

NATURAL JUSTICE ANNUAL REPORT 2014-2015

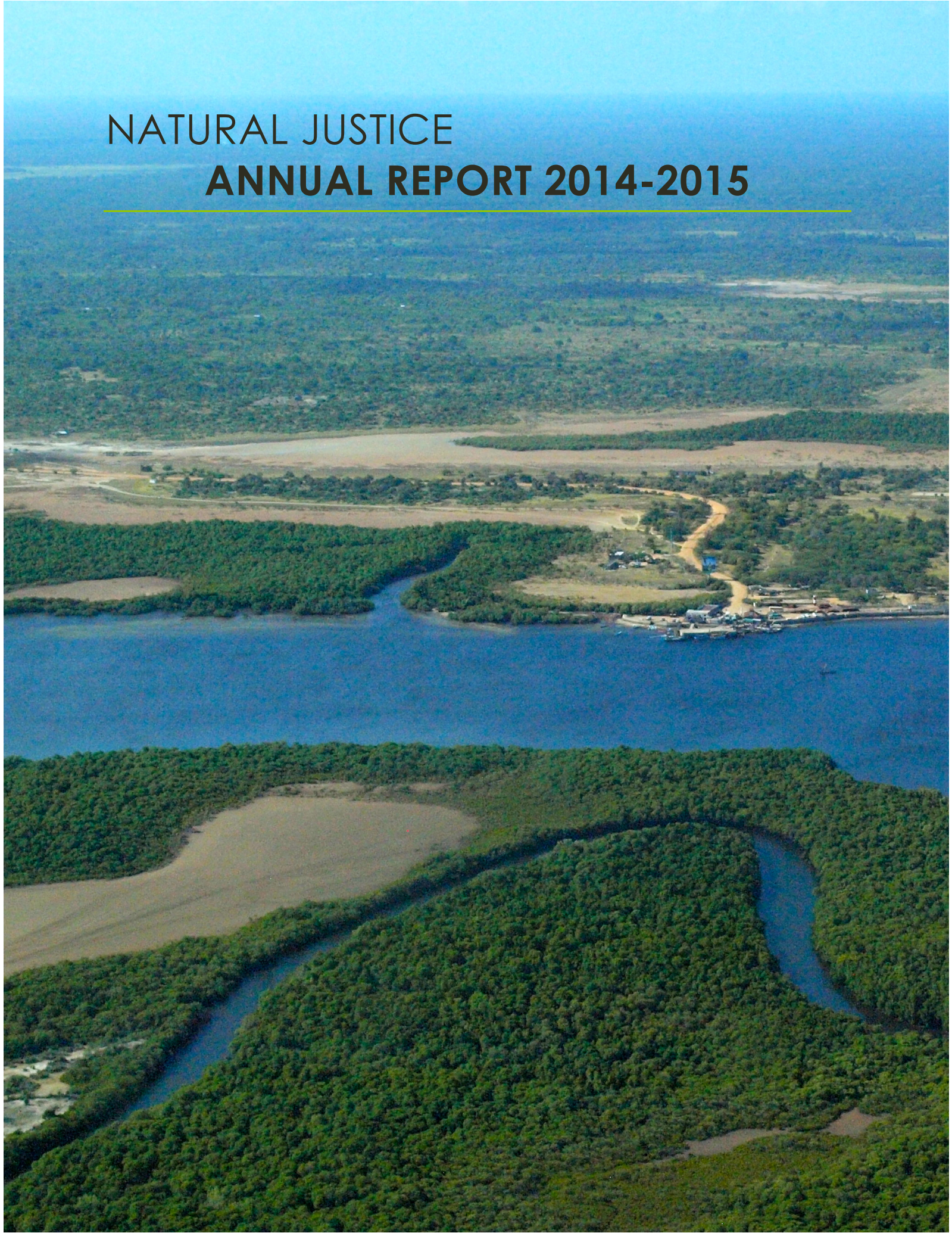


Table of Contents

1. INTRODUCTION	4
2. WHY WE DO WHAT WE DO	4
3. NATURAL JUSTICE'S PROGRAMMATIC WORK FROM MARCH 2014 TO FEBRUARY 2015	6
3.1. AFRICA	6
3.1.1. KENYA	6
3.1.2. NAMIBIA	8
3.1.3. SOUTH AFRICA	9
3.1.4. BENIN AND FRANCOPHONE AFRICA	14
3.1.5. AFRICAN REGIONAL INITIATIVES	14
3.2. ASIA	18
3.2.1. INDIA	18
3.3. LATIN AMERICA	20
3.3.1. ARGENTINA	20
3.3.2. MEXICO	20
3.4. THE NEW YORK OFFICE	21
3.4.1. INTERNATIONAL ADVOCACY AND NETWORKING	21
3.4.2. BIODIVERSITY AND CONSERVATION	24
3.4.3. HUMAN RIGHTS	24
3.4.4. UN PERMANENT FORUM ON INDIGENOUS ISSUES	25
3.4.5. LAND	26
3.4.6. SUSTAINABLE FINANCE	27
3.4.7. EXTRACTIVE INDUSTRIES AND INFRASTRUCTURE PROJECTS	28
3.4.8. CLIMATE	29
3.5. LEGAL RESEARCH, RESOURCES & EDUCATION	30
3.5.1. SEEKING JUSTICE AT THE INTERNATIONAL LEVEL – GRIEVANCE MECHANISMS	30
3.5.2. ZIMBABWE LEGAL REVIEW	30
3.5.3. SOUTH AFRICA LEGAL REVIEW	31
3.5.4. HUMAN RIGHTS STANDARDS ON CONSERVATION	31
3.5.5. INDIGENOUS WORLD 2014 (IWGIA): SOUTH AFRICA CHAPTER	32
3.5.6. E-LEARNING MODULE ON REDD+	32
4. FINANCIAL SUMMARY	34
4.1. OVERVIEW	34
4.2. FINANCIAL SUMMARY IN ZAR	35
5. ORGANIZATION	38
5.1. ENTERING GOVERNANCE REVIEW PROCESS	38
5.2. TRUSTEES	38
5.3. STAFF AND CONSULTANTS	38
5.4. ASSOCIATES	38
5.5. FELLOWS	38
5.6. INTERNS, VOLUNTEERS AND RESEARCHERS	39

5.7. OFFICES
5.8. MEMBERSHIPS

39
39

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1. Introduction

This year was an exciting year for Natural Justice. As our report shall demonstrate, the work in our different areas has continued to grow and mature. Above all, this year has seen an increased emphasis on engaging with new fora, such as the World Bank, or our amplified engagement with new partners through the expansion of our work on infrastructure projects in Kenya. All this has been done while still remaining loyal to our existing partners at the community level, such as the Kukula Traditional Health Practitioners and the Khwe communities in the Bwabwata National Park.

Organizationally, it has been an exciting year building on new opportunities, but these have also come with their own challenges. We realized that the organization has grown to a level where there is a need to reconsider the organizational structure in order to continue being able to serve our community partners best. During the annual retreat we decided that it had become imperative to adjust the governance structure to be more efficient and flexible without compromising on oversight and collective decision-making in core matters. The Association, our organization's principal governing body, was at this point given the mandate by staff members and the Board to develop a new structure within a period of one year which shall coincide with the next annual retreat.

2. Why we do what we do

Indigenous peoples and local communities occupy or control territories and areas that hold 22% of the world's land surface. This land surface in turn holds approximately 80% of the world's biodiversity. Traditionally these communities have played a key role in preserving these ecosystems on which they also heavily depend. This service has been globally recognized as potentially the most important contribution to biodiversity conservation to date. Yet, there have never been more threats to the survival of indigenous peoples and local communities and the integrity of their territories than is presently being experienced. These threats can be classified into three categories:

- i. Systemic pressures on biodiversity and the environment worldwide, including habitat loss, overexploitation of resources, pollution, invasive species and climate change. Due to the inextricable links between indigenous peoples and local communities, and the territories and resources they depend on, the loss of biological diversity fuels the loss of cultural and linguistic diversity. This leads to a subsequent loss of traditional knowledge and practices, undermining social and cultural cohesion and customary practices involving the caring for territories and common pool resources.
- ii. Direct pressures on indigenous peoples, local communities and their territories and resources ranging from industrial resource extraction, unsustainable production methods to

exclusionary environmental and conservation frameworks that undermine human rights and community livelihoods.

- iii. A widespread lack of effective and/or appropriate legal recognition of community rights, including the right to self determination and self governance, the recognition of customary laws and traditional institutions, and the resulting customary rights to territories, lands, waters, natural resources and knowledge systems.

As a result, at Natural Justice we believe that in order to reverse the first two threats, addressing the third threat is crucial. In this regard, our theory of change is that indigenous peoples and local communities need to fully and effectively participate in the development and implementation of laws and policies that relate to the conservation and customary uses of biodiversity and the protection of associated cultural heritage, specifically through the right to self-determination. To achieve this we work at the local, national, regional, and international levels. We strive to ensure that community rights and responsibilities are represented and respected in all decision-making processes, and that gains made in the international fora are fully upheld at lower levels.

3. Natural Justice's programmatic work from March 2014 to February 2015

3.1. Africa

3.1.1. Kenya

This year has seen a substantial increase in our work within the country. Gino Cocchiario began close work on Kenyan projects and the organization hired a legal researcher, Mr. Shalom Ndiku, to assist in carrying out its objectives.

3.1.1.1. Lamu

Natural Justice has been working with community partners in Lamu since 2010. Lamu holds an incredible array of biodiversity, cultural heritage and history. The communities in Lamu include traditional hunter-gatherer groups, traditional fishing communities and livestock keepers. Through its Vision 2030¹, the Government of Kenya has proposed the construction of a 30-berth deep-sea port in Lamu with a connecting oil pipeline, railway, major highway and a resort city as part of its Lamu Port Southern Sudan Ethiopia Transport (LAPSSET) Corridor Project. Furthermore, a new 950MW coal power plant is being constructed on the shores of the Indian Ocean.



Natural Justice interviewed community members on Pate Island for a study examining what unforeseen economic costs the proposed port would have on the residents of Lamu.

In conjunction with its community partner, Save Lamu, Natural Justice completed three key objectives over the course of the reporting period:

¹ This is the Country's development program covering the period between 2008 and 2013.

- i. Natural Justice worked with an international resource economist from Natural Resource Economics to assist communities in Lamu to determine the potential costs of the port on their health, social and cultural well-being. The study was completed early in 2015 and is being utilized by Save Lamu to advocate for sufficient mitigation measures.
- ii. Natural Justice continued to support the development of its community protocol. This is now in its final stages of development and is being shared amongst community members.
- iii. Natural Justice supported the LAPSSET Community Forum; which consists of civil society groups along the LAPSSET corridor, to hold a strategy meeting in Lamu and plan its approach for the following year.

3.1.1.2. Northern Kenya

Natural Justice has continued to support Kivulini Trust and Life Africa Trust in their community protocols for the Sustainable Land Use project, funded by the Global Environment Facility's Small Grants Program (GEF SGP). Both partners are working to strengthen community governance structures. In order for these structures to be recognized, Kivulini Trust and Life Africa Trust held meetings with government officials during this reporting period. Natural Justice was also invited to present on community protocols to County Government officials during a meeting in October 2014.



Honorable Hassan Shano (second from left) and community members from Northern Kenya at a legal training in Isiolo collaboratively facilitated by the Kivulini Trust and Natural Justice.

In order to build capacity on the impacts of infrastructure projects as well as the laws protecting local populations and the environment, Natural Justice conducted workshops in the far flung towns of Marsabit and Moyale, where such legal trainings had not been conducted in recent years, through the assistance of a community based organization called Golbo Integrated Trust. These trainings are set to continue into 2015.

3.1.1.3. *Work on the national level*

In addition to working with local partners on Access and Benefit Sharing (ABS) and infrastructure and extractives development issues, Natural Justice also played a vital role in national level policy discussions. The Community Land Bill has been heavily negotiated in Kenya since 2011. In order to share its lessons, and those of community partners, Natural Justice formed part of a working group of organizations advocating for adequate provisions in the Bill. Through this process, Natural Justice attended the Senate hearing on the Community Land Bill during which members of the working group made submissions.

Natural Justice, in collaboration with the Kenya Civil Society Platform on Oil and Gas, sought to provide comments on Kenya's new Mining Bill. The primary objective of the Bill is to consolidate all of the current laws related to mining. It also seeks to implement a number of articles within Kenya's Constitution pertaining to land management, respect for the environment and agreements for natural resources. Natural Justice will provide formal comments on the Mining Bill in 2015.

3.1.2. **Namibia**

3.1.2.1. *Work at the Community Level*



Natural Justice facilitated a BCP development workshop with villagers from Bwabwata National Park.

In 2014, The Khwe (San grouping) took part in a workshop alongside Natural Justice and the Center for Indigenous Knowledge and Organizational Development (CIKOD) from Ghana. The elected Khwe Custodian Committee and the NGO Integrated Rural Development and Nature Conservation (IRDNC) participated in an endogenous development led process aimed at mapping customary institutions and their natural resources. This process involved elders, youth and women from the 12 Khwe villages within the Bwabwata National Park. This process also included the development of several visions for the Park that integrated community priorities and cultural knowledge alongside conservation objectives. A follow-up workshop focusing on legal training was organized by Natural

Justice and the Legal Assistance Centre with the support of the Ministry of Environment and Tourism (MET).

Finally, a member of staff from the MET supported the Khwe Custodian Committee to draft a community protocol framework document in late 2014.²

3.1.2.2. *Work at the national level*

Namibia is in the process of developing their Traditional Knowledge (TK) legal framework in compliance with its obligations under the Nagoya Protocol. The 'Traditional Knowledge Bill' is currently in its final stages and Natural Justice has continued to provide the Namibian Ministry of Environment with technical support around the development of this legal framework.

3.1.3. South Africa

3.1.3.1. *Local Work*

3.1.3.1.1. *Kukula Traditional Health Practitioners Association, South Africa*

The Kukula Traditional Health Practitioners Association (KTHPA) is a membership-based group of over 350 traditional healers from Bushbuckridge, Mpumalanga and Limpopo provinces in South Africa. The Bushbuckridge area lies to the east of Kruger National Park and also within the Kruger to Canyons UNESCO biosphere reserve (K2C). Natural Justice has been working with KTHPA since 2009, and assisted them with producing a Biocultural Community Protocol (BCP) governing the use, sharing and protection of their Traditional Knowledge (TK). Through the BCP process, KTHPA agreed to pool their TK to create a "TK commons".



Legal training provided by Mr. Lorenzen.

Currently KTHPA faces multiple challenges in tending to the physical, cultural and spiritual well-being of their communities. Key challenges revolve around access to medicinal

plant species within communal areas, over-harvesting by 'Muti hunters' who collect plants for large urban markets, and the exclusion of communities from protected areas. Further, within their

² A copy of this BCP Framework Document can be accessed on <http://natural-justice.blogspot.com/2014/09/biocultural-community-protocols-and.html> and also on <http://blog.oup.com/2014/09/biocultural-community-protocols-future-conservation/>.

communal areas, the traditional authorities do not take KTHPA needs into account during land use decisions, and thus the land is not allocated or managed for medicinal plant purposes.

In this regard, Natural Justice, together with some of its partners; K2C and the University of Witwatersrand Rural Facility, hosted a BCP Revision workshop between the 16th and 18th of February 2015, aimed at addressing the issues that have emerged during the five years since the original BCP was developed. For instance, KTHPA has since grown significantly and new laws and policies have been developed in South Africa. Further, the needs and priorities of KTHPA have evolved over this period.

The workshop employed participatory processes and KTHPA identified and prioritized their key aims for the period between 2014 and 2015. Legal training was also provided by Mr. Johan Lorenzen; a candidate attorney at Richard Spoor. He made presentations on the relevant laws and policies that impact and support KTHPA. He also outlined the relevant articles in the South African Constitution and other legal frameworks, which govern traditional authorities, and the new amendments and bills at both provincial and national levels, which relate to protected areas and sustainable use, and also those that promote local community participation.

Building on the above, Mr. Rodney Sibuyi; the Chief Executive of KTHPA, and Ms. Kgaugelo Morale; an Environmental Monitor, at K2C, attended the ‘Sharing Experiences and Key Lessons on Bio-cultural Community Protocols’ Development and Utilisation’ workshop that was held in Nairobi, on the 5th to the 7th of November 2014.



Natural Justice also contributed to a Briefing Note titled, ‘Managing benefits from traditional knowledge (TK)’³ that was published by Open A.I.R., University of Cape Town, in South Africa.

In the future, Natural Justice aims to further support KTHPA to update their BCP so that it reflects their current structure and new priorities, and ensures that they are legally empowered to utilize the new laws and policies as they strive to conserve biodiversity and attend to the well-being of their community. Natural Justice and partners also intend to facilitate dialogues and negotiations with protected areas managers, relevant tribal authorities and support KTHPA members to share their experiences with similar community groups, at both the national and regional levels.

³ Open Air Briefing Note 2014, ‘Managing benefits from traditional knowledge (TK)’. Available at <http://www.openair.org.za/images/Briefing-Note-Managing-Benefits-from-Traditional-Knowledge-TK.pdf>.

3.1.3.1.2. National Khoi & San Council (NK&SC) Community Protocol

The National Khoi & San Council (NKSC) developed a community protocol framework document setting out nine priority areas during 2013. These priority areas include:

- i. Constitutional accommodation;
- ii. Spirituality/healing;
- iii. Land & agriculture;
- iv. Indigenous language recognition;
- v. Culture & identity;
- vi. Intellectual property & heritage;
- vii. Indigenous education;
- viii. Youth & women; and,
- ix. Economic development.

Within this community protocol process, the community focused on the development of specific priority areas such as constitutional recognition, land and intellectual property rights and access and benefit sharing. With this in mind, the following activities took place:

- Natural Justice supported the NKSC to hold a meeting with the Office of the High Commissioner for Human rights (OHCHR) at the offices of the Indigenous Peoples of Africa's Committee (IPACC). This was a briefing meeting on the key issues impacting the collective rights of the Khoi and San community in post apartheid South Africa.
- Natural Justice provided technical support to the NKSC in the National Traditional Affairs Bill 2013 (NTAB) legislative process. The National Khoi-San Council views the enactment of this legislation as key to its broader constitutional recognition cause. In this regard, Natural Justice compiled a report in partnership with York University to document and further research the issues of the NKSC around this legislation. This report aims to push for the formal recognition of their indigenous leadership and customary institutions. The report was handed to the Ministry of Traditional Affairs.
- In July 2014, Natural Justice offered a two-day training workshop to San youth at Khwattu Training and Education Department on bio-cultural rights and indigenous peoples' rights in Southern Africa.
- Natural Justice supported the NKSC chairperson's attendance to a meeting with the World Bank on their proposed changes to their Safeguards Policy held in Johannesburg,



San youth from !Khwattu who attended our training on Indigenous Peoples and Access & Benefit Sharing.

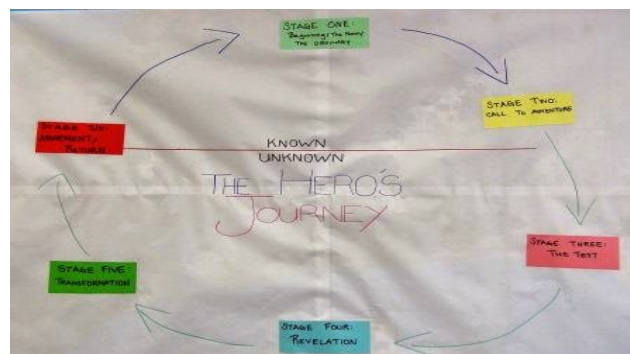
South Africa. Natural Justice was also able to attend the meeting as a member of the African Commission's Working Group on Indigenous Populations/Communities.

3.1.3.1.3. NK & SC: Access & Benefit Sharing

Natural Justice coordinated three workshops with the National Khoi & San Council around their ABS Agreements and their related bio-cultural priorities. The purpose of these training workshops was to review the Benefit sharing agreements as well as train the NKSC on the relevant South African and International Laws. These workshops took place in February, July and September 2014 respectively.

Natural Justice further supported the NKSC to sign their second benefit sharing agreement with a commercial company, Nestlé, in October 2014. This was a historic signing between Nestlé and the NKSC. Natural Justice had previously co-developed an advocacy campaign that culminated in Nestlé agreeing to sign a Benefit-Sharing Agreement with the Khoi and San community in compliance with the Nagoya Protocol. The NKSC is also committed to include a percentage of their benefits to the Rooibos farming communities who have an especially close historical connection with Rooibos.

3.1.3.1.4. Heroes Project



A map on Joseph Campbell's Hero's Journey drafted by York University students.

This project aims to use psycho-social approaches to complement our legal empowerment work. Through this project we drew on the myths and mythology of Khoi-San communities to inspire youth and elders to deal with modern day challenges.

We used different public platforms to raise awareness of the Heroes Project. We participated in conferences such as the Cumulus Conference with our partner, the LEDLAB / Srishti School for Arts & Design based in India, and we also participated in a panel discussion at the Comic festival at District Six Museum to explore the notion of healing historical trauma through initiatives such as the Heroes

Project.⁴ Natural Justice, together with the NKC, hosted a launch of the Heroes project at the District Six museum. We have also authored a number of pieces related to the Heroes Project that were published in the Cape Argus.⁵



Article in the Cape Argus by Lesle Jansen and Kabir Bavikatte.

Further, York University, in collaboration with Natural Justice, hosted a Heroes workshop with 15 youth from various South African communities attending the workshop. The objective of the workshop was to get a team of youth, aged 13 years and older, to comment on the first part of the Heroes Project's Graphic Novel. This feedback is to be used as inspiration for the next novel.

⁴ (<http://srishti.ac.in/content/lawenvironmentdesign-laboratory-led-laboratory-preview>), delivered a paper on the work of the Heroes project.

⁵ K. Bavikatte and L. Jansen, 'A Sublime Aggression', Cape Argus, April 22th, 2014. Available at <http://natural-justice.blogspot.com/2014/04/a-sublime-aggression.html>.



A panel discussion Natural Justice participated in on the Heroes project and the notion of collective trauma.

3.1.3.1.5. York University & Land Restitution Project

Every year Natural Justice collaborates with the University of York based in the United Kingdom (UK) on various policy-related projects. This year's collaborative project looked into the South African work around the Khoi and San, specifically reviewing the impact of the 2014 Amendment to the Restitution of Land Rights Act (1996) on the land rights of the Khoi-San people. Natural Justice hosted the researchers in December for their two-week field visit. The project output is expected in March 2015.

3.1.4. Benin and Francophone Africa

Since October 2014, Natural Justice has been renewing its efforts to engage with communities and local partners in Francophone African countries. In Benin, we have been backstopping a national NGO called CESAREN in the facilitation of a community protocol in Bonou, Ouémé, around the conservation of two sacred forests and the protection and valorization of traditional knowledge. We have also contributed to national dialogues with traditional knowledge holders and other actors on a future system for TK documentation.

3.1.5. African Regional Initiatives

3.1.5.1. Training Workshop for IPLC Representatives from Southern and Francophone Countries

In November 2014, Natural Justice sent a representative to attend a training workshop of IPLCs representatives from Southern and Francophone Africa. The workshop was hosted by the German Development Cooperation Agency (GIZ), one of Natural Justice's main donors, and was held in

Windhoek, Namibia, with about 35 representatives in attendance. Natural Justice presented on bio-cultural community protocols and supported GIZ in the overall coordination of the workshop.

The workshop reviewed the implementation of the Nagoya Protocol and Access and Benefit Sharing legislations in their respective countries. It was also an opportunity for the different regions to organize themselves into networks to help support horizontal learning. The workshop also shared Namibia's community based natural resource management model as a case study.

Natural Justice supported both the Khwe from Bwabwata National Park and Kukula Traditional Healers from Mpumalanga with their BCP presentations that formed part of the workshop. The workshop ended with the country specific representatives developing their country plans for the implementation of their respective Access and Benefit Sharing legislations.

3.1.5.2. Legal / Negotiation Training

Between the 20th and 22nd of October 2014, Natural Justice, with the support of Southern Cape Land Committee, hosted a 3 day training on legal and negotiation in George, South Africa. In attendance were community members from across the Karoo, who are most likely to be impacted by hydraulic fracturing (or "fracking"). The meeting was supported by the Ford Foundation Southern Africa.



Fracking workshop in Karoo.

With the support of Centre for Environmental Rights, participants from the community in Nelspoort together with representatives from the Anti-Fracking Task Team and Khoi-San representatives, engaged in a one day training on fracking generally, as well as the relevant environmental and participation laws in South Africa. In addition, the role of the African Commission on Human and Peoples' Rights was discussed, as were the principles of free, prior and informed consent and consultation as provided for in international law.

The subsequent days were spent discussing the principles and differences between different methods of engaging with external actors, as well as the role of legislation in supporting engagements between the community and the government around fracking issues.

The training session also complemented ongoing discussions with community representatives about different methods of mobilization and the use of the law and participatory methodologies to support this.

3.1.5.3. BCP Capacity Building Training in Mutare

Natural Justice held a capacity-building training session in July 2014 in Mutare, Zimbabwe, with members of the communities' BCP writing teams from Marange and Arda Transau in attendance. This training session included a further follow-up training on BCPs, discussions on what makes a good BCP process, participatory methodologies and multi-stakeholder processes such as participatory mapping and visioning.

3.1.5.4. Training on Conflict and Negotiation

Natural Justice with support from Zimbabwe Lawyers for Human Rights and Zimbabwe Environment Law Association held a training on the relevant national, regional and international laws and standards. This training was coupled with training on conflict and negotiation conducted by the Centre for Conflict Management and Transformation.

There were over 40 attendees from Marange and Arda Transau. In addition, it was attended by mining-affected communities across Zimbabwe, who were given an opportunity to build their capacity on relevant laws, learn more about BCPs, and establish a network with other mining-affected communities. Subsequently, the project coordinator, Mela Chiponda from the NGO Chiadzwa Community Development Trust (CCDT), has led a growing coalition of local CBOs affected by mining across Zimbabwe.

Thereafter, the CCDT writing committee held 21 community meetings, 11 in Marange and 10 in Arda Transau, over a six-month period, gathering information from community groups across 11 wards in Marange, and in the three relocated areas in Arda Transau. These meetings were an overwhelming success, with at least 1282 community members attending.

3.1.5.5. African BCP Initiative Meeting

Natural Justice invited 2 members of CCDT and the community to attend the African BCP Initiative meeting held in Kenya on November 2014. It was an opportunity for these representatives to meet other NGOs/CBOs working on BCPs, particularly in the context of extractives.

CCDT worked with a local journalist who took on the role of a researcher to support documentation of the process, and address some of the questions set out in the global HBF/Natural Justice project, looking at BCPs in the context of extractive industries.

The long-term outcome of this meeting is that the affected Marange communities, individually and in coalitions, now have greater capacity to advocate and assert their interests and rights as against the government and mining corporations.

Natural Justice was first introduced to CCDT in June 2013. Since January 2014, the multi-stakeholder and participatory methodology training, in combination with the legal and negotiation training in September 2014, has truly supported the capacity building of community members regarding their rights. The legal training was designed to expose the attendees to material that was directly relevant to their needs (as the training provided was based on their own stated developmental needs). Through follow-up trainings, the information on relevant laws will continue to take hold within the community, increasing the likelihood of using their rights to effect change.

3.1.5.6. Bio-cultural Community Protocol (BCP) Initiative

This Initiative, a collaboration between Natural Justice, the ABS Initiative, CIKOD and ETC Compass, began in 2011 and seeks to build lessons on the development and utilization of BCPs. The Initiative involves community partners from South Africa, Ghana, Kenya, Namibia, Ethiopia and more recently Zimbabwe.

In November 2014, the final workshop of the Initiative was held. The workshop brought together representatives of all NGOs and CBOs that have formed a part of the BCP Initiative. Colleagues who have developed BCPs in India were also in attendance to share their lessons. In 2015, the lessons from each of the partners involved in the Initiative will be compiled and shared through the Natural Justice website.



Participants of the BCP Initiative meet in Nairobi, Kenya.

3.2. Asia

3.2.1. India

3.2.1.1. Kachchh, Gujarat

With assistance from its partner, Sahjeevan, Natural Justice has been supporting pastoralists in Kachchh since 2010. We have provided support in the process of rights recognition of the pastoralist communities through the implementation of the Forest Rights Act. During this process Natural Justice facilitated physical mapping of landmarks in the pastoralists' traditional grazing grounds.

Through the use of participatory workshops and meetings with communities we have been able to start working towards ensuring greater community participation within legal frameworks.

We are currently involved in supporting communities, including fishing communities, affected by industrial projects in Kachchh. By identifying violations in the recent industrial developments and providing support, we are seeking to provide avenues for the communities to engage with relevant laws. Natural Justice is also providing support to Sahjeevan for a pilot project aimed at exploring ways of strengthening Biodiversity Management Committees (BMCs) under The Biological Diversity Act (BDA).



Mapping traditional grazing routes with camel pastoralists.

3.2.1.2. Odisha

3.2.1.2.1. Bio-cultural Community Protocol



Natural Justice has been supporting communities in the Sundergarh district of Odisha in the development of a community protocol, along with a local partner, Keonjhar Integrated Rural Development and Training Institute (KIRDTI).

In the year 2014-2015, Natural Justice initiated the project, by introducing BCPs to the community members, undertaking participatory territorial mapping, resource mapping, identification and prioritization of issues, discussing cultural practices, and community visioning.

Explaining the process of the Lamu Community Protocol as an example to workshop participants.

The objective of these workshops has been to facilitate reflection within the community of their identity, culture and traditions, and the context in which they live. In the next stages, the development of the protocol will continue to facilitate reflection and discussion on the community's interests, needs and priorities.

3.2.1.2.2. *Community Researchers*

The community researchers' work is being undertaken in the same geographical location as the BCP (above). The objective of this work is to make legal frameworks more accessible to the community by building the capacity of selected members from within the community.

This work was initiated in four villages in conjunction with our local partner, KIRDTI, during the first half of 2015. Issues specific to each village, and to the larger community in general, were identified and prioritized and a few individuals from each village nominated for training.

The selected individuals will be trained in law, advocacy and negotiation among other relevant skills. As of now, Natural Justice has conducted one legal training workshop for the nominated members on legal frameworks, using both theory and practical application to explain the law.

3.2.1.3. *Sariska, Rajasthan*

Natural Justice has been supporting communities in the Sariska Tiger Reserve in Rajasthan with assistance from Krishi Avam Parishithiki Vikas Sansthan (KRAPAVIS).

We have conducted joint workshops on legal awareness and capacity building for the community members, particularly members of the Forest Rights Committee. The workshops also facilitated participatory resource mapping and village territory mapping in preparation for claims for forest rights.

We are currently focusing on training the community members in engaging with the relevant laws that assist and affect the communities.



Facilitating a legal awareness workshop using visual tools.

3.2.1.4. *BLINC*

Natural Justice hosted and facilitated the first annual Balance in a Landscape by using the Imagination, Negotiation and Collaboration (BLINC) workshop, in June 2014. By engaging with various methodologies and creating a platform for organizations working towards conservation and

community rights, the workshop sought to hold conversations on ‘Balance in a Landscape by using Imagination, Negotiation and Collaboration’.

The workshop brought together our local partners, organizations and individuals working in the field of environmental justice, conservation and labor rights. This year’s workshop was centered on working through conflicts in community rights to natural resources; and discussing the larger questions of development desires and conservation. The workshop was facilitated using design tools and participatory activities to encourage deeper dialogues.

3.3. Latin America

3.3.1. Argentina

Natural Justice’s work in Argentina forms part of our Heinrich Böll Foundation funded project on exploring the use of community protocols in the context of extractives. The Argentinean case study, which is one of four case studies in the project, centers around 33 communities in the North West of Argentina⁶, who are confronted with possible lithium mining on their territories.

Through our local partner Fundación Ambiente y Recursos Naturales (FARN), Natural Justice provided training on community protocols to the local communities; a tool the communities are interested in exploring for articulating their FPIC process. The community protocol process is expected to be finalized by the end of 2015.

3.3.2. Mexico

From September 29th to October 3rd, 2014, Natural Justice contributed to two meetings on BCPs in Mexico. The meetings were organized by GIZ and CONABIO.

The first meeting brought together representatives from indigenous peoples and local communities from different parts of Mexico while the second meeting informed representatives of government agencies, research institutions and NGOs on the deliberations of the first meeting.

Natural Justice presented on lessons learned from BCP processes and on examples of protocols in Africa. Regional examples were presented from the Potato Park in Cusco, Peru, the Guna peoples in Panama and from Alto San Juan in the Colombian Chocó.⁷

Mexican communities from all over the country presented on existing processes geared towards the recognition of their customary norms and rights to land and resources. Participants also exchanged

⁶ These communities are mainly found in the Jujuy and Salta Provinces of Argentina.

⁷ Natural Justice supported IIAP and ASOCASAN in developing this BCP in 2010.

their experiences in and outside of Mexico and debated on the merits of BCPs within the Mexican legal context.

3.4. The New York Office

Our New York office continues its work on international advocacy, and in particular advocacy relating to negotiations that take place in North America. As part of this work we saw most activity surrounding the World Bank safeguards review process, to which we contributed actively, as well as the first ever World Conference on Indigenous Peoples that was held in New York (see below).

3.4.1. International Advocacy and Networking

3.4.1.1. Access and Benefit Sharing

The Nagoya Protocol (NP) on Access to Genetic Resources and Benefit Sharing brings opportunities as the first legally binding international framework that gives certain rights to IPLCs over their traditional knowledge and (partly) over genetic resources, including the right to prior, informed consent. The NP also encourages governments to respect the customary laws of IPLCs and community protocols. There currently is an important window of opportunity as countries are implementing the Nagoya Protocol to create opportunities for IPLCs to engage in the development of policies and legislation that will impact their TK and resources.

However, there is also a real danger that with the time pressure to become compliant with the Nagoya Protocol, and the pressure to deliver “working” ABS cases, the frameworks and agreements that are developed fall short of that potential or even disempower IPLCs further.

Our work seeks to protect TK and ensure fair and equitable benefit sharing, with a focus on maximizing the potential and minimizing the risks of ABS, through:

- i. The protection and revitalization of traditional knowledge within a broader cultural context, including through the respect of the rights of IPLCs to their Genetic Resources (GR) and TK;
- ii. The recognition and respect for local / customary laws and governance in relation to IPLC's GR and TK; and,
- iii. The development and implementation of appropriate processes for PIC and Mutually Agreed Terms (MAT) concerning the use of communities' TK and GR.

3.4.1.1.1. CBD COP 12

Natural Justice presented a short overview of work undertaken during the course of our partnership with the ABS Capacity Development Initiative, highlighting, among others:

- i) Acting as a resource in the context of the ABS Capacity Development Initiative for Africa

- ii) Supporting the African Group in the negotiation of the Nagoya Protocol
- iii) Working with San-Hoodia stakeholders
- iv) Supporting biocultural community protocol processes, particularly in South Africa and India
- v) Our joint work on Biocultural dialogues
- vi) Supporting meetings and processes in Latin America and the Caribbean
- vii) Functioning in a liaison capacity between the Initiative and the GEF Small Grants Program
- viii) Providing technical input and training on intellectual property rights and ABS

3.4.1.1.2. AU Guidelines

Natural Justice continued to advise on the development of the African Union Guidelines for the Coordinated Implementation of the Nagoya Protocol on Access and Benefit Sharing. The Guidelines refer to the development and use of community protocols, including an Annex section that highlights some of their key elements.

During the workshop to produce the final version of the Guidelines, Natural Justice provided assistance to indigenous and local community representatives to ensure that the text adequately reflected their calls for the recognition of customary laws, community protocols and procedures. The Guidelines are to be presented to the African Ministerial Conference on the Environment (AMCEN) for adoption in 2015.

3.4.1.1.3. ABS Capacity Development Initiative

During 2014-2015, Natural Justice continued to collaborate with the ABS Capacity Development Initiative to ensure the rights of Indigenous Peoples and Local Communities are respected in the implementation of the Nagoya Protocol.

We attended the Pan-African ABS Workshop, which was held in Cotonou, Benin from the 10th to 14th of March 2014. The meeting brought together stakeholders and interested parties, including ABS National Focal Points, competent national authorities for ABS, research institutions, civil society, indigenous people and local community representatives, to discuss the ABS strategies for the region with a particular focus on the strategic valorization of genetic resources and associated traditional knowledge.



Natural Justice also continued its role as observer of the ABS Initiatives Steering Committee. The Steering Committee’s role is to guide the work of the Initiative.

From the 10th to 14th of November 2014, Natural Justice attended and contributed to a regional workshop in Windhoek, Namibia on ABS Implementation for Indigenous Peoples and Local Communities, hosted by the ABS Initiative and the Namibian Ministry of Environment and Tourism. The workshop took place at a critical juncture in the life of the Nagoya Protocol on ABS, as it happened shortly after entry into force of the Protocol on the 12th of October 2014. In the light of these developments, and the ongoing processes to develop national ABS frameworks in a growing number of African countries, the aim of the workshop was to strengthen IPLC’s coordination and engagement in ABS policy development and implementation. The workshop brought together 40 participants from nine African countries.

Natural Justice presented on Bio-cultural Community Protocols and how they can be deployed to engage government and other stakeholders to secure community well-being and address a number of key challenges, including ABS-related issues. Representatives from the Kukula Traditional Healers Association from South Africa, and from the San communities in Babwata National Park in Namibia, presented on their experiences in developing and applying their BCPs.

In the near future, Natural Justice will continue to support local communities in their interactions with ABS, including through the development of community protocols, and by building capacity for ABS negotiations.

In 2015 we will start to document the lessons learned from these and other experiences to develop guidance for the involvement of IPLCs in ABS. We will also continue to contribute to international and regional fora such as the CBD (on ABS and 8j) and the AU, and develop our partnership with the ABS Initiative.



Workshop on ABS implementation for Indigenous Peoples and Local Communities, November 2014, Windhoek, Namibia.

3.4.2. Biodiversity and Conservation

Natural Justice attended the World Parks Congress that launched the Human Rights Standard for Conservation work (see section 4.4 below).⁸ The panelists included Peter Kitelo (Indigenous Forest Peoples Network), Kristen Walker (Conservation International) and Ken Wilson (TCF).

The event provided an opportunity to discuss the theories behind the work with a broad audience and to present on future directions. Participants agreed that there was a need for developing a resource to provide clear guidance about the human rights obligations of conservation actors, and specific details of the rights and forms of redress available.

3.4.3. Human Rights

3.4.3.1. *Mechanism on the Rights of Indigenous Peoples (EMRIP-7)*

The 7th Session of the Expert Mechanism on the Rights of Indigenous Peoples (EMRIP-7) took place from the 7th to the 11th of July 2014 at the UN Headquarters (Palais des Nations) in Geneva. This session included a continuation of last year's thematic study on access to justice, with a focus on Indigenous women, children, and persons with disabilities, as well as a new thematic study on disaster risk reduction.

Natural Justice also co-hosted a lunch-time event with the ICCA Consortium on Monday 7th July. Overall, two key points of particular importance were:

- i. The multiple references to environmental issues (a notable shift from the past few sessions of EMRIP), and
- ii. A more nuanced look at the special rights and types of marginalization of groups within Indigenous peoples (women, youth and children, and persons with disabilities).

When the draft study on disaster risk reduction was being considered, Natural Justice and the Indigenous Peoples of Africa Coordinating Committee (IPACC) made a joint statement that was presented by Joseph Itongwa, on climate change and vulnerability, traditional knowledge systems, customary tenure rights and legal recognition and support for customary natural resource governance, and the role of territory-based systems of natural resource governance and conservation in climate change mitigation and adaptation and prevention of disasters.

⁸ Available at <http://www.iied.org/human-rights-standards-for-conservation-rights-responsibilities-redress>.

3.4.4. UN Permanent Forum on Indigenous Issues

Natural Justice attends the UN Permanent Forum on Indigenous Issues (UNPFII) each year, where we support our partners and monitor outcomes of the process. The 2014 UNPFII took place in May, and we undertook several activities:

3.4.4.1. *World Bank*

Natural Justice supported the African Caucus in making a statement⁹ during the plenary session regarding the World Bank. We monitored World Bank activities during the Forum, and sat in on a meeting between the African Caucus and the World Bank's Indigenous peoples' representative. We also attended World Bank side events, which provided updates regarding the Bank's approach on indigenous peoples and the ongoing update to the Bank's safeguard policies.

3.4.4.2. *Side Events*

Natural Justice co-hosted two side events on ICCAs during the UNPFII, one during the first week and one during the second week. The first event was formal, with presentations from three communities about their ICCAs and remarks from Kanyinke Sena.¹⁰ The second event provided the opportunity to conduct an informal dialogue among participants about ICCAs in general.

NJ contributed a chapter on the Living Convention and the landscape approach to a book published by the Columbia University Institute for the Study of Human Rights. Jael was invited to speak at the side event launching the book, which was a great opportunity to raise Natural Justice's profile and demonstrate to funders what we are doing (TCF attended).¹¹

We also participated in a one-day workshop held by the International Council on Mining and Minerals (ICMM) on indigenous peoples and mining that took place in parallel to the Forum. This is the third ICMM event in which Natural Justice has participated.

⁹ Natural Justice, '13th Session of UNPFII: African Caucus responds to the World Bank on the Safeguard review process', May 16th, 2014. Available at <http://www.natural-justice.blogspot.com/2014/05/13th-session-of-unpfii-african-caucus.html>.

¹⁰ Natural Justice, 'UNPFII 13 Side Event – Indigenous Peoples' and Community Conserved Territories & Areas (ICCAs)', May 16th, 2014. Available at <http://www.natural-justice.blogspot.com/2014/05/unpfii-13-side-event-indigenous-peoples.html>.

¹¹ Natural Justice, 'Natural Justice Contributes Chapter to New Book on Indigenous Peoples' Access to Justice', May 21th 2014. Available at <http://www.natural-justice.blogspot.com/2014/05/natural-justice-contributes-chapter-to.html>.

3.4.4.3. *World Conference on Indigenous Peoples*

In 2014, the first World Conference on Indigenous Peoples was held between the 22nd to the 23rd of September. The meeting was an opportunity to share perspectives and best practices on the realization of the rights of indigenous peoples, including pursuing the objectives of the United Nations Declaration on the Rights of Indigenous Peoples. Natural Justice attended and monitored the outcomes.¹²

3.4.4.4. *African Commission on Human and Peoples Rights' special mechanism called the Working Group on Indigenous Populations/Communities*

Lesle Jansen was appointed to serve as an indigenous expert on the African Commission's Working Group on Indigenous Populations/Communities during April 2013. Her work has since involved attending an indigenous people's consultative workshop in Tunisia. At this workshop all North African indigenous peoples met with the Working Group to discuss their human rights concerns. She also attended the Second Ordinary Session of the African Commission held in Gambia during November 2014.

3.4.5. Land

3.4.5.1. *Conference on Land Policy in Africa*

Natural Justice attended the inaugural [Conference on Land Policy in Africa](#)¹³ from the 12th to the 14th November 2014 at the African Union (AU) headquarters in Addis Ababa, Ethiopia. Themed "The next decade of land policy in Africa: ensuring agricultural development and inclusive growth," the Conference brought together parliamentarians, ministers, practitioners, academics, community representatives and other stakeholders to discuss the issue of land in Africa. The Conference was organized by the [Land Policy Initiative](#)¹⁴, which is a joint program of the African Union Commission (AUC), the African Development Bank (AfDB) and the United Nations Economic Commission for Africa (ECA). Natural Justice attended the Conference with the support of the [Institute for Advanced Sustainability Studies](#)¹⁵.

While numerous issues were discussed; from global initiatives to national land policy reform to customary tenure systems, three key themes were raised throughout the Conference:

- i. Implementation of guidelines and policies;

¹² For further information, See: <http://natural-justice.blogspot.com/search?q=wcip>.

¹³ Conference on Land Policy in Africa, See: <http://www.uneca.org/clpa>.

¹⁴ Land Policy Initiative, See: <http://www.uneca.org/lpi>.

¹⁵ Institute for Advanced Sustainability Studies, See: <http://www.iass-potsdam.de/en/>.

- ii. Customary tenure; and,
- iii. Information dissemination.

Natural Justice will continue to monitor these themes and ongoing outputs from future Land Conferences.

3.4.6. Sustainable Finance

3.4.6.1. World Bank and other Development Finance Institutions

Natural Justice's work regarding the World Bank continued with participation in meetings, collaboration with other institutions, and policy submissions.

We attended the World Bank Annual Meeting in October 2014, where we met with other civil society organizations to discuss the ongoing update to the World Bank's safeguards, as well as other issues such as infrastructure financing.

In September 17th to 18th, 2014, we attended an annual meeting in London held by the International Accountability Mechanisms (IAMs) for development finance institutions. Along with the meeting, civil society organizations held a strategy session on grievance mechanisms, where Natural Justice presented on the outcomes of the IAMs meeting and contributed to strategy suggestions on IAMs for the upcoming year.

We also continued work on the ongoing update to the Bank's environmental and social safeguards. This included research and drafting of a second submission to the Bank regarding its environmental and social safeguards. This submission was made in March 2015.

Additionally, we attended a consultation for indigenous peoples held by the Bank in November 2014. As part of the attendance, Natural Justice supported our partners in a pre-consultation meeting to prepare for engaging with Bank staff. At this meeting Natural Justice was instrumental in linking the African Commission's Working Group on Indigenous Populations/Communities with the World Bank's Safeguards team in Washington. This connection has led to key discussions around the removal of problematic aspects impacting indigenous peoples.

3.4.6.2. African Development Bank

In August 2014, Natural Justice contributed to a joint civil society submission to the African Development Bank's Independent Review Mechanism (IRM). We provided input on the interpretation of indigenous people's rights in the African context, among other contributions.

3.4.7. Extractive Industries and Infrastructure Projects

3.4.7.1. *Community Protocols and Extractive Industries Project*

Natural Justice, in partnership with the Heinrich Böll Foundation (HBF), has developed and launched a new project examining bio-cultural community protocols (BCPs) in the context of extractive industries. Entitled “Exploring the Development and Use of Bio-cultural Community Protocols to Help Secure Community Interests and Rights in Relation to Extractive Industries,” the project aims to support the development of BCPs in three regions (Latin America, Asia and Africa) while supporting the engagement of participatory action research to test the effectiveness of BCPs in this context.

In February 2015, a mid-term meeting to take stock of the project and share experiences was held in Cape Town, with members from each community attending. The meeting allowed participants to share successes, such as the fact that BCPs provided a space for communities to build consensus around common interest, raise women’s issues, and discuss land and compensation. They also shared challenges, which included political issues, difficulties with framing BCPs when working with diverse contributors, and limited resources that prevent communities from engaging in more comprehensive processes.

3.4.7.2. *3rd UNITAR-Yale Conference on Environmental Governance and Democracy*

On 5 September 2014, the 3rd UNITAR-Yale Conference on Environmental Governance and Democracy was held at Yale University. The conference brought together a wide range of participants, including representatives of UN agencies, NGOs, academics, human rights defenders and others to discuss issues related to "Human Rights, Environmental Sustainability, Post 2015 Development Agenda, and the Future Climate Regime" (the conference theme). The goal of the conference was to develop actions and recommendations for policy makers involved in these issues.

Natural Justice attended the conference and also submitted a case study paper on community protocols in Ghana and Kenya. The conference was an important opportunity for Natural Justice to connect with Professor John Knox, the UN Independent Expert on human rights and the environment, and his team, as well as other organizations. Natural Justice was also part of a panel discussing procedural environmental rights and participatory governance, where we discussed our work on community protocols. Going forward, we plan to stay engaged with Professor Knox’s work on human rights and the environment given its links to conservation initiatives.

3.4.8. Climate

Climate change has been described as one of the world's greatest human development challenges, and also one of the greatest threats facing human-kind. It is within natural systems that climate change impacts are strongest and most comprehensive. Indigenous peoples and local communities (IPLCs) often live in particularly fragile natural ecosystems, which are already suffering from the impacts of climate change, and IPLCs are arguably experiencing climate change impacts well before the general population. Natural Justice's Climate Change activities aim to promote and protect IPLCs rights in mitigation and adaptation policies and address the adverse effects of climate change.

A scoping study on 'Indigenous Peoples and Climate Change in Africa' was produced for the International Work Group for Indigenous Affairs (IWGIA). As part of the study, 16 Indigenous people's representatives, professionals and practitioners in climate change were interviewed, and a desktop study undertaken. The study examined climate change impacts in Africa, policies and processes, actors and interventions, and organizations and networks in Africa responding to climate change.

Natural Justice participated in various meetings with civil society partners and community members in Southern Africa regarding food and climate justice. As a result of these meetings the Food and Climate Justice Campaign (FCJC) was developed, which is a coalition working together to support small-scale women food producers across Africa deal with climate change and food security issues.

Natural Justice, together with partners from the Intellectual Property Unity (IPU), University of Cape Town, and Gender Studies, College of Arts and Sciences, Indiana University Bloomington, submitted a concept note to the 'Open and Collaborative Science in Development Network (OCSDNet). After short-listing, and participating in a proposal development workshop in Nairobi in October 2014, the final proposal 'Empowering Indigenous Peoples and Knowledge Systems in Climate Change and Intellectual Property Rights' was selected.

Natural Justice will manage this project which seeks to use participatory methods to challenge the idea of "open and collaborative science" by working to understand how indigenous peoples are adapting to climate change, and how existing intellectual property regimes may influence communities to use both 'open' and 'closed' practices of knowledge sharing.

In the future, Natural Justice will continue to support communities affected by climate change impacts as well as by mitigation and adaptation initiatives, as communities can also suffer from the solutions to climate change. Our focus will be Southern Africa and we hope to build the capacity of indigenous youth in climate change. Natural Justice will also participate in advocacy for climate justice at local, national, regional, and international levels.

3.5. Legal Research, Resources & Education

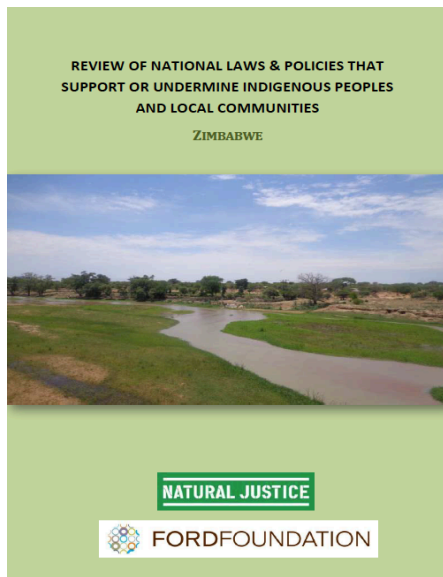
3.5.1. Seeking Justice at the International Level – Grievance Mechanisms

Community-Company Engagement: “Good” Practice in Extractive Industries

The study sought to examine community-company engagement with a focus on communities that struggle to engage with companies. It analyses various examples to determine whether a body of practice has been developed to guide communities seeking to use agreements to formalize their role in the process and obtain clear commitments from companies.



3.5.2. Zimbabwe Legal Review

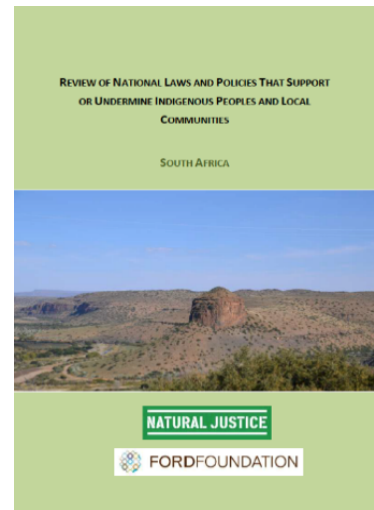


Supported by Ford Foundation Southern Africa, Natural Justice has coordinated a series of legal reviews in Southern Africa, examining the national laws and policies that support or undermine indigenous peoples and local communities. The first of these legal reviews¹⁶ focuses on the legal and policy frameworks in Zimbabwe, examining human rights, land and freshwater, protected areas and sacred natural sites, natural resources and extraction.

¹⁶ See: <http://naturaljustice.org/wp-content/uploads/2015/09/Zimbabwe-Legal-Review.pdf>.

3.5.3. South Africa Legal Review

Also supported by Ford Foundation Southern Africa, the second of these legal reviews focuses on the legal and policy frameworks in South Africa¹⁷, examining human rights, land and freshwater, protected areas and sacred natural sites, natural resources and extraction.



3.5.4. Human Rights Standards on Conservation

The International Institute for Environment and Development (IIED) and Natural Justice collaborated during 2013-14 with a group of Indigenous and non-Indigenous lawyers to clarify the following issues:¹⁸

- i. To which conservation actors do international human rights standards apply?
- ii. Which international legal standards apply to conservation actors?
- iii. Which redress mechanisms are available to peoples and communities affected by conservation initiatives?

The report determined that while states are traditionally seen as the primary duty bearers under international law, human rights norms are increasingly considered to apply to non-state entities. Therefore, it concluded that international organizations, NGOs and philanthropic foundations have human rights responsibilities under national and international law. We also identified several general legal standards that apply to conservation actors, although it also recognized that much work remains to be done in order to make those standards more readily accessible and operational.

The results of this work, which we refer to by the project name Human Rights Standards for Conservation, were presented at the 2014 World Parks Congress (WPC) in Sydney and the following five options for next steps were suggested:

¹⁷ Available at <http://naturaljustice.org/wp-content/uploads/2015/09/SA-Legal-Review.pdf>.

¹⁸ A report exploring these issues is available at: <http://www.iied.org/human-rights-standards-for-conservation-rights-responsibilities-redress>.

- The Human Rights Standards for Conservation series' findings could be further distilled and the core rights afforded to IPLCs clarified. The rights could then be presented as a set of core principles.
- In addition to the principles, a set of stakeholder-specific guidance and related tools could be developed, such as simple checklists for conservation implementers highlighting which principles apply in particular contexts. Alternatively, or additionally, a resource could be developed to assist IPLCs to better know their rights in a conservation context and understand what they might do if they have a grievance.
- The principles and guidance could be further developed into a site-based standard that funders, implementers or managers of conservation sites and initiatives could use to monitor and evaluate the projects they support, so that third parties would be able to verify project-level activities. This approach could be linked to the IUCN Green List of Protected Areas.
- A deeper assessment of existing redress mechanisms could be conducted to explore the need for a globally recognized grievance mechanism dedicated to conservation-related disputes.
- The standards, guidance and grievance mechanism could be developed, monitored and upheld by an independent body modeled after entities such as the Roundtable on Sustainable Palm Oil.

There was consensus that there is *at least* a need to articulate the core rights that have been agreed upon in international law and develop a set of guidelines to ensure these are upheld in a conservation context. IIED has been mandated to be the 'host' organization and coordinate a range of lawyers and other experts to develop the necessary resources and institutional arrangements.

3.5.5. Indigenous World 2014 (IWGIA): South Africa Chapter

Natural Justice contributed to the South African chapter in the Indigenous World 2014 publication by IWGIA based in Denmark. The purpose of the chapter is to give a summary on policy and legal developments impacting on the rights of indigenous peoples in South Africa.

3.5.6. E-learning Module on REDD+

Natural Justice produced two e-learning modules on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (REDD+)¹⁹, a mitigation policy within the United Nations Framework Convention on Climate Change (UNFCCC).

¹⁹ See: <http://naturaljustice.org/resources-and-research/e-learning-modules/>.



Introductory and Safeguards modules were produced, and both are available in English, French and Spanish. These modules contribute to a series of modules, which can be used as the basis of discussions about key legal frameworks that affect communities. The modules were circulated within NJs networks and via the web. Natural Justice also provided REDD+ safeguards and standards advice to CSOs in Southern Africa.

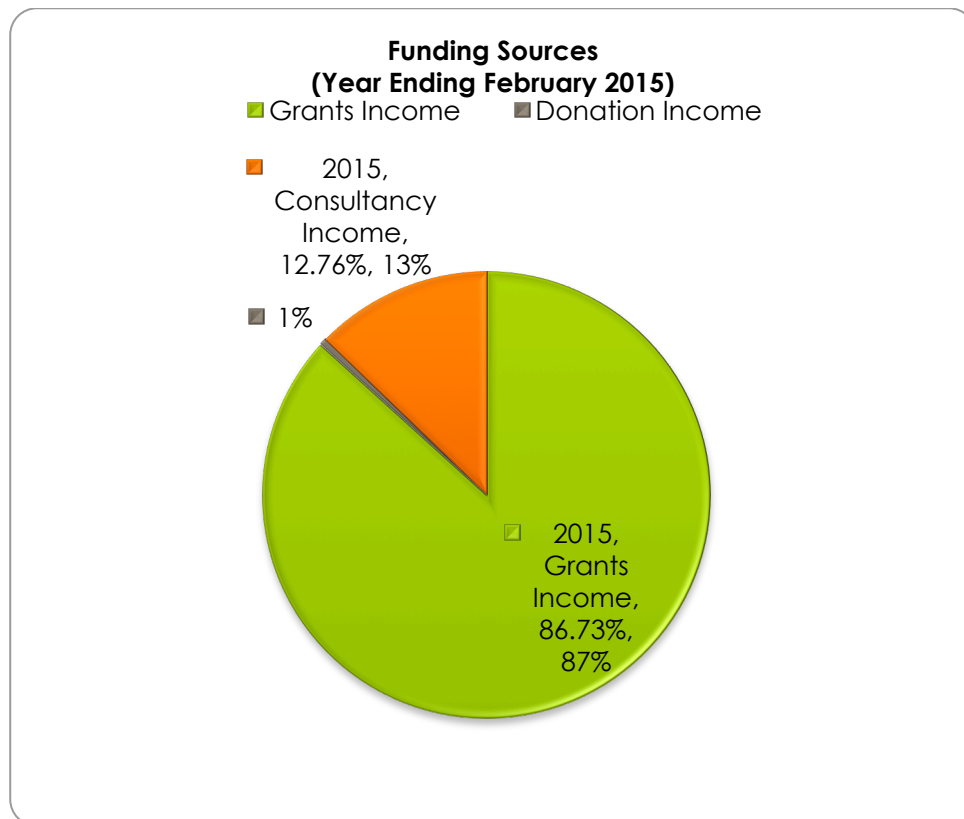
4. Financial summary

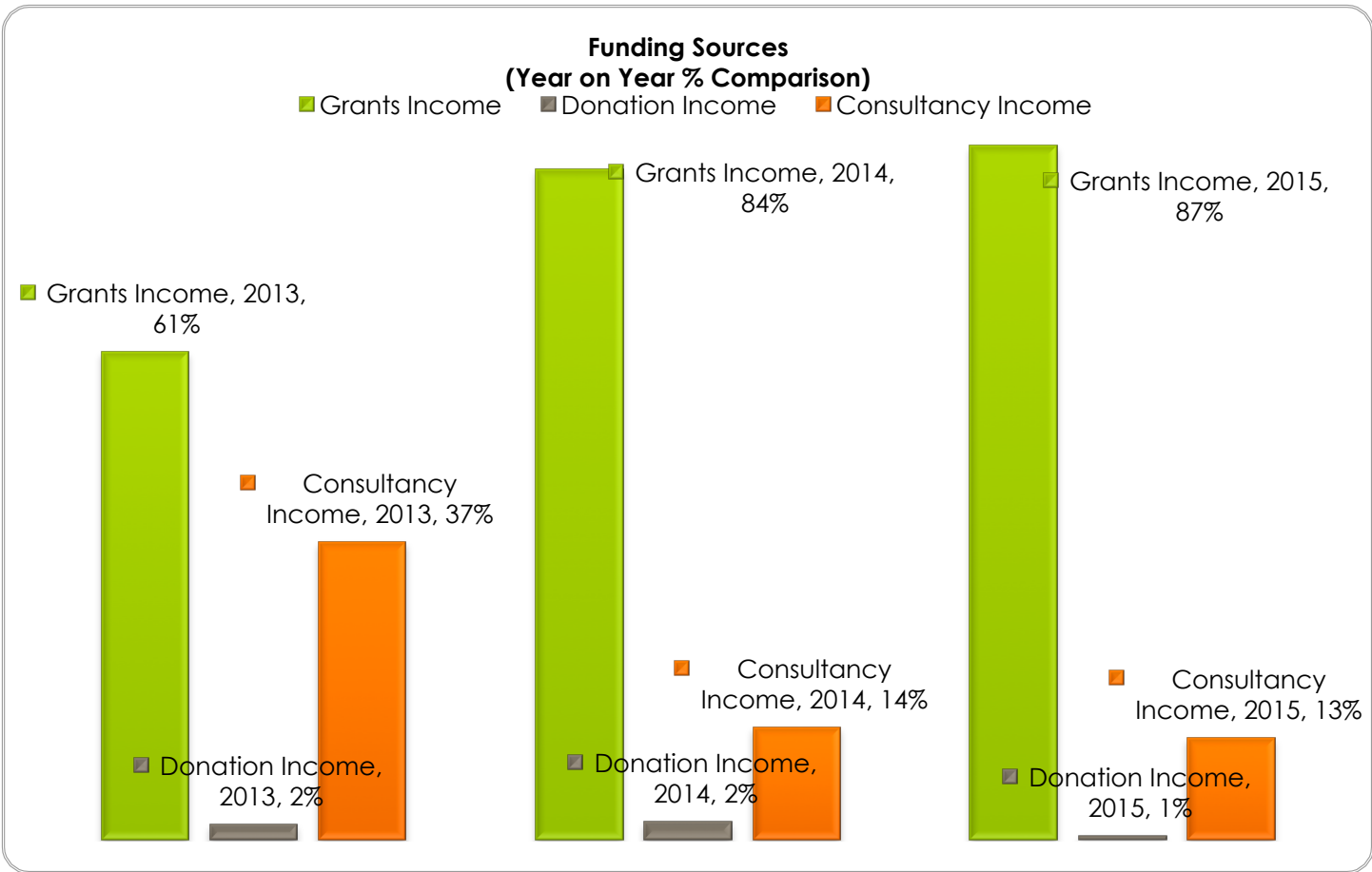
4.1. Overview

Our primary source of funding remains grant funding. This is used for operational support for the general running of the organization, as well as to support research projects and our work programs with communities. Additional grants received for our work on the Human Rights Standards for Conservation and the Community Conservation Resilience Initiative attributed to the growth seen in grants income.

Funding received through our consultancy work for the provision of technical services to partners and governments, has decreased from 14% last year to 13% in the year under review. Donation funding is at 1% of the overall funding, while grant funding has increased from 84% to 87%.

Over the past three years, grant funding has increased from 61% for the year ending February 2013 to 87% in the current financial year. In contrast to the increases in grant funding year on year, we have experienced moderate decreases in funding from our consultancy work, which has diminished annually from 37% in 2013 to 13% in 2015. While these are significant challenges, we are still financially well-positioned to continue our mission to empower communities by helping them to understand their rights over their natural resources.





The assistance of our funders, donors and partners is instrumental in fulfilling our mission and vision. We are deeply grateful for their ongoing support.

4.2. Financial Summary in ZAR

Financial Summary (in ZAR)
For the year ending February 2015

Grants Income

American Jewish World Service	794,164
GIZ	1,526,100

Ford Foundation	1,789,658
Heinrich Böll Foundation	1,254,510
International Institute for Environment & Development	306,687
International Work Group for Indigenous Affairs	30,753
Kivulini	40,176
Open Society Initiative for Southern Africa (OSISA)	499,971
Phyto Trade	127,031
Roundtable on Sustainable Palm Oil (RSPO)	140,051
The Christensen Fund	515,542
SwedBio	768,285

Total	7,792,928
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Donations Income

Heinrich Boll Foundation	3,778
International Development Law Organization	2,164
Khwattu	372
Tokyo Institute	39,471

Total	45,785
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Consultancy Income

GIZ	785,919
Forest Peoples' Program	26,146
Global Forest Coalition	23,425

Heroes Workshop	7,700
Oxfam	3,500
University of Edinburgh	299,879
Total	1,146,569
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Interest Earned	166,147
Expenditure	
Personnel Costs	1,864,871
Consultant Costs	2,728,666
Administration & Organizational Costs	361,163
Bank Charges	123,933
Project Travel	3,660,370
Total	8,739,003
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5. Organization

5.1. Entering governance review process

Based on the objectives set out in our strategic plan we used this year's retreat as an opportunity to discuss how to adjust our organizational structure to adequately accommodate the organization's increase in size (budget and staff), thematic focus areas and geographic location. It was decided that our current organizational structure, namely the association model headed by a smaller coordinating committee, has reached its limits in being an efficient and effective governance model for Natural Justice.

Subsequently the whole staff engaged in a SWOT analysis to identify the precise strengths and weaknesses of our current model and, taking advantage of our retreat in Cape Town in February 2015, discussed a different model option for the organization's future. We ended the retreat with a clear understanding of the nature of the model we were going to develop and entered our next financial year elaborating its finer details. The process is ongoing and expected to be finalized by the end of the financial year of 2015/2016.

5.2. Trustees

2014/2015 did not see any changes in terms of the composition of the board. We are continuing with our board members Hennie van Vuuren, Loretta Feris and Julian Sturgeon.

5.3. Staff and Consultants

In Cape Town the finance team underwent some changes as Felicity Queenie left NJ but later in the year two more staff members joined the finance team, Ilse Booysen as Funder Administrator and Nicoleen Joubert as the Senior Bookkeeper.

5.4. Associates

Magdalena Kropiwnicka is no longer an Associate of Natural Justice and there were no additions during this year.

5.5. Fellows

Nayantara Ranganathan; Nayana Udayashankar; Prerna Talukdar and Sandeep Mudhar all joined the NJ India Team under the 'Legal Empowerment in India' project under the Ford Foundation Grant.

5.6. Interns, Volunteers and Researchers

Natural Justice was joined by the following interns, volunteers and researchers, who provided excellent input to a number of ongoing projects and research: Achieng Orero, Athene Dilke, Arpita Biswas, Abhishek Tripathy, Anoop Singh, Elise Esquivel, Eline Catelijins, Emmanuel Sibanda, Janet Vo, Marisa Choy, Nishant Gokhale, Rana Ismail, Rumbi Govah and Zoe Gillingham.

5.7. Offices

Natural Justice has offices in India, New York, Malaysia and Cape Town with the possibility of opening another office in Kenya.

5.8. Memberships

OECD –We have renewed our membership with OECD Watch, an international network of civil society organizations promoting corporate accountability. The purpose of OECD Watch is to inform the international NGO community about activities of the OECD, and to test the effectiveness of the OECD Guidelines for Multinational Enterprises.

ILC – Our membership with the ILC has been renewed and NJ was invited to attend the Global Land Forum & Assembly of ILC Members meeting held in Dakar, Senegal. The theme for this year's meeting - 'Land governance for Inclusive Development, Justice and Sustainability: Time for action' - stresses the centrality of land and natural resource rights towards their vision of building a better world in the post-2015 era.

ICCA –Natural Justice remains an active member of the ICCA Consortium. The ICCA Consortium is an international association dedicated to promoting the appropriate recognition of and support to ICCAs (Indigenous Peoples' and Community Conserved Territories and Areas) in the regional, national and global arena. Holly Shrumm is the International Policy Assistant and Lesle Jansen is currently the regional co-coordinator for Eastern and Southern Africa, both as part of their work for Natural Justice.