

*Activities and Financial statements
of The Hague Initiative of International Cooperation
(thinc.) for the year 2025*

thinc.

ISRAEL *and* INTERNATIONAL LAW



www.thinc.info

thinc. an overview of resources and activities 2025

Staff and resources

Supervisory Board: as per 1 January 2025, the Supervisory Board consisted of Pieter Hoogendoorn (chairman), Luc Schraeverus (secretary), Hans Weissenböck (member) and Leon Meijer (member).

Advisory Board: Please see our website [The team - Israel and International Law \(thinc-israel.org\)](http://thinc-israel.org)

Management Team (Directors): consisted of Andrew Tucker (Director General) and Gijs Cremer Eindhoven (Director). Both directors were engaged on part-time basis.

Andrew Tucker (based in the Netherlands) functioned as Executive Director (avg. 80% fte), with responsibility for the day-to-day operations, as well as Research, legal diplomacy and (partly) on education. Gijs Cremer Eindhoven (also based in the Netherlands) focused on the strategic and financial aspects of the future development of *thinc.*

Senior Fellows: Dr. M. de Blois (Professor emeritus, University of Utrecht) and Dr. C.D. Wallace (USA, former senior adviser to the UN, Geneva), Prof. Dr. Wolfgang Bock, Germany, Prof. Gregory Rose, Australia and Prof. Steve E. Zipperstein (USA).

Communications & Marketing: Silvia Fainaro (parttime 0,4 fte).

Research & Publication: Olimpia Galiberti (Italy) is research assistant since October 2023 (parttime 0,5 fte). Alessandro Spinillo (Spain) works on research and writings almost on full time basis.

Administration and Finances: Frank Fink-Jensen worked on a part-time basis as Manager Operations (0,2 fte). Bertine van Vliet continued in 2025 as a volunteer (one day per week) to assist with administration and finances.

Projects: Pieter Hoogendoorn has been managing several projects on a part-time base.

Growing our team: we've welcomed more people to the *thinc.* family, particularly young professionals eager to contribute to our mission.

Friends and sponsors of *thinc.* and *thinc.*-Partners: In 2025 *thinc.* was funded primarily by donors, i.e. donors, 'Friends and sponsors of *thinc.*' and '*thinc.*-Partners'. A smaller but growing part of *thinc.*'s income came from course revenue (classroom and on-line)

Partner organizations: In 2025 *thinc.* continued the efforts to build cooperation and collaboration with three types of organizations: (i) professional organizations in the field of international law and international relations, (ii) academia and law schools, and (iii) organizations in the field of public diplomacy.

thinc. continued to enjoy the so-called 'ANBI status'. This is a non-profit tax designation in the Netherlands, issued by the Tax Office in accordance with the general tax laws. This coveted status is issued to organizations which meet the stringent ANBI criteria. The ANBI status entitles donors to certain tax benefits in the Netherlands.

thinc. Fellows and the members of the Supervisory and Advisory Boards receive no remuneration, expenses are compensated.

Research and Publications

Research themes 2025

In 2025 *thinc.* published books, op-eds, articles and Briefing Papers on the following themes:

Gaza

- The Future of the “Occupied Palestinian Territory” – a briefing paper: A Legal and Policy Analysis of UNGA Resolutions 10/24 and A/79 L/23, February 2025
- The Future of Gaza: “What Law Can and Cannot Decide” *thinc.* Webinar held on October 28th
- The Gaza Plan: Ambitious on Paper, Unrealistic in Practice - *thinc.* report November 2025

Iran

- Europe’s Options to Promote Regime Change in Iran – *thinc.* Policy paper July 2025
- Reimposition of Nuclear Sanctions on Iran (September 2025) the United Kingdom, France, and Germany (the “E3”) had triggered the snapback mechanism before the UN Security Council on August 28.

ICC, ICJ and other UN Institutions

- UN Adopts Two New anti-Israel Resolutions – *thinc.* article January 2025
- *thinc.* makes written Statement to ICJ concerning Israel’s relations with UNRWA- May 2025
- “Creating a judenrein Islamic Palestinian state will not bring peace# - Press release – June 2025.
- International Court issues one-sided analysis of the war in Gaza – *thinc.* article October 2025

Advice and advocacy

On behalf Sallux (an ECPM foundation) a *thinc.* research project is underway. The project is about: “A new approach to the international law of occupation of territory and self-determination of peoples – contours of a pathway to peace in the Middle East.” This project critically analyzes the current UN and EU approaches to the interpretation and application of international law in the Middle East – especially the concepts of territorial integrity, the prohibition on the use of force, belligerent occupation, and self-determination, in light of the region’s complex realities. The current approach has failed to provide a sound basis for development of the region; worse, it has created false incentives that support extremism and conflict. This study explores legal principles supporting sound governance approaches that serve to foster sustainable peace.

During 2025 *thinc.* worked on legal advisory services related to activities in Judea and Samaria for Christians for Israel (NL).

Education and Communications

- Commencing a campaign to mobilize some UN member states to establish an Independent Commission of Experts
- Expand our areas of work in Australia and the United States. These regions hold great potential for building stronger networks and deepening our advocacy efforts for Israel.

On-line training course “Israel on Trial foundational course”

- *thinc.* Academy 2025: re-launching our online course, *Israel on Trial foundational course*
- *New on thinc.* Academy: “Israël on trial” a live online course in Dutch
- *thinc.* 2025 Training Conference: we hosted our second training event in The Hague, bringing together about +45 people from across the world for an intensive week of learning about Israel and international law. Many of these participants are actively collaborating with us.
- Preparing for the launch of the inaugural *thinc.* Masterclass (Feb-May 2026)

Classroom training

During summer 2025 *thinc.* continued combined classroom and on-line participation training in cooperation with Christians for Israel. During a weekly training session several relevant topics about Israel and international law were given.

Lectures, Seminars and Workshops

The Directors and Senior Fellows gave lectures and spoke at events in Australia, Czech Republic, United States, UK, Netherlands, Italy and Germany.

- Workshops across Europe: we were invited to host workshops tailored to specific needs in countries like the Netherlands, Estonia, Germany, Czech Republic and Romania.
- Several relevant webinars were held in the fall of 2025, focusing on the future of Gaza and the role of the ICJ as a platform for antisemitism.

Training conference in the Hague

At the end of May, *thinc.* hosted a training conference for young leaders and students, focusing on Israel and International Law, with a particular emphasis on territorial sovereignty and the security of the State of Israel. The theme of the training conference was: "Understanding and promoting the rule of law"

During the event, a dynamic community of young leaders was established—created by and for highly motivated participants—to foster ongoing engagement and collaboration beyond the conference.

Visit to US and Israel in September 2025

During September 2025, *thinc.* embarked on a visit to the USA with several key objectives:

- **Introduce *thinc.*** to influential stakeholders in the USA.
- **Fundraising efforts** to support our initiatives.
- **Explore the establishment of *thinc.*** as a legal entity in the USA, including the feasibility, process, and timing.

Event by *thinc.* on November 29, 2025

thinc. concluded the year with a successful in-house event for our Dutch friends and supporters. The event, titled: 'Law, diplomacy, and projects that matter'. The speakers addressed the ICJ's third one-sided advisory opinion:

"A clear trend can be observed: the opinions are becoming increasingly one-sided and aggressive in their condemnation of Israel on the one hand, while on the other hand the misdeeds of the Palestinians and Islamic terrorists are being neglected. And each opinion once again gives the UN an excuse to further and more fiercely delegitimize the Jewish state.

We are dealing here with a spiral of politicization of international law, which threatens not only the existence of the State of Israel but also the international legal order itself. We see this both in the interaction between the General Assembly and the International Court of Justice and at the International Criminal Court—both courts located in The Hague."

The Hague Initiative for International Cooperation (*thinc.*) was established to counter this trend—serving Israel and the international rule of law in general.

2025 Financial statements

of

The Hague Initiative for International Cooperation

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ISRAEL *and* INTERNATIONAL LAW

2025 Financial statement

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Basic information about *thinc*.

Regulations

The Hague Initiative for International Cooperation (*thinc*.) is a non-profit organization (charitable trust) under Dutch law, a foundation with ANBI-status.

The mission of *thinc*. is to challenge the misuse of international law to delegitimize the State of Israel and to advocate fair and equal use of international law to promote peace and security between Israel and her neighbors .

thinc. is registered at the Chamber of Commerce under number: 68830084.

Board

The board has 2 members, viz.

Andrew Tucker, Director General

Gijs Cremer Eindhoven, Director

Supervisory Board

The board has 4 members, viz.

Pieter Hoogendoorn, Chairman

Hans Weissenböck, Member

Luc Schraeverus, Secretary

Leon Meijer, Member



Balance sheet as at 31 December 2025

after appropriation of result

Assets

(in euros)	2025	2024
Non-current assets		
Financial assets (1)	3.531	3.866
Total of non-current assets	3.531	3.866
Current assets		
Inventory (2)	0	0
Receivables (3)	0	3.042
Cash at bank and in hand (4)	95.849	80.859
Total of current assets	95.849	83.734
Total assets	99.380	87.767

Equity and liabilities

(in euros)	2025	2024
Own equity (5)	98.290	42.942
Current liabilities (6)	1.090	44.825
Total of equity and liabilities	99.380	87.767

Income statement for the year ended 31 December 2025

Income

(in euros)	2025	2024
Gross operating result (7)	373.850	398.888
wages and salaries (8)	254.418	210.498
other operating expenses (9)	63.399	196.977
Total of sum of expenses	318.503	407.475
Result before financial income and expenses	56.034	-8.587
financial income and expenses	-686	-1.007
Net result	55.348	-9.594

Appropriation of results

General reserve at January 1, 2025	42.942	52.536
Result 2025	55.348	-9.594
General reserve at December 31, 2025	98.290	42.942

Statement of Cash Flows for the year ended 31 December 2025

(in euros)	2025	2024
Operating income for the year	56.034	-8.587
Adjustments for:		
Finance costs (bank costs)	-686	-1.007
Net profit/(loss) before changes in working capital	55.348	-9.594
Changes in working capital:		
Decrease/(increase) in Inventory (2)	0	0
Decrease/(increase) in trade and other receivables (3)	3.377	28.145
Increase/(decrease) in trade and other payables (6)	-43.825	47.598
Net cash flows from operating activities	14.990	66.149
Net cash flows from investing activities	0	0
Net cash flows from financing activities	0	0
Movement in cash and cash equivalents including bank overdrafts	14.990	66.149
Net increase in cash and cash equivalents	14.990	66.149
Net foreign exchange difference		
Cash and cash equivalents at 1 January	80.859	26.802
Cash and cash equivalents at 31 December	95.849	80.859

Accounting policies used in preparing the financial statements

General

The registered office according to the Articles of Association of The Hague Initiative for International co-operation (*thinc.*) is in The Hague. *thinc.* is registered in the Register of the Chamber of Commerce under the file number: 68830084.

The financial statements for the year ended 31 December 2025 have been prepared in accordance with Part 9 of Book 2 of the Dutch Civil Code. The financial statements were prepared on February 26, 2026.

thinc. is a Foundation (Stichting) under Dutch Law.

Framework

thinc. uses the RJK C1 framework for this Annual Accounts. This framework was first adopted in 2022 and is presented by: The council of Annual reporting in the Netherlands (Raad voor de Jaarverslaggeving).

Activities

The main activities of *thinc.* are research, education and advocacy.

Foreign currency

Functional currency

The financial statements are prepared and presented in euros, which is also the functional currency of the organization.

Foreign currency translation

Transactions denominated in foreign currencies are initially recorded at the functional currency exchange rates on the date of transaction. Monetary balance sheet items denominated in foreign currencies are translated at the functional currency exchange rates on the balance sheet date. Non-monetary balance sheet items that are measured at historical cost in a foreign currency are translated at the functional exchange rates ruling on the date of transaction. Non-monetary balance sheet items that are measured at current value are translated at the functional exchange rates ruling on the date of valuation.

Foreign currency exchange rate results arising on the settlement or translation of monetary items denominated in foreign currencies are recognized in the income statement.

Exchange differences arising on the translation of non-monetary assets and liabilities denominated in foreign currencies that are carried at current value are recognized directly in the revaluation reserves in equity.

Financial instruments

Financial instruments include both primary financial instruments, such as receivables, securities and payables, and derivative financial instruments.

For the accounting policies applicable to primary financial instruments, please refer to the treatment of individual balance sheet items.

thinc. does not have derivatives.

Financial assets

Other financial assets

Non-current receivables

Non-current receivables and loans granted to participating interests as well as other receivables granted are recognized initially at fair value plus directly attributable transaction costs, and subsequently stated at amortized cost based on the effective interest method, minus impairment where applicable. Gains and losses are recognized in the income statement when the receivables are transferred to a third party or an (reversal) impairment is recognized, as well as through the amortization process.

Receivables

Receivables under current assets are initially recognized at fair value plus transaction costs and subsequently stated at amortized cost based on the effective interest method net of a provision for doubtful debts when necessary.

Cash at bank and in hand

Cash at bank and in hand includes cash in hand, bank balances, notes and cheques are carried at face value. It also includes deposits if these are effectively at *thinc.*'s free disposal, even if interest income may be lost.

Cash at bank and in hand not expected to be at *thinc.*'s free disposal for longer than twelve months is classified as financial assets under the non-current assets. Cash at bank and in hand are carried at face value.

Impairment of non-financial assets

thinc. assesses, at each reporting date, whether a non-financial asset or group of non-financial assets is impaired. *thinc.* assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, *thinc.* estimates the asset's recoverable amount. If it is not possible to determine the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

An impairment occurs when the carrying amount of an asset is higher than the recoverable amount; the recoverable amount is the higher of the net realizable value and the value in use. An impairment loss is directly recognized in the income statement while the carrying amount of the asset concerned is concurrently reduced.

The net realizable value is initially based on a binding sale agreement; if there is no such agreement, net realizable value is determined based on the active market, whereby usually the prevailing bid price is taken as market price. In cases where there is no active market, the net realizable value is derived from generally accepted valuation models. The costs deducted in determining the net realizable value are based on the estimated costs that are directly attributable to the sale and are necessary to realize the sale.

thinc. assesses, at each reporting date, whether there is an indication that previously recognized impairment losses no longer exist or have decreased. If such an indication exists, *thinc.* estimates the asset's or cash-generating unit recoverable amount. A previously recognized impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized.

Classification of equity and liabilities

A financial instrument or its separate components are classified in the financial statements as liability or as equity, in accordance with the substance of the contractual agreement underlying the financial instrument. In *thinc.*'s financial statements, a financial instrument is classified in accordance with the legal reality. Interest, dividends, gains and losses relating to a financial instrument, or part of a financial instrument, are included in the financial statements in accordance with the classification of the financial instrument as liability or equity.

Current liabilities

On initial recognition, current liabilities are carried at fair value less directly attributable transaction costs. After initial recognition, current liabilities are carried at amortized cost. This is usually the face value for current liabilities.

Income

General

thinc.'s income is mainly donations, on-line and classroom courses, events and book sales.

Sale of goods

Income from the sale of goods is recognized in the income statement once all the major rights to economic benefits and significant risks relating to the goods have been transferred to the buyer, the income can be reliably measured and the income is probable to be received.

Services

If the result of a transaction relating to a service can be reliably estimated and the income is probable to be received, the income relating to that service is recognized in proportion to the service delivered. Stage of completion is based on the costs incurred in providing the services up to the balance sheet date in proportion to the estimated costs of the total services to be provided.

Interest

Interest income is recognized pro rata in the income statement, taking into account the effective interest rate for the asset concerned.

Expenses

General

Expenses are determined with due observance of the aforementioned accounting policies and allocated to the financial year to which they relate. Foreseeable and other obligations as well as potential losses arising before the financial year-end are recognized if they are known before the financial statements are prepared and provided all other conditions for forming provisions are met.

Personnel

Wages, salaries and social security charges are recognized in the income statement according to the terms of employment, to the extent they are due to either employees or the tax authorities.

thinc. recognizes an obligation if it has demonstrably committed to paying a termination benefit or transition payment. If the termination is part of a reorganization, *thinc.* includes the costs of a termination benefit or transition payment in a provision for reorganization costs. Jubilee benefits are recognized as an expense in the year in which they are paid.

Interest

Interest is allocated to successive financial reporting periods in proportion to the outstanding principal. Premiums and discounts are treated as annual interest charges so that the effective interest rate, together with the interest payable on the loan, is recognized in the income statement, with the amortized (net) cost of the liabilities being recognized in the balance sheet. Period interest expense and similar related expenses are recognized in the year in which they fall due.

Notes to the balance sheet as at 31 December 2025

Financial assets (1)

(in euros)	2025	2024
Rent premises Q1 2026 and travel Q1 2026 / Production cost online courses (2024)	3.531	3.866
Total Financial Assets	3.531	3.866

Inventory (2)

The Inventory consists of books at purchase-price

Books	0	0
Total Inventory	0	0

Receivables (3) EUR

Trade receivables, specified as:		2.875
Donations via CFI-Australia		944
Donations underway Wise/Stripe end December 2024		1.200
Donations CFI NL		0
Kristen Koalisjon Norge (travel costs)		731
Others		167
Total receivables	0	3.042

Cash at bank and in hand (4)

ING NL15INGB0007821539	94.765	76.846
Cash	1.084	3.301
Paypal	0	712
Cash at Bank and in hand	95.849	80.859

Own equity (5)

Opening amount January 1st	42.942	52.536
Result of the financial year	55.348	-9.594
Closing amount at 31 December	98.290	42.942

Current liabilities (6)

Creditors	1.091	44.825
Taxes	-	-
Credit card	-	-
Outstanding payables		
Total current liabilities	1.091	44.825

Notes to the income statement for the year ended 31 December 2025

Gross operating result (7)

(in euros)	2025	2024
Book sales	195	527
Donations	316.546	378.920
Revenue courses online / onsite	27.368	18.185
Other services (events, consultancy)	29.741	2.256
Other income	-	-
	373.850	398.888

Wages and salaries (8)

Wages and Salaries	13.346	-
Self-employed personnel	241.072	210.498
	254.418	210.498

Other operating expenses (9)

(in euros)	2025	2024
Other personnel costs	930	2.812
Production cost: webinars and on-line courses	10.700	23.495
Rent and cost of housing	14.169	10.503
Office costs	4.277	6.707
Printing & publishing cost	2.929	12.331
Accounting and Legal costs	-	-
Advice/consulting costs	26	18.159
Travel expenses	17.268	48.482
Website & IT costs	3.320	3.642
Marketing, publicity and communications	9.582	69.372
Other	198	1.474
	63.399	196.977

Events after the balance sheet date for the consolidated financial statements

There are no events after the balance sheet date.

Signatories to the financial statements

Board:

Date: 30 April 2026



Andrew Tucker, Director General

Date: 4 Mei 2026



Gijs Cremer Eindhoven, Director

Other information

Statutory remarks about Appropriation of results

The Statutes mention that the General Assembly has the authority to decide the appropriation of the results (Article 10). In anticipation of the decision of the General Assembly the result of 2025 of € 55.348 has been added to the General reserve.