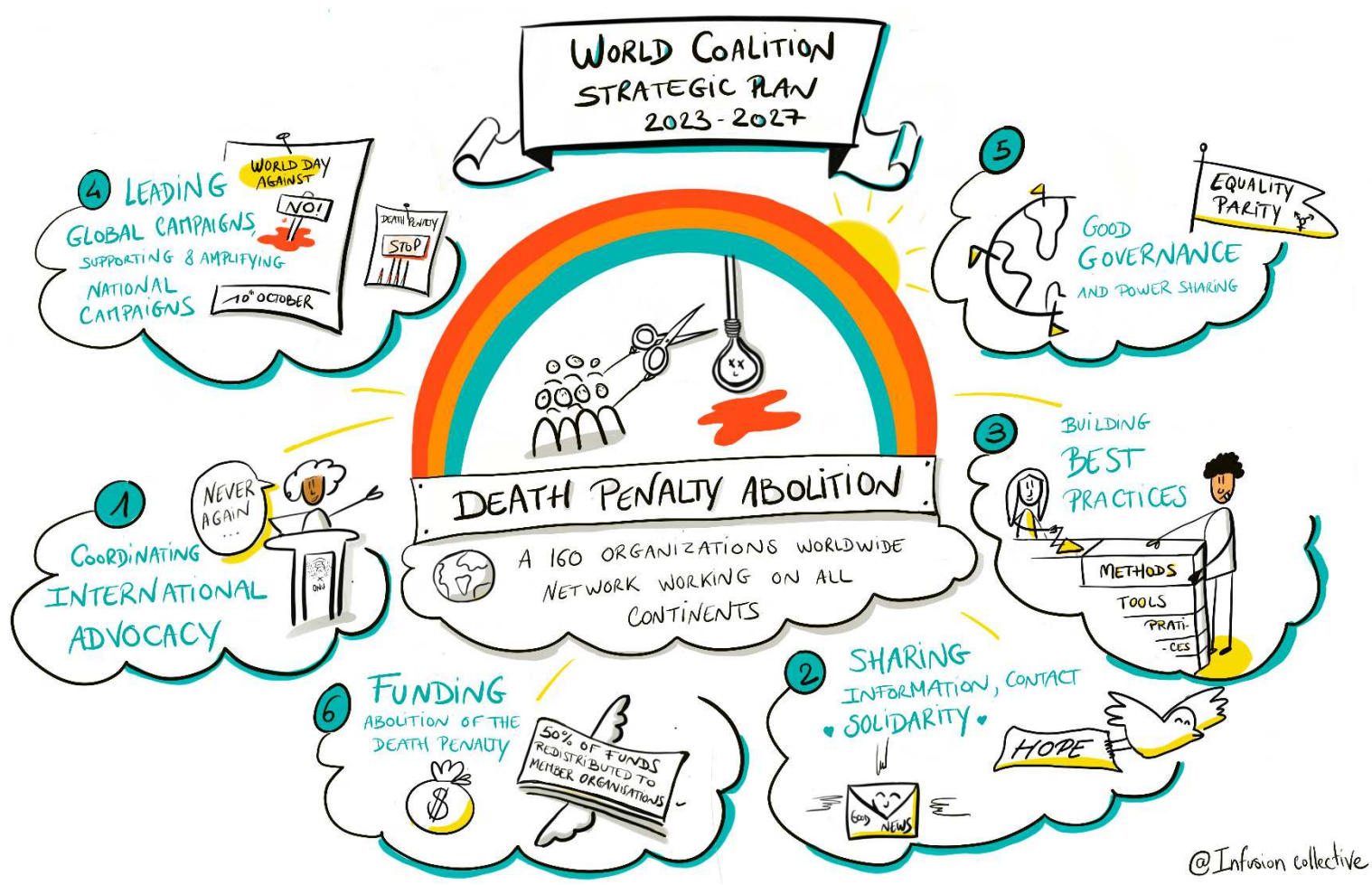


WORLD COALITION

AGAINST THE DEATH PENALTY

Strategic Plan 2023-2027 for the Movement for worldwide Abolition of the Death Penalty



@Infusion collective

TABLE OF CONTENT

- I- Introduction and methodology p.3

- II- Objectives of the movement for worldwide abolition of the death penalty p.4
 - 1) Abolition of the death penalty
 - 2) Ratification of abolitionist treaties
 - 3) Preventing the reintroduction of the death penalty
 - 4) Worldwide moratorium on executions
 - 5) Preventing resumption of executions
 - 6) Reducing the use of capital punishment
 - 7) Encouraging more transparency

- III- Objectives of the World Coalition Against the Death Penalty p.6
 - A. Coordinating international advocacy
 - B. Sharing information, contact and solidarity
 - C. Building best practices
 - D. Leading global campaigns and supporting and amplifying national campaigns

- IV- Organizational objectives p.12
 - E. Good governance and power sharing
 - F. Funding abolition of the death penalty



I- Introduction and methodology

As the World Coalition celebrated its 20th anniversary in 2022, it worked on its 2nd strategic plan. This year long process was fully participatory with multiple consultations, to ensure that it reflected the World Coalition’s member organizations true **needs and hopes**.



It is also based on the recommendations of external evaluators of projects ended in 2021. Overall feedback was very positive, with strong engagement from member organizations and constructive suggestions.

What Is Different About this New Strategy?

The mission, vision and guiding principles of the World Coalition Against the Death Penalty remain the same. However, member organization of the World Coalition have decided to reduce the number of objectives for abolition from 12 to 7 and to clarify the key role of the World Coalition and its unique place in the death penalty abolition movement.

This second Strategic Plan will be the vehicle to debate and consolidate the will of the death penalty abolition movement and a tool to promote transparent and efficient communication. The plan is the basis for political and managerial **accountability** towards the membership, donors, other stakeholders and most importantly, people on death row and victims of the death penalty system. However, it is not set in stone and remains flexible and adaptable to the changes of the global geopolitical context. The World Coalition will be able to seize any opportunities that may arise even if they were not anticipated in this plan.

This Strategic Plan will be the basis for **annual action plans** with specific priorities, activities, target countries, detailed indicators and expected results.

The **governance** of the World Coalition will also develop to ensure that the relevant policies, programs, and processes of the World Coalition are aligned with the principles of equality, diversity and inclusiveness as well as the rule of law, human rights, and the Sustainable Development Goals¹.

¹ Preamble of the Bylaws of the World Coalition, as amended in 2019.



II- The movement for worldwide abolition of the death penalty

What/who do we mean by “the abolitionist movement”?

All the entities working in concert for the universal abolition of the death penalty: Civil Society Organizations, NGOs, Bar Associations, Trade Unions, United Nation Bodies, Regional Intergovernmental Bodies, Abolitionist Countries, Universities, Foundations and Businesses...

What do we mean by “the World Coalition”?

The World Coalition is made of over 160 independent member organizations which meet for a General Assembly every two years and elect a Steering Committee of 25 member organizations, which elect among its members an Executive Board of 5 people, which supervise a Secretariat made up of 4 salaried staff and 1 or two interns.

Mission: The World Coalition Against the Death Penalty’s founding mission, as stated in its Bylaws, is **to bring together private, public, international, national, local and regional organizations that share the common objective of universal abolition of the death penalty.**

Vision: The World Coalition’s vision is that of a reference global network trusted worldwide to coordinate, support and amplify the work of its member organisations towards universal abolition of the death penalty.

Guiding Principles: The World Coalition provides a global dimension to the sometimes isolated action taken by its member organizations on the ground. It complements their initiatives, while constantly respecting their independence.

What is the difference between the World Coalition and its member organizations?

Each member organization is independent from the World Coalition, they exist outside of the World Coalition and decide to voluntarily join. Each organization has specific areas or expertise and geographical focus, it has its own governance structure and its own programming, activities and core work.

There is a great diversity among member organizations, in terms of size, area of work, geography and structure. The common denominator though is that they are all organizations committed to worldwide abolition of the death penalty.

Founding members of the World Coalition created it 20 years ago with a very specific mandate to “strengthen the international dimension of the fight against the death penalty”.

Since then, the World Coalition has been playing a critical role in making the agendas and resources of the various member organizations align around some selected priorities or “campaigns”, such as the World Day Against the Death Penalty.

When World Coalition’s member organizations carry out their own agenda and activities, they are not considered as the “World Coalition”, but a part of the larger abolitionist movement. When they take an active part in the activities coordinated by the Secretariat, they are the “World Coalition”.

What do we want to do collectively as a movement?

The consultation reaffirmed the ultimate goal for full abolition of the death penalty for all crimes all over the world. The following objectives are only meant as a step towards this goal:

1) Abolition of the death penalty country by country

Indicator: **5** countries abolish the death penalty in law within the next 5 years

2) Ratification of abolitionist treaties

Indicator: **5** countries ratify an abolitionist treaty within the next 5 years

3) Preventing the reintroduction of the death penalty in abolitionist countries (for all crimes and ordinary crimes)

Indicator: **No** abolitionist country reintroduces the death penalty within the next 5 years

4) Worldwide moratorium on executions

Indicator: **129** countries vote in favour of the UNGA moratorium resolution in 2026

5) Preventing resumption of executions in countries that are abolitionist in practice, including through advocating for official moratorium, with a view to abolishing the death penalty

Indicator: **No** abolitionist in practice country resume executions within the next 5 years

6) Reducing the use of capital punishment in retentionist countries as a step towards abolition

While the main objective remains full abolition of the death penalty for all crimes, in countries that still actively use the death penalty, intermediary objectives are more likely to be achieved in the next 5 years, such as reducing the number of crimes punishable by death, abolition of the mandatory death penalty, banning the death sentences and executions of juveniles, reducing cruel methods of executions, improving fair trial rights, the independence of the judiciary, penal reform, increase use of pardons, clemency, and commutations of death sentences to reduce the number of people on death row and the number of people executed

Indicators:

20% decrease of the number of people executed in 5 years

10% decrease in the number of new confirmed death sentences in 5 years

7) Encouraging more transparency regarding the use of the death penalty in retentionist countries

Indicator: **5** retentionist countries make available relevant information in a report to the United Nations, “disaggregated by sex, age, disability, nationality and race, as applicable, and other applicable criteria, with regard to their use of the death penalty, inter alia, the number of persons sentenced to death, the number of persons on death row and the location of their detention, and the number of executions carried out, the number of death sentences reversed or commuted on appeal or in which amnesty or pardon has been granted, and according to which procedure, as well as information on any scheduled execution” (2022 UNGA Moratorium Resolution A/RES/77/222, 7.c)



III- The World Coalition Against the Death Penalty's main roles and objectives

A. A network to coordinate international advocacy for abolition

Objective: Coordinate international advocacy to promote the prohibition of the death penalty in international human rights law

The World Coalition will work with its member organizations to:

- Ensure that reliable and systematic information on how the use of the death penalty in each country violate international human rights law is provided to every relevant human rights mechanisms
- Contribute to the implementation at the national level of commitments to abolish the death penalty made at the international level²

Hypothesis: International advocacy is a long-term process that requires expertise and time. The World Coalition, being a network, is uniquely positioned to coordinate this advocacy with its member organizations, the United Nations, regional mechanisms, international human rights experts³, academia and with abolitionist countries. This coordination is necessary because without coordinated action, the death penalty will never be recognized as a violation of international human rights law.

SMART Indicator: By 2027, the World Coalition will make sure that the United Nations, regional human rights bodies, and other international human rights experts receive information on any retentionist, at risk, in practice abolitionist country or abolitionist countries that have not yet ratified international treaties, that comes up for any relevant review and in which the World Coalition has member organizations that have the capacity to render relevant information (32 countries as of November 2022⁴).

Activities:

- Monitoring the agenda of the UN and regional mechanisms for advocacy opportunities on a monthly basis
- Informing member organizations of opportunities on a quarterly basis⁵
- Organize online meetings to coordinate members activities through working groups, including through the advocacy working group at least 5 times a year, before the Human Rights Council sessions and the African Commission on Human and Peoples' Rights (ACHPR) public sessions
- Facilitating the submissions of joint reports, joint resolutions (with the ACHPR), joint statements and side events and accompanying national organizations in submitting alternative reports

² For example: accepted UPR recommendations, commitments taken with treaty bodies during the review, commitments in state reports to regional or international mechanisms such as the ACHPR...

³ Especially for countries that are not UN Member States such as the State of Palestine, Puerto Rico or Taiwan.

⁴ Bahrain, Belarus, Burundi, Cameroon, Cote d'Ivoire, Congo, Cuba, DRC, India, Indonesia, Iran, Iraq, Japan, Jordan, Kenya, Lebanon, Liberia, Malaysia, Mauritania, Morocco, Niger, Nigeria, Pakistan, Palestine, Sierra Leone, Singapore, Tanzania, Taiwan, Trinidad and Tobago, Tunisia, Uganda, USA

⁵ January for March-May + July UPR, April for June-August + Sept UPR, July for September-November), October for November-February + March UPR.

- Communicating on a regular basis with the different human rights mechanisms and abolitionist Member States and putting relevant member organizations in touch with them
- Being a bridge to ensure smaller NGOs in retentionist, at risk, or de-facto abolitionist countries have access to and are represented alongside international NGOs
- Following up on the recommendations and commitments taken by retentionist, at risk, or de-facto abolitionist countries and relaying that information to members
- Offer members opportunities to build their capacities to engage effectively with UN mechanisms, regional mechanisms and other international experts during the different sessions.

Targets:

Member organizations

The United Nations (OHCHR, UNGA, UNODC...), Regional human rights mechanisms (ACHPR, IACHR, CoE, EU, OSCE...), the abolitionist diplomacies (8 countries⁶ part of the informal group of the "Friends of the Protocol")

Diplomats from target countries.

International human rights experts

Resources:

Secretariat: 25% time per year

Member organizations based in retentionist countries

Member organizations working with the UN, ACHPR, IACHR and EU

Travels to attend sessions

Conference costs for side events (interpretation, catering...)

Expected impact:

Through the coordinating role of the World Coalition, UN and regional human rights mechanisms are provided with sufficient relevant information on the death penalty to promote the abolition of the death penalty. In addition, through the monitoring and reporting role of the World Coalition, its members have the information necessary to translate these international recommendations into national commitments.

⁶ Australia, Belgium, Canada, Chile, France, Norway, Spain and Switzerland

B. A network to share information, contacts and solidarity with abolitionists

Objective: Inspire and enlighten member organizations to promote abolition more efficiently and inclusively

Hypothesis: Without the World Coalition, organizations work in silos, not always aware of progress made in other countries. They are isolated and feel discouraged in the long run. Also, a lot of information is published regularly on the death penalty, but the challenge is to collect it and use the information in an efficient way. The priority for the World Coalition is to share good news and information about how abolition is achieved step by step. With the World Coalition, the movement is driven by solidarity across regions and the feeling of being knowledgeable and powerful to advocate for abolition.

SMART Indicator: By 2027, 90% of World Coalition members report that they are inspired by global solidarity within the movement and by progress made towards worldwide abolition.

Activities:

- Promoting members' activities on social media, Website, Newsletter (Articles, Reports, Videos, Podcasts, Dedicated Webpage, Op-Ed, agenda)
- Sharing good news in multiple languages
- Facilitating emailing lists, working groups
- Organizing solidarity actions in target countries
- Coordinating actions among member organizations and other actors
- Monitoring progress made and reporting back to members
- Being a platform to collect and classify all data from as many sources as possible
- Putting members in touch with relevant people
- Reform Steering Committee meeting to have more time to share information and progress made
- Publish on a regular basis 10 most important things to follow, with keywords, call to action or to solidarity and active links for more information and sources.

Targets:

Member organizations
Potential new member organizations
Media institutions
Men, women and non-binary people sentenced to death worldwide

Resources:

Secretariat: 10% time per year
Member organizations: people working on communication and data
Freelance Web-editor
Translation, Web development

Expected impact:

In 5 years, the movement will be driven by global solidarity and able to use data available to advocate more efficiently for abolition.

C. A network to build best practices for the movement for abolition

Objective: Contribute to strengthening the effectiveness of member organizations by promoting the sharing of good practices, tools and strategies to achieve the universal abolition of the death penalty

Hypothesis: The World Coalition, composed of members from both abolitionist and retentionist countries and representing all components of civil society, is uniquely positioned to strengthen the effectiveness of the abolitionist movement through the sharing of skills and knowledge

SMART Indicator:

- By 2027, 80 % of World Coalition members have access to all resources, tools, and training opportunities offered or shared by the World Coalition
- By 2027, at least 20 member organizations initiated, cohosted or collaborated in implementing training and development of tools
- By 2027, 80% of World Coalition members who have participated in training or used a tool proposed by the World Coalition reported that it has improved their effectiveness in fighting for abolition

Activities:

- Developing an E-learning platform accessible to anyone
- Facilitating workshops to share best practices and strategies
- Publishing and disseminating guides on “how to ... abolish the death penalty”
- Capitalizing and evaluating activities to identify lessons learnt and what works

Targets:

Member organizations

Men, women and non-binary people sentenced to death worldwide

Resources:

Staff: 15% time per year

Member organizations: people working on programming, support function

Web development

Publication costs (design, translation, printing, expedition)

Travels for workshops, General Assembly, World Congress

Conference costs (interpretation, catering...)

Expected impact:

In 5 years, the World Coalition will have facilitated capacity building and the sharing of good practices and tools on death penalty abolition. World Coalition member organizations will be more effective in bringing into play abolitionist strategies best suited to their national context.

D. A network to lead global campaigns and support and amplify national campaigns for abolition

Objective: Give a global perspective and a guided direction for the trend towards abolition worldwide

Hypothesis: The World Coalition plays a critical role in identifying important themes, developing, and providing resources to the member organizations (for their dissemination) and other partners for global campaigns such as the ratification campaign, World Day, and the moratorium campaign. The World Coalition lead on multi-year campaigns that are shared with members who then adapt them and make them their own, in addition to the day-to-day "own" work that each organization does.

On the other end, initiatives started by local organizations and supported by the resources of the World Coalition and coordinated through the World Coalition are achieved with more visibility and, as such can have more potential for success.

SMART Indicator: By 2027, the World Coalition will have led 3 global campaigns and will have supported and amplified 3/5 national campaigns.

Definition of campaign: a set of time-bound coordinated activities designed to achieve progress towards abolition with target audiences and issues.

Activities:

- World Day Against the Death Penalty will be reformed and strategized into a broader global campaign over 2 to 3 years, to get more traction and impact
- Campaign for the ratification of international and regional treaties for abolition
- Support and amplification of national campaigns via financial support and international mobilization

Methodology:

- Selection of the global and national campaigns based on consultation with the membership: each year in November, the secretariat consults the membership, especially member organizations based in retentionist countries. Based on the consultation, the Steering Committee decides which global campaign to lead on and which national campaign to support, with the following selection criteria:
- Criteria for global campaign: multi-year, multi-country themes that are applicable everywhere and broad enough to be able to work on it over two to three years
- Criteria for national campaigns and target countries: 1) Countries where change for abolition is possible, 2) National civil society interest and capacity, 3) Countries where international commitments have been taken, 4) Potential for regional trends and synergy, 5) Political context and opportunities, 6) Hardcore retentionist countries – while the top priority is to focus on countries where positive change is most likely to happen, member organizations have also recognized that the World Coalition should also support organizations working in more hostile environments.

Targets:

Member organizations
Potential new members
Other partner organizations- especially thematic
People sentenced to death worldwide

Resources:

Secretariat: 25% time per year
Member organizations: people working on programming and fundraising
Publication costs for global campaign tools (design, translation, printing, expedition)
Small grants/regranting/joint projects

Expected impact:

With the World Coalition, a multi-year, multi-country thematic campaign will secure a specific objective. It will harmonize and give consistency in all international advocacy actions. World Day Against the Death Penalty will be key. The impetus of gender issues in the theme of the death penalty is also very important.

During the consultation for this strategy, member organizations have asked the World Coalition to plan a joint rotating campaign each year targeting a retentionist and/or at-risk country to support the local abolitionist movement and boost the importance of the work done by organizations in target countries.

If the World Coalition coordinates global campaigns that promote a unified abolitionist voice, then the visibility of the abolitionist movement is strengthened, putting the abolition of the death penalty on the agenda of national, regional and international bodies and changing public opinion on the issue.

These campaigns will raise awareness among the public and key stakeholders, about significant death penalty issues with a view to mobilizing change and concrete action toward abolition. Once the mind-set changes, it can help make policy changes.



IV- Organizational objectives (governance, funding)

E. Good governance and power sharing

Objective: Be a broader, more representative and more inclusive network

Hypothesis: The World Coalition Against the Death Penalty was created 20 years ago in Europe by 19 organizations, almost exclusively European-based. 20 years later, it has grown to be a very different Coalition with 160 member organizations from all over the world.

From the beginning, the bottom-up, membership-based, and participatory approach has always been the operating procedure of the World Coalition. The secretariat has remained small in terms of number of staff and annual budget and member organizations continue to contribute significantly to the day-to-day work of the World Coalition.

However, over the last 5 years, a new shift has happened with the majority of the membership coming from retentionist countries and from the Global South, as opposed to the European founding members.

This has several implications for the future of the World Coalition and the need to recognize a shift in power dynamics and to transition to more horizontality and a truly global sense of solidarity within the death penalty abolition movement.

This need in power sharing is also by reflecting by recent scandals within international NGOs (gender-based and sexual violence, corruption, harassment, monetary and labor exploitation ...) and the need to stay true to our core values of equality, diversity and inclusiveness as well as the rule of law, human rights, and the Sustainable Development Goals.

Finally, this need for power sharing is intertwined with the nature of the death penalty itself and the need also for an intersectional approach to discriminations faced by people facing the death penalty worldwide and how the death penalty interacts with nationality, ethnicity, race, language, poverty and socioeconomic status, age, gender identity, sexual orientation, as well as intellectual and psychosocial disabilities.

SMART Indicator

An integrated approach with key indicators will be developed as part of the annual action plans and will include inter alia, having more representatives from retentionist countries in the membership, as elected members of the Executive Board, Steering Committee, and as staff of the World Coalition's secretariat; reforming Steering Committee meetings to be more inclusive, increasing the number of Executive Board members and ensuring gender balance in all governing bodies of the World Coalition.

Activities

- **Structuring a gender, diversity, equity and inclusion policy** to promote the representation and participation of different organizations and groups of individuals, including people of different ages, nationalities, races and ethnicities, abilities and disabilities, genders, religions, cultures and sexual orientations within the movement to go hand in hand with the strategic objective aiming to demonstrate that the death penalty is discriminatory.
- **Campaigning to expand the World Coalition's membership**, focusing on retentionist, at risk, or in practice abolitionist countries where there is no member organization and on organizations working on women's rights, LGBTQIA+ rights, drug policy, migration, poverty, psychosocial and mental disability.
- **Sharing best practices in terms of equitable partnership among members**, especially for Global North and Global South partnerships and developing golden

standards, a code of conduct for members, and increased cultural competency amongst actors leading these partnerships

- **Promoting well-being of people in the movement⁷** and creating a positive environment conducive to both personal and organizational achievement. Integrating a psychosocial approach⁸ into abolition work is to recognize the impact of the death penalty on people working to abolish it: lives are at stake and there is virtually no limit to the work one can do save another life. The principle of “Do No Harm” will also be incorporated as a guiding principle in abolition work, as most people who interact with criminal justice systems and with the death penalty do so after difficult or traumatic experiences.
- **Creating effective oversight:** the number of internal documents that govern the World Coalition has increased over the years and will continue to do so (Bylaws, Rules of Procedures, Internal Control Procedures, including financial audits, Risk Evaluation and Management Plan...) The World Coalition will create an oversight mechanism to ensure that it respects its own rules, that policies are applied and to make sure that new and old rules are compatible with each other. It will also provide an independent inquiry mechanism and a complaint procedure.
- **Investing in Information and data management for monitoring, evaluation, accountability, and learning:** apart from consideration of security and data protection issues, information technologies are key for a worldwide network, to better communicate, organize, mobilize and learn in the process. The World Coalition will implement digital solutions to improve its activities, but also its management, and the monitoring of this strategic plan.

Targets:

Member organizations

World Coalition partners

Impacted people within the movement, including murder victim families, exonerees, families, relatives and lawyers of people sentenced to death

Potential new members

People sentenced to death worldwide

Resources:

Secretariat: 10% time per year

Member organizations: people working on governance, management and programming

Travels for statutory meetings

Conference costs (room renting, interpretation, catering)

Software and Web development for Information and data management

Consultants for external evaluations

Expected impact:

A good governance, respectful of the diversity within the movement, and mindful of external and internal coherence will create a virtuous circle, relationship of trust, and a stronger movement to promote abolition of the death penalty.

⁷ For example, by setting standards for gender equality, diversity, personal safety, peer support and preventing burn-out, sexual and moral harassment, salaries inequalities, bullying, mismanagement, ...

⁸ Protection International, the Psychosocial Approach Applied to the Protection of Human Rights Defenders, 2021, available at <https://www.protectioninternational.org/researchpublications/the-psychosocial-approach-applied-to-the-protection-of-human-rights-defenders/>

F. Funding abolition of the death penalty

Objective: Improve the financial sustainability and efficiency of the death penalty abolition movement

Hypothesis: Over the last 5 years, with its first strategic plan, the World Coalition has reached financial stability. Over the last 2 years, a growing trend among member organizations and donors (primarily public donors' demand for "critical size" projects) has led the World Coalition to take a more active role in regranting funding to its member organizations and other local civil society organizations in retentionist or at risk countries. For the 1st time of the history of the World Coalition, in 2022, almost 50% of the funds received by the World Coalition have been regranting to its member organizations or local partners.

This change raises many questions and new needs:

- Need for a new internal mechanism to advise/supervise/control who gets regranting and how much, ensure transparent and fair process
- Need for mitigation of financial risks
- Need to hire new staff for financial risk management of regranting and compliance services, including missions on the ground
- Need to balance the role of the World Coalition as an international network and as a regranting entity

SMART Indicator:

- 50% of funds granted to the World Coalition are regranting to member organizations
- 70% of funds regranting are regranting for national campaigns in retentionist, at risk or in practice abolitionist countries in the Global South.
- A max of 15 grants will be regranting each year
- Each grant may not exceed the reserve fund of the World Coalition per year
- Max 50% of the time of the staff at the secretariat will be spent on regranting
- The amount of grants regranting will be tailored to the needs and capacity of each organization ranging from €1,000 to 70 000€ max a year (reserve fund of the World Coalition in 2022).

Funding objectives for the World Coalition:

- Continue to explore opportunities for unrestricted fundraising and corefunding
- Continue to diversify its donor base (goal: 25% from the EU, 25% from the AFD, 25% from other abolitionist countries public funds, 25% from private funds)
- Build a reserve fund of 100 000€

Activities:

- systematically informing members on funding opportunities related to abolition of the death penalty
- documenting the financial needs of the movement and advocating for more funding to be available to the movement
- providing regranting to its member organizations, based on this strategic plan and on target countries defined in the Annual Plans of Action with a support package at every stage of the project⁹—starting with planning activities, writing the proposal, all the way

⁹ The good grant making guide: https://okotars.hu/sites/default/files/epa_grantmaking_final_web.pdf

through to reporting on the work done and planning future actions. This will give the opportunity to member organizations to take part in a simple and straightforward application process, while at the same time offering the chance to learn how to apply for funds from mechanisms that are more demanding e.g. EU funds. Grant programs are based on transparent, applicant-friendly, easy-to-understand and flexible rules. Strategic grantmaking programs use small, medium and large grants, and cover several thematic areas that can enhance and bring changes for abolition of the death penalty.

- Initiating, leading or contributing to consortium for abolition of the death penalty and applying jointly with its member organizations on specific projects or grant mechanisms
- Looking for other models and engaging with other institutions which are already doing re-granting to grassroots organizations and have good practices (such as the Global Fund for Human Rights¹⁰), exploring possibilities to have a Global Fund for Death Penalty Abolition within an already existing private foundation.

Targets:

Member organizations

Potential new members and other partner organizations - especially in countries at risk

Institutional public and private donors

Resources:

Secretariat: 15% time per year

Member organizations: people working on fundraising, grant implementation, and compliance

Small grants/regranting/joint projects

Consultants

Expected impact:

A better funded movement, in line with the strategic plan, will be more efficient and will have greater potential for more success towards worldwide abolition of the death penalty.

¹⁰ <https://globalhumanrights.org>



Mobilizing for Universal Abolition

The World Coalition Against the Death Penalty, an alliance of more than 160 NGOs, bar associations, local authorities and unions, aims to strengthen the international dimension of the fight against the death penalty. Its objective is to obtain the universal abolition of the death penalty.



For more information:

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