormt een bijdrage in de aanloop- en exploitatiekosten van het THIGJ, zoals verwoord in paragraaf 4.1 ('het verdienmodel') van uw projectplan. Uitsluitend de in de herziene financiële begroting (zie uw brief van 11 december 2013), rechtstreeks aan het project toe te rekenen kosten, die gemaakt worden in

de jaren 2015 en 2016 en die betaald zijn vóór 31 maart 2017, komen voor subsidie in aanmerking.

Indien ter zake van de bovengenoemde kosten reeds uit andere hoofde vanwege een bestuursorgaan of de Europese Commissie subsidie is verstrekt, wordt slechts een zodanig bedrag aan subsidie verstrekt, dat het totale bedrag aan subsidies niet meer bedraagt dan 100% van de subsidiabele kosten. Het bedrag van de subsidie zal echter ten hoogste worden vastgesteld op € 5.250.000,=.

### **Europeesrechtelijke aspecten**

Op grond van artikel 7 van de Kaderwet EZ-subsidies verleen ik geen subsidie als dit naar mijn oordeel leidt tot het verlenen van ongeoorloofde staatssteun in de zin van artikel 107 van het Verdrag betreffende de werking van de Europese Unie.

Op basis van uw projectplan, zie ik geen aanleiding om tot het oordeel te komen dat subsidieverlening voor de voorgenoemde activiteiten leidt tot staatssteun, onder de voorwaarde dat u met de bij dit besluit verleende subsidiebedrag geen economische activiteiten verricht. Wanneer u naast de gesubsidieerde activiteiten ook economische activiteiten verricht, dienen beide soorten activiteiten en de financiering ervan in haar boekhouding te worden onderscheiden. Dit heb ik dan ook als verplichting verbonden aan de subsidie.

### **BTW-plichtig**

U heeft mij opgegeven dat u niet BTW-plichtig bent en derhalve de BTW niet met de fiscus kunt verrekenen. Het u verleende bedrag is daarom gebaseerd op de projectkosten inclusief de aan derden te betalen BTW.

### **Verplichtingen**

Aan de subsidie zijn de volgende verplichtingen verbonden:

- 1) U dient het project volledig uit te voeren in overeenstemming met het bij de aanvraag ingediende projectplan van 2010 en binnen de daarin voorziene tijdsduur met inbegrip van het bij dit besluit door mij verleende uitstel.
- 2) U dient mij onverwijld een schriftelijke melding te doen zodra aannemelijk is dat niet, niet geheel of niet tijdig aan de aan de subsidie verbonden verplichtingen zal worden voldaan.
- 3) U dient voor elke essentiële wijziging in de aard of de uitvoering van het projectplan mijn voorafgaande schriftelijke toestemming te vragen. Geen toestemming is vereist voor een wijziging van de in de subsidieverlening gespecificeerde kostenposten indien als gevolg van deze wijziging de omvang van een kostenpost niet meer dan 15% wijzigt. Aan mijn toestemming kan ik nadere verplichtingen verbinden.
- 4) U dient mij, steeds na afloop van het exploitatiejaar, schriftelijk verslag uit te brengen over de voortgang van het project. In dit verslag dient duidelijk inzicht te worden gegeven in de voortgang van het project in vergelijking met de voorziene tijdsduur en kosten zoals opgenomen in het door u ingediende projectplan. Jaarlijks brengt u verslag uit uiterlijk 1 april 2015 respectievelijk 1 april 2016 na afsluiting van het betreffende exploitatiejaar.

- 5) Het is u niet toegestaan om met de bij deze beschikking verleende subsidie economische activiteiten te verrichten.
- 6) De inrichting van uw administratie dient zodanig te zijn dat deze aansluit bij de door u ingediende begroting en daaruit te allen tijde op eenvoudige en duidelijke wijze de rechtstreeks aan het project toe te rekenen kosten kunnen worden afgelezen. Ter zake van de loonkosten dient door middel van een urenadministratie vastgestelde urenverantwoording aanwezig te zijn. Wanneer u naast niet-economische activiteiten ook economische activiteiten verricht, dienen beide soorten activiteiten en de financiering ervan in haar boekhouding te worden onderscheiden.
- 7) Op mijn verzoek dient u inlichtingen te verschaffen omtrent de voortgang of resultaten van het project. U bent verplicht om op mijn verzoek medewerking te verlenen aan een evaluatie van het beleid op grond waarvan deze subsidie is verstrekt. Deze verplichtingen gelden tot vijf jaar na de datum van de beschikking tot subsidievaststelling.
- 8) U doet mij onverwijld schriftelijk mededeling van de indiening bij de rechtbank van een verzoek tot het op u van toepassing verklaren van de schuldsaneringsregeling natuurlijke personen, tot verlening van surseance van betaling aan u of tot faillietverklaring aan u.
- 9) Uiterlijk binnen 13 weken na de in deze beschikking genoemde einddatum dient u bij mij schriftelijk een verzoek om subsidievaststelling in. Dit verzoek dient vergezeld te gaan van:
  - a. een eindrapport waarin verloop en eindresultaten van het gesubsidieerde project zijn vastgelegd;
  - b. een gespecificeerde opgave van alle rechtstreeks aan het project toe te rekenen werkelijk gemaakte en betaalde kosten, opgesteld conform de door u ingediende begroting;
  - c. een accountantsverklaring conform de controlestandaarden die onderdeel zijn van de nadere voorschriften 'Controle- en overige standaarden' (NV COS), die door de Nederlandse Beroepsorganisatie van Accountants (NBA) zijn vastgesteld.

### **Subsidievaststelling**

De beschikking tot subsidievaststelling zal ik geven binnen 13 weken na ontvangst van uw aanvraag daartoe dan wel nadat de voor het indienen ervan geldende termijn genoemd in verplichting 9, is verstreken. Indien de beschikking niet binnen 13 weken kan worden gegeven zal ik u daarvan in kennis stellen en daarbij een redelijke termijn noemen waarbinnen de beschikking tegemoet gezien kan worden.

### **Voorschotten**

Mede gelet op uw verzoek in uw brief van 11 december 2013 ben ik bereid voorschotten op bovengenoemd subsidiebedrag (maximaal € 5.250.000,=) toe te kennen. U dient hiervoor separaat een verzoek in te dienen. In de begroting van het ministerie van Economische Zaken heb ik daartoe de volgende bedragen gereserveerd namelijk maximaal € 3.150.000,= in 2015 en maximaal € 1.050.000,= in 2016. Hierbij wordt de hoogte van het daadwerkelijk uit te betalen voorschot en de uitbetalingsdatum gebaseerd op:

- de uitputting van het door het ministerie van Economische Zaken uitgekeerde voorschotten van de 1<sup>e</sup> tranche;
- de uitputting van het naar aanleiding van dit besluit eerder verstrekte voorschot;
- het door u ingediende jaarverslag van het jaar voorafgaand aan het jaar waarvoor u voorschot krijgt;
- een door een accountant goedgekeurde jaarrekening van 2014 respectievelijk 2015;
- het door u ingediende werkplan inclusief begroting voor het jaar 2015 respectievelijk 2016.

Hiertoe ontvang ik uiterlijk 1 april 2015 respectievelijk 1 april 2016 de genoemde bescheiden op basis waarvan ik de hoogte van het daadwerkelijk uit te keren subsidievoorschot bepaal.

De subsidievoorschotten zullen worden overgemaakt op bankrekening ABN AMRO NL31 ABNA 0430 [redacted] ten name van stichting The Hague Institute for Global Justice onder vermelding van 'subsidieverlening IGJ'.

Bij de vaststelling van de subsidie in 2017 zal ik de hoogte van het bedrag van de laatste termijn bepalen, zijnde maximaal € 1.050.000,= waarbij de niet besteedde subsidiebijdrage van het ministerie van Economische Zaken wordt verrekend met de laatste termijn. Hiertoe ontvang ik de betreffende bescheiden conform de subsidievoorwaarden.



Mocht u vragen hebben naar aanleiding van deze beschikking, dan kunt u contact opnemen met [REDACTED] van de directie Regio en Ruimtelijke Economie. Zijn contactgegevens vindt u in de colofon van deze brief.

Ik wens u veel succes toe de komende jaren.

Hoogachtend,

De Minister van Economische Zaken,  
namens deze: [REDACTED]

[REDACTED]

Wvd. Directeur-Generaal Natuur en Regio

**Bijlage:**

- Controleprotocol

*Tegen dit besluit kan degene wiens belang rechtstreeks bij dit besluit is betrokken binnen 6 weken na de dag van verzending ervan een gemotiveerd bezwaarschrift indienen bij de Minister van Economische Zaken, t.a.v. directie Wetgeving en Juridische Zaken, Postbus 20401, 2500 EK 's Gravenhage. Dit besluit is verzonden op de in de aanhef van deze brief vermelde datum.*

# CONTROLEPROTOCOL CONTROLEVERKLARING SUBSIDIEREGELING NATIONALE EZ-SUBSIDIES

## 1. Uitgangspunten

### 1.1 Doelstelling

Dit controleprotocol heeft als doel het geven van aanwijzingen omtrent de reikwijdte en de intensiteit van de controle aan de accountant, belast met de controle van de door de subsidieontvanger bij het Ministerie van Economische Zaken (EZ) in te dienen aanvraag om subsidievaststelling.

### 1.2 Definities

Accountant: een registeraccountant of Accountant-Administratieconsulent als bedoeld in artikel 393, eerste lid, van Boek 2 van het Burgerlijk Wetboek aan wie de subsidieontvanger de opdracht heeft toegekend de aanvraag tot subsidievaststelling te controleren.

Subsidieontvanger: een natuurlijke of rechtspersoon of diens gemachtigde aan wie namens EZ een subsidie is verstrekt.

Controleverklaring: een schriftelijke verklaring van de accountant inhoudende een oordeel omtrent de juistheid, volledigheid en financiële rechtmatigheid van een aanvraag tot subsidievaststelling.

Financiële rechtmatigheid: een financiële transactie is in overeenstemming is met de in de van toepassing zijnde wet- en regelgeving (zie paragraaf 1.3) opgenomen bepalingen die de uitkomst van die financiële transactie beïnvloeden.

### 1.3 Wet- en regelgeving

Voor de controle van de financiële rechtmatigheid volgens dit protocol is in de beschikking tot subsidieverlening genoemde wet- en regelgeving (inclusief eventuele wijzigingen hierin) van toepassing.

Bij de uitvoering van de controle stelt de accountant tevens vast dat:

- a. in de rekening en verantwoording omtrent de uitgaven en inkomsten:
  - 1°. geen kosten als subsidiabel zijn opgenomen die niet voor subsidie in aanmerking komen op grond van de beschikking tot subsidieverlening;
  - 2°. uitsluitend kosten als subsidiabel zijn opgenomen die daadwerkelijk voor rekening komen van de subsidieontvanger;
- b. de subsidieontvanger opgave doet van alle inkomsten, waaronder subsidies, waarmee de activiteit waarop de subsidie betrekking heeft mede is gefinancierd;
- c. ingeval de subsidie strekt tot uitvoering van een project, het project is uitgevoerd overeenkomstig het projectplan waarop de beschikking tot subsidieverlening betrekking heeft.

## 2. Controleaanpak

### 2.1 Eisen voor de controleaanpak

De controle moet voldoen aan de controlestandaarden die onderdeel zijn van de nadere voorschriften Controle- en overige standaarden (NV COS), die door de Nederlandse Beroepsorganisatie van Accountants (NBA) zijn vastgesteld.

Zonder de in voorgaande alinea geformuleerde voorschriften in te perken, zijn voor de controle van specifieke financiële verantwoordingen ten behoeve van de vaststelling van bijdragen vanuit EZ met name de volgende aandachtspunten van belang:

1. De accountant stelt een analyse op inzake het risico dat de specifieke financiële verantwoording een materiële afwijking bevat. Deze risicoanalyse wordt specifiek opgesteld voor deze controle; er mag niet volstaan worden met een standaard analyse. In de risicoanalyse maakt de accountant

zichtbaar welke controles gericht op de geïdentificeerde (significante) risico's zullen worden uitgevoerd.

2. De accountant ontwikkelt op grond van de risicoanalyse een controleplan waarin zijn vastgelegd: de aard, de tijdsfasering en de omvang van de controlewerkzaamheden die door leden van het controleteam moeten worden uitgevoerd om toereikende controle-informatie te verkrijgen teneinde het controlerisico tot een aanvaardbaar laag niveau te reduceren.
3. In het controleplan wordt de goedkeuringstolerantie (zie paragraaf 2.2) vertaald naar controletoleranties, waarbij de goedkeuringstolerantie het maximum is.
4. Bij de controle wordt vastgesteld of de in de financiële verantwoording opgenomen posten, met in achtneming van de controletoleranties en goedkeuringstolerantie (zie paragraaf 2.2), juist, volledig en rechtmatig (zie definitie in paragraaf 1.2) zijn.
5. De accountant controleert:
  - de juiste en volledige weergave van de door andere bestuursorganen, de Europese Commissie en derden verstrekte bijdragen in de kosten van de gesubsidieerde activiteiten;
  - het al dan niet terecht in de subsidie hebben gebracht van de BTW door de subsidieontvanger;
  - de naleving van de Europese aanbestedingsrichtlijnen door de subsidieontvanger.
6. De accountant mag bij zijn controle gebruik maken van controlewerkzaamheden, die zijn uitgevoerd bij de controle van de jaarrekening van de subsidieontvanger. Een enkele verwijzing hiernaar in het controledossier met betrekking tot de incidentele subsidie is onvoldoende. In het controledossier voor de specifieke verklaring moeten deze werkzaamheden worden beschreven evenals de belangrijkste relevante conclusies. Het controledossier moet zelfstandig bruikbaar zijn. Dit betekent dat de relevante stukken daarin opgenomen zijn.
7. De accountant zorgt voor adequate controledocumentatie, waaruit blijkt dat de werkzaamheden conform het controleplan zijn uitgevoerd, wat de uitkomsten van de controle zijn en dat deze zijn beoordeeld door de eindverantwoordelijke accountant. Deze documentatie omvat naast het op de risicoanalyse gebaseerde controleplan in ieder geval stukken waaruit blijkt:
  - dat de cijfermatige juistheid van de verantwoording is nagegaan;
  - dat de verantwoording aansluit met de financiële administratie;
  - dat een cijferbeoordeling is uitgevoerd van de werkelijk verantwoorde kosten ten opzichte van de begrote kosten;
  - wat de aard en de omvang zijn van verrichte systeem- en gegevensgerichte controlewerkzaamheden op in de verantwoording opgevoerde kosten.

## **2.2 Materialiteit: goedkeuringstoleranties en gewenste zekerheid**

Bij zijn oordeelsvorming over de naleving van de subsidievoorwaarden streeft de accountant naar een redelijke mate van zekerheid. Indien dit begrip voor het gebruik van statistische technieken gekwantificeerd moet worden, wordt een betrouwbaarheid van 95 procent gehanteerd.

Een controleverklaring met een goedkeurende strekking impliceert dat, gegeven eerder genoemde betrouwbaarheid, de maximale afwijking voor wat betreft de getrouwheid of financiële rechtmatigheid in de financiële verantwoording niet groter is dan één procent van het totaal financieel belang van die verantwoording. De hierna vermelde goedkeuringstoleranties zijn van toepassing.

<b>Aard van de aangelegenheid</b>	<b>Controleverklaring</b>			
	<b>Goedkeurend</b>	<b>Met beperking</b>	<b>Oordeelonthouding</b>	<b>Afkeurend</b>
<b>Afwijkingen in de verantwoording</b>	<1%	> 1% en < 3%	<i>N.v.t.</i>	> 3%
<b>Het niet in staat zijn om voldoende en geschikte controle-informatie te verkrijgen</b>	<3%	> 3% en <10%	> 10%	<i>N.v.t.</i>

Genoemde percentages zijn ontleend aan het Handboek Auditing Rijksoverheid (HARo) van het Interdepartementaal Overleg Departementale Auditdiensten (IODAD).

#### Afwijkingen in de verantwoording

Van een afwijking in de verantwoording is sprake indien naar aanleiding van het uitgevoerde onderzoek is gebleken dat een (gedeelte van een) verantwoorde post niet voldoet aan één of meer aspecten van de geldende wet- en regelgeving (zie ook paragraaf 1.2) of dat een (gedeelte van een) post niet juist of volledig is verantwoord. Afwijkingen van wet- en regelgeving worden in absolute zin opgevat; saldering van afwijkingen is daarom niet toegestaan.

#### Het niet in staat zijn om voldoende en geschikte controle-informatie te verkrijgen (onzekerheden in de controle)

Er is sprake van onzekerheden in de controle wanneer op basis van de beschikbare controle-informatie niet kan worden vastgesteld of een (gedeelte van een) post voldoet aan de eisen in de geldende wet- en regelgeving.

#### Omgaan met geconstateerde afwijkingen

Het uitgangspunt is dat subsidieontvanger de door de accountant geconstateerde afwijkingen voor zover mogelijk corrigeert. Materiële afwijkingen (conform tabel paragraaf 2.2), die niet door de subsidieontvanger worden gecorrigeerd, leiden tot een aangepast (niet goedkeurend) oordeel door de accountant.

### **3 Verslaglegging**

De accountant legt de uitkomsten van de controle vast in een controleverklaring. Hiervoor wordt de actuele NBA voorbeeldtekst HRA 3 sectie II hoofdstuk 10.3: "Controleverklaring bij een subsidiedeclaratie in de publieke sector" (meest recente versie april 2013) gehanteerd, aangepast voor incidentele subsidies. Verwezen wordt naar de voorbeeldtekst bij dit controleprotocol.

### **4 Reviewbeleid**

De Auditdienst Rijk (ADR) kan een review uitvoeren op de uitgevoerde accountantscontrole inzake deze subsidie. De accountant, die de controle uitvoert, verstrekt de ADR desgevraagd alle inlichtingen en bescheiden<sup>1</sup>. De eventuele extra kosten van deze accountant in verband met de review zijn niet voor rekening van EZ.

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<sup>1</sup> Krachtens de Comptabiliteitswet 2001 (artikelen 43, 43a) heeft EZ bij rechtspersonen, commanditaire vennootschappen, vennootschappen onder firma en natuurlijke personen die een beroep of bedrijf uitoefenen aan wie door de Staat of een derde voor rekening of risico van de Staat rechtstreeks of middellijk een subsidie, een lening of garantie wordt verstrekt het recht kennis te nemen van jaarrekeningen, jaarverslagen en daaraan toegevoegde overige gegevens, verantwoordingen, gegevens en documenten nodig voor vaststelling van subsidies, leningen en garanties en verslagen van onderzoeken van accountants hiernaar en naar aanleiding hiervan nadere inlichtingen in te winnen en is EZ bevoegd inzage te vorderen in de controledossiers van de accountant die de betreffende bescheiden heeft gecontroleerd om te bepalen of bij de vaststelling kan worden gesteund op de door deze accountant uitgevoerde controle. Met betrekking tot het verlenen van inzage in het controledossier kan de accountant zich niet beroepen op de omstandigheid dat hij op grond van andere bij of krachtens de wet opgelegde verplichtingen tot geheimhouding is verplicht van in dit dossier opgenomen vertrouwelijke gegevens. EZ is bevoegd van stukken inzake de betreffende controle uit de controledossiers kopieën te maken.

## **Voorbeeldtekst controleverklaring incidentele subsidies (met goedkeurende strekking)**

Afgegeven ten behoeve van ... (naam subsidiegever)

Aan: ... (naam subsidieontvanger)

Wij hebben bijgaande verzoek om subsidievaststelling ingevolge de beschikking tot subsidieverlening en eventuele wijzigingen ... (omschrijving, kenmerk en datum) van ... (naam subsidieontvanger(s)) te ... (statutaire vestigingsplaats) over 20XX (of voor een gebroken boekjaar: voor het jaar geëindigd op (datum) 20XX) gecontroleerd.

### *Verantwoordelijkheid van het bestuur*

Het bestuur van ... (naam subsidieontvanger) is verantwoordelijk voor het opstellen van het verzoek om subsidievaststelling in overeenstemming met de beschikking tot subsidieverlening. Het bestuur is tevens verantwoordelijk voor een zodanige interne beheersing als het noodzakelijk acht om het opstellen van het verzoek om subsidievaststelling mogelijk te maken zonder afwijkingen van materieel belang als gevolg van fraude of fouten.

### *Verantwoordelijkheid van de accountant*

Onze verantwoordelijkheid is het geven van een oordeel over het verzoek om subsidievaststelling op basis van onze controle. Wij hebben onze controle verricht in overeenstemming met Nederlands recht, waaronder de Nederlandse controlestandaarden, en het Controleprotocol Controleverklaring Subsidieregeling Nationale EZ subsidies. Dit vereist dat wij voldoen aan de voor ons geldende ethische voorschriften en dat wij onze controle zodanig plannen en uitvoeren dat een redelijke mate van zekerheid wordt verkregen dat het verzoek om subsidievaststelling geen afwijkingen van materieel belang bevat.

Een controle omvat het uitvoeren van werkzaamheden ter verkrijging van controle-informatie over de bedragen en de toelichtingen in het verzoek om subsidievaststelling. De geselecteerde werkzaamheden zijn afhankelijk van de door de accountant toegepaste oordeelsvorming, met inbegrip van het inschatten van de risico's dat het verzoek om subsidievaststelling een afwijking van materieel belang bevat als gevolg van fraude of fouten.

Bij het maken van deze risico-inschattingen neemt de accountant de interne beheersing in aanmerking die relevant is voor het opstellen van het verzoek om subsidievaststelling door de subsidieontvanger, gericht op het opzetten van controlewerkzaamheden die passend zijn in de omstandigheden. Deze risico-inschattingen hebben echter niet tot doel een oordeel tot uitdrukking te brengen over de effectiviteit van de interne beheersing van de subsidieontvanger. Een controle omvat tevens het evalueren van de geschiktheid van de gebruikte grondslagen voor het opstellen van het verzoek om subsidievaststelling, alsmede een evaluatie van het algehele beeld van het verzoek om subsidievaststelling.

Wij zijn van mening dat de door ons verkregen controle-informatie voldoende en geschikt is om een onderbouwing voor ons oordeel te bieden.

### *Oordeel*

Naar ons oordeel is de eindafrekening van <naam instelling/persoon> over de periode <datum> tot <datum> in alle van materieel belang zijnde aspecten opgesteld in overeenstemming met de begroting zoals opgenomen in brief <kenmerk> d.d. <datum> en de relevante bepalingen in de Subsidieregeling Nationale EZ-subsidies.

### *Beperking in gebruik en verspreidingskring*

Het verzoek om subsidievaststelling is opgesteld voor ... (naam subsidiegever) met als doel ... (naam subsidieontvanger) in staat te stellen te voldoen aan de voorwaarden van de beschikking tot subsidieverlening. Hierdoor is het verzoek om subsidievaststelling mogelijk niet geschikt voor andere

doeleinden. Het verzoek om subsidievaststelling met onze controleverklaring is derhalve uitsluitend bestemd voor ... (naam subsidieontvanger) en ... (naam subsidiegever) en dient niet te worden verspreid aan of te worden gebruikt door anderen.

• Plaats en datum

Handtekening

Naam accountant

Naam accountantskantoor





*Doelstelling van de subsidie*

In mijn brief eerder genoemde brieven van 5-10-2010 en 26-11-2014 zijn de hoofddoelstellingen van de subsidie gegeven:

- 1. Het THIGJ bundelt en versterkt kennis en ervaring, aanwezig binnen de Haagse kennisinstellingen, de Nederlandse universiteiten, niet gouvernementele organisaties, de internationale hoven en verdragsorganisaties in Den Haag en stelt zich ten doel deze kennis en ervaring samen met internationale partners en diensten (inter)nationaal aan te bieden. Met het THIGJ wordt daarmee onder meer een bijdrage geleverd aan de Randstad als duurzame en economisch sterke regio.*
- 2. Het vormen van een instituut met 34 fte dat na de subsidieperiode haar inkomsten uit de markt haalt.*

De inrichting van THIGJ en een overzicht van de uit te voeren activiteiten is beschreven in het projectplan dat door mij is ontvangen als bijlage bij de eerder genoemde brief van 19 juli 2010.

In het jaarverslag 2016, uw rapportage over de FES-periode en de eerder uitgevoerde Midterm Review geeft u inzicht in de verrichte activiteiten op gebied van kennisdeling en kennisverspreiding, vraagarticulatie, het opstellen (al dan niet op verzoek) van beleidsadviezen, het organiseren dan wel begeleiden van seminars/conferenties/workshops, het doen van onderzoek, publiceren van artikelen. Daarnaast onderhoudt u contact met relaties via het blad Intersections, een digitale maandelijkse nieuwsbrief en via het gebruik van Twitter, Facebook en LinkedIn waarbij het aantal volgers toeneemt. THIGJ heeft samenwerkingsverbanden met het Institute for Economics and Peace, de TU Delft en Universiteit Leiden en werkt samen met instituten zoals Clingendael en Roosevelt Institute.

In uw verantwoording geeft u aan dat, ondanks de vele activiteiten, het niet is gelukt om een robuuste orderportefeuille op te bouwen. Dit heeft in 2016 en 2017 geleid tot ontslag van een groot gedeelte van uw medewerkers met als resultante een instituut met, volgens uw opgave, 8,5 fte. Dit terwijl in het projectplan (dat onderdeel was van de subsidie aanvraag) de doelstelling was om te komen tot een instituut met 34 fte. U geeft als oorzaken hiervoor aan: de economische crisis waardoor bezuinigen op budgetten bij overheden plaatsvond en de, mede daardoor, toenemende concurrentie tussen instituten met vergelijkbare of aanpalende werkvelden. Een andere oorzaak is dat in de afgelopen jaren nog meer gestuurd had moeten worden op een robuuste orderportefeuille en een rendabele exploitatie. In mijn eerder genoemde brief van 26-11-2014 is hiervoor aandacht gevraagd.

*Businessplan 2017-2018*

Door de precaire financiële situatie van THIGJ als gevolg van onvoldoende inkomsten, stelde u een businessplan 2017-2018 op. In dit businessplan beschrijft u de mogelijkheden om met een kleinere bezetting een herstart te maken.



Het businessplan geeft een sluitende begroting voor 2017 en een nagenoeg sluitende begroting voor 2018 aan. U beschrijft in het businessplan de samenwerking met een nevenvestiging van Institute for Economics and Peace (IEP), het meedraaien in een pilot van de TU-Delft, de samenwerking met de Universiteit Leiden en het perspectief om begin 2018 in te huizen in de Humanity Hub die door de gemeente Den Haag wordt geïnitieerd. In deze Humanity Hub gaan diverse organisaties zich vestigen die tot opdrachten zouden kunnen leiden. Ook neemt de gemeente Den Haag initiatieven om de mogelijkheden tot (nauwere) samenwerking van vier kennisinstellingen op het gebied van vrede, recht en veiligheid te inventariseren waaraan u een bijdrage wilt leveren. Bovenbeschreven situatie biedt mogelijkheden voor een herstart van THIGJ.

#### *Governance-structuur*

In uw brief van 30 juli jl. geeft u aan dat er een noodzaak is om het management opnieuw in te richten waarmee tevens een passende operationele sturing geborgd gaat worden. Dit geldt ook voor de acquisitie en het managen van opdrachten. Daarmee gaat u in op mijn oproep tot versterking van de governance structuur zoals o.a. opgenomen in mijn eerder genoemde brief van 26-11-2014 en mijn brief van 19 december jl. (kenmerk DG B&I-DR/16179881).

In uw mail van 18 augustus jl. geeft u aan dat de besturen van het Center for International Legal Cooperation (CILC) en THIGJ de intentie hebben om met elkaar samen te werken en dat er een onderzoek is gestart naar de mogelijkheden tot structurele samenwerking dan wel integratie van beide instituten. Daarbij wordt een passende governance structuur ingericht.

#### **Oordeel en besluit**

U heeft op basis van de volgende documenten verantwoording afgelegd over de subsidieperiode 2011-2016:

- het financieel jaarverslag 2016 inclusief de accountantsverklaring,
- het verslag over het gebruik van de ontvangen voorschotten,
- de accountantsverklaring over de besteding van de FES-subsidie,
- de jaarrapportage 2016,
- het businessplan 2017-2018 en
- de eerder toegestuurde financiële rapportages over voorgaande jaren behalve 2011 omdat in dat jaar de financiën via de gemeente zijn gegaan.

Daarnaast heeft u mij per mail van 14 juli jl. geïnformeerd over het overgaan van de huurverplichtingen voor het gebouw aan de Sophialaan naar een andere huurder. Verder heeft u mij per mail van 18 augustus jl. geïnformeerd over de bereidheid van de besturen van THIGJ en CILC om de mogelijkheden tot samenwerking te onderzoeken.

In uw verantwoording geeft u de verrichte activiteiten aan. Ik acht deze in voldoende mate passend binnen de eerder genoemde eerste hoofddoelstelling. Helaas hebben deze activiteiten niet geleid tot een instituut met 34 fte dat, na de subsidieperiode, haar inkomsten uit de markt haalt (tweede hoofddoelstelling).

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Ministerie van Economische  
Zaken en Klimaat

Ons kenmerk  
DGBI-DR / 17180026

U geeft als oorzaak aan dat door de economische crisis er minder budgetten, zowel bij het Rijk als andere opdrachtgevers beschikbaar zijn, en dat, mede versterkt door de mindere budgetten, concurrentie tussen instituten met vergelijkbare of aanpalende werkterreinen optreedt. U geeft aan dat de leiding van THIGJ desondanks verantwoordelijk blijft voor het genereren van voldoende inkomsten.

Met een kleinere organisatie wil THIGJ, op basis van het businessplan 2017-2018, een herstart maken. Met het opstellen van dit businessplan voldoet u aan mijn verzoek zoals dat in mijn eerder genoemde brief van 21 juni jl. is opgenomen. Uw verantwoordingsdocumenten geven aan dat de reeds uitbetaalde voorschotten rechtmatig zijn besteed. Dit geldt ook voor de uitgaven waarvoor u tot uitbetaling van de laatste termijn verzoekt.

Op basis hiervan stel ik het subsidiebedrag vast op € 17.450.000,=. Inmiddels heeft u via de 1<sup>e</sup> tranche € 12.200.000,= en via de 2<sup>e</sup> tranche € 5.125.000,= aan voorschotten ontvangen. Hierdoor resteert een eindtermijn van € 125.000,=. Ik zal dit bedrag overmaken op bankrekening NL 31 ABNA 0430 [REDACTED] ten name van stichting The Hague Institute for Global Justice onder vermelding van 'eindtermijn IGJ'.

Met de uitbetaling van de eindtermijn beschouw ik het project 'The Hague Institute for Global Justice' in financiële zin als afgesloten.

Ik maak u erop attent dat het vaststellen van het subsidiebedrag niets afdoet aan de verplichting om op mijn verzoek medewerking te verlenen aan een evaluatie van het beleid op grond waarvan de subsidie is verstrekt. Deze verplichting is opgenomen in mijn eerder genoemde brieven van 5-10-2010 en 26-11-2014.

De Minister van Economische Zaken en Klimaat,  
namens deze:



Directeur-Generaal Bedrijfsleven en Innovatie

*Tegen dit besluit kan degene wiens belang rechtstreeks bij dit besluit is betrokken binnen 6 weken na de dag van verzending ervan een gemotiveerd bezwaarschrift indienen bij de Minister van Economische Zaken en Klimaat, t.a.v. directie Wetgeving en Juridische Zaken, Postbus 20401, 2500 EK 's-Gravenhage. Dit besluit is verzonden op de in de aanhef van deze brief vermelde datum.*



Stichting The Hague Institute for Global Justice  
Sophialaan 10  
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Van Ree Accountants BV  
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Postbus 352  
2400 AJ Alphen aan den Rijn

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alphenaandenrijn@vanreeacc.nl  
www.vanreeacc.nl

Alphen aan den Rijn, 24 oktober 2011

Geachte leden van de Raad van Toezicht,

Hierbij ontvangt u het accountantsrapport over het boekjaar 2 september 2010 tot en met 31 december 2010, waarin is opgenomen de jaarrekening van uw stichting. Op grond van de verstrekte opdracht en op basis van de door ons verrichte werkzaamheden kunnen wij de navolgende verklaring afgeven.

#### **Samenstellingsverklaring**

##### **Opdracht**

Conform uw opdracht hebben wij de jaarrekening 2010 van Stichting The Hague Institute for Global Justice te 's-Gravenhage bestaande uit de balans per 31 december 2010 en de staat van baten en lasten over de periode 2 september 2010 tot en met 31 december 2010 met de toelichting samengesteld.

##### **Verantwoordelijkheid van de leiding**

Kenmerkend voor een samenstellingsopdracht is, dat wij ons baseren op de door de leiding van de stichting verstrekte gegevens. De verantwoordelijkheid voor de juistheid en de volledigheid van die gegevens en voor de daarop gebaseerde jaarrekening berust bij de leiding van de stichting.

##### **Verantwoordelijkheid van de accountant**

Het is onze verantwoordelijkheid als accountant om de verstrekte opdracht uit te voeren in overeenstemming met Nederlands recht, waaronder de door onze beroepsorganisatie (het Koninklijk NIVRA) uitgevaardigde gedrags- en beroepsregels. In overeenstemming met de voor het accountantsberoep geldende standaard voor samenstellingsopdrachten, bestonden onze werkzaamheden in hoofdzaak uit het verzamelen, het verwerken, het rubriceren en het samenvatten van financiële gegevens. Daarnaast hebben wij de aanvaardbaarheid van de bij het samenstellen van de jaarrekening toegepaste grondslagen op basis van de door de onderneming verstrekte gegevens geëvalueerd. De aard van onze werkzaamheden is zodanig dat wij geen zekerheid omtrent de getrouwheid van de jaarrekening kunnen verstrekken.

##### **Bevestiging**

Op basis van de ons verstrekte gegevens hebben wij de jaarrekening samengesteld onder toepassing van de financiële grondslagen voor verslaggeving.

Hoogachtend,  
Van Ree Accountants BV

  
Drs. J. Bergman  
Registeraccountant

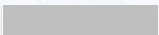


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**Datum:** 27 februari 2012  
**Betreft:** Rechtmatigheid 2011

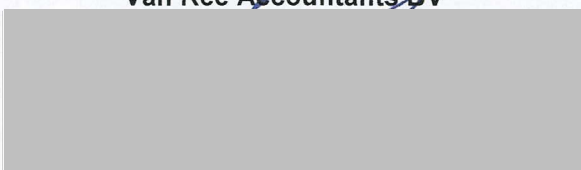
Geachte 

Zoals wij zojuist met u besproken, hebben wij in de door ons afgegeven controleverklaring van de Stichting The Hague Institute for Global Justice over het jaar 2011 geen oordeel gegeven over de rechtmatigheid van de bestedingen.

Reden om dit niet te doen is gelegen in het feit dat wij van mening zijn dat dit alleen noodzakelijk is bij de verklaring die overlegd dient te worden bij de afrekening van de subsidie. Overigens zouden wij geen aanleiding hebben om, over het jaar 2011, een ander dan een goedkeurend oordeel te geven met betrekking tot de rechtmatigheid van de bestedingen.

Ik vertrouw u hiermee voldoende te informeren en ben tot nadere inlichtingen graag bereid.

Met vriendelijke groet,  
**Van Ree Accountants BV**

  
**drs. J. Bergman RA**  
vestigingsdirecteur



## INDEPENDENT AUDITOR'S REPORT

To: the board of Stichting The Hague Institute of Global Justice

We have audited the accompanying financial statements 2012 of Stichting The Hague Institute of Global Justice, The Hague, which comprise the balance sheet as at December 31, 2012, the income statement for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

### Management's responsibility

Management is responsible for the preparation and fair presentation of these financial statements in accordance with general accepted accounting principles. Furthermore management is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion with respect to the financial statements**

In our opinion, the financial statements give a true and fair view of the financial position of Stichting The Hague Institute of Global Justice as at December 31, 2012 and of its result for the year then ended in accordance with general accepted accounting principles.

Furthermore, in our opinion, expenses and balance sheet movements in in this financial statement 2012 comply in all material respects with the requirements of financial legality. This means that these amounts are in accordance with the provisions of the relevant laws and regulations.

Alphen aan den Rijn, March 28, 2013

**Van Ree Accountants BV**

drs. J. Berqman RA



## INDEPENDENT AUDITOR'S REPORT

To: the board of Stichting The Hague Institute for Global Justice

We have audited the accompanying financial statements 2013 of Stichting The Hague Institute for Global Justice, The Hague, which comprise the balance sheet as at December 31, 2013, the income statement for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

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We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.


**Opinion with respect to the financial statements**

In our opinion, the financial statements give a true and fair view of the financial position of Stichting The Hague Institute for Global Justice as at December 31, 2013 and of its result for the year then ended in accordance with general accepted accounting principles.

Furthermore, in our opinion, expenses and balance sheet movements in in this financial statement 2013 comply in all material respects with the requirements of financial legality. This means that these amounts are in accordance with the provisions of the relevant laws and regulations as stated in the letter from the Ministry of Financial Affairs, dated October 5th, 2010.

Alphen aan den Rijn, Februari 28, 2014

**Van Ree Accountants BV**

  
drs. J. Bergman RA  




## INDEPENDENT AUDITOR'S REPORT

To: the board of Stichting The Hague Institute for Global Justice

We have audited the accompanying financial statements 2014 of Stichting The Hague Institute for Global Justice, The Hague, which comprise the balance sheet as at December 31, 2014, the income statement for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

### Management's responsibility

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Guideline 640 of the Dutch Accounting Standards Board, the guideline for non-profit organizations. Furthermore management is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion with respect to the financial statements**

In our opinion, the financial statements give a true and fair view of the financial position of Stichting The Hague Institute for Global Justice as at December 31, 2014 and of its result for the year then ended in accordance with Guideline 640 of the Dutch Accounting Standards Board, the guideline for non-profit organizations.

Furthermore, in our opinion, expenses and balance sheet movements in in this financial statement 2014 comply in all material respects with the requirements of financial legality. This means that these amounts are in accordance with the provisions of the relevant laws and regulations as stated in the letter from the Ministry of Financial Affairs, dated October 5th, 2010.

Alphen aan den Rijn, May 4, 2015

**Van Ree Accountants BV**

drs. J. Bergman RA



## INDEPENDENT AUDITOR'S REPORT

To: the board of Stichting The Hague Institute for Global Justice

We have audited the accompanying financial statements 2015 of Stichting The Hague Institute for Global Justice, The Hague, which comprise the balance sheet as at December 31, 2015, the income statement for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

### Management's responsibility

The management of the Foundation is responsible for the preparation and fair presentation of these financial statements in accordance with Guideline for annual reporting 640 Not-for-profit organisations of the Dutch Accounting Standards Board and the "Beleidsregels toepassing Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector (WNT)".

The management is also responsible for the financial legality of expenses and balance sheet movements in the financial statement . This means that these amounts should be in accordance with the provisions of the relevant laws and regulations as stated in the letter from the Ministry of Financial Affairs, dated October 5th, 2010.

Furthermore management is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing and the "Beleidsregels toepassing WNT" including the "Controleprotocol WNT". This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion with respect to the financial statements**

In our opinion, the financial statements give a true and fair view of the financial position of Stichting The Hague Institute for Global Justice as at December 31, 2015 and of its result for the year then ended in accordance with Guideline for annual reporting 640 Not-for-profit organisations of the Dutch Accounting Standards Board and the "Beleidsregels toepassing WNT".

Furthermore, in our opinion, expenses and balance sheet movements in in this financial statement 2015 comply in all material respects with the requirements of financial legality. This means that these amounts are in accordance with the provisions of the relevant laws and regulations as stated in the letter from the Ministry of Financial Affairs, dated October 5th, 2010 and November 26<sup>th</sup>, 2014.

Alphen aan den Rijn, March 11, 2016  
**Van Ree Accountants BV**

drs. J. Bergman RA

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KvK nr. 64599892

**Datum:** 19 juli 2017  
**Betreft:** Controleverklaring bij de jaarrekening 2016

Geachte 

Hierbij doen wij u de controleverklaring betreffende de jaarrekening 2016 toekomen. Deze verklaring heeft betrekking op de jaarrekening 2016 zoals wij deze van u hebben ontvangen. De jaarrekening bevat de volgende kerncijfers:

➤ Balanstotaal per 31 december 2016	€ 1.618.576
➤ Eigen vermogen per 31 december 2016	€ 701.464
➤ Resultaat over 2016	€ -592.711

Wij geven u hierbij toestemming onze controleverklaring op te nemen in bovengenoemde jaarrekening.

Wij hebben één exemplaar van de controleverklaring voorzien van een originele handtekening. Dit exemplaar is ten behoeve van uw eigen archief. De overige exemplaren van de controleverklaring zijn voorzien van de naam van onze accountantspraktijk en de naam van de accountant, echter zonder persoonlijke handtekening. Wij verzoeken u bij de openbaarmaking van de gebruik te maken van de exemplaren van de controleverklaring die niet zijn voorzien van een persoonlijke handtekening.

Wij bevestigen u ermee akkoord te gaan dat het afschrift van onze controleverklaring zonder persoonlijke handtekening, wordt openbaar gemaakt, mits de opgemaakte jaarrekening ongewijzigd wordt vastgesteld door het bestuur en goedgekeurd door de Raad van Toezicht.

Openbaarmaking van de controleverklaring is slechts toegestaan tezamen met deze jaarrekening. Indien u de jaarstukken en de controleverklaring opneemt op de Internetsite, dient u te waarborgen dat de jaarstukken goed zijn afgescheiden van de overige informatie op de internetsite. Afscheiding kan bijvoorbeeld plaatsvinden door

de jaarstukken in niet-bewerkbare vorm als een afzonderlijk bestand op te nemen en door een waarschuwing op te nemen indien de lezer de jaarstukken verlaat ('u verlaat de beveiligde, door de accountant gecontroleerde jaarrekening').



Een exemplaar van de jaarstukken dient na vaststelling te worden ondertekend door de leden van het bestuur en te worden aangeboden Raad van Toezicht. Deze jaarrekening dient te worden goedgekeurd door de Raad van Toezicht en de vaststelling en goedkeuring dienen te worden genotuleerd.

Overigens wijzen wij erop dat, indien tot de vaststelling omstandigheden blijken die aanpassing van de jaarrekening noodzakelijk maken, een dergelijke aanpassing nog voor de vaststelling moet worden gemaakt op grond van het bepaalde in artikel 2:362 lid 6 en artikel 2:392 lid 1 letter g BW. Uiteraard vervalt in die situatie onze bovengenoemde toestemming.

Graag ontvangen wij van u een definitief ingebonden exemplaar van de jaarrekening, waarin onze verklaring is opgenomen, van u retour.

Wij vertrouwen erop u hiermede van dienst te zijn geweest.

Met vriendelijke groet,  
**Van Ree Accountants**

  
drs. J. (Jaap) Bergman RA  


Bijlagen:

1. controleverklaringen bij de jaarrekening (1x getekend, 2x was getekend)
2. Gewaarmerkte jaarrekening Stichting The Hague Institute for Global Justice 2016

## CONTROLEVERKLARING VAN DE ONAFHANKELIJKE ACCOUNTANT

Aan: de supervisory board van Stichting The Hague Institute for Global Justice

### A. Verklaring over het in de annual accounts opgenomen financial report 2016

#### Ons oordeel

Wij hebben de annual accounts 2016 van Stichting The Hague Institute for Global Justice te 's-Gravenhage gecontroleerd.

Naar ons oordeel:

- Geeft het in de in dit annual accounts opgenomen financial report een getrouw beeld van de grootte en de samenstelling van het vermogen van Stichting The Hague Institute for Global Justice per 31 december 2016 en van het resultaat over 2016 in overeenstemming met de in Nederland geldende RJ-Richtlijn 640 Organisaties zonder winststreven en de bepalingen bij of krachtens de WNT.
- Zijn de in het financial report verantwoorde baten en lasten alsmede de balansmutaties over 2016 in alle van materieel belang zijnde aspecten rechtmatig tot stand gekomen in overeenstemming met de in de relevante wet- en regelgeving opgenomen bepalingen, zoals opgenomen in de brief van het Ministerie van Economische Zaken van 26 november 2014, verplichtingnummer 1300010096.

De jaarrekening bestaat uit:

1. de balans per 31 december 2016;
2. de winst- en verliesrekening over 2016; en
3. de toelichting met een overzicht van de gehanteerde grondslagen voor financiële verslaggeving en andere toelichtingen.

#### Materiële onzekerheid over de continuïteit

Wij vestigen de aandacht op het onderdeel 'continuïteit' op pagina 12 onder de accounting policies van de annual accounts, waarin uiteengezet is dat de stichting, om de activiteiten in continuïteit voort te zetten afhankelijk is van het verwerven van nieuwe projecten en subsidies en vermindering van de kosten. Deze condities duiden op het bestaan van een onzekerheid van materieel belang op grond waarvan gereede twijfel zou kunnen bestaan over de continuïteitsveronderstelling van de stichting. Ons oordeel is niet aangepast als gevolg van deze aangelegenheid.



### **De basis voor ons oordeel**

Wij hebben onze controle uitgevoerd volgens het Nederlands recht, waaronder ook de Nederlandse controlestandaarden vallen. Onze verantwoordelijkheden op grond hiervan zijn beschreven in de sectie 'Onze verantwoordelijkheden voor de controle van de jaarrekening'.

Wij zijn onafhankelijk van Stichting The Hague Institute for Global Justice zoals vereist in de Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO) en andere voor de opdracht relevante onafhankelijkheidsregels in Nederland. Verder hebben wij voldaan aan de Verordening gedrags- en beroepsregels accountants (VGBA).

Wij vinden dat de door ons verkregen controle-informatie voldoende en geschikt is als basis voor ons oordeel.

### **Benoeming**

Wij zijn door de supervisory board op 23 december 2011 benoemd als accountant van Stichting The Hague Institute for Global Justice vanaf de controle van het boekjaar 2011 en zijn sinds die datum tot op heden de externe accountant.

### **B. Verklaring over de in het jaarverslag opgenomen andere informatie**

Naast de jaarrekening en onze controleverklaring daarbij, omvatten de annual accounts andere informatie, die bestaat uit:

- het board report;
- de other information.

Op grond van onderstaande werkzaamheden zijn wij van mening dat de andere informatie:

- met de jaarrekening verenigbaar is en geen materiële afwijkingen bevat;
- alle informatie bevat die op grond van RJ-Richtlijn 640 Organisaties zonder winststreven vereist is.

Wij hebben de andere informatie gelezen en hebben op basis van onze kennis en ons begrip, verkregen vanuit de jaarrekeningcontrole of anderszins, overwogen of de andere informatie materiële afwijkingen bevat.

Met onze werkzaamheden hebben wij voldaan aan de vereisten in de Nederlandse Standaard 720. Deze werkzaamheden hebben niet dezelfde diepgang als onze controlewerkzaamheden bij de jaarrekening. Het bestuur is verantwoordelijk voor het opstellen van de andere informatie in overeenstemming met RJ-Richtlijn 640 Organisaties zonder winststreven.

## **C. Beschrijving van verantwoordelijkheden met betrekking tot de annual accounts**

### **Verantwoordelijkheden van de board en de supervisory board voor de jaarrekening**

De board is verantwoordelijk voor het opmaken en getrouw weergeven van de jaarrekening in overeenstemming met de in Nederland geldende RJ-Richtlijn 640 Organisaties zonder winststreven en de bepalingen bij of krachtens de WNT. De board is ook verantwoordelijk voor het rechtmatig tot stand komen van de in de jaarrekening verantwoorde baten en lasten alsmede de balansmutaties, in overeenstemming met de in de relevante wet- en regelgeving opgenomen bepalingen. In dit kader is de board verantwoordelijk voor een zodanige interne beheersing die de board noodzakelijk acht om het opmaken van de jaarrekening mogelijk te maken zonder afwijkingen van materieel belang als gevolg van fouten of fraude.

Bij het opmaken van de jaarrekening moet de board afwegen of het instituut in staat is om haar werkzaamheden in continuïteit voort te zetten. Op grond van genoemd verslaggevingsstelsel moet de board de jaarrekening opmaken op basis van de continuïteitsveronderstelling, tenzij de board het voornemen heeft om de stichting te liquideren of de bedrijfsactiviteiten te beëindigen of als beëindiging het enige realistische alternatief is.

De board moet gebeurtenissen en omstandigheden waardoor gerede twijfel zou kunnen bestaan of het instituut haar bedrijfsactiviteiten in continuïteit kan voortzetten, toelichten in de jaarrekening.

De supervisory board is verantwoordelijk voor het uitoefenen van toezicht op het proces van financiële verslaggeving van de stichting.

### **Onze verantwoordelijkheden voor de controle van de jaarrekening**

Onze verantwoordelijkheid is het zodanig plannen en uitvoeren van een controleopdracht dat wij daarmee voldoende en geschikte controle-informatie verkrijgen voor het door ons af te geven oordeel.

Onze controle is uitgevoerd met een hoge mate maar geen absolute mate van zekerheid waardoor het mogelijk is dat wij tijdens onze controle niet alle materiële fouten en fraude ontdekken.

Afwijkingen kunnen ontstaan als gevolg van fraude of fouten en zijn materieel indien redelijkerwijs kan worden verwacht dat deze, afzonderlijk of gezamenlijk, van invloed kunnen zijn op de economische beslissingen die gebruikers op basis van deze jaarrekening nemen. De materialiteit beïnvloedt de aard, timing en omvang van onze controlewerkzaamheden en de evaluatie van het effect van onderkende afwijkingen op ons oordeel.

Wij hebben deze accountantscontrole professioneel kritisch uitgevoerd en hebben waar relevant professionele oordeelsvorming toegepast in overeenstemming met de

Nederlandse controlestandaarden, het Controleprotocol WNT, ethische voorschriften en de onafhankelijkheidseisen. Onze controle bestond onder andere uit:

- het identificeren en inschatten van de risico's dat de jaarrekening afwijkingen van materieel belang bevat als gevolg van fouten of fraude, het in reactie op deze risico's bepalen en uitvoeren van controlewerkzaamheden en het verkrijgen van controle-informatie die voldoende en geschikt is als basis voor ons oordeel. Bij fraude is het risico dat een afwijking van materieel belang niet ontdekt wordt groter dan bij fouten. Bij fraude kan sprake zijn van samenspanning, valsheid in geschrifte, het opzettelijk nalaten transacties vast te leggen, het opzettelijk verkeerd voorstellen van zaken of het doorbreken van de interne beheersing;
- het verkrijgen van inzicht in de interne beheersing die relevant is voor de controle met als doel controlewerkzaamheden te selecteren die passend zijn in de omstandigheden. Deze werkzaamheden hebben niet als doel om een oordeel uit te spreken over de effectiviteit van de interne beheersing van de stichting;
- het evalueren van de geschiktheid van de gebruikte grondslagen voor financiële verslaggeving en het evalueren van de redelijkheid van schattingen door de board en de toelichtingen die daarover in de jaarrekening staan;
- het vaststellen dat de door de board gehanteerde continuïteitsveronderstelling aanvaardbaar is. Tevens het op basis van de verkregen controle-informatie vaststellen of er gebeurtenissen en omstandigheden zijn waardoor gerede twijfel zou kunnen bestaan of de onderneming haar bedrijfsactiviteiten in continuïteit kan voortzetten. Als wij concluderen dat er een onzekerheid van materieel belang bestaat, zijn wij verplicht om aandacht in onze controleverklaring te vestigen op de relevante gerelateerde toelichtingen in de jaarrekening. Als de toelichtingen inadequaat zijn, moeten wij onze verklaring aanpassen. Onze conclusies zijn gebaseerd op de controle-informatie die verkregen is tot de datum van onze controleverklaring. Toekomstige gebeurtenissen of omstandigheden kunnen er echter toe leiden dat een onderneming haar continuïteit niet langer kan handhaven;
- het evalueren van de presentatie, structuur en inhoud van de jaarrekening en de daarin opgenomen toelichtingen; en
- het evalueren of de jaarrekening een getrouw beeld geeft van de onderliggende transacties en gebeurtenissen.

Wij communiceren met de supervisory board onder andere over de geplande reikwijdte en timing van de controle en over de significante bevindingen die uit onze controle naar voren zijn gekomen, waaronder eventuele significante tekortkomingen in de interne beheersing.

Wij bevestigen aan de supervisory board dat wij de relevante ethische voorschriften over onafhankelijkheid hebben nageleefd. Wij communiceren ook met de supervisory board over alle relaties en andere zaken die redelijkerwijs onze onafhankelijkheid kunnen beïnvloeden en over de daarmee verband houdende maatregelen om onze onafhankelijkheid te waarborgen.

Alphen aan den Rijn, 19 juli 2017

**Van Ree Accountants**

drs. J. Bergman RA

### **CONTROLEVERKLARING VAN DE ONAFHANKELIJKE ACCOUNTANT**

*Afgegeven ten behoeve van het Ministerie van Economische Zaken*

Aan: Stichting The Hague Institute for Global Justice

Wij hebben bijgaande aanvraag tot subsidievaststelling met bijlagen van Stichting The Hague Institute for Global Justice te 's-Gravenhage over de periode 2010 tot en met 2014 gecontroleerd.

Voor de gesubsidieerde activiteiten is met verplichtingenummer 1-7675 bij brief van 5 oktober 2010 met kenmerk OI/REB/10116548 door de Minister van Economische Zaken een subsidie verleend.

#### **Verantwoordelijkheid van het bestuur**

Het bestuur van de stichting is verantwoordelijk voor het opstellen van de aanvraag tot subsidievaststelling in overeenstemming met de subsidievoorschriften. Het bestuur is tevens verantwoordelijk voor een zodanige interne beheersing als het noodzakelijk acht om het opstellen van de subsidiedeclaratie mogelijk te maken zonder afwijkingen van materieel belang als gevolg van fraude of fouten.

#### **Verantwoordelijkheid van de accountant**

Onze verantwoordelijkheid is het geven van een oordeel over de aanvraag om subsidievaststelling op basis van onze controle. Wij hebben onze controle verricht in overeenstemming met Nederlands recht, waaronder de Nederlandse controlestandaarden en het controleprotocol controleverklaring Subsidieregeling Nationale EZ subsidies. Dit vereist dat wij voldoen aan de voor ons geldende ethische voorschriften en dat wij onze controle zodanig plannen en uitvoeren dat een redelijke mate van zekerheid wordt verkregen dat de subsidiedeclaratie geen afwijkingen van materieel belang bevat.

Een controle omvat het uitvoeren van werkzaamheden ter verkrijging van controle-informatie over de bedragen en de toelichtingen in de aanvraag tot subsidievaststelling. De geselecteerde werkzaamheden zijn afhankelijk van de door de accountant toegepaste oordeelsvorming, met inbegrip van het inschatten van de risico's dat de aanvraag tot subsidievaststelling een afwijking van materieel belang bevat als gevolg van fraude of fouten.

Bij het maken van deze risico-inschattingen neemt de accountant de interne beheersing in aanmerking die relevant is voor het opstellen van de aanvraag tot subsidievaststelling door de stichting, gericht op het opzetten van controlewerkzaamheden die passend zijn in de omstandigheden. Deze risico-inschattingen hebben echter niet tot doel een oordeel tot uitdrukking te brengen over de effectiviteit van de interne beheersing van de entiteit. Een controle omvat tevens het evalueren van de geschiktheid van de gebruikte grondslagen voor het opstellen van de subsidiedeclaratie, alsmede een evaluatie van het algehele beeld van de aanvraag tot subsidievaststelling.

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Wij zijn van mening dat de door ons verkregen controle-informatie voldoende en geschikt is om een onderbouwing voor ons oordeel te bieden.

### **Oordeel**

Naar ons oordeel is de aanvraag tot subsidievaststelling ingevolge de gesubsidieerde activiteiten met verplichtingennummer 1-7675 bij brief van 5 oktober 2010 met kenmerk OI/REB/10116548 door de Minister van Economische Zaken van Stichting The Hague Institute for Global Justice over de periode 2010 tot en met 2014 in overeenstemming met hetgeen opgenomen in de brief van 5 oktober 2010 met kenmerk OI/REB/10116548 en de relevante bepalingen in de Subsidieregeling Nationale EZ subsidies.

### **Paragraaf overige aangelegenheden**

Zonder afbreuk te doen aan ons oordeel vestigen wij de aandacht op de "in kind" bijdragen door de Haagse Academische Coalitie zoals genoemd in de brief van 5 oktober 2010. Als onderdeel van onze controle hebben wij vastgesteld dat door Stichting The Hague Institute for Global Justice aangetoond is dat, conform de bepalingen in de brief van 5 oktober 2010 met kenmerk OI/REB/10116548, de partijen die deel uitmaken van de Haagse Academische Coalitie zich voor 31 december 2010 gecommitteerd hebben tot het leveren van de "in kind" bijdragen.

Ten aanzien van de daadwerkelijke levering van de "in kind" bijdragen zijn door de Stichting The Hague Institute for Global Justice reeds bij de mid-term review in juli 2013 achterstanden geconstateerd en is ultimo 2014 geconstateerd dat deze bijdragen niet conform de planning zijn gerealiseerd. Deze omstandigheden en de alternatieve invulling van de "in kind" bijdragen zijn door Stichting The Hague Institute for Global Justice uiteengezet in een memorandum wat ook aan de aanvraag tot subsidievaststelling gehecht is.

Dit memorandum zelf is geen object van ons onderzoek geweest. In onze controle hebben wij, omdat de "in kind" bijdragen geen onderdeel uitmaken van de administratieve routine van Stichting The Hague Institute for Global Justice, de bijdragen door de Haagse Academische Coalitie zoals vastgelegd in genoemd memorandum, voor zover mogelijk, vastgesteld aan de hand van bevestigingen van de Haagse Academische Coalitie. Daarnaast zijn de "in kind" bijdragen aannemelijk gemaakt aan de hand van documentatie en informatie van Stichting The Hague Institute for Global Justice. Wij hebben deze bijdragen en de wijze van waardering (in fte) niet inhoudelijk getoetst.

**Beperking in gebruik en verspreidingskring**

De aanvraag tot subsidievaststelling is opgesteld voor het Ministerie van Economische Zaken met als doel Stichting The Hague Institute for Global Justice in staat te stellen te voldoen aan de Hierdoor is de subsidiedeclaratie mogelijk niet geschikt voor andere doeleinden. De aanvraag tot subsidievaststelling met onze controleverklaring is derhalve uitsluitend bestemd voor Stichting The Hague Institute for Global Justice en het Ministerie van Economische Zaken en dient niet te worden verspreid aan of te worden gebruikt door anderen.

Alphen aan den Rijn, 4 mei 2015

**Van Ree Accountants B.V.**

  
drs. J. Bergman RA  


## CONTROLEVERKLARING VAN DE ONAFHANKELIJKE ACCOUNTANT

Aan: Stichting The Hague Institute for Global Justice

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### Ons oordeel

Wij hebben bijgaande verzoek om subsidieverlening ingevolge de subsidieverlening 'The Hague Institute for Global Justice tweede tranche verplichtingnummer 1300010096, relatienummer 119000 d.d. 26 november 2014 van Stichting The Hague Institute for Global Justice te Den Haag over de periode van 1 januari 2015 tot en met 31 december 2016 gecontroleerd.

Naar ons oordeel is het verzoek om subsidieverlening van Stichting The Hague Institute for Global Justice over de periode 1 januari 2015 tot en met 31 december 2016 in alle van materieel belang zijnde opzichten opgesteld in overeenstemming met de begroting zoals opgenomen in de brief de verplichtingnummer 1300010096, relatienummer 119000 d.d. 26 november 2014 en relevante bepalingen in de Subsidieregeling Nationale EZ subsidies.

### De basis voor ons oordeel

Wij hebben onze controle uitgevoerd volgens het Nederlands recht, waaronder ook de Nederlandse controlestandaarden en het Controleprotocol Controleverklaring Subsidieregeling Nationale EZ subsidies vallen. Onze verantwoordelijkheden op grond hiervan zijn beschreven in de sectie 'Onze verantwoordelijkheden voor de controle van de financiële verantwoording'.

Wij zijn onafhankelijk van Stichting The Hague Institute for Global Justice zoals vereist in de Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO) en andere voor de opdracht relevante onafhankelijkheidsregels in Nederland. Verder hebben wij voldaan aan de Verordening gedrags- en beroepsregels accountants (VGBA).

Wij vinden dat de door ons verkregen controle-informatie voldoende en geschikt is als basis voor ons oordeel.

### Beperking in gebruik en verspreidingskring

Het verzoek om subsidievaststelling is opgesteld voor het Ministerie van Economische Zaken met als doel Stichting The Hague Institute for Global Justice, in staat te stellen te voldoen aan de voorwaarden van de beschikking tot subsidieverlening. Hierdoor is het verzoek om subsidieverlening mogelijk niet geschikt voor andere doeleinden. Het verzoek om subsidieverlening en onze controleverklaring zijn derhalve uitsluitend bestemd voor Stichting The Hague Institute for Global Justice en het Ministerie van Economische Zaken en dient niet te worden verspreid aan of te worden gebruikt door anderen.

### **Verantwoordelijkheden van het bestuur en de supervisory board voor het verzoek om subsidieverlening**

Het bestuur van The Hague Institute for Global Justice is verantwoordelijk voor het opstellen van het verzoek om subsidievaststelling in overeenstemming met de beschikking tot subsidieverlening. Het bestuur is tevens verantwoordelijk voor een zodanige interne beheersing als het noodzakelijk acht om het opstellen van het verzoek om subsidievaststelling mogelijk te maken zonder afwijkingen van materieel belang als gevolg van fraude of fouten.

De supervisory board is verantwoordelijk voor het uitoefenen van toezicht op het proces van financiële verslaggeving van de organisatie.

### **Onze verantwoordelijkheden voor de controle van het verzoek om subsidieverlening**

Onze verantwoordelijkheid is het zodanig plannen en uitvoeren van een controleopdracht dat wij daarmee voldoende en geschikte controle-informatie verkrijgen voor het door ons af te geven oordeel.

Onze controle is uitgevoerd met een hoge mate maar geen absolute mate van zekerheid waardoor het mogelijk is dat wij tijdens onze controle niet alle materiële fouten en fraude ontdekken.

Afwijkingen kunnen ontstaan als gevolg van fraude of fouten en zijn materieel indien redelijkerwijs kan worden verwacht dat deze, afzonderlijk of gezamenlijk, van invloed kunnen zijn op de economische beslissingen die gebruikers op basis van deze financiële verantwoording nemen. De materialiteit beïnvloedt de aard, timing en omvang van onze controlewerkzaamheden en de evaluatie van het effect van onderkende afwijkingen op ons oordeel.

Wij hebben deze accountantscontrole professioneel kritisch uitgevoerd en hebben waar relevant professionele oordeelsvorming toegepast in overeenstemming met de Nederlandse controlestandaarden en het Controleprotocol Controleverklaring Subsidieregeling Nationale EZ subsidies. Onze controle bestond onder andere uit:

- het identificeren en inschatten van de risico's dat het verzoek om subsidieverlening afwijkingen van materieel belang bevat als gevolg van fouten of fraude, het in reactie op deze risico's bepalen en uitvoeren van controlewerkzaamheden en het verkrijgen van controle-informatie die voldoende en geschikt is als basis voor ons oordeel. Bij fraude is het risico dat een afwijking van materieel belang niet ontdekt wordt groter dan bij fouten. Bij fraude kan sprake zijn van samenspanning, valsheid in geschrifte, het opzettelijk nalaten transacties vast te leggen, het opzettelijk verkeerd voorstellen van zaken of het doorbreken van de interne beheersing;
- het verkrijgen van inzicht in de interne beheersing die relevant is voor de controle met als doel controlewerkzaamheden te selecteren die passend zijn in de omstandigheden. Deze werkzaamheden hebben niet als doel om een oordeel uit te spreken over de effectiviteit van de interne beheersing van de organisatie;
- het evalueren van de geschiktheid van de gebruikte grondslagen voor het opstellen van het verzoek om subsidieverlening en het evalueren van de redelijkheid van schattingen door het bestuur en de toelichtingen die daarover in de financiële verantwoording staan;
- het evalueren van de presentatie, structuur en inhoud van het verzoek om subsidieverlening en de daarin opgenomen toelichtingen; en

- het evalueren of de financiële verantwoording de onderliggende transacties en gebeurtenissen zonder materiële afwijkingen weergeeft.

Wij communiceren met de supervisory board onder andere over de geplande reikwijdte en timing van de controle en over de significante bevindingen die uit onze controle naar voren zijn gekomen, waaronder eventuele significante tekortkomingen in de interne beheersing.

Alphen aan den Rijn, 19 juli 2017  
**Van Ree Accountants**

drs. J. Beraman RA



The Hague Institute for Global Justice - The Hague

## Income statement 2015-2016

	<u>Total</u> <u>2015-2016</u>	<u>Actual</u> <u>2016</u>	<u>Actual</u> <u>2015</u>
X € 1.000	€	€	€
<u>Income</u>			
External project financing	2.743	1.484	1.259
FES subsidy	5.250	2.100	3.150
Income from events	0	0	0
Other revenues	34	22	12
Interest	12	1	11
Total income (A)	<u>8.039</u>	<u>3.607</u>	<u>4.432</u>
<u>Costs</u>			
Direct project costs	2.601	1.075	1.526
Personnel costs	4.793	2.268	2.525
Office costs	300	141	159
Housing costs	684	335	349
Depreciation costs	362	177	185
Congresses and workshops	104	41	63
General costs	363	162	201
Total costs (B)	<u>9.208</u>	<u>4.199</u>	<u>5.008</u>
Balance of income and costs (A - B)	<u>-1.169</u>	<u>-593</u>	<u>-576</u>
Appropriation:			
- Continuity reserve	<u>-1.169</u>	<u>-593</u>	<u>-576</u>
Balance of income and costs	<u>-1.169</u>	<u>-593</u>	<u>-576</u>

Note: eligible costs not paid per 31 March 2017: k€ 312.

30 May 2017  
17-495/MdV



## 5. eindverantwoording



The Hague Institute  
for Global Justice

### Address

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### Ministerie van Economische Zaken

Directie Regio, DGBI  
T.a.v. mevrouw Drs. E. Pijs, directeur  
Postbus 20401  
2500 EH Den Haag

### Betreft

Verzoek tot subsidievaststelling voor het project The Hague Institute for Global Justice (verplichtingnummer 1300010096).

### Onze referentie

### Datum

30 juli 2017

### Uw referentie

VP nr. 1300010096

Geachte mevrouw Pijs,

Conform eerdere afspraken zend ik u hierbij de volgende documenten:

- Jaarverslag 2016 en jaarrekening 2016;
- Het inhoudelijk eindverslag betreffende de periode, waarin de FES-middelen zijn benut voor de opbouw van The Hague Institute for Global Justice;
- Het plan voor de duurzame continuering van The Hague Institute;
- De accountantsverklaringen betreffende enerzijds de jaarrekening 2016 en anderzijds het gebruik van de beschikbaar gestelde FES-middelen.

De Raad van Toezicht is tot de conclusie gekomen dat het verdere instituutsbeleid, zoals in het plan uiteengezet, de beste garantie biedt voor een duurzame continuering van het instituut en het opgebouwde werkprogramma. Kort samengevat is dit beleid als volgt:

1. De Raad van Toezicht heeft geconstateerd dat het instituut in de omvang en met de belasting, die in de laatste jaren tot stand is gekomen, niet kon worden gecontinueerd. Hoe succesvol de aanpak en werkwijze ook is gebleken, de behaalde en te behalen financieringsarrangementen staan dit niet toe. Daarop is besloten tot een programma van consolidatie en kostenreductie, zoals in het plan wordt beschreven. Het programma is inmiddels bijna geheel uitgevoerd. Het sluitstuk – de overdracht van het gebouw aan een andere hoofdgebruiker - krijgt komende week zijn beslag. De implicatie van deze overdracht is dat deze nieuwe huurder het merendeel van de huisvestingslasten overneemt. The Hague Institute zal als tweede huurder nog slechts een beperkt deel van deze lasten voor zijn rekening hoeven te nemen, waardoor een sluitende begroting wordt gerealiseerd.

Met de realisatie van de overdracht van het gebouw aan een andere hoofdhuurder en de reeds gerealiseerde kostenreducties is bedrijfsmatig een situatie ontstaan die financierbaar is vanuit de opbrengsten van gegunde projectfinancieringen en programmasubsidies. Voor

2017 is reeds een voldoende omzetniveau bereikt, zoals uit de begroting in het plan, en de toegevoegde bijlagen, blijkt. Voor 2018 is het instituut goed op weg, hetgeen onder andere moge blijken uit de gunning van een meerjarig, door Qatar gefinancierd programma, in het kader van 'Education above all'. De kick-off van dit programma vond op 19 mei j.l. op de Sophialaan plaats in aanwezigheid van onder andere onze Koningin. Daarnaast is recentelijk een opdracht verworven voor de uitvoering van een 4—jarig programma in Ethiopië 'Strengthening the Reform Agenda'. De financier (> 500.000,-) is de Nederlandse ambassade in Addis Abeba. Naast lokale partners werken we samen met de universiteit van Leiden.

Het instituut kan op zichzelf voortbestaan, maar het wil graag werken aan versterking en uitbouw van het instituutprogramma en tegelijkertijd de marktpositie, om dit te kunnen financieren, versterken. Daarom zal het instituut zich verbinden aan de volgende zaken:

2. Vanwege de noodzaak om het management van The Hague Institute op korte termijn opnieuw in te richten wordt momenteel samenwerking gerealiseerd met CILC, een eveneens in Den Haag gevestigd instituut dat gespecialiseerd is in projectacquisitie en management op het terrein waarop ook The Hague Institute actief is. Deze samenwerking borgt de noodzakelijke operationele ondersteuning en stelt in staat het zakelijk management te versterken. De opdracht aan de leiding van CILC is tevens om de komende maanden te benutten om tot gedegen voorstellen voor een vernieuwde inrichting van het bestuur van The Hague Institute te komen.
3. Op initiatief van, en in samenwerking met, de gemeente Den Haag is besloten om een sterke samenwerking te zoeken met onderzoeksgroepen van de TU Delft, de universiteit Leiden en het Australische Institute for Economics and Peace, dat zijn Europese vestiging inmiddels binnen de muren van het instituut heeft opgebouwd. Deze samenwerking is inmiddels al in verschillende projecten gerealiseerd en het oogmerk is om hiermee het inhoudelijke werkprogramma te kunnen continueren en versterken, evenals de marktpositie van het instituut.
4. Daarnaast wordt momenteel door verschillende partijen hard gewerkt aan de inrichting van een Haags 'ecosysteem' op het gebied van veiligheid, vrede en recht. Dit systeem krijgt mede vorm in de, onder punt 2 genoemde, samenwerking, maar ook in een tweetal andere initiatieven van de gemeente Den Haag. Op de eerste plaats wordt thans een verkenning uitgevoerd naar de mogelijkheden voor inhoudelijke en organisatorische bundeling van een viertal Haagse kennisinstellingen. Op de tweede plaats wordt gewerkt aan de inrichting van de Haagse Humanity Hub, waarin een verbinding van nieuwe wetenschappelijke en technologische inzichten aan operationele behoeften van uitvoeringsorganisaties, als NGO's, centraal zal staan. The Hague Institute is bij beide initiatieven betrokken en werkt hieraan van harte mee.

Wij hebben de beschikbaar gestelde FES-middelen correct en naar beste kunnen ingezet, zoals ook blijkt uit de separaat bijgevoegde verklaring van de accountant. De goedkeurende verklaring geeft niet alleen een beoordeling omtrent het juiste gebruik van de ter beschikking gestelde middelen, maar ook een positief oordeel over het plan voor de continuering van het instituut. Ook de gemeente Den Haag steunt de in het plan uiteengezette route (bijlage bij plan).

Hierbij dien ik conform uw brieven van april 2017 (kenmerk DGBI-DR/17049637), van november 2014 (kenmerk DGNR-RRE / 14177867) en van oktober 2010 (kenmerk OI / REB /

10116548) een verzoek in tot subsidievaststelling voor het project The Hague Institute for Global Justice (verplichtingnummer 1300010096).

Ik verzoek u tevens om de laatste tranche van de desbetreffende FES-middelen zo snel mogelijk beschikbaar te stellen.

Hoogachtend,



Dick Benschop  
Voorzitter Raad van Toezicht



The Hague Institute  
for Global Justice

## Annual report 2016



## Projects and Activities





## Introduction

The Institute began 2016 on a high-note. The 2015 Global Go-To Think Tank Index, which released its results this January, has acknowledged our work in **seven** categories including Top Think Thanks in Western Europe, Best Policy Study/Report Produced by a Think Tank, Best Transdisciplinary Research Think Tanks, and Think Tanks with the Best External Relations/Public Engagement Program. The Institute was acknowledged in one category in the 2014 rankings and the 2015 rankings demonstrate that our reputation amongst peer organizations has grown exponentially in the past year.

Our reputation as the go-to think tank in the Netherlands for policymakers is established. The Municipality of The Hague, for instance, commissioned two assessments relating to the preservation of judicial heritage in The Hague and the future of The Hague water diplomacy initiative. The Institute also partnered with the Netherlands Ministry of Economic Affairs (MEA) to organize the international conference *Save Wildlife: Act Now or Game Over* from 1 to 3 March. In addition to developing the conference concept in close partnership with the MEA, the Institute conceptualized and organized a plenary panel discussion and two working groups, as well as facilitating a high-level discussion with Heads of national delegations on behalf of the Dutch government. The Institute organized many events, some of them in response to requests from the embassies of Ukraine, Japan and Canada. We also had the privilege of welcoming the Dutch Minister of Security and Justice, Ard van der Steur, as part of our *Distinguished Speaker Series*, which provides a forum for world leaders, practitioners and thinkers to address topics of contemporary relevance.

The Institute has further seen fledgling and established partnerships with like-minded institutions. Following the signing of a Memorandum of Understanding with Qatar University in January, our research staff are working with their counterparts in Qatar to develop several concrete initiatives to be carried out in 2017 and later years, to be launched on 19 May 2017. We partnered with the BMW Foundation to hold an official side-event of the 2016 Munich Security Conference in February. Also, the institute co-hosted the *Justice Stephen Breyer Lecture Series* and *Madeleine K. Albright Global Justice Lecture Series* with The Brookings Institution. Finally, the Institute has collaborated with the University of Ottawa on a conference entitled “Canada in Global Affairs: New Challenges, New Ways” .

The financial sustainability of the Institute became more and more the top priority for the management team and all staff. To this end, the institute has taken careful stock of its program of work and re-organized the research department to better focus our research efforts and create a leaner, more agile organizational structure. The development and communications strategies have been adapted to complement this re-organization, which took effect on 1 September 2016. The management and staff of the Institute are fully cognizant of their responsibilities with regard to delivering high-quality research products and timely, thought-provoking events, as well as securing funding for these activities and general overhead costs.



## **Achieving More with Less**

The Institute's experience over the past five years has shown the merits of a leaner organizational structure, which allows it to operate more efficiently and cost-effectively. The recent re-organization of the research department sought to create such a structure and was based on three primary considerations: financial sustainability, external demand, and internal expertise.

The Institute has now **consolidated its three research programs into a single program of research**. Conflict Prevention, Rule of Law and Global Governance are no longer separate programs, but analytical perspectives that underpin all our work. Whereas the three programs previously had about **15** thematic focus areas, our current research program has just **six** thematic areas: Water diplomacy & climate governance; prevention of mass atrocities; education & conflict prevention; city responsibility; EU as a regional & global actor; and accountability, courts & tribunals.

The themes were selected on the basis of several criteria: acquired funding and potential for acquiring funding, relevance to contemporary policy and practice, strategic contribution to the Institute's work on global justice as a think- and do-tank, and the expertise of staff.

Narrowing the scope of the work to just six themes required trimming the project portfolio and retaining only projects with external funding and/or significant potential for obtaining such funding in the foreseeable future. By the end of the year, the Institute conducts **a total of 14 projects**, whereas in the first half of 2016, the Conflict Prevention program alone conducted 17 projects. Nine of our 14 active projects currently receive external funding. The institute will continually reassess the viability of its current projects (and related themes), with the possibility of discontinuing projects and themes that are unable to secure the requisite external funding.

In terms of staffing, the former Head of Conflict Prevention, [REDACTED], has been appointed **Head of Research**. [REDACTED] has led the Institute's most successful research program since January 2014, and has demonstrated clearly his ability to develop a high-quality, cutting-edge program of research; develop and maintain key institutional partnerships; secure significant external funding; and manage effectively a team of researchers. The four Senior Researchers, all of whom have worked at the Institute for more than two years, will assist the Head of Research in further developing the research program, leading projects, fundraising, and managing junior staff.

As we consolidate our research program and move towards a flatter organizational structure, the management recognizes the need to maintain smooth and productive workflows and provide our staff with opportunities for learning and growth. We have therefore appointed "thematic leads" who will support the strategic development of the six research themes, drawing on our management team, senior researchers, and researchers. Thematic leads are appointed for a period of 12 months. The role does not supersede current job descriptions, but allows high-performing staff to take on greater responsibility.

As detailed in the contribution from the research department, and despite the growing financial issues, 2016 was a productive year for the Institute. Research staff published 25+ commentaries and peer-reviewed works, submitted multiple major proposals for external funding, and



engaged in 25+ strategic outreach activities in the second half of the year (June – December 2016).

The communications team has been equally busy – **the Institute organized many events** during 2016 with partners including the BMW Foundation, Doughty Street International, the European Commission Directorate-General for Neighborhood and Enlargement Negotiations (DG NEAR), the International Criminal Tribunal for the Former Yugoslavia, and University College Roosevelt. We also continued to perform strongly on social media, with significant growth on all platforms (Twitter, Facebook and LinkedIn) and **remain the leading think-tank in The Hague on Twitter with more than 9,500 followers.**

### ***Development & Fundraising***

In a crowded and competitive fundraising environment, it is not surprising that fundraising is a continuing challenge for The Hague Institute. The Institute’s development and fundraising strategy is inextricably linked with its overall strategy, work and organization. During 2016, we took strategic steps and made steady progress towards achieving our primary development goals for 2016:

- Acquiring additional project funding;
- Developing a basis for attracting programmatic/thematic funding; and
- Developing possibilities for attracting unrestricted institutional funding.

### *Dutch Government*

At the moment, the Dutch Government is the Institute’s largest funder. Although we are giving due importance to building a diversified funding base, we are not neglecting the opportunities provided by the Dutch Ministries. Unfortunately, the Institute did not succeed in winning two main tenders for which it applied: (1) The “Policy Research on Geopolitics, Region around Europe, Europe and the EU, Security and Defence and Strategic Foresight” (PROGRESS) tender issued by the Ministry of Foreign Affairs and the Ministry of Defence; and (2) The Knowledge Platform: Security & Rule of Law tender. As detailed in the separate plan for the continuation of the institute. however, it has succeeded in winning several other grants.

### *Dutch Foundations*

Our development team has also pursued funding opportunities with several foundations based in the Netherlands: Adessium, Porticus, Vfonds and the Goldschmeding Foundation. Discussions with these, and others, are ongoing.

### *The Municipality of The Hague*

The Municipality of The Hague has been engaged in extensive discussions, both internally and with a range of partners, to secure additional funding for the Institute for the year 2017. Partnerships with Delft TU, Leiden University and the Institute for Economics and Peace are part of this line of effort.

The Institute is paying special attention to building the internal systems so the development function can grow over time: software maintenance, research and the production of sophisticated proposals and solicitations. The MT is monitoring best practices and constantly observes those organizations that have similar models of fundraising.



## **Conclusion**

A number of important changes have been implemented at the Institute during the first eight months of 2016 to create a leaner organizational structure and more flexible and integrated approach to research, as well as achieve financial targets. These changes, however, were not sufficient to secure a sustainable future for the institute. The President decided to leave the institute upon the termination of his contract, and the Institute implemented a round of staff dismissals in December 2016 in accordance with measures advised by its Supervisory Board to reduce its operating budget. The Institute has thereby curtailed non-essential operations and expenditure. In light of the organizational restructuring that is currently underway, the Institute has temporarily suspended its internship program.

The Institute has made a concerted effort to design and implement an organizational structure and development plan that allows it to achieve better results with fewer resources. The management team and staff are committed to ensuring that we continue to deliver strongly on our core activities: conducting high-quality, policy-relevant research, developing practitioner tools, and convening policymakers, practitioners and scholars to facilitate knowledge-sharing. The Institute has done some exemplary work during the past five years and has attracted and engaged a group of important stakeholders. Now is the time to build upon this early success and ensure that the resources can be obtained to advance the Institute's bold vision.



## Projects and events in 2016

### 1. Projects

The following projects have been conducted in 2016:

#### **Special project: Knowledge Platform – Security & Rule of Law**

The Platform's objectives are to promote knowledge exchange and to identify, define and answer research questions with the aim of underpinning Dutch development policy in fragile and conflict-affected settings and its implementation more adequately; thereby contributing to its effectiveness. Simultaneously, the Platform aims to tackle a number of additional bottlenecks, including fragmentation of research funds (the platform is the main vehicle through which the Ministry's research funds on issues of security and rule of law are disbursed), difficulties in linking knowledge to policy and its implementation, and inadequate exchange of practical knowledge and experience between organizations active in the field.

The Secretariat of the Platform was run jointly by The Hague Institute and Clingendael's Conflict Research Unit. The Knowledge Platform – Security & Rule of Law was considered a strategic priority owing to its potential for partnership with the Ministry of Foreign Affairs and other Hague-based stakeholders. It has also been a major source of external funding.

#### **Accountability and Civic Trust – “Netherlands Support to Forensics Capability and Uptake in Lebanon” (funded by Netherlands MFA)**

- The funder and the three partner organizations - The Hague Institute, the Netherlands Forensic Institute and Aktis Strategy - agreed upon the next steps for the project. From 19-25 June 2016, the first Hague-based activity of the project took place. The program involved a delegation chaired by the Lebanese Chief General Prosecutor to the Supreme Court and a delegation of 12 prosecutors and trial and investigative judges.
- Discussions are underway regarding Phase II of the project.

#### **Accountability and Civic Trust – ‘Orphan’ Crimes (funded by the European Commission + FES)**

- On 29 July 2016, the first phase of this project into *Organized Crime Group Involvement in Human Trafficking* was concluded successfully. The second phase of the project has been started, and involves report-writing and expert review.
- On 19 and 20 July 2016, the ministries of Social Affairs & Employment and Security & Justice asked The Hague Institute to work on financial investigations into human trafficking.
- On 5 July 2016, the second annual meeting of the European Bankers' Alliance against Trafficking took place in London, Canary Warf. The project was represented by our partner ABN AMRO.
- The Ministry of Social Affairs and Employment has granted EUR 46,000 for an 18-month project under this theme. A pilot is carried out in partnership with ABN Amro, Global March Against Child Labour, The Global Initiative Against Transnational Organized Crime and the Bureau of the National Rapporteur on Trafficking in Human Beings and Sexual Violence against Children.





#### **Global Governance Reform Initiative (NL MFA-funded, in-kind contributions from ORF)**

- The fourth GGRI phase conference on, this time on migration, at The Hague Institute.

#### **Commission on Global Security, Justice & Governance (FES-funded)**

- Finalization of Background Papers on “Climate Change, Green Technologies, and Human Security,” “Securing Internet Freedom and Access in the Global South,” and “Mobilizing Support and Negotiating Global Governance Reform.”

#### **Governance of Climate Change Adaptation for Small Island Developing States (FES-funded)**

- The team finalized the local climate action plans for the next national multi-stakeholder workshop after receiving extensive constructive feedback from international and Zanzibari experts.
- The team held consultations with key governmental stakeholders in Zanzibar to elicit their support for the local climate action plans and integrate the main recommendations into their work.
- The Second National Workshop was held on 12 October 2016.
- The final project report has been finalized.

#### **Social Justice Expertise Center (FES-funded, Leiden University, Brill Publishers and ILO)**

- The production of the ILO Supervisory Mechanisms Review Report, submitted in January to the Governing Body of the International Labor Organization. The review was commissioned by the Governing Body and undertaken by Professor Paul van der Heijden (ILO/SJEC) and Judge Abdul Koroma (ILO/International Court of Justice).
- Publication of volumes of the *International Labor Rights Case Law* journal and preparation of new volumes.
- The conference of international labor law judges and other adjudicators on “Ensuring Coherence in Fundamental Labor Rights Case Law”, on April 22nd at Leiden University Law School. Production of the outcome publication of the conference.
- The seminar on the “Enforcement of Fundamental Labor Rights” for practicing lawyers and Corporate Social Responsibility managers in June 2016.

#### **Water Diplomacy: Making Water Cooperation Work Project (FES-funded)**

- Conceptual and analytical framework finalized, called “*Legal and Political-Economy Framework for understanding effective/ineffective transboundary water cooperation*” by Huntjens, Yasuda, Magsig (2016).
- Dianne Slot (Young Expert YEP Water) moved to Jerusalem to set up and begin field research on the Jordan Basin case-study, hosted by Al Quds University (Palestine Territories) and Hebrew University (Israel).

#### **Palestinian Dutch Academic Consortium on Water Management (NL MFA-funded)**

- Patrick Huntjens supervised MSc. student Juliana Schillinger from Wageningen University on field research in Palestine. She is positioned at Al Quds University, Jerusalem.



### **Water Diplomacy: Preparing for Future – Opportunities for the City of The Hague (The City of The Hague-funded)**

- Patrick Huntjens and Rens de Man completed interviews with key stakeholders in The Hague and conducted secondary research and, completed and submitted the final project report.

### **Monitoring and Evaluation Support for I4S Program in DRC Project (DFID-funded)**

- D. Connolly and A. Macaluso successfully completed and submitted the evaluability study to the client, which marked the end of this project.

### **Monitoring and Evaluation of CARD-F program in Afghanistan Project (DFID-funded)**

- David Connolly completed a field mission to Kabul in December 2015. The CP-team conducted a stakeholder analysis and developed a conflict analysis framework.
- The CP team provided feedback on the Interim Inception Report submitted to the donor.

### **Learning from Design in Mali: A Critical Review and M&E Framework for the CSO-led Human Security Strategy (NWO Funded)**

- The team drafted the main findings of the project, including a policy brief, project report, and human security framework. The project is completed.

### **Employment for Stability Project (NWO-funded)**

- Completed data collection on employment interventions in five country studies to be analyzed by two economists from the project team.
- Shared and revised the draft paper “Measuring Stability in Fragile States” with the team, including 30 indicators we determined to analyze stability in five country studies.
- The team completed the data collection on “stability” of two country studies, and started the analysis of one country study.
- Field visits to Liberia and Afghanistan are completed.

### **City Responsibility Project: The Role of City Municipalities in Conflict Prevention Project (FES-funded)**

- In cooperation with the communications department, the team designed and implemented a dissemination strategy for the final report on Phase I of this project.
- The team led consultations with, among others, senior representatives of The Hague police and ROC Mondrian to explore concrete options for Phase II of the project.
- Funding was acquired for Phase II of this project (EUR 30,000) from the municipality of The Hague.

### **Peace Justice Nexus (FES-funded)**

- The team completed data entry for the Kenya case study.
- The team conducted a number of interviews at the ICC and with experts on the ICC and Kenya.

### **Responsibility to Protect: Atrocities Prevention Board (FES-funded)**

- The team continued to work in collaboration with partners and drafted the introduction, executive summary, and revised the case study chapters.



- Eamon Aloyo revised and resubmitted a chapter for the Oxford University Press book (with Edward Newman) to the editors Richard Ponzio, Bill Durch, and Joris Larik.
- The final report has been finalized and awaits publication.

#### **Mass Atrocity Prevention Toolkit (NWO-funded)**

- The project was completed in December 2016. A policy brief is in preparation.

#### **Strengthening Education Systems and Building Peace through Results-Based Financing in DR Congo (Cordaid-funded)**

- Final report has been finalized and resubmitted.

#### **Education for Peacebuilding in DRC (Radio La Benevolencija-funded)**

- Final report has been finalized and submitted.

#### **Balancing Protection of Communities and Integration of Society: A Study of Primary Education in Macedonia (funded by Swiss Embassy in Macedonia)**

- The team travelled to Skopje in June 2016, where it hosted a workshop to launch and receive feedback on the project. During the field visit, the team organized two project meetings with the local researchers to define the methodology and data collection plan and conducted four interviews.
- The research permit requested from the Macedonian Ministry of Education was granted.
- During June-July 2016, local researchers collected data in Skopje. Data collection at the school level begins in January 2017.

#### **Hosting of Visiting Researcher, EU Fellowship Programme 2016, EU-Vietnam Strategic Dialogue Facility (Funded by EU)**

- The Hague Institute hosted a fellow from Vietnam for 6 weeks during April and May. The fellow completed a paper on human trafficking and the refugee crisis, comparing the EU and ASEAN. David Connolly and Jill Coster van Voorhout provided supervision, with input from Nikola Dimitrov, Frans Bouwen and Joris Larik. The institute hosted a second fellow in August and September 2016.



## 2. Events

**The Hague Institute for Global Justice**  
Published by Hans Kelsen · January 21 at 3:20pm ·

Recent events, such as the attacks in Paris, Beirut, Jakarta, Ouagadougou and elsewhere testify to the need for effective counterterrorism measures. What can be done to address radicalization and extremism, at home and abroad? How do rule of law initiatives contribute to counterterrorism efforts?

On 4 February, The Hague Institute will continue its Distinguished Speaker Series by hosting a lecture by Dutch Minister of Security and Justice Ard van der Steur on "Counterterrorism and the Rule of Law"

Register here:



Distinguished Speaker Series: Ard van der Steur – The Hague Institute for Global Justice

**1,737** People Reached

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Some of the main events, and events series, were:

- ***Distinguished Speaker Series***

The Institute again hosted a number of distinguished speakers in 2016, like the Minister of Security & Justice, Ard van der Steur, the Director-General of UNESCO and candidate for the Secretary-Generalship of the United Nations, Irina Bokova, on 13 June; OSCE Secretary-General, Lamberto Zannier, on 2 November; and Chief of Defence of the Netherlands, General Tom Middendorp, on 23 November.

- ***Madeleine K. Albright Lecture on Global Justice***

In partnership with The Brookings Institution and the Municipality of The Hague, the Institute hosted the second annual *Madeleine K. Albright Lecture on Global Justice* on 28 June. The lecture was delivered by former Foreign Minister of Canada, Dr. Lloyd Axworthy and was titled "Pursuing Justice in a Globalized World: Reflections on the Commitment of Madeleine K. Albright."

On 29 June, the Institute and the Embassy of Canada co-hosted a policy roundtable with Dr. Axworthy titled "New Directions in Canadian Foreign Policy."



- ***International Conference “Save Wildlife: Act Now or Game Over”***

The Institute organized an international conference on wildlife crime from 1 to 3 March in partnership with the Netherlands Ministry of Economic Affairs (MEA) and the Prince of Wales' International Sustainability Unit. The President led a project team comprised of the Special Assistant and research staff from all programs. The MEA has awarded the Institute 200,000 Euros for its substantive contribution to the conference.

- ***Canada in Global Affairs***

The Institute partnered with the University of Ottawa to host an international conference in Ottawa on Canada in Global Affairs in March 2016. The Foreign Minister of Canada, Stephane Dion, delivered a keynote address.

- ***Justice Stephen Breyer Lecture on International Law***

In partnership with The Brookings Institution and the municipality of The Hague, the Institute hosted the third annual Justice Stephen Breyer Lecture on International Law in Washington D.C this April. The lecture was delivered by Professor Harold Koh, Sterling Professor of International Law at Yale Law School and was entitled “The Emerging Law of 21<sup>st</sup> Century War.” The lecture was followed by a panel discussion moderated by Dr. Abi Williams, featuring Professor Koh and President of Eurojust, Michele Coninx.

- ***Prosecuting Conflict-related Sexual Violence at the ICTY***

In response to a request from the International Criminal Tribunal for the Former Yugoslavia, the Institute co-organized the launch of a book on prosecuting conflict-related sexual violence at the ICTY, which is part of the tribunal's legacy project. The launch involved a closed-door expert exchange and public panel discussion. The Embassies of Australia, Sweden and Britain, as well as the NL Ministry of Foreign Affairs supported the event.

- ***Chicago Forum on Global Cities***

In June 2016, the Institute partnered with the Chicago Council on Global Affairs to host an international conference – The Chicago Forum on Global Cities – where the work of the Institute on the role of cities in conflict prevention was discussed.

- ***BMW Global Table***

Together with the BMW Foundation, the Institute organized the 6th BMW Global Table on “Re-thinking Governance in Fragile States,” from 23 – 26 June. The event brought together 26 experts from 17 countries to discuss contemporary challenges in conflict prevention and post-conflict reconstruction. The President's Office worked closely with the International Criminal Court (ICC) to organize a special session on “The Role of the ICC in Conflict Prevention” with ICC Prosecutor Fatou Bensouda.





*Examples of other events and meetings are:*

- 8 January 2016: United Netherlands Organization course on “United Nations and Multilateral Diplomacy: Theory & Practice,” with a keynote lecture by Rens de Man, Researcher in the Conflict Prevention program, on problems related to water scarcity.
- 18 January 2016: Joris Larik chaired a panel discussion on “A New Look at Asian Relationships” at The Hague Institute.
- 22 January 2016: A workshop on media and radicalization in cooperation with RNTC and a group of international journalists and media experts.
- 25 January 2016: Aaron Matta moderated a lecture organized by the Japanese Embassy in the Netherlands, entitled “The Territory of Japan in Pre-Modern and Modern Times” by Professor Masaharu Yanagihara.
- 28 January 2016: Jill Coster van Voorhout presented during a closed expert roundtable on human trafficking organized by the NL Ministry of Foreign Affairs at The Hague Institute.
- Also on 28 January 2016: High-level panel on “Children in Armed Conflict,” in partnership with the Canadian Embassy to the Netherlands, with Lieutenant-General (ret.) The Honourable Roméo A. Dallaire, former Senator and Force Commander for the United Nations Assistance Mission for Rwanda; Stephen Rapp, former US Ambassador-at-Large for War Crimes Issues and Distinguished Fellow at The Hague Institute; Professor Dr. Ton Liefwaard, Professor of Children’s Rights at Leiden University Law School; and Shamila Batohi, Senior Legal Advisor to the Prosecutor of the International Criminal Court.
- 1 March 2016: Expert Roundtable on “Afghanistan and Its International Partners: The Road Ahead” The Hague Institute.
- 1 March 2016: Public Panel on “The Brussels Conference on Afghanistan, the NATO Warsaw Summit, and Afghanistan’s Regional Future,” The Hague Institute.
- 14 March 2016: Together with the Embassy of Canada, David Connolly and Manuella Appiah organized an expert roundtable, on the civic integration of migrants and refugees in the European context.
- 14 March 2016: Book launch of “In Europe’s Shadow – An Evening with Robert Kaplan,” in partnership with The ALDE Group in European Parliament, The European Network of the VVD, VVD International, and publisher Unieboek|Het Spectrum.
- 15 March 2016: The Japan-EU Symposium on Cyber Security, co-organized by the Japanese Ministry of Foreign Affairs, the Dutch Ministry of Foreign Affairs and EEAS.
- 17 March 2016: Dr. Lyal Sunga gave a lecture entitled “Can International Law Meet the Challenges of Today’s Lawless Conflicts?” at the Asser Institute, sponsored by the International Centre for Counter-Terrorism, the Netherlands Red Cross and the Amsterdam Centre for Public International Law.
- 29 March 2016: International media visit on “Reporting on Peace, Justice and Security.” 11 international journalists met with Dr. Joris Larik, Dr. Aaron Matta, and Dr. Geoffrey Swenson. Organized in partnership with the Municipality of The Hague and the NL Ministry of Foreign Affairs.
- 29 March 2016: Patrick Huntjens and Rens de Man co-convened the “Roundtable Discussion on Water & the Business Sector” in cooperation with UPeace, UN Global Compact Network, WBCSD, the WDC and Water Partner.



- 31 March – 1 April 2016: Joris Larik organized a two-day international workshop on oceans governance, including four expert panels and a public event. International experts and representatives from four Dutch ministries attended.
- 13 April 2016: Civil Society Dialogue Network member state meeting on “The EU and the Netherlands’ Engagement on Fragility: Building on the 2030 Agenda,” organized by The European Peacebuilding Liaison Office (EPLO), Cordaid and the Global Partnership for the Prevention of Armed Conflict (GPPAC), in cooperation with the European External Action Service and the European Commission.
- 14 April 2016: Panel discussion on “Reparations for Historical Wrongs” as part of a series of lectures entitled “International Justice in Practice” co-organized by The Hague Institute and Doughty Street International.
- 19 April 2016: First screening in the Netherlands of “My Nazi Legacy,” a documentary by Philippe Sands, followed by a discussion with Philippe Sands, in partnership with The Hague University of Applied Sciences.
- 20-21 April 2016: Ambassador Stephen Rapp led the meetings on “Bridging The Hague-Geneva Divide with the Expert Group on Fact-Finding and Accountability.” Dr. Jill Coster van Voorhout presented the working paper “From Isolation to Interoperability: The Interaction of Monitoring, Reporting, and Fact-Finding Missions and International Criminal Courts and Tribunals,” and the draft working paper “Geneva Meets The Hague: The Science of Evidence and the Future of Evidence-Based Fact-Finding” during these meetings.
- 22 April 2016: The Roosevelt Foundation and The Hague Institute co-organized the event “Roosevelt in The Hague” as part of the annual Roosevelt Four Freedoms Awards.
- 9 May 2016: Dr. Geoffrey Swenson gave a masterclass on the rule of law after humanitarian intervention, organized by the Model Hague Peace Conference.
- 10 May 2016: Lecture on “Education for Peace,” especially in the context of Israel and Palestine, organized by the Youth Peace Initiative.
- 24 May 2016: Dr. Lyal Sunga and Dr. Aaron Matta organized an event in collaboration with the Swiss Embassy on ICC Performance Indicators, “Debriefing on the Glion Retreat.” Dr. Sunga also moderated this event.
- 24 May 2016: Panel discussion on “The International Criminal Court Retreat on Performance Indicators (Glion II),” co-organized with the Embassy of Switzerland to the Netherlands.
- 25 May 2016: Panel discussion on “Africa and the ICJ: Seven Decades On,” co-organized with AFIL and AAI.
- 1 June 2016: “European Georgia: State of Play and Ways Ahead,” co-organized with the Embassy of Georgia to the Kingdom of the Netherlands, with David Bakradze, State Minister of Georgia on European and Euro-Atlantic Integration.
- 9 June 2016: Launch of “Echoes of Testimonies: A Pilot Study into the Long-term Impact of Bearing Witness before the ICTY”, co-organized with the International Criminal Tribunal for the Former Yugoslavia (ICTY) and the Castelberry Peace Institute (University of North Texas).
- 16 June 2016: 2<sup>nd</sup> panel discussion titled “Can Counter Terrorism Efforts become Truly Effective without Sacrificing Human Rights and the Rule of Law?” as part of a series entitled *International Justice in Practice*, co-organized by The Hague Institute and Doughty Street International.



- 24 June 2016: Launch of the 2016 Global Peace Index, co-organized with the Institute for Economics and Peace and the Knowledge Platform – Security & Rule of Law.
- 29 June 2016: Book launch of “Global Urban Justice: The Rise of Human Rights Cities” with opening remarks by Jozias van Aartsen, Mayor of The Hague, co-organized with University College Roosevelt.
- 6 July 2016: “Teaching for Peace. History in Perspective: Historical Justice in Europe and East Asia,” organized in partnership with EUROCLIO.
- 7 July 2016: “Day of International Criminal Justice: Global Criminal Justice from a Regional Perspective,” co-organized with the Embassy of Bolivia to The Netherlands.
- 31 August 2016: “The Impact of the EU Enlargement Policy on Rule of Law Reforms in the Western Balkans,” co-organized with the European Commission Directorate-General for Neighborhood and Enlargement Negotiations (DG NEAR).
- 13 September: “XS2Justice Network International: Pitch for Investors, Funders and Lawyer.”
- 14 September 2016: “Preventing Urban Violence: A Conversation with Ameena Matthews,” co-organized with University College Roosevelt.
- 19 September 2016: “A Conversation on New Models of Tribunals,” co-organized with the MICT.
- 30 September 2016: “The EU’s New Global Strategy: Its Relevance in a Troubled International Environment,” co-organized with the Ministry of Foreign Affairs.
- 11 October 2016: “The Future of the Transatlantic Alliance,” co-organized with VVD International.
- 14 October 2016: “Investigating and Prosecuting Sexual and Gender-based Violence as Crimes under International Law,” co-organized with EUROJUST.
- 27 October 2016: Farewell Reception for Peter van Tuil, Executive Director of GPPAC.
- 2 November 2016: Distinguished Speaker Series event with OSCE SG, Lamberto Zannier.
- 23 November 2016: Distinguished Speaker Series event with the Chief of Defence of the Netherlands, General Tom Middendorp.
- 30 November 2016: “The EU’s Contribution to a More Just Global Order,” co-organized with the Embassy of Slovakia.
- 8 December 2016: GGRI Public Event, “A Global Perspective on Migration,” co-organized with the Ministry of Foreign Affairs and the Observer Research Foundation (New Delhi).
- 8 December 2016: GGRI Expert Workshop on “Global Migration Governance,” co-organized with the Ministry of Foreign Affairs and the Observer Research Foundation (New Delhi).



## Outreach and communications

### 1. Outreach

The President and members of staff held presentations and lectures on many occasions. Also, interviews were published, both in traditional and social media. Publications in 2016 include:

- Patrick Huntjens (co-author), 2016. "Perspectives on Climate Change Impacts and Water Security," *Handbook on Water Security*, Edward Elgar Publishing.
- Joris Larik, "Foreign Policy Objectives in European Constitutional Law" (Oxford University Press, 2016).
- SJEC published the first two issues of the second volume of the International Labor Rights Case Law journal.
- Abi Williams, "Confronting the Crisis of Global Governance," *G20 Magazine – China 2016*, September 2016.
- Abi Williams, "Towards a Global Strategy for the EU: The Importance of Common Global Rules and Institutions," *Diplomat Affairs* (Spring/Summer 2016).
- Abi Williams, "John Holmes Memorial Lecture," *Global Governance* (January – March 2016, Vol. 22, Issue 1).
- Abi Williams, "Protocol at the United Nations and at Think Tanks – A Comparative Perspective," in Gilbert Monod De Froideville and Mark Verheul (eds.), *An Expert's Guide to International Protocol* (March 2016, Amsterdam University Press).
- Abi Williams and Mark Bailey, "The Vision and Thinking behind the UN Peacebuilding Architecture," in Cedric de Coning and Eli Stamnes (eds.), *UN Peacebuilding Architecture: The First 10 Years* (Routledge, 2016).
- Abi Williams, "Protocol at the United Nations and at Think Tanks – A Comparative Perspective," in Gilbert Monod De Froideville and Mark Verheul (eds.), *An Expert's Guide to International Protocol* (Amsterdam University Press, 2016).
- Nikola Dimitrov and Florian Bieber, "Europe Needs US to Keep the Peace in the Balkans", *PoliticoEU*, 30 July 2016.
- Nikola Dimitrov, interview on Brexit, the accession process, and the crisis in Macedonia, for the Macedonian news portal *Standard.mk*, 24 June 2016.
- Natasha Wunsch and Nikola Dimitrov, with Srdjan Cvijic, "The Migrant Crisis: A Catalyst for EU Enlargement? BiEPAG and the European Fund for the Balkans, June 2016.
- Patrick Huntjens, "Handbook on Water Security," June 2016.
- Frans Bouwen, David Connolly and Agnese Macaluso, "Conflict Prevention in The Hague and the Metropolitan Area – Phase One," *Final Project Report*, May 2016.
- Dr. Geoffrey Swenson, "Timor Leste's Dangerous Political Union," *The Diplomat*, 24 May 2016.
- Nikola Dimitrov and Ivana Jordanovska, "Warum sich die EU für Mazedonien interessieren muss," *Frankfurter Allgemeine Zeitung*, May 2016.



- SJEC's report on the ILO Supervisory Mechanisms Review was published by the International Labor Organization following deliberations by the governing body of the organization.
- Eamon Aloyo, "Reconciling Just Causes for Armed Humanitarian Intervention." *Ethical Theory and Moral Practice*, 19 (2): 313-328.
- Patrick Huntjens and Ting Zhang, "Climate Justice: Equitable and Inclusive Governance of Climate Action," The Hague Institute Working Paper Series, April 2016.
- Patrick Huntjens and Rens de Man, "The Hague: Global Hub for Water Diplomacy and Peace – Strategic Analysis and Recommendations," Final Project Report, April 2016.
- Nikola Dimitrov, Ivana Jordanovska and Dane Taleski, "Ending the Crisis in Macedonia: Who is in the Driver's Seat?" BiEPAG and the European Fund for the Balkans, April 2016.
- Dr. Jill Coster van Voorhout, Inception Report for the Netherlands Support to Forensic Capability and Uptake in Lebanon project, March 2016.
- Joris Larik, *Foreign Policy Objectives in European Constitutional Law*, Oxford University Press, March 2016.
- Rens de Man, "Transboundary Wastewater Management between Israel and Palestine." The Hague Institute Working Paper Series, February 2016.
- Richard Ponzio and Arunabha Ghosh, *Human Development and Global Institutions: Evolution, Impact, Reform*, Routledge, February 2016.
- Lyal S. Sunga, "My Journey Back to Rwanda: Confronting the Ghosts of the Genocide 21 years Later," *The Guardian*, 15 January 2016.
- Nikola Dimitrov, "Macedonia: The EU's Democratic Dilemma," *EUobserver*, 14 January 2016.

## 2. Electronic Media

### **TheHagueInstitute.org**

The Institute launched its new website on 17 November 2015. The reception has been positive with many visitors praising the website's design, focus and mobile optimization. Additionally, the Global Go-To Think Tank Index, released by the University of Pennsylvania in January 2016 recognized The Hague Institute as one of the top *Think Tanks with the Best External Relations/Public Engagement Program*. The website may have played a part in this distinction considering that peer recommendations, which heavily inform data used in the index, were submitted after the announcement of the new website.

The website presents the Institute's work through four key lenses:

- 1) Information for Policymakers: Evidence-based policy recommendations stemming from project work.
- 2) Latest Insights: News and analysis relating the Institute's work to current affairs.
- 3) Thinking and Doing: Describes programmatic priorities and showcases the Institute's convening power.
- 4) The Hague Approach: Articulates our interdisciplinary philosophy.

The technology behind the new site encouraged the Institute to (re)define priorities for 2016 and empowers the Institute to better address goals of Development and Communications. These



goals included establishing a calendar for editorial content, advancing thematic outreach, supporting marketing automation and identifying fundraising opportunities.

One priority for the new website in 2016 has been to establish analytic frameworks for monitoring and evaluation. This sheds new light about how website visitors digest the Institute's work.

### Intersections

Two editions of *Intersections* magazine were published in 2016. The theme for the Spring edition is "International Migration and the Refugee Crisis." Commentaries and analysis from staff highlight the Institute's work on issues such as the right to food, countering violent extremism, human trafficking, climate displacement, and education and peacebuilding. Notable contributors include Dutch Foreign Minister Bert Koenders and Mayor of The Hague Jozias van Aartsen. The anniversary edition was released in October 2016. A selection of staff contributed articles to the magazine. Topics include fact-finding in Syria, human security in Mali, primary education in Macedonia and a follow-up to the local climate action plan implemented in 2014 in Zanzibar.

### Email Marketing

Mass email is doing very well at the Institute. The *Monthly e-Newsletter* remains one of the most effective tools for online outreach. In addition to a consistent, higher-than-average open rate of **27% (industry standard is 22%)**, the Monthly e-Newsletter added **1,193 subscribers (total: 5,311)**. This number indicates the effectiveness of capturing engaged visitors on the new website.

The demand for new email products is increasing too. The Institute introduced *The Education Brief*, a monthly update on the Institute's projects as well as a snapshot of key developments, initiatives and publications in the field of Education. The brief reaches more than 120 subscribers and has an exceptional **open rate of 31%**.

### Social Media

In January 2016, the Global Go-To Think Tank Index recognized The Hague Institute in seven categories, including *Best Use of Social Media in 2015*. The impact of our work in this area continues to grow:

Platform	Followers (March 2016)	Followers (10 June 2016)	New Followers	Percentage Change
Twitter	7,280	8,098	818	11%
Facebook	3,284	4,119	835	26%
LinkedIn	1,745	1,972	227	13%

The Institute has gained new followers in the top three social media channels:

- Twitter: 730+ (7,280 total)
- Facebook: 560+ (3,284 total)
- LinkedIn: 220+ (1,745 total)

Below is a detailed overview of our work on social media.





## Twitter

Twitter remains the Institute's primary social media channel. Between February 2015 and February 2016, Twitter followers increased by 76%. On 1 June, the Institute passed the milestone of 8,000 followers. The Institute reached 9,000 before Autumn 2016. Among think tanks in The Hague, the Institute ranks first in reach and frequency of tweets.

Here is short list of prominent new followers:

- Interpol
- Africa React IDA (20k followers) – a development organization in Africa
- Genocide Report, a handle that disseminates content concerning genocide and human rights
- Alyn Smith, MEP for the SNP
- Yasemin Cegerek, MP for PvdA.
- Several international legal experts, including Paz Zarate, Sean Smith and Steve Tunstall
- EU Delegation to the UN (5k)
- Ethics and Int'l Affairs (2k), the Carnegie Council's quarterly journal
- Alberto Alemanno (10.5k), Professor at HEC Paris and NYU Law School
- Jordan Shapiro (105k), journalist on education for Forbes
- Ben Parker (7.5k), co-founder and CEO of IRIN News
- Ahmed Ezzat (32k), human rights lawyer from Egypt
- Kadambini Sharma (10k), journalist at NDTV India

*Snapshot: Tweets from the Institute's side-event at the Munich Security Conference on 12 February 2016 generated more than 7,293 impressions and resulted in over 45 new Twitter followers. For comparison, the Institute averages 6-10 new Twitter followers per day.*



**The Hague Institute** @HagueInstitute · Feb 12

"We are working strongly to implement decisions taken on refugee crisis. There will be a European solution"- Koenders  
[@DutchMFA](#) [#MSC2016](#)

↩️ ↻️ 15 ❤️ 4 📊 ⋮



The Hague Institute Retweeted



**MFA The Netherlands** @DutchMFA · Feb 12

FM [#Koenders](#) at panel: 'Strongly believe dialogue & mediation are the path towards sustainable peace.' [#MSC2016](#)

👤 You, Security Conference, BMW Foundation and 3 others



↩️ ↻️ 17 ❤️ 10 ⋮

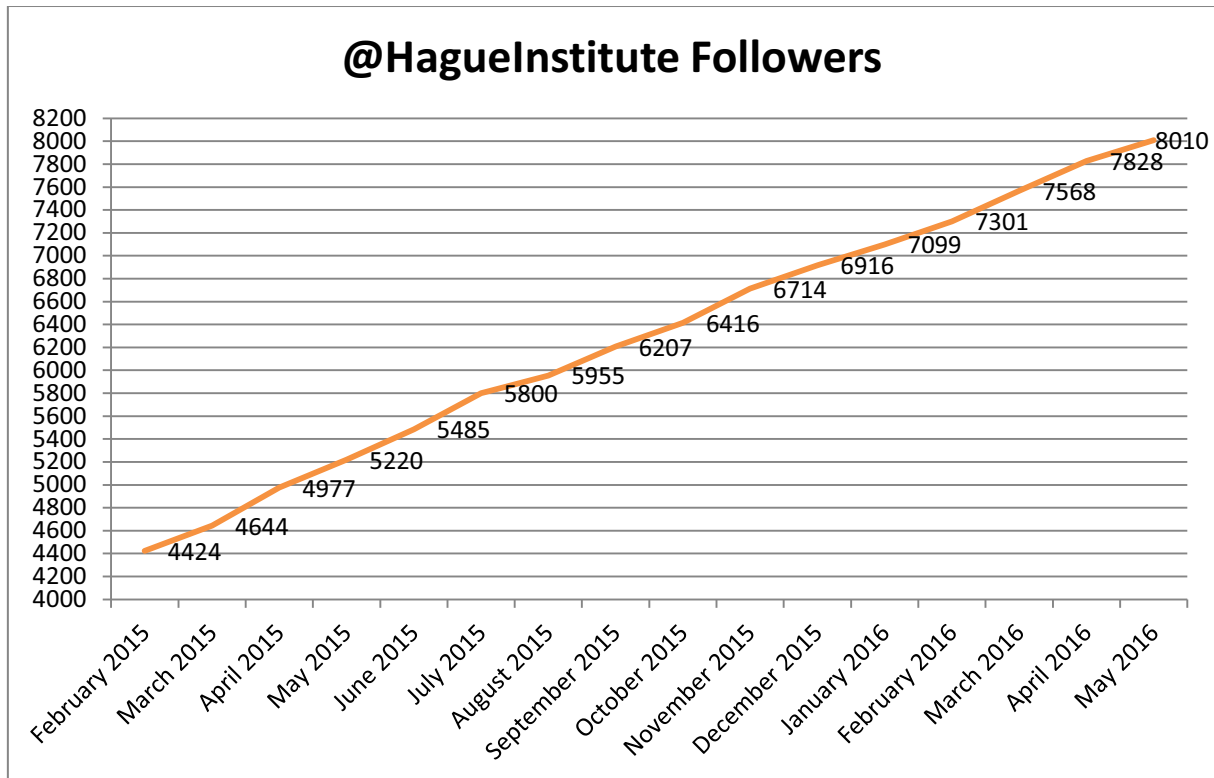


Snapshot: Top Tweets from March – May 2016. Highlights include the Roosevelt Four Freedoms event, commentaries on Bemba and Karadžić, the ASIL Lecture, and the Hashim Thaçi DSS.

Tweets	Top Tweets	Tweets and replies	Promoted	Impressions	Engagements	Engagement rate	
	<b>The Hague Institute</b> @HagueInstitute · Apr 22 Great discussion w/ Roosevelt Awards laureates at the Peace Palace! Still work to be done in pursuing @Four_Freedoms pic.twitter.com/t8NvCihSZ4 <a href="#">View Tweet activity</a>			6,605	102	1.5%	<a href="#">Promote</a>
	<b>The Hague Institute</b> @HagueInstitute · May 25 The audio from yesterday's event on @IntlCrimCourt performance indicators has now been posted online! #ICC   Listen: bit.ly/1TYJxYe <a href="#">View Tweet activity</a>			6,132	61	1.0%	<a href="#">Promote</a>
	<b>The Hague Institute</b> @HagueInstitute · Mar 25 A week to remember in international criminal justice w/ convictions in both #Bemba and #Karadzic cases in The Hague. bit.ly/1VMJSj0 <a href="#">View Tweet activity</a>			5,693	53	0.9%	<a href="#">Promote</a>
	<b>The Hague Institute</b> @HagueInstitute · Apr 2 Proud to be part of #ASILAnnual closing plenary panel on countering violent extremism w/ @HinaShamsi @Rashad_Hussain @UN_CTED Hirsch Balin <a href="#">View Tweet activity</a>			5,299	49	0.9%	<a href="#">Promote</a>
	<b>The Hague Institute</b> @HagueInstitute · Mar 17 Recap out now! Tuesday's Distinguished #SpeakerSeries w/ @HashimThaciRKS   News Brief bit.ly/1nQB91a pic.twitter.com/m33h6FFTvR <a href="#">View Tweet activity</a>			4,888	51	1.1%	<a href="#">Promote</a>
	<b>The Hague Institute</b> @HagueInstitute · Mar 9 New DSS Lecture on 15 March! President Elect of #Kosovo @HashimThaciRKS on building #peace and stability in region bit.ly/1QGefVT <a href="#">View Tweet activity</a>			4,648	49	1.1%	<a href="#">Promote</a>
	<b>The Hague Institute</b> @HagueInstitute · Mar 15 When asked about #Brexit, @HashimThaciRKS says he does not believe Britain will leave EU #SpeakerSeries <a href="#">View Tweet activity</a>			4,356	36	0.8%	<a href="#">Promote</a>



Overall Growth of Hague Institute Followers on Twitter:



**Facebook**

The Institute’s Facebook presence continues to grow. Over the past months, followers have increased by 23%, an enormous improvement. Our reach over the second half of the year has been higher than over the first half, despite changes in the way that Facebook displays content from pages in readers’ news feeds.

Below are the engagement numbers for two of our most popular Facebook posts:



**The Hague Institute for Global Justice**  
Published by Hans Kelsen · January 29 at 1:46pm ·

How can we prevent and mitigate the impact that armed conflict has on children?

On 28 January, The Hague Institute hosted a panel discussion with experts from the field and in academia to discuss the role of children in conflict as victims, witnesses, and perpetrators.

You can find the summary, as well as the audio recording, here:



Children in Armed Conflict – The Hague Institute for Global Justice

**3,365** People Reached

**65** Likes, Comments & Shares

53 Likes	34 On Post	19 On Shares
1 Comments	1 On Post	0 On Shares
11 Shares	11 On Post	0 On Shares

**126** Post Clicks:

0 Photo Views	61 Link Clicks	65 Other Clicks
---------------	----------------	-----------------

**NEGATIVE FEEDBACK**

0 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

### LinkedIn

LinkedIn is the Institute’s least popular social network. The Institute is slightly lagging behind comparable organizations in terms of reach, although our follower base on the platform is growing quicker than that of our competitors. The platform prioritizes the quality of content over quantity, and over the past several months the Institute’s following on LinkedIn has increased. Posts generally receive between 1500-3900 impressions each. The peaks in our reach coincided with the following posts:

- ✓ Recap of the Roosevelt in The Hague event (22 April)
- ✓ Dr. Lyal Sunga’s commentary on the ICJ & Human Rights (18 April)
- ✓ News item on The Hague CityDeal & City Responsibility Project (23 March)

### YouTube and Soundcloud

The YouTube channel continues to provide a useful platform for the Institute. Our older videos continue to be watched, particularly the video on the EU Strategic Review event. Audio recordings of our events are an important resource for the Institute. Our event recordings generally receive between 30-50 listens. Our events with Robert Kaplan and the event with Doughty Street International on reparations for historical wrongs have, for instance, garnered more listens, about 75 each.

## 3. Traditional Media

A targeted and personalized approach is being prioritized to more effectively promote specific events and projects of the Institute. Meetings with key members of the media (e.g. Foreign Press Association, Volkskrant) and the press offices of ministries and partners (e.g. MFA, Municipality, VDD) are ongoing with the aim of establishing stronger and mutually beneficial relationships.

Multiple tools are in place to better connect with the media:



1. A press resources section was added to the website to facilitate access to and exchange of information with members of the press. This section contains a description of the Institute, a point of contact for the media, and links to the Book of Experts, Media Mentions, and a sign up form for “Expert Voices.”
2. The Media Book of Experts, created in March 2016, contains press profiles of the Institute’s experts. The profiles provide media professionals with all relevant information on the experts, e.g. areas of expertise and languages spoken.
3. The first “Expert Voices” newsletter was sent out on 18 April. It contains quotes from our researchers and is both reactive, to the most important news stories of the moment, and prospective, priming journalists on our experts’ views on upcoming stories. “Expert Voices” is distributed once or twice per month.
4. The Institute’s media contact list, including over 100 contacts, has transformed from a database into a useful tool in our approach to the media. Contacts have been categorized by fields of expertise, creating opportunities for more precise targeting.
5. Media training with external professionals has been arranged for staff. On Tuesday, 5 April, the Institute welcomed **Jo Biddle**, the bureau chief of AFP – The Hague, who shared her extensive media knowledge and experience.

### **Media Mentions**

The Institute is increasingly recognized as a valuable and timely source of information. In the reporting period, experts of The Institute appeared in the traditional media on 23 occasions.





## **Annex 1: Endorsements – Fifth Anniversary of The Hague Institute**

The Institute has received a number of endorsements and messages of congratulations from key partners and stakeholders to mark its fifth anniversary.

### **Madeleine K. Albright, Former US Secretary of State**

It has been an honor to serve as Chair of the Advisory Council of The Hague Institute for Global Justice for the past five years. The Institute has quickly established itself as a leading think tank focusing on practical solutions to the consequential challenges facing policymakers today. It has produced thoughtful and high-quality publications such as *Confronting the Crisis of Global Governance* and *The Hague Approach*, while illuminating the tangible and positive difference that justice makes in people's lives. I have every confidence that The Hague Institute will continue to make important contributions to the timeless and challenging quest for global justice.

### **Jozias van Aartsen, Mayor of The Hague**

The Hague Institute for Global Justice was established five years ago in response to a growing demand for policy-relevant research and innovative thinking on critical issues of peace and justice. Today, the Institute plays a key role in informing the work of cities, governments and international organizations by conducting research, building capacity, and convening renowned scholars and practitioners to discuss solutions to contemporary global challenges. I am delighted by what the Institute has achieved in just five years and am confident that it will continue to make important contributions to global peace and justice.

### **Fatou Bensouda, Prosecutor, International Criminal Court**

Since its inception in 2011, The Hague Institute has quickly distinguished itself as an intellectual hub for serious interdisciplinary thinking about ways of promoting international peace and justice. To be sure, in the international city of justice that is The Hague, the Institute has steadily grown into the resource of choice for expert debate and discussion on international criminal justice writ large. The contribution of the Institute to the important issues confronting international criminal justice in general and the International Criminal Court in particular has been noteworthy and is deserving of praise. I thank the Institute for its indefatigable efforts and contributions and wish it continued success.

### **Ivo Daalder, President, Chicago Council on Global Affairs**

I want to congratulate The Hague Institute for Global Justice on its anniversary. In a very short period of time, The Hague Institute has already left its mark on important areas of research and policy. I am especially pleased to have been able to collaborate with the Institute on the important issue of global cities—and in particular their role in combatting communal violence.



As a key knowledge partner of the Chicago Forum on Global Cities, The Hague Institute has much to contribute to this critical set of issues.

**Jan Eliasson, Deputy Secretary-General of the United Nations**

The Hague Institute's approach to building sustainable peace highlights the importance of breaking down boundaries across different disciplines and actors. It is only by recognizing the close relationships between peace, development, human rights and the rule of law that we can effectively address the challenges of today's world. I welcome the Hague Institute's contribution in this mission and pursuit.

**Paul F. van der Heijden, Chairman, Board of Directors, Netherlands Institute of International Relations 'Clingendael'**

Over the course of five years, The Hague Institute has developed into a progressive institute which develops and implements cutting-edge research projects to advance peace and justice. It has demonstrated a unique ability to provide key stakeholders dealing with challenging global issues with an independent platform for exchanging ideas and bridging intellectual and political differences for the betterment of global justice. There will be no global justice without social justice. The Social Justice Expertise Center, a collaboration between Leiden Law School's Department of Labor Law and The Hague Institute, which I have the pleasure of chairing, has grown to become a recognized name among both labor law scholars and practitioners in relation to the advancement international labor rights due to the indispensable role of the Institute in the collaboration. It gives me great delight to commemorate the efforts of the Institute and wish it many more years of successful endeavors in its efforts to make justice truly global.

**Cameron Hudson, Director, Simon-Skodt Center for the Prevention of Genocide, United States Holocaust Memorial Museum**

I write to express my most heartfelt congratulations to you and the staff of the Hague Institute for Global Justice as you mark your five year anniversary. In a short time you have succeeded in establishing The Hague Institute as one of Europe's leading think tanks and a preeminent voice on issues of peacebuilding, justice and accountability, and conflict prevention anywhere in the world. I am thankful to count you as a trusted partner in so much of the work of the United States Holocaust Memorial Museum.

Our two-part project on International Decision-Making in the Age of Genocide broke new ground in our collective understanding of how genocide was allowed to unfurl in both Rwanda and Srebrenica. Coming as each of those conferences did on their respective 20th anniversaries, our work gave officials who responded to both crises the opportunity to revisit their decision-making and draw lessons for a new generation of leaders. The findings from this effort have been well-received at the highest levels of both the Dutch and American governments and have, I believe, made a considerable contribution to the academic scholarship around these pieces of history. I cannot underestimate your Institute's unique ability to engage this important and high-level panel, in such a perfect setting, as being a major contributor to the success of this work.



The challenges that our organizations seek to confront truly require responses that transcend country and continent. I am grateful that the Hague Institute has emerged as a strong partner for those of us in the United States seeking to engage our European and global partners in this work. I wish you and your team every success as you continue to build on your accomplishments from the last five years. I look forward to strengthening our strong bonds of partnership and our shared interest in building a more just and peaceful world.

**Bert Koenders, Minister of Foreign Affairs of the Netherlands**

In the five years since its establishment, The Hague Institute for Global Justice has become an important resource for policymakers in the Netherlands and beyond. I was delighted to participate in the consultation organized jointly by the Institute and the Netherlands Ministry of Foreign Affairs on the Strategic Review of the Common Foreign and Security Policy of the European Union in December 2015. The Institute has demonstrated a keen sensitivity to the needs of policymakers and has much to offer in support of national, regional and international policy processes.

**Theodor Meron, President of the International Residual Mechanism for Criminal Tribunals**

In its first five years in existence, The Hague Institute for Global Justice has become a vital partner of international organisations that aim at contributing to the development and progress of international justice, and a major global think-tank.

This is largely due to the vision and able leadership of Abi Williams. As the Institute's President, Abi Williams has successfully created a notable forum for scholars and practitioners from across the globe to exchange views on the challenges confronting the development of international criminal law. His work has included the facilitation of expert discussions on a wide range of engaging subjects, from the enhancement of the efficiency of international courts and tribunals to the intersection of diplomacy and law.

I am especially grateful to Abi Williams and the entire team at The Hague Institute for Global Justice for the support that they have provided in a number of instances to the organisations that I have had the honour to represent – the Mechanism for International Criminal Tribunals and the International Criminal Tribunal for the former Yugoslavia. The Institute has generously given the Tribunals opportunities to add their perspective to significant conversations on international justice. In addition, the Institute has assisted the Mechanism in explaining its unique character and mandate, and has supported the ICTY in cementing its legacy.

In brief, The Hague Institute for Global Justice has proven to be an invaluable institution for connecting people and ideas, and in turning each event into a source of both reflection and action.

I, personally, have greatly relied on Abi Williams's support, advice and leadership.



**Michael Schaefer, Chairman of the Board of Directors, BMW Foundation Herbert Quandt**

Our world has become more and more complex. The challenges we are facing require a shift of parameters in our analytical thinking, an innovative push to develop new instruments of local, regional and global cooperation, and a new form of responsible leadership which transcends the borders within and between societies. We need to progress from a foreign policy of governments to a foreign policy of societies.

In only five years since its creation, The Hague Institute for Global Justice has developed into an outstanding think- and do-tank reaching out to include new actors in the international dialogue and supporting impulses and ideas resulting from those processes.

The BMW Foundation Herbert Quandt is proud to be a strategic partner for The Hague Institute. The cooperation between our two organizations within the framework of the BMW Foundation Global Table, which brings together leaders from Europe and other world regions on complex issues of global importance from all sectors of society, is a powerful tool in rethinking global concepts and supporting actors to move into new directions.

We compliment The Hague Institute for Global Justice on its achievements in the past five years and wish its wonderful team a successful future!

**Strobe Talbott, President, The Brookings Institution**

Since 2012, the Brookings Institution has been honored to partner with The Hague Institute for Global Justice to tackle some of the greatest challenges at the nexus of international law, justice, and policy facing the international community. Together, through the Washington-based Justice Breyer Lecture on International Law (established in 2014) and the Hague-based Madeleine K. Albright Global Justice Lecture (established in 2015), we maintain a transatlantic dialogue on international norms that informs global debates. We at Brookings are proud of this partnership and look forward to engaging with The Hague Institute for years to come.

**Ahmet Üzümcü, Director-General of the Organisation for the Prohibition of Chemical Weapons**

The Hague Institute for Global Justice has, in five short years, established itself as a premier forum for bringing international legal frameworks to bear on real humanitarian problems. Its researchers have focused on practical solutions for breaking cycles of violence, which have deservedly caught the attention of civil society and policymakers alike. Peace and disarmament are much more than the absence of war and arms; they demand the active pursuit of holistic, durable solutions – something that resonates strongly with our work at the Organisation for the Prohibition of Chemical Weapons.

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KvK nr. 64599892

**Datum:** 19 juli 2017  
**Betreft:** Controleverklaring bij de jaarrekening 2016

Geachte [REDACTED],

Hierbij doen wij u de controleverklaring betreffende de jaarrekening 2016 toekomen. Deze verklaring heeft betrekking op de jaarrekening 2016 zoals wij deze van u hebben ontvangen. De jaarrekening bevat de volgende kerncijfers:

➤ Balanstotaal per 31 december 2016	€ 1.618.576
➤ Eigen vermogen per 31 december 2016	€ 701.464
➤ Resultaat over 2016	€ -592.711

Wij geven u hierbij toestemming onze controleverklaring op te nemen in bovengenoemde jaarrekening.

Wij hebben één exemplaar van de controleverklaring voorzien van een originele handtekening. Dit exemplaar is ten behoeve van uw eigen archief. De overige exemplaren van de controleverklaring zijn voorzien van de naam van onze accountantspraktijk en de naam van de accountant, echter zonder persoonlijke handtekening. Wij verzoeken u bij de openbaarmaking van de gebruik te maken van de exemplaren van de controleverklaring die niet zijn voorzien van een persoonlijke handtekening.

Wij bevestigen u ermee akkoord te gaan dat het afschrift van onze controleverklaring zonder persoonlijke handtekening, wordt openbaar gemaakt, mits de opgemaakte jaarrekening ongewijzigd wordt vastgesteld door het bestuur en goedgekeurd door de Raad van Toezicht.

Openbaarmaking van de controleverklaring is slechts toegestaan tezamen met deze jaarrekening. Indien u de jaarstukken en de controleverklaring opneemt op de Internetsite, dient u te waarborgen dat de jaarstukken goed zijn afgescheiden van de overige informatie op de internetsite. Afscheiding kan bijvoorbeeld plaatsvinden door



de jaarstukken in niet-bewerkbare vorm als een afzonderlijk bestand op te nemen en door een waarschuwing op te nemen indien de lezer de jaarstukken verlaat ('u verlaat de beveiligde, door de accountant gecontroleerde jaarrekening').

Een exemplaar van de jaarstukken dient na vaststelling te worden ondertekend door de leden van het bestuur en te worden aangeboden Raad van Toezicht. Deze jaarrekening dient te worden goedgekeurd door de Raad van Toezicht en de vaststelling en goedkeuring dienen te worden genotuleerd.

Overigens wijzen wij erop dat, indien tot de vaststelling omstandigheden blijken die aanpassing van de jaarrekening noodzakelijk maken, een dergelijke aanpassing nog voor de vaststelling moet worden gemaakt op grond van het bepaalde in artikel 2:362 lid 6 en artikel 2:392 lid 1 letter g BW. Uiteraard vervalt in die situatie onze bovengenoemde toestemming.

Graag ontvangen wij van u een definitief ingebonden exemplaar van de jaarrekening, waarin onze verklaring is opgenomen, van u retour.

Wij vertrouwen erop u hiermede van dienst te zijn geweest.

Met vriendelijke groet,

**Van Ree Accountants**

**drs. J. (Jaap) Bergman RA**

Bijlagen:

1. controleverklaringen bij de jaarrekening (1x getekend, 2x was getekend)
2. Gewaarmerkte jaarrekening Stichting The Hague Institute for Global Justice 2016



## CONTROLEVERKLARING VAN DE ONAFHANKELIJKE ACCOUNTANT

Aan: de supervisory board van Stichting The Hague Institute for Global Justice

### A. Verklaring over het in de annual accounts opgenomen financial report 2016

#### Ons oordeel

Wij hebben de annual accounts 2016 van Stichting The Hague Institute for Global Justice te 's-Gravenhage gecontroleerd.

Naar ons oordeel:

- Geeft het in de in dit annual accounts opgenomen financial report een getrouw beeld van de grootte en de samenstelling van het vermogen van Stichting The Hague Institute for Global Justice per 31 december 2016 en van het resultaat over 2016 in overeenstemming met de in Nederland geldende RJ-Richtlijn 640 Organisaties zonder winststreven en de bepalingen bij of krachtens de WNT.
- Zijn de in het financial report verantwoorde baten en lasten alsmede de balansmutaties over 2016 in alle van materieel belang zijnde aspecten rechtmatig tot stand gekomen in overeenstemming met de in de relevante wet- en regelgeving opgenomen bepalingen, zoals opgenomen in de brief van het Ministerie van Economische Zaken van 26 november 2014, verplichtingnummer 1300010096.

De jaarrekening bestaat uit:

1. de balans per 31 december 2016;
2. de winst- en verliesrekening over 2016; en
3. de toelichting met een overzicht van de gehanteerde grondslagen voor financiële verslaggeving en andere toelichtingen.

#### Materiële onzekerheid over de continuïteit

Wij vestigen de aandacht op het onderdeel 'continuïteit' op pagina 12 onder de accounting policies van de annual accounts, waarin uiteengezet is dat de stichting, om de activiteiten in continuïteit voort te zetten afhankelijk is van het verwerven van nieuwe projecten en subsidies en vermindering van de kosten. Deze condities duiden op het bestaan van een onzekerheid van materieel belang op grond waarvan gereede twijfel zou kunnen bestaan over de continuïteitsveronderstelling van de stichting. Ons oordeel is niet aangepast als gevolg van deze aangelegenheid.

### **De basis voor ons oordeel**

Wij hebben onze controle uitgevoerd volgens het Nederlands recht, waaronder ook de Nederlandse controlestandaarden vallen. Onze verantwoordelijkheden op grond hiervan zijn beschreven in de sectie 'Onze verantwoordelijkheden voor de controle van de jaarrekening'.

Wij zijn onafhankelijk van Stichting The Hague Institute for Global Justice zoals vereist in de Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO) en andere voor de opdracht relevante onafhankelijkheidsregels in Nederland. Verder hebben wij voldaan aan de Verordening gedrags- en beroepsregels accountants (VGBA).

Wij vinden dat de door ons verkregen controle-informatie voldoende en geschikt is als basis voor ons oordeel.

### **Benoeming**

Wij zijn door de supervisory board op 23 december 2011 benoemd als accountant van Stichting The Hague Institute for Global Justice vanaf de controle van het boekjaar 2011 en zijn sinds die datum tot op heden de externe accountant.

### **B. Verklaring over de in het jaarverslag opgenomen andere informatie**

Naast de jaarrekening en onze controleverklaring daarbij, omvatten de annual accounts andere informatie, die bestaat uit:

- het board report;
- de other information.

Op grond van onderstaande werkzaamheden zijn wij van mening dat de andere informatie:

- met de jaarrekening verenigbaar is en geen materiële afwijkingen bevat;
- alle informatie bevat die op grond van RJ-Richtlijn 640 Organisaties zonder winststreven vereist is.

Wij hebben de andere informatie gelezen en hebben op basis van onze kennis en ons begrip, verkregen vanuit de jaarrekeningcontrole of anderszins, overwogen of de andere informatie materiële afwijkingen bevat.

Met onze werkzaamheden hebben wij voldaan aan de vereisten in de Nederlandse Standaard 720. Deze werkzaamheden hebben niet dezelfde diepgang als onze controlewerkzaamheden bij de jaarrekening. Het bestuur is verantwoordelijk voor het opstellen van de andere informatie in overeenstemming met RJ-Richtlijn 640 Organisaties zonder winststreven.

## **C. Beschrijving van verantwoordelijkheden met betrekking tot de annual accounts**

### **Verantwoordelijkheden van de board en de supervisory board voor de jaarrekening**

De board is verantwoordelijk voor het opmaken en getrouw weergeven van de jaarrekening in overeenstemming met de in Nederland geldende RJ-Richtlijn 640 Organisaties zonder winststreven en de bepalingen bij of krachtens de WNT. De board is ook verantwoordelijk voor het rechtmatig tot stand komen van de in de jaarrekening verantwoorde baten en lasten alsmede de balansmutaties, in overeenstemming met de in de relevante wet- en regelgeving opgenomen bepalingen. In dit kader is de board verantwoordelijk voor een zodanige interne beheersing die de board noodzakelijk acht om het opmaken van de jaarrekening mogelijk te maken zonder afwijkingen van materieel belang als gevolg van fouten of fraude.

Bij het opmaken van de jaarrekening moet de board afwegen of het instituut in staat is om haar werkzaamheden in continuïteit voort te zetten. Op grond van genoemd verslaggevingsstelsel moet de board de jaarrekening opmaken op basis van de continuïteitsveronderstelling, tenzij de board het voornemen heeft om de stichting te liquideren of de bedrijfsactiviteiten te beëindigen of als beëindiging het enige realistische alternatief is.

De board moet gebeurtenissen en omstandigheden waardoor gerede twijfel zou kunnen bestaan of het instituut haar bedrijfsactiviteiten in continuïteit kan voortzetten, toelichten in de jaarrekening.

De supervisory board is verantwoordelijk voor het uitoefenen van toezicht op het proces van financiële verslaggeving van de stichting.

### **Onze verantwoordelijkheden voor de controle van de jaarrekening**

Onze verantwoordelijkheid is het zodanig plannen en uitvoeren van een controleopdracht dat wij daarmee voldoende en geschikte controle-informatie verkrijgen voor het door ons af te geven oordeel.

Onze controle is uitgevoerd met een hoge mate maar geen absolute mate van zekerheid waardoor het mogelijk is dat wij tijdens onze controle niet alle materiële fouten en fraude ontdekken.

Afwijkingen kunnen ontstaan als gevolg van fraude of fouten en zijn materieel indien redelijkerwijs kan worden verwacht dat deze, afzonderlijk of gezamenlijk, van invloed kunnen zijn op de economische beslissingen die gebruikers op basis van deze jaarrekening nemen. De materialiteit beïnvloedt de aard, timing en omvang van onze controlewerkzaamheden en de evaluatie van het effect van onderkende afwijkingen op ons oordeel.

Wij hebben deze accountantscontrole professioneel kritisch uitgevoerd en hebben waar relevant professionele oordeelsvorming toegepast in overeenstemming met de

Nederlandse controlestandaarden, het Controleprotocol WNT, ethische voorschriften en de onafhankelijkheidseisen. Onze controle bestond onder andere uit:

- het identificeren en inschatten van de risico's dat de jaarrekening afwijkingen van materieel belang bevat als gevolg van fouten of fraude, het in reactie op deze risico's bepalen en uitvoeren van controlewerkzaamheden en het verkrijgen van controle-informatie die voldoende en geschikt is als basis voor ons oordeel. Bij fraude is het risico dat een afwijking van materieel belang niet ontdekt wordt groter dan bij fouten. Bij fraude kan sprake zijn van samenspanning, valsheid in geschrifte, het opzettelijk nalaten transacties vast te leggen, het opzettelijk verkeerd voorstellen van zaken of het doorbreken van de interne beheersing;
- het verkrijgen van inzicht in de interne beheersing die relevant is voor de controle met als doel controlewerkzaamheden te selecteren die passend zijn in de omstandigheden. Deze werkzaamheden hebben niet als doel om een oordeel uit te spreken over de effectiviteit van de interne beheersing van de stichting;
- het evalueren van de geschiktheid van de gebruikte grondslagen voor financiële verslaggeving en het evalueren van de redelijkheid van schattingen door de board en de toelichtingen die daarover in de jaarrekening staan;
- het vaststellen dat de door de board gehanteerde continuïteitsveronderstelling aanvaardbaar is. Tevens het op basis van de verkregen controle-informatie vaststellen of er gebeurtenissen en omstandigheden zijn waardoor gerede twijfel zou kunnen bestaan of de onderneming haar bedrijfsactiviteiten in continuïteit kan voortzetten. Als wij concluderen dat er een onzekerheid van materieel belang bestaat, zijn wij verplicht om aandacht in onze controleverklaring te vestigen op de relevante gerelateerde toelichtingen in de jaarrekening. Als de toelichtingen inadequaat zijn, moeten wij onze verklaring aanpassen. Onze conclusies zijn gebaseerd op de controle-informatie die verkregen is tot de datum van onze controleverklaring. Toekomstige gebeurtenissen of omstandigheden kunnen er echter toe leiden dat een onderneming haar continuïteit niet langer kan handhaven;
- het evalueren van de presentatie, structuur en inhoud van de jaarrekening en de daarin opgenomen toelichtingen; en
- het evalueren of de jaarrekening een getrouw beeld geeft van de onderliggende transacties en gebeurtenissen.

Wij communiceren met de supervisory board onder andere over de geplande reikwijdte en timing van de controle en over de significante bevindingen die uit onze controle naar voren zijn gekomen, waaronder eventuele significante tekortkomingen in de interne beheersing.

Wij bevestigen aan de supervisory board dat wij de relevante ethische voorschriften over onafhankelijkheid hebben nageleefd. Wij communiceren ook met de supervisory board over alle relaties en andere zaken die redelijkerwijs onze onafhankelijkheid kunnen beïnvloeden en over de daarmee verband houdende maatregelen om onze onafhankelijkheid te waarborgen.

Alphen aan den Rijn, 19 juli 2017

**Van Ree Accountants**

drs. J. Bergman RA



The Hague Institute  
for Global Justice

# Annual Accounts 2016

The Hague Institute for Global Justice  
at The Hague

**date** 29 May 2017  
**reference** 17-483/MaB





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## Board Report

### 1. General

The foundation The Hague Institute for Global Justice (The Hague Institute) was established on 2 September 2010. The Hague Institute was launched in June 2011 and maintains an office at Sophialaan 10, The Hague, since that date.

#### 1.1 *Mission statement*

The Hague Institute is an independent, non-profit think and do tank. Our goal is to create a more just world by integrating justice with peace and security. To this end, The Hague Institute aims to address a central contemporary challenge: the deep disconnection between policymakers, practitioners and researchers in finding solutions for serious human rights violations, violent conflict and insecurity. In an increasingly multipolar and interconnected world, the state-centric architecture for ensuring peace, security and justice devised after the second world war is no longer fit for purpose. Reforming it to meet the most pressing global justice challenges of today and the future requires urgent attention.

Towards this goal and aim, the objectives of The Hague Institute are to:

- understand the drivers of serious human rights violations, violent conflict and insecurity;
- provide evidence-based solutions that integrate peace, security and justice imperatives; and
- close the knowledge gaps between state and non-state actors at the local, national, regional and international levels by bridging the divisions between research, policy and practice.

Building on the international profile and reputation of The Hague as the international city of peace and justice, and in close partnership with the unique constellation of institutions and organizations in the city, the work and impact of The Hague Institute takes three primary forms:

- conducting interdisciplinary, policy-relevant research in an accessible and timely manner on the drivers of serious human rights violations, violent conflict and insecurity;
- convening experts, practitioners and policymakers through multi-stakeholder approaches that help create and valorize evidence-based solutions at the intersection of peace, security and justice; and
- building capacities at the local, national, regional and international levels through training among other means to ensure that the knowledge we produce provides policymakers and practitioners with concrete, practical ways to implement the evidence-based solutions that we help create.

With in-depth, first-hand experience and partners in more than 30 country contexts, The Hague Institute has a demonstrated track record in the following thematic areas:

- Accountability, Courts and Tribunals
- City Responsibility
- Education and Conflict Prevention
- EU as a Regional and Global Actor
- Prevention of Mass Atrocities
- Water Diplomacy and Climate Governance

### 1.2 Governance and management

The Hague Institute has an Advisory Council led by Former US Secretary of State, Madeleine Albright.

Members of the council are:

- Mayor J. van Aartsen
- Prof. I.S. Ivanov
- Dr. M. Muasher
- Dr. S. Tharoor
- H.E. Judge Abdulqawi A. Yusuf

In 2014, the Supervisory Board was established. This Board is chaired by Mr. D.A. Benschop.

Members are:

- Prof. Dr. D. van den Boom
- Ms. A. Heuser
- Mr. S. van Hoogstraten
- Ms. K. Maex
- Ms. I. Khan
- Dr. A.S. Muller

In 2016, the leadership of the institute was charged to the President, reporting to the Supervisory Board.

In 2016, three meetings of the Supervisory Board took place.

1.3 Legislation on standards for top salaries (*Wet Normering Topinkomens, WNT*)Executive Board

	<u>Dr. A. Williams</u>
2016	01/01 - 31/12
Extend of employment	1,0 fte
Former top official	no
Real or fictitious employment?	yes
Remuneration 2016	€ 187.297
Taxable fixed and variable expense allowances	" 7.500
Provisions remuneration due	" 28.700
Subtotal	€ 223.497
Unduly paid amount	-/- " 0
<b>Total remuneration 2016</b>	<b>€ 223.497</b>
Individual remuneration limit in 2016 *	€ 179.000
* Transitional law applicable.	
2015	01/01 - 31/12
Extend of employment	1,0 fte
Remuneration 2015	€ 187.297
Taxable fixed and variable expense allowances	" 7.500
Provisions remuneration due	" 28.700
Payment due to termination employment	" 0
Subtotal	€ 223.497
Unduly paid amount	-/- " 0
<b>Total remuneration 2015</b>	<b>€ 223.497</b>
Individual remuneration limit in 2015	€ 178.000

Supervisory Board

	D.A. Benschop	Prof. Dr. D. van den Boom	Ms. A. Heuser	S. van Hoogstraten	Ms. K. Maex	Ms. I. Khan	Dr. A.S. Muller
Function	Chair	SB member	SB member	SB member	SB member	SB member	SB member
2016	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	16/09 - 31/12	01/01 - 31/12	01/01 - 31/12
	€	€	€	€	€	€	€
Remuneration 2016	0	0	0	0	0	0	0
Taxable fixed and variable expense allowances	0	0	0	0	0	0	0
Provisions remuneration due	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0
Minus: unduly paid amount	0	0	0	0	0	0	0
<b>Total remuneration 2016</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Individual remuneration limit in 2016	26.850	17.900	17.900	17.900	5.233	17.900	17.900
2015	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12	30/04 - 31/12
	€	€	€	€	€	€	€
Remuneration 2015	0	0	0	0	0	0	0
Taxable fixed and variable expense allowances	0	0	0	0	0	0	0
Provisions remuneration due	0	0	0	0	0	0	0
<b>Total remuneration 2015</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Individual remuneration limit in 2015	26.700	17.800	17.800	17.800	n/a	17.800	11.935

#### 1.4 Articles

The foundation's articles provide that the Board must prepare a balance sheet and an income statement within six months after the end of the financial year. The Board is required to instruct a certified public accountant, or another expert within the meaning of Section 393 (part 9) of Book 2 of the Dutch Civil Code, to audit the balance sheet and the income statement. The accountant submits an audit report to the Supervisory Board and represents the outcome of his audit as an auditor's opinion.

### 2. Taxes

#### 2.1 Value Added Tax (VAT)

The core activities of the foundation are not subject to Value Added Tax. However, a few projects carried out by the foundation, which classify as assignments, are subject to Value Added Tax.

#### 2.2 Corporate Income Tax (CIT)

The results of the foundation are not subject to Corporate Income Tax.

#### 2.3 ANBI

The foundation holds the ANBI status.

### 3. Administrative matters

The Board has appointed Jac's den Boer & Vink bv, a management consultancy for non-profit organizations, to prepare the annual accounts.

The annual accounts comprise the balance sheet, the income statement, the cash flow statement, the accounting policies, the notes to the balance sheet and the notes to the income statement. The firm of Van Ree Accountants was appointed to audit the annual accounts. The auditor's opinion regarding this audit is included under the heading "Other information".



#### 4. Management report 2016

##### *General*

The Hague Institute was able to build its identity and profile, and its work program on the basis of a start-up funding from the Dutch government, accompanied by funding from the Municipality of The Hague and in kind support from other knowledge institutes in The Hague. Between 2011 and 2013, the Institute implemented several feasibility studies with a view to determining the scope of its work. These studies absorbed approximately € 2 million of the FES-subsidy. This sum includes significant funds provided to other Hague-based knowledge institutions in the context of research activities. In 2013, The Hague Institute re-organized its activities into three programmatic areas: conflict prevention, rule of law and global governance. Its work since 2013 has focused on these areas and taken three primary forms:

1. conducting interdisciplinary, policy-relevant research;
2. convening experts, practitioners and policymakers to facilitate knowledge-sharing; and
3. building capacities at the local, national, regional and international levels through trainings and other activities.

In a relatively short time, the institute has developed a strong reputation as the go-to think tank for policymakers in the Netherlands. The institute is increasingly recognized as an innovative, serious think and do tank, whose credibility rests on the high quality of its staff, programs and publications. Our staff are increasingly sought after by local and international media for their expert views on a range of important global issues. The diplomatic community in The Hague continues to seek out opportunities for collaboration with the institute, as demonstrated by the events we co-hosted with several of the embassies. The institute again welcomed several eminent personalities as part of its *Distinguished Speaker Series* in 2016.

In the first years of its existence, The Hague Institute maintained an annual budget of approximately € 5 million, which allowed for a staff of 30 FTE working in the three programmatic areas mentioned. In anticipation of the drawdown of the FES-subsidy in 2016, the budget was reduced to € 4 million, which implied consolidation of the program and a reduction of staff. In the course of 2016, the three programs were merged into one. The mission statements remains to be the substantive framework for the program of the institute.

##### *Financial*

In the first years of existence, the institute acquired a total of € 7,6 million for the work on externally funded projects. In 2016 alone, this amount was almost € 1,5 million. In that year, the institute has a result of -/- € 592.711. The remaining continuity reserve will amount to € 701.464.

In the course of the summer of 2016 it became very clear that the financial sustainability of the institute was highly problematic. In 2015 the institute developed and implemented a strategy for fundraising as a matter of great urgency, but half a year later it had to be concluded that this did not lead to a sufficient level of project and program funding, let alone enough income to cover the overheads of the institute. In the second half of the year, the Supervisory Board had to take difficult decisions concerning a further reduction of the budget. It also started a broad investigation to find ground for a sustainable future for the institute, and opened discussions with various partners and funders.

*Future*

By the end of the year the decisions of the Supervisory Board concerning further budget cuts and staff reduction were implemented. Also, a process started to develop a business plan for the continuation of The Hague Institute. This plan is submitted, together with these annual accounts for consideration and decision making.

5. Results for 2016

The foundation reports a balance of income and costs of € 592.711 negative for the financial year ending 31 December 2016, which is € 1.062.711 less than the budget 2016. The decrease of the result primarily relates to the lower realisation of external project financing than budgeted.

x € 1.000	<u>Actual 2016</u>	<u>Actual 2015</u>
<u>Income</u>		
External project financing	1.484	1.259
FES subsidy	2.100	3.150
Other revenues	22	12
Interest	<u>1</u>	<u>11</u>
Total income (A)	<u>3.607</u>	<u>4.432</u>
<u>Costs</u>		
Direct project costs	1.075	1.526
Personnel costs	2.268	2.525
Office costs	141	159
Housing costs	335	349
Depreciation costs	177	185
Congresses and workshops	41	63
General costs	<u>162</u>	<u>201</u>
Total costs (B)	<u>4.199</u>	<u>5.008</u>
Balance of income and costs (A - B)	<u><u>-593</u></u>	<u><u>-576</u></u>
Appropriation:		
- Continuity reserve	<u>-593</u>	<u>-576</u>
Balance of income and costs	<u><u>-593</u></u>	<u><u>-576</u></u>

## 6. Financial risk management

The foundation's primary objective is to ensure that the foundation realises projects in accordance with the objectives as laid down in the articles of association. Consequently, the capital management is risk adverse and the resources of The Hague Institute will only be held on current accounts and savings. Received interest on bank deposits in 2016 amounted to 0,3%. At least annually, the yield on the positions will be evaluated.

## 7. Budget 2017

	x € 1.000
<u>Income</u>	
External project financing	882.000
Other revenues	<u>81.000</u>
Total income (A)	<u>963.000</u>
<u>Costs</u>	
Direct project costs	361.500
Personnel costs	798.300
Office costs	37.000
Housing costs	200.000
General costs	<u>74.000</u>
Total costs (B)	<u>1.470.800</u>
Balance of income and costs (A - B)	<u><u>-507.800</u></u>
Appropriation:	
- Continuity reserve	<u>-507.800</u>
Balance of income and costs	<u><u>-507.800</u></u>

**A. Balance sheet as at 31 December 2016  
after appropriation of the result**

<u>Ref.</u>	<u>31-12-2016</u>	<u>31-12-2015</u>
	€	€
<b>ASSETS</b>		
1. Tangible fixed assets	216.415	345.708
2. Receivables	846.345	235.035
3. Cash and cash equivalents	<u>555.816</u>	<u>1.774.791</u>
Total assets	<u><u>1.618.576</u></u>	<u><u>2.355.534</u></u>
<b>LIABILITIES</b>		
4. Reserves		
- Continuity reserve	<u>701.464</u>	<u>1.294.175</u>
Total reserves	701.464	1.294.175
5. Short-term debts	<u>917.112</u>	<u>1.061.358</u>
Total liabilities	<u><u>1.618.576</u></u>	<u><u>2.355.534</u></u>

## B. Income statement 2016

<u>Ref.</u>	<u>Actual 2016</u>	<u>Budget 2016</u>	<u>Actual 2015</u>	
	€	€	€	
<u>Income</u>				
6.	External project financing	1.483.578	2.360.000	1.258.965
7.	FES subsidy	2.100.000	2.100.000	3.150.000
8.	Other revenues	21.731	25.000	12.469
	Interest	1.405	15.000	11.008
	Total income (A)	<u>3.606.714</u>	<u>4.500.000</u>	<u>4.432.442</u>
<u>Costs</u>				
9.	Direct project costs	1.075.307	1.000.000	1.526.127
10.	Personnel costs	2.267.858	2.250.000	2.525.170
11.	Office costs	141.425	125.000	159.571
12.	Housing costs	334.745	350.000	349.017
13.	Depreciation costs	176.689	130.000	185.112
14.	Congresses and workshops	41.445	25.000	62.608
15.	General costs	161.956	150.000	200.609
	Total costs (B)	<u>4.199.425</u>	<u>4.030.000</u>	<u>5.008.214</u>
	Balance of income and costs (A - B)	<u><u>-592.711</u></u>	<u><u>470.000</u></u>	<u><u>-575.772</u></u>
	Appropriation:			
	- Continuity reserve	<u>-592.711</u>	<u>470.000</u>	<u>-575.772</u>
	Balance of income and costs	<u><u>-592.711</u></u>	<u><u>470.000</u></u>	<u><u>-575.772</u></u>

## C. Cash flow statement

	<u>2016</u>	<u>2015</u>
	€	€
<u>Cash flow from operational activities</u>		
Balance of income and costs	-592.711	-575.772
Depreciation	<u>176.689</u>	<u>185.112</u>
Gross cash flow from operational activities	<u>-416.022</u>	<u>-390.660</u>
Changes in working capital		
- Change in receivables	-611.310	33.142
- Change in short-term debt	<u>-144.246</u>	<u>-900.436</u>
Total changes in working capital	<u>-755.556</u>	<u>-867.294</u>
<u>Cash flow from investing activities</u>		
Movements in fixed assets	<u>-47.396</u>	<u>-123.280</u>
<u>Cash flow from financing activities</u>		
Change in long-term debt	<u>0</u>	<u>0</u>
Changes in cash and cash equivalents	<u>-1.218.975</u>	<u>-1.381.233</u>
Cash and cash equivalents at year end	555.816	1.774.791
Cash and cash equivalents at beginning of year	<u>1.774.791</u>	<u>3.156.024</u>
Changes in cash and cash equivalents	<u>-1.218.975</u>	<u>-1.381.233</u>



## D. Accounting policies

### General information

These annual accounts are prepared in accordance with accounting principles generally accepted in the Netherlands (Guideline 640 of the Dutch Accounting Standards Board, the guideline for non-profit organizations). The balance sheet, income statement and cash flow statement include references to the notes.

### Going concern

The accounting policies within the annual accounts are based on the assumption that The Hague Institute will be able to continue as a going concern. The management and the Supervisory Board of the institute are convinced that this is the case, based on the results of the first months of 2017:

- the income from project contracts and subsidies is developing even a bit better than planned;
- the planned consolidation of the program of the institute, including a substantial reduction of (support) staff, is realized;
- additional costs, including housing costs, are of will soon be reduced to a level which is fitting for the institute as it continues.

As stated before, the results in the first months of this year, and the progress in the measures to reduce additional costs, show that the budget in the new business plan will be feasible. This is a sufficiently sound financial basis for the continuation of the institute.

### Estimates

In applying the accounting policies and standards for preparing annual accounts, the Executive Board is required to make estimates and judgments that might be essential for the amounts disclosed in the annual accounts. If necessary for the purposes of providing the view required under Section 362 (1), Book 2 of the Netherlands Civil Code, the nature of these estimates and judgments, including the related assumptions, has been disclosed in the notes to the relevant items.

#### Accounting policies for the balance sheet

Depreciation of the computers (valued against purchase price) is calculated on a straight-line basis taking the estimated economic useful life into account. The estimated economic useful life of the computers is five years. Items that do not exceed € 5.000 are not capitalised but charged directly to the income statement. Additions for the year 2016 are considered to have contributed to the foundation's activities pro rata.

In general, assets and liabilities are stated at cost, cost of manufacture or current value. If no specific accounting policy is stated, valuation is at cost.

The annual accounts are denominated in euros, The Hague Institutes functional and presentation currency.

Receivables are initially recognised at the fair value of the consideration. Allowances for doubtful debts are deducted from the carrying amount of receivable.

Cash and cash equivalents comprise cash and bank balances, and demand deposits falling due in less than 12 months. Cash and cash equivalents are stated at face value.

Liabilities are initially recognised at fair value. Transaction costs directly attributable to the incurrence of the liabilities are included in the measurement on initial recognition. Liabilities are subsequently measured at amortised cost, being the amount received plus or less any premium or discount and net of transaction costs.

Provisions are recognised when there is a present legal or constructive obligation as a result of past events that is of an uncertain size or that will occur at an uncertain future date, and where it is probable that its settlement will lead to an outflow of economic resources and that can be estimated reliably. Provisions are stated at the best estimate of the amounts required to settle the liability at the reporting date. Provisions are recognised at the face value of the expenditure that is expected to be required to settle the liabilities unless stated otherwise.

#### Pension

For its employees, The Hague Institute has set up a pension scheme with APG.

#### Accounting policies for the income statement

Incoming resources and resources expended are recognised in the year to which they relate.

Profit or loss is determined as the difference between the realisable value of the services delivered and the costs and other charges for the year.

FES grants are recognised as soon as the grant is spent.

Salaries, wages and social security contributions are recognised in the statement of income and expenditure based on the pay and benefits package to the extent that they are payable to employees.

Interest received and paid is recognised on a time weighted basis, making allowance for the effective interest rate of the assets and liabilities in question.

## E. Notes to the balance sheet

	<u>31-12-2016</u>	<u>31-12-2015</u>
	€	€
1. <u>Tangible fixed assets</u>		
- Furniture, fixtures and computers		
Balance January 1st	345.708	407.540
Movements:		
- Additions	47.396	123.280
- Depreciation	<u>-176.689</u>	<u>-185.112</u>
Balance December 31st	<u>216.415</u>	<u>345.708</u>
Purchase value	1.083.429	1.036.033
Accumulated depreciation	<u>-867.014</u>	<u>-690.325</u>
Balance December 31st	<u>216.415</u>	<u>345.708</u>
2. <u>Receivables</u>		
FES final tranche*	525.000	0
Co-financing Knowledge platform	170.000	0
Debtors	48.269	121.788
Co-financing NWO	43.290	55.118
Co-financing Wildlife justice	40.000	0
Co-financing Water diplomacy future	7.757	0
Co-financing EY organised crime	3.638	0
Co-financing Municipality The Hague	2.868	0
Securities	2.000	2.000
Interest	1.281	10.760
Costs paid in advance	0	2.937
Advance Access	0	42.433
Other receivables	<u>2.242</u>	<u>0</u>
Total receivables	<u>846.345</u>	<u>235.035</u>

No provision for uncollectible items is deemed necessary.

\* This concerns 10% of the second phase of the FES-subsidy ad. € 5.250.000. This subsidy has not yet been definitively granted. In June 2017 an amount of € 400.000 has been received as advance payment.

	<u>31-12-2016</u>	<u>31-12-2015</u>
	€	€
3. <u>Cash and cash equivalents</u>		
ABN AMRO NL31 ABNA 0430 [REDACTED]	483.215	112.216
ABN AMRO NL42 ABNA 0586 [REDACTED]	65.984	65.860
ABN AMRO NL40 ABNA 0596 [REDACTED]	6.139	10.302
ABN AMRO NL23 ABNA 0436 [REDACTED]	0	1.586.334
Cash register	<u>478</u>	<u>79</u>
Total cash and cash equivalents	<u><u>555.816</u></u>	<u><u>1.774.791</u></u>

The amount of € 65.984 consists of a deposit of € 62.917, regarding the rent of the The Hague Institute office at Sophialaan 10, The Hague, which is not at free disposal and of accrued interest of € 3.067.

#### Reserves

4. - Continuity reserve		
Balance January 1st	1.294.175	1.869.947
Appropriation of the result	<u>-592.711</u>	<u>-575.772</u>
Balance December 31st	<u><u>701.464</u></u>	<u><u>1.294.175</u></u>

The continuity reserve exists to ensure that the organisation can also meet its obligations in the future. The reserve dropped from € 1.294.175 to € 701.464 at year end.

	<u>31-12-2016</u>	<u>31-12-2015</u>
	€	€
5. <u>Short-term debts</u>		
Creditors	572.029	153.603
Subsidy received in advance	148.672	212.900
Payroll tax	58.499	62.530
Balance leave hours	57.139	65.288
Balance holiday fees	45.913	59.296
Pension	17.848	22.327
VAT	12	7.763
Project costs	0	52.173
Subsidy Knowledge platform received in advance	0	329.791
Other short-term debts	<u>17.000</u>	<u>95.687</u>
Total short-term debts	<u><u>917.112</u></u>	<u><u>1.061.358</u></u>

## CONTINGENT RIGHTS AND OBLIGATIONS

### *Housing*

A housing contract between The Hague Institute and the VNG is signed at June 1st 2011. The renting period of the office space at Sophialaan 10 in The Hague is five years, from June 1st 2016 up to May 31st 2021. After expiring of this period, the housing contract may be continued for a period of five years. Yearly, an indexation of the rent takes place. In total an amount of € 263.680 has to be paid for the rent of the office space in 2017, excluding indexation. The Hague Institute receives a discount of € 25.000 per annum.

### *Leasing*

In 2011, a Canon copier was leased. The duration of the contract is 60 months and after the expiration date the contract is extended annually. The monthly fee is € 377, VAT included.

### *Foundation Access Facility*

In May 2014, The Hague Institute signed an agreement with Foundation Access Facility (hereafter: Access) allowing Access to house its secretariat (workplaces for 4-5 staff members). This support is continued for 2017 and may be extended by mutual written agreement of the parties.

## F. Notes to the income statement

	<u>Actual 2016</u>	<u>Budget 2016</u>	<u>Actual 2015</u>
	€	€	€
INCOME			
6. <u>External project financing</u>	<u>1.483.578</u>	<u>2.360.000</u>	<u>1.258.965</u>
<p>In 2016, The Hague Institute received (amongst others) external project financing regarding Knowledge platform for security and law (Ministry of Foreign Affairs) and several projects funded by NWO.</p>			
7. <u>FES subsidy</u>	<u>2.100.000</u>	<u>2.100.000</u>	<u>3.150.000</u>
<p>The Ministry of Economic Affairs (EZ) granted an amount of maximum € 17.450.000 of the FES budget. Up to 2014, an amount of € 12.200.000 is granted and accounted for. The additional grant of € 5.250.000 is granted in 2014. Up to 2016, € 5.250.000 is spent. With regard to the FES subsidy, several third parties contributed in kind. The contributions are measured in FTE and are not capitalized in the annual accounts.</p>			
8. <u>Other revenues</u>	<u>21.731</u>	<u>25.000</u>	<u>12.469</u>

In 2016, The Hague Institute was the host of several meetings and received revenues for the rent of meeting rooms.



	<u>Actual 2016</u>	<u>Budget 2016</u>	<u>Actual 2015</u>
	€	€	€
<b>COSTS</b>			
9. <u>Direct project costs</u>			
Projects	<u>1.075.307</u>	<u>1.000.000</u>	<u>1.526.127</u>
For the execution of the program and projects, The Hague Institute uses experts and organizations from all over the world. The costs regarding these projects are presented as direct project costs.			
10. <u>Personnel costs</u>			
Gross wages (included holiday fee)	1.651.213	1.597.000	1.826.091
Pension costs	205.268	204.000	232.221
Social costs	211.485	204.000	224.928
External advisors	47.041	91.000	122.077
Interns	17.147	17.000	0
Other personnel costs	<u>135.704</u>	<u>137.000</u>	<u>119.853</u>
Total personnel costs	<u>2.267.858</u>	<u>2.250.000</u>	<u>2.525.170</u>
<i>FTE (interns excluded)</i>	<i>27,82</i>	<i>27,80</i>	<i>30,48</i>
<i>Costs per FTE in €</i>	<i>81.519</i>	<i>80.935</i>	<i>82.847</i>
11. <u>Office costs</u>			
Telephone costs	33.267	29.000	30.969
Postage costs	1.453	2.000	2.114
Office supplies	13.467	8.000	10.312
Printing and copying	4.883	10.000	11.710
Communications	25.647	20.000	31.317
ICT	<u>62.708</u>	<u>56.000</u>	<u>73.149</u>
Total office costs	<u>141.425</u>	<u>125.000</u>	<u>159.571</u>

	<u>Actual 2016</u>	<u>Budget 2016</u>	<u>Actual 2015</u>
	€	€	€
12. <u>Housing costs</u>			
Rent	243.049	239.000	241.892
Energy, gas and water	20.137	22.000	23.713
Cleaning costs	43.216	44.000	42.840
Maintenance	13.209	10.000	10.782
Inventory rent and art	4.750	6.000	15.379
Other housing costs	<u>10.384</u>	<u>29.000</u>	<u>14.411</u>
Total housing costs	<u><u>334.745</u></u>	<u><u>350.000</u></u>	<u><u>349.017</u></u>
13. <u>Depreciation costs</u>			
Furniture and fixtures	101.686	76.000	132.037
Computers	<u>75.003</u>	<u>54.000</u>	<u>53.075</u>
Total depreciation costs	<u><u>176.689</u></u>	<u><u>130.000</u></u>	<u><u>185.112</u></u>
14. <u>Congresses and workshops</u>			
Meetings/workshops	<u><u>41.445</u></u>	<u><u>25.000</u></u>	<u><u>62.608</u></u>
15. <u>General costs</u>			
Administration and advice *	94.481	100.000	135.480
AFAS	8.078	10.000	8.688
Accountancy	34.461	27.000	34.572
Bank costs	1.688	3.000	2.884
Other general costs	<u>23.248 **</u>	<u>10.000</u>	<u>18.985</u>
Total general costs	<u><u>161.956</u></u>	<u><u>150.000</u></u>	<u><u>200.609</u></u>

\* At the start of the foundation, the Board decided to outsource several support functions. These functions include (amongst others) finance and administration and project management and are presented as general costs.

\*\* Including several memberships.

## Other information

### Appropriation

The balance of income and costs of € 592.711 negative is processed as presented on page 10 (income statement 2016).

### Post balance sheet events

There have been no significant events post balance date which would materially affect the annual accounts.

### Independent auditor's report

The independent auditor's report is included at the next page of the annual accounts.

## CONTROLEVERKLARING VAN DE ONAFHANKELIJKE ACCOUNTANT

Aan: Stichting The Hague Institute for Global Justice

Leidse Schouw 2  
2408 AE Alphen aan den Rijn  
Postbus 352  
2400 AJ Alphen aan den Rijn

T (0172) [redacted]  
alphenaandenrijn@vanreeacc.nl  
www.vanreeacc.nl  
KvK nr. 64599892

### Ons oordeel

Wij hebben bijgaande verzoek om subsidieverlening ingevolge de subsidieverlening 'The Hague Institute for Global Justice tweede tranche verplichtingnummer 1300010096, relatienummer 119000 d.d. 26 november 2014 van Stichting The Hague Institute for Global Justice te Den Haag over de periode van 1 januari 2015 tot en met 31 december 2016 gecontroleerd.

Naar ons oordeel is het verzoek om subsidieverlening van Stichting The Hague Institute for Global Justice over de periode 1 januari 2015 tot en met 31 december 2016 in alle van materieel belang zijnde opzichten opgesteld in overeenstemming met de begroting zoals opgenomen in de brief de verplichtingnummer 1300010096, relatienummer 119000 d.d. 26 november 2014 en relevante bepalingen in de Subsidieregeling Nationale EZ subsidies.

### De basis voor ons oordeel

Wij hebben onze controle uitgevoerd volgens het Nederlands recht, waaronder ook de Nederlandse controlestandaarden en het Controleprotocol Controleverklaring Subsidieregeling Nationale EZ subsidies vallen. Onze verantwoordelijkheden op grond hiervan zijn beschreven in de sectie 'Onze verantwoordelijkheden voor de controle van de financiële verantwoording'.

Wij zijn onafhankelijk van Stichting The Hague Institute for Global Justice zoals vereist in de Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO) en andere voor de opdracht relevante onafhankelijkheidsregels in Nederland. Verder hebben wij voldaan aan de Verordening gedrags- en beroepsregels accountants (VGBA).

Wij vinden dat de door ons verkregen controle-informatie voldoende en geschikt is als basis voor ons oordeel.

### Beperking in gebruik en verspreidingskring

Het verzoek om subsidievaststelling is opgesteld voor het Ministerie van Economische Zaken met als doel Stichting The Hague Institute for Global Justice, in staat te stellen te voldoen aan de voorwaarden van de beschikking tot subsidieverlening. Hierdoor is het verzoek om subsidieverlening mogelijk niet geschikt voor andere doeleinden. Het verzoek om subsidieverlening en onze controleverklaring zijn derhalve uitsluitend bestemd voor Stichting The Hague Institute for Global Justice en het Ministerie van Economische Zaken en dient niet te worden verspreid aan of te worden gebruikt door anderen.

### **Verantwoordelijkheden van het bestuur en de supervisory board voor het verzoek om subsidieverlening**

Het bestuur van The Hague Institute for Global Justice is verantwoordelijk voor het opstellen van het verzoek om subsidievaststelling in overeenstemming met de beschikking tot subsidieverlening. Het bestuur is tevens verantwoordelijk voor een zodanige interne beheersing als het noodzakelijk acht om het opstellen van het verzoek om subsidievaststelling mogelijk te maken zonder afwijkingen van materieel belang als gevolg van fraude of fouten.

De supervisory board is verantwoordelijk voor het uitvoeren van toezicht op het proces van financiële verslaggeving van de organisatie.

### **Onze verantwoordelijkheden voor de controle van het verzoek om subsidieverlening**

Onze verantwoordelijkheid is het zodanig plannen en uitvoeren van een controleopdracht dat wij daarmee voldoende en geschikte controle-informatie verkrijgen voor het door ons af te geven oordeel.

Onze controle is uitgevoerd met een hoge mate maar geen absolute mate van zekerheid waardoor het mogelijk is dat wij tijdens onze controle niet alle materiële fouten en fraude ontdekken.

Afwijkingen kunnen ontstaan als gevolg van fraude of fouten en zijn materieel indien redelijkerwijs kan worden verwacht dat deze, afzonderlijk of gezamenlijk, van invloed kunnen zijn op de economische beslissingen die gebruikers op basis van deze financiële verantwoording nemen. De materialiteit beïnvloedt de aard, timing en omvang van onze controlewerkzaamheden en de evaluatie van het effect van onderkende afwijkingen op ons oordeel.

Wij hebben deze accountantscontrole professioneel kritisch uitgevoerd en hebben waar relevant professionele oordeelsvorming toegepast in overeenstemming met de Nederlandse controlestandaarden en het Controleprotocol Controleverklaring Subsidieregeling Nationale EZ subsidies. Onze controle bestond onder andere uit:

- het identificeren en inschatten van de risico's dat het verzoek om subsidieverlening afwijkingen van materieel belang bevat als gevolg van fouten of fraude, het in reactie op deze risico's bepalen en uitvoeren van controlewerkzaamheden en het verkrijgen van controle-informatie die voldoende en geschikt is als basis voor ons oordeel. Bij fraude is het risico dat een afwijking van materieel belang niet ontdekt wordt groter dan bij fouten. Bij fraude kan sprake zijn van samenspanning, valsheid in geschrifte, het opzettelijk nalaten transacties vast te leggen, het opzettelijk verkeerd voorstellen van zaken of het doorbreken van de interne beheersing;
- het verkrijgen van inzicht in de interne beheersing die relevant is voor de controle met als doel controlewerkzaamheden te selecteren die passend zijn in de omstandigheden. Deze werkzaamheden hebben niet als doel om een oordeel uit te spreken over de effectiviteit van de interne beheersing van de organisatie;
- het evalueren van de geschiktheid van de gebruikte grondslagen voor het opstellen van het verzoek om subsidieverlening en het evalueren van de redelijkheid van schattingen door het bestuur en de toelichtingen die daarover in de financiële verantwoording staan;
- het evalueren van de presentatie, structuur en inhoud van het verzoek om subsidieverlening en de daarin opgenomen toelichtingen; en

- het evalueren of de financiële verantwoording de onderliggende transacties en gebeurtenissen zonder materiële afwijkingen weergeeft.

Wij communiceren met de supervisory board onder andere over de geplande reikwijdte en timing van de controle en over de significante bevindingen die uit onze controle naar voren zijn gekomen, waaronder eventuele significante tekortkomingen in de interne beheersing.

Alphen aan den Rijn, 19 juli 2017  
**Van Ree Accountants**

drs. J. Bergman KA



The Hague Institute for Global Justice - The Hague

## Income statement 2015-2016

	<u>Total</u> <u>2015-2016</u>	<u>Actual</u> <u>2016</u>	<u>Actual</u> <u>2015</u>
X € 1.000	€	€	€
<u>Income</u>			
External project financing	2.743	1.484	1.259
FES subsidy	5.250	2.100	3.150
Income from events	0	0	0
Other revenues	34	22	12
Interest	12	1	11
Total income (A)	<u>8.039</u>	<u>3.607</u>	<u>4.432</u>
<u>Costs</u>			
Direct project costs	2.601	1.075	1.526
Personnel costs	4.793	2.268	2.525
Office costs	300	141	159
Housing costs	684	335	349
Depreciation costs	362	177	185
Congresses and workshops	104	41	63
General costs	363	162	201
Total costs (B)	<u>9.208</u>	<u>4.199</u>	<u>5.008</u>
Balance of income and costs (A - B)	<u>-1.169</u>	<u>-593</u>	<u>-576</u>
Appropriation:			
- Continuity reserve	<u>-1.169</u>	<u>-593</u>	<u>-576</u>
Balance of income and costs	<u>-1.169</u>	<u>-593</u>	<u>-576</u>

Note: eligible costs not paid per 31 March 2017: k€ 312.

30 May 2017  
17-495/MdV





## Use of the FES-subsidy by The Hague Institute for Global Justice (2011-2016)



**Final Report**

**May 2017**



## Introduction

On behalf of the national government, the Ministry of Economic Affairs granted The Hague Institute for Global Justice a subsidy for costs of the start-up phase and as a contribution to the costs of the Institute during the first five years of its existence (Letter with mark of identification: OI/REB/10116548). The basis for the subsidy was the project plan for the start of the Institute, its general aim being:

- A. The pooling of resources of the knowledge institutes in The Hague in the field of peace and justice, thereby strengthening this knowledge infrastructure in the city and, also, contributing to the Randstad as an economically strong and viable region; and
- B. Developing cooperation with these institutes, Dutch universities in general, NGOs and international organizations to create and execute a strong program of work in the same field.

The subsidy was divided into two parts. The first part covered the first three years of the existence of the Institute (in total: 12.2 million Euro; see table below). The second part aimed to cover the costs in the fourth and fifth years 5.250.000,-; also see table below). In a letter issued by the Ministry, dated 26 November 2014 (DGNR-RRE / 14177867), it was concluded that the results of the first three year period were satisfactory, and that there was sufficient reason to grant the second part of the subsidy. The Institute has an obligation to report on the use of the means that were made available.

Table: Received contributions FES – subsidy (obligation number 1300010096)

<i>1<sup>st</sup> Tranche of 12.200.000,- (years 2011 – 2014)</i>	
Advance payment 1	- 2.000.000,- (OI/REB/10116548)
Advance payment 2	- 1.300.000,- (OI/REB/11162964)
Advance payment 3	- 4.025.000,- (DGNR-RRE/12055521)
Advance payment 4	- 3.000.000,- (DGNR-RRE/13122496)
Advance payment 5	- 1.875.000,- (DGNR-RRE/14094883)
Total 1 <sup>st</sup> tranche	- 12.200.000,-
Expenditure tranche 1 approved on 26 November 2014 (DGNR-RRE/14177867); Request for tranche 2 granted in the same letter	
<i>Second Tranche of 5.250.000,- (years 2015 – 2016)</i>	
Advance payment 6	- 1.000.000,- (DGBI-DR/15021715)
Advance payment 7	- 2.150.000,- (DGBI-DR/15102459)
Advance payment 8	- 1.050.000,- (DGBI-DR/16065740)
Advance payment 9	- 525.000,- (DGBI-DR/16179881)
Advance final installment	- 400.000,- (DGBI-DR/17088325)
Total payments	- 5.125.000,-
Remaining final installment-	125.000,-



This report relates to the use of the FES-subsidy granted to The Hague Institute for Global Justice (2011-2016). It comprises four parts:

1. A summary of the past five years, including information on outputs, acquired funding and general finances;
2. An overview of the FES-funded work carried out by The Hague Institute during this time;
3. Remarks about the next phase of The Hague Institute; and
4. Concluding remarks on the fulfillment of the FES-subsidy conditions.



## 1. Summary of the Period 2011-2016

### **General Description**

The Hague Institute was formally established in the Autumn of 2010. The real work of creating the Institute only began in early 2011, under the leadership of the temporary board (Chaired by Mayor Jozias van Aartsen) and the first interim Dean, Professor Nico Schrijver. After the official launch of the Institute in June 2011, Professor Willem van Genugten took up the position of Dean. He remained in the role until the Institute's first President, Dr. Abi Williams, was appointed in January 2013. In February 2014, an Executive Director was appointed and the preliminary board was replaced by the Supervisory Board (Chaired by Mr. Dick Benschop).

The position of the Executive Director was abandoned after the Summer of 2014. The Supervisory Board then decided that the President would be, from then on, the only member of the Executive Board of the Institute. The statutes were adapted accordingly in the Autumn of 2014.

The start of the Institute was delayed by approximately one year, as is explained in a letter of the Board (3 July 2013). The build-up phase of the Institute took more time than originally planned, mainly due to the collaborative development of its working program and the need to find the right people to lead and execute this program. This delay was accepted by the Ministry of Economic Affairs (letter of 23 July 2013; DGNR-RRE / 13122496) and led to an extension of the subsidy period for one year. It was decided that the start-up funding (FES subsidy) could be used until the end of 2016 instead of 2015.

The first year (2011) may be characterized as the period in which the Institute was built: a building (Sophialaan 10) was rented and prepared, and the first members of (support) staff were selected and appointed. The first half of 2011 was also used – under the leadership of the Advisory Council (Chaired by Secretary Madeleine Albright) – to develop the Institute's first program of work. This program was the focal point of the launch of the Institute in the Hall of Knights in June 2011.

In early 2012, the first researchers were selected and appointed. In the months prior to that, the preparatory group, led by Professor Van Genugten, operationalized the work program and embarked on projects and feasibility studies. Many of these projects – in total around 30 – were led by external parties, including the Institute's founding partners, who also committed in kind investments to these projects and studies.<sup>1</sup> One of the strategic reasons for this was, of course, to be able to realize the first main aim of the subsidized period (*the pooling of resources of the knowledge institutes in The Hague in the field of peace and justice, thereby strengthening this knowledge infrastructure in the city and, also, contributing to the Randstad as an economically strong and viable region*). The studies absorbed approximately 2 million Euros of the FES subsidy.

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<sup>1</sup> Also see the report of the Midterm Review, M. De Kok (De Galan Groep, The Hague, July 2013).



In the course of 2012, significant time and energy were invested in engaging various stakeholders (e.g. representatives of institutes, governments, universities, international organizations and NGOs) to agree upon the identity and position of this new Institute. At the close of 2012, there was general acceptance of the philosophy behind the Institute: it would develop its own program of work, and cooperate with partners (in The Hague) where such cooperation added value. At the same time, the academic staff of the Institute was enlarged and the Dean began to evaluate the programmatic work to create a basis for a more focused development of this program. Importantly, the first additional subsidies and contracts were won, both for projects and convening activities.

The first President, who held the office from January 2013 until the end of 2016, took over the evaluation exercise and developed a new program of work. This program was accepted by both the Board and the Advisory Council in the Spring of 2013. The program created a basis for a reduction in the number of projects, while intensifying work in select areas. Accordingly, the Institute re-organized its activities into three programmatic areas: conflict prevention, rule of law and global governance. Its work since 2013 has focused on these areas and taken three primary forms: (1) conducting interdisciplinary, policy-relevant research; (2) convening experts, practitioners and policymakers to facilitate knowledge-sharing; and (3) building capacities at the local, national, regional and international levels through trainings and other activities. The program clearly aimed to realize the second main aim of the subsidized period: *developing cooperation with these institutes, Dutch universities in general, NGOs and international organizations to create and execute a strong program in the same field.*

In a relatively short time, the Institute has developed a strong reputation as the go-to think-tank for policymakers and the diplomatic corps in the Netherlands. It is recognized as an innovative, serious organization, whose credibility rests on the high quality of its staff, programs and publications. Our researchers are increasingly sought after by local and international media for their expert views on a range of important global issues. The diplomatic community in The Hague continues to seek out opportunities for collaboration with the Institute, as demonstrated by the numerous events co-organized with embassies in The Hague. The Institute has also welcomed many eminent personalities as part of its *Distinguished Speaker Series* in the past four years (see page 16 for details).

### **Overview of Outputs**

In its first five years, the Institute has had many significant achievements. The following summary focuses mainly on the quantity and range of outputs produced.





No. of policy-relevant projects completed	25
Total number of externally-funded projects acquired	18
No. of events convened	150
No. of training courses delivered	10
No. of policy briefs published	15
No. of reports published	18
No. of academic journal articles and book chapters published	30
No. working papers published	18
No. of commentaries/blogs published	70
Key donors	<ul style="list-style-type: none"><li>• NL Ministries of Foreign Affairs, Economic Affairs, and Security &amp; Justice</li><li>• City of The Hague</li><li>• DFID</li><li>• USAID</li><li>• World Bank</li><li>• UNITAR</li><li>• European Commission</li><li>• Harvard University</li><li>• NWO</li><li>• Cordaid</li><li>• ZoA</li><li>• Education Above All (Qatar)</li></ul>

### ***Finances and an Overview of Acquired Funding, 2011-2016***

The Hague Institute has built its identity, profile and program of work on the basis of start-up funding from the Dutch government (FES-subsidy), together with funding from the Municipality of The Hague and in kind support from other Hague-based knowledge institutes. Approved annual accounts are available for all years, except 2011. In this first year of existence of the Institute, the payments were done using the administration of the Municipality of The Hague, pending the creation of the Institute's own financial administration. The payments done by the Municipality were reimbursed before the end of the year, and the expenditure was used to create a first balance sheet for the Institute (2012).



The approval reports include statements verifying the proper use of the FES-subsidy. They have been presented to the Ministry of Economic Affairs already, and are available for review upon request.

The table below summarizes the main financial figures:

		2011	2012	2013	2014	2015	2016
<i>Income</i>							
	FES	1.230.000	3.375.000	3.930.000	3.665.000	3.150.000	2.100.000
	External funding		940.000	2.283.000	1.226.000	1.259.000	1.484.000
	Other income	79.000	169.000	85.000	37.000	23.000	23.000
<b>Total income</b>		1.309.000	4.484.000	6.298.000	4.928.000	4.432.000	3.607.000
<i>Costs</i>							
	Staff	594.000	1.091.000	2.005.000	2.713.000	2.525.000	2.268.000
	Housing	263.000	430.000	374.000	389.000	349.000	335.000
	Office costs	141.000	136.000	430.000	231.000	159.000	141.000
	Depreciation	38.000	122.000	164.000	181.000	185.000	177.000
	General costs	273.000	252.000	396.000	426.000	264.000	203.000
	Project costs		1.525.000	1.535.000	1.444.000	1.526.000	1.075.000
<b>Total costs</b>		1.309.000	3.556.000	4.904.000	5.384.000	5.008.000	4.199.000
<b>Result</b>		0	928.000	1.394.000	-456.000	-576.000	-593.000

In summary, the Institute had relatively low operating budgets during the first three years, and was therefore able to build up a continuity reserve. After 2012, The Hague Institute maintained an annual budget of approximately 5 million Euros, which allowed for a staff of 30 fte working in the three programmatic areas mentioned above, and also allowed for the funding of the work of cooperating partners. In anticipation of the drawdown of the FES-subsidy in 2016, the budget was reduced to 4 million Euros, which implied a consolidation of the program of work and a reduction of staff. During 2016, the three programs were merged into one. Most recently, the Institute adopted a more refined mission statement and value proposition that focuses on six core themes



based on its track record, expertise and assessments of policy-related needs in the Netherlands and internationally.

The researchers and support staff have worked hard to acquire additional funding for projects and events in the past five years. In this first phase of its existence, the Institute has acquired a total of € 7.6 million for work on externally-funded projects. In 2016 alone, this amount was almost € 1.5 million.

<b>Project/Activity</b>	<b>Amount</b>	<b>Donor</b>
Biomass Dispute Settlement Facility	€ 255.000	NL Ministry of Economic Affairs
Education in Conflict Prevention	€ 110.000	Cordaid
Forensics in Lebanon	€ 80.000 (until now)	NL Ministry of Foreign Affairs
Global Governance Reform Initiative	€ 60.000	NL Ministry of Foreign Affairs
The Hague Approach	€ 1.0 million	City of The Hague
Justpal	€ 265.000	World Bank
Knowledge Platform Security and Rule of Law	€ 2.9 million	NL Ministry of Foreign Affairs
NWO WOTRO (5 projects)	€ 1.1 million	NWO WOTRO
Rule of Law Helpdesk	€ 50.000	NL Ministry of Foreign Affairs
UN Committee on Human Rights	€ 50.000	NL Ministry of Foreign Affairs
Water in Yemen	€ 125.000	NL Ministry of Foreign Affairs
Wildlife Conference	€ 200.000	NL Ministry of Economic Affairs
Miscellaneous	€ 1.4 million	Miscellaneous

These results were achieved during a period in which it was, in fact, very difficult to acquire project and program funding. Due to government budget cuts, the availability of funds decreased, while competition for these funds increased. There were many successes in terms of acquisition, but unfortunately, this type and level of income alone does not provide for a sustainable future.

In the Summer of 2016 it became very clear that the financial sustainability of the Institute was highly problematic. In 2015, the Institute developed and implemented a strategy for fundraising as a matter of great urgency, but this did not lead to a sufficient level of project and program



funding, let alone sufficient income to cover the overhead costs of the Institute. In the second half of the year, the Supervisory Board made difficult decisions concerning a further reduction of the budget and the dismissal of staff. It also began a broad investigation to find grounds for a sustainable future for the Institute, and engaged in discussions with various partners and funders.

In 2016, the Institute had a result of -/- € 593.000. The remaining continuity reserve will amount to € 701.500. This figure includes the final installment of the FES subsidy (€ 525.000).



## 2. Overview of FES-funded Projects and Events

### ***Mission Statement***

The Hague Institute for Global Justice is an independent, non-profit think- and do-tank with the goal **to create a more just world by integrating justice with peace and security**. To this end, The Hague Institute aims to address a central contemporary challenge: the deep disconnection between policymakers, practitioners and researchers in finding solutions for serious human rights violations, violent conflict and insecurity. In an increasingly multipolar and interconnected world, the state-centric architecture for ensuring peace, security and justice devised after the Second World War is no longer fit for purpose. Reforming it to meet the most pressing global justice challenges of today and the future requires urgent attention.

Towards this goal and aim, the objectives of The Hague Institute are to:

- Understand the drivers of serious human rights violations, violent conflict and insecurity;
- Provide evidence-based solutions that integrate peace, security and justice imperatives; and
- Close the knowledge gaps between state and non-state actors at the local, national, regional and international levels by bridging the divisions between research, policy and practice.

Building on the international profile and reputation of The Hague as the international city of peace and justice, and in close partnership with the unique constellation of institutions and organizations in the city, the work and impact of The Hague Institute takes three primary forms:

1. **Conducting interdisciplinary, policy-relevant research** in an accessible and timely manner on the drivers of serious human rights violations, violent conflict and insecurity;
2. **Convening experts, practitioners and policymakers** through multi-stakeholder approaches that help create and valorize evidence-based solutions at the intersection of peace, security and justice; and
3. **Building capacities at the local, national, regional and international levels through training among other means** to ensure that the knowledge we produce provides policymakers and practitioners with concrete, practical ways to implement the evidence-based solutions that we help create.

With in-depth first-hand experience and partners in more than 30 country contexts, The Hague Institute has a demonstrated track record in the following thematic areas:

- Accountability, Courts and Tribunals
- City Responsibility
- Education and Conflict Prevention
- EU as a Regional and Global Actor



- Prevention of Mass Atrocities
- Water Diplomacy and Climate Governance

The overview below shows key Hague Institute projects and events, developed in the framework of the mission statement, in which funds made available through the FES-subsidy were invested. The overview indicates the main outputs and outcomes related to each project or event with a view to elucidating the return on investment.<sup>2</sup>

### ***Projects (in alphabetical order)***

#### **(i) Commission on Global Security, Justice and Governance (completed)**

In 2014, The Hague Institute and the Stimson Center convened the Commission on Global Security, Justice & Governance, co-chaired by former US Secretary of State, Madeleine K. Albright and former Foreign Minister of Nigeria, Ibrahim Gambari. The key deliverable was the Commission's final report, [Confronting the Crisis of Global Governance](#), which was launched in 2015.

Building on the tradition of the 1995 Commission on Global Governance and the 2004 High-Level Panel on Threats, Challenges and Change, the Commission considered new frameworks for collective action on pressing issues such as state fragility, the effect of climate change on lives and livelihoods, and the hyper-connected global economy.

Preparations for the Commission's final report involved a number of multi-stakeholder consultations across the globe. Consultations were conducted with UN Member State representatives and officials at UN Headquarters and in conjunction with the 2014 Hague Conference on Business and Human Security, the 2014 India Conference on Cyber Security and Cyber Governance, the 2014 UN Climate Change Conference in Lima, and the 2015 Munich Security Conference. These consultations brought together eminent thinkers, as well as students and young professionals, to consider frameworks for collective action on the topics of fragile states, cyber security and climate governance, among others.

*Outputs:* The Commission's final report was launched at the Peace Palace in The Hague on 16 June 2015. Commission Co-Chairs Madeleine Albright and Ibrahim Gambari presented the Commission's chief recommendations during the launch event. Activities related to the launch of the report were held in various locations including at the United Nations in New York, in Washington D.C., Abuja, Berlin and Tokyo.

*Outcomes:* In addition to providing policymakers and practitioners with a wide-range of forward-leaning recommendations for resolving pressing security, justice and governance challenges, this project substantially enhanced the Institute's profile and global network. It also helped the Institute garner a key (externally-funded) role in formulating the NL Ministry of Foreign Affairs'

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<sup>2</sup> Please see the separate document *Intersections Autumn/Winter 2016*, which provides a detailed overview of the recent work of The Hague Institute.





contribution to the European Union's Global Strategy on Foreign and Security Policy in December 2015, as well as a subsequent evaluation of this policy in 2016.

**(ii) Conflict Prevention in The Hague (Phase I completed)**

This pilot project aimed to understand how municipal forms of governance can prevent and mitigate violent conflict. The pilot began in March 2015 and comprised a series of consultations with representatives of the municipality, the police, health experts, the private sector, educational institutions, civil society, young professionals, students and academia. More than 100 people contributed to the project by participating in consultations held between March 2015 and March 2016 (i.e. three roundtable discussions, two consultative groups meetings, and eight working group sessions). In particular the consultations aimed to:

- Understand the changing nature and threat of violence;
- Identify best practices, demands and challenges of designing and delivering preventive approaches;
- Set priority areas for policymakers and practitioners; and
- Identify recommendations and actionable measures for strengthening policy and practice.

To mark the end of the first phase of the project, the Institute produced a [report](#) which presents the main findings of the study. The report also provides recommendations and concrete, actionable measures that were identified during the consultations. Some of these measures will be implemented during the second phase of the project for which external funding is being sought. In particular, three measures will be prioritized:

- To invest in education to promote active citizenship and the use of schools as platforms to encourage critical thinking and debate;
- To strengthen dialogue among street-level police and young people; and
- To further involve businesses in community-based activities and initiatives.

*Outputs:* Report on “Conflict Prevention in The Hague and the Metropolitan Area” and multiple stakeholder consultations.

*Outcomes:* Several stakeholders from the police, education and business communities have declared their willingness to undertake joint initiatives as a follow-up to the pilot phase. The Institute is now in consultation with these stakeholders to develop joint project proposals and seek external funding. The Institute has already secured EUR 30.000 from the Municipality of The Hague for the second phase of the project. Together with our partner Siemens, the Institute has participated in several related initiatives, including the Innovation Congress by the Ministry of Security and Justice and the Future Force Conference by the Ministry of Defense. ROC Mondrian has also asked the Institute to organize an event to discuss education and local identity in The Hague.



**(iii) Governance of Climate Adaptation in Small Island Developing States (pilot phase completed)**

Small island communities are acutely affected by the consequences of climate change. The aim of this project is to contribute to sustainable economic development, climate change adaptation and disaster risk reduction by developing effective governance arrangements in a participatory process. This is a pilot project focusing on three communities in Zanzibar.

The project organized five events in Zanzibar: three at the community-level and two at the national-level. The workshops obtained high-level political buy-in. The former Honorary Minister of State, First Vice Presidents' Office, Fatma Abdulhabib Ferej, stressed the importance of anticipating the consequences of climate change: “Zanzibar aspires [to] a transition to a green economy by 2030, requiring new approaches for sustainable and climate-proof development. It can only be achieved through a concerted effort and joint investments by public and private stakeholders. I wish to express my sincere gratitude to The Hague Institute for Global Justice from the Netherlands for their support to facilitate this important process.” The Minister of Land, Energy, Water and Environment, Salama Aboud Talib, underlined the importance of local adaptive responses to climate change and thanked The Hague Institute for taking leadership in this process. These workshops have been featured in the local media, including the Zanzibar Broadcasting Company that televised it on prime time news. The multi-stakeholder workshops served as good outlets for briefing concerned communities, practitioners and policymakers on the (interim) research findings. While the local workshops were attended by 50 people each, the national workshops were attended by 80 participants each.

In addition to the investment provided by the Institute, the project received financial support from the Young Expert Program on Water hosted by the Netherlands Water Partnership, as well as in-kind contributions from Deltares. The project involved the Department of Environment of the Government of Zanzibar as a local partner.

*Outputs:* The project involved primary research which took the form of interviews, focus-group discussions and participatory action planning. It produced six deliverables: an inception report, a mid-year report, a comparative assessment report, a baseline assessment report, local climate action plans (in which policy recommendations are provided), and a paper on local adaptation planning. Additionally, eight publications have resulted from the project: a policy brief on adaptive delta governance, three working papers on climate justice, climate security, and a conflict-sensitive approach for mitigation and adaptation; and four commentaries on SIDS and climate change.

*Outcomes:* The project has received extensive references in the Zanzibar Climate Change Action Plan 2016-2021. In particular, some of the interim project outputs have been described, including the baseline assessment, the workshops and the intervention sheets. In addition, the project was selected as a “priority fast track area,” which will develop pilot responses for three communities with potential scale-up to other communities. Finally, as a follow-up to the local climate action



plans, funding requests based on the proposed interventions are being developed by the project team in partnership with the Government of Zanzibar and other stakeholders. The Institute has initiated two proposals arising from this project, which seek to operationalize several of the priority adaptation measures identified together with the Government of Zanzibar. These proposals have been submitted to DFID, the International Development Research Centre, and the OPEC Fund for International Development.

**(iv) Peace-Justice Nexus (ongoing)**

This project aims to contribute to ongoing debates on the effects of the International Criminal Court (ICC) on conflict and peace processes using qualitative, quantitative and normative methods. It assesses the impact of the ICC on the behavior and policies of governmental and non-state actors.

The main research question concerns how the ICC has impacted the domestic protection of human rights, domestic politics and perceptions of justice. The project encompasses desk and field research on select case studies of situations/preliminary investigations before the Court. The first case study commenced in 2015 and focused on Kenya. The project team visited Kenya in August and October 2015 to conduct interviews with experts, former government officials, academics, local journalists, and civil society leaders. The team also trained 10 local researchers, who then conducted over 500 surveys on local perceptions of the ICC and election violence from five different regions in Kenya in November 2015.

*Outputs:* The project has already resulted in the publication of one academic journal article, with a second journal article in progress. Through its final report, it will produce policy recommendations on conflict-sensitive approaches and transitional justice strategies to achieve, when possible, both sustainable peace and accountability for gross human rights violations.

*Outcomes:* The expertise gained through this project has informed the Institute's work on mass atrocity prevention (see below) and expanded its cooperation with international criminal justice mechanisms in The Hague and civil society actors in situation countries.

**(v) Responsibility to Protect: Atrocities Prevention Board (ongoing)**

In 2012, the US government established the Atrocities Prevention Board and has taken a number of other measures aimed at prioritizing mass atrocity prevention. This project aims to examine the efforts of the US under the Obama administration to prevent and respond to mass atrocities and draw lessons from the US experience. Insights will contribute to discussions about how to improve atrocity prevention efforts in the US and elsewhere.

*Outputs:* Drawing on over a dozen interviews with current and former US officials, NGO representatives, and other experts, our forthcoming final report (April 2017) offers substantive chapters on mass atrocity prevention policy in the US, nine case studies (Burma, Burundi, Central African Republic, Democratic Republic of Congo, Kenya, Iraq, Libya, South Sudan and Syria), the



current policy toolbox for mass atrocity prevention and reaction, and an overall evaluation of the work undertaken by the U.S. Additional deliverables include policy briefs targeting policymakers in the US, the Netherlands and several EU countries.

*Outcomes:* Building on the expertise gained through this initiative, the Institute has succeeded in obtaining a project funded by NWO-WOTRO titled “Mass Atrocity Prevention Toolkit: The Effectiveness and Ethics of Mass Atrocity Prevention Policies with Case Studies of Syria and Kenya.” The Institute was also invited to create The European Centre for R2P together with the University of Leeds and the Budapest Centre for Mass Atrocity Prevention. The center was officially launched in December 2016 at the University of Leeds. The Institute also collaborated with The Stanley Foundation, The Auschwitz Institute for Peace and Reconciliation, and MIGS on a training titled “Global Parliamentarians: The Role of the Legislative Branch in Building National Mechanisms for Atrocity Prevention” in April 2017.

#### **(vi) Water Diplomacy: Making Water Cooperation Work (ongoing)**

This project seeks to transform conflicts over water into cooperation over water by informing and empowering stakeholders at every level of governance. The unit of analysis for this project is the transboundary river basin (i.e. the Brahmaputra and Jordan River basins). The research entails:

- The development of a multi-track water diplomacy framework for understanding and advancing transboundary water cooperation;
- Legal and political-economy analyses focusing on specific challenges and options for cooperation;
- Analyses of the effectiveness of existing cooperation processes (i.e. negotiations and multi-stakeholder dialogues);
- Identification of zones of possible effective cooperation (ZOPEC); and
- Development of concrete recommendations on how to foster effective cooperation.

The project is led by The Hague Institute, in collaboration with the Stockholm International Water Institute (SIWI), the International Centre for Water Cooperation (ICWC) (under the auspices of UNESCO), the International Union for the Conservation of Nature (IUCN), Uppsala University, the University of Otago, University College Cork and the Tufts University Water Diplomacy Program.

*Outputs:* A key output of this project is the [Multi-track Water Diplomacy Framework](#), which was launched in 2016. The framework will be tested and fine-tuned in the Jordan and Brahmaputra case-study basins. The research findings on the specific challenges and opportunities related to water cooperation within the basins will be presented and discussed in multi-stakeholder dialogues.

*Outcome:* The expertise gained and showcased through this project has resulted in numerous requests for mediation of water- and climate-related conflicts (e.g. Geneva Initiative); applied research (e.g. NWO-WOTRO project on Human Security in the MENA Region, 2016-2019); and



training and capacity-building activities (e.g. Palestinian-Dutch Academic Cooperation Program on Water, 2015-2016).

## Events

The majority of events held at The Hague Institute are funded by external parties. However, FES-funds have been used to support key high-level initiatives aimed at enhancing the Institute's profile as a convener of topical, public events that cater to Dutch and international policymakers and practitioners.

### **(i) Distinguished Speaker Series (ongoing)**

The Distinguished Speaker Series (DSS) showcases eminent practitioners in international affairs and is the centerpiece of the Institute's high-level engagement with the diverse community of practitioners and policymakers based in the city and wider region. International speakers have included: HRH Prince El Hassan of Jordan, Secretary-General of the Commonwealth Baroness Patricia Scotland, Director-General of UNESCO Irina Bokova, Secretary General of the OSCE Lamberto Zannier, and Prime Minister of Albania H.E. Edi Rama. Since 2013, the Institute has hosted 18 DSS events drawing approximately 2,000 attendees.

The DSS has also provided an opportunity for sitting Dutch Ministers for Defence, and Security and Justice, as well as the current Chief of Defence of the Netherlands, to discuss the role and ambitions of the Netherlands on the world stage. Special editions of the DSS – *Inside View* and *Premier Perspectives* – have convened former Dutch Prime Ministers, former Dutch Ministers of Foreign Affairs, former Dutch Permanent Representatives to the UN, and former Dutch Political Directors to address how the Netherlands can address emerging global challenges effectively.

*Outcomes:* The DSS has played a critical role in facilitating knowledge-sharing between international decision-makers and practitioners and policymakers in The Hague. Feedback from the Hague-based diplomatic corps makes clear that it has helped improve their understanding of Dutch foreign policy and the role of the Netherlands internationally.

### **(ii) Global Table on Re-thinking Governance in Fragile States (completed)**

Building on our successful collaboration during the Munich Security Conference in February 2016, The Hague Institute and the BMW Foundation partnered once again in June 2016 to organize the sixth BMW Foundation Global Table on "Re-thinking Governance in Fragile States." The Global Table convened 26 experts from 17 countries to discuss new approaches to conflict prevention and peacebuilding. A special session featured the Prosecutor of the International Criminal Court, Fatou Bensouda, who discussed the court's role in preventing violent conflict and deterring international crimes.

Participants reflected on the staggering humanitarian, economic and social costs of contemporary armed conflicts, and explored the norms, tools, actors and institutions integral to successful conflict prevention and peacebuilding during three days of intensive discussion. The first phase of



the Global Table focused on how to prevent the initial onset of deadly conflict more effectively, while the second phase focused on the challenges of building sustainable peace in fragile states. The Hague Institute's 2013 publication *The Hague Approach*, which details six principles for achieving sustainable peace in post-conflict situations, was the point of departure for the discussions during the second phase.

This event is the second of five Global Tables hosted by the BMW Foundation and its partners. The Global Table series engages decision-makers from Europe and emerging powers in a strategic dialogue across sectors and generations. The Global Tables alternate between Europe and the emerging global powers and will conclude with the 2nd Berlin Global Forum in November 2017.

*Outcome:* The Global Table provided the Institute with a unique opportunity to expand its network and share its work on conflict prevention and rule of law with policymakers and practitioners who are actively engaged in resolving the most pressing global challenges we face today.

### **3. The Next Phase of The Hague Institute for Global Justice (2017- 2019)**

By the end of 2016, the decisions of the Supervisory Board concerning further budget cuts and staff reduction were implemented. Additionally, a process was started to develop a business plan for the continuation of The Hague Institute. This plan is submitted separately, together with the annual accounts, for consideration and decision-making.





#### 4. Conclusions: The Fulfillment of the FES-subsidy Conditions

In the original project plan, the following aims and tasks for The Hague Institute were described:

##### *Doelstellingen*

1. Het IGJ bundelt en versterkt kennis en expertise, aanwezig binnen de Haagse kennisinstellingen, de Nederlandse universiteiten, niet-gouvernementele organisaties (NGO's), de internationale hoven en verdragsorganisaties in Den Haag om samen met internationale partners een sterke internationale concurrentiepositie in te kunnen nemen.
2. Het IGJ stimuleert innovatie en coherentie van relevante (inter)nationale kennis over recht en gerechtigheid in samenhang met vrede, veiligheid en ontwikkeling.
3. Het IGJ brengt de (inter)nationale vraag van publieke en private actoren en het beste en meest innovatieve aanbod dat wereldwijd beschikbaar is, bijeen.
4. Het IGJ ontwikkelt en onderhoudt een mondiaal netwerk op het hoogste niveau, gericht op innovatie en valorisatie.
5. Het IGJ vervult de rol van onafhankelijke internationaal gezaghebbende denktank, die een actieve bijdrage levert aan het debat over recht en gerechtigheid in samenhang met vrede, veiligheid en ontwikkeling.

##### *Kerntaken en Activiteiten*

Het IGJ zal deze doelstellingen verwezenlijken door:

1. Het ontwikkelen van een interdisciplinaire, geïntegreerde, cultuursensitieve en derhalve duurzame benadering van complexe mondiale vraagstukken;
2. Het bevorderen van wetenschappelijk excellent en beleidsrelevant onderzoek, opleidingen, advisering en publiek debat;
3. Het IGJ fungeert als een katalysator voor innovatie onder meer door middel van het organiseren van conferenties, seminars en het onderhouden van een webportaal;
4. Het IGJ profileert zich als expert op het gebied van recht en gerechtigheid in samenhang met vrede, veiligheid en ontwikkeling en draagt dit proactief uit door opiniërende en wetenschappelijke publicaties.
5. Het IGJ functioneert als platform en aanjager alsook coördinator van activiteiten die samenhangen met door andere actoren in Den Haag geplande activiteiten/evenementen die gerekend kunnen worden tot het Global Justice-cluster.

These aims and tasks were summarized in the Midterm review report, and it was concluded that the following conditions should be evaluated:

- a. Has a clear mission statement been developed?
- b. Has the organization been developed according to the approved plans and is a proper work program in place?
- c. Are the activities of the Institute in accordance with the work program and do they contribute to the established mission statement?
- d. Have the founding partners met the obligations they agreed to at the start of the Institute?
- e. Is the FES subsidy used according to the agreed plans, and did this start-up investment lead to a sustainable future for the Institute?

In the section below are assessments in relation to each of these subsidy conditions.

##### ***The mission statement***

The Hague Institute was established in 2011 as an independent, non-profit organization. Its goal is to create a more just world by integrating justice with peace and security. To this end, The Hague Institute aims to address a central contemporary challenge: the deep disconnection between



policymakers, practitioners and researchers in finding solutions for serious human rights violations, violent conflict and insecurity.

Between 2011 and 2013, the Institute implemented several feasibility studies with a view to determining the scope of its work. These studies absorbed approximately 2 million Euros of the FES-subsidy. This sum includes significant funds provided to other Hague-based knowledge institutions in the context of research activities. In 2013, The Hague Institute re-organized its activities into three programmatic areas: conflict prevention, rule of law and global governance. Its work since 2013 has focused on these areas and taken three primary forms: (1) conducting interdisciplinary, policy-relevant research; (2) convening experts, practitioners and policymakers to facilitate knowledge-sharing; and (3) building capacities at the local, national, regional and international levels through trainings and other activities.

The Institute's mission statement has been developed over the course of the past five years. It details the substantive focus of the work of the Institute, and elucidates the approach taken: a combination of (applied) policy-relevant research, convening and capacity-building.

The mission statement is presented in full in Section 2 of this report. It has been approved by the Supervisory Board and is used as the framework for the projects and activities of the Institute. It is also the point of reference for decisions about cooperation with in-house and external partners.

### ***Organizational developments***

The development of the organization is described in Section 1 of this report. The organization has been developed as agreed upon by the Temporary Board. In January 2013, the President of the Institute was appointed, to be followed by the appointment of the Executive Director in the beginning of 2014. With these appointments the Executive Board was completed, and the Temporary Board was dismissed and replaced by the Supervisory Board. In the course of the Summer of 2014, however, it became clear that the President and the Executive Director did not cooperate well. The Supervisory Board took the decision to reduce the Executive Board to one person, the President. At the same time two additional positions were created and fulfilled: a Head of Operations to assist the President with the management of the institute, and a Development Officer to assist with the acquisition of funds for the program of the institute.

In the first years of its existence, The Hague Institute maintained an annual budget of approximately 5 million Euros, which allowed for a staff of, on average, 30 fte working in three programmatic areas: conflict prevention, rule of law and global governance. In anticipation of the drawdown of the FES-subsidy in 2016, the budget was reduced to 4 million Euros. The President and the Supervisory Board expected this reduction to be sufficient when, at the same time, the development activities, which were undertaken, would lead to a sufficient level of additional income.



This however, soon proved not to be the case. Although the profile was recognized and the (international) reputation of the institute grew quickly, it became clear that it was impossible to acquire institutional funding or unrestricted programmatic funding on this short term. At the same time, the economic crisis led to governmental budget cuts which affected the size of the market for project funding in a negative way and also led to an increased competition between the parties which became more and more dependent on this type of funding. Although there were successes, as for instance the list on page 8 of this report shows, it was unfeasible to maintain the size of the institute on this budget level. As a first step, a further reduction of the budget to 2.7 million Euros for 2017 was requested by the Supervisory Board in late 2016, necessitating a round of staff dismissals in December 2016. This decision was based on the expectation that for that year an income level of 1.9 million Euros arising primarily from research projects could be realized. It became clear, however, that this acquisition target was too high. Therefore, the Board and Management took the decision to implement a further round of dismissals in March 2017. The core work of the Institute will be maintained at a level close to its current productive capacity (6.1 fte), while other functions and related activities have been eliminated. The remaining staff will be 8.5 fte (10 people). The number of projects and activities has been reduced, but the substantive focus and the approach taken remains the same and fully in line with the mission statement.

The following main aims were set in the preparation of the Institute, and were mentioned as subsidy conditions in the letter of approval of the subsidy request (Letter of 5 October 2010: OI/REB/10116548):

- The pooling of resources of the knowledge institutes in The Hague in the field of peace and justice, thereby strengthening this knowledge infrastructure in the city and, also, contributing to the Randstad as an economically strong and viable region;
- Developing cooperation with these institutes, Dutch universities in general, NGOs and international organizations to create and execute a strong program in the same field;
- To develop and maintain a high-level international network, aiming at innovative and relevant work; and
- To perform as an independent think-tank.

We conclude that these aims have been realized, as described in this report. However, underlying these aims, The Hague Institute was also clearly meant to operate in a sustainable way and on the basis of a sufficient level of acquired funding. This has not been possible in the relatively short start-up period, and this is the reason why a program of consolidation and cost reduction had to be designed and executed. This program is now almost completed. The reduced Institute will nonetheless be able to continue its work. The original aims will also continue to lead the substantive and organizational development of The Hague Institute.

### ***Relevance of concrete projects and activities***

The projects and activities of the Institute – FES or otherwise funded – have all been connected to its substantive focus areas. A system of monitoring and evaluation was put in place to ensure the



quality of work processes, outputs and outcomes. A working group was formed in 2016 to document the impact of the Institute's work. The many positive references of clients, funders, and other involved parties are further proof of the quality and relevance of the work of the Institute.<sup>3</sup>

The Institute continues to strive to acquire external funding, which will allow it to operationalize its mission statement through concrete projects and activities under six themes: accountability, court and tribunals; city responsibility; education and conflict prevention; the EU as a regional and global actor; the prevention of mass atrocities; and water diplomacy and climate governance. The Hague Institute has succeeded in raising 7.6 million Euros in external project funding during the first five years of its existence. For 2017, the Institute has acquired external funding for research projects, training and capacity-building activities, and events. At the moment, the level of acquired funding is € 800.000 for 2017, of which € 540.000 is coverage of staff costs.

Furthermore, the Institute has submitted several proposals for external funding on which decisions are pending. These proposals have a total value of € 320.000 in staff costs and € 375.000 in other costs.

Importantly, other projects that are relevant for the work of the Institute are in the pipeline, but have not yet led to submitted proposals. Internal decisions on new projects and activities are based on three criteria:

- Relevance to the substantive framework as explained in the mission statement;
- Staff and other capacity to be able to execute the planned project or activity as needed, aiming for high societal impact;
- The availability of sufficient funding for the work to be done.

### ***Obligations of the founding partners***

The midterm report shows that the Municipality of The Hague has fulfilled its obligations towards the Institute. Most of the founding partners also proved willing and capable of providing the agreed in-kind investments. The only exception is the Asser Institute.

In the years after 2013, it became more difficult to reach agreements on additional in-kind investments from the founding partners. The agreements with the Carnegie Foundation and ISS continued. HiiL concluded that its new position no longer allowed it to continue to make contributions to the program of The Hague Institute. The cooperation with Clingendael diminished, and at some point even turned into competition. On the other hand, cooperation with The Hague University of Applied Sciences and the Leiden University Campus The Hague (FGGA) is progressing well.

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<sup>3</sup> Please see Annex 1 for a list of endorsements of the Institute's work, provided by key partners and stakeholders on the occasion of its fifth anniversary.



All in all, the founding partners have only partially lived up to their obligations. However, new collaborations have come about, such as the intensive cooperation with the Institute for Economics and Peace and University College Roosevelt, as well as the emerging cooperation with TU Delft. Existing cooperation with other parties (MercyCorps, WANA Institute in Amman, Leeds University, Ecorys, and many others) will continue in the future.

***Towards a sustainable future for The Hague Institute***

The recently designed and executed program for the consolidation of the Institute's program, and for the necessary cost reduction, implied a plan for the next phase of the Institute. This plan has been developed and agreed upon by key stakeholders: The Hague Institute, the Municipality of The Hague, and TU Delft. The new situation, implying financial sustainability, will be realized by:

1. Reducing the direct (staff and operating) costs of The Hague Institute to a level that can be financed through externally-funded projects and activities;
2. Cooperating with partners in The Hague to create a new substantive proposition for the market, thereby increasing the market power of all the cooperating organizations; and
3. Sharing overhead costs (e.g. building costs and general costs) by allowing other parties to use the building and facilities of the Institute.

This plan is submitted separately.



## **Annex 1**

The Institute received a number of endorsements from key partners and stakeholders to mark its fifth anniversary. These are presented below.

### **Madeleine K. Albright, Former US Secretary of State**

It has been an honor to serve as Chair of the Advisory Council of The Hague Institute for Global Justice for the past five years. The Institute has quickly established itself as a leading think tank focusing on practical solutions to the consequential challenges facing policymakers today. It has produced thoughtful and high-quality publications such as *Confronting the Crisis of Global Governance* and *The Hague Approach*, while illuminating the tangible and positive difference that justice makes in people's lives. I have every confidence that The Hague Institute will continue to make important contributions to the timeless and challenging quest for global justice.

### **Jozias van Aartsen, Former Mayor of The Hague**

The Hague Institute for Global Justice was established five years ago in response to a growing demand for policy-relevant research and innovative thinking on critical issues of peace and justice. Today, the Institute plays a key role in informing the work of cities, governments and international organizations by conducting research, building capacity, and convening renowned scholars and practitioners to discuss solutions to contemporary global challenges. I am delighted by what the Institute has achieved in just five years and am confident that it will continue to make important contributions to global peace and justice.

### **Fatou Bensouda, Prosecutor, International Criminal Court**

Since its inception in 2011, The Hague Institute has quickly distinguished itself as an intellectual hub for serious interdisciplinary thinking about ways of promoting international peace and justice. To be sure, in the international city of justice that is The Hague, the Institute has steadily grown into the resource of choice for expert debate and discussion on international criminal justice writ large. The contribution of the Institute to the important issues confronting international criminal justice in general and the International Criminal Court in particular has been noteworthy and is deserving of praise. I thank the Institute for its indefatigable efforts and contributions and wish it continued success.

### **Ivo Daalder, President, Chicago Council on Global Affairs**

I want to congratulate The Hague Institute for Global Justice on its anniversary. In a very short period of time, The Hague Institute has already left its mark on important areas of research and policy. I am especially pleased to have been able to collaborate with the Institute on the important issue of global cities—and in particular their role in combatting communal violence. As a key knowledge partner of the Chicago Forum on Global Cities, The Hague Institute has much to contribute to this critical set of issues.

### **Jan Eliasson, Former Deputy Secretary-General of the United Nations**

The Hague Institute's approach to building sustainable peace highlights the importance of breaking down boundaries across different disciplines and actors. It is only by recognizing the close relationships between peace, development, human rights and the rule of law that we can effectively address the challenges of today's world. I welcome the Hague Institute's contribution in this mission and pursuit.

### **Paul F. van der Heijden, Chairman, Board of Directors, Netherlands Institute of International Relations 'Clingendael'**

Over the course of five years, The Hague Institute has developed into a progressive institute which develops and implements cutting-edge research projects to advance peace and justice. It has demonstrated a unique ability to provide key stakeholders dealing with challenging global issues with an independent platform for exchanging ideas and bridging intellectual and political differences for the betterment of global justice. There will be no global justice without social justice. The Social Justice Expertise Center, a collaboration between Leiden Law School's Department of





Labor Law and The Hague Institute, which I have the pleasure of chairing, has grown to become a recognized name among both labor law scholars and practitioners in relation to the advancement international labor rights due to the indispensable role of the Institute in the collaboration. It gives me great delight to commemorate the efforts of the Institute and wish it many more years of successful endeavors in its efforts to make justice truly global.

**Cameron Hudson, Director, Simon-Skoldt Center for the Prevention of Genocide, United States Holocaust Memorial Museum**

I write to express my most heartfelt congratulations to you and the staff of the Hague Institute for Global Justice as you mark your five year anniversary. In a short time you have succeeded in establishing The Hague Institute as one of Europe's leading think tanks and a preeminent voice on issues of peacebuilding, justice and accountability, and conflict prevention anywhere in the world. I am thankful to count you as a trusted partner in so much of the work of the United States Holocaust Memorial Museum.

Our two-part project on International Decision-Making in the Age of Genocide broke new ground in our collective understanding of how genocide was allowed to unfurl in both Rwanda and Srebrenica. Coming as each of those conferences did on their respective 20th anniversaries, our work gave officials who responded to both crises the opportunity to revisit their decision-making and draw lessons for a new generation of leaders. The findings from this effort have been well-received at the highest levels of both the Dutch and American governments and have, I believe, made a considerable contribution to the academic scholarship around these pieces of history. I cannot underestimate your Institute's unique ability to engage this important and high-level panel, in such a perfect setting, as being a major contributor to the success of this work.

The challenges that our organizations seek to confront truly require responses that transcend country and continent. I am grateful that The Hague Institute has emerged as a strong partner for those of us in the United States seeking to engage our European and global partners in this work. I wish you and your team every success as you continue to build on your accomplishments from the last five years. I look forward to strengthening our strong bonds of partnership and our shared interest in building a more just and peaceful world.

**Bert Koenders, Minister of Foreign Affairs of the Netherlands**

In the five years since its establishment, The Hague Institute for Global Justice has become an important resource for policymakers in the Netherlands and beyond. I was delighted to participate in the consultation organized jointly by the Institute and the Netherlands Ministry of Foreign Affairs on the Strategic Review of the Common Foreign and Security Policy of the European Union in December 2015. The Institute has demonstrated a keen sensitivity to the needs of policymakers and has much to offer in support of national, regional and international policy processes.

**Theodor Meron, President of the International Residual Mechanism for Criminal Tribunals**

In its first five years in existence, The Hague Institute for Global Justice has become a vital partner of international organisations that aim at contributing to the development and progress of international justice, and a major global think-tank.

This is largely due to the vision and able leadership of Abi Williams. As the Institute's President, Abi Williams has successfully created a notable forum for scholars and practitioners from across the globe to exchange views on the challenges confronting the development of international criminal law. His work has included the facilitation of expert discussions on a wide range of engaging subjects, from the enhancement of the efficiency of international courts and tribunals to the intersection of diplomacy and law.

I am especially grateful to Abi Williams and the entire team at The Hague Institute for Global Justice for the support that they have provided in a number of instances to the organisations that I have had the honour to represent – the Mechanism for International Criminal Tribunals and the International Criminal Tribunal for the former Yugoslavia. The



Institute has generously given the Tribunals opportunities to add their perspective to significant conversations on international justice. In addition, the Institute has assisted the Mechanism in explaining its unique character and mandate, and has supported the ICTY in cementing its legacy.

In brief, The Hague Institute for Global Justice has proven to be an invaluable institution for connecting people and ideas, and in turning each event into a source of both reflection and action.

I, personally, have greatly relied on Abi Williams's support, advice and leadership.

**Michael Schaefer, Chairman of the Board of Directors, BMW Foundation Herbert Quandt**

Our world has become more and more complex. The challenges we are facing require a shift of parameters in our analytical thinking, an innovative push to develop new instruments of local, regional and global cooperation, and a new form of responsible leadership which transcends the borders within and between societies. We need to progress from a foreign policy of governments to a foreign policy of societies.

In only five years since its creation, The Hague Institute for Global Justice has developed into an outstanding think-and-do-tank reaching out to include new actors in the international dialogue and supporting impulses and ideas resulting from those processes.

The BMW Foundation Herbert Quandt is proud to be a strategic partner for The Hague Institute. The cooperation between our two organizations within the framework of the BMW Foundation Global Table, which brings together leaders from Europe and other world regions on complex issues of global importance from all sectors of society, is a powerful tool in rethinking global concepts and supporting actors to move into new directions.

We compliment The Hague Institute for Global Justice on its achievements in the past five years and wish its wonderful team a successful future!

**Strobe Talbott, President, The Brookings Institution**

Since 2012, the Brookings Institution has been honored to partner with The Hague Institute for Global Justice to tackle some of the greatest challenges at the nexus of international law, justice, and policy facing the international community. Together, through the Washington-based Justice Breyer Lecture on International Law (established in 2014) and the Hague-based Madeleine K. Albright Global Justice Lecture (established in 2015), we maintain a transatlantic dialogue on international norms that informs global debates. We at Brookings are proud of this partnership and look forward to engaging with The Hague Institute for years to come.

**Ahmet Üzümcü, Director-General of the Organisation for the Prohibition of Chemical Weapons**

The Hague Institute for Global Justice has, in five short years, established itself as a premier forum for bringing international legal frameworks to bear on real humanitarian problems. Its researchers have focused on practical solutions for breaking cycles of violence, which have deservedly caught the attention of civil society and policymakers alike. Peace and disarmament are much more than the absence of war and arms; they demand the active pursuit of holistic, durable solutions – something that resonates strongly with our work at the Organisation for the Prohibition of Chemical Weapons.



## Business Plan 2017 – 2019



29 May 2017



## Business Plan 2017 - 2019

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## Introduction and Summary of the Plan

### Introduction

The Hague Institute for Global Justice was created in 2011 as a new part of the knowledge infrastructure of the city of the Hague, aiming at an overarching and multidisciplinary approach for the themes of Peace, Justice and Security. The Institute would become a think tank with a central position in The Hague. It was to provide a platform for a significant contribution from The Hague's organizations and institutions to the international debate and global research efforts for the pressing issues of these times. Issues which can be summarized as conflict prevention, global governance and respect for the rule of law in unstable societies. The Hague Institute has worked energetically on its mandate with the help of initial government funding, and in cooperation with many partners worldwide and in The Hague. The Institute has managed to create a network and build a name for itself as a think tank with a practical, policy relevant side. The key of this plan is to continue on that path, but to



increase institutional cooperation and to make amendments in its programming to reflect new realities. An example is the start of a cooperation with the Qatar Foundation Education Above All, formally started on 19 May 2017 after an inception period of more than a year.

The Hague Institute for Global Justice will work further on a broad agenda, allowing for in depth policy research, for convening of policymakers and experts, for high level speakers and for capacity building in and for countries in development. But only if and when the market so demands, which means that it will be essential to become even more demand driven and to harmonize our activities with the objectives of our clients.

### Summary

This document presents a plan for the next phase of The Hague Institute for Global Justice (2017-2019). The point of departure for this business plan is that although The Hague Institute has developed a fairly strong portfolio of work as an international think-and-do tank, project- and activity-based funding cannot cover overhead costs adequately, let alone generate reserves. The institute first needs to reduce costs to the level of the acquired project-based income, and, secondly, to work on it's focus, the strengthening of its market position and program, in cooperation with other parties and in line with other initiatives in The Hague.



The new way forward, leading to financial sustainability, will be realized by:

1. Reducing the direct (staff and operating) costs of The Hague Institute to a level that can be financed through externally-funded projects and activities; also reducing overhead costs (e.g. rental costs and general costs) by acquiring another tenant for its building; *these cost reductions will allow the institute to continue present operations on the basis of the acquired project income;*
2. Developing and strengthening the cooperation with TU Delft and other partners like Leiden University and The Institute for Economics and Peace; *this will create a situation whereby the institute will also in the coming years be able to continue its work on the basis of acquired project income;* and
3. Participating in processes, initiated by the Municipality and supported by the Ministry of Foreign Affairs in The Hague to develop an 'ecosystem for knowledge based organizations in the field of peace, justice and security ' which will be a sound basis for new substantive propositions for the market, *thereby increasing the market power of all the cooperating organizations.*

This plan will be executed along three lines of action that are mutually reinforcing.

The first action (until June 2017) is the consolidation of The Hague Institute. In this period, the staff and operating costs of The Hague Institute will be reduced significantly, while the current projects of the Institute will continue to be executed as planned. Additionally, close attention will be paid to securing further project funding, thereby increasing income.

With regard to the rental costs of Sophialaan 10, a new tenant - the Indisch Herinneringscentrum – will rent the building from 1 August 2017 onwards. The center will be the main tenant of the building, while allowing The Hague Institute and its partners to continue making use of the building and its facilities. As a consequence of this arrangement, the management of the building will be separated from the management of The Hague Institute.

This arrangement will help to ensure the sustainability of the institute. It will also allow the institute to conduct the acquired work and to engage in the process of cooperation with other parties to strengthen its program and market position.

The second action, which has been initiated by the Municipality of The Hague at the beginning of this year and will continue throughout the year, is partly led by TU Delft. It aims to develop a pilot program on the UNSDGs and 'responsible innovation.' This program seeks to combine the efforts of various high-level, funded academic research groups to develop 'The Hague Valley of Global Justice.' The Municipality of The Hague





invested in the cooperation with TU Delft (see the letter of the Municipality to the Board of TU Delft: 7 December 2016; ABBA/VL/7155; Subject: 'subsidieverlening TU Delft/THIGJ 2.0 2017') in order to make synergies with the existing network and projects of The Hague Institute for Global Justice possible.

At the same time, agreements regarding cooperation with several (university) partners are, or will soon be, finalized in order to strengthen the market position of the Institute and cooperate in fundraising and development.

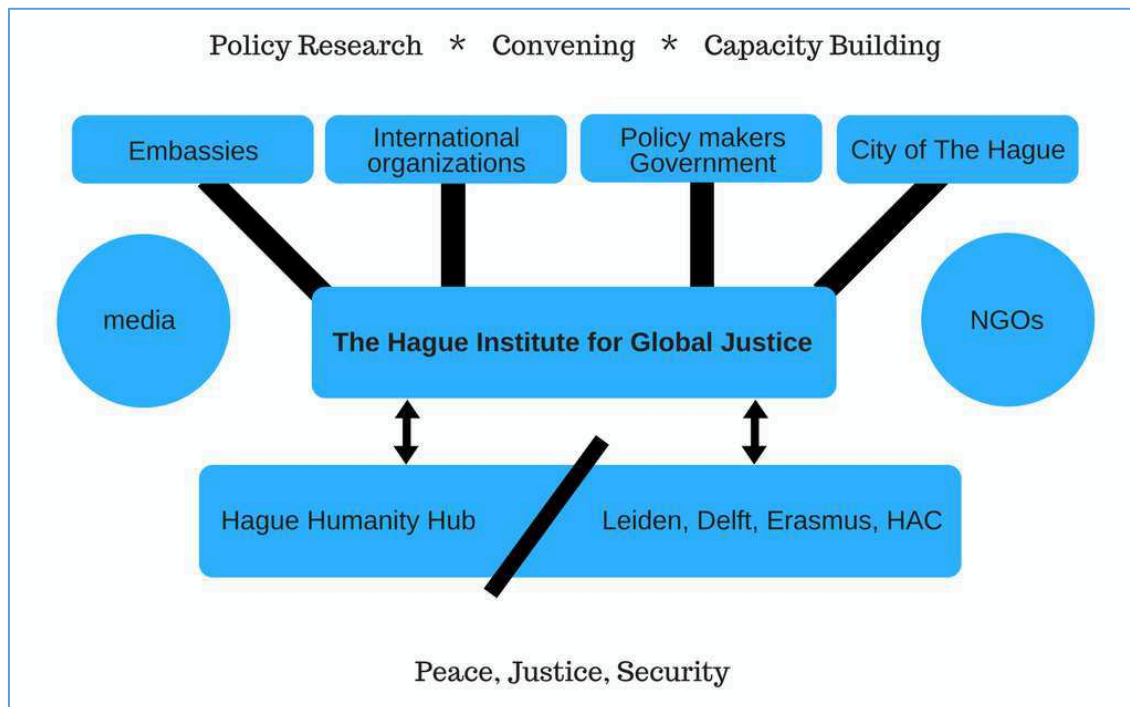
This action will lead to a situation whereby the institute will also in the coming years be able to continue its work on the basis of acquired project income.

The third action is now in its initial phase and is externally led, on the initiative of the Municipality of The Hague. The Municipality has commissioned a study by De Galan Groep on the possibilities of combining (the activities of) a number of institutes in The Hague, including The Hague Institute for Global Justice.

At the same time, the Municipality is leading the start of the so-called Humanity Hub. This will become a network organization and a basis for an ecosystem in The Hague where partners – both knowledge institutes and NGOs – will collaborate to develop new and more effective approaches in the fields of, amongst others, access to justice and conflict prevention.

These two developments will be mutually reinforcing and The Hague Institute will participate in both. The developments are indeed very promising and offer great opportunities for the next phase of the Institute.

The Hague Institute is cooperating fully in this action.



As a consequence of these actions and developments, changes to the governance structure of the Institute are required. Firstly, the mission and goals of the organization will develop in a new direction. Secondly, the role of stakeholders will change since new partners may contribute to institutional development in different ways (financial, staffing etc.). Therefore, alterations to the bylaws of The Hague Institute are necessary with regard to decision-making power and accompanying responsibilities. They can, however, only be drafted conclusively once the developments described above have progressed further.

### Concluding remark

The release of the final tranche of the FES-subsidy is critical to the continuation of The Hague Institute beyond **May 2017**. Since the funds were not available in 2016, the continuity reserve of the institute had to be used in 2016 almost fully, to be able to cover the costs of the institute. The final tranche of the FES-subsidy will provide the Institute with valuable time to generate additional project- and activity-based external funding, and to participate in the processes that are currently taking place in The Hague that will lead to new business opportunities.



## Action 1: Consolidation of The Hague Institute



The following sections describe the actions which are necessary to be able to consolidate the institute and its program. The first action comprises of two prongs: (1) reducing costs; and (2) increasing income.

### 1. Reducing Costs

**Cost reduction** has been achieved primarily by implementing two rounds of staff reductions (December 2016 and March 2017) to bring the level of staff costs to the absolute minimum necessary to implement current projects and activities and to raise additional funds. At the time of submitting this plan, the Institute has dismissed more than 60% of its staff and curtailed non-essential operations and expenditure accordingly. This plan envisages a remaining staff of 8.5 fte.

Additionally, the costs of operations will be reduced by 90%, primarily by vacating the position as the main tenant of Sophialaan 10. The new main tenant - the Indisch Herinneringscentrum will allow The Hague Institute and its partners to continue making use of the building and its facilities.

The Hague Institute was established in 2011 as an independent, non-profit organization that aims to shape discourse and bridge gaps between research, policy and practice on global issues at the critical intersection of peace, security and justice. Between 2011 and 2013, the Institute implemented several feasibility studies with a view to determining the scope of its work. These studies absorbed approximately 2 million Euros of the FES-subsidy. This sum included significant funds provided to other Hague-based knowledge institutions in the context of research activities. In 2013, The



Hague Institute re-organized its activities into three programmatic areas: conflict prevention, rule of law and global governance. Its work since 2013 has focused on these areas and taken three primary forms: (1) conducting interdisciplinary, policy-relevant research; (2) convening experts, practitioners and policymakers to facilitate knowledge-sharing; and (3) building capacities at the local, national, regional and international levels through trainings and other activities.

In the first years of its existence, The Hague Institute maintained an annual budget of approximately 5 million Euros, which allowed for a staff of 30 fte working in three programmatic areas: conflict prevention, rule of law and global governance. In anticipation of the drawdown of the FES-subsidy in 2016, the budget was reduced to 4 million Euros. A further reduction of the budget to 2.7 million Euros for 2017 was requested by the Supervisory Board in late 2016, necessitating a round of staff dismissals in December 2016.

After the midterm review in 2013 recommended measures were taken to improve the earning capacity of the institute: the communications & development department was created, and an executive director was appointed. Two years later it had to be concluded that these measures had not been sufficiently addressed. The Board and Management of the Institute had to decide to consolidate and reduce the work program of the institute. An income level of 1.9 million Euros for 2017 was envisaged, arising primarily from research projects. It became clear, however, that this acquisition target was too high. The next section provides additional details on the plan for acquiring the required funds, but in the interim, the Board and Management have taken the decision to implement a further round of dismissals in March 2017. The core work of the Institute will be maintained at a level close to its current productive capacity (6.1 fte), while other functions and related activities will be eliminated. **The remaining staff will at maximum be 8.5 fte (10 people).**

## 2. Increasing Income

**Increasing income** consists of several lines of activity. The first involves acquiring external funding through research projects, events, and training/capacity-building activities. Priority will be given to substantive areas in which significant funding has been or is likely to be acquired.

### *Project- and activity-based funding*

**Annex 1** contains the value statement of The Hague Institute and elucidates how it aims to create a more just world by integrating justice with peace and security. The



Institute continues to strive to acquire external funding, which will allow it to operationalize its mission statement through concrete projects and activities under five themes: accountability, court and tribunals; city responsibility; education and conflict prevention; the EU as a regional and global actor; the prevention of mass atrocities; and water diplomacy and climate governance. The Hague Institute has succeeded in raising **7.6 million Euros** in external project funding during the first five years of its existence. For 2017, the Institute has acquired external funding for research projects, training and capacity-building activities, and events – detailed information is provided in **Annex 3**. At the moment, the level of acquired funding is € 800.000 for 2017, of which € 540.000 is coverage of staff costs. This implies a necessary productive capacity of 5 – 6 research staff.

Furthermore, the Institute has submitted several proposals for external funding on which decisions are pending. These proposals have a total value of € 320.000 in staff costs and € 375.000 in other costs. The details of the prospective funding are contained in **Annex 4**.

### Examples of Policy- Relevant Research

#### 1. Water Diplomacy and Climate Governance

- Evidence-based Mediation in Middle East – ‘Geneva Initiative’; ‘Making Water Cooperation Work’
- ‘Conflict Prevention through participatory planning in Small Island Development States (Zanzibar)’

#### 2. Accountability, Courts and Tribunals

- ‘Forensic Capacity/Building in Lebanon’
- ‘Legislative and policy reform recommendations re: human trafficking and smuggling For European Commission’

Importantly, other projects that are relevant for the work of the Institute are in the pipeline, and new ones are being developed. For instance, The Netherlands Ministry of Foreign Affairs and its representative offices in Addis Abeba, have asked the Institute to lead a four year program (budget over 500.000,-) on Strengthening the Reform Agenda in Ethiopia. The Hague Institute will lead this project, in partnership with Leiden University and the Oromia regional government in Ethiopia. Comprising joint



research programs and roundtable conferences, the project will help the Oromo Peoples' Democratic Organisation (OPDO) and the regional government to develop a systematic, research-led, implementable reform agenda. Another example is the agreement with Levenbert, Oman, to join a consortium for the execution of a program 'Vision 2040'. Contract negotiations will start soon.

### Examples of Professional Training

- Enhancing the Capacity of United Nations Assistance Mission Iraq (9-12 March 2014)
- Rule of Law and Transitional Justice in Libya (11-13 June 2013 – at the Institute)
- Water governance and adaptive planning



### *Convening power*

Since 2013, The Hague Institute has convened more than 150 events at its premises. High-level events such as those that form part of the Distinguished Speaker Series and the expert consultations and public events surrounding the European Union's Global Strategy on Foreign and Security Policy have enhanced the Institute's profile and strengthened its network in and beyond The Hague. Where possible, the Institute charges external parties using its premises room rental and catering fees. As of 2017, the Institute also charges external parties staff costs related to the organization and hosting of events.







### Examples of Convening Power

- March 2016: **Save Wildlife: Act Now or Game Over** - 300+ international representatives
- December 2015: **EU's Contribution to Common Global Rules: Challenges in an Age of Power Shifts**
- June 2015: **Launch of Confronting the Crisis of Global Governance**
- March 2014: **Uncertainty and Disputed Values: The Role of Non-State Actors in Global Nuclear Security**
- September 2014: **The Hague Conference on Business and Human Security**
- June 2014 and 2015: **two international high-level roundtables on the 20th anniversaries of the genocides in Rwanda and Bosnia**

It is important to note that while stand-alone events can generate income for The Hague Institute, this will have a limited impact on the total operating budget. The goal for 2017 is to generate an income of € 80.000 from convening activities (€60.000 from stand-alone events held twice per week, and € 20.000 from training activities). The Board and Management feel this is a realistic assessment on the basis of events acquired thus far for 2017 and the Institute's track record since 2013.

## Action 2: Collaboration with Delft University and other parties

The second action also comprises two prongs: (1) cooperation with TU Delft; and (2) cooperation with other parties.

### 1. Cooperation with TU Delft

The UN emphasized the importance of technological innovation and applied science by establishing a Technology Platform for the SDGs in 2015. The UN has underlined that:

In the 21st century, Policy, Politics, Law and Diplomacy dealing with the most pressing global problems without (knowledge of) innovative technology, engineering and applied science will be practically impotent, or at least empirically inadequate. Technology without Ethics and Law will be morally blind, or at least shortsighted.

This calls for Responsible Innovation: (a) innovation that solves a global challenge without creating a new one; (b) innovation that does not address global challenges in



isolation or one at a time; (c) an innovation process that is based on fundamental values, i.e. inclusion, transparency and accountability; and (d) an innovation process that solves matters of conflicting values (for instance economic efficiency, health, safety, sustainability, privacy).

TU Delft is in the process of executing a pilot project whereby Hague-based partners join forces to develop a common, comprehensive and coherent research agenda on Responsible Innovation for Global Justice. The pilot intends to cover high-quality, international research projects on The Hague's global justice agenda, with a focus on the UN SDGs. The Delft pilot should create common ground for developing (economic) activities within The Hague region, creating a fruitful basis for entrepreneurship, and triple helix synergy.

A renewed Hague Institute could play an important role in developing The Hague agenda on global and new technology and give researchers a home base to develop 'responsible innovations for global justice.' Together with The Hague Security Delta and The Hague Humanity Hub, it would be possible to create a 'Valley of Global Justice.'

Below are a number of potential projects TU Delft is preparing for the pilot:

- Project A. Models for migration
- Project B. Towards Data Rich System Simulation
- Project C. Blockchain for Financing Humanitarian Aid
- Project D. Airport The Hague Rotterdam as Humanitarian Data – Operations Interface
- Project E. Lastmile Cold Chain
- Project F. Collective Intelligence for Humanitarians: Networked Reporting and Verification by the People
- Project G. Meaningful Human Control and Lethal Autonomous Weapon Systems (LAWS)

The goals of the Delft pilot are:

1. To gain proof of concept for Responsible Innovation for Global Justice as a distinct, comprehensive, relevant framework for research, education and policymaking;
2. To prepare for the establishment of an institute that could be the carrier of Responsible Innovation for Global Justice (as required by the UNSDGs) as per 2018; and



3. To work together in The Hague with various excellent academic partners with proven track records in relevant research towards the further development of Responsible Innovation for Global Justice.

## 2. Cooperation with other parties

The Hague Institute is currently also pursuing opportunities to intensify collaboration with partners like the university Leiden, as well as the Institute for Economics and Peace. These collaborations, as outlined below, will strengthen the Institute's capacity for research and fundraising, and may contribute to the coverage of operating costs.

### *(i) Collaboration with Leiden University*

The Hague Institute is currently working with the Faculty of Governance and Global Affairs (FGGA) at Leiden University to identify concrete possibilities for substantive cooperation and joint fundraising. These include:

- Organizing a valorization clinic for Hague Institute and FGGA staff at the Institute. This would help to provide FGGA staff with a clear overview of how the Institute can help valorize their work by utilizing its convening capacities and robust international network of policymakers and practitioners.
- Undertake joint projects in the areas of urban governance, migration and the European Union.
- Utilize Hague Institute staff as external speakers/resource persons for the university, with possible duties pertaining to thesis supervision or teaching.
- Organize joint events at The Hague Institute to share the FGGA's work with a diverse audience.

### *(ii) Agreement with the Institute for Economics and Peace*

The Hague Institute hosts the European Office of the Institute for Economics and Peace (IEP). A Program Director was appointed in March 2017 and is on the payroll of The Hague Institute, as IEP does not yet have a legal entity in the Netherlands. Additionally, researchers from the IEP Head Office in Sydney visit the Institute on a regular basis and collaborate on research projects. The Hague Institute and IEP have already developed and submitted a proposal for funding (February 2017) and will explore the possibility of developing an index to measure progress on the implementation of SDG 16, which combines IEP's expertise in developing indexes with the Institute's expertise on rule of law issues. The Institute will also help IEP to acquire a contribution towards its operating costs from IEP.



Other collaborations are planned as well. An example is:



### Action 3: Organizational Consolidation

The Dutch Ministries and the Municipality of The Hague share an ambition to create THE center of knowledge in The Hague in the area of peace, security and justice. They have concluded that the present knowledge infrastructure is too fragmented and insufficiently up-to-speed with, in particular, new technological developments and opportunities. It is therefore considered necessary to support strongly a big leap forward whereby:

- Synergies are created between the research and education activities of universities in The Hague (TU Delft, Leiden and others) through programmatic focus combined with, for instance, PhD and fellowship programs (the pilot with TU Delft may be seen as exemplary);



- Collaborative work between universities, other knowledge institutes, NGOs and businesses is facilitated to ensure an efficient and effective translation of academic excellence into innovative societal practices and a good climate for business development and start-ups. Here, the development of the Humanity Hub may be seen as exemplary.

These efforts will be supported by another process, which was announced recently. The Ministry of Foreign Affairs and the Municipality have taken the initiative to start an intensive exploratory process to study and, if possible, realize an innovation in the existing knowledge infrastructure whereby the programs and activities of existing institutes are combined in the fields of applied research, convening and capacity-building.

The Board and Management of The Hague Institute are cognizant that the Institute cannot sustain its current operations in the longer term on the basis of acquired project funding alone. Successful co-operation with different partners may, in the longer term, help to create a new program of work. In the meantime, The Hague Institute requires institutional or programmatic financial support in order to survive and thrive. Having experienced firsthand the challenges of operating in a financial landscape in which numerous knowledge institutes with substantial programmatic overlap compete for limited government funding, The Hague Institute is open to participating in such a process of organizational consolidation. The Institute takes the position that this process should aim for greater programmatic coherence, operational efficiency and cost-effectiveness. Importantly, close attention should be paid to possibilities for enlarging the earning capacities of those parties involved.

The Hague Institute is eager to participate in the announced process upon the request of the Dutch government and its interlocutors.



## Budget

The Hague Institute's budget for 2017-2019, which is presented below, reflects the reasoning provided in the action plan outlined above.

	2016	<i>Adapted budget</i>		
	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
	€	€	€	€
<b>Income</b>				
External project financing	1.484.000	882.000	900.000	900.000
FES subsidy	2.100.000	525.000	0	0
Other revenues	22.000	81.000	125.000	125.000
Interest	1.000	0	0	0
<b>Total income (A)</b>	<u>3.607.000</u>	<u>1.488.000</u>	<u>1.025.000</u>	<u>1.025.000</u>
<b>Costs</b>				
Direct project costs	1.075.000	361.500	250.000	250.000
Personnel costs	2.268.000	798.300	660.000	675.000
Office costs	141.000	37.000	15.000	15.000
Housing costs	335.000	200.000	25.000	25.000
Depreciation costs	177.000	0	0	0
Friction costs	0	0	0	0
General costs	203.000	74.000	20.000	20.000
<b>Total costs (B)</b>	<u>4.199.000</u>	<u>1.470.800</u>	<u>970.000</u>	<u>980.000</u>
<b>Balance (A - B)</b>	<u><u>-593.000</u></u>	<u><u>17.200</u></u>	<u><u>45.000</u></u>	<u><u>45.000</u></u>

A detailed explanation of the budget is to be found as Annex 2 (in Dutch).

The adapted budget is based on a detailed **cash flow** analysis. The year 2016 ends with a continuity reserve of € 701.500, but this includes the remaining FES-subsidy of € 525.000. When this is placed in the budget for 2017, the continuity reserve must





therefore be reduced by € 525.000. The real reserve available at the beginning of the year is then € 176.500.

The income in the adapted budget for 2017 is fully realized already. In that sense, the budget is based on a very conservative estimate of income. All the amounts mentioned have already been secured. If submitted proposals, or new project plans are awarded, then the income will increase.

For 2018, project funding up to a level of € 360.000 is secured (see Annex 3 as well), which is 40% of the expected project funding. € 85.000, 'other income' is also already secured, which is almost 70% of the expected income.

The costs are also specified amounts. The budget reflects the commitment of the Indisch Herinneringscentrum to take over the position as the main tenant of Sophialaan 10.

The expected financial results then are slightly positive, and the remaining continuity reserve can grow once again.



## Annex 1: Value Statement

The Hague Institute for Global Justice is an independent, non-profit think- and do-tank. Our goal is **to create a more just world by integrating justice with peace and security**. To this end, The Hague Institute aims to address a central contemporary challenge: **the deep disconnection between policymakers, practitioners and researchers in finding solutions for serious human rights violations, violent conflict and insecurity**. In an increasingly multipolar and interconnected world, the state-centric architecture for ensuring peace, security and justice devised after the Second World War is no longer fit for purpose. Reforming it to meet the most pressing global justice challenges of today and the future requires urgent attention.

Towards this goal and aim, the objectives of The Hague Institute are to:

- Understand the drivers of serious human rights violations, violent conflict and insecurity;
- Provide evidence-based solutions that integrate peace, security and justice imperatives; and
- Close the knowledge gaps between state and non-state actors at the local, national, regional and international levels by bridging the divisions between research, policy and practice.

Building on the international profile and reputation of The Hague as the international city of peace and justice, and in close partnership with the unique constellation of institutions and organizations in the city, the work and impact of The Hague Institute takes three primary forms:

- **Conducting interdisciplinary, policy-relevant research** in an accessible and timely manner on the drivers of serious human rights violations, violent conflict and insecurity;
- **Convening experts, practitioners and policymakers** through multi-stakeholder approaches that help create and valorize evidence-based solutions at the intersection of peace, security and justice; and
- **Building capacities at the local, national, regional and international levels through training among other means** to ensure that the knowledge we produce provides policymakers and practitioners with concrete, practical ways to implement the evidence-based solutions that we help create.



With in-depth, first-hand experience and partners in more than 30 country contexts, The Hague Institute has a demonstrated track record in the following thematic areas:

- Accountability, Courts and Tribunals
- City Responsibility
- Education and Conflict Prevention
- EU as a Regional and Global Actor
- Prevention of Mass Atrocities
- Water Diplomacy and Climate Governance



## Annex 2: Explanation of the budget (in Dutch)

De begroting in het plan voor de continuering van The Hague Institute is als volgt:

	2016	<i>Adapted budget</i>		
		2017	2018	2019
	€	€	€	€
<u>Income</u>				
External project financing	1.484.000	882.000	900.000	900.000
FES subsidy	2.100.000	525.000	0	0
Other revenues	22.000	81.000	125.000	125.000
Interest	1.000	0	0	0
<b>Total income (A)</b>	<b>3.607.000</b>	<b>1.488.000</b>	<b>1.025.000</b>	<b>1.025.000</b>
<u>Costs</u>				
Direct project costs	1.075.000	361.500	250.000	250.000
Personnel costs	2.268.000	798.300	660.000	675.000
Office costs	141.000	37.000	15.000	15.000
Housing costs	335.000	200.000	25.000	25.000
Depreciation costs	177.000	0	0	0
Friction costs	0	0	0	0
General costs	203.000	74.000	20.000	20.000
<b>Total costs (B)</b>	<b>4.199.000</b>	<b>1.470.800</b>	<b>970.000</b>	<b>980.000</b>
<b>Balance (A - B)</b>	<b>-593.000</b>	<b>17.200</b>	<b>45.000</b>	<b>45.000</b>

Ter toelichting het volgende:

### De kolommen

De eerste kolom geeft de resultatenrekening 2016 weer. Dit is met andere woorden de samenvatting van kosten en opbrengsten van het jaar.

De drie daarop volgende kolommen zijn gebaseerd op de uitgaven en ontvangsten, en dus wezenlijk anders van karakter. Deze beogen inzicht te bieden in de feitelijke financiële situatie, en toekomst, van het instituut. De cijfers in de begroting 2017 zijn een zo nauwkeurig



mogelijke weergave van de werkelijke situatie, voor zover nu al bekend. De cijfers in de begrotingen van 2018 en 2019 zijn ook op deze werkelijke situatie gebaseerd, maar bevatten tevens – zo realistisch mogelijke – prognoses.

Een en ander wordt hieronder per rij toegelicht.

### De rijen

#### **Inkomsten**

##### ***Projectfinancieringen***

Uit de bijlagen bij het plan blijkt dat de begrootte omzet reeds gerealiseerd is in termen van geacquireerde omzet (dienstverleningscontracten en projectsubsidie/subsidies). Dit is geen schatting van mogelijke omzet, maar een weergave van feitelijk gerealiseerde omzet, die uiteraard deels nog geproduceerd moet worden in de rest van het jaar. In de bijlage is overigens een bedrag van 812.000,- aan zekere omzet opgenomen, maar inmiddels is met het Institute for Economics and Peace afgesproken dat er vanaf maart maandelijks een bijdrage aan de kosten wordt betaald van 7.000,-. In totaal is dat voor 2017 derhalve een additionele omzet van 70.000,-.

Er kan nog omzet voor dit jaar bijkomen, want er staat nog een aantal voorstellen uit.

De omzetten voor de jaren 2018 en 2019 zijn schattingen, gebaseerd op kennis van reeds gerealiseerde omzet (voor 2018 is dat 359.000,-; zie betreffende bijlage in het plan) en mogelijkheden voor acquisitie van nieuwe projecten.

##### ***FES subsidie***

De resterende FES-subsidie (525.000,-) is niet ontvangen in 2016, omdat dit een eindtermijn is die beschikbaar komt als de beoordeling van het gebruik van deze middelen is afgerond. Dit bedrag is daarom opgenomen in de inkomsten voor 2017.

Daarna is er geen basisfinanciering meer.

##### ***Overige inkomsten***

De overige inkomsten betreffen opbrengsten uit zaalverhuur, lezingen en korte trainingen. Voor 2017 is dit bedrag nog niet geheel gerealiseerd. Momenteel (t/m april) is ruim 50% gerealiseerd. Een aantal aanvragen staat nog uit en we verwachten na de zomer voldoende nieuwe omzet te kunnen genereren op dit punt.

#### **Uitgaven**

##### ***Directe kosten (projecten)***

De directe kosten hangen samen met de verworven projectopdrachten en –subsidies. Het uitgavenniveau voor 2017 (361.500,-) is hoger dan de omzet die uit deze verworven opdrachten en subsidies voortvloeit (263.405,-; zie bijlage in plan); dit hangt samen met verplichtingen die voortvloeien uit reeds uitgevoerd werk (2016).

De bedragen, die voor de komende jaren zijn opgenomen, zijn taakstellend.

##### ***Personele lasten (inclusief reorganisatiekosten)***

Eind 2016 en begin 2017 zijn tijdelijke contracten beëindigd en is een aantal stafleden



ontslagen. Het resulterende niveau aan personele lasten is 650.000,-, maar dit jaar moet een aantal reorganisatiekosten (transitievergoedingen e.d.) worden uitbetaald; in totaal ter hoogte van bijna 150.000,-.

#### ***Kantoorkosten***

De kantoorkosten zijn eveneens fors gereduceerd door het opzeggen en afbreken van een aantal contracten en verplichtingen. Het streefniveau van 15.000,- op jaarbasis kan dit jaar nog niet worden gerealiseerd vanwege reeds aangegane (wel aflopende) verplichtingen.

#### ***Huisvesting***

Momenteel wordt gewerkt aan een overdracht van het gebouw Sophialaan 10 aan een andere (hoofd)huurder. Naar verwachting gaat de verplichting per 1 juli over. Daarmee is de kostenreductie voor dit jaar verklaard. In overleg met de gemeente is besloten om een huurverplichting van 25.000,- op jaarbasis op te nemen voor de jaren erna. Uitgangspunt is dat het instituut gehuisvest zal worden in de lokatie, die wordt bestemd voor de Haagse Humanity Hub.

#### ***Afschrijvingen***

Een groot deel van de spullen, die nog boekwaarde vertegenwoordigen, wordt aan de nieuwe hoofdhuurder van het pand overgedaan. Daarmee is verklaard dat er geen werkelijke (afschrijvings)kosten meer zijn. Nieuwe aanschaffingen of investeringen zijn niet gepland.

#### ***Algemene kosten***

Hiervoor geldt hetzelfde als voor de kantoorkosten. Met name in de ondersteuning op het gebied van administratie en advies is fors gesneden. Hetzelfde zal gaan gelden voor de externe accountancy.

#### ***Tot slot***

Per ultimo 2016 is er een boekhoudkundige algemene reserve van 701.464,-. Dit is inclusief de nog te ontvangen FES-bijdrage van 525.000,-. Mocht deze bijdrage niet beschikbaar worden gesteld, dan verandert het boekhoudkundige beeld, met name omdat er dan een faillissementssituatie ontstaat die doorwerking heeft in de resultatenrekening van 2016. De post 'afschrijvingskosten' moet dan bijvoorbeeld worden geherwaardeerd tegen de geldende markwaarde voor de spullen, die nog boekwaarde hebben.

We zijn er bij het opstellen van de begroting van uitgegaan dat wel een positief besluit valt over uitkering van de resterende FES-middelen. Dan geldt de stand van de algemene reserve per eind 2016, zoals in de concept-jaarrekening gepresenteerd. Uit de begroting voor 2017 blijkt dat we deze reserve grotendeels nodig hebben om het instituut in staat te stellen om de doorstart te maken als beschreven in het bedrijfsplan. Er resteert dan eind 2017 een kleine algemene reserve (< 200.000,-) waarmee enig weerstandvermogen voor de navolgende jaren beschikbaar is.





## Summary of annexes 3 and 4

### Annex 3

Annex 1 comprises of a listing of all the externally funded projects, that are secured at this stage. The name of the project is mentioned as well as the client or funder. Also, the role of The Hague Institute is explained (leader of the project or partner in a consortium led by another party), the time frame of the project is mentioned as well as the available budget. The budgets are split per year, and also between staff costs and 'other costs' (travel, research costs, event costs and so on).

The total for 2017 and 2018 are:

Year / type of budget	Total budget for the coverage of staff costs	Total budget for the coverage of other costs
2017	537.933,-	263.405,-
2018	294.340,-	64.750,-

In a separately submitted document proof of the acquired funding (contracts and agreements) is shown.

### Annex 4

Annex 2 comprises an overview of proposals which have been, or are soon to be, submitted for funding. The columns comprise the same information as in Annex 1.

The total for 2017 and 2018 are:

Year / type of budget	Total budget for the coverage of staff costs	Total budget for the coverage of other costs
2017	319.860,-	377.469,-
2018	58.737,-	198.863,-



### Annex 3: Acquired Project Funding

Acquired Funding: Project Name	Client / Funder	Timeframe	Role	Project Leader	Total Budget	Budget The Hague Institute			
						2017		2018	
						Staff costs The Hague Institute	Other costs	Staff costs The Hague Institute	Other costs
Employment for Stability	NWO	2015 – 2017	Lead	[REDACTED]	€ 420.000	€ 46.000	€ 17.000		
Human Security in MENA	NWO	2016 – 2018	Partner	[REDACTED]	€ 436.000	€ 65.000		€ 40.000	
Law, Education and the SDG's	PEIC / Education Above All (Qatar)	2017 – 2019	Lead	[REDACTED]	€ 345.215	€ 88.070	€ 70.055	€ 122.340	€ 64.750
Qatar: Expert Exchanges and Orientation Programs for Qatari Judges and Related Audiences	The Supreme Judiciary Council, State of Qatar		Lead	[REDACTED]		€ 20.975			
Mass Atrocity Prevention Workshop for Parliamentarians	Municipality of The Hague	2017	Lead	[REDACTED]	€ 8.750	€ 4.400	€ 4.350		



Acquired Funding: Project Name	Client / Funder	Timeframe	Role	Project Leader	Total Budget	Budget The Hague Institute			
						2017		2018	
						Staff costs The Hague Institute	Other costs	Staff costs The Hague Institute	Other costs
Fact-finding in Lebanon: The Netherlands Support to Forensic Capability and Uptake in Lebanon	Ministry of Foreign Affairs	2016 -2018	Partner	[REDACTED]	€ 1.400.000	€ 120.000	€ 30.000	€ 120.000	
Human Trafficking	Ministry of Social Affairs and Employment	2017	Lead	[REDACTED]	€ 46.460	€ 46.460			
Teaching Course: Issues in International Politics	Webster University	2017	Lead	[REDACTED]	€ 3.600	€ 3.600			
Toolkit on Smuggling and Trafficking	NWO	2017	Lead	[REDACTED]	€ 99.108	€ 41.608	€ 57.500		
Global Governance Reform Initiative: Migration	Ministry of Foreign Affairs	2017	Lead	[REDACTED]	€ 20.000	€ 20.000			
Marie-Curie Innovative Training Network (ITN) on the Transatlantic Trade and Investment Partnership	Funded through Horizon 2020 (EU)	2017 - 2020	Partner	[REDACTED]	€ 4.000.000	t.b.d.	t.b.d.		



Acquired Funding: Project Name	Client / Funder	Timeframe	Role	Project Leader	Total Budget	Budget The Hague Institute			
						2017		2018	
						Staff costs The Hague Institute	Other costs	Staff costs The Hague Institute	Other costs
Education and Conflict Prevention in Macedonia	Swiss Embassy in Macedonia	2016 - 2017	Lead	[REDACTED]	€ 30.000	€ 30.000			
Mediation Process Israel and the West Bank: Cross- border wastewater protocol	Ministry of Foreign Affairs	2017 - 2019	Lead	[REDACTED]	t.b.d.				
Water diplomacy Training (to be held in Addis Ababa)	Embassy of Ethiopia in Brussels	2017	Lead	[REDACTED]	€ 48.050	€ 23.050	€ 25.000		
The Hague Humanitarian Cooperative on Water (HHCW)	SEN Foundation / The Hague University of Applied Sciences	2017 - 2018 (1 year)	Lead	[REDACTED]	€ 17.000	€ 5.000		€ 12.000	
Water Diplomacy Training for South Asian Diplomats	DFID / World Bank	2017	Lead	[REDACTED]	€ 83.270	€ 23.770	€ 59.500		
<b>Total amounts</b>						<b>€ 537.933</b>	<b>€ 263.405</b>	<b>€ 294.340</b>	<b>€ 64.750</b>



Annex 4: Proposals Submitted for Funding

Submitted Proposals: Project Name	Client / Funder	Timeframe	Role and Decision-making	Project Leader	Total Budget	Budget The Hague Institute			
						2017		2018	
						Staff costs The Hague Institute	Other costs	Staff costs The Hague Institute	Other costs
International Arbitration Tribunal: Business and Human Rights	Ecorys; Municipality of The Hague	2017	Consortium partner; leading on implementation	[REDACTED]	€ 83.039	€ 40.310	€ 42.729		
Tender: Provision of Professional Services for the Regular Perception Surveys on Social Tensions throughout Lebanon.	UNDP Lebanon	2017 - 2018	Consortium partner	[REDACTED] [REDACTED]	€ 550.000	€ 20.000	€ 0	€ 4.600	



Submitted Proposals: Project Name	Client / Funder	Timeframe	Role and Decision-making	Project Leader	Total Budget	Budget The Hague Institute			
						2017		2018	
						Staff costs The Hague Institute	Other costs	Staff costs The Hague Institute	Other costs
Joint Activities 2017: Symposium in Qatar and Visit of QU Students and Faculty to The Hague	Qatar University	2017	Lead	■■■■ ■■■■■	€ 14.600	€ 8.250	€ 3.500		
The Global Positive Peace Platform	Cross-Over Fund Innovations for Peace and Justice - Municipality of The Hague	2017 - 2018	Lead applicant, together with IEP; results due end of March	■■■■■■■■ ■■■■■ ■■■■■	€ 49.800	€ 17.400	€ 32.400		
Concept Note: Abolishing The Death Penalty and Decreasing Security Sector Human Rights Abuses in Kenya	European Union - European Instrument for Democracy and Human Rights	2017 - 2019	Lead applicant, concept note stage.	■■■■■■■■	€ 380.000	t.b.d.			





Submitted Proposals: Project Name	Client / Funder	Timeframe	Role and Decision-making	Project Leader	Total Budget	Budget The Hague Institute			
						2017		2018	
						Staff costs The Hague Institute	Other costs	Staff costs The Hague Institute	Other costs
Grant Application: European Network on the Responsibility to Protect.	COST	2017 - 2020	Consortium partner; results due June 2017	██████████	t.b.d.	t.b.d.	t.b.d.		
Conflict Prevention in The Netherlands: Youth and the Police	Ministry of Security and Justice	2017	Lead	██████ ████████	€ 50.000	t.b.d.			
Conflict Prevention in The Netherlands: Youth and the Police	vfonds	2017 - 2018	Lead	██████ ████████	€ 50.000	€ 25.000	€ 10.000	€ 8.000	€ 7.000
Conflict Prevention in The Hague: Youth and the Police	Municipality of The Hague	2017	Lead	██████ ████████	€ 30.000	€ 30.000			



Submitted Proposals: Project Name	Client / Funder	Timeframe	Role and Decision-making	Project Leader	Total Budget	Budget The Hague Institute			
						2017		2018	
						Staff costs The Hague Institute	Other costs	Staff costs The Hague Institute	Other costs
Bridging the GVA-TH Divide: Accountability for International Crimes in Syria	Ministry of Foreign Affairs, Embassy of Canada a.o.	2017 - 2018	Lead applicant	[REDACTED]	t.b.d.	t.b.d.			
Rule of Law: Training Program on International Legal Diplomacy (ILD)	Submitted to the Embassies of Japan, Canada and the United Kingdom.	2017	Lead applicant	[REDACTED]	€ 62.120	€ 43.200	€ 18.920		
Rule of Law: Training Program on Enhancing Fact-finding, Including Forensics in Fair Trials	Submitted to the Embassies of Japan, Canada and the United Kingdom.	2017	Lead applicant	[REDACTED]	€ 62.120	€ 43.200	€ 18.920		
Training Proposal on Introduction to International Law for the City's Personnel	Municipality of The Hague	2017	Lead	[REDACTED]	€ 7.500	€ 7.500			



Submitted Proposals: Project Name	Client / Funder	Timeframe	Role and Decision-making	Project Leader	Total Budget	Budget The Hague Institute			
						2017		2018	
						Staff costs The Hague Institute	Other costs	Staff costs The Hague Institute	Other costs
Forms of Foreign Policy Collaboration in the Unraveled Transatlantic Space: From 'Two Pillars' to 'Peristyle'?	Fulbright-Schuman (U.S. State Department and the EU)	2017	Partner, with Leiden University, Faculty of Governance and Global Affairs	[REDACTED]	€ 18.500	€ 3.000			
Grant Application: Engineering for Good Governance and Peace: Affordable Desalination Systems for Humanitarian Crisis Areas.	Humanitarian Innovation Fund	2017 - 2018	Lead applicant; results due March 2017	[REDACTED] [REDACTED]	€ 171.000	€ 20.000	€ 80.000	€ 14.137	€ 56.863
Grant Application: Climate Change Adaptation in Zanzibari Communities through	OPEC Fund for International Development	2017 - 2022	Lead applicant	[REDACTED] [REDACTED]	€ 335.000	€ 32.000	€ 136.000	€ 32.000	€ 135.000



Submitted Proposals: Project Name	Client / Funder	Timeframe	Role and Decision-making	Project Leader	Total Budget	Budget The Hague Institute			
						2017		2018	
						Staff costs The Hague Institute	Other costs	Staff costs The Hague Institute	Other costs
Improved Local Participation in Environmental Committees									
Strategic Study on Benefit-sharing Arrangements in the Brahmaputra Basin	DFiD India	2017		█ █	€ 150.000	t.b.d.			
Feasibility Study and Roundtable on Mobile Water Courts in India	Government of India and the State of Tamil Nadu	2017	Lead	█ █	€ 65.000	€ 30.000	€ 35.000		
<b>Total amounts</b>						<b>€ 319.860</b>	<b>€ 377.469</b>	<b>€ 58.737</b>	<b>€ 198.863</b>



# Den Haag

100

Retouradres Postbus 12600, 2500 DJ Den Haag

**VERTROUWELIJK**

The Hague Institute for Global Justice

Dhr. [REDACTED], CEO a.i.

Sophialaan nr. 10  
2514 JR Den Haag

**Datum**

19 mei 2017

**Onderwerp**

Ontwikkeling Vrede, Recht en Veiligheid

**Ons kenmerk**

BD/2017.464

**Contactpersoon**

**Dienst**

Bestuursdienst

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Geachte heer [REDACTED]

U heeft de gemeente onlangs verzocht om inzicht te geven in de ontwikkelingen binnen de gemeente Den Haag op het gebied van Vrede, Recht en Veiligheid.

Momenteel zijn er drie paden die we als gemeente stimuleren en faciliteren. Deze paden zijn ingegeven door de noodzaak om het Vrede en Recht profiel van Den Haag en Nederland toekomstbestendig te maken. Dit laatste doet de gemeente door in te zetten op *Innovating Peace and Justice*. Hiermee worden kansen gecreëerd voor organisaties werkzaam in dit domein.

De eerste ontwikkeling betreft de opzet van The Hague Humanity Hub. Een plek waar uiteenlopende partijen samen werken aan innovatieve en technologische oplossingen voor vrede en recht-vraagstukken. Een belangrijke partner hierin is UNOCHA, die mede dankzij de actieve (financiële) inzet van Minister Ploumen en Buitenlandse zaken naar Nederland is gekomen. Maar ook het Centre for Innovation van de Universiteit Leiden, The Hague Institute for the Innovation of Justice en The Hague Institute for Global Justice zijn belangrijke partners in dit concept. Deze Hub heeft bovendien de potentie om zowel nieuwe NGO's, IO's, bestaande kennisinstellingen en bedrijven in een modern ecosysteem aan te trekken. Daarnaast heeft de gemeente bijgedragen aan de komst van een nevenvestiging van het Institute for Economics and Peace (IEP).

Een tweede ontwikkeling betreft een door de gemeente ondersteund pilot project van de TU Delft. Deze pilot is gericht op het uitvoeren van een aantal wetenschappelijke studies rondom de mogelijkheden voor technologische innovaties ten behoeve van de VN Sustainable Development Goals door de TU Delft. Nadrukkelijk wordt de samenwerking met een aantal andere universiteiten gezocht. Tevens geeft deze pilot de TU Delft de mogelijkheid zich te presenteren bij relevante Haagse partijen. Professor [REDACTED] is momenteel bezig met een verkenning naar de verschillende mogelijkheden en het opstellen van de terms of reference van deze studies.

Tenslotte heeft de gemeente als uitkomst van een bijeenkomst met direct betrokkenen bij de kennisinstellingen Vrede en Recht in Den Haag olv van de heer [REDACTED] de Galan Groep opdracht gegeven om de mogelijkheden tot samenwerking van kennisinstellingen op het terrein van vrede en recht te inventariseren.

Gemeente Den Haag

Ons kenmerk  
BD/2017.464

Het onderzoek verkent op welke wijze de verschillende spelers elkaar zouden kunnen complementeren op inhoud en efficiency voordelen zouden kunnen behalen op de ondersteunende taken. De resultaten van dit onderzoek verwacht ik medio 2017.

Deze drie ontwikkelingen hebben momenteel onze bijzondere aandacht.

Met vriendelijke groet



Gemeentesecretaris  
Bestuursdienst



# Rapportage

## MIDTERM REVIEW THE HAGUE INSTITUTE FOR GLOBAL JUSTICE

Juli 2013

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## Samenvatting

De midterm review van The Hague Institute for Global Justice is gericht op de vraagstelling zoals omschreven in de subsidievoorwaarden die destijds bij de beschikking van de minister van Economische Zaken zijn vastgelegd in de beschikking en de bijlagen.

### 1. Doelstellingen en gevolgen:

- *Is realisatie van de vijf doelstellingen in het Instituut businessplan haalbaar?*

Het instituut heeft een relevant netwerk van nationale en internationale partners opgebouwd. Het werkt op basis van een vraag gestuurde en innovatieve aanpak en heeft daardoor op verschillende vlakken de vraag naar en het aanbod van kennis gebundeld en versterkt. Het functioneert inmiddels als een internationale denktank en met de komst van de eerste president lijkt het realiseren van de ambitie die aan elk van de vijf doelstellingen ten grondslag ligt, haalbaar.

- *Zal het Instituut in positieve zin bijdragen aan de regionale economische structuur?*

De economische effecten van The Hague Institute betreffen enerzijds een toename van zowel de directe als de indirecte werkgelegenheid. Daarnaast is met de oprichting van The Hague Institute een internationaal expertisecentrum ontstaan met een uitstralingseffect dat een aantrekkingskracht heeft op andere (inter-)nationale organisaties.

### 2. Organisatieontwikkeling

- *Is de voorgestelde organisatorische structuur vastgesteld?*

Het oorspronkelijke businessplan en de statuten voorzien in een Advisory Council, een Governing Board en een dagelijkse Leiding bestaande uit een Internationale Dean (president) en een zakelijk directeur (executive director). Van deze organen zijn de Advisory Council, de Supervisory Board en de president (Internationale Dean) aangesteld. Werving voor de positie van executive director is nog niet succesvol geweest; er is een operations director a.i. aangesteld. Gezien de acquisitietaken van de executive director dient deze functie met voorrang vervuld te worden.

- *Is het programma van werkzaamheden goedgekeurd door het tijdelijk bestuur en de raad van toezicht?*

Het Tijdelijk Bestuur en de Raad van Toezicht vergaderen gezamenlijk. In deze vergaderingen worden de lopende zaken besproken, de nieuwe projecten en activiteiten geaccordeerd en het programma, de begroting en de jaarrekening vastgesteld en treedt zowel het Tijdelijk Bestuur als de Raad van Toezicht voornamelijk op in de rol van toezichthouder. Het huidige programma van werkzaamheden is op 10 april 2013 vastgesteld, nadat het op 7 maart was goedgekeurd door de Advisory Council.

### 3. Activiteiten

- *Zijn de activiteiten in overeenstemming met het programma van het Instituut ?*

Het instituut kent een variëteit aan activiteiten die allen zijn voorzien in het werkprogramma 2013 en ook in lijn zijn met de drie programmalijnen: Conflict Prevention, Rule of Law en Global Governance. Een compleet overzicht van alle gerealiseerde activiteiten is opgenomen in de bijlagen.

- *Dragen de projecten en activiteiten bij aan de realisatie van de doelstellingen?*

De projecten en activiteiten van het instituut dragen bij aan de realisatie van de doelstellingen. Elk project wordt in samenwerking met een of meerdere (inter)nationale partners uitgevoerd. Het instituut draagt hierdoor bij aan het bundelen en versterken van de kennis en expertise aanwezig in Den Haag en de samenwerking met internationale partijen. Naast de projecten dragen de bijeenkomsten die het instituut organiseert expliciet bij aan het versterken van het netwerk, kennisdeling en innovatie.

- *Is The Hague Institute erin geslaagd geloofwaardige partners in haar projecten en activiteiten te betrekken?*

De partners van The Hague Institute met zorg geselecteerd, op basis van bewezen track record, reputatie en financiële stabiliteit. Daarbij heeft The Hague Institute hoog ingezet op het ontwikkelen van relevante internationale partnerschappen naast de al bestaande samenwerking met Nederlandse partijen. Inmiddels telt het instituut meer dan 50 partner-organisaties met wie het samenwerkt op verschillende niveaus. Voor een volledig overzicht van partners van The Hague Institute zie bijlage 4.

- *Dragen de activiteiten bij tot de verwezenlijking van de aannames/verwachtingen in het businessplan (bijvoorbeeld onderzoek publicaties, raadgevende producten en opleiding)?*

De activiteiten van het instituut dragen bij aan de verwezenlijking en de aannames in het businessplan. Wel zien we dat het instituut inmiddels aanstuurt op de "status" van een internationale gerenommeerde denktank. Een gevolg daarvan kan zijn dat er meer nadruk op beleidsrelevant onderzoek wordt gelegd en minder nadruk op wetenschappelijk onderzoek. Dit heeft implicaties voor de resultaten op het gebied van de activiteiten zoals voorgenomen in het originele businessplan. Bij de verdere ontwikkeling van het profiel van het Instituut en (her-) formulering van de strategische doelen is het belangrijk dat het instituut ook concrete invulling aan deze ambities geeft om die ambities ook te kunnen blijven toetsen op haalbaarheid.

#### **4. Subsidie voorwaarden**

- *Worden de overeengekomen bijdragen van de oprichters in fte ook daadwerkelijk geleverd?*

De bijdragen (in kind ofwel fte) zoals overeengekomen met de oprichtende instituten zijn later ingevuld dan was voorzien door een latere start van het Instituut. De inzet van fte's is in 2012 volgens oorspronkelijk schema gerealiseerd met vertraging van één jaar. De inzet van fte's is gekoppeld aan de programmering van de activiteiten binnen het Institute en zal per kwartaal kunnen variëren. Voor 2013 zijn activiteiten gepland waarvoor de fte's nog niet zijn benoemd.

- *Is de gemeente Den Haag de financiële toezegging ten behoeve van de opbouw van het Instituut ook nagekomen?*

De financiële bijdrage van de Gemeente Den Haag is zeker gesteld en ter betaling beschikbaar gesteld.

#### **5. Financiën**

- *Beschikt het Instituut over goedgekeurde jaarverslagen voor het afgelopen jaar?*

De jaarrekeningen over 2011 en 2012 zijn goedgekeurd, inclusief een rechtmatigheidsverklaring, door de (externe) accountant en beschikbaar.

- *Strookt de begroting met de begroting zoals voorgesteld in het businessplan? Zijn de uitgaven conform de vastleggingen?*

De begroting voor 2013 is door het Tijdelijk Bestuur vastgesteld en laat vooralsnog zien dat de inkomsten en uitgaven grotendeels overeenkomen met de planning zoals was voorzien. In de jaren 2011 en 2012 is minder uitgegeven dan oorspronkelijk was voorzien bij de opstelling van het businessplan als gevolg van een latere start.

- *Is het Instituut in staat om externe financiering/ betaalde opdrachten te genereren?*

In 2012 heeft The Hague Institute € 3.350.000,- aan externe financiering, buiten de FES-middelen, geacquireerd. In 2012 is voor circa € 1.000.000,- aan "productie of diensten" geleverd. Gezien de ontwikkelingen op de relevante markt, de verdere groei van het netwerk en reputatie van het Instituut moet het mogelijk zijn om voldoende betaalde opdrachten te genereren, mits de nog te benoemen executive director een (succesvolle) acquisitiestrategie weet te formuleren en uitvoeren.

## **6. Continuïteit**

- *Is aannemelijk dat The Hague Institute in staat is om na de periode waarvoor financiering wordt verstrekt ook voort te bestaan op basis van te verwachten betaalde opdrachten en/of sponsoring?*

Het perspectief voor de komende jaren, de kans op succes en daarmee op voldoende verdien capaciteit geven voor de nabije toekomst voldoende vertrouwen mits ook extra inspanningen worden verricht voor de invulling van de cruciale functies van executive director en programmaleiders. Hoewel de externe financiering op dit moment als bemoedigend wordt gezien, dient het Instituut zich ook in te spannen om verdere financiering en acquisitie vanuit de EU, Wereldbank, de VN en andere internationale opdrachtgevers te realiseren zoals ook de intentie was.

# 1. INLEIDING

## 1.1. Aanleiding en doelstelling

Bij de toekenning in 2010 van subsidie van maximaal € 17,45 mln. uit de zogenoemde FES-middelen in het kader van het beleid gericht op Sterke Regio's aan de Stichting The Hague Institute for Global Justice, heeft de minister van Economische Zaken een aantal voorwaarden aan het Instituut gesteld. Een van deze voorwaarden betreft een tussentijdse review van het project in 2013, de zogenoemde midterm review. Deze review is gericht op de beantwoording van de vragen die eerder geformuleerd zijn door de monitoring-commissie, ingesteld om de voortgang van het Instituut te monitoren.<sup>1</sup> De monitoring commissie heeft de belangrijkste relevante documenten eerder ontvangen. Voor de definitieve toekenning van de laatste tranche toegezegde FES-middelen, € 5.250.000, - in 2014 en 2015, zijn de uitkomsten van de midterm-review medebepalend. De minister van Economische Zaken beoordeelt bij de begrotingsvoorbereiding 2014 of de besteding van de toegekende FES-middelen voldoet aan de voorwaarden om deze laatste tranche ook aan The Hague Institute uit te keren.

## 1.2. Aanpak en werkwijze

Voor de midterm-review heeft de monitoringcommissie een aantal vragen voorbereid en gedefinieerd; voor de beantwoording van de vragen was oorspronkelijk een review-committee voorgesteld bestaande uit mevrouw Farah Karimi (Oxfam Novib), de heer Dirk Jan van den Berg (TU Delft), de heer Peter van Lieshout (WRR) en ter ondersteuning Michel de Kok (de GalanGroep) als secretaris. Aangezien de doorlooptijd van de midterm-review met een start voorzien op 22 mei te kort bleek voor het beoogd review-committee is gekozen voor een aanpak waarbij Michel de Kok de review uitvoert en mevrouw Karimi en de heer Van den Berg als co-readers optreden. Omdat de beschikbare tijd bijzonder beperkt was, maar veel documentatie wel beschikbaar was, is uit gegaan van een pragmatische aanpak, waarbij de review zich concentreert op het voldoen aan de subsidievoorwaarden die bij de toekenning van de subsidie door de minister van EZ zijn gesteld. De review "light" richt zich uitsluitend op die voorwaarden en niet op de kwaliteit van de uitgevoerde programma's of de effectiviteit van de programmering. Er is gebruik gemaakt van de beschikbare relevante documenten zoals correspondentie, verslagen, contracten en accountantsverslagen.<sup>2</sup>

Daarnaast zijn interviews gehouden met de belangrijkste stakeholders:

- De oprichters;
- De bestuurders van The Hague Institute
- De opdrachtgevers (klanten)

Voor een overzicht van de geïnterviewde personen zie bijlage 1.

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<sup>1</sup> Samenstelling uit vertegenwoordigers van de ministeries van Economische Zaken, Veiligheid en Justitie, Buitenlandse Zaken, Binnenlandse Zaken en Onderwijs, Cultuur en Wetenschap. Verslagen van de monitoring-commissie zijn beschikbaar.

<sup>2</sup> Zie bijlage 2 voor overzicht van geraadpleegde documenten.

## 2. VRAAGSTELLING

### 2.1. Subsidievoorwaarden

De review is gericht op de vraagstelling zoals omschreven in de subsidievoorwaarden die destijds bij de beschikking van de minister van Economische Zaken zijn vastgelegd in de beschikking en de bijlagen.

Onderstaande vragen die beantwoord dienen te worden zijn eerder geformuleerd door het monitoring committee en afgestemd met het ministerie van Economische Zaken en het Tijdelijk Bestuur van The Hague Institute.

#### 1. Doelstellingen en gevolgen:

- Is realisatie van de vijf doelstellingen in het Instituut businessplan haalbaar?
- Zal het Instituut in positieve zin bijdragen aan de regionale economische structuur?

#### 2. Organisatieontwikkeling

- Is de voorgestelde organisatorische structuur vastgesteld?
- Is het programma van werkzaamheden goedgekeurd door het tijdelijk bestuur en de raad van toezicht?

#### 3. Activiteiten

- Zijn de activiteiten in overeenstemming met het programma van het Instituut?
- Dragen de projecten en activiteiten bij aan de realisatie van de doelstellingen?
- Is The Hague Institute erin geslaagd geloofwaardige partners in haar projecten en activiteiten te betrekken?
- Dragen de activiteiten bij tot de verwezenlijking van de aannames/verwachtingen in het businessplan (bijvoorbeeld onderzoek publicaties, raadgevende producten en opleiding)?

#### 4. Subsidie voorwaarden

- Worden de overeengekomen bijdragen van de oprichters in fte ook daadwerkelijk geleverd?
- Is de gemeente Den Haag de financiële toezegging ten behoeve van de opbouw van het Instituut ook nagekomen?

#### 5. Financiën

- Beschikt het Instituut over goedgekeurde jaarverslagen voor het afgelopen jaar?
- Strookt de begroting met de begroting zoals voorgesteld in het businessplan? Zijn de uitgaven conform de vastleggingen?
- Is het Instituut in staat om externe financiering/ betaalde opdrachten te genereren?

#### 6. Continuïteit

- Is aannemelijk dat The Hague Institute in staat is om na de periode waarvoor financiering wordt verstrekt ook voort te bestaan op basis van te verwachten betaalde opdrachten en/of sponsoring?



## 3. BEVINDINGEN

### 3.1. Algemeen

De start en invulling van The Hague Institute for Global Justice hebben, zoals vaker voorkomt bij nieuw opgerichte instellingen, vertraging opgelopen vooral door de zoektocht naar de uiteindelijke Dean en de executive director. Het Instituut heeft bij haar opstart in het bijzonder aandacht besteed aan een kwalitatief goede opbouw van het instituut en het daarbij behorende werkprogramma. De leiding van The Hague Institute for Global Justice, het tijdelijk bestuur, de Raad van Toezicht en de per 1 januari 2013 aangestelde eerste president - Dr. Abiodun Williams – achten de eisen van zorgvuldigheid in de opbouwfase en de kwaliteit van de werkuitvoering van groter belang dan de operationele planning ten opzichte van de oorspronkelijke planning. Dit heeft wel tot gevolg gehad dat een aantal activiteiten van het werkplan later in de tijd is gestart en de bijbehorende uitgaven daarom later in de tijd zijn gedaan.

### 3.2. Bevindingen per vraag

#### 3.2.1. Doelstellingen en gevolgen

- Is realisatie van de vijf doelstellingen in het Instituut businessplan haalbaar?
- Zal het Instituut in positieve zin bijdragen aan de regionale economische structuur?
  
- **Is realisatie van de vijf doelstellingen in het Instituut businessplan haalbaar?**

De doelstellingen zoals vastgesteld in het originele businessplan en de statuten:

1. The Hague Institute bundelt en versterkt kennis en expertise, aanwezig binnen de Haagse kennisinstellingen, de Nederlandse universiteiten, niet-gouvernementele organisaties (Ngo's), de internationale hoven en verdragsorganisaties in Den Haag om samen met internationale partners een sterke internationale concurrentiepositie in te kunnen nemen.
2. The Hague Institute stimuleert innovatie en coherentie van relevante (inter-)nationale kennis over recht en gerechtigheid in samenhang met vrede, veiligheid en ontwikkeling.
3. The Hague Institute brengt de (inter-)nationale vraag van publieke en private actoren en het beste en meest innovatieve aanbod dat wereldwijd beschikbaar is, bijeen.
4. The Hague Institute ontwikkelt en onderhoudt een mondiaal netwerk op het hoogste niveau, gericht op innovatie en valorisatie.
5. The Hague Institute vervult de rol van onafhankelijke internationaal gezaghebbende denktank, die een actieve bijdrage levert aan het debat.

*The Hague Institute bundelt en versterkt kennis en expertise, aanwezig binnen de Haagse kennisinstellingen, de Nederlandse universiteiten, niet-gouvernementele organisaties (Ngo's), de internationale hoven en verdragsorganisaties in Den Haag om samen met internationale partners een sterke internationale concurrentiepositie in te kunnen nemen.*

Hoewel er nog niet geconcludeerd kan worden dat deze doelstelling volledig vervuld is, is het instituut op de goede weg en heeft het voor het behalen van deze doelstelling veel steun onder de Haagse partners en relevante ministeries. De partners die betrokken zijn bij de activiteiten van The Hague Institute zijn met zorg geselecteerd, zowel op basis van eerdere prestaties en reputatie als de kwaliteit van voorstellen die het instituut heeft ontvangen. Daarbij heeft het instituut niet geschroomd om verzoeken tot samenwerking niet toe te kennen als het niet overtuigd was van de toegevoegde waarde van samenwerking of het voorgestelde project of onderwerp van samenwerking.

In het eerste operationele jaar van het instituut hebben veel organisaties getracht samenwerking aan te gaan met het instituut, voornamelijk vanwege de financiering van projecten of programma's. Het instituut heeft een beleid gehad dat beoogde zogenaamde seed money investeringen te doen in de start van projecten, maar af te zien van het volledig financieren van projecten. Dit om 1. een inhoudelijk profiel op te bouwen en niet gepercipieerd te worden als een financier en daarnaast om direct een vraag gestuurde aanpak te hanteren en 2. te zorgen dat de projecten praktische relevantie hebben en mogelijke afnemers of externe financiers om zo de duurzaamheid van het instituut te waarborgen.

Deze aanpak heeft niet alleen bijgedragen aan de opbouw van het projectenportfolio, maar ook aan relevante partnerschappen. In het selecteren van projecten zijn de volgende criteria gehandhaafd: interdisciplinariteit, koppeling van academie en praktijk, het innovatieve karakter, beleidsrelevantie en valorisatie en/of het bestaan van de eerste contouren van een business case.

Naast de Haagse Academische Coalitie (HAC) partners, heeft het instituut samenwerking opgebouwd met verschillende Nederlandse universiteiten (Leiden, Amsterdam, Tilburg, Delft, Wageningen) maar ook internationaal relevante samenwerking aangegaan met o.a. de Wereldbank, het Institute for Security Studies (Pretoria), Harvard University, Observer Research Foundation (Delhi), Redress (London), IDLO (Italy), UN Human Rights Committee, the American Society for International Law en Brookings Institute (Washington DC). Voor een volledig overzicht van partners, zie Bijlage 4. Deze samenwerkingsverbanden kunnen op termijn bijdragen aan een sterke concurrentiepositie. Met het ministerie van Buitenlandse Zaken heeft het instituut goede contacten en samenwerking opgebouwd. Het Kennisplatform Veiligheid en Rechtsorde ([www.thigi.org/knowledgeplatform](http://www.thigi.org/knowledgeplatform)) is daarvan een goed voorbeeld. Het ministerie heeft dit kennisplatform opgezet om samenwerking, kennisdeling en kruisbestuiving te stimuleren tussen organisaties die zich bezighouden met vraagstukken op het snijvlak van veiligheid en rechtsorde. Betrokken organisaties vertegenwoordigen kennisinstellingen, denk tanks, Ngo's en in de toekomst ook het bedrijfsleven. The Hague Institute vervult, samen met de Conflict Research Unit van Clingendael, het secretariaat voor dit platform. Een van de redenen om deze rol toe te kennen aan The Hague Institute is precies de doelstelling van het instituut de kennis te bundelen en te versterken. De opdrachtwaarde hiervan voor het instituut bedraagt € 2.4 mln. Naast het versterken van samenwerking en kennisdeling, heeft het platform ook

de functie van het genereren van gezamenlijke projecten en is het voor Buitenlandse Zaken een manier om de gelden (€15 mln.) te besteden aan onderzoek en kennis op een competitieve manier te besteden, middels het uitzetten van calls for proposals via NWO/WOTRO.

*The Hague Institute stimuleert innovatie en coherentie van relevante (inter-)nationale kennis over recht en gerechtigheid in samenhang met vrede, veiligheid en ontwikkeling.*

De aanpak van The Hague Institute is gericht op het ontwikkelen van innovatieve oplossingen voor vraagstukken vallend binnen het werkkterrein van global justice. Deze aanpak kenmerkt zich door een hoge mate van vraaggestuurdheid. In de eerste jaren heeft het instituut geïnvesteerd in een veelheid aan feasibility studies die beoogden de huidige stand van zaken wat betreft kennis en activiteiten op een bepaald onderwerp in kaart te brengen, de vraag naar bepaalde kennis of product bloot te leggen, mogelijke afnemers en mogelijke vervolg projecten te identificeren. Door deze aanpak werkt het instituut inmiddels aan een veelvoud aan projecten die gekenmerkt worden door vraaggestuurdheid en innovatie.

The Hague Institute heeft inmiddels een werkprogramma gestoeld op drie thematische prioriteiten:

1. Conflict Prevention
2. Rule of Law
3. Global Governance

Op basis van deze thematische prioriteiten zullen de activiteiten en projecten verder strategisch en inhoudelijk uitgewerkt worden.

De ACCESS facility, een zogenaamde start-up waarbij The Hague Institute zowel financieel als inhoudelijk betrokken is, is een voorbeeld van stimuleren van coherentie van internationale kennis.<sup>3</sup> De Kennedy School of Government van de universiteit van Harvard is eveneens nauw betrokken. Daar heeft John Ruggie, speciale rapporteur on business and human rights van de VN zijn framework on business and human rights ontwikkeld. De derde pijler van dit framework richt zich op geschillenbeslechting en wordt op dit moment gedeeltelijk ingevuld door ACCESS. Door de krachten te bundelen in Den Haag en deze te koppelen aan internationale kennis en expertise op het werkkterrein van ACCESS, heeft ACCESS zich op korte termijn weten te ontwikkelen als een erkende speler op het gebied van business and human rights.

*The Hague Institute brengt de (inter)nationale vraag van publieke en private actoren en het beste en meest innovatieve aanbod dat wereldwijd beschikbaar is, bijeen.*

Deze doelstelling is deels behaald. Op verschillende projecten is het instituut in staat geweest om door middel van de vraag gestuurde aanpak, vraag en aanbod bij elkaar te brengen. Een voorbeeld

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<sup>3</sup> ACCESS is een nieuwe organisatie in Den Haag (opgericht eind 2012) en houdt zich bezig met geschillenbeslechting tussen bedrijven en lokale gemeenschappen op het gebied van corporate social responsibility. Deze organisatie is ontstaan uit een zogenaamd HUGO project, onder de vlag van Science Alliance/ World Legal Forum. Bij de oprichting van ACCESS zijn verschillende Haagse organisaties betrokken geweest, zoals Science Alliance, Velzen en van Guelen advocaten, Pels Rijcken advocaten en The Hague Institute.

daarvan is het Water Diplomacy Consortium. Dit consortium is een samenwerking tussen Clingendael, UNESCO-IHE, Water Governance Centre, UPEACE en The Hague Institute en beoogt, door de kennis aanwezig in Nederland over watermanagement, diplomatie, conflict preventie en educatie te bundelen, duurzame oplossingen te vinden voor (grensoverschrijdende) conflicten of potentiële conflicten over water. Dit consortium heeft inmiddels een voorstel uitgewerkt voor een gezamenlijk project in Jemen op het gebied van conflictpreventie en de interactie tussen de nationale waterwetgeving en tribale systemen op het gebied van waterrecht, en heeft middelen verworven voor een eerste grote (launching) conferentie in het Vredespaleis in november van dit jaar. Daaraan voorafgaand werken de partners aan een reeks casestudies, die onder meer worden gepresenteerd tijdens de internationale waterweek in september in Stockholm.

In gesprekken met stakeholders ten behoeve van de review, is het duidelijk geworden dat zowel de vragende partijen (ministeries) als de partners het instituut graag meer zouden inzetten op deze rol van verbindende schakel tussen vraag en aanbod, waarmee deze doelstelling meer verwezenlijkt zou worden. De idee dat het instituut een soort paraplu functie kan hebben en daardoor de Haagse kennis weet te bundelen en het profiel van Den Haag als stad van KENNIS op het gebied van vrede en recht kan versterken, wordt onderschreven en ook duidelijk geïdentificeerd als een kans voor het instituut en de Haagse en bredere Nederlandse partners.

Het instituut kan wat dat betreft nog een meer centrale rol vervullen in het Haagse en ook daarbuiten. Verschillende ministeries hebben aangegeven een loketfunctie voor het instituut wenselijk en haalbaar te achten en zouden het van bijzondere toegevoegde waarde achten als kennisvragen op het gebied van vrede en recht bij het instituut neergelegd zouden kunnen worden, zodat het instituut daar dan vervolgens de juiste partners bij weet te betrekken om de opdracht uit te voeren.

Uit de bestuursdocumenten blijkt dat nauwelijks is aangestuurd op het ontwikkelen van deze rol en het behalen van deze doelstelling, zodat de leiding van het instituut onvoldoende mandaat gehad heeft deze doelstelling en functie van het instituut uit te werken.<sup>4</sup> Aangezien hier mogelijk winst voor zowel het instituut als de partners mogelijk is, verdient het aanbeveling om inspanningen vanuit het instituut zelf als ook vanuit de betrokken partners hier actief invulling aan te geven.

*The Hague Institute ontwikkelt en onderhoudt een mondiaal netwerk op het hoogste niveau, gericht op innovatie en valorisatie.*

Al in de eerste jaren heeft het instituut samenwerking ontwikkeld met internationale gerenommeerde instituten, universiteiten en internationale (niet-gouvernementele) organisaties (overzicht partners, zie Bijlage 4). Bij het ontwikkelen van relaties wordt voortdurend gelet op de kwaliteit van de organisatie en de toegevoegde waarde voor het instituut, zowel inhoudelijk als vanuit het oogpunt van financiering.

Deze netwerken worden onderhouden door middel van het samenwerken op projectniveau, persoonlijke contacten, het uitnodigen van relevante vertegenwoordigers voor de events. In de

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<sup>4</sup> De verslagen van de bestuursvergaderingen zijn beschikbaar.

Hague Roundtable Series, bijvoorbeeld, bespreken internationale beleidsmakers, onderzoekers, vertegenwoordigers van Ngo's en het bedrijfsleven actuele internationale vraagstukken in een vertrouwelijke setting. Deze roundtables dragen expliciet bij aan het versterken van het (inter)nationale netwerk van het instituut en de valorisatie van het onderzoek. Sinds januari 2013 werk het instituut actief aan een communicatiestrategie. Daarnaast heeft het instituut een goed bezochte website, begeeft het zich op sociale media, en is een email nieuwsbrief in ontwikkeling, waardoor het netwerk direct op de hoogte gehouden kan worden van de meest recente ontwikkelingen. Het aantrekken van een ervaren online communicatie specialist heeft al direct resultaat geleverd: in 6 weken was het aantal volgers van het instituut op twitter verdubbeld. Ook geeft het instituut een eerste versie van het magazine "Intersections" uit, voor het bestaande netwerk en potentiële partners en/ of financiers. Het doel daarvan is het versterken van het huidige netwerk, maar ook zeker het uitbreiden naar nieuwe netwerken.

In 2013 is het eerste stage programma gestart van The Hague Institute. Drie masterstudenten van topuniversiteiten zijn geselecteerd om deel te nemen in dit programma. Het instituut zal dit programma verder ontwikkelen in een jaarlijks terugkerend exclusief programma, waarin het zal samenwerken met internationale top universiteiten.

Met de komst van de eerste president, Abi Williams, heeft het instituut toegang tot internationale strategische partners van het hoogste niveau, zowel academisch als binnen internationale organisaties en buitenlandse overheden. Zo zullen de Academic Council on the United Nations System (ACUNS)/American Society for International Law (ASIL) Annual Summer Workshop in 2014 en de ACUNS Annual Meeting 2015 bij The Hague Institute plaatshebben. Deze netwerken waren zonder zijn komst waarschijnlijk pas toegankelijk voor het instituut na een aantal jaren. Het sneller beschikbaar komen van deze netwerken biedt grote kansen voor het instituut. Via dit netwerk zijn verschillende samenwerkingsverbanden inmiddels in voorbereiding.

*The Hague Institute vervult de rol van onafhankelijke internationaal gezaghebbende denktank, die een actieve bijdrage levert aan het debat.*

Het instituut vervult de rol van onafhankelijke denktank. Internationaal gezaghebbend kan het nog niet genoemd worden. Het instituut heeft in de eerste jaren wel internationaal interesse weten te wekken door het organiseren van inhoudelijke kwalitatief hoogstaande events, die steeds vaker toewerken naar tastbare uitkomsten en beleidsrelevante uitkomsten. Het instituut en de werknemers worden regelmatig benaderd voor samenwerking of uitgenodigd deel te nemen aan externe projecten en events.

Het verwerven van een reputatie en het ontwikkelen tot een internationaal gezaghebbende denktank heeft tijd nodig. Met de komst van Abi Williams als president van het instituut, heeft het instituut een grote stap genomen voor wat betreft het ontwikkelen van de denktank capaciteit. Door een expliciete focus op de ontwikkeling van de eigen kennisbasis en het aansturen op het ontwikkelen van thematische en regionale expertise, optredens in de media en veel beleidsrelevante publicaties, zal de zichtbaarheid en de effectiviteit van het instituut als denktank snel versterken. Naast deze organisatorische en strategische keuzes, is het instituut ook gestart de internationale

herkenbaarheid en zichtbaarheid te vergroten door proactief deel te nemen aan ranking van internationale denktanks etc.

- **Zal het Instituut in positieve zin bijdragen aan de regionale economische structuur?**

De economische effecten van The Hague Institute zijn onder te verdelen in twee categorieën. Ten eerste zorgt The Hague Institute voor een toename van de werkgelegenheid. Deze toename betreft niet alleen de directe werkgelegenheid die The Hague Institute creëert, maar ook een indirecte toename van de werkgelegenheid die ontstaat door de bestedingen van The Hague Institute en de werknemers. Ten tweede is met de oprichting van The Hague Institute een internationaal expertisecentrum ontstaan met een uitstralings-effect dat een aantrekkingskracht heeft op andere (inter-)nationale organisaties.

Zoals bij de oorspronkelijke business case is aangegeven zijn de directe en indirecte toegevoegde waarde in termen van werkgelegenheid van The Hague Institute is in eerste instantie weliswaar beperkt, maar zal toenemen bij verdere groei in omvang en bekendheid. De directe werkgelegenheid gecreëerd door The Hague Institute is nu, medio 2013, 18,8 fte. Volgens het oorspronkelijke businessplan zou eind 2013 20 fte bereikt kunnen zijn en uiteindelijk oplopend naar 34 fte in 2016-2017; in directe werkgelegenheid voldoet The Hague Institute vooralsnog dus aan de verwachting. Daarnaast spendeert The Hague Institute een deel van het budget aan goederen en diensten in Nederland (directe bestedingen). Deze uitgaven hebben tevens een indirect effect vanwege de extra bestedingen die de leveranciers doen om de goederen en diensten te kunnen leveren (indirecte bestedingen). Deze extra bestedingen hebben een economisch effect dat gelijk is aan 75% van de uitgaven van The Hague Institute aan goederen en diensten<sup>5</sup>. The Hague Institute heeft op dit moment, medio 2013, 6 (fulltime fte) buitenlandse werknemers in dienst. Deze expats spenderen 80% van het bruto salaris in Nederland<sup>6</sup> (directe bestedingen expats). Ook deze uitgaven hebben een indirect effect van 75% vanwege de extra consumptieve bestedingen in Nederland<sup>7</sup> (indirecte bestedingen expats). Het laatste effect is het bestedingseffect. Hieronder vallen de uitgaven van de buitenlandse gasten bij conferenties en opleidingen van het Instituut aan bijvoorbeeld huisvesting en catering. De geplande verdere groei van The Hague Institute zal naar verwachting, bij succesvolle werving van opdrachten, ook leiden tot de inzet van meer buitenlandse werknemers die zich eveneens in Den Haag en omgeving vestigen.

Per saldo kan een best educated guess voor de bestedingsimpuls voor de regio, rekenend met de gangbare veronderstellingen, tot en met 2012 als volgt worden samengevat<sup>8</sup>:

- Directe bestedingen 2011-2012 in werkgelegenheid: 2,09 mln.
- Directe bestedingen overig in regio Den Haag 2011-2012: 4,77 mln.
- Indirecte bestedingen 2011-2012: 3,53 mln.
- Bestedingen expats 2011-2012: 0,64 mln.
- Indirecte bestedingen expats 2011-2012: 0,47 mln.

<sup>5</sup> Ecorys, Economic Impact of NATO C3 Agency, Presence in The Hague and The Netherlands, januari 2009 p. 21.

<sup>6</sup> Decisio, Economische betekenis internationale bedrijven en organisaties in Haaglanden, 24 november 2008, p. 40.

<sup>7</sup> Ecorys, Economic Impact of NATO C3 Agency, Presence in The Hague and The Netherlands, januari 2009 p. 21.

<sup>8</sup> Werkelijke bestedingscijfers conform jaarrekening 2011 en 2012; gerekend met gemiddelde bruto-salariskosten expat-werknemer voor 70 K. Nog geen uitgaven over 2013 meegenomen.



### 3.2.2. Organisatieontwikkeling

- Is de voorgestelde organisatorische structuur vastgesteld?
- Is het programma van werkzaamheden goedgekeurd door het tijdelijk bestuur en de raad van toezicht?
  
- **Is de voorgestelde organisatorische structuur vastgesteld?**

Het originele businessplan en de statuten voorzien in een Advisory Council, een Governing Board en de Dagelijkse Leiding, waaronder valt: een Internationale Dean, een zakelijk directeur. Daarnaast voorziet het businessplan in drie programmaleiders. Van deze organen zijn de Advisory Council, de Supervisory Board en de president (Internationale Dean) aangesteld.

Het model is zo opgezet dat het executieve bestuur bestaat uit de Dean en de Zakelijk Directeur met een Raad van Toezicht als toezichthoudend orgaan. Een Tijdelijk Bestuur vervult beide functies, totdat de posities van Dean en Zakelijk Directeur beide zijn ingevuld.<sup>9</sup>

Een eerste parttime Dean a.i. was aangesteld van januari 2011 – september 2011. Daarnaast is vanaf januari 2011 ook een Director of Operations in functie, die echter niet de rol van zakelijk directeur vervult. Van september 2011 – mei 2012 is de tweede parttime Dean a.i. in functie geweest. De functie van Dean is ingevuld vanaf 1 mei 2012, toen het Tijdelijk Bestuur de toenmalige parttime Dean a.i. heeft aangesteld als volwaardige Dean, met het oogpunt de Governance structuur vanaf dat tijdstip volledig te kunnen invullen. Vanaf 1 januari 2013 heeft The Hague Institute een full-time president, Abi Williams. Het instituut heeft momenteel echter nog geen permanent Zakelijk Directeur en geen programmaleiders.

In de afgelopen jaren zijn meerdere gesprekken gevoerd met kandidaten voor de positie van Zakelijk Directeur en programmaleiders. Echter, voor beide functies zijn deze wervingsrondes tot nu toe onsuccesvol gebleken. In een wervingsronde in 2012 bleek dat het profiel van programmaleider dat gezocht werd (academisch niveau van UHD en ruime praktijkervaring/ acquisitiekracht) kennelijk een moeilijk te vinden profiel.

Inmiddels is een wervingstraject gestart voor een programma hoofd voor elk van de drie huidige programma's. De verwachting is dat de duidelijke thematische focus die is aangebracht door deze programma's ook een positief effect zullen hebben op het succes van deze wervingsprocedure. Het is van groot belang dat deze laag in de organisatie gevuld wordt om de strategische en inhoudelijke richting voor de geïdentificeerde programma's vorm te geven.

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<sup>9</sup> Artikel 21 Statuten.

- **Is het programma van werkzaamheden goedgekeurd door het tijdelijk bestuur en de raad van toezicht?**

Het Tijdelijke Bestuur en de Raad van Toezicht komen drie keer per jaar bijeen in een gezamenlijke vergadering. De Raad van Toezicht heeft weliswaar nog geen formele bevoegdheden, maar om de aanstaande transitie vlot te laten verlopen en de leden van de Raad van Toezicht actief te betrekken bij de werkzaamheden van het instituut, is er voor gekozen om het Tijdelijk Bestuur en de Raad van Toezicht gezamenlijk te laten vergaderen. De eerst gezamenlijke vergadering had plaats in november 2011.

In deze vergaderingen worden de lopende zaken besproken, de nieuwe projecten en activiteiten geaccordeerd en het programma, de begroting en de jaarrekening vastgesteld. In deze gezamenlijke vergaderingen treedt zowel het Tijdelijk Bestuur als de Raad van Toezicht voornamelijk op in de rol van toezichthouder. Het huidige programma van werkzaamheden is op 10 april 2013 vastgesteld, nadat het op 7 maart was goedgekeurd door de Advisory Council.<sup>10</sup>

### 3.2.3. Activiteiten

- Zijn de activiteiten in overeenstemming met het programma van het Instituut?
  - Dragen de projecten en activiteiten bij aan de realisatie van de doelstellingen?
  - Is The Hague Institute erin geslaagd geloofwaardige partners in haar projecten en activiteiten te betrekken?
  - Dragen de activiteiten bij tot de verwezenlijking van de aannames/verwachtingen in het businessplan (bijvoorbeeld onderzoek publicaties, raadgevende producten en opleiding)?
- 
- **Zijn de activiteiten in overeenstemming met het programma van het Instituut?**

De werkzaamheden van het instituut zijn verbonden aan een programmatische aanpak. In de eerste jaren (2011-2012) was die grofweg gebaseerd op de programmalijnen die geïdentificeerd waren door de eerste Dean a.i.: *International Courts and Global Justice, Peace Diplomacy and Global Justice, Environment, Development and Global Justice*. Op basis van deze programmalijnen en een vraag gestuurde aanpak zijn de eerste projecten ontwikkeld. Dit heeft geleid tot een breed projectenportfolio, dat met de goedkeuring van het Tijdelijk Bestuur is ontwikkeld tussen november 2011 en november 2012. In de oktober 2012 heeft het Tijdelijk Bestuur expliciet aangegeven dat een zekere mate van thematische en/of programmatische richting aangebracht zou moeten worden in dit projectenportfolio en dat een daaraan gekoppeld investeringsplan zou moeten worden opgesteld. Dit was in grote mate ingegeven door de behoefte het instituut inhoudelijk meer gewicht te kunnen geven, beter te kunnen positioneren en ook makkelijker een communicatiestrategie op te zetten waardoor de zichtbaarheid van het instituut ook vergroot zou worden.

Het instituut kent een variëteit aan activiteiten die allen zijn voorzien in het werkprogramma 2013 en ook in lijn zijn met dat programma, dat gebaseerd is op drie thematische programmalijnen: Conflict

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<sup>10</sup> Minutes Advisory Council Meeting 7 maart 2013 en Vergadering Tijdelijk Bestuur en Raad van Toezicht, 10 april 2013.

Prevention, Rule of Law en Global Governance. Deze thematische keuzes zijn gemaakt op basis van de doelstellingen en de missie van het instituut, de werkzaamheden van andere, vergelijkbare denktanks en het bestaande projectenportfolio. Op basis van deze thematische keuzes, is ook het projectenportfolio versmald. Daarnaast is ook een regionale focus aangebracht in de werkzaamheden van het instituut. Deze keuzes zijn mede gemaakt op basis van de expertise aanwezig binnen het instituut, de werkzaamheden van vergelijkbare organisaties en de thematische keuzes. Voor een compleet overzicht van het huidige werkprogramma en activiteiten, zie Bijlage 3. Het huidige werkprogramma wordt momenteel uitgewerkt in een meerjarig strategisch plan waarin ook een investeringsplan is opgenomen ten aanzien van het versterken van deze programma's.

**- Dragen de projecten en activiteiten bij aan de realisatie van de doelstellingen?**

De projecten en activiteiten van het instituut dragen bij aan de realisatie van de doelstellingen. Elk project wordt in samenwerking met een of meerdere partners uitgevoerd, zowel Nederlandse als internationale organisaties en experts zijn hierbij betrokken. Door deze werkwijze draagt het instituut bij aan het bundelen en versterken van de kennis en expertise aanwezig in Den Haag en de samenwerking met internationale partijen.

Naast de projecten dragen de expert meetings en roundtables die het instituut organiseert expliciet bij aan het versterken van het netwerk, kennisdeling en innovatie. Door internationale experts, beleidsmakers, vertegenwoordigers van Ngo's en het bedrijfsleven bij elkaar te brengen en te laten spreken over actuele internationale vraagstukken, draagt het instituut bij aan de versterking en verbreding van kennis op deze gebieden en slaat het een expliciete brug tussen academie en praktijk. Deze aanpak draagt daarnaast bij aan het versterken en verbreden van het nationale en internationale netwerk. Daarnaast leveren de uitkomsten van deze bijeenkomsten en het onderzoek dat het instituut verricht een expliciete bijdrage aan het internationale debat op de gekozen thema's. Door in de toekomst meer naar buiten te treden en een actievere deelname in het publieke debat door middel van optredens in de media, zal het instituut steeds nadrukkelijker een bijdrage leveren aan het debat, kennisverbreding en innovatie.

**- Is The Hague Institute erin geslaagd geloofwaardige partners in haar projecten en activiteiten te betrekken?**

Zoals eerder aangegeven, zijn de partners van The Hague Institute met zorg geselecteerd, op basis van bewezen track record, reputatie en financiële stabiliteit. Daarbij heeft The Hague Institute hoog ingezet op het ontwikkelen van relevante internationale partnerschappen naast de al bestaande samenwerking met de HAC partners en andere Nederlandse partijen.

Inmiddels telt het instituut meer dan 50 partner-organisaties met wie het instituut samenwerkt op verschillende niveaus. Voor sommigen voorziet The Hague Institute in een mogelijkheid de organisatie verder te ontwikkelen, zoals het geval is bij de zogenaamde start-up ACCESS. Voor andere organisaties is The Hague Institute een inhoudelijke samenwerkingspartner, wat voor de meeste samenwerkingsverbanden het geval is. Daarbij benadrukt The Hague Institute dat het samenwerkt met organisaties op basis van bewezen kwaliteit, relevantie en reputatie in plaats van het aangaan van partnerschappen omdat het instituut ook een opdracht heeft als een netwerk organisatie te functioneren.

Voor een volledig overzicht van partners van The Hague Institute zie bijlage 4.

- **Dragen de activiteiten bij tot de verwezenlijking van de aannames/verwachtingen in het businessplan (bijvoorbeeld onderzoek publicaties, raadgevende producten en opleiding)?**

De activiteiten in het businessplan zijn verdeeld in

1. Onderzoek
2. Onderwijs/ training
3. Advies/ kennisoverdracht

In aanvang heeft het instituut zich gericht op de drie activiteiten, waarbij de meeste nadruk heeft gelegen op onderzoek, het ontwikkelen van projecten en kennisoverdracht. In het onderzoek heeft toegepast onderzoek en praktische relevantie de boventoon gevoerd, waarbij er minder aandacht is geweest voor fundamenteel wetenschappelijk onderzoek.

De activiteiten van het instituut dragen bij aan de verwezenlijking en de aannames in het businessplan. Echter, het instituut beweegt inmiddels naar het worden van een internationale gerenommeerde denktank. Een consequentie daarvan is de versterkte nadruk op beleidsrelevant onderzoek en een minder grote nadruk op wetenschappelijk onderzoek pur sang. Dit heeft ook implicaties voor de resultaten op het gebied van de activiteiten zoals voorgenomen in het originele businessplan. Voor een gespecificeerd overzicht van activiteiten over de jaren 2011-2013, zie Bijlage 3.

Onderzoek/ publicaties:

Het onderzoek dat is uitgevoerd in de eerste jaren, waren voornamelijk de voornoemde feasibility studies waarvan uitkomst rapportages beschikbaar zijn, maar niet extern gepubliceerd.

Naast deze rapporten zijn in het afgelopen half jaar drie policy briefs gepubliceerd.

In de zomer 2013 zal het eerste grote onderzoeksproject de resultaten opleveren, die gepubliceerd zullen worden: een onderzoeksrapport, een academisch paper, een korte, beleidspublicatie en drie tot vier policy briefs.

Onderwijs/ training:

In de beginfase heeft de nadruk bewust niet gelegen op het geven van trainingen. Het instituut heeft in 2012 een verkenning gedaan naar de markt op het gebied van professionele trainingen in Den Haag om te bepalen of hier voor het instituut een niche in te onderscheiden was. Het Tijdelijke Bestuur heeft toen besloten dat het niet wenselijk was een separate trainingsafdeling te starten en dat trainingen mogelijk in project verband gegeven zouden kunnen worden.

Een van de doelen van de eerste president was om binnen een half jaar de eerste training te laten plaatshebben. Inmiddels heeft het instituut twee trainingen aangeboden, waarvan een in samenwerking met The Hague Academy for Local Governance op het gebied van Peacebuilding and Local Governance en een m.b.t. Rule of Law and Transitional Justice voor een selectie van Libische rechters en aanklagers. Deze trainingen dragen bij aan het profiel van niet alleen een denktank, maar ook een doe tank, "do-tank".

Kennisdeling/ bijeenkomsten:

Sinds 2011 hebben veel expert meetings, conferenties, publieke lezingen en andere bijeenkomsten plaatsgehad bij The Hague Institute for Global Justice. Naast eigen bijeenkomsten, is het instituut ook een aantrekkelijke locatie voor andere organisaties. Een volledig overzicht van bijeenkomsten kan gevonden worden in Bijlage 3.

Vanaf 1 januari 2013 is de aandacht van het instituut meer gericht op outreach en zichtbaarheid en op de “convening power”. De researchers publiceren blogs, verslagen van bijeenkomsten etc. Daarnaast schrijven de onderzoekers steeds meer policy briefs over actuele onderwerpen en onderdelen van het onderzoek waar zij aan werken in projectverband. Bovendien zullen special reports, boeken en edited volumes tot de publicaties van The Hague Institute gaan behoren.

Naast deze publicaties, is een aantal series van bijeenkomsten gestart die bijdragen aan het profiel van het instituut als verbindende schakel van kennis vanuit de academie en de praktijk op relevante internationale thema's. Zo brengt de zogenaamde Hague Roundtable Series deskundigen, beleidsmakers, relevante vertegenwoordigers van internationale organisaties, Ngo's en het bedrijfsleven samen om een onderwerp in een aantal uren goed door te spreken in een vertrouwelijke omgeving.

Daarnaast zijn er twee openbare lezingen series in het leven geroepen: de Distinguished Speakers Series en de Over the Horizon Series. Deze bijeenkomsten dragen in belangrijke mate bij aan het verwezenlijken van de activiteiten vermeld in het business plan op het gebied van kennisoverdracht. Zowel de president als de onderzoekers leveren regelmatig bijdragen aan externe conferenties, lezingenseries en trainingen.

### 3.2.4. Subsidievoorwaarden

- Worden de overeengekomen bijdragen van de oprichters in fte ook daadwerkelijk geleverd?
- Is de gemeente Den Haag de financiële toezegging ten behoeve van de opbouw van het Instituut ook nagekomen?
- **Worden de overeengekomen bijdragen van de oprichters in fte ook daadwerkelijk geleverd?**

De bijdragen (in kind) zoals overeengekomen met de oprichtende instituten zijn later ingevuld dan was voorzien door een latere start van het Instituut. Als we de voorgenomen bijdragen per jaar vergelijken met de realisatie per jaar, maar dan ook met een jaar vertraging, ontstaat het volgende beeld:

FTE	2010	2011	2012	2013	2014
Oorspronkelijke inzet in fte van HAC partners					
volgens brief d.d. 28 december 2010	6	7,2	9	10,8	12
Gerealiseerd per 1 juni 2013:					
Clingendael			2	2	Pm
HiiL			1	1	Pm
Carnegie Foundation			1	1	Pm
Haagse Campus			2,5	2	Pm
Haagse Hogeschool			0,2	0,2	Pm
Asser Instituut			0,2	Pm	Pm
ISS/EUR			0,2	Pm	Pm
<b>TOTAL</b>			<b>7,1</b>	<b>6,2</b>	

Toelichting:

- De inzet van fte's door de betrokken partners is in 2012 volgens oorspronkelijk schema gerealiseerd met vertraging van één jaar. (7,2 fte in 2012 versus 7,1 fte gepland in 2011). De inzet van fte's door de partners in het consortium is gekoppeld aan de programmering van de activiteiten binnen het Institute en zal per kwartaal kunnen variëren. Voor 2013 is nog een aantal activiteiten gepland waar de fte's nog niet zijn benoemd.
- De bijdrage van het Asser Instituut is op dit moment nog onvoldoende ingevuld. Het Instituut kan niet aan de afspraken voldoen vanwege gebrek aan voldoende menskracht. Een heroriëntatie op de afspraken met het Asser Instituut is nodig om voor de komende jaren nieuwe afspraken te maken. Compensatie wordt gevonden in nader overleg met de andere partners en hangt mede af van de inzet op het onlangs gestarte programma van het Instituut. De timing van de inzet van fte's door de zogenoemde founding fathers ofwel partners wordt bepaald door de inzet, opzet en uitvoering van de door The Hague Institute uit te voeren projecten: per project wordt immers bepaald welke expertise in welke mate ingezet dient te worden om het project kwalitatief optimaal te bemensen.
- Clingendael: Alle lopende zaken worden dit jaar gecontinueerd en Clingendael heeft eveneens in financiële zin bijgedragen aan het project Water Diplomacy Consortium.
- Met de Haagse Campus is in 2013 een nieuw project gestart: 'social justice', waarop de Campus 0.5 fte inzet. Enkele projecten lopen door. Er worden verdere afspraken gemaakt.
- De Haagse Hogeschool heeft nogmaals bereidheid tot investeringen uitgesproken. Het is aan het The Hague Institute om dat in te vullen.
- Met ISS/EUR is een concept-mantelovereenkomst, maar de gesprekken over de invulling zijn nog niet afgerond.



De financiële bijdrage van de Gemeente Den Haag, zijnde € 1.000.000,- is zeker gesteld en ter betaling beschikbaar gesteld waarbij de laatste 10 procent conform de Haagse subsidievoorschriften pas definitief wordt uitgekeerd na indiening desbetreffende jaarrekening en goedkeurende accountantsverklaring. (Brief Gemeente Den Haag, d.d. 6 juni 2013, kenmerk BenW-2013.457).

### 3.2.5. Financiën

- Beschikt het Instituut over goedgekeurde jaarverslagen voor het afgelopen jaar?
- Strookt de begroting met de begroting zoals voorgesteld in het businessplan? Zijn de uitgaven conform de vastleggingen?
- Is het Instituut in staat om externe financiering/ betaalde opdrachten te genereren?

De jaarrekeningen over 2011 en 2012 zijn goedgekeurd, inclusief rechtmatigheidsverklaring, door de accountant (Van Ree Accountants Alphen aan den Rijn) en beschikbaar op aanvraag. Omdat het Instituut later dan was voorzien van start is gegaan zijn er ook pas later verplichtingen aangegaan en vallen de uitgaven eveneens later.

De begroting 2013 is in april door het Tijdelijk Bestuur vastgesteld.

Onderstaand een overzicht van de inkomsten/opbrengsten van het instituut zoals bekend en vastgelegd per 1 juni 2013, zonder de FES-bijdragen:

Opbrengsten uit opdrachten en bijdrage Gemeente Den Haag (excl. Oprichters en FES-middelen)	2011	2012	2013	2014	2015
OORSPRONKELIJK in plan met start één jaar later (incl. bijdrage Den Haag)		1.755.000	2.350.000	3.250.000	
Gemeente Den Haag	100.000	350.000	980.000	100.000	
Ministerie Buitenlandse Zaken*		50.000	1.050.000	800.000	750000
Ministerie Veiligheid en Justitie					
Ministerie van EZ		240.000			
founding partners		30.000			
World Bank		210.000			
USAID			150.000		
Overig (donaties, events, e.d.)	43.757	120.000	75.000		
<b>Total</b>	<b>143.757</b>	<b>1.000.000</b>	<b>2.255.000</b>	<b>900.000</b>	

Toelichting:

- Bij de cijfers moet een onderscheid gemaakt worden tussen de 'geacquireerde omzet' en de feitelijke "productie" die niet in hetzelfde boekjaar hoeven te vallen.
- In 2011 heeft The Hague Institute eigenlijk geen 'productie' geleverd, behalve enkele activiteiten die onder overig zijn benoemd.

- In 2012 heeft The Hague Institute heeft The Hague Institute 3.350.000,- aan externe financiering, buiten FES, geacquireerd. In 2012 is voor circa € 1.000.000, - aan “productie of diensten” geleverd.
- In 2013 heeft The Hague Institute vooralsnog voor € 1.455.000, - geacquireerd. Daarnaast staat aan feitelijk te leveren diensten en uitgaven ditzelfde jaar ruim € 2.255.000, - gepland.
- Het Ministerie van Buitenlandse Zaken heeft het budget voor de secretariaatsfunctie voor het Kennisplatform bij The Hague Institute ondergebracht.
- De accountant adviseert om de programmahoofden ook budgetverantwoordelijk te maken voor de uit te voeren programma’s en een voorziening te treffen binnen het totaalbudget om de risico’s te kunnen managen. Dit voorstel wordt nu uitgewerkt in samenspraak met het Tijdelijk Bestuur.
- De begroting voor 2013 is door het Tijdelijk Bestuur vastgesteld en laat vooralsnog zien dat de inkomsten en uitgaven grotendeels overeenkomen met de planning zoals was voorzien, zij het met de eerder genoemde vertraging in de tijd.

### 3.2.6. Continuïteit

- Is aannemelijk dat The Hague Institute in staat is om na de periode waarvoor financiering wordt verstrekt ook voort te bestaan op basis van te verwachten betaalde opdrachten en/of sponsoring?

De continuïteitsvraag wordt deels beantwoord met het overzicht zoals onder paragraaf 5 is opgenomen met een overzicht van de verworven opdrachten/opbrengsten tot juni 2013. Het perspectief voor de komende jaren, de kans op succes en daarmee op voldoende verdien capaciteit geven voor de nabije toekomst voldoende vertrouwen mits ook extra inspanningen worden verricht voor de invulling van de cruciale functies van executive director en programmaleiders. Samen met de verdere invulling van de nu aanwezige tenderdesk kunnen zij de afstemming van de nationale en internationale vraag en aanbod op de 3 programmalijnen concreet in haalbare ambities omzetten. Ook het internationale netwerk van de in januari 2013 benoemde president van het instituut draagt bij aan de verkenning van kansen voor het instituut.

Er zijn voldoende signalen in de markt dat potentiële opdrachtgevers als ministeries, internationale organisaties als EU en VN de komende jaren juist zich wenden tot organisaties die in staat zijn om vraag en aanbod te matchen op kwaliteit en specifieke expertise op het terrein van vrede, recht en veiligheid. Daarvoor zijn wel extra inspanningen van het instituut nodig. Hoewel de externe financiering op dit moment als bemoedigend wordt gezien, dient het Instituut zich ook in te spannen om verdere financiering en acquisitie vanuit de EU, Wereldbank, de VN en andere internationale opdrachtgevers te realiseren zoals ook de intentie was.

Voorwaarde is wel dat The Hague Institute snel kan beschikken over een executive director die primair verantwoordelijk wordt voor de acquisitie van fondsen voor het instituut en haar partners. Een andere voorwaarde is het internationale netwerk van de huidige president; zijn netwerk dient ook te verworden tot het netwerk van The Hague Institute om aangesloten te blijven op vragen en behoeften van potentiële opdrachtgevers en fundraisers.

Ook de samenhang met het werkprogramma en de samenwerking tussen de executive director en de programmaleiders zijn sterk bepalend voor het toekomstig succes. De werving van de programmahoofden is door de recent benoemde president in gang gezet en het tijdelijke bestuur is verantwoordelijk voor de benoeming van de executive director. Zodra deze laatste benoemd is vormen de president en de executive director samen het dagelijks bestuur en zijn dan gezamenlijk verantwoordelijk voor een succesvolle acquisitie. Op dat moment worden ook de bevoegdheden en verantwoordelijkheden van de Raad van Toezicht, waarvan de leden al benoemd zijn, effectief.

## 4. AANBEVELINGEN

Op basis van de documentenstudie, maar vooral ook naar aanleiding van de gesprekken met alle respondenten, is een aantal kwesties pregnant naar voren gekomen. Op grond van de opmerkingen en constatering komen de volgende zaken nadrukkelijk als aanbeveling naar voren.

### **Organisatie en Governance**

De Governance van The Hague Institute is met veel aandacht ingevuld, zodat de betrokkenheid van de diverse stakeholders gegarandeerd blijft en het toezicht op The Hague Institute maximaal lijkt te zijn.

De bezetting van de functies binnen The Hague Institute for Global Justice heeft aanzienlijke vertraging opgelopen door enerzijds de benoeming van twee maal een tijdelijke Dean en anderzijds door het uitblijven van een (definitieve) benoeming van de executive director. Een Director of Operations heeft als kwartiermaker alle nodige ondersteunende functies en de dagelijkse leiding adequaat invulling gegeven, maar de te benoemen director zal nu primair voorrang moeten geven aan de acquisitietaken. De benoeming van de huidige president per 1 januari 2013 heeft nu wel geleid tot een versnelling van de invulling van enkele andere cruciale functies als de Programmaleiders. Het Tijdelijk Bestuur zal in samenspraak met de president zo snel mogelijk tot benoeming van de executive director moeten overgaan om de ambities van het Instituut nu ook verder invulling te geven.

### **Financiën**

Voor 2013 is de begroting in evenwicht met het eerder vastgestelde plan, inclusief de eerder opgelopen vertraging. Het Instituut heeft zelf in 2013 voldoende middelen gegenereerd om te kunnen voldoen aan de zogenaamde matching budget formule. Voor de transparantie naar de toekomst en verantwoording naar alle stakeholders verdient het aanbeveling om, zoals ook genoemd door de accountant bij het auditrapport over 2012, een heldere koppeling te leggen tussen de begroting en het onlangs vastgestelde werkprogramma, zodat de allocatie van middelen en mensen naar de diverse programmaonderdelen helder is. Voor wat betreft de liquiditeitsbehoefte en bevoorschotting door de FES-beheerder dient, in samenhang met de aanbeveling van de accountant dat het Instituut moet kunnen beschikken van een reserve om de risico's te kunnen dekken, bezien te worden onder welke voorwaarden en in welke vorm (bijvoorbeeld een revolving fund) een dergelijke voorziening meest effectief zou kunnen zijn. De accountant heeft overigens aanbevolen om in alle overeenkomsten met fondsenverstrekkers en opdrachtgevers vast te leggen hoe de middelen per project besteed zullen worden.

## **Communicatiestrategie**

Aandachtspunt in het versterken en verbreden van het netwerk is een allesomvattende communicatiestrategie, intern én extern, die verder gaat dan alleen de corporate presentatie op de website, via brochures en sociale media. Onderdeel daarvan zou ook kunnen zijn hoe het netwerk binnen Den Haag op een juiste manier kan worden voorzien van relevante informatie en te betrekken bij de werkzaamheden van het instituut. Daarnaast zou het strategisch benaderen van nieuwe netwerken een belangrijk onderdeel van de communicatiestrategie (en dus het communicatieplan) moeten zijn. Bij een verdere ontwikkeling van het profiel van het Instituut hoort ook een heldere formulering van de strategische doelen en communicatie daarover met de stakeholders.

BIJLAGE 1

	Naam	Organisatie/ titel
<b>Bestuur</b>	Dick Benschop	Shell Nederland, President Directeur
	Annet Bertram	Vice voorzitter Tijdelijk Bestuur The Hague Institute
	Jouke de Vries	Lid Tijdelijk Bestuur The Hague Institute (Campus Den Haag Universiteit Leiden, Decaan)
	Steven van Hoogstraten	Carnegiestichting, lid Raad van Toezicht The Hague Institute
	Sam Muller	Lid Tijdelijk Bestuur The Hague Institute
<b>Medewerkers</b>	Abi Williams	The Hague Institute, President
		The Hague Institute, Director of Operations
		The Hague Institute, Development Officer
		The Hague Institute, Policy Advisor
<b>Ministeries</b>		Buitenlandse Zaken, Afdeling Stabiliteit en Vredesopbouw
		Buitenlandse Zaken, Directeur Juridische Zaken
		Ministerie Veiligheid en Justitie, directeur Europese en Internationale Zaken
		Ministerie Veiligheid en Justitie, Europese en Internationale Zaken
		Ministerie Veiligheid & Justitie, , WODC
		Voormalig Economische Zaken, voorzitter Monitoring Committee
<b>Oprichtende organisaties</b>		Hiil, Directeur
		Clingendael, Hoofd Stafbureau
		Clingendael, Directeur
		Asser, Executive Director
		Gemeente Den Haag, Gemeentesecretaris
		Gemeente Den Haag, director Investments International City The Hague
		Campus Den Haag, Decaan

## BIJLAGE 2

### Geraadpleegde documenten

1. FES- subsidieaanvraag met business case The Hague Institute, februari 2010
2. Subsidiebeschikking Minister van Economische Zaken, 5 oktober 2010 (verplichtingenummer EZ 1-7675)
3. Akte van oprichting Stichting The Hague Institute for Global Justice, Den Haag, 2 september 2010
4. Bevestiging voorwaarden bij beschikking EZ, brief tijdelijk bestuur The Hague Institute, 28 december 2010
5. Brief Minister Economische Zaken, Landbouw en Innovatie, inzake subsidie THE HAGUE INSTITUTE, 21 maart 2011
6. Verslagen Monitoring Committee of The Hague Institute for Global Justice, 14 juni 2012, 18 oktober 2012, 1 mei 2013.
7. Verslagen Tijdelijk Bestuur/ Raad van Toezicht, Advisory Council
8. Annual Account The Hague Institute 2010 (Van Ree Accountants)
9. Audit Report Stichting The Hague Institute over 2011 (Van Ree Accountants)
10. Audit Report Stichting The Hague Institute over 2012 (Van Ree Accountants)
11. Brief Gemeente Den Haag, d.d. 6 juni 2013
12. The Hague Institute for Global Justice, Program of Work 2013
13. Begroting 2013, The Hague Institute, april 2013



DELIVERABLES THE HAGUE INSTITUTE 2011-2013  
PROJECTS

Title	Topic	Products	Feasibility studie y/n	Timeline	Partner	Funding	
1	<b>Justice Sector Peer-Assisted Learning Network (Justpal)</b>	The aim of the network is to create a peer-based resource, sharing knowledge on justice-related issues for practitioners in countries in Europe and Central Asia (ECA). The conference participants adopted the so-called "Athens Declaration", pledging their support and cooperation to the JustPal initiative and good faith efforts to sustain and strengthen the JustPal Network, its Communities of Practice (COPs) and its Knowledge Portal.	Six COPs meetings including meeting reports, establishment of the secretariat, new website, house style, expansion of the network with more than 60 countries	n	Apr-12 - Jan-13	World Bank	World Bank/ The Hague Institute
2	<b>Victimological Approaches to International Crimes in the MENA region</b>	Feasibility study on victimological approaches to interantional crimes in the MENA region. This study included (empirical) field research in selected countries on the needs of victims of international crimes. It indicated a niche area for The Hague Institute on these issues and with the MENA as regional focus.	Report feasibility study/ Expert meeting	y		Redress/Intervict	The Hague Institute
3	<b>Delivery of Justice</b>	This project aimed at strengthening informal justice systems in certain target countries in Africa and Asia. It would make use of empirical data generated by Tisco and would then include a capacity building program in order to streamline these informal dispute settlement mechanisms with international human rights standards. The Hague Institute was involved in drafting two grant proposals. No clarity on grant yet.	Two grant proposals for the MFA and SIDA	n	Jan-11 - Jun-12	Oxfam Novib	x
4	<b>Climate Change and Conflict</b>	Feasibility study on the causal relationship between climate change and conflict commenced in March 2012 and was finalized in September 2012, after which the Institute decided to develop a related project on Climate induced Investment in Ethiopia and Uganda, in cooperation with international partners.	Report feasibility study/ Expert meeting	y	Mar-Sep-12	Tilburg University	The Hague Institute
5	<b>Professional Trainings - mapping</b>	This research project looked into the professional training facilities in The Hague on the issues of peace and justice, in order to identify the potential niches and partners for The Hague Institute. The study provides an overveiw of the availability of trainings, the types of trainings and the beneficiaries of the trainings. The Hague Institute decided on this basis that it would not start a training branch immediately, but would develop trainings in the realm of the projects conducted.	Report of the study	n	Jan - Jul-12	x	The Hague Institute
6	<b>Guardians of Justice</b>	Hiil/Tisco developed a methodology to measure access to justice and the perception of civilians of their national justice system. Together with data on the effectiveness and working of the justice system itself, this could be used to improve that same system. The Hague Insitute became involved in strengthening this methodology in order to be able to make use of the data generated in other projects as well.	Report of the design phase	y	Apr-12 - Jan-13	Hiil/Tisco	The Hague Institute
7	<b>Humanitarian Use Licencing</b>	Feasibility study that was conducted by Tilburg based researchers on the desirability and feasibility of starting a project on the use of intellectual property rights in order to foster development in developing countries. The study outlined clear opportunities for The Hague Institute in that field and it is now developing a project on Social Responsible Intellectual Property Management for Global Justice.	Report of the feasibility study/ expert meeting	y	Apr-12 - Nov-12	Tilburg University	The Hague Institute
8	<b>Dealing with the past: Balkan Memories</b>	This project focuses on using modern information technology to generate data from structured interviews held in Croratia. The generated data could be used for academic research, transitional justice activities etc. The Hague Institute was involved in three pilots that would look into the possibility of enlarging the existing project in the larger Balkan region.	Report of the pilot studies/ expert meeting	y	Jun-12 - Jan-13	Erasmus Studios/ Erasmus University	The Hague Institute
9	<b>Biosecurity/ Global Governance of Infectious Diseases</b>	Feasibility study that focused on identifying the feasibility of establishing a global governance structure for infectious diseases. The study did not convince the institute of becoming engaged in the establishment of such a program and it decided not to give any follow-up to this study.	Report of the feasibility study/ expert meeting	y	May-12 - Oct-12	3TU Centre for Ethics and Technology/ Pennsylvania Law School	The Hague Institute/ 3TU
10	<b>Case management of mass claims</b>	Feasibility study identifying the need for trainings for judges regarding dealing with mass claims. The Hague institute decided not to become involved in a comprehensive project as a follow-up to this study, but to include this in future training activities.	Report of the feasibility study/ expert meeting	y	Jun-12 - Nov-12	Tilburg University	The Hague Institute
11	<b>Briefing Paper on the Senkaku/Diaoyu Islands dispute</b>	Assignment commissioned by The Hague Institute to Professor Nico Schrijver and Professor Alfred Soons regarding a briefing paper on the role of international law in the Senkaku/Diaoyu Dispute.	Briefing Paper	n	nov-12	Leiden University/ Utrecht University	The Hague Institute

12	<b>Accountability of Financial Institutions</b>	Internal feasibility study into the feasibility of starting a project on accountability of financial institutions, with a focus on microfinance institutions. It was identified that The Hague Institute could look into the transparency of these organisations. Yet, this was considered to fall outside of the realm of the work for The Hague Institute.	Report of the study	y	Mar-May-12	x	The Hague Institute
13	<b>Communication and Portals</b>	Internal study into the use of having a portal for The Hague Institute and into whether The Hague Institute should become involved in a restart of the Hague Justice Portal. The study provided an overview of the pro's and con's of establishing a portal, including potential features of such a portal. By that time, it was decided not necessary to start an own portal.	Report of the study	y	Feb-Apr-12	x	The Hague institute
14	<b>Drones and International Humanitarian Law</b>	This internal study focused on the relationship between the advancement in modern technological warfare and its compatibility with International Humanitarian Law (IHL). It was suggested to seek cooperation with a comprehensive research project at the James Martin School of Oxford University. It was decided however, that the added value of and for The Hague Institute was not apparent.	Report of the study	y	Mar-Apr-12	x	The Hague Institute
15	<b>Indigenous Peoples and International Financial Institutions</b>	This internal research laid out four potential strands of work for The Hague Institute related to the IFI's and indigenous peoples, the implications of their policies on indigenous peoples etc. It was considered not feasible to start a project on these matters at that moment in time.	Report of the study	y	Jul-Aug-12	x	The Hague Institute
16	<b>Migration and Development</b>	A study into the possibilities for The Hague Institute to become involved in the Global Forum on Migration and Development 2014 in Sweden. The study identified a potential niche area for research into the economic benefits of irregular migrants. The study did not receive any follow up, but The Hague Roundtable Series will feature a roundtable on these issues.	Report of the Study	y	Apr-Aug-12	x	The Hague Institute
17	<b>The role of the private sector in post-conflict peacebuilding</b>	Commissioned by The Hague Institute, this study looked into the role of the private sector in post-conflict reconstruction, mainly focusing on small and mid-size companies investing in or starting business in post conflict states. It identified the role of these actors and the opportunities for a role in stabilization in South Sudan. It also identified the role that these actors could play in the future work of The Hague Institute in this field.	Report of the study	n	Jan-Mar-13	Spring Factor	The Hague Institute
18	<b>Peacebuilding and Local Governance Training</b>	Course on peacebuilding and local governance, designed to address the main challenges for peacebuilding at the local level. The course will distill lessons from cases in Afghanistan, Burundi, South Sudan, and the Balkans, apply theories and concepts to participants' local contexts, and discuss the effects of donor interventions on peace and stability. Special attention will be paid to the role of gender in postconflict situations.	Report of het training	n	27-May - 7 Jun -13	The Hague Academy for Local Governance	The Hague Institute
19	<b>Training Course on Rule of Law and Transitional Justice for Libyan Judges and Prosecutors</b>	The Institute will provide Libyan senior judges with professional training in transitional justice in postconflict situations, aiming to enhance the capabilities of judges and other justice sector professionals by providing them with knowledge, expertise, and experience learned from other conflicted-affected countries as well as from the Netherlands.	First stand alone training workshop, report of the training	n	10-13-Jun-13	x	Municipality of The Hague

DELIVERABLES THE HAGUE INSTITUTE 2011-2013  
EVENTS

I. Hague Institute Events	Timeline	Description
1 Launch The Hague Institute	10-Jun-11	Panel discussion on Global Justice in a Changing World: speakers Secretary Albright, Professor Louise Fresco, Dr Kamal Hossain, moderated by Professor Barbera Oomen
2 Commemorative conference 100 years Nobel Prize for Tobias Asser	09-Dec-11	This conference was organised by The Asser Institute, The Hague Institute and several other organizations situated in The Hague. It focused on commemorating the only Dutch recipient of the Nobel Peace Prize, Tobias Asser, and his legacy for public international law, private international law and international arbitration.
3 Expert meeting Dual Use Research and Biosecurity	12-Mar-12	This expert meeting organized in collaboration with 3TU Centre for Ethics and Technology and focused on dual use research and the threat of the discovery of the transmissibility of the H5N1 virus in mammals. It involved security threats, health threats, legal and ethical issues involved.
4 Expert meeting Debriefing	24-Mar-13	Stakeholder consultation on the establishment of a debriefing mechanism, aimed at knowledge capturing and improvement of rule of law missions.
5 Panel Discussion at the Annual Meeting of the American Society for International Law 2012, Washington DC	30-Mar-12	The Hague Institute participated in the panel discussion on The View from The Hague on Confronting Complexity. The panellists were Judge Tomka (ICJ), Judge Meron (ICTY), Judge Song (ICC) and Brooks Daly (PCA). The discussion was moderated by Willem van Genugten, Dean of The Hague Institute.
6 Panel Discussion at the International Peace Institute, New York	31-Mar-12	Willem van Genugten, Dean of The Hague Institute participated in a panel discussion at the International Peace Institute focusing on the peace justice nexus. The other panellists were Judge Tomka (ICJ) and David Tolbert (ICTJ).
7 Expert meeting Debriefing	24-Apr-12	Second stakeholder consultation on the establishment of a debriefing mechanism, aimed at knowledge capturing and improvement of rule of law missions.
8 Expert meeting The Hague Initiative on Global Governance	26-28 Apr-12	Meeting involving think tankers/ academics from the BRICS countries, Indonesia, Turkey, the EU and the US in order to establish a collaborative project and research agenda on global governance.
9 Fringe Meeting on Reparations, World Society for Victimology Annual Meeting, The Hague	23-May-12	Side event at the World Society for Victimology Annual Meeting in The Hague. The meeting focused on reparations for victims of war crimes and involved many top international experts from practice and academia.
10 Expert Meeting Rule of Law and Development, International Development Law Organization	24-25 May-12	This meeting was organised in cooperation with IDLO and HiIL. It focused on future challenges for rule of law and development.
11 Justpal Community of Practice Meeting	7-8 Jun-12	This meeting was part of the Justpal project that The Hague Institute worked on together with the World Bank. This meeting focused on budgeting of courts.
12 Justpal Community of Practice Meeting	11-Jun-12	This meeting was part of the Justpal project. It focused on court managers and administrators.
13 Biomass Dispute Settlement Facility, consultation meeting	26-Jul-12	This meeting was part of the feasibility project on a Biomass Dispute Settlement Facility. It revolved around a pre-mediation case in order to test the opportunities for the facility as well as on identifying potential challenges for it.
14 Biomass Dispute Settlement Facility, expert meeting	03-Jul-12	This meeting focused on obtaining buy-in from relevant NGOs, business, roundtables and certifying systems for the Dispute Settlement Facility in development.
15 African Perspectives on International Justice, expert meeting	4-5 Jul-12	Expert meeting in the realm of the visitors program of the Ministry of Foreign Affairs. This meeting gathered visitors from several African countries, international experts on international justice and relevant stakeholders in The Hague to discuss the relationship between the AU and the ICC. It was organised in cooperation with the Institute for Security Studies, Pretoria.
16 Justpal Community of Practice meeting	27-28 Sep-12	This Justpal meeting was held in Croatia, organised by The Hague Institute and dealt with the use of ICT in courts.
17 Biomass Dispute Settlement Facility, expert meeting	27-Sep-12	This expert meeting focused on receiving commitment from relevant stakeholders to the dispute settlement facility in development.
18 Justpal Community of Practice meeting	1-2 Oct-12	This Justpal meeting was also held in Croatia and dealt with prosecution and anti-corruption.
19 Climate Change and Conflict, expert meeting	4-Oct-12	This expert meeting focused on reviewing the feasibility study that was conducted by researchers from Tilburg University. The study focused on clarifying the nexus between climate change and conflict and the identification of certain niches in that area.
20 Participation in African Association for International Law conference in Maputo	5-6-Oct-12	The Hague Institute participated in this conference in Maputo regarding Africa and international law.

21	<b>Harnessing Intellectual Property Rights for Development, expert meeting</b>	8-9 Oct-12	This expert meeting focused on reviewing the feasibility study conducted by researchers from Tilburg and Wageningen University. The study focused on the use of intellectual property rights for fostering development in developing countries.
22	<b>Global Governance of Infectious Diseases, expert meeting</b>	27-Sep-12	Expert meeting that revolved around the review of the feasibility study executed by Pennsylvania Law School, commissioned by The Hague Institute and 3TU. The study focused on the feasibility of establishing a governance framework for infectious diseases.
23	<b>From Fact-Finding to Evidence: Harmonizing Multiple Investigations of International Crimes, expert meeting</b>	27-28 Sep-12	Expert meeting as a kick start of the project on harmonizing fact finding between multiple criminal investigative bodies. It gathered internationally renowned experts on the topic and identified potential niches for The Hague Institute in that field.
24	<b>Side Event ICC Assembly of States Parties</b>	16-Nov-12	This side event focused again on the ICC and the AU, with a specific focus on complementarity issues. Amongst the speakers were Fatou Bensouda, prosecutor of the ICC and Dire Tladi, legal advisor to South Africa in New York.
25	<b>The Hague Initiative on Global Governance, expert meeting</b>	21-23 Nov-12	This meeting took place in Delhi, India. It gathered think tankers and academics from emerging and established global powers in order to discuss pressing issues of global governance and in order to further develop the joint research agenda.
26	<b>Knowledge Platform Security and Rule of Law, launch</b>	22-Nov-12	The Hague Institute houses the knowledge platform security and rule of law, an initiative from the Ministry of Foreign Affairs. This meeting launched the platform and its work.
27	<b>Case Management of Mass Claims, expert meeting</b>	29-30 Nov-12	This meeting revolved around the review of a feasibility study that focused on the management of mass claims and the feasibility of developing a training curriculum for judges on dealing with these cases.
28	<b>Informal Debate with High level Malaysian Officials on the Ratification and Implementation of the Rome Statute</b>	05-Dec-12	This was part of the visitors program of the Dutch Ministry of Foreign Affairs. The discussion focused on the ratification process of Malaysia to the Rome Statute. It involved Ambassadors, practitioners from the court and the MFA and high level Malaysian officials.
29	<b>Resolving Company-Community Conflicts - Practical approaches and multi-stakeholder perspectives</b>	6-7-Dec-12	This meeting revolved around the launch of ACCESS, a network and knowledge sharing facility on company community conflicts related to business and human rights. This facility is a direct corrolary of the work of John Ruggie, special rapporteur on business and human rights. The Hague Institute is involved in the start-up process of this facility.
30	<b>Justpal International Conference</b>	10-11-Jan-13	Conference of justice sector practionioners in Tblisi on E-justice
31	<b>Model Code for International Criminal Procedure, workshop</b>	11-Jan-13	Workshop on defining the outlines of the project plan for the project on the Model Code for International Criminal Procedure.
32	<b>Balkan Memories, expert meeting</b>	31-Jan-13	This expert meeting gathered international regional experts, experts on oral history, technological and ICT experts to discuss the pilot studies undertaken by Erasmus Studio's, commissioned by The Hague Institute.
33	<b>Project team meeting and Stakeholder Workshop on Climate-induced Foreign Agro-investment</b>	4-5-Feb-13	This meeting gathered the international consortium partners in the project on climate-induced foreign investment. It was funded by the NWO-WOTRO in order to further develop a full fledged grant proposal for its Cocoon program.
34	<b>Lecture: Principles and Jurisdiction of the International Criminal Court</b>	19-Feb-13	Kjell Anderson, senior researcher, delivered this lecture during a conference in the United Arab Emirates.
35	<b>International Conference 'Africa and the ICC: 10 Years On' – Panel: Complementarity – lessons from other jurisdictions</b>	28-Feb-13 - 1-Mar-13	The Hague Institute hosted and organized a panel on complementarity and lessons from other jurisdiction in the realm of the conference related to 10 years ICC, under auspices of Africa Legal Aid in Arusha. The panel involved prosecutors from the Netherlands, Argentine and Kjell Anderson, senior researcher.
36	<b>Justpal conference - The Pursuit of Excellence and Innovation in Courts and Tribunals</b>	7-9-Mar-13	Justpal meeting in Auckland, New Zealand.
37	<b>Informal Debate with High level Indonesian Officials</b>	7-Mar-13	Meeting in the realm of the visitors program of the Ministry of Foreign Affairs. It engaged high level officials from Indonesia in a discussion with Hague based Ambassadors, officials from the ICC and international experts on the issue of the ratification of the Rome Statute by Indonesia.
38	<b>Lecture: ICT for Peace and Global Justice</b>	11-Mar-13	Lecture on the use of ICT in peacebuilding and conflict prevention activities by Daniel Stauffacher, Director of ICT4Peace.
39	<b>Roundtable discussion on the situation in Syria</b>	20-Mar-13	This roundtable was organized as a part of the visitors program of the Ministry of Foreign Affairs. It involved high potentials from different regions of the world and focused on Syria and the responsibility to protect.
40	<b>"(Re-)Building Sustainable Institutions for the Rule of Law in Conflict-affected Countries", expert meeting</b>	27-28-Mar-13	This meeting was organized as part of the project on The Hague Approach: building sustainable peace. It gathered international experts as well as Lybians from the justice sector and the academic field, in order to thoroughly the situation in Lybia and the challenges for building sustainable peace and institutions.

41	MENA Economic Challenges: Between European Recession and Arab Spring, training course	03-Apr-13	Mohammed El-Katiri, senior researcher, gave a lecture on MENA Economic Challenges to diplomats from the Arab region as part of a 6 weeks training program in international relations and diplomatic practice.
42	Supranational Criminal Law lecture Series 2013	Jan-Jun-13	This is a series of eight public lectures,organised and hosted by The Hague Institute, in cooperation with the CICC, Asser Insitute and the Grotius Centre for International Legal Studies. It focuses on current issues in international criminal law and procedures, involving the international legal academic and professional community in The Hague.
43	Panel at Brookings Institution, Washington DC: How The Hague Courts and Tribunals Protect Human Rights	04-Apr-13	This panel discussion involved Prosecutor Bensouda (ICC), President Meron (ICTY), Stephen Rapp (Amb. War Crimes, US State Department) and was moderated by Abi Williams.
44	Panel at the Annual Meeting of the American Society for International Law, Washington DC: Twenty Years of International Criminal Law: From the ICTY to the ICC and Beyond	05-Apr-13	This panel discussion was held during the ASIL Annual Meeting 2013. It involved Prosecutor Bensouda (ICC) and President Meron (ICTY) and was moderated by Abi Williams.
45	Roundtable on the EU and Maritime Security in the Indian Ocean	15-Apr-13	This roundtable was organised in cooperation with Clingendael and focused on maritime security in the Indian Ocean and the role for the EU.
46	Visit Russian Judges and Prosecutors: The United Nations Security Council: Responses to Mass Atrocities	18-Apr-13	This panel was held in the realm of the visitors program of the Ministry of Foreign Affairs for which 130 Russian judges and lawyers visited The Hague based courts and tribunals.
47	Conflict Prevention: Challenges and Opportunities – Lecture in the Bread and Brains lunch series	18-Apr-13	This lecture was held by Abi Williams at the Humanity House in The Hague as part of their lunch lecture series.
48	Conference of the Knowledge Platform Security and Rule of Law	25-Apr-13	Conference of the knowledge platform, bringing together international experts on security and rule of law, discussing the oportunities for the platform. The conference was attended by Minister Ploumen of Trade and Development.
49	Lecture: The International Legal Outlook for Governments Today	22-May-13	Public Lecture by Professor James Crawford, one of the most renown scholar/practitioners in the field of public international law. The lecture was organized in cooperation with the Australian Embassy.
50	High-level roundtable discussion: Challenges Facing the United Nations Today	22-May-13	High-level roundtable discussion with H.E. Jan Eliasson, Deputy Secretary General of the United Nations.
51	The Hague Roundtable Series: High Noon in the Sahel	23-May-13	Launch of the Hague Roundtable Series with this roundtable on the challenges of security and rule of law in the Sahel region.
52	Peacebuilding and Local Governance	27-May-13 - 7-Jun-13	Two-week training course on 'Peacebuilding and Local Governance' for staff of bilateral donors, multilateral agencies and NGOs, and civil servants working for ministries and local governments, who wish to be well-informed about the local dimensions of peace building in fragile states., in cooperation with The Hague Academy for Local Governance.
53	SCL Lecture Series: Who's communicating what to whom? New and old media in international justice.	30-May-13	
54	SCL Lecture Series: Sixty-Five Years of International Criminal Justice: The Facts and Figures	05-Jun-13	
55	Special Session: Harvard Group of Professionals on Monitoring, Reporting, and Fact-finding	09-Jun-13	Expert meeting related to the project From fact-finding to evidence: harmonising multiple investigations of international crimes in collaboration with Harvard School of Public Health.
56	Hague Roundtable: Equitable Distribution of Natural Resources: A Legal Principle, a Normative Guide, a Negotiating Tool, or a Pipe Dream	10-Jun-13	High-level discussion on the meaning of equity and justice with regard to the distribution of natural resources on our finite planet.
57	Training Course on Rule of Law and Transitional Justice for Libyan Judges and Prosecutors	10-13-Jun-13	Three-day training workshop for judges and prosecutors from Libya on human rights, the rule of law, and transitional justice.
58	SCL Lecture Series: Presidential Elections and International Prosecutions – Kenya's Conundrum	12-Jun-13	
59	SCL Lecture Series: Responsibility and Control in International Criminal Law	26-Jun-13	
60	Hague Roundtable: The International Criminal Court and the Politics of Democratic Transition in North Africa	03-Jul-13	High-level debate on the impacts of the International Criminal Court (ICC) on democratic politics and the impact of democratic politics on the ICC in Egypt, Libya and Tunisia.

## II. Events hosted by The Hague Institute Timeline Description

Besides the specific events indicated below, The Hague Institute hosted over 100 events in 2011-2013 of Hague based and international organizations that found their way to the Sophialaan to make use of the premises.

1	Conference Human Development and Capabilities Association, human rights working group	05-Sep-11	The Hague Insitute hosted a working group meeting that focused on the right to development and its implementation
2	UNDP Consultation HDR 2012	05-Sep-11	The Hague Instiute hosted a consultation meeting of UNDP in the preparation of the Human Development Report 2012, focusing on development, justice and jobs.

3	<b>Supranational Criminal Law Lecture Series</b>	January - June 2012	This is a series of eight public lectures hosted by The Hague Institute that focused on current issues in international criminal law and procedures, involving the international legal academic and professional community in The Hague.
4	<b>Ceremony Otto von der Gablenz Prize</b>	18-Apr-12	The Hague Institute hosted the laureate ceremony of the Otto von der Gablenz Prize that was given to Herman van Rompuy, President of the European Union.
5	<b>Netherlands and Turkey. New Foreign Policy Moves</b>	01-Jun-12	The Hague Institute hosted this expert meeting of Clingendael, focusing on the relations between the EU and Turkey.
6	<b>G4 Conference Dinner</b>	04-Jul-13	The Hague Institute hosted a dinner related to the conference of the four largest municipalities of The Netherlands. The dinner was attended by the Prime Minister, Mark Rutte.
7	<b>Science for Peace: Promoting education and ethics in chemistry, biology and nuclear science</b>	03-Sep-12	This conference regarding the celebrations of 15 years OPCW was hosted by The Hague Institute.
8	<b>Booklaunch with Prof. M. Cherif Bassiouni: The Diversification and Fragmentation of International Criminal Law</b>	28-Oct-13	The Hague Institute hosted this booklaunch in the realm of its expert meeting on fact-finding.
9	<b>The Hague Security Delta</b>	20-Nov-12	Presentation of the masterplan for The Hague Security Delta, a network organisation working on security issues, housed at The Hague Institute's office.
10	<b>The city of The Hague NGO gathering</b>	21-Nov-12	Annual gathering of Hague based NGOs. The Hague Institute hosted this years event and got the chance to present itself to these stakeholders.
11	<b>Booklaunch: How Interpretation Makes International Law. On Semantic Change and Normative Twists</b>	04-Dec-12	Book launch of the Amsterdam Centre for International Law, hosted by The Hague Institute
12	<b>Presentation report Justice and Transparency</b>	17-Jan-13	Presentation of the report of the Academic Council to the Dutch Government that dealt with transparency in the justice sector. The meeting gathered the most prominent national judicial experts.
13	<b>P.R.I.M.E. Finance Annual Conference</b>	28-29-Jan-13	The annual conference gathered internationally renowned experts in the area of financial law, (international) financial systems and academics. The Hague Institute will develop a training curriculum for African judges dealing with derivatives and other complex financial products.
14	<b>Fifth Regional Consultation: Europe, Central Asia and North America</b>	19-21-Mar-13	UNESCO regional consultation on groundwater issues, hosted by The Hague Institute. This meeting gathered international experts on groundwater related issues.
15	<b>UN Human Rights Committee Informal Roundtable</b>	24-26-Apr-13	Informal retreat of the United Nations Human Rights Committee.
16	<b>Booklaunch: International Criminal Procedure: Rules and Principles</b>	16-May-13	Book launch of the Amsterdam Centre for International Law and HiIL, hosted by The Hague Institute
17	<b>International Justice and Challenges in the Middle East and North Africa</b>	31-May-13	Panel discussion on the relationship between the International Criminal Court, States and the Security Council, as well as transitional justice initiatives in Yemen and elsewhere. ACIL and Doughty Street Chambers.

ONGOING PROJECTS

I. CONFLICT PREVENTION	Topic	Products	Partners	Funders
1 Water Diplomacy Consortium & Yemen	The Hague Institute is joining forces with the Netherlands Institute of International Relations "Clingendael," Water Governance Centre, and Institute for Water Education (UNESCO-IHE) to form a water diplomacy consortium that aims to become a knowledge hub for water diplomacy, governance, and law, and to contribute to preventing water-related disputes.	<ul style="list-style-type: none"> <li>• Research project on water conflict prevention in Yemen: mapping of water governance and related issues that are generating conflict within Yemen and identification of mitigating actions (April–July 2013).</li> <li>• The Hague Water Papers on water diplomacy–related issues.</li> <li>• Policy briefs on water and international law and the shifting geopolitics of water and energy (March–November 2013).</li> <li>• Event on water diplomacy at World Water Week in Stockholm (September 2013).</li> <li>• The Hague water and peace dialogues at the Peace Palace (November 2013).</li> <li>• Water diplomacy training modules.</li> <li>• Arab Water Academy to train representatives of ministries of water in the Arab region, honing their water governance and management skills.</li> </ul>	UNESCO-IHE, Institute Clingendael, Water Governance Centre	The Hague Institute and project partners, Ministry of Foreign Affairs
2 Climate Change & Conflict	The Institute's research project on climate-induced foreign agroinvestment in Ethiopia and Uganda focuses on investments with the primary purpose of benefiting the countries or corporations acquiring land in both countries. The research examines how the current regulatory framework and institutional landscape accommodate this growing phenomenon. A main goal is to develop legal mechanisms to effectively protect the rights of local and indigenous people.	<ul style="list-style-type: none"> <li>• Report</li> <li>• Online database on existing legal and regulatory arrangements for foreign agro investments</li> <li>• Policy briefs</li> <li>• Stakeholder meetings in Uganda and Ethiopia to identify land tenure systems</li> <li>• Production of advocacy and communication tools (guides, short films, radio pieces) for local NGOs and CBOs in Ethiopia and Uganda.</li> <li>• Workshops in Uganda and Ethiopia for training.</li> <li>• Workshops in Europe to show case the work of the consortium and to exchange views with European NGOs</li> <li>• Project duration is four years to commence after approval of a grant proposal submitted early March 2013.</li> </ul>	Tilburg University, Addis Ababa University, North-West University, Advocates Coalition for Development and Environment (Uganda), and the Movement for Ecological Learning and Community Action (Ethiopia).	NWO
<b>II. RULE OF LAW</b>				
3 Debriefing Mechanisms	This project seeks to develop a debriefing mechanism for rule of law experts worldwide, starting with experts deployed by the Dutch Ministries of Foreign Affairs and Security and Justice. The mechanism would improve rule of law missions by capturing the expertise gathered in previous missions. The mechanism would include prebriefing, debriefing, and knowledge sharing with other experts.	<ul style="list-style-type: none"> <li>• Two pilot projects, including expert interviews and related research focusing on corruption in the Western Balkans, Romania, and Bulgaria and sectoral aid in Rwanda and Uganda.</li> <li>• Study and assessment of rosters in Norway, the United Kingdom, and Canada.</li> <li>• Comprehensive report on the outcomes of the pilot studies and desk study, including recommendations for establishing the debriefing mechanism.</li> <li>• Work to be completed in six months after approval by ministries.</li> </ul>	HiIL	The Hague Institute
4 The Hague Approach: Achieving Sustainable Peacebuilding	The Hague Institute is conducting a comparative study of Afghanistan and Iraq. In partnership, the Van Vollenhoven Institute (VVI) of Leiden University is conducting research on Libya. The results of the project will provide the foundation for what will ultimately constitute The Hague Approach to Sustainable Peacebuilding. The insights will also inform the training of local and regional officials and others faced with reconstructing and governing fragile or postconflict states.	<ul style="list-style-type: none"> <li>• The Hague Approach to Building Sustainable Institutions after Conflict</li> <li>• Guiding principles on building sustainable institutions in postconflict situations, building on the comparative study and case study of Libya.</li> <li>• Transitional justice trainings for Libyan judges.</li> <li>• Research results to be presented in August 2013, during the centenary of the Peace Palace celebrations.</li> </ul>	Van Vollenhoven Institute	Municipality of The Hague
5 BDSF	The Biomass Dispute Settlement Facility (BDSF) project aims to find solutions to disputes over biomass. The BDSF may include mediation services for companies, NGOs, and governments on issues surrounding biomass sustainability. It could also assist in preventing and settling disputes over governance of land and other natural resources in the transition to a bio-based economy.	<ul style="list-style-type: none"> <li>• Two pilot cases testing the BDSF by facilitating the settlement of two disputes.</li> <li>• Report on the BDSF, including its operational procedures, governance structure, and funding strategy (February–December 2013).</li> </ul>	Instituut Maatschappelijke Innovatie	Ministry of Economic Affairs, Municipality of The Hague
6 From Fact-finding to Evidence	This project investigates whether and how criminal investigators and prosecutors can interact more effectively with each other and with other investigators, including commissions of inquiry, UN expert panels, the Office of the High Commissioner for Human Rights (OHCHR), and truth commissions without compromising their respective mandates. Overall the project aims to establish a basis for the most effective use of investigative resources and information concerning international crimes, including those with an economic dimension.	<ul style="list-style-type: none"> <li>• Manual on guidelines and best practices for the harmonization of multiple inquiries into international crimes.</li> <li>• Policy papers based on the manual and expert meetings.</li> <li>• Edited volume on the harmonization of investigations of international crimes.</li> <li>• Debriefing mechanism to record the experiences and insights of fact-finding professionals.</li> <li>• Training programs to implement project tools.</li> <li>• Timeline for all products and activities is April 2013–January 2015.</li> </ul>	Grotius Centre for International Legal Studies, Leiden University	TBC



7	<b>Model Code for International Criminal Procedure</b>	This project aims to strengthen procedural law as applied in national jurisdictions in investigating, prosecuting, and adjudicating international crimes. It will develop a model code of criminal procedure for international crimes that can be implemented at the national level.	<ul style="list-style-type: none"> <li>Model code of criminal procedure on international crimes (summer 2014).</li> <li>Consulting services to governments, ministries of justice, and relevant training to national criminal justice professionals (beginning January 2015).</li> </ul>	Amsterdam Centre for International Law, HiIL	The Hague Institute
8	<b>Justice Monitoring and Guardians of Justice</b>	This project will develop an innovative measuring instrument, based on research in social justice and legal needs, to monitor to what extent citizens have access to justice and through which institutions. Citizens will report about the quality of procedures and outcomes they actually obtained. Their cost of access to remedies will also be measured. The resulting data will clearly signal the size and urgency of specific issues in legal empowerment, such as unequal compensation in land conflicts, victims' lack of voice in criminal procedure, a lack of neutrality in family courts, or unclear laws for employment conflicts.	<ul style="list-style-type: none"> <li>Methodology for monitoring access to justice.</li> <li>Pilot training in two countries.</li> <li>Timeline for both elements: March 2013–2015.</li> </ul>	HiIL	The Hague Institute
9	<b>Victimization in the Middle East and North Africa</b>	This project seeks to develop victim-sensitive approaches to transitional justice. The needs of victims of gross human rights violations are wide-ranging, from satisfying many victims' desires for truth and justice to fulfilling practical needs such as medical care, psychological trauma counseling, and economic empowerment. Project activities will include policy recommendations, advocacy, capacity building, and other projects intended to address the needs of victims in states undergoing postconflict transitions.	<ul style="list-style-type: none"> <li>Research report.</li> <li>Policy papers.</li> <li>Trainings.</li> <li>Timeline for all elements: Summer 2013–2015.</li> </ul>	REDRESS, Intervict (Tilburg University)	TBC
10	<b>Peace-Justice Nexus</b>	Many supporters of the International Criminal Court (ICC) stress the deterrent value of international prosecutions, while skeptics highlight the detrimental effects of prosecutions on peace processes. Yet little attempt has been made to assess these claims empirically. This project aims to gather this empirical data in a number of specific situations and to develop policy recommendations to contribute substantially to conflict prevention, transitional justice policy, and the prosecutorial and outreach strategies of international criminal tribunals such as the ICC.	<ul style="list-style-type: none"> <li>Report on the effects of the ICC on peace processes.</li> <li>Country briefs outlining the present peace-justice situation in the case study countries.</li> <li>Briefings with the ICC on the nexus between peace and justice.</li> <li>Final conference on the project results in The Hague.</li> <li>Timeline for all elements: April 2013–January 2015.</li> </ul>	Global Partnership for the Prevention of Armed Conflict (GPPAC)	TBC
11	<b>Knowledge Platform Security &amp; Rule of Law</b>	The Knowledge Platform on Security and Rule of Law was established to address a number of problems, including fragmentation of research funds (the platform will be the main vehicle through which ministerial research funds are allocated), difficulties in linking knowledge to policy and its implementation, and inadequate exchange of practical knowledge and experience among organizations active in the field.		Conflict Research Unit, Institute Clingendael	Ministry of Foreign Affairs
	<b>Trainings</b>				
12	<b>Peacebuilding and Local Governance</b>	Course on peacebuilding and local governance, designed to address the main challenges for peacebuilding at the local level. The course will distill lessons from cases in Afghanistan, Burundi, South Sudan, and the Balkans, apply theories and concepts to participants' local contexts, and discuss the effects of donor interventions on peace and stability. Special attention will be paid to the role of gender in postconflict situations.	<ul style="list-style-type: none"> <li>Training curriculum provided on a regular basis.</li> <li>First training (May/June 2013).</li> </ul>	The Hague Academy for Local Governance	The Hague Institute
	<b>Start-ups</b>				
13	<b>ACCESS</b>	ACCESS is a new initiative to manage corporate social responsibility (CSR)-related conflicts in company-community relations. As an independent global portal, ACCESS will enable knowledge building and enhance practical access to nonjudicial dispute management as a supplement to the traditional court system. ACCESS is a direct corollary to the work of Professor John Ruggie on guiding principles on business and human rights and has been established in close cooperation with Harvard University.		ACCESS	The Hague Institute (start-up phase)
14	<b>PRIME Finance</b>	This initiative was established to help resolve—and assist judicial systems to resolve—disputes about complex financial transactions where a usual court or mediator lacks expertise in this particular area. The organization's core activities include education and judicial training, providing expert opinions and risk assessment, and arbitration and mediation. P.R.I.M.E. Finance will be supported by a panel of experts including some of the most experienced people in financial markets.	<ul style="list-style-type: none"> <li>Training course for judges from developing countries on how to better deal with complex financial products.</li> <li>First training of judges in The Hague (September 2013).</li> </ul>	PRIME	The Hague Institute (training)
<b>III. GLOBAL GOVERNANCE</b>					
15	<b>Hague Initiative Global Governance (BRICS) &amp; Transnational Governance and Global Justice</b>	Launched in The Hague in April 2012, this project brings together prominent thinkers from BRICS+ countries—that is, Brazil, Russia, India, China, South Africa, and others—as well as from European and North American countries to address the major themes and questions of global governance in regular exchanges and in biannual conferences. Members come from state and nonstate backgrounds.	<ul style="list-style-type: none"> <li>Edited volume.</li> <li>Op-eds in quality newspapers.</li> <li>Policy brief series.</li> <li>Bi-annual conference and roundtable series.</li> <li>Timeline for all elements: April 2012–April 2015.</li> </ul>	Institute Clingendael, Ministry of Foreign Affairs	The Hague Institute and project partners

<p>16 Intellectual Property Management for Global Justice</p>	<p>addresses the need for in-depth research and knowledge transfer on the features and practical effects of instruments facilitating socially responsible IP management (SRIPM) in developed countries. It explores what stakeholders in least developed countries themselves can do to ensure or develop such IP infrastructure that will, in the first place, serve their own developmental needs. The project will also focus on how the current international IP system is assisting or constraining local IP producers. On the basis of these findings, tailor-made capacity-building initiatives will be developed that help close some of the most urgent gaps between the international IP system's current assistance to the East African Community and the region's actual IP needs.</p>	<ul style="list-style-type: none"> <li>• Dataset on SRIPM in Europe, based on an inventory of indicators for effective SRIPM and case studies.</li> <li>• Frequent high level consultations with experts and policymakers.</li> <li>• Policy briefs and op-eds.</li> <li>• Handbook for Technology Transfer officers.</li> <li>• Online knowledge sharing facility and education program.</li> <li>• Annual conference.</li> <li>• Timeline: two years, the start of which depends on securing external funds.</li> </ul>	<p>Wageningen University, Tilburg University</p>	<p>TBC</p>
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## OVERVIEW PARTNERS 2011-2013

	Name Partner Organization
1	Carnegie Foundation, The Hague
2	Netherlands Institute for International Relations "Clingendael", The Hague
3	Leiden University, Campus The Hague
4	HiiL Innovating Justice, The Hague
5	Institute for Social Studies, Erasmus University
6	Asser Instituut, The Hague
7	The Hague Centre for Strategic Studies
8	Hague Conference on Private International Law
9	ACCESS Facility, The Hague
10	3TU Centre for Ethics and Technology, Delft
11	Van Vollenhoven Institute for Law, Governance and Development, Leiden University
12	Instituut voor Maatschappelijke Innovatie, Leiden
13	Tilburg University
14	Oxfam Novib, The Hague
15	World Bank, Washington DC
16	The Hague Academy for Local Governance
17	Intervict, Tilburg
18	Redress, London
19	Institute for Security Studies, South Africa
20	Water Governance Centre, The Hague
21	UNESCO-IHE, Delft
22	Erasmus Studio, Rotterdam
23	Amsterdam Centre for International Law
24	Grotius Centre for International Legal Studies, Leiden University
25	Wageningen University
26	Adis Abeba University, Ethiopia
27	North West University, South Africa
28	Advocates Coalition for Development and Environment, Uganda
29	Movement for Ecological Learning and Community Action, Ethiopia
30	China Foreign Affairs University
31	UPEACE, The Hague
32	Global Partnership for the Prevention of Armed Conflict, The Hague
33	Observer Research Foundation, Delhi
34	The Hague Security Delta
35	PRIME Finance, The Hague
36	Municipality The Hague
37	Ministry of Foreign Affairs, The Netherlands
38	Ministry of Economic Affairs, The Netherlands
39	NWO, Dutch Research Council
40	Spring Factor, The Hague
41	American Society for International Law
42	Harvard School of Public Health, Boston
43	International Development Organization, Rome

## Checklist voor Incidentele Subsidies kerndepartement

Documentnummer Domus:	17180998	Directie: Kostenplaats: Kostensoort:	48800 530000
Verplichtingnummer:	1300010096	OD-instrument:	301200
Bedrag:	€ 125.000	Subsidieverlening/Voorschot/Vaststelling:	S    Vo    Va <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
Relatie / Crediteur nr.:	█	Arrangement:	1a   1b   2   3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Indien vaststelling, vordering?	Ja    Nee <input type="checkbox"/> <input checked="" type="checkbox"/>		

### Controle door medewerker FEZ / FDA Indien > 125.000 (excl BTW) medeparaaf van MT-lid FEZ

Naam	Paraaf	Datum
█	█	

Opmerkingen/aanvullingen

### Registratie EBS en controle door medewerker FEZ / FDA Indien ≤ 25.000 (excl BTW) dan controleert FEZ / FDA ook de rose vragen

Naam	Paraaf	Datum
█	█	16-11-2017

Opmerkingen/aanvullingen

Inhoud nota en minute spreken voor zich. Afrekening nu geschiedt door te steunen op de jaarrekening en de accountantsverklaring, beide in domusmap. Alle relevante stukken in domusmap

VRAGEN BIJ CONCEPT SUBSIDIEVERLENING					Nvt	Ja	Nee	Rechtmatig /Doelmatig /Overig		
1	<b>Dossiervorming</b> Dossier compleet in Domus? subsidieaanvraag, Minute subsidieverlening, Nota Beleid, indien De-minimis van toepassing: met standaard <a href="#">De-minimis verklaring</a> , indien betaling vóór uitvoering activiteiten: met liquiditeitsprognose en risicoanalyse, indien medefinancierders: een bevestiging van overeenstemming.					<input type="checkbox"/>	<input type="checkbox"/>	<b>R</b>	<b>D</b>	<b>O</b>
2	<b>Juridische beoordeling</b> Is medeparaaf WJZ aanwezig?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
3	<b>EL&amp;I begroting</b> Sluiten activiteiten aan bij doelstelling in de begroting (& bestedingenplan)?					<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
	Bij medefinanciering door ander ministerie: Is dit doelmatig en is er duidelijkheid en overeenstemming over de medefinanciering en doorbelasting en bevestiging daarvan door medefinancierder?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4	<b>Doelmatigheid</b> Zijn de subsidie activiteiten, subsidie %, bedragen/tarieven doelmatig en onderbouwd? (alleen additionele kosten kunnen doelmatig zijn, géén exploitatie of overheadkosten)					<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
5	<b>Controle budget</b> Is er voldoende budget op artikel aanwezig? (indien nee, overleg met FEZ/BC om budget te regelen)					<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
6	<b>Vooruitbetalingen</b> Indien (gedeeltelijke) betaling vóór uitvoering activiteiten: Is op basis van risicoanalyse en aannemelijke liquiditeitsprognose de vooruitbetaling aanvaardbaar?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
7	<b>Bedragen juist</b> Bedragen juist berekend (BTW alleen indien niet aftrekbaar)?					<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
8	<b>Dienstjaar</b> Is het juiste dienstjaar in de begroting belast? (jaar registratie verplichting = jaar verzending brief)					<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
9	<b>NAW gegevens</b> Juiste naam, adres en bankrekeningnr. van begunstigde vermeld in subsidieverlening?					<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
10	<b>Standaard arrangement</b> Is het standaard arrangement toegepast, of met eenvoudig gemotiveerde risicoanalyse een lager arrangement?					<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>
	Indien arrangement 3 en geen controleverklaring verplichting, is het risico volgens eenvoudig gemotiveerde risicoanalyse laag?					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
11	<b>Standaard subsidieverleningen</b> Is de <a href="#">standaardbrief</a> voor subsidieverleningen toegepast?					<input type="checkbox"/>	<input type="checkbox"/>			
	Indien nee, is afwijking goed onderbouwd en controleerbaar?				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
	Juiste gemandateerde vermeld in subsidieverlening?					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
12	<b>Overig?</b>				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>BEOORDELING CONCEPT SUBSIDIEVERLENING</b>										
Rechtmatigheid fouten (niet hersteld): bedrag €										
Doelmatigheid fouten (niet hersteld): bedrag €										
Overige fouten: aantal										

VRAGEN BIJ CONCEPT SUBSIDIEVASTSTELLING		Nvt	Ja	Nee	Rechtmatig /Doelmatig /Overig		
1	<b>Dossiervorming</b> Dossier compleet met verplichtingnummer in Domus? Inclusief aanvraag om subsidievaststelling conform subsidieverlening, Minute subsidievaststelling, Nota Beleid met onderbouwing indien bij afwijkingen wordt vastgesteld, eventuele tussenrapportages volgens subsidieverlening, definitieve subsidieverlening, indien van toepassing: bevestiging behandelaar, eventuele correspondentie met/van subsidieontvanger, Checklist(en)?		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<b>Voorwaarden</b> Is de aanvraag om subsidievaststelling conform subsidieverlening tijdig, volledig en juist ontvangen?		<input checked="" type="checkbox"/>	<input type="checkbox"/>			
	Zo nee, is de subsidie ontvanger gelegenheid gegeven om e.e.a. binnen een redelijke termijn te verbeteren?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
	Indien met controleverklaring: Is controleverklaring volgens het model en goedkeurend? Zijn eventuele afwijkingen afgestemd met registeraccountant FEZ / ADR en akkoord?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
3	<b>Medefinanciering</b> Bij medefinanciering: zijn medefinanciers voor hun totale aandeel aangeslagen?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
4	<b>Bedragen juist</b> Bedragen juist berekend (BTW alleen indien niet aftrekbaar)?		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
5	<b>Dienstjaar</b> Is het juiste dienstjaar in de begroting belast? (jaar registratie verplichting = jaar verzending brief)		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
6	<b>NAW gegevens</b> Is de juiste naam, adres en bankrekeningnummer van de begunstigde vermeld in de subsidievaststelling?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
7	<b>Aanvullende controles</b> Is er aanleiding voor aanvullende administratieve of fysieke controles ter plaatse?		<input type="checkbox"/>	<input checked="" type="checkbox"/>			
	Zo ja, heeft de subsidieontvanger hier bericht van ontvangen en zijn die controles uitgevoerd?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
8	<b>Standaard subsidievaststelling</b> Is de standaardbrief voor subsidievaststelling toegepast?		<input checked="" type="checkbox"/>	<input type="checkbox"/>			
	Indien nee, afwijking goed onderbouwd, controleerbaar en akkoord WJZ?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
	Heeft beleidsmedewerker medeparaaf gegeven en is juiste gemandateerde vermeld in beschikking subsidievaststelling?		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
9	<b>Overig?</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>BEOORDELING CONCEPT VASTSTELLING</b>							
Rechtmatigheid fouten (niet hersteld): bedrag €							
Doelmatigheid fouten (niet hersteld): bedrag €							
Overige fouten: aantal							