

THE NATURAL JUSTICE STRATEGY



2020 - 2022

Standing with communities for social
and environmental justice



**NATURAL
JUSTICE**

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INTRODUCTION

In November 2019, Natural Justice team members met in Nairobi, Kenya, to discuss the new strategy direction for the organisation. At the time, the most important consideration for the team was the worsening impact of environmental injustice on communities in Africa and the growing need to show our support and solidarity to those facing multiple crises. The team is currently expanding, the countries we work in are increasing and the work is becoming more urgent.

Moving forward, the Natural Justice team will be working in a more flexible and integrated way; reducing the barriers between work streams and working across countries. After all, we are a diverse and youthful team, with much room for cross-learning. Many projects that we focus on also have numerous aspects to them, impact different countries and communities and mirror those same injustices happening in other countries. Having chosen to work across Africa, it is also now possible to work within regions, bringing communities together under the same umbrella concerns.

While understanding that our core ethics and ways of working will not change; that is, to work closely alongside communities, we will be embracing new strategies for change. These include campaigning, movement building, the expansion of the legal empowerment approach and the ongoing development of key partnerships.

This strategy, therefore, shows the shift in how we will be working moving forward – with less silos, more partnerships, in solidarity with communities and placing their voices first!

WHO WE ARE

Natural Justice is an organisation rooted in the struggles of communities in Africa. As a team of pioneering lawyers and legal experts, we specialise in human rights and environmental law in pursuit of social and environmental justice.

Natural Justice strives to enhance the collective rights of people and protect the sacred relationships that Indigenous peoples and local communities have with nature. Our work is informed by the values, knowledge and self-determination of the communities whom we stand in solidarity with.

Through legal empowerment, research, policy influencing and litigation, and as apart of coalitions and campaigns, we support communities to know the law, use the law and shape the law.

Natural Justice's focus includes enhancing community access to land and governance of natural resources, contributing to the struggle against harmful extractive and infrastructure developments, supporting processes for recognising traditional knowledge and access and benefit sharing, supporting community rights within conservation and customary use of biodiversity, and strengthening community actions towards the climate crisis.

Together with the communities we work with, Natural Justice plays a key role at the national, regional and international levels by influencing policy and laws to recognise and enhance the rights of Indigenous and local communities, and by inserting customary law considerations into the international frameworks.



OUR THREE MAIN PILLARS



**Affirming
and Securing
Rights to Lands,
Resources and
Knowledge**



**Defending
Rights against
Environmental
and Social
Impacts**



**Standing with
Communities**

OUR HISTORY

Natural Justice was founded in 2007 in Cape Town by two international lawyers, Harry Jonas and Sanjay “Kabir” Bavikatte. They founded Natural Justice to ensure better protection for the rights and responsibilities of Indigenous peoples and local communities at the local, national and international level. A collective of six people ran the organisation while it expanded in geographic scope and programmatic areas.

The organisation sought to combine legal empowerment with social mobilisation to support communities to better understand the effects that laws and legal processes were having on them, and to develop robust, proactive responses to protect and promote their ways of life. This led them to adopt and adapt the concept of ‘community protocols’ in 2008. From the start, Natural Justice was active at the global policy level and played a key role in the recognition of community protocols in the 2010 Nagoya Protocol on Access and Benefit Sharing.

The organisation has subsequently widened the scope of its legal empowerment work, including the adoption of the “paralegal” approach to working with communities, starting in Kenya and expanding into southern and west Africa. Through the introduction of an initiative aimed at developing conservation standards on human rights, as well as adopting access and benefit sharing models, the organisation sought to promote the rights of Indigenous people in terms of their customary knowledge and access to land. The organisation is in the process of growing its Initiative on environmental defenders.

The organisation’s geographic focus grew to include three offices on the African continent, as well as one in New York and one in India. In 2016, Natural Justice scaled back to focus solely on communities in Africa. Today, they retain their headquarters in Cape Town (South Africa), have hubs in Cape Town, Nairobi (Kenya) and Dakar (Senegal), and additional staff in Antananarivo (Madagascar), Botswana and Guinea. They also work across a number of other African countries on a project-to-project basis.

The organisation is moving away from its previous programmes which included Climate Change; Conservation and Customary Use; Extractives and Infrastructure; Governance of Lands and Natural Resources; and Traditional Knowledge and Benefit Sharing. Moving forward, Natural Justice will be working across three integrated streams. This will be explained in more detail in the following strategy document.

“We say to communities: You are a right-bearer; you have a right to sit at the table; how do you want to conserve your biodiversity?”

Harry Jonas
for the Financial Mail; May 14, 2010



Harry Jonas (founder) and Pooven Moodley (current Executive Director)

VISION, MISSION, GOAL & VALUES

Vision

Our vision is a just and equitable society on a diverse and healthy planet where the rights of Indigenous and local communities are secured.

Mission

As a Pan-African organisation, our mission during this time of planetary crisis is to use legal empowerment, research, litigation and advocacy to stand with Indigenous peoples and local communities who defend themselves and their ecosystems against environmental impacts, and who assert their rights as stewards and custodians of their lands, natural resources and traditional knowledge.

Goal

By the end of 2022, Indigenous peoples and local communities in the African countries we work, are in a stronger position to defend their rights, reduce environmental injustices and protect ecosystems in a sustainable way in order to live with dignity and resilience during this time of the planetary crisis.

OUR CORE VALUES AND PRINCIPLES



What we believe

MUTUAL RESPECT:

We recognise the innate worth of all people, the value of diversity, people's interconnectedness with nature, and the need to respect fundamental rights of people and nature.

EQUITY AND JUSTICE:

We work to ensure equal opportunity for everyone: irrespective of race, age, gender, sexual orientation, HIV status, class, ethnicity, disability, location and religion. We strive to overcome any practices that marginalise and disempower people and will apply the principle of gender justice to all our work.

RIGHTS-BASED APPROACH:

We will uphold the inherent dignity, identity and social inclusion of all women and men, as captured in the Universal Declaration of Human Rights (UDHR).

ACCOUNTABILITY, RESPONSIBILITY AND TRANSPARENCY:

We are accountable, at all levels, for the effectiveness of our actions and are open in our communications with others.

SOLIDARITY WITH COMMUNITY STRUGGLES:

We are biased in our work towards the powerless and excluded, as we fight against injustice and inequality. The basis of our work will be community struggles. We will build our programmes by centring communities within them.

COURAGE OF CONVICTION:

We are creative and radical, bold and innovative – without fear of failure – in pursuit of making the greatest possible impact; especially during this time of the climate emergency and planetary crisis. We have the courage to understand traditional and alternative knowledge systems and contribute to alternative solutions.

INDEPENDENCE:

We will not impose any religious belief or party-political affiliation in our work. We will not be neutral and will be guided by our principles.

HUMILITY:

We will work in a manner that recognises that we are part of a wider alliance of people working on injustice and who are working with Indigenous and local communities and the environment.

DIVERSITY:

The governing body and staff will have broad representation, reflecting the diversity of our constituencies. We will proactively ensure women hold key decision-making positions in the organisation. Natural Justice will ensure that Indigenous communities are represented on the board and as employees of the organisation.

OUR THEORY OF CHANGE



Our Contribution and Value Addition

Our team brings into the organisation decades of experience in a range of contexts across the globe. The team is highly skilled in the tools and processes we use to meet our objectives. Our key strength lies on the approach we take with the communities we work with. We build long-term relationships with Indigenous and local communities - relationships based on trust. We have staff based in the communities we work in, such as our Community Environmental Legal Officers (CELOs). Natural Justice has become a trusted organisation to our partners and the communities we work with. We have been pioneers in the areas of biocultural community protocols and the CELOs programme. Our intern and fellows programme give students an opportunity to gain experience within the legal and environmental justice arena. We have an Indigenous fellowship programme to ensure young Indigenous people from the communities we work with are given the opportunity to gain experience in order to effectively support their community struggles. We have a young (average age 36), diverse and creative team, speaking 22 different languages.

How we work

Natural Justice is an African organisation specialising in the law, human rights, environmental justice and rights related to Indigenous and local communities. We work at the interface between human rights and the environment. A key principle underlying our work is respect and trust-building with communities to ensure that we stand behind communities and work from the mandates provided by Indigenous peoples and local communities. We work with communities over a long period of time. In Kenya and South Africa, for example, we have worked with the same Indigenous and local communities for a decade.

We understand the complexities and the nuances of the community context and we are both proactive and responsive to communities. We have particular experience and expertise based on the work we do with Indigenous communities across a range of African countries. The influencing work we do at the national, regional and international levels is based largely on the work we do directly with communities. We work to ensure that community members participate in local, national and international processes. We connect our legal empowerment work with other strands of our work, like strategic litigation, thereby ensuring integration of our work streams.

Some of the approaches we use include legal empowerment, which work with communities to understand, use and shape the law. The biocultural community protocol process is a unique approach for communities to think through a vision for their community, understand their rights and be in a stronger position to make decisions in relation to traditional knowledge and their natural resources. It also has a strong focus on free, prior and informed consent.

The Community Environmental Legal Officer (CELO) Initiative, is based within communities and ensures ongoing learning and support to communities to take action from local- to national level. We support communities in their negotiation processes with government, the private sector and other key stakeholders.

Natural Justice also has a focus on litigation when required by communities, as well as strategic litigation on some issues. We work with communities to participate in policy development; as well as to participate in national, regional and global processes (including the United Nations Convention on Biological Diversity and the Climate Negotiations).

We support the organising work of communities in relation to building social cohesion and strong local structures. We link the legal strands of our work to broader campaigns and other initiatives to ensure greater potential for change and impact.

Natural Justice has a strong research arm to learn and share reflections and analyses, based on the data we collect. Our first port-of-call is to share this with the communities we work with. We document everything we do as part of this learning process. We believe that traditional and local knowledge is crucial, especially during this time of the planetary crisis, and needs to be protected and space created for alternative paradigms and principles to emerge.

Ultimately our fundamental approach is standing in solidarity with Indigenous and local communities.



THE WORLD WE LIVE IN

The planet is currently experiencing turbulence based on the planetary crisis; and this is fuelled by a climate crisis, economic crisis, health crisis, and a crisis of systemic racism and patriarchy; amongst other issues.

The COVID-19 pandemic is exposing the fault lines in society and is having a devastating impact on communities. With the collapse of economies across the globe, there is the danger of further debt and conditional loans that will potentially fuel and accelerate the extractive model of economics. This will increase the threat to communities and to the planet.

The threats to human rights are innumerable. Globally, we recognise the need to emphasise an environmental rights-based approach to sustainable development, founded on the principle of equity. However, private and government sectors and environmental human rights activists are still at significant odds, and threats to the lives of environmental defenders are constantly increasing.

We need rapid prioritisation of climate action. The approach to the climate emergency (now, more than ever) requires a global rights-based response which analyses obligations, inequalities and vulnerabilities, and seeks to redress discriminatory practices and unjust distributions of power.

Science shows that solutions will be closely anchored on restoring and rehabilitating land. However, land is currently facing degradation, dispossession and significant contestations around its use, management and ownership rights, particularly in developing countries. Significantly, climate solutions based on restoring natural systems are grossly underfunded.

In Africa, generally, the environmental human rights scenario at a regional level is defined by:

- Poor management of resources.
- Inequality of access and ownership of resources.
- Promulgation of weak environmental laws which are subject to manipulation by the executive.
- Failure to implement laws.
- Inability to implement legal obligations and to integrate them into public policies and programmes.
- Poor state accountability in using natural resources.
- Use of political power to frustrate environmental policies and programmes.

African states deny people decision-making authority over their resources, and there is continued marginalisation of pastoral and rural communities, and a failure to acknowledge the role of women as environmental managers; and a lack of involvement of women in the conceptualisation, development and execution of programmes. Women face other types of threats and vulnerabilities, due to domestic-based violence and rape. Patriarchy is structurally entrenched and enforced. Women face a double burden in terms of unpaid care work, carrying the burden of health care, unequal pay and lack of access to the means of production. This is often entrenched through tradition and by the laws and practices of the country.

Indigenous communities continue to struggle for their land which they have been evicted from or continue to face the threat of being evicted for the purpose of economic exploitation. Indigenous communities continue to push for recognition as a people and the recognition and protection of their traditional knowledge.

This is no ordinary time. This is a crucial time in terms of the sixth mass extinction and requires bold, transformative and exponential cooperation. We must work as a collective to ensure people's rights are not violated and fight for the protection of the planet.

OUR PROGRAMMATIC STREAMS

In 2015, Natural Justice developed programmatic areas that would support the organisation's growth, whilst also ensuring connectivity across our countries of focus. The five programmes that were developed, which can be found in the History section of this strategy above, spoke to the key drivers of change impacting communities and their environments.

As we were developing the present strategy, we reflected on the need to reduce the risk of programmatic "silos" in our work. Moreover, at the local level, the communities we work with are often confronted with several drivers of impacts and find it necessary to engage with several policy sectors to affirm their rights.

Our programmatic work under this strategy will, therefore, be structured along three broad, interlocking streams:



Affirming and Securing Rights to Lands, Resources and Knowledge

OBJECTIVE 1:

Increased and secure control by Indigenous peoples and local communities over their lands, ecosystems and traditional knowledge, leading to increased community agency and resilience, and providing alternatives, solutions and adaptation to the planetary crisis.

TARGETS

By 2022:

1. Community partners have increased secure rights over their lands, territories and/or natural resources.
2. More ICCAs (Indigenous Peoples and Community Conserved Territories and Areas) are legally recognised and governed by custodian communities.
3. The participation of Indigenous peoples and local communities in the governance of protected areas has improved.
4. An increased number of communities receive equitable benefits from the utilisation of their traditional knowledge and/or biological resources.
5. Systems to protect traditional knowledge are developed and accessible to Indigenous peoples and local communities.
6. The traditional knowledge, practices, governance systems and rights of Indigenous peoples and local communities are recognised and included in national climate strategies and policies.
7. Human rights are taken into account in the post-2020 Global Biodiversity Framework under the Convention on Biological Diversity.

Defending Rights against Environmental and Social Impacts

OBJECTIVE 2:

A stop to fossil fuel projects, land grabs, and non-compliant extractives and infrastructure projects which harm the environment and violate the rights of Indigenous and local communities.

TARGETS

By 2022:

1. Project planning, monitoring and audit processes that fail to adequately consider community views and cause social and environmental harm are challenged.
2. Climate-related litigation cases are built and taken forward.
3. Environmental defenders are better protected through the African Environmental Defenders Initiative.
4. The accountability and implementation of relevant environmental, land and climate laws by governments and corporations is enforced.
5. Community groups and/or Community Environmental Legal Officers file complaints regarding legal violations affecting their communities.
6. The impacts of extractive and infrastructure projects on community partners are stopped or mitigated.
7. Land acquisitions that have failed to consider community concerns are challenged.
8. A community solidarity fund and an environmental defenders fund are operationalised across the countries that Natural Justice works in.

Standing with Communities

OBJECTIVE 3:

Increased legal empowerment of Indigenous peoples and local communities to defend their rights, including women's rights, to reduce environmental injustices, to participate in decision-making from local to global levels, and to hold governments, corporations and multilateral organisations accountable.

OBJECTIVE 4:

Increased organising and movement building with Indigenous peoples and local communities we work with in Africa, led by women and youth, to ensure a strong collective struggle to address the planetary crisis and for more equality, justice and protection of rights.

TARGETS

By 2022:

1. Community members have increased their knowledge on relevant land and environmental laws.
2. Community members and civil society organisation representatives have increased their capacities on legal empowerment methodologies.
3. Community participation in environmental decision-making laws and regulations is improved.
4. The customary governance institutions of communities are strengthened through legal empowerment processes.
5. Best practices on Community Environmental Legal Officers, Community Protocols and Community Auditing are documented and shared.
6. Best practices on increasing public participation in environmental decision-making processes are developed and shared.
7. Community campaigns on environmental justice issues across the continent are strengthened.

Cross-cutting initiatives

COMMUNITY ENVIRONMENTAL LEGAL OFFICERS (CELOS):

Develop a CELOs programme and guide/manual to apply across the organisation.

BIOCULTURAL COMMUNITY PROTOCOLS (BCPs):

We will continue to expand our work with BCPs, as well as adapt and evolve the work in terms of the length of time and corresponding planning from communities in terms of strategies and actions linked to the BCPs.

AFRICAN ENVIRONMENTAL DEFENDERS INITIATIVE:

Provides emergency funding and other types of support to land and environmental defenders based in Africa whose lives are under threat due to their activities/actions.

AFRICA ENVIRONMENTAL JUSTICE LAWYERS COLLECTIVE:

Create a network of African lawyers that can work as a collective to institute litigation and support to Environmental Defenders – and grow the legal fellowship programme across the organisation.

SOLIDARITY FUND:

To establish a mechanism to support Indigenous and local communities with financial resources for the struggles they are engaged in and to reach out to prospective donors who would be willing to support them.

ENVIRONMENTAL IMPACT ASSESSMENT:

An Initiative to track Environmental Impact Assessment processes across Africa and encourage communities to engage in public participation and legal empowerment to support environmental justice.

LITIGATION PLUS:

To develop and operationalise the “litigation plus” approach across the organisation; that is, supporting litigation through legal empowerment, movement building and campaigns.

EARTHRISE:

Collective for Activism, Ancient Wisdom and Alternatives: To explore the intersections between activism, ancient wisdom and alternatives in Africa. To work with Indigenous and local communities and create a virtual platform for engaging, but also a physical space as part of the Natural Justice Earthrise Mountain Lodge and Conference Centre.

JUST ENERGY TRANSITION AFRICA:

An Initiative that engages in effective advocacy and litigation and advances a new discourse on energy in Africa, rooted in African voices, by bringing communities, pan-African civil society networks, academic centers and clean energy entrepreneurs into the policy and legal reform dialogue.

AFRICAN COASTAL COMMUNITIES:

An Initiative to support coastal communities in Africa to protect and safeguard marine and coastal ecosystems through defending and affirming their rights.

Initiatives

Community Environmental Legal Officers (CELOs)

Biocultural Community Protocols (BCPs)

African Environmental Defenders Initiative

Africa Environmental JUSTICE Lawyers Collective

Solidarity Fund

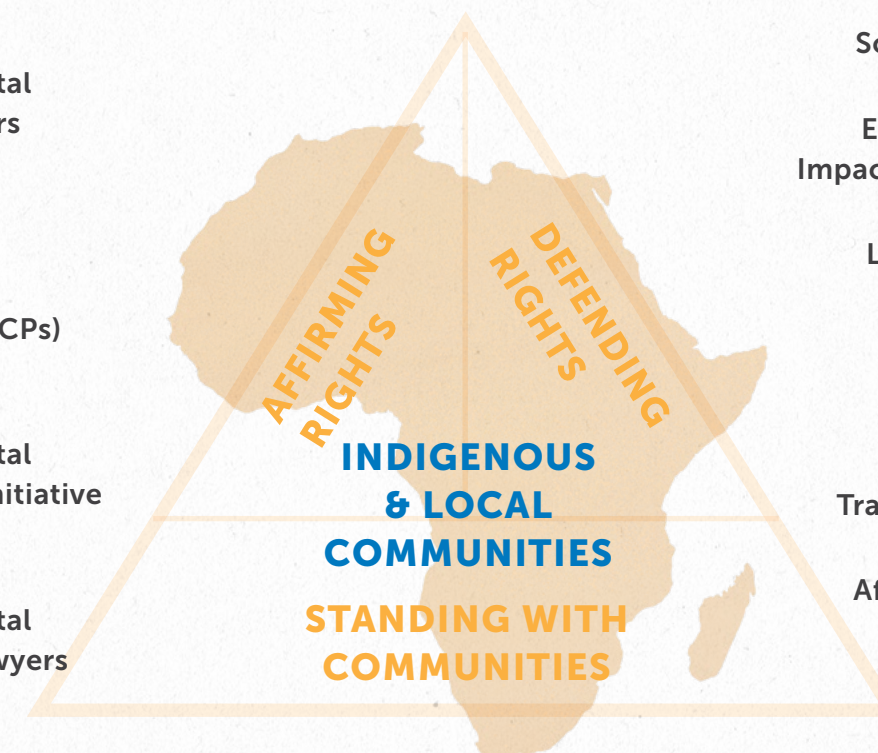
Environmental Impact Assessment

Litigation Plus

Earthrise Collective

Just Energy Transition Africa

African Coastal Communities





COMMUNICATIONS

Vision

By optimising creativity, empowering staff to communicate better, expanding communications spaces and ensuring inclusivity of communities in the creation, production and transfer of information, Natural Justice will become better known to various audiences we are seeking to influence and the communities we work with will develop the agency to communicate effectively, amplify their struggles and assert their rights.

OBJECTIVES (2020-2023)

1. Find new channels of influence to reach new audiences. Target audiences that may influence strategic outcomes.
2. Strengthen existing channels and find new channels to reach a wider public audience.
3. Include communications training in legal empowerment work.
4. Elevate community stories and voices through all our channels.

RESEARCH, MONITORING AND EVALUATION

We hold fast to our central Theory of Change in research; that solutions must come from the bottom up, grounded in local context, local evidence and owned and driven by local people – but that local action can and must shape global policy too.

Programmatic Research Paths

GOALS:

AFFIRMING COMMUNITY RIGHTS

To undertake empirical work that excavates the realities and the dynamics of affirming community-determined values, procedures and priorities using traditional, domestic and international frameworks.

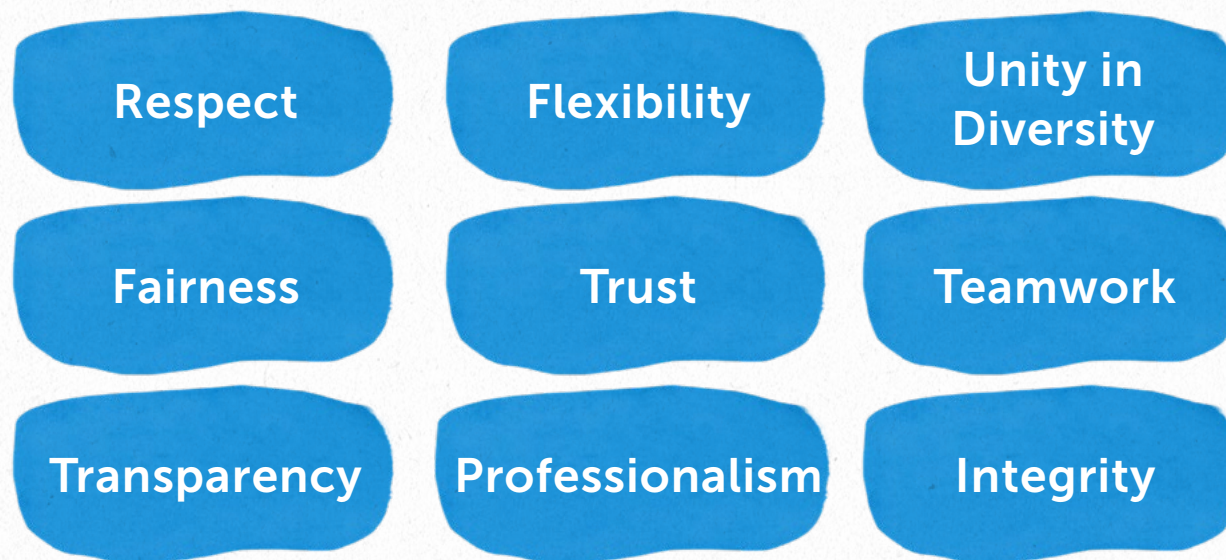
DEFENDING COMMUNITY RIGHTS

To conduct cross-cutting research on possible actions, strategies and recommendations (both on policy and action) to tackle the emerging challenges of defending communities' rights.

STANDING WITH COMMUNITIES

Provision of evidence-based input that supports the sustainable empowerment of communities and the realisation of resilient futures, in the face of environmental and social justice crises.

ORGANISATIONAL CULTURE



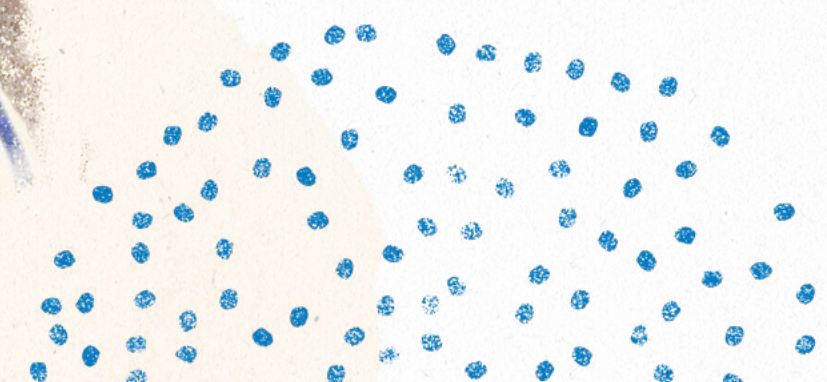
RESOURCING

INCLUDING FUNDRAISING, CAPABILITIES AND SUSTAINABILITY

This three-year strategy will see Natural Justice build on its strengths to contribute to positive change for the environment and for Indigenous peoples and local communities. The new strategy will require support and resources to make it happen. For this reason, we are developing a resourcing strategy in tandem with the organisational strategy.

THE AIM OF THE RESOURCING STRATEGY IS TO:

- Identify and raise the appropriate resources to achieve the objectives and goals of Natural Justice's strategic plan.
- Ensure the integration of the resources' strategy with the organisational strategy.
- Clarify the resources needed, which will help to pave the way for inclusion in funding proposals and help Natural Justice to raise issues, such as staffing and finances, in donor engagement processes.
- Establish a framework for resourcing plans that will support the growth of the organisation and its Hubs.



A Three-pronged Approach

THE RESOURCING STRATEGY HAS THREE ESSENTIAL ELEMENTS:

FUNDING GROWTH STRATEGY:

Focuses on retaining current donors who share our vision of environmental and social justice, and expanding the donor base to fundraise for the implementation of this strategy - simultaneously raising awareness about the planetary crisis and the needs of the communities we work with.

SUSTAINABILITY STRATEGY:

Natural Justice will focus our efforts on adopting practices and procedures that support an approach to sustainability. The key areas to achieve this are:

- 1) **Innovation:** While Natural Justice has always been an innovative organisation, continuing to adapt to the challenges of the day in innovative ways will keep us ahead and always in the running to gain and keep donor interest.
- 2) **Financial Sustainability:** Natural Justice will focus on growing earnings and reserves, building an Opportunity Reserve Fund, aim to secure multi-year grants and raise funding for overheads.
- 3) **Human Resources:** To support our human resource base, Natural Justice will engage in succession planning strategies for key roles and building "bench strength" and people's skills base.
- 4) **Recruitment:** Natural Justice must take a pre-emptive approach to recruitment by developing a workforce plan that takes into account the long-term needs of the Hubs and the organisation as a whole, and identifying the roles and skills needed for the future.

INTERNAL SYSTEMS STRATEGY:

Investing in good technology has become crucial to many organisations. Keeping technological operating systems current is important, but so is reviewing and analysing technology infrastructure, at least biennially, to assess the efficiency and effectiveness of systems. Natural Justice will think through information management and knowledge retention, and find good technology to assist us with this.



RESOURCING

FUNDING GROWTH STRATEGY

Add to donor base	Actively engage new donors			
Retain current donors	Relationship management strategies	Observe and align focus area changes	Retain interest through new projects	

SUSTAINABILITY STRATEGY

Innovation	Adapt to environmental challenges			
Financial sustainability	Grow earnings and reserves	Multi-year grants	Build opportunity reserves	Increase funding for overheads
HR Capacity Building	Succession Planning	Build bench strength	Improve staff competencies	

INTERNAL SYSTEMS STRATEGY

Improve operational systems	Standardise systems	Improve current technology systems	Develop technology infrastructure	
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Roll out of the Resourcing Strategy

Resourcing is about explicitly linking resourcing plans with the Strategic Plan and devising systems and/or procedures for practical alignment. Getting started with a resourcing plan begins with identifying where we are and where we want to be. This requires that we start with the end in mind, looking at the Natural Justice overall Strategic Plan of where we want to be at the end of the three-year period, and then conducting an analysis of where we are now to create a baseline from which to develop a plan to get there. The plan then filters down to become part of the goals and operational plans of the Hubs, to be staggered over the three-year period, as depicted below.



ORGANISATIONAL SHIFTS

During the development of the 2020-2022 strategy, Natural Justice has reflected upon the best organisational model to ensure the cross-cutting nature of our work is supported. These organisational shifts must feature our new programmatic streams, support our programmatic growth within each of our Hubs, while allowing the organisation to support communities in more African countries.

In summary, key changes to the Natural Justice organisational framework include:

- Creating new positions within the “core team” (to provide support to the entire organisation) which includes: A Director of Programmes and Development, new Programme Heads, a Head of Communications and Campaigns and a Head of Research.
- Hub teams for each Hub (to support work within each Hub’s country reach), which include: Programme Manager for each Programmatic Stream, Finance and Operations Officer/s, Researcher officer/s and Communications and Campaign officer/s. Hubs will also include staff in the positions of Senior Programme Officers, Programme Officers, Community Environmental Legal Officers and Fellows.
- Special Teams will also be constituted, including: Natural Justice Litigation Plus Team; Programme Manager Teams; Research Team; Communications and Campaign Team; African Environmental Defenders Team, and finally the Activism, Ancient Wisdom and Alternatives team.

PARTNERSHIPS

CHARACTERISTICS AND VALUES OF PARTNERS THAT WE SEEK:

- Planetary crisis agenda
- Indigenous rights and knowledge focus
- Legal and human rights orientation
- Community empowerment orientated
- Eco-centric

New partnerships for the future

- **KEY PEOPLE:** We will connect with key people who are thinking and reflecting on the effectiveness of activism and alternatives.
- **KEY GROUPS:** We will consider what groups we have left out of our conversations. We will foster relationships with key groups such as special rapporteurs.
- **MOVEMENTS:** We will support more movements that are locally-grounded and globally-focused.
- **MEDIA PARTNERSHIPS:** We will continue to strengthen our relationships with media outlets and journalists that understand and support the work we do. We will utilise old media spaces more productively.
- **MEMBERSHIP/CONSORTIUM PARTNERSHIPS:** We will join more climate crisis-focused consortiums and/or networks.
- **REGIONAL PARTNERSHIPS:** We will do more engagement of African regional mechanisms and ensure our work will influence those spaces and conversations more.
- **FUNDING PARTNERSHIPS:** We will cultivate more funding partnerships with donors that can provide multi-year and core funding. We will continue to ensure that we do not receive funding from any institution which conflicts with our values and principles and strategy.
- **TECH PARTNERSHIPS:** Work more closely with partners with experience in technology and online security and training; especially organisations working with Indigenous and local communities.
- **LEGAL PARTNERSHIPS:** We will enhance our Defenders work, as well as finding litigation support for other programmes and contributing to the development of an Africa Environmental Lawyers Collective.

