

# Toolkit

## TED Rule of Law Clinic

### People-Centered Justice Programming - Using data and evidence to deliver justice services

*This booklet serves as a concise summary of the clinic, offering a closer look at key aspects discussed during the session. Designed as a practical resource, it provides actionable solutions and includes links to further learning opportunities. For any questions or further information, please contact the TED Secretariat at [secretariat@teamedemocracy.eu](mailto:secretariat@teamedemocracy.eu).*

## TED WG 1.1 Rule of Law and Access to Justice

The TED Network is a key component of the Team Europe Democracy (TED) Initiative. It connects EU institutions, Member States, and like-minded European organisations to collaborate on promoting democracy. It is dedicated to fostering joint actions, aligned implementation, and rigorous assessment of strategies and approaches to enhance collective impact.

TED working group (TED WG 1.1) on “Rule of Law and Access to Justice” has the key objective for the period 2024-2025 to “**enhance understanding on people-centred justice (PCJ) and its application in programming**”. In taking forward this goal, TED WG 1.1 is organising a series of Rule of Law clinics on PCJ with

the focus on tailoring justice interventions to meet specific needs of local populations and ensuring accessibility and inclusivity. These clinics are co-convened by the working group’s thematic leads and network members, providing a space to share insights, build capacity, and promote innovative approaches to justice programming.

## Introduction

TED WG 1.1 held the first virtual Rule of Law Clinic in this series on 24 October 2024. The clinic focused on the role of **data and evidence in PCJ programming**. The [OECD - OCDE](#) 2023 Recommendation on Access to Justice and People-Centered Justice Systems served as a guiding framework, highlighting the need for justice systems that are inclusive and responsive to the needs of individuals. Speakers from the OECD, The Hague Institute for the Innovation of Law (HiIL), and the World Justice Project (WJP) provided a comprehensive overview of the OECD’s PCJ Recommendation, highlighted different types of legal needs surveys, and demonstrated how to design and implement justice solutions. About 70 participants discussed case studies from Ethiopia, Kenya and Nigeria. You can access the detailed clinic report and session recording [here](#).

## Why perform a legal needs survey?

“What is happening in the streets and what is happening in the institutions is different.” Many working within the system see the justice system as functioning, since they only look at their own part of the picture. Legal needs surveys play an important role as they broaden the view beyond the formal justice systems. They cover the “demand side” and provide evidence on perceptions and experiences outside of the formal justice system. So far, few countries are collecting this information. If they do, surveys are often not institutionalised, and data is collected on an ad-hoc basis with the risk of it being lost when governments change.

## Who is in the driving seat?

Ministries of Justice, sometimes together with statistical services.

## Which type of legal needs surveys already exist?\*



**World Justice Project's [Global Insights Access to Justice 2019](#)** captures comparable data on legal needs and access to civil justice on a global scale, representing the voices of more than 100,000 people in 101 countries. It provides evidence how ordinary people worldwide navigate their everyday legal problems including data on the most common challenges, experiences, sources of help, status of the problem, the resolution process, and the impact of justice problems on people's lives.

1,000 to 6,000 people in a given country. It identifies the most common legal problems in the past four years in a country or in regions, disaggregating for where they occur and who experiences them. The study becomes a baseline from which it is possible to create targets, indicators, and can be conducted faster (6-7 months) and with less resources (budget of approx. €125,000 - €155,000).

### Examples:

- [Justice Needs and Satisfaction in Nigeria \(2023 & 2024\)](#)
- [Justice Needs and Satisfaction Survey in Ethiopia](#)
- [Justice Needs and Satisfaction Survey in Uganda](#)
- [Justice Needs and Satisfaction Survey in Tunisia \(2017 & 2023\)](#)
- Justice Dashboard: Explore the interactive data visualisation on justice needs of people from 18 countries here: [Countries - Justice Dashboard](#)



**The 2019 OECD “Guide on Legal Needs Surveys and Access to Justice” [Legal Needs Surveys and Access to Justice | OECD](#)**. The Guide provides a framework for understanding and measuring legal needs as well as methodological guidance and model questions to capture three core components of effective access to justice: 1. The nature and extent of unmet legal and justice needs; 2. The impact of unmet legal and justice needs on individuals, the community and the state; and 3. How specific models of legal assistance and dispute resolution are utilised to meet needs.



**Hiil's Justice and Needs Satisfaction (JNS) survey** is a quantitative survey tool that measures the gap between people's justice needs and the justice solutions they receive. The JNS relies on a random sample of respondents of approximately

\*The list reflects what was presented during the session. While efforts have been made to ensure accuracy and completeness, TED assumes no responsibility for any errors, omissions, or updates.

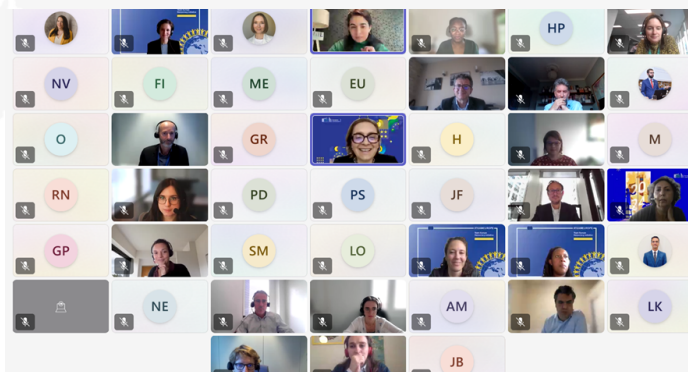
## Data alongside the Justice Journey - Zoom in on Legal Needs Surveys

### Recommendations to drive a people-centered culture:

- ➔ A legal needs survey will often need to be translated into actual policies, which then inform the development, design, and implementation of effective justice services.
- ➔ Data alone doesn't drive change, and PCJ isn't only about collecting data on people's needs: Data needs to be activated by leaders and/or institutions to make an impact. **Effective PCJ requires examining and engaging with institutions and actors within the national justice systems.**
- ➔ It is important to establish a people-centered justice culture and to **foster the narrative of "justice as a public service"**: Justice is a fundamental public good, no different from access to potable water, basic healthcare and primary education. Therefore, there is an obligation on states to ensure that the distribution and delivery of justice is accountable, affordable, accessible and appropriate to and for all citizens.

### Considerations for policy dialogue:

- ➔ Encourage justice needs surveys to be part of social surveys so they can be more regularly conducted on an institutional basis.
- ➔ Push for data collection to become part of national justice delivery assessments.



# Moving from analysis to design to implementation of justice solutions

## Recommendations to secure sustainability through national buy-in

No people-centred solutions without people-centred design processes



Including a diverse range of stakeholders in the design process, ensures national buy-in and ownership on the resulting delivery model. Key national partners, such as Ministries of Justice and Judiciaries, should be included from the very beginning so that they feel invested in the implementation of the designed solution. For example, [Hiil's Justice Innovation Lab \(JIL\)](#) convenes 25-30 stakeholders that include government representatives, community justice providers, people facing justice problems, lawyers, academics and policy experts. The stakeholders participate in a structured 4-stage design process to develop an innovative, sustainable solution to address a justice problem.

Using data as a starting point



Grounding delivery models in data and evidence helps secure national buy-in. Data provides a relatively objective basis for selecting and prioritising justice challenges and solutions and supports the mediation of conflicting interests of national stakeholders.

Developing a sustainable scaling plan and financial model



In order to be sustainable and have impact justice delivery models must be accompanied from the onset by a financial model and an implementation plan for scaling up (See [Hiil Trend Report: Delivering Justice Rigorously](#)).

Counterpart financing from national partners



Securing counterpart financing from national partners, for example, through budgetary allocations from Ministry of Justice.

Faster transitions



The duration of time between data-collection, design, piloting and scaling should be efficient in order to ensure that national stakeholders remain engaged.

## Considerations for funding:

Explore mechanisms for rapid and flexible funding



One consequence of the momentum behind people-centred justice is that organisations are receiving an increasing number of requests from justice leaders to help them develop people-centred justice programmes for their countries. These requests are often linked to a unique window of opportunity to move forward: an election, an appointment, or a new policy. Too often, the organisations cannot respond adequately. Many countries do not have funding available at short notice. It takes time to get the funding together for a full programme. Some form of 'quick start' funding could have a huge impact. It would allow a justice leader who sees an opportunity to start fast - for example with a national justice needs survey - while, in parallel, the mobilisation of larger funds takes place. Learn more about approaches already being applied in other areas, such as the private sector: [Hiil: Creating an Enabling Financing Framework for Justice Innovation](#).

Budgets for Scaling



Financing for pilots and scaling should be accounted for in the design process.