

# Strides Toward Justice

ACCOUNTABILITY COUNSEL *from*  
FOUNDING VISION *through* 2011



# ABOUT

## Accountability Counsel

Accountability Counsel defends the environmental and human rights of communities around the world by creating, strengthening, and leveraging accountability systems.

We specialize in non-judicial grievance procedures related to international finance and development. We accomplish our mission by:

1. raising awareness and providing legal support to facilitate community complaints to accountability mechanisms, and
2. providing expert policy advice to advocate for new avenues of redress, and for reforms so that existing mechanisms are accessible, robust, and effective tools for justice.

Our approach involves working closely with community members to help voice their complaints. Our work pays particular attention to women, girls, and other marginalized groups, who are often the most deeply harmed by abuses.

## OUR SCOPE

More than 80% of the world's 7 billion people live in developing countries. The poorest of the poor disproportionately bear the brunt of the negative impacts of internationally-financed development projects and are our potential clients. Our service area is therefore global, seeking to assist those harmed by such projects in accessing the underutilized accountability mechanisms that exist to serve them.

Accountability Counsel's work currently focuses on the following institutions:

- African Development Bank
- Asian Development Bank
- Brazilian Development Bank
- European Bank for Reconstruction and Development
- European Investment Bank
- Export Development Canada
- Inter-American Development Bank
- International Finance Corporation
- Japanese Bank for International Cooperation
- U.S. Overseas Private Investment Corporation
- OECD National Contact Points
- United Nations Institutions
- The World Bank

We are also working to improve accountability of the Equator Principle Financial Institutions.

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## MESSAGE FROM THE Executive Director

Dear Friends,

It is with deep gratitude for our incredible clients, staff, *pro bono* volunteers, and supporters that we reflect in this first Annual Report on the tremendous accomplishments of our organization since our founding in September 2009.

I launched Accountability Counsel with support from an Echoing Green Fellowship to assist communities harmed by internationally-financed development projects like oil pipelines, mines, and dams. These communities often face life and death issues as a result of poorly planned or executed projects financed by institutions like the World Bank and the regional development banks. While these projects are promoted in the name of development, they often drive already marginalized people deeper into poverty, enriching elites at the expense of peoples' livelihoods and some of the world's most important ecosystems.

Before I founded Accountability Counsel, there was no organization dedicated to assisting people with their complaints to these institutions' accountability mechanisms, and no organization focused on ensuring that the mechanisms are transparent and provide a fair and independent forum to address grievances. For the millions of people around the world who face harm from these projects, finding out that they have the right to complain, and then having the resources and tools to launch an effective complaint, is daunting if not impossible without support.

Accountability Counsel has filled this gap, quickly becoming an established leader in our field. We have successfully supported thousands of people, from Papua New Guinea to Peru, through our work in communities, and have had major accomplishments through our policy advocacy, including concrete changes to the accountability policies of two U.S. federal agencies and several development finance institutions.

From our clients in rural Mexico who banded together to successfully stop a U.S.-financed project destroying their access to clean water, to our clients in the Peruvian Amazon who continue their struggle to hold corporations and their funders accountable for crude oil contamination and human rights abuses, we ask for your support in bringing accountability. We can and must lift their voices with ours.

With gratitude,

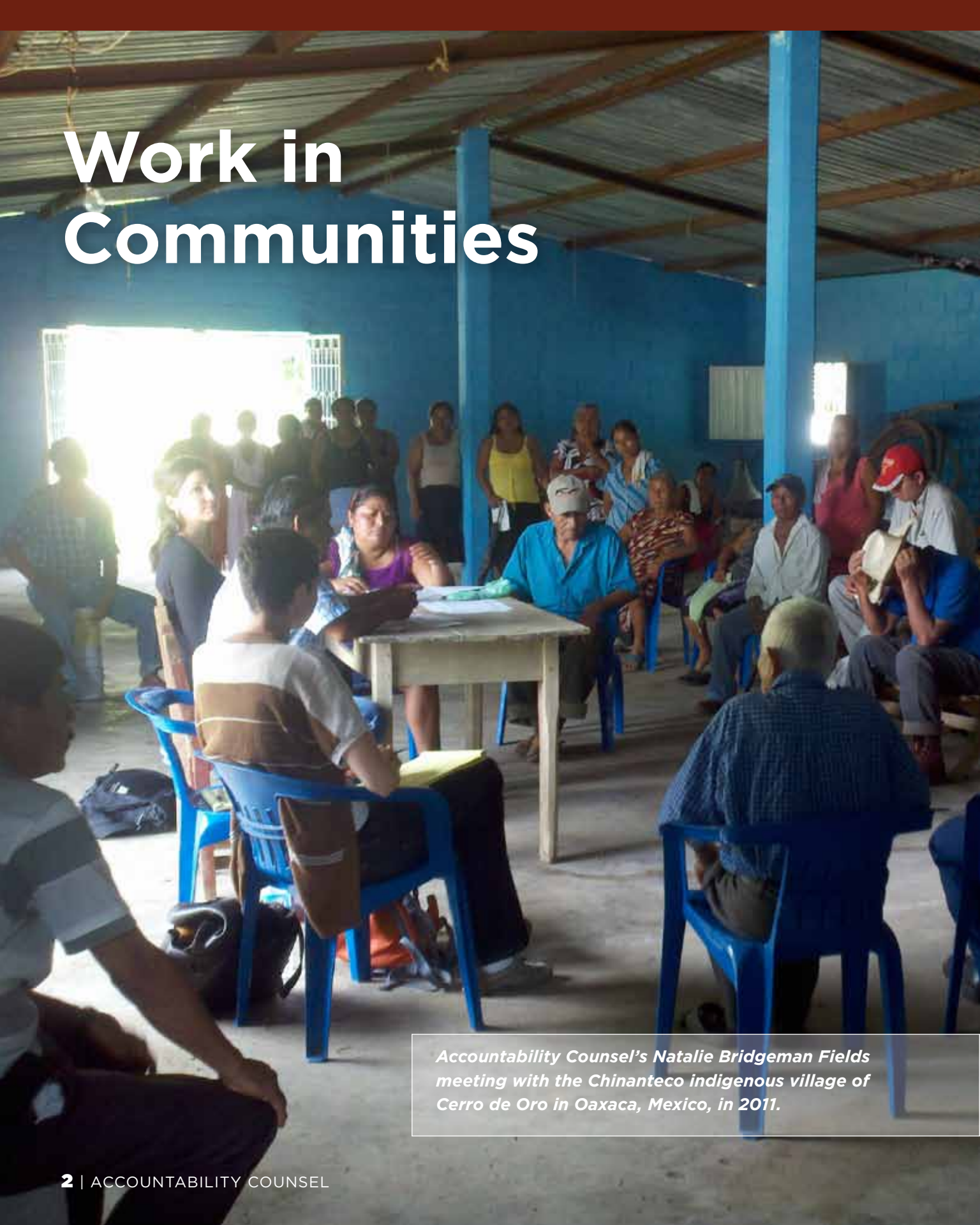


Natalie Bridgeman Fields, Esq.  
Executive Director





# Work in Communities

A group of people, including men and women of various ages, are gathered in a community meeting. They are seated around a white table in a room with blue walls and a corrugated metal roof. Some people are looking at documents on the table, while others are engaged in conversation. The room is brightly lit by natural light coming from a large window in the background.

*Accountability Counsel's Natalie Bridgeman Fields meeting with the Chinanteco indigenous village of Cerro de Oro in Oaxaca, Mexico, in 2011.*

## MEXICO:

# Historic Dialogue Stops Destructive Project

Rural, indigenous communities in Oaxaca, Mexico, invited Accountability Counsel to assist them in their efforts to prevent a hydroelectric project from contaminating their drinking water, destroying fishing areas, and threatening their livelihoods and culture. Chief among their concerns was the impact of construction on the integrity of the existing dam that, if breached, would endanger the million inhabitants of the region. Accountability Counsel guided the communities through a complaint process with the accountability mechanism of the U.S. agency that financed the project.

Our work involved community-wide meetings in the villages surrounding the project site, trainings on the use of the accountability mechanism, research and drafting of the complaint, technical assistance with project documents and studies, and regular communication with the communities, local government, the company constructing the project, and the accountability office.

With our presence and support at each step, the communities engaged in a successful dialogue process with the company that involved the design of technical studies and participation from all levels of the Mexican Government. The parties were able to reach an historic agreement under which the company suspended project construction for the duration of the dialogue, redesigned aspects of the project, and allowed the communities to make the ultimate decision on the future of the project. In November 2011, the communities rejected the company's proposal and per the agreement, the project remains stopped.

Additionally, the communities' request for an audit of the U.S. agency's policy violations in funding this project generated several important recommendations aimed at avoiding the same problems in future agency-financed projects.

Accountability Counsel's complaint on behalf of these Oaxacan communities was only the fourth ever registered by the accountability mechanism, and we are feeding significant lessons learned into a review of the mechanism's policies and practices as part of our *Policy Advocacy* Program.

## OUR IMPACT

- We brought transparency and accountability to a project being forced on indigenous communities without information, consultation, or consent.
- We stopped a project from harming local communities, water resources, culture, and livelihoods.
- The Mexican Government is finally paying attention to critical dam safety issues in the region.
- The coalition of local and national NGOs we brought together to support the villages remains an active force in protecting the communities' rights.
- The case is being used as a model for communities throughout Mexico and beyond and has led to policy changes at the U.S. agency.





## **PAPUA NEW GUINEA:** Smallholders Challenging Palm Oil Expansion

Accountability Counsel collaborated with the Papua New Guinea-based Centre for Environmental Law and Community Rights (“CELCOR”) to assist small-scale indigenous landowners, called smallholders, in Oro Province, Papua New Guinea, in their efforts to gain a voice in the design of a World Bank-funded palm oil expansion project. Although the stated goal of the project was to alleviate poverty in Papua New Guinea by expanding palm oil cultivation and improving road systems, the smallholders feared that the project would harm their environment and extract burdensome road levies, worsening their poverty and resulting in no development benefits for local communities and women in particular. The smallholders have already paid for previous World Bank palm oil projects that had failed to live up to their promises.

Based on these concerns, Accountability Counsel supported CELCOR’s complaint to the World Bank Inspection Panel on behalf of the smallholders, resulting in a two-week investigation by the Inspection Panel in Papua New Guinea. Accountability Counsel’s delegation accompanied CELCOR during the Panel’s visit to provide support to the smallholder communities.

Accountability Counsel also engaged in sustained advocacy demanding that the World Bank bring the project into compliance with Bank policy. In particular, our advocacy focused on key project documents that had not been released, including a study of the environmental and health impacts of project-related contamination.



*In Papua New Guinea, these small-scale palm oil farmers float fresh fruit bunches across a river because the bridge had washed out. Previous World Bank palm oil projects designed to address problems like road maintenance have failed.*

Because of our consistent pressure, the Bank finally released the study in July 2011, which included detailed plans to improve environmental management practices.

In a victory for the smallholders, the Inspection Panel's investigation found numerous violations of World Bank policies. Most significantly, the Panel found that the project was designed without basic poverty reduction elements, consultation, or study of smallholders' capacity to pay their proposed share of the project.

As a result of the process, the World Bank approved an Action Plan with specific steps to bring the project into compliance with its social and environmental standards. Accountability Counsel continues to assist affected communities by working with CELCOR to monitor the Bank's implementation of the Action Plan.

## OUR IMPACT

- The World Bank was held accountable by its Board for policy violations. Elements of the project are being redesigned as a result of the complaint process.
- The smallholders received information about the project in their own language and are being given the opportunity to provide input on the project.
- The Bank acknowledged environmental problems with the project and created plans to address those problems.
- Following our complaint and a private sector palm oil complaint — and after Accountability Counsel's request — the World Bank President initiated a formal review of the Bank's involvement in the palm oil industry and issued a moratorium on all palm oil lending pending results of the review.





*Shipibo men from the village of Nuevo Sucre cleaning up crude oil from a Maple Energy spill with their bare hands. This spill occurred on the same day as the funeral of a former leader of the community who had become ill after being forced to clean up an earlier Maple spill without protective equipment.*



## PERU:

# Devastation from Oil in the Amazon

Indigenous Amazonian communities approached Accountability Counsel in 2009 for assistance after struggling for years with irreversible environmental and health crises caused by Maple Energy's petroleum extraction on their traditional lands. The World Bank Group's International Finance Corporation ("IFC") invested in Maple Energy in 2007, despite Maple's lengthy record of contamination and abuse in the villages. After IFC's investment in Maple Energy, the company's abuses only worsened. The two Shipibo communities of Canaán de Cachiyacu and Nuevo Sucre sought World Bank accountability for the impacts of IFC's funding, which included: contamination of Amazonian forests and rivers, sickness and death of community members, forced labor, abuse of local women, and dangerous working conditions. The communities had been striving for a better future for their children, free from hunger, illness, and poverty, but all of this worsened as a result of the 'development' project.

After numerous unheeded demands that IFC take action, and after continued oil spills, Accountability Counsel assisted the Shipibo communities with their 2010 complaint to the IFC's accountability office, the Compliance Advisor Ombudsman ("CAO").

The communities attempted to address their problems through a CAO-sponsored dialogue with Maple, but after five months of meeting with company officials and explaining the communities' concerns, the company refused to address core issues of environmental contamination and health impacts. The communities ultimately decided to withdraw from the process.

As a result of our work to bring attention to Maple's abuses, the Peruvian Government formed a commission to investigate Maple Energy. In September 2011, the Government sent a high-ranking delegation to the region and began an investigation into Maple's responsibility for contamination and health problems in the villages.

The complaint to the CAO also requested an audit of IFC's compliance with its own policies. Despite the irrefutable record of abuse, the CAO released an appraisal report in May 2012 determining that a full audit was not needed. Accountability Counsel believes this decision was contrary to both the rules and spirit of the CAO's audit process and denied the Shipibo the right to hold IFC accountable. Using this case as an example, our policy work is following up on this breakdown in the CAO audit process.

## OUR IMPACT

- Our complaint brought the world's attention to the World Bank's financing of Maple's abuses, generating media attention throughout the process.
- A Peruvian Government delegation affirmed Maple's responsibility for contamination and the resulting health impacts suffered by these Shipibo villages.
- We brought together a coalition of indigenous federations and NGOs in Peru and internationally that continues to support the communities in their struggle.

## STRATEGIC SUPPORT CASES

For communities with strong local partners available to manage the day-to-day work of community capacity building and complaint follow up, we offer assistance through our *Strategic Support* Program. In these cases, we focus on using our expertise with regard to accountability mechanisms to add value to locally-led complaint processes. This Program allows us to efficiently support a large number of communities with limited resources by building on local capacity. These cases stand in contrast to the *In Depth* cases described above, where we provide intensive and comprehensive assistance to local communities and their partners.

In the past three years, Accountability Counsel has provided assistance through our *Strategic Support* cases to over a dozen communities around the world. We have assisted groups in Brazil, Cambodia, Ecuador, India, Kenya, Mongolia, Panama, Peru, Russia, and Serbia with a diverse set of grievances, such as involuntary displacement without compensation, water contamination, gender impacts of livelihood destruction, and harm to critical ecosystems. These cases relate to projects financed by each of the world's international financial institutions. Here we highlight examples of this work in Russia and Panama.



*Women in a remote fishing village in India after meeting Accountability Counsel staff.*



# Sakhalin Environment Watch, Russia

Accountability Counsel supports Russia-based Sakhalin Environment Watch (“SEW”) in its advocacy on behalf of communities harmed by the Sakhalin II Project, one of the largest integrated oil and gas projects in the world, located on- and off-shore of Sakhalin Island in the Russian Far East. Community members living just 1.2 kilometers away from a liquefied natural gas plant and oil and gas export terminals have suffered from exposure to harmful pollutants, and threats to community safety, food security, cultural heritage, and local environmental resources. Despite these significant adverse impacts, community members have not been resettled or justly compensated.

Accountability Counsel, in partnership with Pacific Environment, provided strategic support to SEW regarding a complaint to the Dutch and UK National Contact Points (“NCPs”) against Royal Dutch Shell and three of the largest banks in the UK — Royal Bank of Scotland, Standard Chartered and Barclays — for violations of the Organization for Economic Cooperation and Development’s (“OECD”) *Guidelines for Multinational Enterprises*. The NCPs are offices in national governments charged with promoting observance of the *Guidelines* and receiving complaints about *Guidelines* violations. The complaint, filed on July 31, 2012, requests the NCPs’ assistance in resolving the community members’ lack of resettlement or just compensation.

Accountability Counsel continues to assist SEW in its communications with the NCPs about the complaint and to provide advice regarding other strategies related to the Sakhalin II Project.

## OUR IMPACT

Just a month after the OECD NCP complaint was filed, Japanese banks investing in the project sent a consulting team to meet with the affected communities and investigate the problems. This sudden action was likely a result of the Japanese banks fearing a similar complaint.



***Communities living in the shadow of this oil and gas facility demand relocation.***

# Pando-Monte Lirio Hydroelectric Project, Panama

In early 2010, sixteen Panamanian community and environmental organizations filed complaints with accountability mechanisms at two development banks — the Inter-American Development Bank (“IADB”) and the International Finance Corporation (“IFC”) — regarding the Pando-Monte Lirio Hydroelectric Project, which threatens the Chiriquí Viejo River in Western Panama and the surrounding communities. The project involves construction of two hydroelectric dams that will divert and remove access to 90 percent of the River’s water for a stretch of about 26 kilometers.

The complaints raised concerns about the project’s potential environmental and social impacts, and the cumulative impacts of these and the 17 additional hydroelectric dam projects planned for the Chiriquí Viejo River. Key concerns include the failure to study how much water is necessary to maintain the life of the River, the lack of an adequate cumulative impact assessment, and the absence of a watershed-wide management plan.

Accountability Counsel is assisting the communities with their follow up to the compliance findings of the IADB’s accountability mechanism and the remarkable decision of the IFC’s mechanism not to complete a full audit. From a policy perspective, we are closely analyzing the work of the two accountability mechanisms, which reached opposite decisions about whether an audit was needed even though they relied on the same facts and applied similar policies.



*The death of the Chiriquí Viejo River is being financed by the World Bank’s International Finance Corporation and the Inter-American Development Bank.*



# WHY WE SUPPORT Accountability Counsel



**Kim Keller,**  
**Executive Director,**  
*David & Anita  
Keller Foundation  
San Francisco, CA*

“Natalie Fields is leading an innovative organization that not only attempts to right the wrongs of corporate and development bank projects but also empower the communities whose livelihoods and resources are being compromised by these projects. By working with communities, Accountability Counsel is filling a critical gap and in doing so, strengthening existing accountability mechanisms, increasing transparency, and giving voice to communities who are so often silenced. We support Accountability Counsel because they challenge the status quo, leverage their resources so efficiently, and because they are truly emerging as leaders in defending human and environmental rights.”

“Accountability Counsel stands out due to their genuine passion, focused determination, and creative strategy. Most importantly, they have a significant impact on people whose rights have previously been ignored. We are also proud to provide our support to an organization that is creating a better global environment.”

— **John & Tammy Casey,** *Mountain View, CA*

“It’s a privilege to support Accountability Counsel, knowing that contributions help provide essential legal advice, education, and support for people who desperately need help finding their voice and seeking justice. Accountability Counsel tackles important, even life-threatening, issues and problems, many of them seemingly insurmountable, and does so with dedication, persistence, enthusiasm, and first-rate legal work.”

— **Mark S. Warnick,** *Seattle, WA*

“Although Accountability Counsel only came into being three years ago, its important work began years before that as Natalie Bridgman Fields identified the need for environmental and human rights accountability in international finance and development, clearly articulated a mission, pioneered the development of non-judicial grievance procedures, and devoted herself wholeheartedly to making sure that imperiled communities around the globe could utilize these procedures to get a ‘fair shake’ in their fights to survive. When you look at all that Accountability Counsel has accomplished, on such a meager and cost-effective budget, you will understand why contributions to this organization have such a profound and direct impact in protecting the rights of those communities.”

— **Tom Driscoll,** *San Francisco, CA*



# Policy Advocacy

**Accountability Counsel advocates for independent, fair, transparent, accessible, and effective accountability mechanisms and the creation of new complaint systems so that banks, corporations, and financial institutions are held to the norms and standards to which they have agreed.**

Our *Policy Advocacy* Program recognizes that accountability mechanisms are imperfect works in progress. The accountability mechanisms on which we focus are young — the World Bank Inspection Panel was the first, established in 1993 — and are continuously evolving. They are the product of a compromise between the nations that control the powerful multilateral development banks and the grassroots groups that demand accountability. In the continuous push and pull that characterizes this compromise, Accountability Counsel's policy work is dedicated to maintaining high standards and advocating for new rules and practices that are able to more fairly address the complaints of those harmed. To date, we are the only organization in the world with a mission to improve the accountability policies and practices of the international finance and development institutions.

We participate in formal reviews of accountability mechanism policy and offer proactive guidance when we identify problems through our work in communities and comparative policy research into best practice.



# LEADERSHIP IN FORMAL POLICY REVIEWS

Accountability Counsel has played a leadership role in every formal policy review of a major financial or development institution accountability mechanism since our founding in 2009. We track the results of our contributions to these policy reviews and publish summaries of changes on our website, noting where our suggestions have become part of an improved policy and where problematic policy deficiencies remain. These policy reviews are critical to the ability of communities to receive fair treatment at the hands of often the only office in the world that will hear their complaint.

For nearly every policy review, Accountability Counsel has solicited input from civil society groups impacted by the institution in question and worked collaboratively with interested groups to provide joint policy comments.

Positive changes to the accountability mechanisms of the African and Asian Development Banks provide examples of our impact, including:

## 2009 African Development Bank (“AfDB”) Review

- Consideration of complainants’ views in determining which of the mechanism’s functions to pursue;
- Greater flexibility in how complaints are received;
- Addition of an explicit commitment to outreach and accessibility;
- Inclusion of provisions to increase the mechanism’s independence;
- Creation of deadlines to make the mechanism more timely;
- Increase in procedural clarity and professionalism.

## LEVERAGING CIVIL SOCIETY’S VOICE

Organizations that signed on to Accountability Counsel’s 2009 policy letter to the AfDB are:

- Center for International Environmental Law, USA
- International Rivers, USA
- International Accountability Project, USA
- Prof. David Hunter of American University, Washington College of Law, USA

## LEVERAGING CIVIL SOCIETY’S VOICE

Organizations that signed on to Accountability Counsel’s March 2011 policy letter to the ADB are:

- Berne Declaration, Switzerland
- Campagna per la Riforma per la Banca Mondiale, Italy
- Center for International Environmental Law, USA
- Le Centre national de coopération au développement (CNCD-11.11.11), Belgium
- Crude Accountability, USA
- Forest Peoples Programme, UK
- Friends of the Earth, USA
- International Accountability Project, USA
- International Rivers, USA
- Jennifer Franco, Independent Researcher, The Netherlands
- Mineral Policy Institute, Australia
- Pacific Environment, USA
- ‘Ulu Foundation, USA

## 2012 Asian Development Bank (“ADB”) Review

- Direct access to Compliance Review and ability to exit the Dispute Resolution function at any time;
- Lowering of eligibility requirements, making the mechanism more accessible;
- Widening of scope to include complaints about projects undertaken by financial intermediaries;
- Improvement of outreach policy.

# PROACTIVE POLICY INITIATIVES

Accountability Counsel takes a proactive approach when we identify problems in either the practice or policy of an accountability mechanism. This work is driven by our conviction that our clients around the world deserve mechanisms that are transparent, responsive to their concerns, and operate fairly and independently. Our initiatives to reform the U.S. National Contact Point (“NCP”) and the Overseas Private Investment Corporation (“OPIC”) Office of Accountability provide two examples of our proactive approach.

## Initiative to Improve the U.S. NCP

In 2009, Accountability Counsel began a series of meetings with officials at the U.S. State Department responsible for administration of the accountability mechanism, called the NCP, linked to the Organization for Economic Cooperation and Development’s (“OECD”) *Guidelines for Multinational Enterprises*. Our work, which has led to major changes in the policy and practice of the U.S. NCP, has included:

- Leadership of a successful campaign that led the State Department to undertake a public and transparent review of the NCP rules;
- Leadership in the official policy review, authoring joint comments endorsed in separate submission by EarthRights International, the Center for American Progress, Human Rights Advocates, and Amazon Watch, among others;
- Appointment to and active leadership on the Advisory Committee on International Economic Policy (ACIEP) Investment Subcommittee that advised the State Department on reform of the U.S. NCP;
- Authorship of a joint submission to the State Department joined by ten other organizations that led to creation of a Stakeholder Advisory Board, on which we sit, that provides guidance to the U.S. NCP.

### OUR IMPACT

- First-ever disclosure of the U.S. NCP’s rules for addressing complaints, representing a tremendous improvement in transparency.
- A public, transparent review of the U.S. NCP’s rules, leading to release of new rules with improved provisions.
- Creation of a Stakeholder Advisory Board that provides guidance to the U.S. NCP.





## OUR IMPACT

### Initiative to Improve the OPIC Office of Accountability

Through our work supporting communities in Oaxaca, Mexico, in their complaint to the U.S. Government's OPIC Office of Accountability ("OA"), described above, we identified a number of problems with the OA's policies and practices. For example, in response to our clients' requested audit of OPIC's compliance with its own policies in the financing of the project harming their communities, the OA stated that an audit would be discretionary and even unnecessary if a dispute resolution process was successful. If audits are discretionary and based on unpublished criteria, the mechanism lacks the predictability, transparency, and professionalism to make the audit function meaningful.

We initiated a series of meetings with the OA in 2011, requesting information about non-transparent and problematic aspects of the rules governing the OA's dispute resolution and compliance audit functions. We suggested that the OA undertake an independent, transparent review of its rules with input solicited through a public consultation process. Instead, many months later, the OA initiated an internal review of its rules, consulting only with Accountability Counsel and a small, select group of business, governmental, and non-profit groups. None of the people affected by projects were informed of the non-public review. The OA's governing rules were not disclosed to anyone.

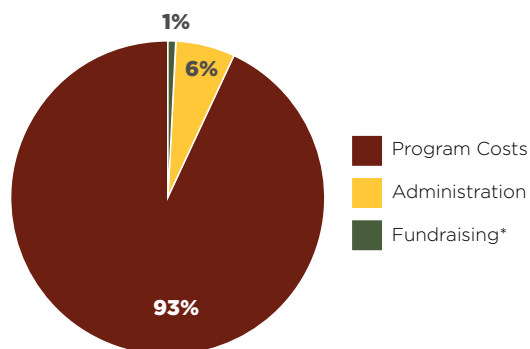
In response, Accountability Counsel initiated a campaign calling for a public review process that involved members of U.S. Congress and a large, diverse group of organizations and affected groups. As a result, the OA disclosed its governing rules, which had previously not been known to exist, even by communities and organizations that had used the mechanism, and the OA announced that it would undergo a transparent and public review of its rules.

- First-ever disclosure of the rules governing the OA's response to complaints.
- Commitment by the OA to undertaking a transparent and public review of its rules.

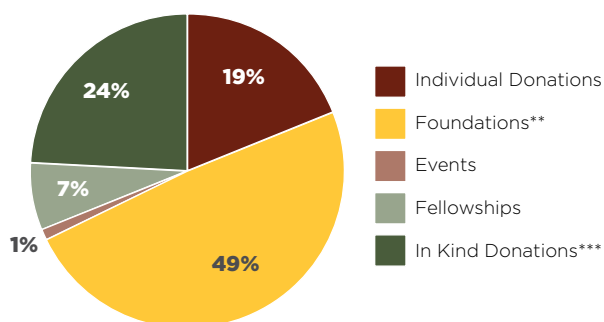
## FINANCIALS: FY 2009, FY 2010, FY 2011

Accountability Counsel is fiscally sponsored by Social and Environmental Entrepreneurs (“SEE”), a tax-exempt organization under section 501(c)(3) of the Internal Revenue Code. Donations to Accountability Counsel through SEE are tax deductible. Our fiscal year runs September 1st to August 31st.

### EXPENSES FY 2009 - 2011



### REVENUE FY 2009 - 2011



EXPENSES (US\$)	FY 2009	FY 2010	FY 2011
Program Costs	99,854	199,003	227,852
Administration	5,156	12,131	15,114
Fundraising*	1,000	1,579	2,000
<b>Total Expenses</b>	<b>106,010</b>	<b>212,713</b>	<b>244,966</b>

REVENUE (US\$)	FY 2009	FY 2010	FY 2011
Individual Donations	7,152	52,125	67,372
Foundations**	64,460	116,119	149,043
Events	4,115	6,400	0
Fellowships	0	44,600	0
In Kind Donations***	60,000	72,000	26,000
<b>Total Revenue</b>	<b>135,727</b>	<b>291,244</b>	<b>242,415</b>

Net Assets at FY End	29,717	108,248	105,697
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\* In FY 2011, fundraising expenses consisted of in kind donations.

\*\* Foundations include the Ford Foundation, Flora Family Foundation, Sigrid Rausing Trust, and David and Anita Keller Foundation.

\*\*\* In Kind Donations include donated office space and FY 2011 fundraising expenses.

Pro Bono Attorney time, not included in the budget, is valued at approximately \$116,000 from 2009 to the present.

The number of law student and undergraduate volunteer hours is estimated at 7,900.



## STAFF



**Natalie Bridgeman Fields, Founder and Executive Director**, was one of fourteen 2009 Echoing Green Fellows recognized for her groundbreaking social entrepreneurship. Prior to founding Accountability Counsel, she worked as a consultant on accountability issues to two international financial institutions and was a litigator at a large law firm. Through her subsequent law practice, Natalie and co-counsel brought lawsuits in U.S. courts on behalf of plaintiffs seeking redress for human rights and environmental law violations. A graduate of Cornell University, she received her law degree from UCLA School of Law, where she was Editor-in-Chief of the *UCLA Journal of International Law and Foreign Affairs*. In 2011, the *Daily Journal* named Natalie one of the Top 20 Lawyers Under 40 in California, and in 2012 she was recognized with a Genius Award from *Elle Magazine* for her work with Accountability Counsel.

**Sarah Singh, Director of Strategic Support**, joined Accountability Counsel in 2011 and is a graduate of UC Berkeley Law, where she was an active member of the human rights community. Before joining Accountability Counsel, Sarah clerked for the Honorable Marsha S. Berzon of the U.S. Court of Appeals for the Ninth Circuit. Sarah has prior experience working on corporate accountability and human rights issues and energy policy. Sarah serves on the board of EarthRights International. She graduated with an undergraduate degree in international relations from Brown University.



**Komala Ramachandra, South Asia Director**, joined Accountability Counsel in 2010 and spent much of her first year working with indigenous villages in the Peruvian Amazon and on behalf of our clients in Oaxaca, Mexico. She now heads our work in South Asia. Komala is a graduate of Harvard Law School, where she was active in human rights and social justice organizations. During her time in law school, she worked on land reform in Uganda, with displaced farmers in West Bengal, India, and with mining impacted communities in southern Mexico. Prior to law school, she worked in India for two years on issues related to development and human rights. Komala has an undergraduate degree in economics and political science from Northwestern University.

### Law Fellows & Undergraduate Intern Program

Through a competitive application process, we accept law student and undergraduate interns to work with us each summer and semester. We thank our 22 Law Fellows and 6 Undergraduate Interns for their incredible service to our organization. Their alumni profiles are found at [www.accountabilitycounsel.org](http://www.accountabilitycounsel.org).

### Pro Bono Partners & Volunteers

Our *pro bono* lawyers form a global team and come from large law firms and individual law offices, operating from various parts of the globe to support our mission. We thank the law firms of Sheppard Mullin Richter & Hampton LLP, Covington & Burling LLP, Wilson Sonsini Goodrich & Rosati PC, and lawyers Rodney Allen, Nan Chen, Jill Diamond, Alyson Dinsmore, Alyson Finley, Gideon Kracov, Mona Motwani, Martín Sabelli, and Judit Rius Sanjuan.

### Advisory Board & Leadership Circle

Accountability Counsel's Board of Directors is that of our fiscal sponsor, Social and Environmental Entrepreneurs. We also have an Advisory Board consisting of David B. Hunter, Lily La Torre, Bob Kerrigan and Howard Shinker. Our Leadership Circle of advisors includes Kim Keller, Kathleen Kelly Janus, Hillary Margolis, Thomas L. Eddington, and Kathryn Corro.

ACCOUNTABILITY  
COUNSEL

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[www.accountabilitycounsel.org](http://www.accountabilitycounsel.org)