

Reprieve

Strategy

2018

About this document

Because of Reprieve's agile nature (as set out below), this strategy document is to act as a rolling plan or framework for who we are and what we do, rather than as a fixed-term aim with concrete targets. The Board of Trustees will review and approve it each year, and the Executive Director and Founder will inform the Board of any significant changes as the work progresses. On the basis of the Strategic Plan, the organisation develops an annual Operational Plan, which includes the broad goals of each team's projects, the means by which those goals will be achieved, performance indicators, and targets. Our Operational Plan feeds into individual employees' work plans and results in sets of specific outputs that contribute to the attainment of project goals. These are used to assess progress by line managers at monthly management meetings.

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1. Reprieve's Vision, Mission and Values

Vision: Reprieve's Vision is a world without the death penalty; and secret prisons and state-sanctioned assassinations carried out in the name of the so called War on Terror.

Our Mission: Reprieve's Mission is to use strategic interventions to end the use of the death penalty globally, and secret prisons and state-sanctioned assassinations in the context of the so-called "war on terror".

We are: Agile; Creative; Fearless; Effective; Resilient; Relentless.

2. Reprieve's Strategy / Modus Operandi

Reprieve is a small, feisty registered charitable organisation (No. 1114900) of human rights defenders (38 staff, £2.4 m income in 2017).

Our strategy is to use strategic interventions to end the use of the death penalty globally, and secret prisons and state-sanctioned assassinations in the context of the so-called "war on terror".

We work for the most disenfranchised people in society, as it is in their cases that human rights are most swiftly jettisoned and the rule of law is cast aside. Thus, we promote and protect the rights of those facing the death penalty and those who are the victims of extreme human rights abuses committed in the context of the so-called "war on terror" (WOT), with a focus on secret prisons and state-sanctioned assassinations.

Underpinning Reprieve's strategic focus is the notion that countries such as the UK and US hold themselves out as shining examples of democratic societies that respect the rule of law and human rights, and therefore should be held to exacting standards in terms of how they respond to acts or allegations of terrorism and murder. Their responses have ripple effects worldwide, and are frequently used to justify the continuation of the death penalty, extrajudicial killing, torture, rendition and unlawful detention by countries ranging from 'aspiring exemplars' to 'worst offenders'.

Our Death Penalty work focuses on specific regions in North America, Africa, the Middle East and Asia. Within these regions, we determine our focus countries by balancing the following factors:

- History of investigating / litigating / carrying out work in the country in question
- How rife the use of the death penalty is in that country
- Our assessment as to the likely impact of our work – both in-country and for abolition more globally
- Our assessment as to whether the activities we undertake in-country will further our objects to an extent which justifies the resources committed
- Our ability to have a reliable and secure presence on the ground, and access to the individuals we assist.

The first two of these factors need not be present for us to work to end the death penalty in a particular country, but it tends to be the case that we work in regions where all of these factors are present, and in the countries where a change in death penalty practice will have most impact in the region. Ultimately we make an assessment on where we think our work is most needed and is most likely to achieve meaningful change.

Our Assassinations and Secret Prisons work is guided by a similar balancing assessment. Historically our abuses in counter-terrorism work evolved from our death penalty work in that all those originally rendered, tortured and unlawfully detained at Guantánamo Bay Prison faced a possible death penalty. Over time, as the WOT morphed into a combination of human rights abuses wider than the imposition of the death penalty, so too did our work broaden. We now focus on WOT abuses in two general areas: Assassinations, which includes our work on drone strikes, and Secret Prisons which incorporates our work in Guantánamo where we have been involved in the release of more detainees than any other organisation. We focus on misconduct by the United States and the UK, based on the premise that we cannot expect the world to espouse broader notions of Human Rights if these countries renounce them. We prioritise those countries where:

- We have a history of working and understand the local context
- The abuses in question are prevalent
- We believe our work is likely to significantly impact positively on preventing or stopping those abuses, domestically and internationally (by way of knock-on effect)
- On our assessment, the activities that we propose to undertake will further our objects to an extent which justifies the resources committed.
- We are able to safely, securely and effectively conduct our work.

It is our investigation of, access to and representation of victims of human rights abuses - be they on death row, in Guantánamo, or the survivors of a drone strike - that differentiates us from organisations like Human Rights Watch or Amnesty and gives us the ability to effect change. As lawyers and investigators, we are uniquely placed to make the voices of these victims heard: we meet with them in person, thereby developing a factual portrait of their case and conditions of imprisonment, as well as an understanding of their personal story. We often also enjoy an authority to speak on their behalf and tell their stories in a way that more traditional campaigners do not.

We advocate for the people we assist in the courts of law where we can, but importantly we also advocate in the court of public opinion – both on behalf of victims and the issues. Using strategic litigation, we effect systemic change and with victims’ stories, we can change the minds of influential decision-makers and the public.

We are strategic in terms of which victims we represent and how we use their stories to effect change. Where it becomes apparent that a particular case or campaign is successfully capturing the public imagination, and thereby shifting the debate on the issues with which we engage – for example through increased press focus – then we invest more resources in it and fine tune our approach in order to maximise our ability to effect change. If a strategy is not working, we stand back from it until a better time, or we re-evaluate and adapt.

Key to our mutable strategy is our agile team of expert investigators and lawyers who take our cases to decision-makers and our skilled communications team that takes our message to the public. The importance of public education in Reprieve’s work cannot be overestimated. Many of the people assisted by Reprieve do not have access to meaningful courts of law: their best hope of justice lies in the court of public opinion. By humanising victims of extreme human rights abuses through telling their stories, or emphasising the value of the Rule of Law, fairness and due process, extraordinary shifts can be brought about in these audiences.

Agility

The area in which Reprieve operates is dynamic and fast-moving. Reprieve’s agility is not just part of the strategy; it is the strategy. All of our staff are familiar with our key objectives. The aim is then to develop creative cases and campaigns which will get us closer to achieving those objectives. We track what is going on in the world and take action accordingly. This is well-illustrated by our Assassinations project. As this example shows, part of Reprieve’s role is as trailblazer: finding out what abuses within our remit are occurring, bringing litigation and placing stories in the press constantly (gradually eroding the legitimacy of those abuses in the public consciousness) until the larger human rights organizations take up the banner.

Reprieve captures the zeitgeist: we change the debate and we change peoples’ minds. That is our product – it is the thing we do brilliantly, it is the reason our funders fund us and the reason we punch so much above our weight.

3. Current Aims:

(A) Casework and Campaigns

Mission: To use strategic interventions to end the use of the death penalty globally, and secret prisons and state-sanctioned assassinations in the context of the so-called “war on terror”.

Specific Aims:

- Engage institutions, governments, civil society, corporations and the public in the fight for abolition of the death penalty worldwide, focusing specifically on the United States of America, Asia, the Middle East and Africa.
- Challenge the use of the death penalty worldwide by undertaking casework – either directly or in partnership with other lawyers or organisations - on behalf of those facing the death penalty, and whose cases offer strategic opportunities that Reprieve is well-placed to pursue.
- Implement the Stop Lethal Injection Project to support pharmaceutical companies that do not wish to have their life-saving drugs used in executions, particularly in the US.
- Implement the Stop Aid For Abuses Project to prevent aid or assistance from abolitionist states from propping up the death penalty in retentionist states, or supporting assassinations or secret prisons.
- Build and support anti-death penalty activists and organisations in strategic locations.
- End state-sanctioned assassinations associated with the ‘War on Terror’, including off-battlefield use of weaponised drones and the use of, or collusion with, other mechanisms for assassinations.
- End use of a Kill List to assassinate people around the world.
- Stop ongoing rendition, unlawful detention and torture/cruel, inhuman and degrading treatment (“CIDT”) associated with the ‘War on Terror’.
- Hold to account those who perpetrated or colluded with past rendition, unlawful detention and torture/CIDT associated with the ‘War on Terror’, ensuring that the lessons of history are learned from recent excesses.
- Work to bolster and enforce international frameworks restricting the use of drones.
- Identify and combat “emerging threats” associated with the ‘War on Terror’ and to expose the ongoing human rights abuses that the US seeks to conceal by altering the nature, footprint and location of the ‘War on Terror’.
- Build global public awareness of the issues Reprieve tackles and of its work.

(B) Operations

Mission: Create the most efficient, nimble and effective organisation possible, where staff are fully supported to achieve Reprieve's mission.

Specific Aims:

- Ensure that Reprieve's resources - which comprise its people, funds, and physical or digital equipment - are selected, harnessed and deployed efficiently, effectively, securely, ethically, and in compliance with all applicable laws, policies and standards.
- Provide a positive and energising working space that is conducive to the Reprieve team achieving to their maximum potential.
- Provide operational and security support to staff, Fellows and consultants working remotely.
- Ensure organisational safeguards are in place to enable Reprieve to do its work to the best of its ability, whilst always keeping the interests of its beneficiaries front and centre.
- Continuously monitor and evaluate the effectiveness of Reprieve's work, and ensure that resources are utilised to achieve the impact that we seek.
- Ensure that Reprieve's information technology systems and processes best support all staff, Fellows, consultants and volunteers, working both in the office and remotely, and that technology is an aid in the pursuit and achievement of the organisation's strategic objectives
- Maintain a close working relationship with Reprieve's Board and ensure that the organisation carries out its Mission through its Strategic Plan and Operational Plan, as set by the Board.
- Ensure that Trustees are kept apprised of all significant developments at Reprieve, and that their skills, experience and expertise are harnessed and deployed.

(C) Development and Outreach

Mission: Generate the right level and types of income - by converting public interest in our work into funds - to support Reprieve's work and facilitate its achievement of its mission.

Specific Aims:

- Build public support for our work, and galvanise key audiences such that they are able to take action to assist us in furthering our mission.
- Ensure that Reprieve has the quantum and composition of funding needed to carry out its work efficiently and effectively.
- Gather and analyse data on the impact of Reprieve's work and communicate that to prospective and current funding sources.

4. Who We Are

Leadership

Reprieve's leadership is provided by its board; its founder, Clive Stafford Smith; its Executive Director, Anna Yearley; and the two Directors, Maya Foa and Simone Abel. Clive co-founded Reprieve in 1999 and continues to have a strong relationship with the organisation and its staff. The casework strategy is directed by Maya, and the Operations by Simone, both overseen by Anna. Anna, Clive and Maya undertake public advocacy work on behalf of Reprieve.

The senior team (comprised of Anna, the team directors and deputy directors) has a close relationship and meets weekly. There is a great deal of communication between the senior team and across the organisation generally, and Anna is very engaged with the organisation's day-to-day activities. There is also a wider management team, which comprises Project Leads and Regional Leads, the Head of UK Litigation and the Head of Policy. The wider management team meets monthly. Overall strategy for Reprieve is set by the board and captured in this strategic mission document, which the board reviews annually. Anna, Clive, Maya and Simone are responsible for carrying out Reprieve's strategic direction, its funding and its interaction with the board.

Board

Ultimate responsibility for Reprieve and its work is held by our board of trustees. The skill mix of the trustees is designed to bring a balance of legal, charitable, commercial and communications experience and expertise to underpin the strategy of the organisation.

Reprieve's Board meets four or five times a year. With Anna and Clive, it sets and monitors overall strategy for the organisation, and monitors the budget. Anna reports to the board at each meeting as to casework and financial achievements, and any broader issues that need resolution. As of April 2018, the Board comprises: Lord (James) Wallace of Tankerness PC QC – Chair, Nadege Genetay, Lady Sue Hollick, Ursula Owen, Samir Shah, Andrew Graham, Mary Fitzgerald, Adrian Cohen, Nasir Ahmad, and Tanya Steele.

The board conducts a skills audit every other year and each member meets with the chair annually to review their position and input. Trustees have 3-year terms, renewable once, and the board discusses replacing trustees whose turn to leave the board has come as and when that happens. These discussions take place with reference to the skills audit results.

Staff and Structure

Reprieve is a small, committed and dynamic team. The skill mix evenly divides between legal, investigative, communications and operations skills.

The organisation is undergoing transition. Historically, Reprieve's casework has operated within two teams: the Death Penalty and Abuses in Counter Terrorism. These two teams have now been integrated to work across death penalty, state-sanctioned assassinations and secret prisons.

This change is due to:

- *Substantive Convergence*: A decade on from the birth of the so-called "War on Terror", and in the wake of the "Arab Spring", counter-terrorism operations and capital punishment are increasingly intertwined. As a result Reprieve's casework has grown increasingly congruous even as our focus and reach has expanded. Our caseworkers face similar challenges, deploy similar strategies and are confronted with similar stakeholders and bodies of law.

- *Organisational Performance:* Overlapping issues demand collaboration. With this change, our media, policy, campaigns, investigative and litigation teams will be able coordinate more effectively and communication will be simplified. A single team will protect and enhance Reprieve's defining capabilities: the quick recognition of emerging threats and the rapid refocus of resources to combat them.

The integrated casework is developing under the direction of Director, Maya Foa.

Reprieve's casework is supported by its Operations team, led by Simone Abel, providing resource, fundraising, governance, in-house legal, finance and other operational functions.

We are structured leanly and as non-hierarchically as possible. Our fundraisers work closely with our caseworkers to develop proposals for work that meets the organisation's strategic objectives. Caseworkers interact extensively with the operations staff and their work informs the organisation's plans and their implementation, public relations and systems.

Reprieve is proud of its diversity. Of its 38 staff and eight Fellows:

- 30 are women – 65% and 16 are men – 35%
- 19 are black minority ethnic – 41%

We have 14 Managers at Reprieve (Project Leads and Heads of):

- 12 are women – 86% and 2 men – 14%
- 3 are black minority ethnic – 21%

We have 6 people on our Senior Management Team:

- 6 are women – 100%
- 2 are black minority ethnic – 33%

Fellows and partner organisations

We have learned that the swiftest and best way to address human rights abuses is by supporting and working closely with human rights defenders on the ground. This means that people who know the law, custom and language of the country in question are assisting the victims we work with and effecting change in their country. It also means that we are training up people likely to stay in the country and continue the work. These individuals are driven and hard-working, but also fighting a difficult battle. By providing them with expertise, skills and influence, we will develop a new generation of skilled human rights defenders invested in their country's future. Our experience can prevent them from 'reinventing the wheel' and we also offer them support which helps them build their offices and maintain their drive.

Our Fellows and partner organisations are renowned for their work. They are why we have the testimony that underpins our litigation. Typically, our Fellows will identify victims of human rights abuses and we will then bring those people and their stories to decision-makers. Fellows and staff at partner organisations also carry out in-country work - our Yemeni Fellow was responsible for the Yemeni Legislature's move to ban drones; while one of our Pakistan Fellows led the successful legal petition to have drones declared illegal by the Peshawar High Court. We currently work with a Fellow hosted by a partner organisation in Indonesia, one Fellow hosted by a partner organisation in the US, and two Fellows in Malawi. We also work with one Fellow in Pakistan, and in close partnership with one Pakistan-based human rights organisation whose director has been a Reprieve Fellow and who interacts closely with us. Our Yemeni Fellow had to leave the country because of the current political instability and violence, and we do not have plans to create a new Fellowship post there for the conceivable future.

Volunteers and interns

Reprive increases the impact of its small team by effective use of paid volunteers, paid interns, secondees (see below) and fellows from academic institutions. Would-be volunteers and interns apply through a formal programme and are interviewed for appropriate qualifications. We have more than 2,000 people on our waiting list to volunteer for us. We interview and choose our volunteers carefully and provide them with a time-limited volunteership with appropriate supervision and mentoring.

We also work closely with academic institutions to develop post-graduate projects for potential funded post-graduate fellows to be hosted by Reprive or our partners as in-country fellows, and for law students to join Reprive for summer internships.

In 2018 we have phased out our unpaid volunteer programme, and moved to replace unpaid volunteers with paid interns, secondees (see below) and funded post-graduate fellows. We intend to have approximately eight paid interns, secondees and funded post-graduate fellows, who will remain with us for approximately three months or more at a time, on a rolling basis. They will receive training and supervision, and will have the opportunity to meaningfully engage with our casework.

At present, almost all of our volunteers assist Reprive from our office, although a few assist our work from home.

External Support

Reprive has a considerable amount of support from external sources. We are given significant pro bono assistance by various law firms – in terms of advice for the organisation, provision of secondee lawyers to assist our teams as part of a structured secondment programme, and casework assistance for our clients. We also receive support from some other entities – a good example is Lush, the cosmetics company, which assists us from time to time with campaigns they run on behalf of our clients, and provides us with secondees from its Talent Pool. We work closely with an extensive array of media across the world. We work hard to develop these external relations, as they leverage our capacity significantly.

Other Resources

We have registered the name Reprive as a trademark in the UK, Europe and Australia and we are licensing the name to the offshoots of Reprive in the Netherlands and Australia. We have registered the trademark in the US and have licenced it to independent sister organisation Reprive US. We have a 10-year office lease on our Tower Hill premises that ends in 2022.

Reprive US

In 2014 Reprive helped enable the re-launch of Reprive US, an independent sister organisation which shares our goals and methodology. They have a separate board of trustees, as well as five members of staff based in New York City and Washington, DC. Reprive works in close partnership with Reprive US and benefits from its direct advocacy in the US, its relationship with the US media and funders, and its ability to litigate in the US.

5. Culture

Reprive's primary resource is its people, their commitment, experience and ability. Staff feel a sense of ownership of the organisation and its direction. Almost all Reprive staff could earn considerably more elsewhere, but share a belief and commitment that motivates them, binds them to the organisation and informs the culture at Reprive. Reprive staff are where they are because they are offended on a profound level by the peculiar hypocrisy of using systems

of justice to create spaces for abuse whether in the execution chamber or legal black holes such as Guantánamo Bay.

As well as being agile, Reprieve encourages staff to be creative in their projects and fearless in their ambition.

We work hard and we aim to produce excellent work.

There is an understanding that our objectives are optimistic and we know that we are in it for the long haul. Achievements are celebrated and although we strive to achieve impact on a constant basis, stamina and endurance are necessary for us to realise significant progress and change. Staff are supported in their work and are able to access counselling and other support services to help them manage challenging work and secondary trauma that may arise when coming into contact with the victims of the abuses whom we assist.

The culture at Reprieve is consensus driven and as non-hierarchical as possible. Importance is placed on communication, knowledge sharing and cross-fertilisation of ideas/inspiration. Reprieve is consultative: we have weekly staff-wide meetings, weekly team meetings and an annual retreat, at which work and organisational direction are discussed. Contributions of ideas and knowledge are encouraged at all levels and from all involved, from volunteers through to directors.

We aim to retain the right people in order to ensure that Reprieve is as effective as possible in its work. The standard of applicants for new jobs advertised is very high, especially given the amount we pay.

The pay structure is comparatively exceptionally flat, governed by a constitutional principle that the highest paid in the office receives no more than 33% more than the lowest – officers are paid £38,678, regional/project leads are paid £40,708, deputy directors are paid £42,739, directors are paid £45,858 and the Executive Director is paid £50,574. Clive Stafford Smith, Reprieve's founder, is a fellow and is paid a fellowship grant of £44,548 per annum.

6. Place in market

Reprieve is small human rights organisation – and because we are small, we are nimble. We react quickly and effectively to new challenges, and as a result, we are often debate-formers. We work closely with larger partner NGOs to ensure that they have access to the facts we gather, so that both those facts and our narrative are disseminated as widely as they can facilitate.

We also engage and cooperate with a wide range of smaller civil society organisations in the UK in order to share our knowledge, strategy and, most importantly, lend our voice on issues of joint concern.

Reprieve also co-operates closely with specialized non-profit human rights organisations around the world, and with law firms around the world. It has strong contacts and networks in the USA, the Middle East (particularly Yemen) and North Africa, Pakistan and Indonesia, built-up over many years work in those countries. In Pakistan, for example, we helped to establish and work closely with both the Justice Project of Pakistan (JPP) in Lahore, and the Foundation for Fundamental Rights (FFR) in Islamabad.

Our formal and informal partnerships with other civil society organisations are too numerous to list comprehensively, but include: European Saudi Organization for Human Rights (ESOHR); Liberty; Amicus, Penal Reform International, Public Interest Lawyers, JUSTICE and

REDRESS in the UK and ACLU, Amnesty, HRW, CCR and NYU Center for Global Justice internationally. We also work closely with frontline human rights NGOs in country, such as HOOD in Yemen.

7. History and Achievements

Clive Stafford Smith established Reprieve in 1999 having spent many years defending people sentenced to death in the US' Deep South. Particularly since 2004, Reprieve has built a team of lawyers and investigators to tackle death penalty cases; and extrajudicial killing, unlawful detention, torture and rendition cases arising because of states' abuse of counter-terrorism powers.

Reprieve has helped secure the release of more than 80 clients from Guantánamo and currently acts for seven others – more than any other single organization. Our record on litigating death penalty cases is also unique: Clive has successfully prevented the death penalty in all but six of his cases, which amounts to a 98 per cent victory rate.

Examples of our past achievements include:

- Since 2014, Reprieve has worked on the case of **Ali al-Nimr, Dawoud al-Marhoon and Abdullah Hasan al-Zaher**, they were all children when they were sentenced to death by crucifixion in Saudi Arabia in the wake of the Arab Spring pro-democracy uprising. Following an international campaign mounted by Reprieve, the UK Government secured assurances from the Saudi authorities that the three young men will not be executed. Reprieve continues to push for their death sentences to be commuted.
- Since lifting its moratorium on executions in December 2014, Pakistan has hanged over 400 prisoners. The Pakistan government has repeatedly claimed that this wave of executions is designed to combat 'terrorism'. In 2016 Reprieve and the Justice Project Pakistan conducted investigation which showed that **94% of prisoners hanged in Pakistan had nothing to do with terrorism** and that those executed included **vulnerable people such as children**, people who were tortured into signing false 'confessions', and **the mentally ill or disabled**.
- Also in Pakistan, we helped secure **a stay of execution** for Imdad Ali, a severely mentally ill man who has been on death row in Pakistan since 2008.
- Working with partners in Malawi to secure the immediate release of **112** prisoners formerly sentenced to the mandatory death penalty. Of the **39** individuals who received determinate sentences with further time to serve, **10** subsequently completed their sentences and were released. Crucially, **no new death sentences** were handed down within the project.
- Raising the profile of British national Andy Tsege - kidnapped and rendered in 2014 and held under an illegal death sentence in Ethiopia – by partnering with ethical cosmetic company LUSH in a "Free Andy Tsege" nationwide campaign. This campaign saw the number of petition signatures increase by 98%, jumping to more than 55,000 over the course of the 10-day campaign. Andy was kidnapped and rendered to Ethiopia in 2014 and has been held under an illegal death sentence ever since. We continue to pursue all possible leads to ensure he is released and returned home safely.
- Reprieve helps **manufacturers break their links with the execution drug trade**, supports export regulators in preventing foreign medicines being sold to death rows, and seeks to debunk the myth of the "humane execution" - thanks to the actions of more than twenty pharmaceutical manufacturers which have prevented the sale of their medicines for use in executions, US states can now not purchase 'traditional' execution drugs. All FDA-approved manufacturers of any potential execution drug have now blocked the sale of these drugs for this purpose.

- Bringing a number of legal challenges designed to shine a spotlight on the many failings of the Government's Overseas Security and Justice Assistance Guidance. On August 23rd 2017, the **National Crime Agency (NCA) formally acknowledged in a High Court settlement that its agents acted unlawfully and in breach of UK policy** when they provided one-sided assistance to help secure the death sentences of two young Burmese migrant workers in Thailand.
- Highlighting cases of rendition. In January 2017 the UK Supreme Court unanimously rejected the British government's attempts to block the UK courts from hearing the case of Abdul-Hakim Belhaj and Fatima Boudchar, assisted by Reprieve. The couple were **kidnapped and rendered** to Gaddafi's Libya in 2004, in a notorious British-American 'rendition' operation. As a result of the ruling the former foreign secretary Jack Straw, MI6 and the government will have to answer claims that the kidnapping, rendition and torture of the Libyan couple was a result of a joint operation carried out by MI6 and the CIA.
- Assisting in the release and resettlement of **Guantánamo clients** including Abdullah Yahia Yosuf al Shabli (Jan 2017). Abdullah was transferred to Guantánamo in February 2002, he had been captured and tortured by Afghan forces between December 2001 and February 2002. Also providing legal, social and psychological support to 22 former detainees and their families, helping them rebuild their lives following their unlawful detention and torture as part of our **Life After Guantánamo Project**.
- Continuing to represent a number of detainees in Guantanamo in order to highlight the plight of those who remain, and keep up the pressure for closure.
- Representing the voices of over 200 **innocent individuals** and families affected by US-led drone strikes and ensuring that their stories are publicly aired.
- Supporting a partner organisation in their work to secure a landmark ruling in April 2015, which saw a senior judge in Pakistan order the police to formally investigate former CIA agents for their role in the **drone strike** that killed the son and brother of our client Kareem Kahn.
- Accompanying Faisal bin Ali Jaber (whose nephew and brother-in-law were killed in a drone strike in Yemen) to Berlin to file a constitutional claim against the German Government for its complicity in US drone strikes. While not successful in court, we gained significant media coverage and were given immediate leave to appeal. Our case also led the German Federal Prosecutor's office to launch an investigation into possible violations of international law.
- Publishing a ground-breaking report entitled *Game Changer*, an investigation into President Donald Trump's secret assassination programme and the massacre of Yemeni civilians in the villages of Yakla and Al-Jubah.
- Launching two reports on the US and UK's assassination policy: "Opaque Transparency" examining the Obama administration's obfuscation of civilian drone strike deaths; and the "**UK Kill List**" report – the first of its kind relating to targeted killings as part of the so-called 'War on Terror'.
- Drawing public attention to the false reporting of the identities of those killed by drone strikes in **Yemen** and Pakistan through our **Multiple Kills report** (November 2014). Launching the **Assassination Project**, intended to further Reprieve's role as the front-line NGO exposing and challenging the latest, dreadful policy concocted by politicians in the name of the ever-expanding "War on Terror".

8. Geography

Reprieve is based in London and works closely with its network of Fellows, consultants and partners globally.

Where we work

Reprieve engages with the death penalty, assassinations and secret prisons in:

- the US;
- Asia;
- the Middle East and especially Egypt, Saudi Arabia, the United Arab Emirates;
- Africa.

Reprieve assists:

- Some of those detained without trial in Guantánamo Bay and Afghanistan (Bagram Airbase);
- Victims of drone strikes and their families in Pakistan (especially Waziristan), Yemen and elsewhere; and
- Victims of torture, rendition, unlawful detention and extrajudicial killing around the world.

In addition to our regional casework, we also carry out strategically themed projects on issues of global concern:

- Our Stop Lethal Injection Project focusses on restricting the implementation of the death penalty by ending the lethal injection in the US through engagement with multinational pharmaceutical companies, investors and other key stakeholders globally. More widely, this work and the press coverage it attracts debunks the myth of the humane execution.
- Our Stop Aid for Abuses Project challenges the myth that aid is invariably benevolent and that security and justice assistance is benign. The Project seeks to ensure that no UK aid or assistance for death sentences, executions, assassinations, or secret prisons is forthcoming.

Why we are based in London

Reprieve's position in Europe allows it to leverage Europe's anti-death penalty stance on behalf of the prisoners for whom we act. We work closely with European parliamentarians and civil society across Europe. As the UK prepares to leave Europe, the human rights framework ought to still remain intact, and we plan to continue working closely with stakeholders across Europe to achieve our goals.

As a UK rather than US-based NGO, Reprieve is well-placed to enforce the law globally, on both sides of the Atlantic and elsewhere, to get the best outcome and to further globalise human rights. At one point, there had been more UK court decisions than American ones in favour of Guantánamo prisoners. The US could not have built a global system of secret detention without help from its allies. Those allies are a vulnerable pressure point for access to prisoners, to information, and for accountability for past abuses. It is much easier to obtain information in Europe relating to the programme of rendition and torture.

The European courts and the European public are more sympathetic to international law in general and in particular towards the doctrine of universal human rights. Reprieve is therefore able to promote the importance of human rights more fully in the European media than could ever be possible in the US. Eventually, the European influence drifts back across the Atlantic.

9. Risks

The principal risks and uncertainties identified by the charity are as follows:

Risk identified	Action taken to mitigate the risk
<p>Operational (Information Technology)</p> <p>For a small charity, we have a host of complex IT databases, systems and processes, including complex permissions structures to protect legal privilege and confidentiality. We contract with an IT provider, and take all necessary measures with our limited resources to protect the security and functionality of our IT. However, we operate in a challenging environment and one of our beneficiaries has previously successfully brought a case in the Investigatory Powers Tribunal against the British government for intercepting privileged communications with Reprieve. We are under no illusions that we may be vulnerable to cybersecurity threats which may pose harm to our work.</p>	<p>Reprieve engages an independent external IT provider for advice and support, and we carried out an annual IT audit in 2017 to review and assess any potential shortcomings in our IT setup. Our data is backed up off site at a secure location. Reprieve also has comprehensive insurance policies to cover any risk to IT, and makes use of secure archiving, encryption, and other security measures where needed.</p>
<p>Financial / Operational (move to the EU General Data Protection Regulation)</p> <p>Approximately half of our annual income comes from donations from the general public. We have worked hard to diversify our funding sources in response to the decline in trusts and foundations income in recent years. This effort has proven successful, with our database currently numbering 120,853 strong, and generating £475,514 of income in 2017. The introduction of the EU General Data Protection Regulation in May 2018 will mean that we will need to obtain unambiguous and active consent of supporters to email them.</p>	<p>Reprieve has amended all its policies, key documents, and online campaigns and forms to bring them into line with the EU General Data Protection Regulation. We have received expert advice from external counsel. We have nominated a Data Protection Officer to oversee this area and manage the risk. We have also developed clear and GDPR compliant communications with all stakeholders, including our beneficiaries. Our budget reflects an anticipated and temporary decline in donations in 2018 from members of the general public on account of the difficulty in obtaining active consent over email. We have engaged an external advisor to help us forecast the attrition rate over a defined time period, and we are confident that any short-term reduction in the rate at which our income from the general public is growing will be corrected by 2019.</p>
<p>Reputation</p> <p>Over half of Reprieve's income currently comes from individual donors. As the environment we operate in is challenging and</p>	<p>Reprieve has robust and defensible reasoning for taking on certain clients and issues. We also have strong internal</p>

<p>the landscape fast moving, and many of our clients have been severely traumatised, there is a risk that Reprieve's reputation may be attacked by incidental or targeted public and supporter perception of Reprieve or its clients, causing damage to our ability to operate and raise funds.</p> <p>The current climate is also particularly toxic for charities in the wake of allegations having been made about the conduct of employees working in aid delivery abroad for a major UK charity. As such, we anticipate that all charities, including Reprieve, will face greater scrutiny and greater risk of attacks to reputation.</p>	<p>governance and good operational controls, and a solid reputation with external stakeholders, supported by a proactive communications policy.</p> <p>In addition, Reprieve has robust policies in place, including a Whistleblower Policy, and runs training for all staff on the policies, as well as several avenues that staff may access in the event that they wish to raise a concern or complaint. Any concern or complaint is addressed quickly and fairly.</p> <p>Reprieve has a strong base of influential supporters, including our Board and Patrons, who understand the environment we operate in.</p>
<p>Personal Injury</p> <p>Reprieve's staff travel to and work in dangerous places.</p>	<p>In 2017, Reprieve built on and added to revisions in 2016 of our risk assessment measures. Reprieve has implemented the revised measures to increase the safety of its staff (for example, when working in potentially dangerous countries). We have an assessment process for any trip abroad, and we put individualised security measures in place for each staff member who travels. There are multiple channels of oversight in the trip planning and security processes.</p>
<p>Leadership</p> <p>Reprieve relies on key individuals, including its founder, Clive Stafford Smith. If the founder, or its key individuals could not continue, or only at a much-reduced rate, this might be a serious threat to the organisation, although that threat continues to decline in magnitude as the role of other staff, patrons and supporters increases.</p>	<p>A handful of senior staff, and several patrons and supporters have now become heavily engaged in public affairs and profiling, supported by a strong and effective communications department. Reprieve's founder and management team have contingency plans in place. Reprieve has strived to promote the identity of the organisation and to showcase multiple ambassadors at public events and in digital communications, press engagement and other fora.</p>
<p>Regulatory</p> <p>Reprieve relies on compliance with several regulatory bodies to continue operating the way it does. For example, we must comply with the Charity Commission, the Fundraising Regulator, the Information Commissioner</p>	<p>All staff undertake regular compliance training across all these areas. The senior management team are tasked with various areas of compliance within their job descriptions.</p>

<p>(particularly recent Data Protection regulations), the Solicitors Regulation Authority (particularly recent investigations into misconduct) and the more specific requirements of UK and USA sanctions and money laundering compliance. An investigation by any of these bodies would be time consuming, possibly restrict some activities and heavily impact reputation and therefore fundraising.</p>	
<p>Organisational</p> <p>Reprive works collaboratively with the other independent Reprive organisations in the USA, the Netherlands, and Australia. But as the largest of the Reprives, Reprive UK necessarily does significant work in the USA, and throughout Europe and South Asia. There is a risk of dilution of mission, loss of funders, and damage to reputation posed by independent organisations that work to achieve similar missions.</p> <p>Reprive US is a public charitable organisation with section 501(c)(3) status under the United States Internal Revenue Code. It is a fully independent legal entity, with its own board and staff in the US, and with strategic objectives that are consistent with those of the Charity (referred to below as Reprive UK for clarity). Reprive US works with Reprive UK and independently on projects and cases, to litigate on behalf of victims of human rights abuses, to communicate and raise awareness of the issues on which Reprive UK and Reprive US campaign, and to raise funds for some of this work from US sources.</p>	<p>Reprive has clearly defined relationships governed by memorandums of understanding where necessary, contracts, sub-grant agreements, and project agreements. We also have clear communications with the independent sister Reprives, and hold regular meetings and an annual retreat to foster shared goals and to develop relationships that help ensure any shared mission is pursued collaboratively.</p>

The board's Risk Committee reviews the risks facing Reprive and reports to the board annually.

10. Monitoring and Evaluation

Measurement is not straightforward – Reprieve should be capturing the zeitgeist: changing the debate and changing peoples' minds about the death penalty and abuses committed in the context of the 'War on Terror'. Thus, we need to measure whether we are achieving that.

As set out above, part of Reprieve's strategy is to react rapidly to external events, which means that we have a constant eye on what is happening in the world. Further, we constantly evaluate the projects, cases and campaigns we are working on, asking 'is this working? Is this changing the debate?'. If it isn't, we pivot the project or drop it. Thus, there is ongoing evaluation, in addition to the formal evaluation we carry out.

We monitor and evaluate our progress through evaluation sessions for each project at least once per year, plus an annual staff retreat. At the evaluation sessions, project teams examine their goals, activities, external outputs and lessons learned.

The first questions we ask during formal and informal evaluation of projects / cases are:

1. Does this case / project take us closer to achieving Reprieve's Vision;
2. Is there a better way than this to achieve Reprieve's Vision and
3. Is this project the optimal use of our limited resources
4. Should we pivot or persevere with this project?

Then, in advance of our retreat, the staff and board determine the organizational strategy for that year and from that, the teams pull together operational plans, which include performance indicators and targets.

Our operational plan feeds into staff workplans, which are monitored and assessed by line managers at monthly management meetings. These are conducted with reference to time spent on tasks (as measured by time recording software). There is a real emphasis placed on external-facing results – i.e. what a given task achieves in the outside world (effect on policymakers, lawyers, government representatives, prisoners and their families and communities and the public at large). This provides an opportunity for staff to get feedback on their progress towards achieving the goals set out in their plan, and to take action to be as effective in achieving these goals as is possible.

The board approves the organisation's strategy each year and the executive reports to the board throughout the year as to the progress of projects undertaken in pursuit of that strategy. This is informed by the evaluation sessions.

A culture of monitoring and evaluation permeates Reprieve, with weekly team meetings and organisation-wide meetings giving employees the opportunity to question projects, dissect progress and provide feedback.

11.The Future

Reprieve is turning 19 years old in 2018 and has an ambitious vision - a world without the death penalty, secret prisons and state-sanctioned assassinations.

The organisation has loyal supporters, and is attractive to funders; it also has strong and capable leadership and able and committed staff. Thus, we should be able to work on achieving our goals for some time to come. Further and most importantly, our strategy – investigating on the front line; finding clients and representing them and then using those stories to advocate in the court of public opinion – is sound. Our stories change peoples' minds and that in turn changes policy.

We must preserve Reprieve's agility and adaptability. Our agility means that we are well placed to manage unexpected events and take advantage of opportunities that present themselves. We have a good track record of innovation in response to global developments. To maintain our effectiveness, we will continue to assess our impact regularly, so that we can learn from our experiences, close down projects which are not working, whilst doubling down on cases and campaigns which are achieving change. We must also remain unafraid to try new techniques to achieve results.

Our size is important, in terms of our agility and our team spirit. Our plan is therefore to keep the size of our team at roughly its current level. We do not wish to expand, and in light of challenges this year posed by the implementation of GDPR, and the end of some funding life cycles, such expansion is unlikely. We will continue our fellowships and developing relationships with partners overseas, so that we seed human rights offices in other countries and we will build up and work with Reprieve US.

Reprieve has seen significant growth over the past 14 years and it is important now for us to evaluate and consolidate. We need to remember and remain true to our values: we must be agile; imaginative; fearless; impactful, resilient and relentless.