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Since 2000, **Ensemble contre la peine de mort** has been taking action to end capital punishment across the world. The organisation strives for and encourages universal abolition by creating and distributing publications, reports and teaching tools within the framework of campaigns targeting the general public and lobbying of national and international authorities.

ECPM initiated the creation of the World Coalition Against the Death Penalty (132 members in 45 countries across 5 continents) and organises the World Congress Against the Death Penalty every 3 years (Strasbourg in 2001, Montreal in 2004, Paris in 2007, Geneva in 2010, Madrid in 2013 and Oslo in 2016).

ECPM Orientation Report - 2017

For the 2017 – 2019 period

Ensemble contre la peine de mort (ECPM) is a non-governmental organisation (NGO) which advocates, internationally and nationally, for universal abolition of the death penalty. ECPM's abolitionist advocacy is therefore structured around 5 key areas: the federation of abolitionist actors (Area 1), action on the ground in retentionist countries or those with a *de facto* moratorium to strengthen the capabilities of local actors (Area 2), international advocacy with political bodies or the main international institutions via targeted campaigns (Area 3), and citizen education and awareness, particularly the younger generations (Area 4). Finally, ECPM seeks to establish the foundations underpinning the organisation's structure, operation and management (Area 5).

ECPM's strategic orientation plan is also structured around these 5 main areas for action.

Our strategic vision: countries with a moratorium given priority

Abolition of the death penalty is continually advancing across the world. In 2000, the year ECPM was created, 88 countries were abolitionist in law (75 for all crimes and 13 for common law crimes), 20 countries had a *de facto* moratorium and 89 were retentionist. In 2016, 112 countries had abolished the death penalty (105 for all crimes and 7 for common law crimes), 31 had a *de facto* moratorium and 55 were retentionist. Therefore, in 16 years 34 countries have abolished capital punishment *de facto* or *de jure*!

And yet, over the last few years we have witnessed notable retrograde steps in countries which used to observe a moratorium (some for many years) but which have resumed executions: Gambia (2012 after a 27-year moratorium), Jordan (2012 after a 9-year moratorium), Chad (2015 after a 10-year moratorium), Pakistan (2014 after a 7-year moratorium), India (2012 after an 8-year moratorium) and Indonesia (2016 after 6 years without an execution). On each occasion, a resumption in executions was justified as a firm response to either terrorism or drug trafficking.

However, there is still a significant margin of countries which can be encouraged towards *de jure* abolition¹.

Prioritising these "trigger" countries must be part of our concerted strategy with abolition partner actors. Emphasis must therefore be placed on the potential trigger effect of widening the abolitionist camp and also on the desirable momentum created around key countries (Morocco, Tunisia, the DRC, Kenya and Indonesia) in their respective regions.

¹ In particular, the 5 countries which are abolitionist for ordinary crimes, the 31 *de facto* abolitionist countries (or with a moratorium) and also the many retentionist countries which could switch to the abolitionist camp (either because they have not executed anyone for a long time or because the national debate has undergone a positive and rapid evolution over the last few months).

However, we will not neglect the difficult countries, seeking better transparency and visibility of the reality of the death penalty in those countries (Iran, Saudi Arabia and China).

Finally, we must continue to better integrate education into our projects, both in France and internationally, by showcasing young people as actors for change.

This overall strategic vision is inherent in all the activities proposed below.

What will the general situation be over the next 3 years?

In agreement with its teams, ECPM's management proposes the following guidelines for the 2017-2019 period. The next three years already look like a healthy period for abolitionist activity, both in terms of preparing and implementing the 7th World Congress Against the Death Penalty, which will take place in 2019 in Brussels, preceded by the Regional Congress which took place in Abijan in April 2018,, and in terms of ECPM's ability to lead regional programmes across several zones, particularly within the framework of the new project funded by the European Union (EU) which began in January 2017 and which will be implemented in 4 countries in 2 different regions (Central Africa – Cameroon and the Democratic Republic of Congo (DRC) – and South-East Asia (Malaysia and Indonesia). We will also continue our work in the MENA (Middle East and North Africa) region in order to refocus our activities in the priority countries targeted (see Area 2), and continue to develop our educational work in the French regions as well as promoting education about global citizenship through the Teaching Abolition International Network. Our new communication position will support our work and our partners in spreading the abolitionist message effectively.

AREA 1: FEDERATE ABOLITIONISTS TO INCREASE EFFECTIVENESS

In order to win over the remaining retentionist areas, more work is required by all abolitionist actors – civil society, politicians, legal actors and international institutions –, alongside the emergence of new forms of cooperation to make such action international, regional or local in scale. ECPM's position on the international stage and its original objective – to federate abolition actors – make it a real asset in terms of coordinating joint initiatives in support of abolition. As a federator of civil society within the world congresses and coalitions against the death penalty, ECPM is currently the privileged partner of States and parliamentarians in the provision of joint lobbying strategies. As well as organising the world congresses, ECPM will continue to support the World Coalition in order to establish its legitimacy internationally. Finally, it will highlight its expertise by continuing to support the networks of parliamentarians, lawyers, journalists, etc.

As well organising the regional and world congresses, something which will take up a large part of the organisation's time over the next 3 years, ECPM will also continue the work it has undertaken with networks of innovative actors (parliamentarians, National Human Rights Institutions (NHRIs), etc.).

• World and regional congresses:

- Official launch of the **7th World Congress Against the Death Penalty** which will be held from 27 February to 1 March 2019 in Brussels, Belgium.
- Overall goal: accelerate universal abolition of capital punishment by encouraging cooperation between political and legal actors and those from civil society in order to develop joint strategies and encourage States to make concrete commitments.
- Specific goals:
 - Promote abolition in sub-Saharan Africa
 - Encourage the involvement of new allies

- **The last regional congress has been organised in April 2018 in Côte d'Ivoire with the aim of taking advocacy to the African continent.**

Africa is perceived to be the next abolitionist continent. Of the 54 States, 18 have abolished the death penalty in law and 19 have a *de facto* moratorium. However, the situation is not homogenous and in some countries, particularly in sub-Saharan Africa, the political situation is unstable – with terrorism being the destabilising factor - and they are showing signs of regressing, something which needs to be stemmed. Moreover, recent national movements and the draft African Protocol are to be supported. After the MENA region (Rabat 2012) and Asia (Kuala Lumpur 2015), the international movement is taking its regional congress to sub-Saharan Africa. One of ECPM's priorities over the next 3 years will therefore be to promote abolition in sub-Saharan Africa in order to support the emergence of new actors and the establishment of joint action.

- **ECPM & professional networks of actors:**

- **Networks of parliamentarians against the death penalty:** Following the creation of the Moroccan Network of Parliamentarians Against the Death Penalty in 2013, initiated by the Moroccan Coalition and ECPM, and in the aftermath of the Paris parliamentary seminar for the Arab world, ECPM would like to take these initiatives even further. To achieve this, the organisation organised a second parliamentary seminar on sub-Saharan Africa which was held on 19 and 20 December 2016 in Ouagadougou (Burkina Faso). At the same time, ECPM has been working in partnership with the international organisation PGA (*Parliamentarians for Global Action- Action mondiale des parlementaires*) to support the emergence of national networks of parliamentarians: in Tunisia (following the ECPM seminar at the Tunisian Parliament in April 2015), Burkina Faso, the Central African Republic (CAR), the Democratic Republic of Congo (DRC), Cameroon, Indonesia and Malaysia. Finally, ECPM has supported the creation of a French parliamentary research group into the issue of the death penalty.
- **National Human Rights Institutions (NHRIs):** NHRIs are one of ECPM's new targets for action; these new actors must put more focus on the death penalty, particularly within the framework of ECPM's cooperation projects in Africa/Asia (supported by the European Union) and the MENA region (Middle East and North Africa) (see Area 2).
- ECPM will continue to play a preponderant role within the management bodies of the **World Coalition Against the Death Penalty** by participating in the development of campaigns and internal analysis, particularly in the working groups (UN resolution for a world moratorium on executions, World Day Against the Death Penalty, working groups, crisis situations, action in support of parliamentarians, support for regional coalitions of actors).
- **Support for regional coalitions:** management of monitoring and assisting the sub-Saharan "AfricAbolition" coalition and the Magreb coalition.
- **Networks of lawyers/Networks of journalists:** support for the development of networks of lawyers (Morocco, Cameroon) and journalists/bloggers is an integral part of ECPM's role as a catalyst in both retentionist and abolitionist societies.

AREA 2: STRENGTHEN THE CAPACITIES OF LOCAL ACTORS AND ACT WITH THEM

As the abolitionist struggle requires local victories, ECPM supports the development of national networks against the death penalty in countries where there are signs of a shift towards abolition. ECPM strengthens local partners in their work and takes action with them to promote abolition with decision-makers and citizens from their countries.

The organisation must confirm its presence in Asia after the success of the regional congress in Kuala Lumpur and acquisition of the EIDHR² Project in Africa/Asia (mainly Cameroon, the DRC, Malaysia and Indonesia). ECPM must also concretise action supporting African civil society as a driver within our general strategy focusing on countries with a moratorium. Finally, it must be innovative as regards Phase II of the MENA project, particularly in Morocco, our flagship country, while progressively concentrating on new countries such as Mauritania and Palestine.

▪ **Building and strengthening Civil Society Organisations (CSO) and national and regional coalitions in Africa**

ECPM provides support for actors from African civil society in the creation of national and regional coalitions. ECPM supports these bodies during their development and their action in support of abolition (education, advocacy, monitoring of conditions of detention, creation of tools, etc.). The regional coalition AfriAbolition, which brings together 10 French-speaking countries in sub-Saharan Africa, is key in terms of coordinating local actors. In this region, we will pay particular attention to Cameroon and the DRC where we will work with our local partners *Droit & Paix* (D&P) and *Culture pour la Paix et la Justice* (CPJ). We will also work to coordinate the African networks of parliamentarians against the death penalty in connection with our partners from national CSOs. Finally, we will support our partners in their advocacy work with international bodies by participating more actively in the sessions of the Universal Periodic Reviews (UPR) at the Human Rights Council in Geneva and within the **African Commission on Human and Peoples' Rights** (ACHPR).

▪ **Consolidation of international projects in the Arab world (MENA zone): Priority 1: Morocco, Tunisia; Priority 2: Lebanon, Algeria, Mauritania, Palestine, Iran**

After Asia, the Arab world remains the region which sentences and executes the most people. An increase in socio-political conflicts in a region which has been particularly affected by terrorism is pushing its current leaders to support very harsh criminal policies to protect institutions and respond to the fears of citizens. The resumption of executions in Jordan in December 2014 and the increase in the number of crimes punishable by death in Tunisia for acts of terrorism are worrying signs. The political forces in place and persistent economic and social difficulties also make it difficult for initiatives against the death penalty to be heard in this region. Against this background, ECPM is pursuing its efforts to support and strengthen the abolitionist movement. Its work is carried out in partnership with local organisations which have gained sufficient margin for manoeuvre to organise and structure their advocacy work: the national coalitions in Morocco, Tunisia and Lebanon. Their impact on the political reforms being prepared must be strengthened. This will largely depend on their ability to defend and mobilise the region's key decision-makers by using strong networks, relevant information and appropriate arguments. In particular, ECPM is supporting the Moroccan and Tunisian coalitions by initiating joint advocacy work with the national authorities and international organisations, facilitating exchanges of experiences and expertise with the international abolitionist movement and carrying out educational campaigns with school children and citizens.

The second stage of ECPM's project in the MENA region has begun in 2017, the first phase having finished in April 2015. The work will be implemented in 5 *de facto* abolitionist countries – Morocco, Tunisia, Algeria, Lebanon and Mauritania - and in 1 retentionist country – Iran. ECPM has chosen to give priority to *de facto* abolitionist countries, using a progressive strategy in order to encourage a “snowball” effect because there is an urgent need for positive signs and concrete progress in the region. Iran has been chosen because of the relevance of the work carried out during the first phase of the project and the importance of promoting transparency, advocacy and networking in that country in the MENA region, seeking to ensure continuity of the work. The project's main goal is to contribute to

² European Instrument for Democracy and Human Rights

supporting legal and political processes which are favourable to human rights and abolition of the death penalty in the key trigger countries in the MENA region.

- **Multiplying the regional approach in Asia and Africa**

South-east Asia: Priority 1: Malaysia, Indonesia; Priority 2: Thailand

ECPM's partnership with ADPAN (Anti-Death Penalty Asia Network), particularly within the framework of the Kuala Lumpur Regional Congress in 2015, has ensured a stronger presence in south-east Asia and ECPM's campaign, "Save Serge Atlaoui and all prisoners sentenced to death in Indonesia", has given the organisation real legitimacy in Asia. ECPM has therefore capitalised on these campaigns and established concrete partnerships within the framework of its new multi-annual regional project financed by the European Instrument for Democracy and Human Rights (EIDHR). The focus for action will be Malaysia and Indonesia.

French-speaking sub-Saharan Africa: Priority 1: DRC, Cameroon; Priority 2: Niger, Chad, Burkina Faso, CAR

In Central Africa, where human rights violations are multiplying, the development of a movement in favour of abolition remains a major issue for ECPM, as it is for the international community. ECPM supports the work of the Congolese coalition against the death penalty and the Central Africa Coalition coordinated by CPJ, one of ECPM's partner organisations since 2001. Since 2017, has concentrated on Cameroon and the DRC in particular, countries which have had a *de facto* moratorium since 1997 and 2003. There is a very real risk of executions resuming in those 2 countries due to the police and social pressure to strengthen criminal sanctions in response to a worsening security situation.

ECPM will also work with parliamentarians from French-speaking sub-Saharan Africa by organising parliamentary seminars in Cameroon (2018) or DRC (2017) and via the 3rd Regional Congress.

AREA 3: ADVOCATE FOR ABOLITION

ECPM runs advocacy campaigns in favour of abolition of the death penalty wherever its action could be an asset. Discrete diplomacy, mobilisation of the media, reports, promotion of international treaties, etc., ECPM's work is adapted to the cause defended and is carried out in consultation with partners which are experts in the field in order to guarantee successful campaigns. ECPM has had Consultative Status with ECOSOC at the UN since 2016 and has applied to obtain Observer Status at the ACHPR. This should increase our presence within those bodies and facilitate direct and indirect interventions in Geneva, New York and Banjul (for the African Commission). Before the end of 2017, we will seek to establish a strategic roadmap for our work with inter-governmental organisations (UN, ACHPR, etc.).

- **Carrying out joint international advocacy = being as close as possible to key actors**

- **"Core Group of support for the world congresses"**

A lever for high-level international lobbying for the world congresses. In effect, the Core Group has attracted a number of international diplomatic services which would like to be involved other than through grants to NGOs. ECPM is working to strengthen this body; numerous members have already joined the Core Group such as Australia, Benin, Belgium and Mongolia. A strategic document detailing the goals and means of action of this Core Group has been drawn up and is used as a roadmap for political mobilisation for the world congresses. ECPM must broaden the Core Group purpose beyond the Congresses and encompass large events in the abolitionist calendar (such as, for example, the 2018 UN General Assembly vote, the campaign to adhere to or ratify the Second Optional Protocol to the International Covenant on Civil and Political Rights (ICCPR), bilateral meetings and lobbying with retentionist countries, the 7th World Congress and the 3rd Regional Congress, etc.).

- **Campaign in support of international instruments**

Strictly speaking, the death penalty is not prohibited in international law but several instruments limit its use, including in particular the International Covenant on Civil and Political Rights (ICCPR), the European Convention for the Protection of Human Rights and Fundamental Freedoms, and the American Convention on Human Rights. Every 2 years, the UN General Assembly holds a vote on a universal moratorium on executions.

The Universal Periodic Review (UPR), the mechanism used by the Human Rights Council, regularly reviews the human rights situation in the 193 UN Member States with regard to their commitments and obligations. In collaboration with its partners, ECPM advocates with the political authorities every year to promote those international instruments and ensure respect for the commitments made by States at the UPRs.

Since 2017, ECPM has been more involved in the **African Commission on Human and Peoples' Rights (ACHPR)** and its death penalty working group. Following significant participation by members of the working group at the last two world congresses against the death penalty organised in Madrid (2013) and Oslo (2016), ECPM would now like to intensify its presence within the African bodies. The aim is to enable ECPM's partners to participate in the Commission's sessions, organise side events and systematically invite the members of the working group to participate in international death penalty events.

- **Conditions of detention of prisoners sentenced to death**

ECPM carries out investigations on death row in non-abolitionist countries. Performed by multi-disciplinary teams (sociologists, psychiatrists, lawyers and jurists), this research aims to identify the situation of prisoners sentenced to death with regard to international standards and to reveal cases where detainees do not have access to a fair trial in order to encourage States to reform their judicial systems. ECPM has published 6 investigations: Rwanda, Burundi, the Democratic Republic of Congo (Human Rights Prize 2005), the United States, Tunisia and Morocco. New investigations will be carried out in Mauritania, Cameroon, the DRC, Malaysia and Indonesia in 2017 and 2018.

Analysis of the format of the investigations: our approach needs to become more professional and this tool should support institutional change. In parallel, we will also be able to develop training modules with various audiences (NGOs, prison and institution staff, lawyers).

- **Documenting the death penalty**

The organisation continues to have an ambitious publication and communication policy. Special attention will be paid to the distribution of publications produced by ECPM, particularly via its various collections: investigations, *Cahiers de l'Abolition*, reports and seminars.

Our Publications and Research department must produce analytical reports and documents, particularly via our *Cahiers de l'abolition* Collection (CAB). CABs on the non-dissuasive aspect of the death penalty, the World Congress reports, etc. are envisaged.

- **International advocacy campaigns: transparency and advocacy**

Information, distribution, campaign and transparency:

Our only real possibility for action in the most difficult countries is our ability to keep the pressure on those countries in terms of information, transparency and diffusion of the reality of the death penalty. Along the lines of our Iran campaign, a similar process must be put in place in others countries between now and 2018/2019.

- **“The death penalty is homophobic” campaign:** an advocacy campaign rather than an information campaign by working with identified partners
- **“Iran” campaign:** in 2014, ECPM joined the Impact Iran network in order to lobby the UN bodies in a coordinated manner. Against the background of Iran’s diplomatic progress in terms of the nuclear issue following the Lausanne agreement, ECPM will remain vigilant that human rights and the death penalty are not forgotten in international negotiations. As it does every year, ECPM will co-publish the annual report on the death penalty in Iran with Iran Human Rights (IHR), something which enables the organisation to take its lobbying work inside numerous chambers.
- **Saudi Arabia/China campaign:** along the lines of the Iran campaign, we will seek to form partnerships with specialist actors in these countries in order to create a major political and media campaign based on annual reports (or another time frame).
- **Urgent campaigns: special case**
“Save Serge Atlaoui and all prisoners sentenced to death in Indonesia”: the situation in Indonesia significantly deteriorated with the execution of 14 people in 2015. ECPM therefore launched a major international mobilisation campaign focusing on political, economic and cultural lobbying on the one hand and mobilisation of European public opinion via the media on the other. The organisation continues to follow the situation of Serge Atlaoui very closely in collaboration with his lawyers and his wife, Sabine Atlaoui. ECPM is also constantly in touch with Indonesian NGOs so that its mobilisation and its movement can encourage mobilisation for all prisoners sentenced to death in that country and for a change in the “war on drugs” model in Indonesia.
 Another potential urgent campaign: ECPM gives itself the freedom to be able to respond to any “special case” urgent campaign which could occur depending on current events. The case of Mohamed M’khtair (a blogger sentenced to death for apostasy) in Mauritania could be an example.

AREA 4: RAISING AWARENESS AND TEACHING ABOUT ABOLITION

For many years, one of ECPM’s priorities has been to be at the heart of debates in France and the French-speaking world with its priority target audiences (middle and high school students, universities, lawyers and also the wider public). Particularly via the “Teaching about human rights and abolition of the death penalty” program, we seek to spread the universal values of human rights and particularly the very first of those rights: the right to life. In the first instance we focus on school audiences but we also encourage commitment through activism, mobilising members, volunteers and supporters, and providing the abolitionist cause with visibility with the general public. ECPM’s aim is to make this project a window onto the organisation and an international model beyond the French-speaking world.

ECPM seeks to play a role in the civic engagement of young people in a period when populist movements, terrorism, racism and fear are at the heart of social problems.

Our approach consists of inviting figures involved in the movement to tell their stories to young people, creating learning tools and activities for teachers and tutors, designing tools to popularise the theme and developing campaigns to inform the general public, training instructors for other French organisations and exchanging experiences and good practices with actors from the South.

- **Raising young people’s awareness of human rights and abolition of the death penalty to encourage civic engagement**
 - Discussions about human rights with figures involved in the movement act as a catalyst for developing young people’s critical thought and autonomy: 9 cycles of school visits, support for youth initiatives

- Annual competitions stimulate young people’s commitment to universal abolition of the death penalty: “Draw Me Abolition” international poster competition, rap/slam competition
 - Learning tools encourage appropriation of knowledge by young people and reinforces partnerships with teachers: updating of resources for meetings with young people, design of learning tools for instructors, creation of “fun learning” digital tools
- **Encouraging awareness of human rights and abolition of the death penalty at national level by French citizens**
 - Partnerships with actors involved in the movement in the ECSIs are developed to increase activities for teaching about abolition and human rights at national level: development of various partnerships (actors from the education system, the PJJ, the ECSI and human rights), organisation of training for instructors,
 - Abolitionist news is made more accessible and circulated among the general public through ECPM’s online tools and mobilisation of the media: development of online information tools, mediatisation of the issues,
 - French citizens are informed of the issues surrounding universal abolition through the development of thematic awareness campaigns: “The death penalty is homophobic”, thematic campaigns for the World Day, urgent campaigns.
 - **Supporting the Teaching Abolition International Network and its role as an incubator and vector for good practices in global citizenship with young people**
 - The structure of the Teaching Abolition International Network is improved to enable members to be more autonomous: definition of a strategic framework, creation of an operational charter and a roadmap, improved visibility of the Network (visual charter – logo, flyer),
 - The teaching method of the members of the Teaching Abolition International Network is enriched through the exchange of good practices and experiences: organisation of two seminars to exchange good practices and experiences, organisation of visits to observe educational activities,
 - The educational work carried out by the Teaching Abolition International Network contributes to the promotion of global citizenship with young people: implementation of the 4th “Draw Me Abolition” competition, promotion of young people’s civic engagement during international abolitionist events supervised by members of the Network.
 - **Meeting the general public**
 - Raising awareness at its regular events: ECPM will meet the general public at events such as the Pride Parades, *Fête de l’Huma*, etc.
 - Celebrating the World and European Day Against the Death Penalty every 10 October to provide visibility and mediatisation of the World Day in France.
 - Celebration of *Cities for life* with Paris City Hall and other regional organisations on 30 November
 - **Area for correspondence with prisoners sentenced to death**

The fate of prisoners sentenced to death in the prison system is marked by the very nature of the punishment imposed: capital punishment does not provide any hope of ever leaving. Since 2004, ECPM has made a commitment to prisoners sentenced to death by creating a “Prisoners Area” on our website with requests for help and correspondence from prisoners sentenced to death from across the world which can reach as wide an audience as possible.

AREA 5: Establishing the foundations underpinning the organisations' structure, operation and management

- **ECPM: an activist-based NGO**

ECPM was created by activists from all backgrounds. In 2014, the organisation reaffirmed the place of activism and volunteering within the organisation. One aspect of our work on ECPM's governance and structure (2013-2015) covered just this subject with a recommendation to establish a volunteer group in charge of activism. This project is to be finalised for the next 3-year period.

The other challenge facing us will be setting up the Honour Committee which, in the long-term, aims to provide ECPM with a high-level protective aura. In effect, this body should be able to take its place within the organisation's bodies to strengthen its external expertise and visibility.

- **Life within the organisation: communication, human resources, professionalization, procedures, etc.**

The organisation must perfect its development policy for life within the organisation, particularly via an annual strategic seminar in order to adopt a joint project shared by the administrators and the staff team in all its components. ECPM must continue to work on professionalization, striving for more transparency and ensuring better capitalisation and assessments of our projects.

- **Professionalization**

We would like to seize the opportunity of the project supported by the EU in Africa/Asia (and for which the backer imposes numerous constraints) to continue the work undertaken to professionalise our internal procedures (impact analysis tools, time sheets, daily allowances management, etc.). The almost systematic translation into English of our reference documents (procedures, tools, quality, etc.) must also be intensified.

- **Transparency**

The work undertaken concerning the transparency and readability of our internal data (strategic, financial, organisational and evaluative) must be continued through better visibility of such data on our website. ECPM also envisages that a confidence/quality indicator will be developed, as well as drafting of an Ethics Charter, membership of the Charter Committee and "Recognition of Public Utility".

- **Capitalisation and assessment**

In terms of assessment, principally:

- Follow-up and distribute the 2016 impact study on the world congresses against the death penalty,
- Launch an impact study into our work in Morocco,
- Provide effective follow-up/assessment for our international programmes and our educational programme.

In terms of capitalisation, principally:

- Draft a manual of good practices for teaching about abolition activities across the world,
- Produce a methodological guide for NHRIs so that they take effective action against the death penalty ,
- In partnership with the Moroccan Human Rights Council (CNDH), capitalise on the abolitionist experience of majority Muslim countries so as to assist progress on the death penalty in the MENA region.

- **Communication**

A 360° communication strategy was presented to the Board in December 2016 based on communication targeting the international stage (strengthening of the English language) and

increasingly directed at our existing or potential partners by making our work and our structure more visible, while bearing in mind the importance of circulating important messages about the death penalty. ECPM's communication (through its tools) will seek to give the organisation an image which is modern, professional and international. A new website, a new logo centred on the ECPM acronym which is easier to remember in any language, new awareness modules, and use of interactive maps and infographics will be just some of the elements which will make such visibility possible.

▪ **Human resources**

ECPM is becoming more professional and is increasing wage bill. In effect, in 2017/2018 ECPM has exceeded the threshold of 10 full-time equivalent employees (FTE). We are vigilant that ECPM's employees can receive training and be supported as much as possible in their professional journeys (training plan, formalisation of salary schedule, security procedure for work on the ground, etc.).

This increase in our staff numbers could mean that ECPM has to envisage changes premises. There are a number of possible solutions: waiting for a proposal from Paris City Hall, actively seeking out new premises ourselves, additional premises for the world congress alongside our current offices, potential closer ties with other NGOs (Fiacat, etc.).

▪ **Funding**

The funding targeted is as follows:

- Public funds from abolitionist States (MAE, cooperation agencies, local authorities, etc.),
- IGO public funds (EU, OIF, etc.),
- International foundations: special attention will be paid to this potential new source of structural funding,
- French foundations: Paris bar, *Fondation de France*, etc.,
- Patronage, legacies and large donors (not priority in the short-term).

▪ **ECPM and networks in France**

In particular, ECPM is a member of the steering committee of the French platform of NGOs taking action internationally for human rights and is a member of *Coordination SUD* (platform of French NGOs) and *Educasol* (platform on teaching about citizenship and international solidarity). ECPM must be involved in the French NGO community in order to influence public policies for supporting human rights or teaching about citizenship and international solidarity. It must also improve its integration in order to create spaces for possible collaborations with new actors.

Paris, 2 June 2017

RCH

A handwritten signature in black ink, appearing to read 'RCH', enclosed within a hand-drawn rectangular box.