**Why legal empowerment?**

Law is supposed to be the language we use to translate our dreams about justice into living institutions that hold us together. Law is supposed to be the difference between a society ruled by the most powerful and one that honors the dignity of everyone, strong or weak.

But for most people, the law is out of reach. The systems for enforcing law are often corrupt, or broken, or both. The law itself is often overly complex. Sometimes it’s designed to repress ordinary people rather than protect them.

Legal empowerment is about placing the power of law in the hands of people. It’s about turning law from an abstraction or a threat into something that all people can **understand, use, and shape**. This transformation in the relationship between people and law is essential to overcoming authoritarianism, inequality, and injustice. It represents a deeper version of democracy.

---

**In 2018, Namati begins the five-year arc of our new strategic plan.**

- **In our first phase (2012-2017),** we demonstrated how legal empowerment and community paralegals can advance justice in diverse settings, and we established the world’s first global network dedicated to legal empowerment.

- **In our second phase (2018-2022),** we, our members, our partners, and the communities we serve will use those methods to achieve transformative impact in six countries and grow the Global Legal Empowerment Network into a powerful global movement to bring justice everywhere.
Why Namati?

There’s a rich history of legal empowerment work in many places, going back at least to South Africa in the 1950s. But the field is nowhere near what it needs to be.

- There is a need for rigorous legal empowerment methodology to take on the toughest justice problems.
- The field has little financing; organizations struggle to remain viable.
- Legal empowerment groups have historically not had much connection to one another. There has been little learning among groups across borders.
- There remain major gaps in understanding regarding metrics, methods, and short and long-term impacts.

*We founded Namati to build a connected, data-driven, vibrant legal empowerment movement capable of bringing justice everywhere.*

We focus on **community paralegals** as a frontline who can advance legal empowerment.

We have seen firsthand how well-trained, well-supported paralegals can equip people to squeeze justice out of even broken systems.

- With support from OSF, Namati’s CEO co-founded a community paralegal program in Sierra Leone in 2003 called Timap for Justice. Timap has been recognized by International Crisis Group, Transparency International, President Jimmy Carter and the World Bank as an innovative model for delivering justice services in the context of a weak state and a plural legal system.
- Paralegals demystify law – they break it down into simple terms – and they help people find solutions to injustice. They don’t focus on the courts alone, they look everywhere: ministry departments, local government, an ombudsman’s office. They combine the use of law with organizing.
- Rather than treating their clients as victims requiring an expert service— “I will solve this problem for you” — community paralegals focus on empowerment. “We will solve this together, and in the process you will become better able to advocate for yourselves.”
- Just as primary health workers are connected to doctors, community paralegals should be connected to a vertical network, including lawyers, with the possibility of litigation or high-level advocacy if frontline methods fail.
Ruma’s daughter was approaching school age, but there was a problem: her daughter didn’t have a birth certificate. Ruma couldn’t enroll her in school without one.

Ruma lives in one of the camps of Bangladesh’s Urdu-speaking community, a minority group whose citizenship was not confirmed until 2008. Residents of these camps often do not understand their citizenship rights or how to get their documents, or they face discrimination when applying.

Fortunately, Ruma learned of Namati’s partner, Council of Minorities, and their community paralegals who could help her through the process. It was intimidating at first, Ruma admits, but she’s glad she did it. “I got the certificate of my daughter and I can admit my daughter in school,” she says happily. Ruma now plans to help others get their documents and realize their rights to citizenship, too.
What did Namati accomplish in our first six years?

(1) We built the first global network dedicated to legal empowerment.

Our network has grown to 1400 organizations and 5000 individuals, all dedicated to putting the power of law in people’s hands.

Global Network Membership

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of organizations in the Network</th>
<th>Number of individual members in the Network</th>
<th>Number of countries represented in the Network</th>
<th>Proportion of active members*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>223</td>
<td>1,047</td>
<td>120</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>275</td>
<td>1,511</td>
<td>128</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>295</td>
<td>1,720</td>
<td>128</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>489</td>
<td>2,548</td>
<td>133</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>951</td>
<td>3,769</td>
<td>145</td>
<td>25%</td>
</tr>
<tr>
<td>2017</td>
<td>1,370</td>
<td>5,102</td>
<td>162</td>
<td>27%</td>
</tr>
</tbody>
</table>

*Active members of the global network have done one of the following in a given year: 1) contributed to a conversation on the Discourse platform, 2) attended a network event, 3) downloaded a resource, or 4) accessed the Namati website at least five times.

We improve our work by learning from each other:

- Since 2015, we have held an annual Legal Empowerment Leadership Course with Central European University, OSF, and (since last year) NYU Law School. The course is more selective than Harvard- we receive over 500 applications for 50 slots. The course evaluations have been the highest of any executive course in CEU’s history.
- We conducted six in-person learning exchanges in six different countries, focused on issues like women’s rights, environmental justice, and scale and institutionalization. These exchanges are hosted by dynamic network members together with Namati.
- Our resource library is an indexed and searchable hub for all kinds of practical legal empowerment resources, from case management forms to evaluation instruments. Some are generated by Namati; the majority are contributed by network members.
- We host a virtual discussion platform and regular webinars for real time, cross-border learning on practical challenges.
- We award the biennial Grassroots Justice Prize to recognize courage and innovation.

We campaign on issues that affect us globally and nationally. We work together to secure support and sustainable funding for our field.

- Our community was instrumental in getting access to justice into the 2030 Sustainable Development Goals, something we were told was impossible.
Fatima Adamu of Nigeria: “We ran to the network”

“There are so many ways we have benefited from the network that I cannot exhaust the list,” Fatima says with a laugh. “There is the resource library, there is the discussion [forum], and then there are the learning opportunities. Every single time there is an opportunity, we do not hesitate to apply. I have attended the exchange in Bangladesh and the [Legal Empowerment Leadership Course].”

Fatima and her colleagues at Isa Wali Empowerment Initiative are a passionate crew, dedicated to improving access to justice for women and children in Nigeria. They are constantly looking for ways to deepen and improve their work. Fatima is quick to share examples of how the network has helped.

“When we were looking at developing legal education classes, we ran to the network. We looked at resources from various parts of the world, what everybody is doing and then contextualized it for our own needs. When we were looking for code of conduct for paralegals, again we ran to the network. We posted to the discussion forum asking for ideas and people shared, people were forthcoming, and that has translated into a document we are currently using. We had a partnership as a result of the network and because of that partnership we were able to produce a documentary with one of their funders on access to education for girls and girl child marriage.”

“I am sure our interactions with the network will not stop.”
(2) **On four key issues, across several countries, we developed and demonstrated methods by which legal empowerment can advance justice.**

- We selected four of the toughest **justice issues** in the world, for which we believed a legal empowerment approach had great potential but was not yet well proven: citizenship rights, the right to health, land justice, and environmental justice.
- We selected **places** where we found a confluence of need, opportunity, and the right people. We focused on two regions—South Asia and Africa—but we aimed to work in a range of socio-legal circumstances, to enable comparative learning with global relevance.
- We selected **partners** who are aligned with our mission and culture, and who have deep knowledge of their context.

<table>
<thead>
<tr>
<th><strong>Land justice and environmental justice</strong></th>
<th><strong>Uganda, Liberia, Mozambique, Kenya, Nepal, Zambia (LJ):</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Worldwide, insecure tenure over community lands makes people vulnerable to land grabs and keeps them from governing their resources well.</td>
</tr>
<tr>
<td></td>
<td>• We developed, demonstrated, and disseminated an approach by which paralegals and communities can document their lands and build equitable land governance.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Myanmar (LJ):</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Myanmar has a history of massive land theft by government, military, and crony companies.</td>
</tr>
<tr>
<td></td>
<td>• Paralegals across the country now help small hold farmers to secure lands they possess and recover lands that have been taken.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Sierra Leone (L&amp;EJ):</strong></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• Building on pre-Namati efforts, we grew a national eco-system of groups deploying paralegals, and successfully advocated for a law that calls for a paralegal in every chiefdom.</td>
</tr>
<tr>
<td></td>
<td>• We then pivoted to focus on land and environmental justice. Abuses by mining and agribusiness are searing the country, and no one was using law to take them on. Our paralegals equip communities to negotiate fairer deals and challenge violations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>India (EJ):</strong></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• Nationwide, unlawful pollution and environmental destruction is causing severe, irreparable harm to livelihoods and health.</td>
</tr>
<tr>
<td></td>
<td>• We have proven, across 4 states, how paralegals and communities can increase compliance with environmental regulation.</td>
</tr>
</tbody>
</table>
### Right to citizenship

**Bangladesh and Kenya:**
- Specific communities in both countries face systematic discrimination when trying to obtain legal identity documents. Without legal identity, they are denied basic rights and excluded from society.
- In partnership with grassroots groups from these communities, we deployed paralegals who help people navigate the bureaucracy, overcome discrimination, and access documents.

### Right to health

**Mozambique:**
- The country has progressive health policies and access to substantial resources for healthcare, but massive breakdowns in the delivery of services.
- We showed how paralegals and communities can strengthen the effectiveness and humaneness of the health system.

### Active clients* by year

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>New active clients by year</td>
<td>1,449</td>
<td>7,527</td>
<td>10,589</td>
<td>11,554</td>
<td>15,431</td>
<td>13,389**</td>
</tr>
<tr>
<td>Cumulative</td>
<td>1,449</td>
<td>8,976</td>
<td>19,565</td>
<td>31,119</td>
<td>46,550</td>
<td>59,939</td>
</tr>
</tbody>
</table>

*Active clients* are those community members who actively work with a paralegal to seek a legal remedy. These are the people who we think of as experiencing legal empowerment.

The people who directly benefit from legal remedies achieved – what other organizations define as ‘direct beneficiaries’ – represent a much larger group. While we are still refining our organizational metrics, across the six years of our first phase, we conservatively estimate that over **1.3 million people directly benefited from legal remedies achieved by community paralegals and nearly 60,000 active clients.**

**We took on fewer active clients in 2017 than in 2016 because we were focused on solving cases opened in the prior year.**
## Remedies by program and year

<table>
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<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Number of cases opened</td>
<td>N/A</td>
<td>1,740</td>
<td>1,403</td>
<td>2,602</td>
<td>3,720</td>
<td>3,902</td>
</tr>
<tr>
<td>Number of remedies achieved (identity documents obtained)</td>
<td>N/A</td>
<td>971</td>
<td>1,490</td>
<td>1,520</td>
<td>2,875</td>
<td>3,898</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CLP</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of new communities whom paralegals supported to undertake the land protection process</td>
<td>19</td>
<td>0</td>
<td>21</td>
<td>63</td>
<td>19</td>
<td>9</td>
</tr>
<tr>
<td>Number of remedies achieved (community either harmonizes boundaries, adopts bylaws, or receives legal rights). Maximum of three remedies per community.</td>
<td>0</td>
<td>0</td>
<td>15</td>
<td>36</td>
<td>99</td>
<td>22</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>India</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of cases opened</td>
<td>1</td>
<td>2</td>
<td>57</td>
<td>48</td>
<td>46</td>
<td>39</td>
</tr>
<tr>
<td>Number of remedies achieved (social or environmental violations stopped)</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>34</td>
<td>11</td>
<td>32</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mozambique</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of cases opened</td>
<td>N/A</td>
<td>119</td>
<td>428</td>
<td>438</td>
<td>713</td>
<td>1,235</td>
</tr>
<tr>
<td>Number of remedies achieved (grievances in healthcare delivery—regarding provider behavior, infrastructure, or medicine availability-- successfully resolved).</td>
<td>N/A</td>
<td>101</td>
<td>318</td>
<td>427</td>
<td>579</td>
<td>869</td>
</tr>
</tbody>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of cases opened</td>
<td>N/A</td>
<td>1,525</td>
<td>796</td>
<td>625</td>
<td>1,005</td>
<td>571</td>
</tr>
<tr>
<td>Number of remedies achieved (possession and/or legal rights obtained over land that was grabbed or land that is insecure).</td>
<td>N/A</td>
<td>257</td>
<td>658</td>
<td>298</td>
<td>506</td>
<td>172</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sierra Leone</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of cases opened (LEJ)</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>49</td>
<td>47</td>
<td>92</td>
</tr>
<tr>
<td>Number of remedies achieved (equitable investment deals negotiated or social/environmental violations stopped)</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td>Number of cases opened by holistic community paralegals</td>
<td>7,009</td>
<td>6,031</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of remedies achieved by holistic community paralegals</td>
<td>5,953</td>
<td>4,306</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Villagers take on a polluting port, and win

For years, the improper handling of coal and cement at Ambuja Cement’s jetty polluted the air near the Muldwakarka Port in Gujarat, India. Villagers worried that the dust posed health risks and farmers complained that it damaged their crops and fields.

The community wanted clean air and crops but was unsure what to do. “We knew the Pollution Control Board was responsible but we did not know where to go, which officer to meet and how to complain,” explains village head, Kishore Chagan Sikotaria.

By working with a paralegal from a joint Centre for Policy Research-Namati program, the community learned how to collect and present evidence for their case. The Pollution Control Board ordered Ambuja Cement to comply with existing environmental guidelines. Soon, Kishore says, the air was clearer than it had been in years.
The legal empowerment cycle

When paralegals collect data rigorously on every case they handle, they generate a powerful map of how laws are working in practice. This is often information that no one else has—neither in government nor in the private sector.

We analyze this information to identify potential improvements to policies and institutions. We then work with our coalitions of allies to advocate for these changes. In part because legal empowerment organizations have struggled to track data systematically, the field has often missed this opportunity to translate grassroots experience into structural reform.

We engage in high-level advocacy—an expert memo submitted at the request of a land commission, for example—as well as wider, public facing campaigns. We seek channels for not just our staff but frontline advocates and clients themselves to be involved in the process of advocating for policy change. Once positive changes are adopted, paralegals can work with communities to bring those new *de jure* commitments to life.

*See annex for examples of systemic change wins in phase I.*
What does Namati aim to do in the coming five years?

In charting our course for the next five years (2018-2022), we sought to identify the highest-impact channels for our energies.

- We are aiming to maximize the scale of our impact, not the scale of our footprint. We assessed every element of our work in the first six years to determine where our energies should focus in this next phase. The vision that has come together is one of a growing but still modestly-sized organization aiming for outsize impact: not by scaling our direct work to new places, but rather through a global movement for justice, transformative change in select countries, and comparative learning that builds a dynamic, evidence-based field.
- We see an opportunity for the community of practice we built in phase one to become a global force for justice. The commitment to “access to justice for all” in the SDGs was an important rhetorical and conceptual win. Now, we need to come together to make good on that promise. Growing and mobilizing this movement is central to our vision for the next five years.
- In our direct work, we experienced a great deal of demand and assessed that we were at risk of spreading ourselves too thin. Our vision now is to concentrate our grassroots engagement in six operational countries, where our roots run deep. In these countries, we have set our sights on truly transformative change.
- A strong global movement depends on a commitment to honest, rigorous self-examination. We have an opportunity in the coming phase to generate the deepest, most useful learning on legal empowerment in the history of our field.
- These ambitious goals require focus. For our direct work, we have chosen to maintain a thematic focus on land, environment, citizenship, and health. We will not start direct work on any new themes. We have also committed not to open operations in any new countries in the next five years.

Strategic plan pillar I: From network to movement

The goal of the Global Legal Empowerment Network is to cultivate a strong global movement for legal empowerment: one capable of innovating boldly, mobilizing millions, and collectively tackling the greatest justice challenges of our time.

- In any given year, even as total membership grows, we will aim for at least a quarter of network members to participate in activities that help them to learn and collaborate with one other. Active membership is a good proxy for the value the network offers.
- With our members, we will strive to transform the policy environment for legal empowerment. In particular, we seek to increase financing and protection for justice defenders at national, regional and global levels.
Fostering learning

The channels we built in our first phase will form the core of our approach to fostering learning among members going forward: the leadership course, in-person learning exchanges, the resource library, the online discussion platform, and community webinars.

These channels will facilitate peer to peer learning among members. They will also allow us to share learning that grows out of Namati’s direct work (see Strategic Pillar III) and, vice versa, for Namati teams and partners to learn from the innovations of network members.

Focus on quality and curation

As membership and the volume of resources grow, we will place particular emphasis on making the most useful information most accessible. We plan to curate targeted resource guides on, for example, legislative recognition of paralegals, the role of paralegals in advancing citizenship rights, and methods for paralegal training. These guides distill wisdom from experiences across the network.

We will apply a similar curatorial eye to every learning opportunity we offer, from webinars to learning exchanges to the leadership course. We will prioritize quality and depth of insight over quantity.

A virtuous cycle of member service and member engagement

Progressing from community of practice to movement requires members to deepen their commitment to our collective cause. On the other hand, our members are all struggling to advance justice in difficult circumstances. They each have needs of their own.

We want to offer a pathway for members so that they can simultaneously give more and receive more. When members avail of opportunities—they attend the leadership course, say, or a learning exchange, or win the Grassroots Justice Prize—we will ask them to share what they’ve learned with the wider community, serve as mentors to others, and participate in joint advocacy.

We aim to make even higher-intensity services available in the coming phase, for example coaching on fundraising or financial management. The more intensive the member service, the more we will ask members who receive it to give back to the community.

Channeling funding to members

Insufficient funding is a fundamental constraint for our movement. In a recent survey of the Global Legal Empowerment Network, over 35% of respondents said they’ll survive the coming year but will likely need to make cuts. Another 32% percent said they may not be able to operate at all due to lack of funds.

We need to contend with this reality, and work to change it.
Our advocacy in the coming phase is focused on financing for the field (more on that below.) Those efforts to grow the overall resource base are long term. In the meantime, we want to find ways to channel funds to network members.

On the other hand, we don’t think it makes sense for Namati to become a funder. That would change our relationship to our members and dilute our focus on movement building.

Here are ways we aim to facilitate greater funding without becoming a funder ourselves:

- **Connect donors with core members:** As we advocate for donors to support legal empowerment, they sometimes look to us to help them find promising grantees that match their priorities. We recently connected the Hewlett Foundation with core members in Mexico, Cameroon, and India, for example, and the Commonwealth Development Fund with core members in the Congo.

- **Increase the value of the Grassroots Justice Prize:** The prize is extremely competitive—in 2017, we had over 170 nominees for three awards. These are some of the best groups in our field. In 2017 we were able to give $10,000 per prize. We hope to increase that over time.

- **Attach funding to learning opportunities:** Our learning events are also extremely competitive: we receive over 500 applications for 50 slots in the Leadership Course; our learning exchange on women’s rights received 167 applications from 39 countries. We choose participants through a rigorous vetting process. The premise of each of these events is that members will apply what they learn to improve their work, and we would love to be able to provide funding for them to do so.

**Diffuse leadership**

A real movement needs ownership and leadership from many actors. Namati will continue to convene the network, but we won’t do it alone. We plan to establish two kinds of “anchor members”—organizations that commit to foster learning, collaboration, and joint advocacy within specific segments of the network. We aim to give all anchor members sub-grants to undertake their work as conveners.

- **Regional anchors:** We are starting with Alternative Law Groups in the Philippines for the Southeast Asia region, and Asociación Civil por la Igualdad y la Justicia for Latin America. Both these groups were already playing an anchor role informally. They both hosted learning exchanges and they were both dynamic participants in the campaign for Goal 16. The anchor designation will give them resources and a clear mandate to deepen those efforts.

- **Thematic anchors:** Namati can foster learning and collaboration on the four key justice issues that we engage directly: citizenship, health, land, and environment. But our members apply legal empowerment approaches to every kind of injustice. In the next phase, we would like to select anchor members for a few themes that are of great importance for our community, but which fall outside Namati’s direct work. The themes we are strongly considering are criminal justice, violence against women, trafficking/forced labor, and migration. On criminal justice, we might look to Paralegal Advisory Service in Malawi, for example, or the Commonwealth Human Rights Initiative. On migration, we might look to Asylum Access. These are groups with deep commitment to legal empowerment and with an existing mandate to help build the field.
Governance

In our first phase, we had invaluable leadership from the Network Guidance Committee, 16 dynamic practitioners from all over the world. Members of the NGC hosted learning exchanges, led joint advocacy, and helped set the network’s priorities.

In the second phase, we would like to evolve the structure to be even more active, and to ensure that every member of the committee has a clearly defined role. We are in discussions with the current NGC about this, but our tentative vision is for there to be three types of members going forward: anchor members, thematic members, and global ambassadors.

In the past NGC members served as individuals. In this vision, global ambassadors (Steve Golub, for example, who coined the term for legal empowerment) will be individuals, but anchor and thematic members will be organizations that nominate a representative to serve on the committee. In the past the NGC role was voluntary. Our aim for this new structure is that all members would receive funding for the role they play.

We will look to this committee regularly for guidance on the overall direction of the network. We will also ask committee members to represent the network as advocates in public forums.

Member responsiveness

We want all our work to be driven by the desires and needs of our members. We are committed to gathering their input regularly through multiple channels.

- In our annual member survey, we’ve been receiving responses from 5-10% of our membership; we hope to increase that proportion. The survey shapes our work every year.
- We gather feedback after every convening—the leadership course, a webinar, a learning exchange. We study that feedback carefully and use it to improve what we do.
- We are starting a new practice: regular phone calls to randomly selected network members – about 50 per year. All members of our network team will regularly call randomly selected members. We will inquire about their work, their experience of the network thus far, their needs, and their recommendations. These calls will help us reach people who are less connected digitally.
- Our online platform offers a space for deliberations among members. In May, for example, we initiated a conversation about whether we should advocate for the private sector to help bear the cost of legally empowering people affected by development. There are genuine risks to that proposal, and we wanted to explore them with our members. There have been 27 thoughtful responses so far, from all over the world. Deliberations such as these shape our thinking and our advocacy.
Amplifying member voices

Movements are made of stories. Our communications team will strive to increase attention from all forms of media—print, film, radio, social—to the work of network members.

We will also seek out opportunities for members to share their experiences in public forums. Roughly three quarters of the speakers at a recent legal empowerment symposium convened by NYU Law School, for example, were network members whom we recommended to NYU.

Attracting new allies to the field

A movement also needs elders and institutional backers. We approached The Elders (founded by Nelson Mandela, now chaired by Kofi Anan) in 2017 and proposed that they take on legal empowerment as a priority. We have had a fruitful partnership over the last year. Elder Mary Robinson presented the Grassroots Justice Prize to the winners in February, and Elder Hina Jilani is chairing the new International Task Force on Justice.

- In April, the Elders’ board decided to adopt access to justice as a major new area of work in their strategy for 2018-2022. We hope for the Elders to play a role similar to that played by the International Advisory Council in our first few years. We will look to them to help us build new global norms that make legal empowerment a public priority.
- We have formed an institutional partnership with New York University School of Law. The school’s Bernstein Center for Human Rights is partnering on the leadership course, and recently made legal empowerment the focus of its annual symposium. Going forward, they will aim to sponsor more research on legal empowerment.
- We are also advocating for governments and foundations to invest in our field. Recently, both the Hewlett and Mott foundations committed to dedicate resources to legal empowerment after substantial engagement with us. We are also in discussions with the Canadian government about a major potential investment.

Global campaign for financing and protection of legal empowerment

When the SDGs were adopted, most were accompanied by major commitments: a billion dollars from the Gates Foundation and the British government for nutrition; $25 billion in public and private financing for healthcare for women and children. Our community fought very hard to have “access to justice” included in the goals, and we won, but no one pledged a penny.

That is the opportunity and the challenge we face. The world recognizes more than ever that you can’t have development without justice, that people can’t improve their lives if they can’t exercise their rights. Now we need to turn that normative commitment into reality.

After extensive consultations across our network, we launched in February a new global campaign to make good on the promise of Goal 16. Our campaign focuses in particular on the financing and protection of grassroots justice defenders.
Elders Mary Robinson and Hina Jilani helped launch the campaign and the Elders are an important partner going forward.

Our CEO is serving on the new International Task Force for Justice, which includes ministers from Argentina, the Netherlands, and Sierra Leone as well as representatives from OSF and other civil society groups. The goal of the Task Force is to spur action on Goal 16. The Task Force’s mandate includes support to state institutions; we are striving to make independent civil society legal empowerment efforts a core priority.

Overall, through the campaign, we are partnering with network members to advocate for concrete commitments to greater financing, and measures that increase the safety and independence of those who do the work of legal empowerment.

**Strategic plan pillar II: Transformative impact in six countries**

We will focus our grassroots engagement in six countries.

- We are setting ambitious, transformative five-year goals in each place where we work, engaging the themes of land justice, environmental justice, right to health, and right to citizenship.
- The achievement of these goals is not wholly in our control, but these are our North Stars going forward.
- Together with the communities we serve, we pursue what we call the legal empowerment cycle: from grassroots casework to systemic change and back again (see graphic above).
- The foundation we have built in these countries allows us to set our sights high. Each goal has a grassroots dimension and a systemic change dimension.

<table>
<thead>
<tr>
<th>Theme</th>
<th>5-year goal</th>
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<tbody>
<tr>
<td><strong>Land justice and environmental justice</strong></td>
<td>Kenya (LJ)</td>
</tr>
<tr>
<td><strong>Grassroots casework:</strong> Support at least 75 communities (representing over 1 million hectares of land and over 225,000 people) to increase their land tenure security by creating participatory bylaws, electing Community Land Management Committees, documenting their land claims, and securing government recognition of their land rights.</td>
<td></td>
</tr>
<tr>
<td><strong>Systemic change:</strong> Working in partnership with communities and civil society organizations, convince at least five county governments to adopt a legal empowerment approach for recognizing community land rights.</td>
<td></td>
</tr>
<tr>
<td>Country</td>
<td>Grassroots casework</td>
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<tr>
<td>------------------</td>
<td>--------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Sierra Leone (L&amp;EJ)</td>
<td>Significantly reduce environmental and social harm in 50 mining, agricultural, or development projects.</td>
</tr>
<tr>
<td>India (EJ)</td>
<td>Demonstrate the use of deliberative processes to achieve meaningful solutions addressing environmental and social harm arising from development projects (i.e. achieve remedies that go beyond strict legal compliance).</td>
</tr>
<tr>
<td>Myanmar (L&amp;EJ)</td>
<td>Across 7 states and regions, support x (still determining) smallholder farmers to secure land tenure, including restitution and return of grabbed lands, and address social and environmental harm caused by large-scale development projects.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Right to citizenship</th>
<th>Kenya</th>
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</thead>
<tbody>
<tr>
<td>Systemic change based on grassroots casework:</td>
<td>End discrimination in the issue of legal identity documents by engaging thousands of clients to advocate for equal citizenship rights.</td>
</tr>
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<table>
<thead>
<tr>
<th>Right to health</th>
<th>Mozambique</th>
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</thead>
<tbody>
<tr>
<td>Grassroots casework:</td>
<td>Reduce the prevalence of common violations of the right to health in four provinces.</td>
</tr>
<tr>
<td>Systemic change:</td>
<td>Make village health committees a regular, potent force for local health accountability across the country.</td>
</tr>
</tbody>
</table>

See annex for a country strategy example.
Entry into the United States (EJ)

Our leadership team committed to direct engagement in the U.S. for several reasons. We want to tell a universal story about legal empowerment. Putting the power of law in people’s hands isn’t just important in certain kinds of countries. It’s important everywhere. And despite an abundance of trained lawyers, the U.S. has an acute access to justice crisis.

Adding a high-income country allows us to generate comparative learning that’s relevant to all our members. We are keen to experiment, for example, with how to sustain paralegal salaries in a labor market that is significantly more expensive than the others where we’re present.

An extensive scoping process led us to the conclusion that the greatest fit between need in the U.S. and the value Namati can bring is in the area of environmental justice. Historically, the U.S. environmental movement has focused on litigation and high-level policy advocacy. The communities who bear the greatest burdens of environmental harm are mostly poor and of color, but they have had little capacity to use the law themselves.

We are developing a pilot paralegal effort in the DC/ Maryland area this year. Because this work is just beginning, we have not yet set an ambitious multi-year goal. We will do so once we have completed our pilot phase.

Strategic Plan Pillar III: Greatest comparative learning in history

Learning is what ties pillars I and II together. We will study our own efforts carefully and share what we learn with our wider community. In turn, we will draw on insights from throughout the network as we search for solutions to challenges we face in our six core countries.

We have an opportunity in this coming phase to generate the deepest, most practically valuable learning on legal empowerment in history. Richer evidence on the impact of legal empowerment is crucial as we argue for greater support to the field. Richer evidence on how to undertake empowerment will help our movement become more rigorous and more successful over time.

Learning agenda for the field

We have articulated a learning agenda (see annexes) that identifies our highest priority questions with respect to both impact and legal empowerment methodology. The learning agenda includes questions such as:

- In which circumstances do legal empowerment efforts increase the ability of people to understand, use, and shape the law?
- Do legal empowerment efforts lead to greater substantive justice, e.g. compliance with environmental regulation, or restoration of grabbed land, or access to legal identity documents?
- By what practices can paralegals best achieve genuine client empowerment?
- How can organizations provide optimal paralegal support and supervision?
- How should paralegals relate to the state?
Last month, we began consultations with practitioners and researchers in our community about their own learning questions. Based on these discussions, we hope to collectively adopt a common learning agenda for our field. This will help guide future research and give us a framework for growing the evidence base together.

**Learning projects**

We will pursue answers to these questions by studying our own work. We will also strive to attract more researchers to the field and connect those researchers with network members interested in partnerships.

Our paralegals collect data on every case they handle. We aggregate and analyze that data on a common platform, and we use it to engage in regular systematic reflection, within and across teams. Increasingly, we involve the communities and clients we serve in the process of learning from case data.

We are also rolling out a common client follow-up system across our programs. This process will allow us to probe how legal empowerment works over time, across issues, places, and strategies.

- We ask selected clients questions about material impact, e.g. What did you use your legal identity document for? How did the remedy to unlawful pollution affect your health or livelihood?
- We also ask questions about empowerment, e.g. Can you explain the process by which your case was handled? What laws did you use? Since working with a paralegal, have you helped anyone else?

We are developing learning projects with all of our teams. A sample of those currently in the pipeline:

- A study of our work on citizenship rights among the Nubian people in Kenya, based on qualitative interviews with clients as well as non-clients.
- A study on the way our community land protection work has or has not shaped communities’ ability to respond to external threats to their lands.
- A Namati-wide comparative project on how best to achieve genuine client empowerment.
- *Community Paralegals and the Pursuit of Justice*, the first book on the subject, will come out this year from Cambridge University Press. It applies a common empirical approach to examine paralegal movements in six countries. The book was a team effort that involved researchers and practitioners from three continents. Our CEO co-edited the book, which included chapters co-authored by him and other Namati staff.

We aim to share the results of learning in multiple ways, from academic papers in peer review journals to practical guides and short films for practitioners.
Organization and Operations

Operating budget and revenue: We have grown at a rate of 15-20% every year for the past several years. We expect to continue to grow, at a slightly slower pace, in the coming five years. (Note that on a yearly basis, inflation and basic salary increases represent 5-7% growth as a baseline, so net organizational expansion is only reflected in further growth beyond that baseline.)

We started with OSF and two other founding donors. A major goal was to diversity support, and we have been successful in doing so. We currently administer nearly 40 awards from a broad range of funders, primarily bilateral and philanthropic.

Number of Grants
Going forward, while maintaining our current fundraising work, we intend to devote a substantial portion of our fundraising energies into building investment for the field more broadly, dovetailing with the global campaign. We will focus on donor governments as well as major foundations, making the case both for the field more broadly and for Namati’s role as a convener and field-builder. This approach feels strategic and aligned for us given our mission and values.

**Culture:** Our [cultural principles](#) establish our organizational DNA. They provide a common understanding for why we work – because of our passion for our mission – and also for how we work – with an empowering approach, a commitment to excellence, creativity, transparency, humility, and other qualities we consider essential to the work we do in the world. These principles help us operate at the highest levels of teamwork, efficiency, and productivity.

**One Namati Systems:** Our team is spread across four continents, but we aim for a common culture and strong, integrated systems for management and communication. We have been hard at work building systems -- finance, databases, talent operations, communications, and others -- that support our functioning as an integrated, interconnected whole, while respecting the context and independence of our entities.

**Incorporation:** Namati Global is registered as a 501(c)(3) in the United States (formally Namati, Inc.) In Sierra Leone and Mozambique, we have registered national Namati entities, while in Kenya we are registered as an office of Namati Global. In India, Namati is a project of the Centre for Policy Research, and in Myanmar we are in the process of developing an MOU with the Ministry of Agriculture as a step towards full registration. We determine how to structure operational presence by weighing context-specific circumstances, including the regulatory and funding environments.

**People:** We are currently at 150 staff in our six operational counties (this figure includes over 50 paralegals directly employed by Namati out of nearly 200 paralegals total; the others are employed by partner organizations). Our people are our greatest resource. We know that the ambitious goals outlined in these pages will only be possible if we continue to hire the highest caliber of talent with the highest level of commitment. We see finding, equipping, retaining, and developing extraordinary people as one of our most important investments in achieving our phase II goals.
**Partnerships:** In many of our operational countries, we jointly implement with partner organizations who bring local knowledge and local legitimacy, such as the Nubian Rights Forum in Kenya or Than Lwin Thisar in Myanmar. Our cultural principle of empowerment shapes how we implement with these local partners – through cooperative partnerships rather than top-down arrangements. While we do ensure financial and administrative controls sub-granting to local partners, we take care to emphasize that we do not regard ourselves, and that our partners should not regard us, as experts directing their activity. Rather, we approach all work recognizing that each side brings expertise and knowledge and that our aim is to co-design programs together. Wherever possible, we support our funding partners to access their own funding directly.

**Financial management:** Namati has received clean financial audits every year since inception. As we have grown, we have continued to improve and mature all of our financial systems. In 2016 we identified that our primary accounting system was suboptimal for our size and complexity and that the reporting, forecasting, and project tracking tools native to the system limited our flexibility in funder reporting and internal planning. After a detailed market review in 2017, we selected a new accounting system, Intacct, which would allow us to expand our financial reporting and expense tracking capabilities while driving efficiencies, streamlining Namati’s complex financial environment, and fostering transparency. We are currently rolling out Intacct across the organization and see this system as critical to achieving the new Namati five-year strategic plan.

**Leadership team:** Our leadership team brings together the heads of our country and thematic programs (e.g. Myanmar or Community Land Protection) as well as the heads of our cross-cutting domains (e.g. communications and development.) We converse regularly over discourse and hold quarterly three-hour videoconferences to discuss a range of organizational topics. We also strive to meet for an in-person retreat every 1-2 years.
Annexes

Annex 1: Risks in this new phase

Annex 2: Example of a country strategy, and how it relates to the global network

Annex 3: Country-level impact: a sampling of systemic change wins

Annex 4: A learning agenda for legal empowerment (draft under revision)

Annex 5: Media and publications

Annex 6: Recognition
Annex 1: Risks in this new phase

As we embark on this new strategic plan, these are a few of the questions we are probing internally to ensure we fully assess and plan for external and organizational risks.

External

• Are the imbalances of power we’re taking on—between people and corporations, between people and their governments—too steep to overcome?
• Does legal empowerment provoke crackdowns that we can’t evade?
  o Can we keep our people – especially those on the front lines – safe?
• Is it impossible to democratize law—or make legal empowerment a public priority— in light of trends towards authoritarianism and technocracy?
• Financing is a key constraint for the whole field—can we make progress on that front in the context of eroding multilateralism and fiscal austerity?

Organizational

• Will we be able to generate enough revenue to support our vision? Will we be able to generate enough unrestricted / minimally restricted revenue to remain nimble and innovative?
• Do our ambitions have enough focus? How do we avoid spreading ourselves too thin even within this framework?
• Does our decision to stay relatively small represent a missed opportunity?
• Can we maintain a culture of movement generosity such that network members feel belonging and shared commitment, rather than a sense of competition?
Annex 2: Example of a country strategy, and how it relates to the global network

In India, where environmental pollution has reached a crisis, environmental regulation is largely designed to be a top-down, technocratic process. The people most affected by pollution have almost no role. In part because of that top-down approach, the regulatory system is susceptible to corruption. Enforcement is weak. And the rules are inadequate to address the problem.

If regulatory officers visit a factory or a mine, they don’t contact the people who live next door. The officers tour the facility, they often “have tea” with company staff, and they go back to their offices.

Namati and Delhi-based Centre for Policy Research deploy paralegals directly in two coastal states—Gujarat and Karnataka—and work with local partner groups to deploy paralegals in two heavy mining states—Odisha and Chhattisgarh. Collectively we have shown how action by paralegals and communities can increase enforcement of environmental law.

Paralegals help communities on a journey from lived impact (dust from a met coke plant is poisoning our farmland) to legal violation (we come to understand that the pollution is in breach of specific regulatory conditions) to remedy (we use our new knowledge of law and the evidence we collect to engage administrative institutions—like the Pollution Control Board or the District Administration—and persuade those institutions to enforce the rules).

In this next phase, we seek to deepen the role of affected people in environmental regulation.

Remedies beyond compliance

At the grassroots level, we will aim to show how affected communities can craft remedies to environmental harm that are more creative and more effective than mechanical compliance with existing rules. In heavily industrialized parts of Gujarat, paralegals and communities have successfully secured enforcement of specific regulatory conditions—boundary walls to reduce dust pollution, for example, or treatment of waste water.

Paralegals are beginning to help those communities think more ambitiously about what meaningful rehabilitation of their lands would look like. We will draw on strong relationships we have built with local institutions, and creative analysis of legal channels, to seek implementation of these community-generated solutions.

Organizing for systemic change

We are helping to connect active clients from specific cases into associations. One association already emerged in Gujarat. We have found that the experience of “knowing and using law” to solve a specific case often motivates people to “shape law”—improve the system for everyone.
Together with these associations, we will draw on the case-level experimentation to advocate for a fundamental shift in the regulatory framework: from pure (and often corrupt) technocracy towards a system in which the insight and leadership of affected communities is central.

This focus on democratizing governance animates all of our country strategies in the coming phase. Democratization is necessary to solve the problems we face. We won’t deliver healthcare effectively if the communities receiving the care don’t have an active role in shaping it. We won’t achieve sound environmental stewardship if the people most dependent on the land don’t have a voice in what happens to it.

Our problems are the product of extraordinary concentrations of power. Our work is about putting power into people’s hands.

**How the work in India will contribute to the global legal empowerment movement**

As with all of our direct efforts, we aim for the work in India to bolster the global legal empowerment movement, and vice versa. In February, we launched a [Practice Guide for Environmental Justice Paralegals](#). The guide draws on the experience of over 150 cases taken on by paralegals in India, as well as the work of network members in Africa and Asia. We held a webinar for our community to present the guide—over 170 people from 44 countries signed up to take part.

In March, our India and Sierra Leone teams co-hosted in Sierra Leone a learning exchange on environmental justice for network members from nine African countries. Participants watched paralegals in action, shared strategies, and deliberated on common challenges.

Going forward, our India team will take part in comparative, cross-Namati studies on, among other questions, how best to achieve client empowerment and how best to equip paralegals with support and supervision. Those studies will yield lessons for people pursuing legal empowerment on any issue, from prisoners’ rights to violence against women.

We may also collaborate with network members who focus on environmental justice to make the case that a fraction of international climate change funds should go to support the legal empowerment of communities most affected by environmental harm. This would be part of our global campaign to secure financing and protection for our field.
Annex 3: Country-level impact: a sampling of systemic change wins

Land and Environmental Justice

In 2015, after more than five years in the works, the cabinet of Sierra Leone approved a new National Land Policy. The policy is the roadmap to a long overdue process of comprehensive land reform in the country – it strengthens women’s access to and control over land; creates a binding framework for responsible, large-scale investments in land; situates land management structures at community level and brings certainty to land transactions with the introduction of a compulsory title registration system. Sonkita Conteh, the Director of Namati Sierra Leone, contributed numerous concrete proposals that were adopted by the Government during the development of the policy, and serves on the steering committee for the technical working group on legislation.

Liberia’s first national land policy embraces the model of community land management championed by Namati’s Community Land Protection program. (UK Aid: “How Liberia’s Land Right Policy was shaped from the Grassroots)

Myanmar’s new National Land Use Policy incorporated recommendations made by Namati, including permitting joint land registration (without which registrations tend to happen in the name of the male head of household exclusively, which puts women at risk), acknowledging customary land rights tenure, and promoting women in land decision-making processes.

In Kenya, Namati directly contributed to and edited the first draft of the Kenya Land Act, and provided extensive comments on successive drafts, calling for increased protections for community lands. Namati is part of a civil society coalition that is providing comments on the draft regulations.

In India, the Gujarat department of Mines and Geology adopted a rule in 2017 recommended by CPR-Namati that requires information about any auction of mineral mining concessions to be disseminated to communities in the region via various local mediums before the auction. Communities will now be better able to voice their concerns ahead of such decisions.

Namati’s team in India helped to strengthen federal regulations for the mining of sand and rare minerals. Having worked on three sand mining cases, our paralegals provided recommendations to the Ministry of Environment, Forests and Climate Change based on their knowledge of how the regulatory procedures worked in practice. These recommendations were included in the final amendment to the previous federal Environment Impact Assessment (EIA) Notification.

Paralegals and clients compelled the fisheries department of Karnataka state, India to issue an order to bull trawlers to comply with a regulation prohibiting them from fishing up to 12 nautical miles off the coast, in the territorial waters of the state. Strict implementation of this order will improve the livelihoods of 60,000+ traditional fisherfolk.
Health

In Mozambique, Namati played an instrumental role in drafting a national strategy for addressing bribery in health facilities. The policy was approved by the government in 2017. It is the first of its kind in the country. (Health and Human Rights Journal)

Over the past two years in Mozambique, Namati has conducted bi-annual health facility assessments, which empower communities and health committees to more proactively identify and address collective problems. Recognizing the impact of this approach, Mozambique’s Ministry of Health formally adopted the methodology in 2017 and asked Namati to support its implementation across the country.

Legal Empowerment Policy Environment

Namati, along with a larger coalition of organizations in Sierra Leone, successfully advocated for a legal aid law that recognizes the role community paralegals play and calls for a paralegal in every chiefdom. (Open Society Foundation)
Annex 4: A learning agenda for legal empowerment (draft under revision)

1) What is the impact of legal empowerment efforts on intermediate and ultimate outcomes in various contexts?

   a. Across all programs, do we increase legal empowerment (which means people can know law, use law, and make law)?
      
      i. Knowledge: clients can make sense of the law
      ii. Agency: clients can take action to solve a problem they face
      iii. Governance: clients can take part in shaping the rules and decisions that affect everyone, and engage in effective advocacy to shape policy and institutions

   b. Across all programs, do legal empowerment efforts affect people’s sense of whether they have a stake in society, a sense of belonging and commitment?
   
   c. For environmental justice, on:
      
      i. Environmental compliance by firms (intermediate outcome)
      ii. Improved (a) incomes and (b) sustainability of nature-dependent livelihoods like farming and fishing (ultimate outcomes)
      iii. Flourishing eco-systems (ultimate outcomes)

   d. For citizenship, on:
      
      i. Sense of inclusion in society
      ii. Sense of security and safety
      iii. Livelihoods: can participate in economy; better access to job and income opportunities; higher incomes
      iv. Better access to essential services like health and education
      v. Improved health and education outcomes

   e. For community land protection, on:
      
      i. More equitable rules regarding women and non-natives (intermediate outcome)
      ii. More participatory and accountable decisions about community land
      iii. More equitable deals with outsiders
      iv. Greater stewardship of community natural resources
      v. Improved food security or income (livelihoods)
vi. Decreased conflict
vii. Increased tenure security for community

f. For right to health, on:

i. Improved and more equitable health services: greater compliance with health policy; less discrimination (intermediate outcomes)

ii. Healthier individuals and populations (ultimate outcomes)

2) How best to achieve legal empowerment? There won’t be one right answer to any of these, as the right approach will be context specific, but research will aim to develop a framework of principles for discerning the optimum approach in any given context.

a. Models for deploying grassroots legal advocates

i. What are the most effective models for supervision, support, and quality control?

ii. What is the optimum catchment size and population ratio per paralegal? Or what are the criteria for discerning the optimum ratio in any given context? Too intensive means model is too costly and paralegals are under-utilized, too diffuse means you get stretched thin and cannot generate strong results.

iii. How should paralegals focusing on different issues interact with each other?

iv. In what situations is it best for paralegals to be from the specific communities/target area in which they work, and in what situations/issue areas is it not? (e.g., anecdotes in Myanmar that for women and younger paralegals, legitimacy in one’s own village is too low to be effective, whereas the individual can be effective in other villages where they did not grow-up)

b. Strategies for deepening impact

i. How to avoid retail service delivery (‘I will solve this problem for you’) and maximize empowerment (‘we will solve this together, and the process will make you more able to know, use, and shape the law yourself’)?

ii. How should paralegals select/triage cases in a way that maximizes impact?

iii. How can grassroots advocates best overcome power asymmetries, e.g. between communities and firms, or between people and corrupt officials?

iv. How best to involve clients (who are generally poor and busy) in advocating for national-level reform?
c. Navigating heterogeneous client populations

i. What should paralegals do when some clients in a complex community-wide case want to settle for compensation, while others want to insist on a remedy for the underlying harm?

ii. What specific and practical strategies for community land governance reform most effectively strengthen the rights of women and non-indigenes?

iii. How best to engage exclusion and power inequities within communities?

d. Cost effectiveness

i. How much do legal empowerment efforts cost? Creative ways of reducing cost?

ii. How does that compare with the value of the benefits they bring? With other potential uses of the same money?

e. Relationship to the state

i. How should legal empowerment efforts relate to the state? Should they have formal recognition and public financing? If so, how can that be structured to protect their independence and dynamism?

ii. Can legal empowerment be integrated into the provision of other essential services? How?

iii. Does sustained collaborative engagement with government lead to better outcomes? How does this vary by context?

iv. How should customary and community structures for land governance relate to local government?

f. Scale

i. What is the size of the problems we’re taking on (e.g. insecure community land governance, environmental enforcement gap, healthcare implementation gap, lack of citizenship)?

ii. What would it take to scale up legal empowerment solutions to meet the scale of the need? In terms of money, people, organization, etc.
iii. What are the most effective methods for raising the standards and effectiveness of other organizations? What combination and sequence of trainings, visits, materials, calls, data collection and analysis, etc.

iv. What is the best way to foster learning and collaboration across the movement?

v. Each of Namati’s approaches were developed and tested in a specific context -- how applicable are they in different contexts, and what factors influence the adaptability/feasibility of different models?

g. Revenue and sustainability

i. In efforts to diversify funding for legal empowerment, what sources of revenue are best for which circumstances? (Philanthropy, development agencies, domestic governments, social enterprise, client contributions).

ii. What is the best way to solicit contributions from clients, so as to defray cost and increase accountability but avoid deterring those we most seek to serve?

iii. Is it possible to reach a legal empowerment tipping point, when people are able to use the law themselves, at which point paid paralegals can reduce their involvement or focus elsewhere?
Annex 5: Publications and media coverage 2015-2018 (sampling)

Publications

Namati is a learning organization. We publish and share lessons from everything we do. Here are some examples:

Op-eds and feature articles

*Negotiating large-scale land deals in Sierra Leone: a paralegal approach* (Sonkita Conteh, Place)

*Only the Law Can Restrain Trump* (Vivek Maru, Foreign Policy)

*To stop the relentless march of climate change we must empower those most at risk* (Vivek Maru, Foreign Policy)

*TED Talk: How to Put the Power of Law in People’s Hands* (Vivek Maru, TED, ~1 million views)

*Protecting land and community resources in Africa* (Rachael Knight, Devex)

Guides for practitioners

*Citizenship rights in Kenya*

*Guia de Levantamento dos Desafios das Unidades Sanitárias (health facility assessment tool)*

*Sand mining in coastal areas: Legal procedures to follow*

*Handbook on Legal and Administrative Remedies for Environment Justice Practitioners*

*Paralegals for Environmental Justice (Version 2.0)*

*CLP Facilitator’s Guide (2nd ed.)*

*Advocacy: Justice and the SDGs*


*Curriculum for Women’s Land Training*

*Community Guide to Getting a Fair Deal from Companies and Investors*

*Practitioners’ Brief: Indigenous Peoples’ Right to Free, Prior, and Informed Consent in International and Regional Human Rights Law*
Case studies and lessons from the field

Legal Empowerment Experiences from Latin America

Lessons from the Field: Oral to Written – Practical Processes in Documenting Community Land Rules

Community Facilitators in the Pursuit of Justice: Lessons from Jordan on Recruitment, Training, & Data

Caring for the Coast: Building Regulatory Compliance through Community Action

Lessons from the Field: Engaging Local Officials to Support Community-led Natural Resource Management

Building Resilient Mechanisms for Inclusive and Accountable Local Land Governance

Protecting Community Lands & Resources in Africa: Grassroots Advocates’ Strategies & Lessons

Policy briefs

Inhuman Camp Life of Bihari Urdu-speaking Linguistic Minority of Bangladesh: Patterns of Inequality, Discrimination, Political and Social Marginalization

Policy Brief to ACERWC on Nationality Rights of the Nubian Child

Evidence is not enough to secure land rights in Myanmar

Streamlining Institutions to Restore Land and Justice to Farmers in Myanmar

Gendered aspects of land rights in Myanmar: Evidence from paralegal casework

Returns of Grabbed Land in Myanmar: Progress After 2 Years

Academic/research papers

Transforming Policy into Justice: The Role of Health Advocates in Mozambique

What Do We Know about Legal Empowerment? Mapping the Evidence

Why Do Institutions Shy Away from Action?

Non-judicial grievance mechanisms in land-related disputes in Sierra Leone

Bringing law to life: Paralegal interventions in natural resource exploitation
Legal Empowerment and the Land Rush: Three Struggles

Reports

Closing the Enforcement Gap: Groundtruthing Environmental Violations in Sundargarh, Odisha

How effective are environmental regulations to address impacts of industrial and infrastructure projects in India

Protecting Community Lands and Resources: Evidence from Liberia, Mozambique and Uganda

Making the law count - Ten environment justice stories by community paralegals in India

Media coverage

We are dedicated to raising the profile of legal empowerment. Here are some examples of media about us, our network members, and our cause:

Features about Namati and/or the Global Legal Empowerment Network

Sierra Leone’s Small Towns Learn to Fight Against Land Grabs (Ozy)

India’s Barefoot Lawyers (New York Times)

Sierra Leone Land Grab Thwarted (BBC Africa)

Leveraging the law is the new way to help the world’s poor (TakePart)

A New League Of ‘Barefoot Lawyers’ Will Transform Justice In The Next 15 Years (Forbes)

Coastal Conservation doesn’t get its due (The Guardian)

Stranded Pakistanis living in camps in Bangladesh (The Guardian)

Articles that we helped make happen

Justice in Africa: Poor Law (The Economist)

Why the rule of law is essential to justice, peace, and economic and social progress (Mary Robinson and Ernesto Zedillo in Quartz)

Kenya’s Ogiek win land case against government (Al Jazeera)
Annex 6: Recognition

Namati

- Skoll Award for Social Entrepreneurship, 2016 (with the Global Legal Empowerment Network)
- Finalist for The Wharton School’s Lipman Family Prize, 2016
- Namati’s Myanmar program, Classy Social Entrepreneurship Award, Top 5 Nominee, 2014
- Namati’s Mozambique health program, Humanization Award from Ministry of Health, 2013 and 2014
- Rare A+ rating from DFID in their 2014 annual review of Namati’s work: “Namati [is] a leading and unique global organization making a significant contribution to establishing legal empowerment as an integral component of the development landscape.”

Vivek Maru

- Social Entrepreneur of the Year (co-awarded with Sonkita Conteh) by the World Economic Forum and the Schwab Foundation, 2017
- “Legal Rebel” by the American Bar Association, 2015
- Ashoka Fellow, 2014

Other Namatians

- Sonkita Conteh, Director of Namati Sierra Leone, selected for the Archbishop Desmond Tutu Leadership Fellowship, 2017
- Manisha Goswami, enviro-legal coordinator (paralegal) with the CPR-Namati project, awarded the C. Subramaniam Community Leader award by the National Foundation of India, 2016.