

Reprieve

Strategy

2020 - 2021

About this document

Because of Reprieve's agile nature (as set out below), this strategy document acts as a rolling plan or framework for who we are and what we do. It is not a fixed-term or static document. The Board of Trustees will review and approve it each year, and the Executive Director will inform the Board of any significant changes as the work progresses. In conjunction with the Strategic Plan, Reprieve develops an annual Operational Plan, which includes the broad goals of each team's projects, the means by which those goals will be achieved, who is accountable for overseeing the project, performance indicators, and external variables. 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 against goals by line managers at monthly management meetings.

Contents

1. Reprieve's Vision, Mission and Values.....	3
2. Reprieve's Strategy / Modus Operandi.....	4
3. Current Casework:	6
4. Who We Are.....	8
5. Culture	10
6. Place in market	11
7. History and Achievements.....	12
8. Geography	15
9. Risks	16
10. Monitoring and Evaluation.....	18
11.The Future	20

1. Reprieve's Vision, Mission and Values

Vision: Reprieve's Vision is a world without the death penalty or extreme human rights abuses carried out in the name of the "counterterrorism" or "national security".

Our Mission: Reprieve's Mission is to use strategic interventions to end the use of the death penalty globally, and to end extreme human rights abuses carried out in the name of "counterterrorism" or "national security".

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

2. Reprieve's Strategy / Modus Operandi

Reprieve is a small, feisty registered charitable organisation (No. 1114900) of human rights defenders (29 full-time staff on average throughout 2019, and £2,851,815 income in 2019).

Our strategy is to use strategic interventions to end the use of the death penalty globally, and to end extreme human rights abuses carried out in the name of “counterterrorism” or “national security”.

We work for among 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 carried out in the name of “counterterrorism” or “national security”, with a focus on arbitrary detention, torture, and extrajudicial executions.

Underlying all of Reprieve's work is a refusal to accept state abuse of power, a commitment to holding governments to account and bringing power to the powerless. Reprieve does not shy away from targeting the UK and the US in its efforts to bring about change – these countries 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 executions, torture, rendition and arbitrary 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 on countries by balancing the following factors:

- Whether we have experience of investigating / litigating / carrying out work in the country in question
- How rife the use of the death penalty is in that country / the rate of executions and / or size of the country's death row
- 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.

In considering these factors, we make an assessment on where we think our work is most needed and is most likely to achieve meaningful change. This necessarily involves surveying the presence and impact of other local and international organisations working to end the death penalty in those countries, and working collaboratively where possible.

Our work fighting extreme human rights abuses carried out in the name of “counterterrorism” or “national security” is guided by a similar balancing assessment. This work originally stemmed from our death penalty work, in that all those rendered, tortured and unlawfully detained at Guantánamo Bay Prison post 9/11 were facing possible death sentences. Over time, as the so-called “War on Terror” 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 abuses in three general areas: secret prisons and arbitrary detention, which incorporates our work in Guantánamo and our work on the cases of foreign nationals detained in North East Syria; extrajudicial executions, which includes our work on lethal drone strikes and Kill Lists;

and torture and renditions work, which focuses on accountability for past abuses, as well as horizon-scanning for new mutations in abusive “counterterrorism” or “national security” practices. We focus on misconduct by the US, the UK and their allies, based on the premise that we cannot expect other countries to demonstrate respect for human rights and the rule of law / espouse broader notions of human rights if the countries that champion these values in principle renounce them in practice. 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 that justifies the resources committed
- We are able to conduct our work safely, securely and effectively.

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 other well-known international human rights organisations, and gives us the ability to effect change through our strategic casework and advocacy.

As lawyers and investigators, we are uniquely placed to make the voices of these individuals heard: where possible 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 advocate for the people we assist in the courts of law where we can, but importantly we also advocate in other ‘court’ fora – including the ‘court of public opinion’ and ‘political courtrooms’ – both on behalf of victims and on behalf of 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 – we invest more resources in it and fine-tune our approach in order to maximise our ability to have an impact for that individual and the broader issue. 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, policy and campaigning experts, 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 core to its strategy and approach to the work. All of our staff are familiar with our key objectives. The aim is then to develop creative cases and campaigns that will get us closer to achieving those objectives. We track what is going on in the world and take action accordingly.

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:

Reprieve's mission is to use strategic interventions to end the use of the death penalty globally, and to end extreme human rights abuses carried out in the name of "counterterrorism" or "national security".

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, South East Asia, South 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 where those cases offer strategic opportunities to impact the landscape that Reprieve is well placed to pursue.
- Implement the Stop Lethal Injection Project to end the misuse of medicines in executions in the US through a combination of litigation, advocacy, corporate engagement and investigation.
- Implement the Stop Aid for Executions Project to prevent aid or assistance from human rights compliant states from facilitating the death penalty or extreme rights abuses (including through counter-narcotics support which leads to death sentences for drug offences, or support for prosecutions where there is a risk of a death sentence being imposed).
- Collaborate closely with and support anti-death penalty activists and organisations in strategic locations.
- End the use of the death penalty without trial in the name of "counterterrorism" or "national security", including through the use of or support for lethal drones and or other forms of extrajudicial executions.
- End the use of Kill Lists by the US, UK and their allies to extrajudicially execute people around the world in the name of "counterterrorism" or "national security".
- Work to bolster and enforce international frameworks restricting the use of weaponised drones.
- Stop ongoing rendition, unlawful detention and torture/cruel, inhuman and degrading treatment ("CIDT") used by the US, UK and their allies in the name of "counterterrorism" or "national security" and assist survivors' rehabilitation.

- 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 these abuses.
- Identify and combat emerging abuses perpetrated by the US, UK and their allies in the name of “counterterrorism” or “national security” and expose the ongoing human rights abuses that governments seek to conceal by altering the nature, footprint and location of these abuses.
- Build global public awareness of the issues Reprieve tackles and support for 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 most efficiently in order 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 its committees, 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 Reprieve's performance and 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 Executive Director Anna Yearley and two Directors, Maya Foa and Helen Etheridge.

Reprieve's casework strategy and implementation is directed by Maya, and the operations by Helen, while Deputy Director Gillian Lazonby oversees organisational legal and governance issues. Maya and Helen report to Anna.

The senior leadership team (SLT), 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 SLT 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, the Head of Communications, Head of Digital Fundraising, and the Head of Finance. 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, Maya and Helen are responsible for carrying out Reprieve's strategic direction, its organisational functioning, its management of its resources (including its funding), and its interaction with the Board.

Board

Our Board of trustees holds ultimate responsibility for Reprieve and its work. 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. The Board delegates some of its powers and functions to sub-committees comprised of trustees, and, in some cases, individuals with subject matter expertise.

Reprieve's Board meets four times a year. With Anna and Reprieve's Directors, it sets and monitors overall strategy for the organisation, and monitors the budget. Reprieve's various sub-committees, including its Finance Committee, Risk Committee, Development Committee and Nominations Committee, report to the Board on their deliberations, decisions, and matters of organisational significance. As of July 2020, the Board comprises Lord (James) Wallace of Tankerness PC QC – Chair, Nadege Genetay - Treasurer, Simon Tuttle, Andrew Graham, Adrian Cohen, Nasir Ahmad, Alexandra Pringle, Ayesha Hazarika, Tanya Steele and Stephen Kinsella.

The Board regularly conducts a skills audit and arranges for each member to meet with the Chair to review their position and input. Trustees have 3-year terms, renewable once, and the board discusses replacing trustees as far in advance as possible prior to the end of their term. 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 divides between legal, investigative, communications, finance, fundraising, digital and operations skills.

The casework – in the areas of death penalty, extrajudicial executions and secret prisons – continues to develop under the direction of Director Maya Foa, with the support of Deputy Directors Harriet McCulloch, Dan Dolan and Katie Taylor.

Reprieve's casework is supported by its Operations team, led by Helen Etheridge, and its in-house legal and governance, led by Gillian Lazonby, as well as the Deputy Director of Development and Outreach, Clare Forknell, and the Finance Manager, Fatou Kane. This ensures that Reprieve's casework has solid and stable operational, security, resource, and legal foundations.

Reprieve has a clear and tight structure, with strong lines of communication and accountability between its senior leadership team, managers and officers / caseworkers. Being lean and agile ensures that we maximise information flows and conserve as much resource as possible for advancement of the cases of the beneficiaries that we assist. There are four levels of report flowing upwards to the Executive Director, Anna Yearley: 1) Officer / Caseworkers; 2) Project or Regional Leads; 3) Heads Of / Deputy Directors; 4) Directors. Officers / Caseworkers report to a person more senior in the structure who has oversight of their work; Project or Regional Leads report to Deputy Directors; Deputy Directors and Heads Of report to Directors; and Directors report directly to Anna.

These levels are differentiated both in terms of remuneration, and by specific and transparent criteria. As staff are promoted at Reprieve, their level of accountability increases, with the senior team having significant oversight and responsibility for a range of areas, as well as some delegated powers and functions of the Board.

The pay structure remains comparatively flat, governed by a constitutional principle that the highest paid member of staff can be paid no more than double the lowest paid member of staff. Officers hired prior to 2019 are paid £41,633, new officers are paid £36,400, regional/project leads are paid £44,936, deputy directors are paid £49,648, directors are paid £58,092 and the Executive Director is paid £68,197. Clive Stafford Smith, Reprieve's founder, is increasingly focusing on new areas of interest that are outside of Reprieve's mission. He continues to partner with Reprieve in certain areas of work and as such is paid a grant of £55,858.

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 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 offer them support, which helps them build their offices and maintain their drive.

Our Fellows, partner organisations and consultants are renowned for their work, and are key to developing trust and gaining access to those whose rights we seek to defend. Typically, our Fellows and consultants will identify victims of human rights abuses and we will then bring those people and their stories to decision-makers. Consultants, Fellows and staff at partner organisations also carry out in-country work. For example, our Malawi Fellow has played a vital role in all of the immediate releases of prisoners formerly sentenced to the mandatory death penalty in Malawi. We currently work with two Fellows hosted by a partner organisation

in Indonesia, one Fellow hosted by a partner organisation in Pakistan, one Fellow in Malawi, one Fellow in Egypt, and two Fellows in Kenya.

Placements

Reprieve increases the impact of its small team by effective use of placements: paid interns, secondees and funded post-graduate fellows from academic institutions. Candidates apply through a formal programme and are interviewed for appropriate qualifications. We choose our placements carefully and provide them with a time-limited internship with appropriate supervision and mentoring.

We also work closely with academic institutions to:

- develop collaborative work such as legal research that can be done through university legal clinics
- devise post-graduate projects for potential funded post-graduate fellows to be hosted by Reprieve or our partners as in-country fellows
- host law students at Reprieve for internships.

We have approximately eight paid interns, secondees and funded post-graduate fellows at any given time who remain with us for between three months and two years at a time, on a rolling basis. They receive training and supervision and have the opportunity to engage meaningfully with our casework.

External Support

Reprieve 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 Reprieve as a trademark in the UK, Europe and Australia and we are licensing the name to the offshoot of Reprieve in the Netherlands. Reprieve Australia changed its name and ceased the use of our trademark in Australia in 2019. We have registered the trademark in the US and have licenced it to independent sister organisation Reprieve US. We have a 10-year office lease on our Tower Hill premises that ends in 2022.

Reprieve US

In 2014 Reprieve helped enable the re-launch of Reprieve US, an independent sister organisation which shares our goals and methodology. Reprieve US has a separate Board of trustees, as well as one member of staff and four Fellows based in New York and Washington, DC, and one consultant. Work is ongoing to increase staffing. Reprieve works in close partnership with Reprieve 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

Reprieve's primary resource is its people, their commitment, experience and ability. Staff feel a sense of ownership of the organisation and its direction, share a belief and commitment that motivates them, binds them to the organisation and informs the culture at Reprieve.

As well as being agile, Reprieve encourages staff to be creative in their projects, fearless in their ambition, and accountable to those whom we assist and the public at large.

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 encountering the victims of the abuses whom we assist.

The culture at Reprieve is one of consensus, professional rigour, mutual respect, and accountability. 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, and views of staff are considered by management in the decision-making process. Contributions of ideas and knowledge are encouraged at all levels and from all involved, from secondees through to directors.

We aim to retain the right people in order to ensure that Reprieve is as effective as possible in its work, and the standard of applicants for new jobs advertised is very high. Reprieve is proud of its diversity. Three quarters of its staff are female and a third of its staff are black, Asian and minority ethnic. Of its managers, nearly 80% are female and a third are black, Asian and minority ethnic. Reprieve has no gender pay gap. Reprieve also recognises that diversity comes in many forms, including socio-economic diversity. Reprieve strives to hire staff from diverse backgrounds.

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 co-operates closely with specialized non-profit human rights organisations around the world, and with law firms around the world. We have strong contacts and networks in the USA, the Middle East, 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 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

Reprieve has spent the past 20 years fearlessly pursuing justice for some of the most vulnerable people worldwide: those facing the death penalty and those victimised by states' abusive counterterror policies. We believe that it is in these cases that human rights and the rule of law are cast aside, and the most integral principles in our society come under attack. We protect the powerless against abuses committed by the most powerful governments. Our work is global but strategic – we take on cases and issues that others shy away from, but where we believe we can deliver change, and shape a more just world.

Our work throughout 2019 moved us closer to our vision of a world without the death penalty or extreme human rights abuses. Across the world, we worked to limit the application of the death penalty by taking on individual cases while engaging in strategic campaigns that have the potential to create systemic change. In the United States and countries across the Middle East, North Africa, East Africa, South Asia and South East Asia we shone a spotlight on the use of the death penalty, reduced executions and saved lives. We also continued to challenge abuses committed in the name of “counterterrorism” or “national security” with a specific focus on secret prisons and extrajudicial executions. By shining a light on these abuses, holding perpetrators to account and working to ensure past abuses are never repeated, we have focused on long-running abuses while being at the frontline of new and emerging human rights issues.

Alongside both areas of our work we have shone a spotlight on abuses, told the stories of those we are here to protect in order to shift perceptions and encouraging public and political interest in our issues.

Examples of our recent achievements include:

- In June 2019, we received incredible news from Egypt that Reprieve beneficiary, Hatem Zaghloul, who was sentenced to death as a child in 2014, had been pardoned and freed.
- Reprieve and partners launched the **Egypt Death Penalty Index**, a new open-source website that tracks every death sentence recommended by Egyptian courts since the 25 January 2011 revolution. It will be a powerful tool in the hands of those seeking to hold the Egyptian government to account for its egregious human rights record.
- We participated in Egypt's **Universal Periodic Review** in November. Following extensive advocacy efforts, more than 30 recommendations were put forward pertaining to the death penalty, including many specific recommendations made regarding the use of the death penalty against children.
- We continued to work with partners on resentencing in Malawi and, during the first half of 2019, three more former death row prisoners were freed from prison. One of these men, Yale Maonga, had been Malawi's longest serving prisoner of 29 years. The project was the topic of a **BBC radio documentary**.
- We supported the Taskforce established in Kenya since the mandatory death penalty was declared unconstitutional there in December 2017, by providing an analysis of jurisprudence and lessons learned from Reprieve's work in Malawi. We also supported the Taskforce in their audit of the Kenyan prison population, which found that 4,864 prisoners are currently in prison in Kenya, either on death row, or have been commuted from death row and generated media coverage which highlighted that Kenya's criminal justice system appears to discriminate against the poor.
- In Pakistan, together with our Partner, Foundation for Fundamental Rights, we launched **The Pakistan Capital Punishment Study** - a comprehensive two-year long study and analysis of the capital punishment jurisprudence of the Supreme Court of

Pakistan. This revealed staggeringly high rates of acquittal and commutation for those whose cases reached the Supreme Court.

- We continued to partner with pharmaceutical companies to implement effective supply and distribution controls, leading all the major pharmaceutical companies to prevent the misuse of their products in executions. In 2019, 22 executions were carried out in the US – the fifth consecutive year that fewer than 30 people have been executed. New Hampshire became the 21st state to abolish the death penalty and California - the state with America's largest death row population - imposed a moratorium on executions.
- The Fourth Circuit Court of Appeals in the US vacated Chris Williams' death sentence, holding that his right to effective assistance of counsel was violated by his attorney's failure to properly investigate and present his diagnosis of Foetal Alcohol Syndrome (FAS). This will help bring greater attention to the effects of FAS, a condition that affects many people on death row. Reprieve has worked on Chris' case since 2011.
- On 13 September 2019, the federal magistrate in Miami ordered that an evidentiary hearing should be held for Kris Maharaj, a British man who has spent 33 years in Florida's prison system for a murder he did not commit. The hearing will enable evidence of Kris' innocence to be heard for the first time, providing a real opportunity to secure his release. We worked with the All-Party Parliamentary Group (APPG) on the death penalty to file an amicus brief in the case. The hearing has subsequently been delayed indefinitely. Following news of the delay we ran a supporter campaign asking for messages of hope to Kris and his wife Marita. Over 8,000 messages were received and passed on to the couple.
- Launching the Justice Denied **report** which highlighted the flaws of the Periodic Review Board process (PRB) and that it is now entirely defunct. The PRB is the process whereby Guantánamo detainees can in theory be cleared for release if they are deemed to not be a "significant threat" to the security of the United States.
- Continuing to represent 7 of the 40 remaining detainees at Guantánamo Bay, bringing legal challenges on their behalf, raising awareness of their individual cases and common plight and providing them a lifeline and connection to the outside world.
- Continuing to deliver our Life after Guantánamo (LAG) project which seeks to assist ex-detainees in rebuilding their lives. In 2019, we assisted 85 beneficiaries in 24 countries across the world.
- Giving evidence at a landmark court case in a German court which subsequently ruled that the German Government must do more to ensure its territory is not used by the US to carry out unlawful drone strikes in Yemen, marking the first time a European country has been found to play an essential role in US drone strikes.
- Launching judicial review proceedings challenging the UK Government's failure to deliver a long-promised judge-led inquiry into the UK involvement in torture and rendition, alongside co-claimants David Davis MP (C) and Dan Jarvis MP (L). Reprieve has for many years been campaigning for such an inquiry, and brought these proceedings following the Government's announcement in July 2019 that it would renege on its past promise to deliver it. At the end of November, the High Court granted Reprieve permission to proceed with the judicial review – a fantastic result for the team, which was also covered in a comprehensive piece in the **Guardian**. The substantive hearing will now take place in July 2020.
- Revealing that the Ministry of Defence had maintained a secret policy permitting Ministers to authorise actions which could lead to torture, if "the potential benefits justify accepting the risk and legal consequences". Having worked with the Times newspaper to **break this story on its front page**, drawing on information obtained by our allies at the Rendition Project, Reprieve supported Parliamentarians including David Davis MP in pressing the Government to review the policy. After an Urgent

Question in the House of Commons, the Defence Secretary conceded that the policy would be reviewed.

- Securing significant changes to the Government's "torture policy" following a public consultation launched following a public campaign by Reprive. In July 2019 the Government introduced a revised policy that tightened the UK's stance on the rendition of terror suspects, and imposed additional safeguards on the sharing of intelligence where there is a real risk of torture. Although the revised policy retains significant flaws, which Reprive set out in **an opinion piece in the New Statesman**, it does represent policy progress in this area that can serve as a platform for further reform. When announcing the policy, the Investigatory Powers Commissioner **also endorsed a recommendation by Reprive** that the Government amend existing legislation in order to notify torture survivors if UK policy failure has contributed to their mistreatment.
- Popular podcast Radiolab launched a six part series on our Guantánamo client, Abdullatif Nasser - The Other Latif. The series focuses on Abdullatif's life, detention in Guantánamo and the failure to release him. Reprive supported the development of the podcast, which featured Reprive staff members who have worked on Abdullatif's case. It generated a lot of coverage, including a piece in the New York Times.
- Reprive partner Huda al-Sarari was named the 2020 winner of the Martin Ennals Award. Huda is an extraordinary woman who has risked her own life to expose the network of secret prisons in Yemen. The Martin Ennals Award is one of the world's most prestigious human rights prizes, recognising the work of outstanding human rights defenders.
- Early in 2020, the Colorado legislature voted to repeal the death penalty making it the 22nd state in the US to abolish the death penalty. The SLIP team's work made it impossible for Colorado to obtain the drugs needed to carry out executions. By preventing the state from accessing those drugs, Colorado has only had one execution since the state adopted lethal injection as its execution method in 1988.
- In March 2020, in a landmark judgement, the Appeals Chamber of the International Criminal Court (ICC) handed down a judgment ordering the investigation of war crimes and crimes against humanity committed during the conflict in Afghanistan by US forces/the CIA, the Taliban and Afghan forces. Reprive represented two sets of victims in the appeal including drones victims in Pakistan and victims of the US rendition and torture programme.
- In March 2020, Reprive intervened in the case of Elgizouli where the court found that the Government acted unlawfully and departed from the UK's longstanding policy on the death penalty by providing evidence to support the prosecution in the United States of two prisoners without seeking assurances that the death penalty would not be imposed or carried out. Reprive made an independent intervention in this case based on our experience of working on death penalty cases around the world, arguing that the Home Secretary's decision would undermine UK diplomatic efforts to prevent the executions of other individuals facing execution around the world, from British nationals on death row abroad to peaceful protesters in countries like Saudi Arabia, as well as broader abolitionist efforts.
- In Egypt, we received great news on Case 64/2017, where we have been representing four juveniles. Three of the juveniles have been acquitted and the fourth received a sentence of three years in prison. The acquittal means dropping all charges and immediate release. The lawyer of the fourth juvenile will request a release as he has already served over three years. The Guardian covered the case.
- We secured our 143rd release from death row in Malawi. Evance was in prison for 20 years; originally sentenced to the mandatory death penalty. On release Evance said the resentencing programme had restored his hope in life.

- In the US, the California Supreme Court unanimously decided to unanimously overturn the conviction of Kenny Gay. Kenny has been on death row in California for 35 years and we have been assisting him since 2005. Reprieve helped Kenny recognise his right to British nationality and supported the UK government to intervene in his case.

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; and extreme human rights abuses carried out by states in the name of “counterterrorism” or “national security” in:

- the United States
- South Asia
- South East Asia
- the Middle East and especially Egypt, Saudi Arabia, the United Arab Emirates, and Bahrain
- Africa.

Reprieve assists:

- Prisoners on death rows or facing death sentences around the world
- Individuals detained without trial in Guantánamo Bay
- Victims of drone strikes and their families in Yemen and elsewhere
- Victims of torture, rendition, unlawful detention and extrajudicial executions 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 misuse of medicines in lethal injections in the US through engagement with multinational pharmaceutical companies, investors and other key stakeholders. The team also advises on legal challenges relating to method of execution issues in states across the US. The impact of the work is to reduce executions and debunk the myth of the humane lethal injection execution
- Our Stop Aid for Executions Project leverages security and justice sector aid and assistance to bring about accountability for or an end to human rights abuses. The first iteration of the project saw European states held to account for their involvement in the death penalty for drug offences. Following redirection of some of the European counter-narcotics assistance and emphasis on human rights conditions by European states with whom Reprieve engaged, Iran introduced significant positive changes to their drug laws, reducing the number of individuals executed for drug offences last year. Other links continue to be explored and litigated by Reprieve both in the context of individual cases and programmatic assistance.

Why we are based in London

With Fellows in Kenya, Tanzania, Malawi, Indonesia and Pakistan, and consultants in the US and Egypt, Reprieve’s operations are increasingly international. However, Reprieve’s UK base still offers strategic advantages for the work.

Though Europe does not have the death penalty, 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. Critically, by being outside of any one death penalty jurisdiction but working very actively in many, Reprieve is able to bring fresh perspectives and an international angle to the death penalty work in countries where this would otherwise be absent. For example, Reprieve’s groundbreaking lethal injection project in the US came about when the founder of the project (now director of the casework team) understood that the administration of the death penalty in the US relied on global pharmaceutical supply chains. Accessing international corporate actors that had hitherto had no role in the death penalty debate, Reprieve was able to radically transform the capital punishment landscape in the US.

Reprieve’s methodology often relies on finding links between different countries and actors and leveraging one to have an impact on the other, and here again, Reprieve’s geographical location in Europe is helpful. For example, the SAFE project examined funding supplied by abolitionist governments to retentionist states; by encouraging safeguards to be put in place to prevent this funding contributing to the death penalty in the retentionist state, Reprieve is able to leverage abolitionist sentiment in places like Europe to advance its charitable objects in target countries which retain the death penalty.

In the context of extreme human rights abuses carried out by states in the name of “counterterrorism” or “national security”, it is clear that 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. This is where Reprieve’s location is important, and sets the organisation apart from many of the other organisations (most of which are US-based) working on these issues.

Furthermore, 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 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 from our position in Europe than would be possible in the US.

9. Risks

The principal risks and uncertainties identified by Reprieve are as follows:

Risk identified	Action taken to mitigate the risk
<p>Operational – Disaster Recovery – Work Disruption</p> <p>The outbreak of Covid-19 in 2020 has resulted in a temporary suspension of all travel, the need for all staff to work remotely and presents ongoing risks to our finances, casework and staff.</p>	<p>Covid-19 specific risk report prepared for the Risk Committee and Board identifying mitigation actions to be taken in the areas of remote working, casework, finances, fundraising and delegations. Mitigations will be reviewed regularly by the SMT and Board.</p> <p>Contingency planning taking place.</p> <p>Attending regular external training and webinars to keep up to date with Government guidance for employers and</p>

	<p>charities and schemes available for Reprieve.</p> <p>Consider strategic opportunities linked to Covid-19 in our fundraising and casework planning.</p>
<p>Operational – Security of staff</p> <p>Reprieve’s staff travel regularly to medium and high risk locations and as human rights defenders are subject to greater vulnerability and scrutiny than other individuals.</p>	<p>Thorough trip planning and risk assessment process for all staff travel.</p> <p>Regular staff training on trip planning and security.</p> <p>Comprehensive insurance.</p> <p>Use of external support including security support, lawyers, consular services.</p> <p>Safeguarding policies and counselling services available to all staff.</p> <p>Reprieve’s Risk Committee reviews and approves any travel to new high-risk locations.</p>
<p>Governance – Conflicts of Interest</p> <p>Reprieve is fortunate to have experienced and skilled individuals serving on our Board of Trustees who are also well-connected with many other organisations, charities and individuals. However, this poses a risk of conflicts of interests if these are not adequately managed.</p>	<p>Conflict of Interest Policy in place governing staff and Trustees.</p> <p>Annual declaration of interests and declaration at the outset of employment or acceptance on to Board of Reprieve as well as declaration of specific interests at the outset of every Board meeting.</p>
<p>Governance – Loss of Key Personnel</p> <p>Reprieve has a small experienced senior management team and a founder who remains actively involved in key areas of Reprieve’s work.</p>	<p>Active succession planning and information sharing.</p> <p>Regular contact between the Board of Trustees, Reprieve’s Founder, the Executive Director and the senior management team.</p> <p>Diversification of relationship contacts with key stakeholders.</p> <p>Ongoing investment in staff development, well-being and management.</p>
<p>Reputational</p>	<p>Strong internal governance and operational</p>

<p>Like all charitable organisations. Reprieve is vulnerable to negative publicity, ill-informed public statements or serious incidents that could undermine public trust in our work.</p>	<p>controls and policies in place.</p> <p>The Board of Trustees has reviewed and approved Charity Commission serious incident reporting guidance in 2019.</p> <p>Experienced internal media team who continue to invest in the development of strong relationships with journalists and communications experts.</p> <p>System of notification of negative press and reporting to the Risk Committee in place.</p>
<p>Financial</p> <p>Reprieve is a charity that is dependent upon donations and grants from individuals, trusts and institutional donors.</p> <p>The financial stability and appropriate use of finances is vital to ensure that Reprieve is able to continue to meet its charitable objects.</p>	<p>Clear and ambitious fundraising strategy that forms the basis of the annual budget which is reviewed at least quarterly.</p> <p>The Board Finance Committee meets regularly to review financial and budgetary controls.</p> <p>Reserves Policy reviewed annually by the Board.</p> <p>During 2019, new procedures were established and training provided to staff to reduce the risk of fraud by phishing.</p>

Trustees are aware of their responsibility to ensure that the major risks to which the charity is exposed are identified, and to establish systems to monitor and manage those risks. The Board of Trustees established a Risk Audit Committee as a sub-committee of the Board in 2010. This committee was renamed the Risk Committee in 2017. The Risk Committee meets throughout the year, to monitor and update the organisation’s risk register, which identifies potential risks and mitigation. The Risk Committee ensures that appropriate mitigation measures are in place with respect to all risks identified on the risk register, and reports regularly to the Board. Reprieve’s Executive Director, Anna Yearley, and its Deputy Director, Legal and Governance, Gillian Lazonby, sit on the Risk Committee.

Reprieve’s Risk Committee is committed to notifying the Charity Commission of any serious incidents.

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 name of “counterterrorism” or “national security”. ‘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 is not, 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
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, as well as formal evaluation of the past year's activities and outputs.

Our operational plan feeds into staff workplans, which are monitored and assessed by line managers at monthly to six-weekly 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.

11. The Future

Reprieve turned 20 years old in 2019 and has an ambitious vision: a world without the death penalty, or extreme human rights abuses carried out in the name of “counterterrorism” or “national security”.

We have every reason to believe we can achieve that vision. Our strategy – investigating on the front line, litigating on behalf of individuals in multiple jurisdictions, and supporting beneficiaries to tell their stories in order to advocate in furtherance of our mission in the court of public opinion – is tried and tested and takes us closer to that vision every day.

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 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 that are not working, whilst doubling down on cases and campaigns that are achieving change. We must also remain confident of trying new techniques in order 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 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 20 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; creative; fearless; impactful; resilient; and resolute.