

20<sup>th</sup> March 2019

Dear Jeremy, John, Simon, Michael, Mihir, Charlie, Danilo and Elodie,

Thank you very much for the feedback shared by the review Panel on ARTICLE 19's 2017 Accountability Report, in your letter dated 12<sup>th</sup> February 2019. We greatly appreciate the recognition of our efforts to continuously strengthen accountability to communities, local partners, supporters, staff, donors, or other key constituencies.

We would like to take this opportunity to provide additional information and feedback in relation to some of the general and specific points raised in the feedback provided by the Panel and the cover note.

**Statement from the most senior decision-maker**

ARTICLE 19 notes the feedback from the Panel on the content of the opening statement and the need to provide clear linkages between accountability and how this informs the work of ARTICLE 19.

In our next report we will provide updates on our Annual Reflection process and the ways in which stakeholders analysis and feedback is incorporated in this process and in turn informs our five thematic areas: Civic Space, Media, Protection, Transparency and Digital. We will also include an update on the new MEL system and how this process is constantly being reviewed to ensure that it does not become a means to an end but provides a useful framework in which project and strategic performance is captured. Lastly, we provide updates on our Good Governance Manual and the Accountability section on our website.

**Compensation for members of highest governance body, senior managers and executives**

ARTICLE 19 implemented a new pay spine which was rolled out in 2015 and 2016 and we will provide the new salary scales on the next report. The Panel have requested the salaries of the five most senior positions in the organisation, however whilst ARTICLE 19 is committed to transparency, we are also committed to staff consultation. Therefore, we will undertake a consultation with the staff concerned and the outcome will be included in our next report.

**Mechanisms for feedback and complaints**

The ARTICLE 19 website has been extensively updated and Phase 1 has now been completed. We commenced a discovery workshop for Phase II of the website in February, which included discussions about the need to incorporate a visible and useable complaints feature on the site. We reviewed other NGO sites and are planning to redesign top and bottom navigation to help users find their way into our organisational material and policies more easily, and this will take account of the need to meet our commitment as noted in the Panels feedback letter. We want to ensure that the complaints mechanism is done in a logical way with our website designers and the proposed timeline for completion is earmarked for April 2019. In our next report we will provide more details on the website design and the ways in which external complaints received and managed.

Yours sincerely,



Thomas Hughes  
Executive Director