





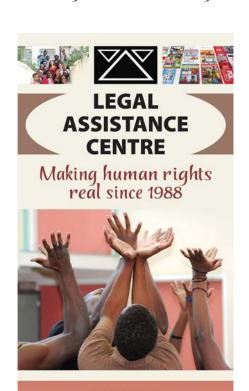
### Introduction to the LAC

#### **VISION**

Namibia is a human-rights-based democracy founded on equality, justice and dignity.

#### **MISSION**

We, the Legal Assistance Centre, being a public interest law centre, collectively strive to make the law accessible to those with the least access, through education, law reform, research, litigation, legal advice, representation and lobbying, with the ultimate aim of creating and maintaining a human rights culture in Namibia.



#### **OUR VISION**

Namibia is a human rights based democracy founded on equality, justice and dignity.

As a friend of the LAC, you will receive regular updates about events and new publications.

#### CONTACT US!

4 Marien Ngouabi Street, Windhoek P.O. Box 604, Windhoek, Namibia Telephone: 061-223356 ● Fax: 061-234953 Email: info@lac.org.na ● Website: www.lac.org.na

A banner produced for Human Rights Day in 2016

#### **MAIN ACTIVITIES**

The Legal Assistance Centre (LAC) carries out its mission through three main activities:

- 1. Legal advice and litigation
- 2. Education and training
- 3. Research, advocacy and lobbying

These activities are carried out through three major units:

- 1. Land, Environment and Development Project (LEAD) works specifically on land, environment and rural community empowerment issues.
- 2. **Social Justice Project (SJP)** works directly to fight human rights violations, mainly through litigation.
- 3. **Gender, Research and Advocacy Project (GR&AP)** works to promote gender equality and the empowerment of women through legal research, law reform and related advocacy work.

#### **CONTACT DETAILS**

4 Marien Ngouabi Street, Windhoek P.O. Box 604, Windhoek, Namibia Telephone (264) 061-223356 • Fax (264) 061-234953 Email info@lac.org.na • Website www.lac.org.na

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### **Director's Foreword**



In 2015, the LAC underwent an in-depth strategic planning process, in which a new vision statement was Lagreed upon:

"Namibia is a human-rights-based democracy founded on equality, justice and dignity."

By the end of the strategic planning process, agreement had been reached that the following focal areas would be addressed within the next three to five years:

- 1. Inequality incorporating issues of discrimination, marginalised communities, LGBTI, HIV, gender, children, disabilities and inheritance.
- 2. Socio-Economic Rights with particular emphasis on health, education, water and sanitation, and also incorporating issues of disabilities, land, environment and poverty.
- 3. Rule of Law / Access to Justice incorporating issues of public education, police brutality, due process, Namlex, Law Reports, governance, watchdog role, court process, elections and litigation.
- 4. Emerging Rights to allow us to respond to topical issues quickly.

The overlapping of the four focal areas indicates the LAC's belief that all human rights are inter-dependent and should not be dealt with in separate packages. The decision was also made to merge the Human Rights and Constitutional Unit (Huricon - a litigation unit) with the Aids Law Unit (ALU) to form the Social Justice Project (SJP). This serves to ensure a streamlined approach to the activities of Huricon and ALU, with the intention of doing more with fewer human and financial resources. In addition, by 2016 a number of ALU's more strategic objectives had been globally addressed, and in some instances achieved, which in essence means that the focus can now be on education and access to treatment. Resorting under the "right to health" banner, ALU falls comfortably within the parameters of the SJP.

#### MAIN ACTIVITIES OF THE THREE LAC UNITS Gender Research and Land, Environment and **Social Justice Project (SJP)** Advocacy Project (GR&AP) **Development Project (LEAD)** Human rights and constitutional test case · Gender research for law reform and Test case litigation on land disputes (impact) litigation, particularly in relation public debate and access to land rights to socio-economic rights (i.e. the right to Advocacy and lobbying for law reform Legal assistance to conservancies and health) Educational materials on family law community-based organisations Human rights educational materials issues with a particular focus on issues Focus on Wildlife Crime Legal advice that affect women and children Community dispute resolution Training of candidate legal practitioners Research and policy formulation on Education and training for communi- Training of government officials and law ties and policy-makers on legal issues land rights related to gender Education and training on land rights enforcement agents Training for key populations, correctional and land administration services and health service providers on "HIV and the Law".

This report is not an exhaustive document detailing all LAC activities in the period under review, but rather it is intended to provide an overview of the organisation's work in 2016. More information on any topic can be provided on request.



## Social Justice Project (SJP)

The SJP focuses on socio-economic rights (such as the right to access health, property, clean water and sanitation), mainly of poor communities, vulnerable groups and minors. The SJP is the LAC's litigation vehicle, and the bulk of its work relates to court litigation.

### Dealing with medical negligence

In 2016 the SJP dealt with 35 medical negligence cases, of which 14 were settled out of court, with the clients compensated for the damages suffered. The settlement agreements include, inter alia, psychological therapy for the loss of amenities to life due to not being able to bear children anymore, as well as medical treatment in the event that the sterilisation procedure caused any physical harm, and a financial contribution to each woman to compensate for the injuries suffered at the hands of the State. The 35 medical negligence cases do not include the 18 sterilisation cases before court, of which 15 were settled out of court, 2 are ongoing and 1 was withdrawn, nor the 7 cases of infant death caused by vaccinations being administered without proper assessment. Although no court case followed our letter of demand for the Minister of Health and Social Services to halt vaccinations until the direct causes of these deaths have been ascertained, it appears that he did take cognisance of our demand, by introducing measures and precautions prior to any further vaccinations being administered in any state facility. In addition, the LAC has agreed to file individual claims for the parents of children who died as a result of such medical negligence and/or failure to apply the proper care and skill prior to administering any vaccine to a minor, which measures include obtaining informed consent from the parents/guardians, which in turn includes fully informing each parent/guardian of the risks of vaccinations and the possible diseases and/or conditions that could pose a greater threat.

#### Helping women and children to claim their property rights

One case involved an HIV-positive women whose husband sold their marital home in Windhoek without taking into consideration his duty to maintain his wife and minor children. With the intention of defrauding his wife and children, he did not share the proceeds of the sale with them. He was found to have acted in bad faith, and the Court declared the sale null and void and ordered the property to be transferred to the wife. The husband returned to his village in the north, accruing no further benefits from the sale.

In a similar case, the wife wanted no share in the proceeds of the sale of the house by her husband. After consultation with her lawyers and the husband's, she offered her share to her minor children in equal shares.

Another case involved a wife being fraudulently excluded from sharing in the proceeds of the sale of the marital home. This case was settled after the house was sold and the proceeds were divided as per rules of court and after negotiating with the husband's lawyers.

#### Safeguarding the right to legal representation

We assisted a woman whom the Directorate of Legal Aid had denied legal representation in a labour matter involving political officials. The necessary legal representation is guaranteed in terms of the constitutional right to a fair trial. We filed an application, but before it could be heard in a competent court, the Directorate agreed to provide legal representation of the client's own choice.



A major highlight of 2016 was the launching of the SJP. The launch was held in Katutura - a Windhoek neighbourhood where a high proportion of people are still disadvantaged. Representatives of the Ministry of Justice and other government entities were invited. Namibia's Ombudsman, Adv. John Walters, delivered the keynote address and officially launched the project. He applauded the SJP for its forthcoming projects, noting that these are directly aligned with the National Human Rights Action Plan that his Office champions.

#### **Assisting minor children**

The right to inherit from the biological father: A matter in which a wife's marriage was ignored and the husband entered into another marriage was settled when we negotiated with the Government Institutions Pension Fund to consider the minor children's claim from their late father's pension, and also to reinforce the first wife's right to keep the property that she still occupied after the husband married the second wife.

The right to safety in police custody: A child detained with his mother in a police holding cell was beaten to death by another inmate during a quarrel with the mother. The case was settled out of court on the basis that the Minister will improve the facilities for minors who have no alternative living arrangements in such circumstances. The mother was compensated for the loss of her child, including psychological assistance.

#### Assisting walk-in clients daily

Each day the LAC assists people who come to the office for legal advice. The SJP screens their concerns to assess whether and how the LAC can assist. Those whom the LAC cannot assist are referred to institutions that can assist. In 2016 the SJP advised walk-in clients on matters such as divorce, child custody and maintenance, domestic violence, harassment, stalking, prisoners' rights, wills and estates, citizenship and domicile, labour disputes, contract law, debt collection, defamation and motor vehicle accidents. An example of a matter successfully pursued on behalf of three walk-in clients concerns marriage to a foreigner: The Minister of Home Affairs and Immigration had refused to approve the presence in Namibia of the foreigners who wished to marry Namibian citizens, effectively denying the couples the right to marry. We challenged the legality of the Minister's stance, and all three cases concluded in marriage without such approval.

#### Training and advocacy

In 2016 the SJP trained newly elected regional councils and local authorities on "Good Governance" and "How Laws are Made", and trained several HIV/AIDS support groups and key populations on "HIV and the Law". In addition, the Director and two SJP lawyers provided services at the Free Legal Advice Day (22 April) organised by the Law Society of Namibia. The SJP also made substantial contributions in a workshop dealing with the contents of the witness protection bill and the whistleblowers bill.

#### Succeeding as a new LAC unit

The merging of the LAC Aids Law Unit and Huricon into the SJP has been smooth and successful. The integration of the two units' work included devising new and more systematic client-screening methods and reporting, and narrowing down the areas of focus to make better use of resources while still keeping the LAC's scope broad enough to facilitate all existing issues and cases at hand.







# Gender Research and Advocacy Project (GR&AP)

# Preventing a constitutional crisis in Namibia

In July 2016, Namibia's Ministry of Home Affairs and Immigration proposed an amendment to the country's citizenship law that would have reversed a Supreme Court decision interpreting the Namibian Constitution. The decision interpreted 'ordinary residence' in the constitutional provisions on citizenship by birth more broadly than the Ministry's application of this concept. However, an overruling by Parliament of a Supreme Court interpretation of the Constitution would violate the independence of the judiciary and the separation of powers – two foundational principles of Namibia's constitutional democracy. In response to this potential crisis, the LAC advocated against the proposed amendment by way of a newspaper opinion piece, submissions to the National Council, and communications with key policymakers, members of the legal profession and representatives of civil society. We are pleased to report that the Government swiftly moved to uphold the Constitution by withdrawing the proposed bill.

#### Why is this an important victory?

- 1. The rule of law, the independence of the judiciary and the separation of powers are the bedrock of Namibia's constitutional democracy.
- 2. The separation of powers prevents a concentration of power in any one branch of government.
- 3. Without an independent judiciary and the separation of powers, Namibia would be taken back to the pre-Independence system which had no checks on the legislature, and the Constitution would no longer be Namibia's supreme law.
- 4. This is a clear example of an organisation serving to preserve Namibia's constitutional democracy by making dissent known through official channels and in the public arena.

# Advocating for accession to the Statelessness Conventions

According to the United Nations High Commissioner for Refugees (UNHCR), at least 10 million people worldwide are stateless. The problem is particularly acute in Africa. For people without a nationality, many fundamental rights and freedoms are out of reach. Namibia has already acceded to a number of international and regional agreements that protect the right to a nationality. However, Namibia has not yet become a party to the two key international conventions on statelessness: the 1954 Convention Relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness. In 2016, GR&AP initiated a campaign to encourage the Government of Namibia to accede to both of the Statelessness Conventions. We engaged with policymakers, spoke about the issue in national media, produced a research brief and two factsheets, published two newspaper editorials, and discussed the issue in a seminar attended by representatives of civil society and other stakeholders.

#### Why should Namibia accede?

- These Conventions are in line with other human rights instruments that Namibia has joined, and in its last two Universal Periodic Reviews at the UN, Namibia was urged to join these two as well.
- 2. Stateless persons are among the world's most vulnerable populations.
- Many instances of statelessness in Namibia are a legacy of the apartheid past which should be remedied.
- 4. The Statelessness Conventions help to combat sex discrimination in respect of nationality.
- 5. Combating statelessness helps to combat problems such as human trafficking, and also increases state security.



Launching Namibian Law on Civil Marriage an educational booklet produced by GR&AP in 2015



Presenting at a conference in Namibia organised for International Women's Day



Distributing publications – over 209 000 copies in 2016

#### Making the Child Care and Protection Act accessible

In 2015 the Government passed the Child Care and Protection Act. This Act replaces an outdated law inherited from South Africa which is unsuitable to meet current challenges in Namibia, and brings Namibian law in line with the nation's international commitments under the UN Convention on the Rights of the Child and the African Charter on the Rights and Welfare of the Child. Despite its passage, the Act is not yet in force because the regulations have not yet been finalised. GR&AP has worked on this law in partnership with government for over 20 years – most recently by providing technical assistance for the finalisation of the regulations. In 2016, GR&AP also began to prepare various educational materials including a Summary of the Child Care and Protection Act, produced in English, Afrikaans and Oshiwambo. Other educational materials to be released as soon as the law is in operation include a Guide to the Child Care and Protection Act (in separate chapters organised by topic), corresponding PowerPoint training presentations, and comics popularising some chapters. These materials will be finalised in 2017.

#### **Gender-based violence (GBV)**

Despite government and public concern, GBV is not yet abating in Namibia. In 2016 our ongoing interventions in this area included:

- giving advice to participants in a "hackathon" hosted by the Namibia University of Science and Technology to design an app for addressing GBV;
- drafting technical amendments to the Combating of Domestic Violence Act and the Maintenance Act;
- publishing research briefs on stalking and domestic violence; and
- producing comics and posters on links between HIV and GBV, and on domestic violence, HIV and the cycle of violence.

#### Other activities

Every year GR&AP assists clients, produces and distributes publications, and provides information to the public through print and broadcast media. In 2016 we:

- produced 25 publications (9 research briefs, 5 factsheets, 5 comics, 3 comic-posters, 2 information pamphlets, 1 guide), and distributed over 209 000 copies;
- assisted 217 clients;
- appeared on radio 35 times, in print 27 times and on television 24 times:
- produced 8 radio shows and a comic on women's communal land rights;
- gave presentations and training to a range of service providers and community members; and
- conducted extensive advocacy on family law reforms relating to marriage and divorce.



Launching Equal Opportunities in the Workplace, an educational booklet produced by GR&AP in 2016



GR&AP assisted





# Land, Environment and **Development Project (LEAD)**

This overview of LEAD's activities highlights key test cases ongoing in 2016, and does not cover activities  $lack \bot$  in which LEAD is regularly engaged, such as supporting conservancies and training interest groups.

#### Etosha/Hai||om ancestral land rights claim

This class action certification application was launched in August 2015. Respondents (i.e. government attorneys and the Hai||om Chief's legal representatives) filed their answering affidavits on 29 April 2016. LEAD and Counsel are presently working on replying affidavits. The process of filing replying affidavits was delayed, mainly because various respondent parties could not be joined before November 2016. If we are successful with this application, this could bring positive changes to Namibian jurisprudence, especially regarding the interpretation of the locus standi issue.

### N‡a Jaqna Conservancy illegal fencing matter

After about six postponements for judgment, and more than two years of waiting for judgment, it was finally handed down on 18 August in our favour, and reasons for the judgment were given on 13 September. Eleven of the 22 respondents have filed notices of appeal with the Supreme Court. Once the appellants have filed the whole record with the Supreme Court, the Court will determine a date for the hearing, whereafter the appellants and then the respondents will have to file heads of argument. All this is likely to happen in 2017.

#### Kashela customary land rights matter

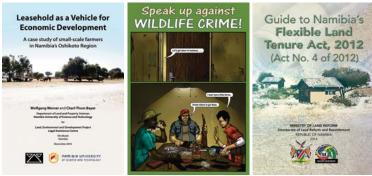
This matter has been with LEAD for nearly eight years, the reason being that the Katima Mulilo Town Council has changed its legal practitioners five times over this period, causing long delays in litigating or settling the matter. In short, the Kashela family has sued the Katima Mulilo Town Council for taking customary land rights away from the family without affording them the just compensation required by law. Judgment is reserved until February 2017. This is an important test case, as it could set a precedent for future similar cases where compensation for communal land is at stake.

#### High Court review of Kapika Traditional Authority appointment

LEAD has filed a review application with the High Court to deliver judgment on the appointment of Kapika Senior as the traditional leader of the Himba people. The application questions the manner in which Kapika Senior was appointed, since his younger brother, Kapika Junior, was elected in terms of Himba customary law to be the leader. This is an important review in respect of challenging administrative justice issues in the application of the Traditional Authorities Act. It also raises the issue of government interfering with local decision-making structures in order to gain political mileage from such action – in this case offering Kapika Senior recognition as a Traditional Authority in return for his support for government building the Baynes Hydroelectric Dam on the Kunene River. The Himba have long opposed this development on their traditional territory. (For background, see www.lac.org.na/projects/grap/Pdf/epupa debate.pdf.)







#### Naango eviction matter

We received judgment in our favour on 6 December 2016. The matter involved an application to interdict and restrain respondents from unlawfully evicting the applicants from an area of communal land.

#### Fighting wildlife crime

LEAD's support to the Prosecutor-General's Office through the employment of Adv. Danie Small has contributed to the stiffest-ever sentences being meted out to wildlife criminals in Namibia. For example, in September 2016, four Chinese nationals were sentenced to 14 years each for possession of 14 rhino horns.

In 2016 LEAD reached over 7000 school children in the north-west of the country with its anti-wildlife crime advocacy programme. The programme also focuses strongly on protecting the environment and raising more awareness of the need to do so in Namibia. Also in 2016, LEAD produced a comic on wildlife crime, which was so well received that a new print run was called for in early 2017.

#### Research and publications

LEAD collaborated with Prof. Wolfgang Werner and Tommy Bayer at the Namibia University of Science and Technology to complete research on the importance of resettlement beneficiaries being able to use leaseholds as collateral to improve their farming activities. The report was published in December 2016. LEAD is now running workshops to raise awareness of this important issue. LEAD was the primary contributor to the drafting of the Guide to Namibia's Flexible Land Tenure Act, published by the Ministry of Land Reform in 2016.

#### **Policy**

LEAD was involved in two policy reviews in 2016. The first was the review of the National Land Policy on behalf of the Ministry of Land Reform, and the second was the policy review of the legislative framework for Bush Thinning and Biomass Value Addition on behalf of the Ministry of Agriculture, Water and Forestry.

### Plans for 2017 and budget

LEAD's plans for 2017 will focus to a large extent on completing or furthering the activities outlined above. The LEAD coordinator submitted a 3-year funding proposal (2017-2019) to Bread for the World (BftW) in August 2016, and provided additional information to the BftW decision-making committee in October. The proposal has reached the second phase, which is said to mean 'good news'. OSISA has granted funding to support the Etosha/Hai||om case, and negotiations are underway with IWGIA to extend its funding for this case in 2017. Support for combating wildlife crime is likely to come from USAID and the International Narcotics Law Agency. In the first quarter of 2017, LEAD will negotiate for new funding from GIZ's Polifund.



### Activities to forge the future

#### **Building our own capacity**

Capacity building occurs continually within the LAC, through each unit's own work and the work they do collaboratively, and through regular participation in workshops and conferences relevant to the units' areas of interest. Following are key examples of the activities in 2016 that served to build LAC capacity:

- Three LAC lawyers attended **mediation training**.
- The Director attended a workshop on financial management organised by Brot für die Welt.
- All 5 LAC lawyers attended training on the eJustice system being implemented by the High Court of Namibia, which envisages a paperless filing system.

#### Supporting civil and political rights

The LAC attended an NGO consultative meeting organised by the Namibian Non-Governmental Organisations Forum (NANGOF - the umbrella body for NGOs in Namibia), the Centre for Civil and Political Rights (in Geneva) and the Southern African Litigation Centre for the purpose of collecting information for a shadow report by civil society to accompany Namibia's state report for the second review of Namibia's performance under the International Covenant on Civil and Political Rights. The LAC was tasked to draft the shadow report. The Centre for Civil and Political Rights invited the Director to attend the review in Geneva. There she gave an oral presentation to the Human Rights Council and attended meetings with a number of its members. Several recommendations in the shadow report are included verbatim in the Council's "Concluding Observations".



The Director in Geneva

In August 2016, the Centre for Civil and Political Rights requested the LAC Director to host two members of the Human Rights Committee who were tasked to monitor Namibia's performance under the International Covenant on Civil and Political Rights following the review in Geneva. We hosted these visitors for two days, during which they visited government ministries and other stakeholders to encourage the implementation of the Human Rights Council's "Concluding Observations", and the Director briefed them on current contexts and practices in Namibia.

The visit concluded with a press briefing. Much publicity was generated, particularly in relation to the LGBT/sodomy issue. The other two issues raised by the visiting committee members in the press briefing were torture and domestic violence, which were not quite as controversial as the LGBT/sodomy issue, it would appear. Subsequently the Director was interviewed by One Africa TV and Radio Wave on the topic of LGBTI rights. The LAC also sent representatives to a conference on LGBTI and human rights in Johannesburg, South Africa, at the invitation of the Southern African Litigation Centre.

### Promoting access to law

The LAC continued to promote access to the law by updating Namlex, an index to all of the legislation in force in Namibia, organised by topic, and by updating annotated statutes and regulations which incorporate all amendments made to the original legislation. These documents are available free of charge to the public on the LAC website. We are also in the process of finalising the Namlex Appendix, an index to international agreements which are binding on Namibia, for launch in 2017. These documents make it possible for the public to know what laws apply in Namibia.



The LAC is part of the Action Coalition which is addressing issues relating to access to information in Namibia. This photo was taken in a Coalition meeting in June 2016

#### Serving the justice system

In August 2016 the Director attended the first-ever National Judicial Conference in independent Namibia, the theme of which was "Judicial Excellence - My Reality". She also attended the official dinner preceding the conference.

In 2016 the Director was co-opted onto the steering committee of the Change Project of the Law Society of Namibia. This project is aimed at improving access to justice and finding better ways for legal practitioners to do business. The project was introduced to the Law Society members during their Annual General Meeting in November.



The LAC and Law **Society Directors** Toni Hancox and at the dinner preceding the udicial Conference

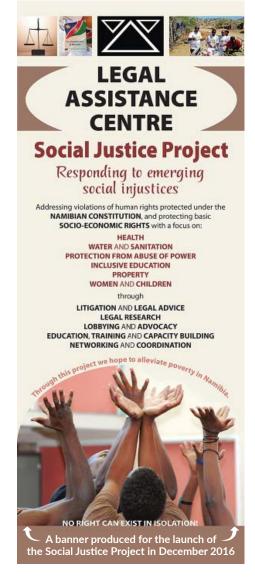
### Promoting democracy and human rights

- NBC TV interviewed the Director regarding electoral issues, the aim being to ensure and empower an engaged citizenry. The interview was scheduled for broadcast in February 2017.
- One Africa TV interviewed the Director regarding Namibia's proposed withdrawal from the International Criminal Court. After the broadcast in November 2016, the LAC issued a press release encouraging Namibia to remain in the ICC.

On Human Rights Day (10 December each year), the LAC took to the streets in Windhoek. Two malls in town and an open space in Katutura were targeted for interaction with the public, including providing information and distributing pamphlets. In addition, a pre-recorded NBC-TV interview with the LAC Director, focusing on the meaning of Namibia's Constitution, was aired on Human Rights Day.

### **Our way forward**

At the end of 2016, it appears that sufficient agreements with a number of donors have been reached in principle to allow for our valuable work to continue in 2017 - the 29th year of the LAC's existence. The results of the organisational review will indicate whether any further changes to the LAC structures are needed to make more optimal use of our limited resources.







### Donors to the LAC in 2016

We extend deepest thanks to our donors for supporting our work in 2016.

- Africa Groups of Sweden (AGS)
- Brot für die Welt
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- **European Development Fund**
- **Embassy of Finland**
- **European Union**
- International Work Group for Indigenous Affairs (IWGIA)
- Konrad Adenauer Stiftung (KAS) Parliamentary Support Project
- Namibia Law Report
- Open Society Initiative for Southern Africa (OSISA)
- **Pupkewitz Foundation**
- United Nations Children's Fund (UNICEF)
- **United Nations Development Programme (UNDP)**
- United Nations Voluntary Fund for Victims of Torture
- **United States Embassy**
- World Wildlife Fund



# **Getting in touch with the LAC**

large volume of information on the LAC's activities (projects, cases, publications, etc.), donors and A finances, as well as digital versions (PDFs) of most LAC publications, are available on the LAC website: www.lac.org.na. (Hard copies of many publications are available at our office: 4 Marien Ngouabi Street, Windhoek.)

Website link for general contact details: www.lac.org.na/about/contact.html Website link for financial details: www.lac.org.na/finances.html Website link for publications: www.lac.org.na/pub/publications.php Website link for NAMLEX, Government Gazettes and other items: www.lac.org.na/laws/lawsindex.php

We also have a very active Facebook page: www.facebook.com/pages/Lac-Namibia/

The LAC Director and Coordinators of the LAC units can be contacted by telephone (061-223356) or at the following email or web addresses:

 LAC Director: Toni Hancox Email: thancox@lac.org.na

GR&AP Coordinator: Dianne Hubbard

Email: dhubbard@lac.org.na

URL: www.lac.org.na/projects/grap/grapobjective.html

• SJP Coordinator: Corinna van Wyk

Email: cvanwyk@lac.org.na

(The website is currently being updated and the SJP page has not been added yet. The Huricon and ALU pages will remain in place until the updated site is ready for upload in 2017.)

URL: www.lac.org.na/projects/huricon/huriconobjective.html

URL: www.lac.org.na/projects/alu/aluobjective.html

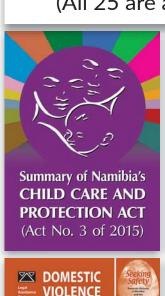
LEAD Coordinator: Willem Odendaal

Email: wodendaal@lac.org.na

URL: www.lac.org.na/projects/lead/leadobjective.html

#### A few of the 25 new publications produced by GR&AP in 2016

(All 25 are available at www.lac.org.na in PDF format.)

















The Key Changes







