



13th April 2018

Dear Mihir Bhatt, John Clark, Louise James, Jane Kiragu, Nora Lester Murad and Saroeun Soeung,

Thank you all very much for your comments and feedback on ARTICLE 19's fifth accountability report. It is fantastic that the panel continues to see our commitment and drive for strengthening accountability across the organisation, sector and wider environment. Accountability continues to be a core value for ARTICLE 19, and it is with great delight to see the significant organisational improvements that have been made since originally becoming Accountable Now members and producing our first report in 2012.

We would like to take this opportunity to provide an update on the requested items, and on the areas that were identified as requiring additional information.

Mechanisms for Feedback and Complaints

In 2014, the undertaking to publish our complaints procedure was postponed due to a series of steps that had to be taken in order to bring our website up to standard and see a refresh. The first phase of the websites redevelopment was completed in 2017, with an initial outline of our approach to accountability available here: <https://www.article19.org/accountability/>. The next development phase is taking place in Q2 2018, and will include a revised external complaints procedure and the publication of our whistleblowing policy.

As of Q1 2018, we have been in a fortunate position to not have received an external complaint. For internal complaints and grievances, we have devised a separate policy for this. An overview of this policy, as well as information on evidence and effectiveness will be provided in our next report.

Size and composition of ARTICLE 19's workforce

The panel noted that insufficient information on the gender division and breakdown across the organisation and by different management levels was insufficient. Please see a more comprehensive breakdown of the gender diversity across the organisation, followed by the gender breakdown for our Global management team:

Gender breakdown by region:

Region	Male	Female	TOTAL
Kenya	3	5	8
Senegal	1	4	5
Brazil	7	14	21
Bangladesh	2	4	6
Mexico	18	8	26
Tunisia	1	4	5
Myanmar	1	2	3
Cambodia	2	1	3
Malaysia	0	1	1
International office including remote working staff and staff based in the US	16	25	41
TOTAL	51 (43%)	68 (57%)	119

Gender breakdown by management levels:

Management levels	Male	Female	TOTAL
Global management team	4 (33%)	8 (67%)	12
Other staff	47 (44%)	60 (56%)	107
TOTAL	51 (43%)	68 (57%)	119

The Global Management Team (GMT) comprises of senior managers at the international office as well as the regional directors with a total membership of 12.

Update on the Monitoring, Evaluation and Learning Systems

Development on our MEL system, which has been branded internally as AIMS – Article 19 Impact Monitoring System started in 2015 with the ambition of monitoring and tracking donor and corporate projects, as well as our achievements against organisational strategic targets. Due to a number of false starts and delays to necessary features and functions, the system has only very recently been relaunched (November 2017). AIMS has now taken over as the primary organisational project management tool and captures each quarters strategic and project performance. It is currently too early on the process to provide data on performance and how it is influencing decisions internally, but we look forward to sharing this information in our next Accountable Now report.

Progress on the fundraising strategy 2015-2020

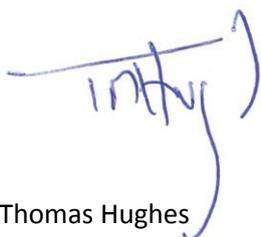
During 2016, ARTICLE 19 has been able to increase its funding from donors by approximately 30%. This success has been the result of being more strategic in our approach, and better coordination the international and regional offices.

Process, and key successes of the fundraising strategy include:

- In 2016 the number of submissions (115) doubled those submitted in 2014 (54 submissions, 66.67% of success) and 2015 (60 bids submitted, 43% successful), with total confirmed funding, including unrestricted and restricted funding amounting £9,738,070 in 2016, compared to £4,568,051 in 2014 and £8,634,829 in 2015.
- During 2016 ARTICLE 19 has also seen significant success at regional level due to the Triangulated Fundraising Strategy aimed at simultaneously engaging donors at central, regional and national levels, to set priorities at the strategic level and address those priorities on the ground.

Our approach on building strategic partnerships with larger more competitive organisations also positions us as a strong contender for fundraising opportunities based on consortia.

Yours sincerely,



Thomas Hughes

Executive Director