



Accountable Now - Annual Report 2016

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PROFILE DISCLOSURES:

- 1. Strategic Commitment to Accountability**
- 1.1. Statement from the most senior decision-maker**

ARTICLE 19 has developed a strategic approach to accountability that takes as its starting point our own mandate and mission drawn from the Universal Declaration of Human Rights.

"Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive, and impart information and ideas through any media and regardless of frontiers."

Article 19 of the Universal Declaration of Human Rights

The two core concepts underpinning this article are advocating and protecting freedom of expression and information (FOE/I). Accountability therefore lies at the heart of our work: we use the right to access information to hold decision-makers to account for their actions, and we hold ourselves accountable to the highest INGO sector standards.

Organisationally, we manifest accountability by holding ourselves open and accountable to beneficiaries, donors, partners, and to ourselves. We demonstrate this to external audiences through our participation in the INGO Accountability Charter and the International Aid Transparency Initiative, and to ourselves, through our internal policies and processes.

The majority of our major grants are audited by independent external auditors and subject to independent external evaluations. Often, we will add in an external evaluation in our project proposals even if not required under the terms of the grant, as we continually seek to learn from the impact (or shortcomings) of our work. A focus on impact is the basis of our monitoring and evaluation framework, and feeds into decision-making. A key component of our commitment to accountability and transparency internally is reflected in our investment in two new systems that allow for total organisational visibility to review our progress against our strategic objective and project deliverables, tied to performance management criteria.

In addition ARTICLE 19 is committed to ensuring that a wide range of people are enabled to participate in the development and drafting of future policy documents. We implement this approach to policy development across all our standard setting policy work, such as our Protest Principles and our Principles on Freedom of Expression and People with Disability. This approach increases visibility for our stakeholders who are able to see how the policies evolve through contributions and responses on various issues.

- 2. Organisational Profile**
- 2.1. Name of organisation**

ARTICLE 19: Global Campaign for Free Expression (ARTICLE 19)

- 2.2. Primary activities**

ARTICLE 19's objectives are to educate the public and protect freedom of expression, access to information and related rights, throughout the world, particularly as defined in ARTICLE 19 of the Universal Declaration of Human Rights and in international and regional human rights law. It fights for all hostages of censorship, defends dissenting voices that have been muzzled, and educates against laws and practices that silence.

ARTICLE 19 believes that all people have the right to freedom of expression and information, and that the full enjoyment of this right is the most potent force to achieve individual freedoms, strengthen democracy, reduce poverty and pre-empt repression, conflict, war and genocide.

To maximise impact, ARTICLE 19 seeks to ensure its outcomes have associated activities covering (1) law/ policy, (2) campaigns, and (3) programs. As an example, if law/ policy principles are produced, impact will be significantly increased if these are accompanied by a campaign and/or program. Activities are comprised of inputs and outputs. Inputs are funding, staff time and expertise. Outputs are methodologies, training, publications and tools, which will vary by activity type.

Law/ policy activities include developing and promoting progressive international principles, standards and policies, as well as engaging on draft legislation and judicial processes. This predominantly encompasses:

- Producing standard-setting principles and policies defining key FoE/I issues, including research, drafting and consultative processes;
- Providing technical assistance through planned and reactive analysis of legal texts, including national legislation, international/ regional conventions, resolutions and guidelines;
- Producing reports and articles for internal discussion and external publication on evolving aspects of FoE/I;
- Drafting model laws on FoE/I issues ;
- Supporting special rapporteurs, including thematic reports and resolutions;
- Supporting development of progressive jurisprudence, either through directly litigating cases or submitting amicus briefs or third party interventions.

Campaign activities include advocacy and public campaigns targeting governments, states, corporations and media with the purpose of improving policies, practices and cases. This predominantly encompasses:

- Position and influence-mapping of a broad-range of stakeholders, engaging with them appropriately in order to either increase or decrease their influence, or shift their position through effective communication mediums and a range of campaign tactics;
- Agenda-setting to push an issue into greater public and political consciousness in order to effect change;
- Preparing advocacy materials to engage decision makers, including turning complex policy documents into 'digestible' and relevant content;
- Formal communications, such as letters to decision-makers, submissions to UN consultations (including Universal Periodic Reviews);
- Public actions using digital and/or physical spaces, such as protests, mobilisation events, petitions, social media actions;
- Awareness-raising, such public service campaigns or events, including UN side-events, academic talks;
- Meaningful engagement with individuals and communities directly affected by the issues ARTICLE 19 works on.

Program activities are aimed at delivering programmatic FoE/I benefits to individuals and communities. These encompass knowledge-sharing, capacity-building, and tool development and deployment. This predominantly encompasses:

- Violations monitoring and reporting methodologies, processes and tools;
- Holistic safety and protection methodologies, trainings, funds and mechanisms;
- Education and training courses and materials on expression and information issues;
- Technological solutions to facilitate security, information access and community organisation;
- Capacity-building activities for local activists and networks;

- Communications equipment for individuals or organisations.

In setting ARTICLE 19's programme each year, ARTICLE 19 has regard to the Charity Commission's general guidance on public benefit. The Trustees review the programmes undertaken by ARTICLE 19 to ensure that they fall within ARTICLE 19's charitable objects and aims.

ARTICLE 19 works to achieve its charitable objectives in two ways:

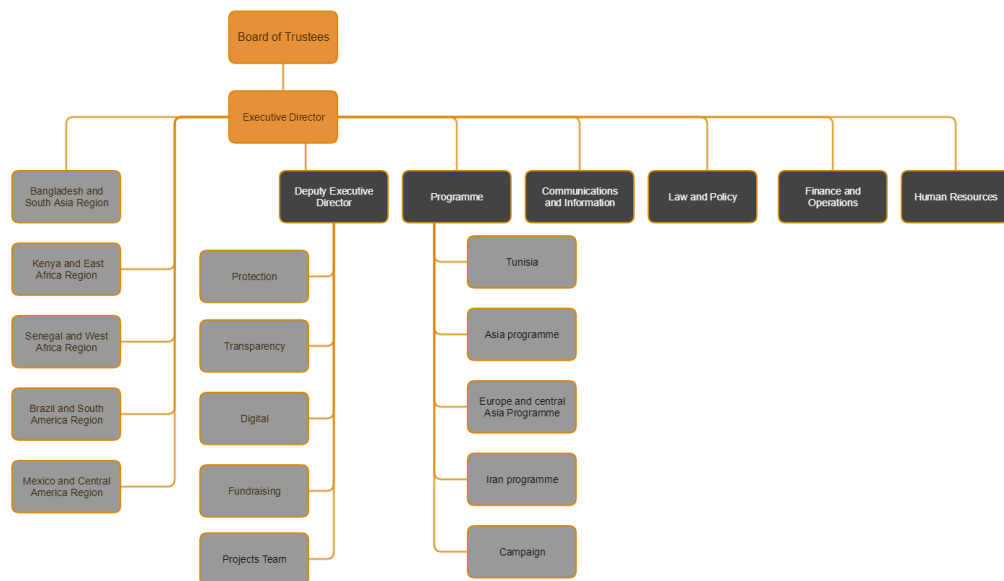
1. Through direct delivery especially in relation to work in areas where it has its own staff and
2. Through financial and capacity support to ARTICLE 19's partner organisations.

Work carried out by partner organisations is especially useful in jurisdictions where ARTICLE 19 has no established infrastructure for managing staff and operations or where partners provide knowledge and skills that complement ARTICLE 19's own international comparative perspective.

Partnership also assists in maximising the number of beneficiaries reached. In turn, partnership has both defined and strengthened ARTICLE 19's effectiveness and legitimacy

2.3. Operational structure of the organisation, including national offices, sections, branches, regional and field offices, main divisions, subsidiaries, and joint ventures

A19 Organogram



Corporate entity: ARTICLE 19 is a charitable company limited by guarantee (no. 2097222). It was set up by a Memorandum of Association on 5 February 1987. Its Memorandum and Articles of Association were amended by special resolution on 12 June 2009. ARTICLE 19 was registered as a charity on 7 January 1987 (registered charity number 327421).

Geographical structure: ARTICLE 19 has its own structure and organisation under active review, seeking to ensure that its institutional arrangements are best suited to the effective achievement of its objectives and performance of its work. The international and regional nature of ARTICLE 19's

work means the organisation must carefully evaluate the most appropriate arrangements to put in place to serve the interests and needs of ARTICLE 19, seeking to ensure compliance with local requirements and laws.

Different arrangements are made to facilitate work in different regions and across regions, taking into consideration the different needs, available resources, as well as national laws and requirements.

ARTICLE 19's International Office (based in London) hosts ARTICLE 19 international support programmes (including Law and Policy; Communications; Projects; Finance and Operations) as well as regional programmes (Europe and Central Asia, Asia-Pacific, Iran), directly manages two local project offices (in Tunisia and Myanmar) and provides financial, operational and fundraising support to ARTICLE 19 regional offices established in the USA, Mexico, Brazil, Senegal, Bangladesh and Kenya. Due to local laws, three of the regional offices are registered as legally independent entities: ARTICULO 19 Campaña Global por la libertad de expression (ARTICLE 19 Mexico), ARTIGO 19 Brasil (ARTICLE 19 Brasil), and ARTICLE 19 Inc. (ARTICLE 19 USA).

The structural arrangements are intended to enable the development and delivery of ARTICLE 19 projects, programmes, strategies and vision across the world. ARTICLE 19's culture of openness and dialogue encourages and enables cross-function learning and the exchange of knowledge across all our offices.

Internal Management: A Senior Management Team (SMT), comprised of the Executive Director, Deputy Executive Director, Director of Finance and Operations, Director of Law, Director of Programmes and Director of Communications meets weekly and is the main executive decision-making body for the International Office. The Global Management Team (GMT) brings together SMT in the International Office and the Regional Directors to allow for increased collaboration and oversight of ARTICLE 19's strategic programmatic work. GMT currently has a video conference call on a monthly basis and quarterly meetings in person (which are combined with board meetings).

2.4. Location

The international office is located at Free Word Centre, 60 Farringdon Road, London EC1R 3GA

2.5. Number of countries

ARTICLE 19 operates at the global level, as well as through project partners in a number of countries. We have regional offices in Dhaka, Bangladesh; Sao Paulo, Brazil; Nairobi, Kenya; Mexico City, Mexico; Dakar, Senegal; and Washington DC, USA and regional representation in Phnom Penh, Cambodia; Yangon, Myanmar; Kuala Lumpur, Malaysia and Tunis, Tunisia.

2.6. Nature of ownership

ARTICLE 19 is a private not-for-profit organisation registered in the United States as a 501(c)(3) organisation and in the United Kingdom as a private limited company and as charity. ARTICULO 19 is registered as a civil society organisation (Number 82374 on 06 May 2008) and as ARTIGO 19 in Brazil on 11 June 2008. The Board, SMT and GMT provide oversight of the organisation's strategy, governance and annual budget.

2.7. Target audience

ARTICLE 19 works with communities most affected by poverty, human right defenders, lawyers, journalists, civil society organisations, international non-governmental organisations, bloggers, and those marginalised communities most vulnerable to freedom of expression and right to information abuses.

A non-exhaustive list of the countries that we have worked on in 2016 include Cambodia, Malaysia, Vietnam, Bangladesh, Brazil, Myanmar, Azerbaijan, Russia, Turkey, Ukraine, Iran, Burundi, Eritrea, Ethiopia, Kenya, Rwanda, Uganda, Egypt, Libya, Morocco, Mexico, The Gambia, Senegal, Mali, Tunisia, Honduras, Chile and Ecuador.

2.8. Scale of the reporting organisation

	End of 2011	End of 2012	End of 2013	End of 2014	End of 2015	End of 2016
Staff	22	27	33	34	26	27
Consultants	36	40	51	42	34	36
Total income	£2,155,702	£3,075,044	£4,028,863	£4,005,835	£4,356,196	£6,005,309
Net movement in funds	£44,042	£274,294	£379,406	£-68,848	£-555,531	£732,739
Total assets	£1,755,805	£2,108,958	£2,309,435	£2,716,172	£2,045,585	£2,436,708
Annual expenditure	£2,111,660	£2,800,750	£3,649,457	£4,064,631	£4,925,363	£5,272,570

Scope and scale of activities:

Geographic scope of our work as mentioned above. ARTICLE 19 works directly with communities through our offices in London (International Office, which manages programmes in Asia-Pacific, Europe and Central Asia and Iran) Dakar, Senegal; Nairobi, Kenya; Mexico City, Mexico; Sao Paulo and Brasilia, Brazil; Dhaka, Bangladesh; Tunis, Tunisia; and Yangon, Myanmar. Additionally, we have representatives in Washington DC and Kazakhstan.

ARTICLE 19's programmatic delivery model works iteratively at the national, regional and international level. We work at international and regional level to advocate for policy and other soft law on our core issue areas which can then inform specific programs of work at the national level, such as advocating for national legislation to institutionalise international standards.

2.9. Significant changes

We appointed 5 new Trustees to our Board during the reporting year.

1. Jacob Akol, Journalist, UK;
2. Arturo Franco, Economist, UK;

3. Tamar Anna Ghosh, CEO, Royal Society of Tropical Medicine and Hygiene, UK;
4. Peter Greste, Journalist, Australia;
5. Gayathry Venkiteswaran, Executive Director, Southeast Asian Press Alliance, Thailand.

2.10. Awards received

ARTICLE 19's Director of Bangladesh and South Asia, Tahmina Rahman was awarded the very first Franco-German Prize for Human Rights and the Rule of Law. This award is presented to brave women and men who are fighting for the rights of others throughout the world.

Another award was presented to Vice-Chair of ARTICLE 19's International Board, Galina Arapova. Galina was presented the International Bar Association's 2016 Human Rights award. The IBA cited her unwavering commitment to advocating for freedom of expression, especially in the face of threats and harassment, and managing to run so many cases domestically and before the European Court of Human Rights as well as teaching, training and being involved in the work of organisations such as ARTICLE 19.

3. Reporting Parameters

3.1. Reporting Period

Calendar year; January to December 2016

3.2. Date of most recent previous report

2015

3.3. Reporting cycle

Annual

3.4. Contact person

Grant and Project System Officer
projectsteam@article19.org
020 7324 2500

Free Word Centre
60 Farringdon Road
London
EC1R 3GA

3.5. Process for defining reporting content and using reporting process

The initial phase for completing the 2016 report consisted of a mapping exercise between the former GRI 3.1 guidelines and the new Guidelines format and referencing. The second stage was to incorporate the feedback from the Independent Review panel for 2014 and 2015. This resulted in an action plan which was shared with the Accountable Now Working Group. Lastly, the action plan was translated into a project and entered into our project management system. Each section of the report was entered into a Gantt chart and allocated to the respective member of staff.

As part of the drafting process, the report was shared with key stakeholders in our regional offices and programmes to verify and contribute information as well as to receive their feedback and comments. These comments were then collated by the Head of Projects and reworked into the draft report. Throughout the drafting process, senior management staff engaged with the Accountable Now reporting process to give information and comments.

3.6. Boundary of the report

This report covers the activities and performance of the legally registered organisation ARTICLE 19 (registered in England and Wales). This does not include the activities of our partner organisations who are not directly managed by ARTICLE 19, or the financial details of ARTICLE 19 Mexico, which operates as a legally independent entity although abiding by ARTICLE 19's Constitution.

3.7. Material content limitations of the report

There are no specific limitations on any boundary of the report, as far as is possible to ascertain. However, it should be noted that ARTICLE 19 is a relatively small organisation. The allocation of proportionally limited resources to monitoring, evaluation and information gathering means that ARTICLE 19 does not currently have all the raw information that it would need in order to be able to report fully and comprehensively on each and every of the chosen indicators contained within this report.

3.8. Basis for reporting on national entities, joint ventures, subsidiaries, outsourced operations or other entities

Any joint activities with partners or ARTICLE 19 Mexico only feature in this report to the extent that ARTICLE 19 was engaged. This practice will be maintained in future reports.

The draft report is shared with all our regional offices and programmes for comments and for them to provide and verify the information contained within it.

ARTICLE 19 employees all abide by our code of conduct which is reflective of the spirit of the Charter, and encompasses our organisational commitment to accountability. Performance reviews of staff are based on these core values. The memorandum of understandings we are establishing between the international and regional offices incorporates the accountability principles of the Charter and are part of our continuing development of our regional presence.

While ARTICLE 19 incorporates the principles of the accountability charter in our MOUs, the documents are themselves based on ARTICLE 19 governance documents such as our articles of association and international constitution, as well as our core values which include integrity, accountability and transparency.

3.10/3.11. Significant changes from previous reporting periods in the boundary, scope, timeframe, or measurement methods applied in the report

None to report

4. Governance Structure and Key Stakeholders

4.1. Governance structure and decision making process at governance level

ARTICLE 19 is governed by an International Board of Trustees (who are the 'Directors' under company law in the UK). The International Board of Trustees meets four times a year to provide

strategic direction for the organisation, and to monitor the work of the Executive Director. Our Finance and General Purpose Committee, which looks at financial and operational matters, meets bi-monthly. A Governance Sub-Committee is charged with overseeing and measuring the overall effectiveness of the governance mechanisms of the organisation, and recommending new Trustees for appointment to fill vacancies.

4.2. Division of powers between the highest governance body and the management and/or executives

The Chair is not an executive officer. According to ARTICLE 19's Memorandum and Articles of Association:

1.4 The International Board shall appoint an Executive Director who shall be responsible under its direction for the conduct of the affairs of ARTICLE 19 for the implementation of the decisions of the International Board.

1.5 The Executive Director may appoint senior executive staff, and may appoint all other staff as are necessary for the proper conduct of the affairs of ARTICLE 19 and ARTICLE 19 International.

1.6 The Executive Director will chair the global management team which shall be comprised of senior directors of the International Office and directors of the Regional Offices, and shall support the Executive Director in her/his responsibilities for the global and integrated management of ARTICLE 19 International.

1.7 The Executive Director and such members of the International Office as may appear appropriate to the Chairperson of the International Board shall be invited to whole or part of meetings of the International Board and may speak thereat but shall not be entitled to vote.

4.3. Please state the number of members of the highest governance body. How many are independent and/or non-executive members?

In 2016, our International Board consisted of 13 (8 male and 5 female) members at the end of the year: Paddy Coulter (Chair); Galina Arapova (Vice-Chair); Nigel Saxby-Soffe (Treasurer); Jacob Akol; Arturo Franco; Tamar Anna Ghosh; Peter Greste; Evan Harris; Kamal Labidi; Frank Ledwidge; Malak Poppovic and Jennifer Robinson and Gayathry Venkiteswaran.

All thirteen Board members are non-executive members and are independent of management. Trustees are appointed for three year terms and can serve a maximum of three terms (with an extension of one year to 10 years in exceptional circumstances). They can be reappointed to the board after a 3 year gap in appointment.

4.4. Mechanisms for internal stakeholders (e.g., members or employees to provide recommendations to the highest governance body

The Senior Management Team of ARTICLE 19 are tasked by the Board to attend all Board meetings and make reports and recommendations on the status and strategy of the organisation. The full Global Management Team (GMT) attends the Annual General Meeting (AGM) for the same purpose.

Staff and other stakeholders submit recommendations and reports to the Board through the appropriate member of the GMT. Should staff feel concerns have not been appropriately addressed

by the senior management, a process is in place that ultimately allows staff to petition the Chair of the Board.

4.5. Compensation for members of the highest governance body, senior managers and executives (including departure arrangements)

No compensation is paid to members of the highest governance body – all positions are held on a voluntary basis.

4.6. Process in place for the highest governance body to ensure conflicts of interest are identified and managed responsibly

Our International Board is governed by a Conflict of Interest policy which requires our Trustees to maintain a register of any potential conflict of interest in the selection, award, or administration of a purchase or contract with a vendor where, to their knowledge, any of the following has a financial interest in that purchase or contract:

1. The Trustee;
2. Any member of their immediate family;
3. Their partner;
4. An organisation in which any of the above is an officer, director or employee;
5. A person or organisation with whom any of the above individuals is negotiating or has an arrangement concerning prospective employment.

This register is updated annually at the winter Board meeting and upon the confirmation or resignation of a Trustee.

4.10. Process to support highest governance body's own performance?

ARTICLE 19 completed an external review of both the governance body and conducted a comprehensive key skills audit in 2013 and 2014. In 2016 these were reviewed, and the following additional skills were identified:

- Regional expertise in Asia and Africa, with a focus on areas where ARTICLE 19 has operations
- Organizational Safety and Security
- ICT policy
- Fundraising expertise with regards to high net worth individuals
- Human Resources
- Finance and accounting preferably with NGO Board experience

Between July and December 2016, 6 candidates were put forward for consideration with 5 candidates successfully appointed.

A 'Good Governance Manual' is currently in the works which looks to define board level responsibilities, term limits, appointment procedures, performance evaluation and many other governance policies and processes. Completion of this document is expected late 2017.

4.12. Externally developed environmental or social charters, principles or other initiatives to which the organisation subscribes

Principle 10 of the Rio Declaration on Environment and Development
Sustainable Development Goals

4.14. Stakeholder groups of the organisation

FIRST TIER PARTNERS IN WEST AFRICA

- Media Institute of Southern Africa
- Institut PANOS Afrique de l'Ouest
- Media Foundation for West Africa
- Media Rights Agenda
- West African Journalists Association (WAJA)
- International Federation of Journalists Africa Office
- The African Editors Forum
- Open Democracy Advice Centre (ODAC)
- Africa Freedom of Information Center
- Center for Media Studies and Peace Building
- Forum Civil
- Synpics

FIRST TIER PARTNERS IN ASIA

- Advocacy and Policies Institute (API) Housing Rights Task Force - Cambodia
- Cambodia Center for Human Rights (CCHR)
- Southeast Asia Development Programme (SADP)
- DANMISSION
- Counterpart International's ISC Project
- Centre for Internet and Society - India
- PATTIRO – Centre for Study and Regional Learning - Indonesia
- Aliansi Jurnalis Independen (AJI) - Indonesia
- ICT Watch - Indonesia
- ID-CONFIG (Network of ICT NGOs created in Nov 2012) - Indonesia
- Suaram - Malaysia
- Radio Free Sarawak - Malaysia
- Press Council - Myanmar
- Ministry of Information - Myanmar
- Myanmar Alliance for Transparency and Accountability (MATA) Myanmar
- People's Coalition for Free Expression - Myanmar
- Journalists' Association - Myanmar
- Journalists' Network - Myanmar
- Generation '88 - Myanmar
- Bolo Bhi Pakistan - Pakistan
- Bytes for All - Pakistan
- Free Somyot Campaign - Thailand
- Prachatai online news - Thailand
- Viet Tan - Vietnam
- Regional: Asia Forum for Human Rights and Development (FORUM-ASIA)
- Regional: Southeast Asia Press Alliance (SEAPA)
- Regional: Media Defence – Southeast Asia (MD-SEA)

FIRST TIER PARTNERS IN EUROPE AND CENTRAL ASIA

- Adil Soz - Kazakhstan
- Media Policy Institute - Kyrgyzstan
- The Media Defence Institute - Ukraine
- The Mass Media Defence Center (MMDC) – Russia

- Team 29 - Russia
- Bulgarian Helsinki Committee
- Balkan Investigative Reporter's Network – Kosovo
- Media Development Centre – Macedonia
- Center for Independent Journalism – Romania
- Media Law Institute – Ukraine
- National Association of Independent Mass Media in Tajikistan (NANSMIT) Tajikistan
- Centre for Development and Democratisation of Institutions – Albania
- Punto24 – Turkey
- Campaign for Freedom of Information - UK
- INDEX on Censorship – UK
- English PEN – UK
- Big Brother Watch - UK
- Liberty - UK
- Open Rights Group - UK

FIRST TIER PARTNERS IN LATIN AMERICA

- Derechos Digitales
- Asociación por los Derechos Civiles
- Acao Educativa
- ANDI
- Barao de Itarare
- Intervozes
- Centro Sabia
- Vitae Civilis
- Criola
- Alianza Regional
- GPOPAI
- Open Knowledge Foundation Brasil
- AMARRIBO
- Grupo de Información en Reproducción Elegida - Mexico
- Fundar Centro de Análisis e Investigación - Mexico
- Centro de Estudios de Derecho Ambiental - Mexico
- Cultura Ecológica - Mexico
- DECA Equipo Pueblo - Mexico
- Alianza Cívica - Mexico
- Periodistas de a Pie - Mexico
- Fundación Manuel Buendía - México
- Insyde - Mexico
- Sala de Prensa - Guatemala
- Instituto Demos - Guatemala
- CINCO - Nicaragua
- Centro Nacional Nicaraguense de Derechos Humanos - Nicaragua
- Fundación Violeta Barrios de Chamorro - Nicaragua
- Asociación de Periodistas de El Salvador - El Salvador
- Universidad Centroamericana - El Salvador
- C-Libre - Honduras
- Centro de Derechos Humanos de la Montaña Tlachinollan - Mexico
- Red de Periodistas de Ciudad Juárez Mexico
- Red Nacional de Organismos Civiles de "Todos los Derechos para Todos y Todas" – Mexico
- Red Mesa de Mujeres de Ciudad Juárez - Mexico

FIRST TIER PARTNERS IN THE MIDDLE EAST

- Lebanese Physically Handicapped Union (Lebanon)
- Social Media Exchange (Lebanon)
- United Nations Development Programme (UNDP) - Iraq
- United Nations Educational, Scientific and Cultural Organization (UNESCO) - Iraq
- Cairo Institute for Human Rights Studies (CIHRS) - Egypt
- Egyptian Initiative for Human Rights (EIHR) - Egypt
- Iraqi Journalists Union (IJU) - Iraq
- Bahrain Centre for Human Rights
- The Gulf Centre for Human Rights
- IMPACT Iran
- Justice for Iran

GLOBAL PARTNERS

Inter-state level

- Community of Democracies
- Organization for Security and Co-operation in Europe (OSCE) and Office of the Special Representative of the OSCE for Media Freedoms
- OSCE Office for Democratic Institutions and Human Rights
- United Nations Special Rapporteur on Freedom of Opinion and Expression
- United Nations Special Rapporteur on Freedom of Assembly and Association
- United Nations Special Rapporteur on Human Rights and the Environment
- United Nations Special Rapporteur on Human Rights Defenders
- Organization of American States Special Rapporteur on Freedom of Expression
- African Union Special Rapporteur on Freedom of Expression and Access to Information
- UNESCO
- UNDP
- UNEP
- Open Government Partnership
- Civil society
- Amnesty International
- Global Freedom of Expression Initiative, Columbia University
- Human Rights First
- Human Rights Watch
- HIVOS
- Greenpeace International
- Global Forum for Media Development
- Geneva Academy for Human Rights
- International Media Support (IMS)
- International Federation of Journalists (IFJ)
- IFEX
- Free Press Unlimited
- Media Diversity Institute (MDI)
- Media Legal Defence Initiative (MLDI)
- Exiled Writers Ink
- Pen International
- Reporters Sans Frontieres
- World Association of Community Radio Broadcasters (AMARC)
- African Union of Journalists
- Berkman Center, Harvard University

- CIVICUS
- International Centre for Not-for-Profit Law (ICNL)
- European Center for Not-for-Profit Law (ECNL)
- Frontline Defenders
- European Digital Initiative for Human Rights (EDRI)
- Global Partners Digital
- Access Now
- Electronic Frontier Foundation
- World Wide Web Foundation
- Association of Progressive Communicators
- World Association of Newspapers and Publishers (WAN-IFRA)
- World Movement for Democracy
- Privacy International
- Transparency International
- UNCAC Coalition
- Whistleblower International Network (WIN)
- International Federation of Libraries and Library Association (IFLA)
- Tellus institute
- The Access Initiative, World Resources Institute
- FreedomInfo.org
- Centre for International Environmental Law (CIEL)
- Vermont Law School
- Bond
- Concord
- American Civil Liberties Union
- Centre for Democracy and Technology

ARTICLE 19 has consultative or observer status with:

- ECOSOC, United Nations
- UNFCCC
- The Council of Europe
- The African Commission on Human and People's Rights.

We work with and through:

- The Internet Corporation for Assigned Names and Numbers (ICANN)
- The Internet Engineering Taskforce (IETF)
- The Internet Research Taskforce (IRTF)
- The Institute of Electrical and Electronics Engineers (IEEE)
- The UN Human Rights Committee,
- The Inter-American Commission and Court of Human Rights
- The African Commission on Human and Peoples' Rights (ACHPR)
- The European Court of Human Rights
- ASEAN Intergovernmental Commission for Human Rights (AICHR)
- The UN General Assembly
- The UN High Level Political Forum (HLPF)
- The UN Environment Assembly (UNEA)

ARTICLE 19 has a long practice of close cooperation with all four special mandates on FoE, including:

- ACHPR Special Rapporteur for FoE (Africa)
- OSCE Representative on Freedom of the Media (Europe, Central Asia and Northern America)

- OAS Special Rapporteur on FoE (Americas)
- UN Special Rapporteur on Freedom of Opinion and Expression (global)

4.15. Process for identification, selection and prioritisation of key stakeholder groups

ARTICLE 19 believes that one of the most effective and principled ways to promote and implement institutional, cultural and legal change is to work in partnership with local groups. This approach enables it to facilitate relationships amongst civil society actors on a national and international level and promote best-practice models from around the world. Its projects build the capacity of local organisations to ensure they are able to continue working in the future with decreasing international involvement and support.

ARTICLE 19 has developed an extensive partnership network across the world. At present, ARTICLE 19 works with about 50 domestic implementing partners, typically local civil society organisations, as well as media and human rights institutions, active in areas such as human rights, Freedom of Information, the media, women and the environment. In addition, the implementation of ARTICLE 19's projects involves nearly 100 grass-roots organisations which participate in training sessions, workshops, strategy meetings and evaluations.

ARTICLE 19 works closely with 5 regional and international inter-governmental instruments, and has consultative status with the United Nations' economic and social council (ECOSOC), the Council of Europe and the Organization of African Unity. It is a member of 11 active coalitions, as well as of the Global Transparency Initiative, a network of civil society organisations promoting openness among international financial institutions. The organisation was also instrumental in establishing the International Freedom of Expression Exchange ("IFEX").

In some cases, we work in consortiums with other organisations to deliver a portfolio of work that maximises the expertise and added value of each member which may include technical expertise on a certain issue or method of working or country or region experience. Examples of our consortiums include our Civic Space Initiative project funded by Sida and our partners are International Centre for Not-for-profit Law (ICNL), CIVICUS and World Movement for Democracy and our Dialogue and Dissent project funded by the Dutch Ministry of Foreign Affairs and in partnership with HIVOS and International Institute for Environment and Development (IIED).

PERFORMANCE INDICATORS:

I. Programme Effectiveness

NGO1. Involvement of affected stakeholder groups to inform the design, implementation, monitoring and evaluation of policies and programmes

Beneficiary Feedback mechanism and consent forms: We have developed a monitoring system for beneficiary training activities. This system makes it easier to record and accurately track essential training data. The system consists of a pre training assessment questionnaire, a training evaluation questionnaire and a beneficiary tracking spreadsheet.

- The pre-training assessment gathers essential information on training participants, including disability, dietary requirements and demographics. The fact sheet monitors who is using ARTICLE 19 training and finds out whether an attendee needs to have reasonable adjustments made to the venue or activities
- The training evaluation form allows beneficiaries to evaluate training quality and effectiveness. It also records the extent they feel their knowledge has increased via pre and post tests

- Data is sent to the M&E officer every quarter to establish global metrics

The feedback mechanism has been successfully used in Mexico, Brazil, Tunisia, Kenya, Cambodia and Myanmar, as well as several projects in our Europe and Central Asia Programme. Gender disaggregation and other key training information has been used in our 2016 Annual Report and other key donor reports.

We have developed an interview consent form that must be used for beneficiaries from vulnerable backgrounds – those under the age of 18, and/or when the topic is controversial. The feedback form asks beneficiaries the degree of exposure they are comfortable with (i.e. photos, full name) and must be witnessed by a third party.

Capacity Building: Within ARTICLE 19's M&E toolkit, we have a policy on the inclusion of beneficiaries in project design. The toolkit including several processes to ensure beneficiaries are included in project design, monitoring, and evaluation.

Local to Global engagement: Bringing local voices to global fora is a cornerstone of ARTICLE 19's 2016-2021 strategy. We have long recognised the powerful influence of journalists, activists and other beneficiaries can have on global policy, but in our latest strategy we have provided the following explicit wording as part of our theory of engagement:

“Accompanying the theory of change, ARTICLE 19 seeks to achieve its outcomes through taking local experience and knowledge and driving them to the international level to inform standard setting in key decision-making fora and processes, as well as to hold states to account for their actions...”

All teams are encouraged to include the strategy in projects, with the aim of bringing local beneficiary voices to global fora. Examples include our work on HRC Resolution 32/2, the work conducted with South American Civil Society and the Inter-American Commission on Human Rights Special Rapporteur on Freedom of Expression on protests. In Mexico, the protest protection mechanism, Rompe el Miedo, is an example of beneficiaries (including activists and journalists) engaging with ARTICLE 19, as beneficiaries are for monitoring state aggressions once the network is activated. The 2016 Turkish Coup was a good example of ARTICLE 19 facilitating Turkish civil society to come to the UN HRC in response to a rapidly deteriorating situation.

NGO2 Mechanisms for stakeholder feedback and complaints to programmes and policies and in response to policy breaches.

Complaints may come from persons or organisations who have a legitimate interest in ARTICLE 19.

A complaint can be received verbally, by phone, by email, through the website or in writing. Overall responsibility of implementation of compliant mechanism lies with the Senior Management Team.

Stage one:

A complaint is best resolved by the person responsible for the issue being complained about. That person may then be able to resolve the complaint swiftly and should do so if possible and appropriate. Complaints should be acknowledged by the person handling the complaint within 7 days. The acknowledgement should say who is dealing with the complaint and when the person complaining can expect a reply. Whether or not the complaint has been resolved, the complaint information should be passed back to the SMT within one week of receipt. On receiving the complaint, SMT will update the complaints log accordingly.

Stage two:

If the complainant feels that the problem has not been satisfactorily resolved at Stage One, they can request that the complaint is reviewed at Board level. The request for Board level review should be acknowledged within one week of receiving it. The acknowledgement should say who will deal with the case and when the complainant can expect a reply. The decision taken at this stage is final, unless the Board decides it is appropriate to seek external assistance with resolution.

Stage three:

The complainant can complain to the Charity Commission at any stage. Information about the kind of complaints the Commission can involve itself in can be found on their website at:

www.charitycommission.gov.uk

Our written complaints policy will be available on our new website early 2018.

ARTICLE 19 of the UK staff Terms and Conditions covers the formal process within ARTICLE 19 to bring a grievance against another member of staff or the organisation. This is also reiterated and an informal procedure established under our Bullying and Harassment policy which cover all staff, interns and Board Members no matter where they work.

ARTICLE 19 also has just implemented a Whistle-blower Protection under its Code of Conduct which is made accessible to every staff member on arrival. It enables a channel for internal complaints to be raised and, if necessary, elevated to the Board Chair's attention.

All agreements with partner organisations contain contact details for ARTICLE 19 to enable partners to raise concerns about the implementation of programmes or conduct of staff. This is an area for future development for ARTICLE 19.

NGO3 System for programme monitoring, evaluation and learning, (including measuring programme effectiveness and impact).

ARTICLE 19 Toolkit: ARTICLE 19 has developed a monitoring and evaluation (M&E) toolkit to support the delivery of its 2016-2021 global strategy, the Expression Agenda (XpA). This guide aims to introduce readers to basic M&E tools and techniques relevant to ARTICLE 19's work, provide guidance for ARTICLE 19 M&E procedures, and signpost to useful further reading. Staff members do not have to read the toolkit from start to finish. However, we do ask all staff to familiarise themselves with the introduction as this highlights minimum expectations for all ARTICLE 19 staff.

The toolkit has a specific section dedicated to ensuring minorities and vulnerable groups are included in all aspects of M&E, drawing from best practice in the sector. The primary aim is to ensure inclusivity of all groups into ARTICLE 19 projects.

Cross Organisational Groups: ARTICLE 19 has been gradually developing new, horizontal groups of learning within its organisation. Called Cross Organisational Groups (COGs), these communities of best practice attempt to bring thematic experts together to discuss issues and challenges they face. Six groups were set up with a lead facilitator and thematic members. Their initial roll out was met with mixed success, and they are now going through a redesign to make them more relevant to regional teams and increase their accessibility.

NGO4 Measures to integrate gender and diversity into programme design and implementation, and the monitoring, evaluation, and learning cycle.

ARTICLE 19’s policy and on-the-ground work is grounded in the Mx Method, ARTICLE 19’s strategy and approach to sex, sexuality and gender equality in our six-year organisational strategy – The Expression Agenda (XpA). It also prioritises gender mainstreaming within our global operations, implementation of projects, and in our internal policies and practices. It includes both a specific focus on women and girls and LGBTQI persons as beneficiaries and agents of change throughout ARTICLE 19 “multi-level approach” which cascades feedback and results between the international, national and grass-root levels, thereby driving a sustainable and self-reinforcing cycle of change.

The Mx Method was borne out of ARTICLE 19 acknowledgement in early 2015 that despite all of our hard work on women’s rights and LGBTQI rights over the years, we have to challenge ourselves to better understand and proactively address the complex factors that drive or enable the silencing, oppression, marginalisation, and often the persecution of women and LGBTQI persons. We strive to think deeper, look past the obvious, and better understand the root causes of violations to FOE/I for women and LGBTQI persons. For example, this table below shows the different lenses we will take as we analyse, address and resolve these obstacles:

Exercising FoE		Barriers and/or violations of FoE/I, for example:		
		Most apparent at a “glance”	Less visible at a “glance”	Invisible at a “glance”
		A	B	C
Woman going on Twitter to get news and share thoughts on current events	1	Harassment Rape threats Stalking online	Lack of appropriate mechanisms to report such content or gain support	Fear and anxiety to go online; psycho-social
Gay man in Iran going on Grindr to meet potential partners and like-minded people	2	State knowledge of the app and its users	Baiting Blackmail Extortion	Ostracisation; greater loss of civic space; psycho-social
Woman joining the media profession	3	Reporting only on women issues; Threats and attacks from external third-party actors	Not given opportunities for career growth; not in decision-making roles	Sexual harassment and rape by colleagues;
Woman protesting during the Arab Spring in Tahrir Square	4	Arrest, legal charges or threats of charges of prostitution	Virginity tests; public shaming	Family shame, lack of support
Woman Posting pictures and videos of herself on social media in Pakistan	5	Harassment Rape threats Stalking online	Mounting family shame	Domestic environment and circumstances leading up to murder

Column A - More common focus areas for FoE groups	Column B - Less common focus for FoE groups	Column C - Rare focus for FoE groups
GENDER PERSPECTIVE INCLUDES CONSIDERATION OF THESE FACTORS		

In order to have the greatest impact, the Mx Method seeks to advance the rights of women and LGBTQI persons through a holistic approach via three key complementary levels: within the XpA, in our operations, and our internal policies and practices.

Objective One (strategy): ARTICLE 19's strategy is created, reviewed and adapted through an intersectional gender perspective, targeting issues that are vital for women and LGBTQI persons to fully exercise their right to FoE and FoI, taking into consideration less visible and/ invisible violations or barriers (Figure above).

Objective Two (operations): Through a unified approach, ARTICLE 19 implements the strategy with equity as a driving consideration, ensuring to the greatest extent possible that risks are minimised and our operations are accessible for persons of different identities and backgrounds to participate.

Objective Three (internal): ARTICLE 19 proactively creates and fosters a diverse and inclusive workplace, provides support to staff (and affiliates where possible) towards gender mainstreaming, and builds structures and systems towards achieving this aim.

ARTICLE 19 has been working to integrate gender mainstreaming into our operations, ensuring that the fundraising, design, implementation and monitoring/evaluation of programmes and projects are conducted with the aim to achieve gender equity. The operational goal in Mx Method is optimal inclusiveness, and the reduction to as many barriers to our activities and resources as possible, which means we are rethinking and becoming more creative in how we implement our work. In this, we assess, for example:

- Resource allocation – to determine how budgets are allocated across activities and to ensure we have funds dedicated to gender inclusion in relevant fundraising proposals
- Logistical arrangements – is childcare available for mothers should they want to attend a training? Do facility bookings ensure that both females and males have access to prime time slots and prime facilities? Is the venue safe after sunset? Can it be accessible via public transportation?
- Participation rates – to evaluate current programs and services to identify potential barriers, and to determine whether programs are truly inclusive. Are our LGBT trainings involving persons from the lesbian, gay, bisexual and transgender communities, or are certain groups within LGBT community absent? If they are absent, why?
- Activity programming – to assess the types of activities offered for males and females and ensure that they address real needs. Should an ARTICLE 19 female staff member lead a women HRD workshop?
- M&E - Is the follow-up and monitoring process leading to increased stigma for women participants? E.g. Male trainer calling to check in on a female participant can be viewed as inappropriate in some contexts. Are we capturing the right disaggregated data to reflect gender-inclusiveness or lack thereof, and following up to measure impact.

- Communication outputs and promotional materials – to ensure women and LGBTQI persons are not being excluded or stereotyped in pictures or language. Is our information being disseminated over diverse channels? Are our imagery and/or symbols objectifying?

In order to achieve gender equality and equity, ARTICLE 19 has created “ethical engagement principles for working with persons in vulnerable situations” that focuses on minimizing harm in all of our activities and interactions. This is critical to ensure that all of our actions – to the greatest extent possible – contributes towards positive outcomes. This may, for example, mean that we conduct alternative trainings for women if their involvement into our main trainings might result in exacerbating negative social stigmas (because the main training runs until after dark, or is led by male trainers, etc.). We also work towards achieving a gender balance in our activities and events, striving to hit at least 50% participation of women across our activities.

It should be emphasised that gender is only one of many characteristics that shape the course of our mission. The Mx Method cannot be effectively addressed without considering its intersection with other forms of identity, such as race, age, ability, nationality, ethnicity or religion. With proactive consideration of how sex, sexuality and gender intersects other forms of identity, this means that the implementation and success of Mx Method also leads to progress for all other forms of identity as well.

All ARTICLE 19 contracts with partners include the following clause, “ARTICLE 19 makes grants on the condition that all grant recipients incorporate a non-discriminatory and gender perspective into all their activities and outputs, and that project reporting includes a description of how this has been achieved.”

Our approach proactively acknowledges that across the world, sex and gender are significant factors in determining one’s ability to exercise the right to freedom of expression and access information. Laws, policies, economics, cultural norms, religion – all of these, and other aspects of life and society, are experienced differently based upon gender: women and LGBTQI persons have borne the brunt of these inequalities, and face large barriers to FoE/I, such as:

- Restrictive legislation/policies prohibiting the ability to openly express gender identity;
- Absence of channels for access to information affecting their lives (e.g. sexual reproductive health)
- Denial of formal education, leading to greater prevalence of illiteracy among women;
- Lack of funds to access technological devices and the Internet, “techno-phobia”;
- Less financial compensation in media profession, relative to cisgender male counterparts, and pigeon-holed into covering stereotypical issues for that gender group;
- Threats directed towards the individual’s family, or are intended to shame, and are sexualised and physical in nature;
- Lack of representation and inclusion in decision-making processes;
- Social stigmatisation for participating in public affairs or demonstrations;
- Impunity for violence against women, girls and LGBTI persons;
- Censorship of information on LGBTI and gender identity issues;
- Lack of disaggregated statistics on violations of FoE based on gender.

This is an enduring and persistent problem – one that has a tendency to be invisible, and even when identified lacks long-term or meaningful solutions. This means that over time, the silencing and subjugation of certain gender identities has become endemic and, in many instances, normalised.

Given our mandate, expertise, and experience, ARTICLE 19 will lead in this area and we will show how in our six-year strategy we are placing individual agency and choice at the heart of our mandate, and that in addition to challenging political and legal structures, we will not shy away from also challenging long-standing restrictive and oppressive social norms.

NGO5 Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.

In 2016, ARTICLE 19 held its first ever global campaigns workshop which brought colleagues from almost all ARTICLE 19's offices to London for an interactive and explorative session of two days to help develop thinking around global campaigns and build campaigns capacity and experience. Anonymous feedback was gathered from participants and this was very positive.

ARTICLE 19 reviewed its campaigning function and undertook a minor restructuring which culminated in the promotion of the campaigns role to manager level and membership of SMT+, and as separate cross-cutting function outside of Communications. This was in order to elevate campaigning across the organisation and pave the way for better coordinated and strategic global campaigning. At the end of 2016, ARTICLE 19 started to set the foundations for a clear campaigns model and engagement approach - work which will be completed in 2017, to deliver clarity for across ARTICLE 19 in terms of the focus, value and purpose of campaigns in specific relation to ARTICLE 19's value add and expertise. The result of this restructuring and reprioritisation is expected to come to the fore in 2017, and as part of the subsequent planning cycle, equipping teams across ARTICLE 19 with a stronger understanding of ARTICLE 19 campaigns approach.

NGO6 Processes to take into account and coordinate with other actors.

ARTICLE 19 is a small to medium sized organisation – therefore the size and scale of our projects means that we are still able to oversee all projects to avoid duplication. Every two years, teams provide a target operational plan (TOPs) outlining outcomes and targets for the following two years. These TOPs are reviewed every year to understand what worked well or not, lessons learnt and include a new PESTLE and SWOT analysis of the upcoming year in consultation with partners and key stakeholders. Since 2015, we have included implementing partners in our project start-up meetings to ensure that all actors involved in the project are fully aware of what is to be delivered and to facilitate co-ordination as we carry out the project. We have also built in quarterly and annual reviews to ensure that we continually assess, plan and share lessons with partners and stakeholders to optimise our co-operation.

As an organisation, the success of ARTICLE 19 depends on being aware of and participating in FoE, transparency, and general human rights debates. This includes maintaining a strong link with the external environment, including coordinating work with other organisations and international bodies working on similar issues. We have several mechanisms for achieving this. First, ARTICLE 19 has six regional offices and representatives in strategic parts of the world who all maintain regular contact with each other and the International Office through the Global Management Team meetings and Annual General Meetings. Second, our International Board includes geographical representation of senior representatives from key organisations, and offers the senior management a pool of expertise and experience in the field of Human Rights. Finally, organisational and programme annual planning meetings includes a mapping of ARTICLE 19's position in relation to other actors.

As mentioned above in *4.15 Basis for Identification, selection and prioritisation of key stakeholder groups* with whom to engage, for some projects we work in consortiums to leverage each other's expertise. As part of the project management we have regular steering committee meetings with these partners to plan and coordinate efforts to maximise our ability to achieve results and impact

individually and collectively. One clear example is ensuring that we are aware of each other's strategy and build upon each other's efforts and successes with certain international or regional mechanisms such as the United Nations Human Rights Council

II. Financial Management
NGO7 Resource allocation, tracking and control.

During the reporting period, ARTICLE 19 received funds either as project-specific funds for particular activities, or as unrestricted funding to be allocated more flexibly across the organisation.

We currently maintain an advance system in which funds allocated are not expended until accounted for through monthly financial returns. Financial returns together with supporting documents are reviewed and verified by the finance team in London and any queries or recommendations sent back to the regions for implementation. There is also unique code allocated to each project to enable effective resource tracking.

From January to December 2016, we allocated our funding according to the following activities:

- Africa projects: 10%
- Asia projects: 7%
- Latin America projects: 9%
- Law and Policy projects: 7%
- Europe and Central Asia projects: 13%
- Middle East and North Africa projects: 12%
- Global projects: 25%
- Global communications, campaigns and support: 17%

Resources are allocated directly to activity where the costs relates. However, the cost of the overall direction and administration of each activity, comprising the salary and overhead costs of the central function, which is apportioned based on direct staff time.

ARTICLE 19 retains oversight mechanisms to ensure that resources are allocated correctly. Independent auditors carry out an annual audit of ARTICLE 19's finances in London, Brazil and Kenya. ARTICLE 19's International Board and its Finance and General Purposes Committee retains an oversight function on all issues of financial management and resource allocation. Many of our project-specific grants include an independent audit provision.

Our annual audited accounts are available on our website at <http://www.article19.org/pages/en/annual-accounts.html>

NGO8 Sources of funding by category e.g. government, corporate, foundation, membership fees, in-kind donations and other.

Category	Value (2016)
Official donors	£3,949,494
Trusts & foundations	£2,055,815

Donor	Value (2016)
Swedish International Development Agency	£1,502,804
Norwegian Ministry of Foreign Affairs	£770,588
Open Society Foundation	£747,573
Foreign & Commonwealth Office	£603,582
Department for International Development	£542,687

III. Environmental Management

EN16 Report the total of direct and indirect greenhouse gas emissions by weight at the organisational level.

Year	Total	Total indirect	Indirect amount per person	Total direct
2016*	189.4	49.4	1.49	140
2015*	271.6	40.66	1.23	231
2014*	310.7	44.2	1.43	266.5
2013*	173	39.23	1.22	133.77
2012*	252	39.9	1.73	212.1

*This information is only being provided for the International Office – figures from our regional offices are unavailable

EN18 Initiatives to reduce greenhouse gas emissions at the organisational level and reductions achieved.

ARTICLE 19 committed in 2011 to beginning to monitor and track trends for its greenhouse gas emissions. The argument for deliberately reducing staff travel – the main source of emissions by ARTICLE 19 – needs to be counter-balanced with the recognised need for the staff to interact with stakeholders and to adequately represent the organisation in key forums. In our environmental policy we state that we identify which destinations are easily reachable by train (e.g. less than 5 hours) and pledge that we will no longer fly to these places, unless the savings from flying exceed a certain factor for example, flights will be preferred if the ticket cost is at least 35% lower. Nevertheless, it is widely acknowledged that there are other ways of reducing emissions, whether at the office (increased insulation) or in carbon offsetting, and ARTICLE 19 hopes to continue to reduce its emissions.

ARTICLE 19 has drafted a new environmental policy which provides stronger guidance to staff when making operational decisions. This policy will be available on our new website in early 2018.

EN26 Initiatives to mitigate environmental impacts of activities and services.

Since 2005, ARTICLE 19 has developed and implemented several projects that has had a positive contribution to environmentally sustainable development by focusing on empowering civil society to exercise their right to access environmental information, or included this as one of its goals.

We have built on this preliminary body of experience by developing a global policy position on access to environmental information as part of the Rio 2012 conference on sustainable development, and promoting FoE principles in the Right to Water agenda. We seek to defend the right of populations living in fragile environment, to have access to the relevant information regarding the risks the environment may pose to their security and health, and the risks their activities may pose to the environment.

Whilst developing project goals and activities, we consider alternatives to achieving the project goals that are better from the environmental point of view. A significant focus of our work is online in order to minimise both cost and environmental impact and we distribute our publications and reports electronically whenever possible. An example would be our online consultations for our legal and policy work. We try to keep both international and national travel to a minimum, using video conferencing and combining visits with different purposes wherever possible with the aim of reducing both cost and environmental impact. Rail travel is the preferred method of travel for any locations that are reachable in less than 5 hours by train. Public transport is the preferred method of travel for both short local journeys and national travel within Europe. Our procurement procedures consider the environmental impact of our choice of supplier. The building of ARTICLE 19's International office is shared with many other organisations in order to reduce both cost and environmental impact

IV. Human Resource Management

LA1 Size and composition of total workforce: number of employees (part and full-time) broken down by geographical region and responsibility levels and number of volunteers where possible.

A. The total number of employees by employment contract and gender.

Type of contract	Male	Female
Permanent	28	33
Fixed	18	40
TOTAL	46	73

B. Report the total workforce by employees and supervised workers and by gender.

Number of staff	Male	Female
Supervised	46	73
Non-supervised	0	0
TOTAL	46	73

C. The total workforce by region and gender.

We do not have this data at present

EC7 Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.

All senior managers of ARTICLE 19 are hired locally.

LA10 Workforce training to support organisational development.

What qualifies as 'training' in your organisation?

ARTICLE 19 defines training as an organisation learning process in which individuals are provided with opportunities to increase their knowledge in order to improve their performance as a result of which organisations performance improves.

How do you identify the most important training needs?

Assessment of training needs are carried out at individual, team and/or organisational level. At individual level, annual performance reviews are the best opportunities to evaluate performance of individuals and identify training solutions to either improve performance of staff or support them to accomplish their work objective. At this stage staff and their line manager discuss and identify training needs. Training is also provided at organisational level e.g. to train the workforce as a result of employment of a new technology or to increase general knowledge of staff on particular subjects. In addition, ARTICLE 19 provides training on soft skills such as communication skills, stress management, security which are available for all staff to attend.

How much do you invest (as a percentage of overall administrative budget) into training your workforce?

0.52%

What is the average training time an employee receives per year? (Compare development over years if possible)

We do not capture this data.

Do you have evidence that training is successful?

Individual feedback is always captured as part of any training at Article 19. This feedback focuses on the individual's requirements and whether they felt it achieved their objectives. Most recently, staff participated in Physical Security Training, and feedback indicated that this was highly successful.

LA12 Performance reviews and career development plans.

Based on the data available, all staff at the International office (Including US, Asia Team and remote working staff) and Tunisia office receive regular performance and career development reviews. The information of other regional offices are not currently available. However, ARTICLE 19's plan is that by the end of 2018, performance review of all staff is carried out through CAMMS. This ensures consistency on how and when reviews are taken and will enable us to produce organisational report on employee performance and training and development.

LA13 Diversity in your organisation displayed in the composition of governance bodies and employees

Gender split between staff and the Board of Trustees:

Type of contract	Male	Female
Staff	37	82
Board of Trustees	8	5
TOTAL	45	87

NGO9 Mechanism for your workforce to raise grievances and get response.

Staff can provide feedback through Human resources, Staff union and also a staff satisfaction working group. ARTICLE 19 employs a participatory approach with regards to policy development. Staff are engaged through both the staff satisfaction group and staff union in design and development of such policy and there are established channels for staff to feedback.

This process has been developed to ensure concerns are heard and actioned at every stage of policy development and also prior to it being approved by the Senior Management Team. This exercise has led to a higher rate of staff participation and engagement and most importantly has resulted in a higher rate of staff buy-in.

ARTICLE 19 also has a Grievance Procedure. Every member of staff has the right to pursue a grievance where they believe their rights as an employee have been contravened. Grievances may relate to the employee's treatment by ARTICLE 19 or by other ARTICLE 19 staff members.

The person with the grievance is entitled to bring a grievance themselves or to instruct their trade union, staff representative or other person nominated by them to handle it on their behalf and accompany them at any meeting to discuss the grievance.

In the first instance the person with the grievance (or representative) must report the grievance to the member of the management team responsible for supervising their work and/or allocation of duties. If more than one person supervises the work of the person with the grievance, the grievance should be reported to the person who can best respond to the grievance. If the grievance is against the Executive Director the employee must report the grievance to the member of the management team responsible for supervising their work, who will report the matter directly to the Chair of the Board of Trustees; however, where it is the Executive Director who is directly responsible for supervision, the matter must be reported by the employee themselves directly to the Chair of the Board of Trustees.

If the grievance is directed at the member(s) of the management team responsible for the programme area of the person with the grievance, they should report their grievance to the Executive Director or member of the management team who is most appropriate to deal with the case.

The matter will normally be investigated within five working days during which the member of the management team will attempt to resolve the matter by discussion with the person with the grievance and (if applicable) the member(s) of staff against whom the complaint is made. If dissatisfied with the outcome, the person with the grievance (or their representative) must state their grievance in writing to the Executive Director who will either investigate the grievance further or will appoint another member of the management team to do so. This will involve discussion of the grievance with the person with the grievance or their representative. This will normally take place as soon as possible, but no later than ten working days of receipt of the written submission.

If after receiving a written reply the person with the grievance is still dissatisfied, within a maximum of one month from receipt of the reply, they or their representative must:
Inform the Chair of the Board of Trustees in writing of the reasons for their continued dissatisfaction. If necessary they and their representative together with the other individual(s) involved (in cases where the grievance is directed at (an)other individual(s)) will be required to appear before the Board of Trustees or appeals panel appointed by that Board in order for that panel to reach a decision.

Staff feedback and complaints can be raised through multiple channels; directly to line managers, with the senior human resources advisor and through our code of conduct policy. The Code indicates how an issue can be raised and the whistle-blowers protection they have when raising a concern

V. Responsible Management of Impacts on Society
SO1 Impact of activities on the wider community

Impact of activities on local communities: ARTICLE 19 places local communities at the heart of its 2016-21 strategy. We promote local community voices to be heard at global fora, increase their ability to demand greater accountability from their governments, and support marginalised communities to express themselves. We evaluate this through our quarterly reporting system, where teams are asked to report using indicators that include community engagement. However, ARTICLE 19 identifies that additional work has to go into improving our monitoring of community impacts.

Our existing evaluation mechanisms have provided several outstanding examples of how ARTICLE 19 have impacted the wider community. Examples include our work on HRC Resolution 32/2, where advocacy was conducted in close partnership with South American civil society organisations (CSOs). In Mexico, women and men of at least sixteen marginalized communities in the states of Chiapas and Tabasco were empowered to seek and obtain useful information for their communities. Women increased participation in communities' public sphere as the vehicles of information. Some participated and signed community assembly minutes (signatures are only symbolic as certain rights in communities are linked to land ownership, which women cannot access). Also in Mexico, the protest protection mechanism Rompe el Miedo engages local activists and journalists to monitor state aggressions. During the 2016 Turkish Coup, ARTICLE 19 facilitated CSOs to attend the UN HRC to help call for action amidst a rapidly deteriorating situation. In another community impact assessment, it was revealed that local community components (CSO, Community Media, family members, rural women) engage to advocate for better health services for rural women in the Tunisian South West region using RTI. The trainings resulted in 97 information requests through info4all.org, and three community radio programs dedicated to informing the community about the "Health problems that rural women are facing".

As part of our project management process teams carry out stakeholder analysis. In one early example of its use, our Middle East and North Africa (MENA) office conducted a stakeholder assessment on a project to combat hate speech. The action identified key actors needed to deliver effective community engagement in the educational system in Tunisia, and how to engage them. These included the Ministry of Education, education inspectors, teachers, five regional education offices, five schools, and students. All were subsequently engaged to promote FoE and to counter hate speech in the school environment.

Protecting vulnerable people and child protection: We have developed an interview consent form and policy that must be used for beneficiaries from vulnerable backgrounds, those under the age of 18, and/or when the topic is sensitive. The feedback form asks beneficiaries the degree of exposure

they are comfortable with (i.e. photos, full name) and must be witnessed by a third party. Furthermore, all major interactions with beneficiaries must include a pre-workshop needs assessment, which gathers data on disabilities (Inc. the Washington Disability Scale), religious and dietary requirements ahead of the activity itself. This allows project teams to adjust the activities accordingly to meet beneficiary needs. We also have feedback and complaint mechanisms which are described below.

Community/beneficiary feedback mechanisms: ARTICLE 19 currently has a beneficiary complaints policy for the organisation. The policy informs both staff and external beneficiaries how to resolve a complete through three different stages. Once ARTICLE 19's new website is fully launched, the mechanism will be added to it for maximum exposure. This is expected to be completed early 2018.

We have also developed a monitoring system for beneficiary training/workshop activities. This system makes it easier to record and accurately track essential training data. The training evaluation form allows beneficiaries to evaluate training quality and effectiveness. It also records the extent they feel their knowledge/skills have increased via pre and post-tests. Data is sent to the M&E officer every quarter to establish global metrics for the organisation.

The feedback mechanism has been successfully used in Mexico, Brazil, Tunisia, Kenya, Cambodia and Myanmar, as well as several projects in our Europe and Central Asia Programme. Gender disaggregation and other key training information has been used in our Annual Reports for the past three years, other key donor reports, and to evaluate training and workshop performance.

Post-project evaluations and exit strategies: At present, we evaluate most of our large scale projects. Furthermore, our project management process encourages all completed projects to conduct wrap-up meetings with key staff members, partners and beneficiaries. Projects are also evaluated internally through the following mechanism:

Cross Organisational Groups: ARTICLE 19 has been gradually developing new, horizontal groups of learning within its organisation. Called Cross Organisational Groups (COGs), these communities of best practice attempt to bring thematic experts together to discuss issues and challenges they face. Six groups were set up with a lead facilitator and thematic members. Their initial roll out was met with mixed success, and they are now going through a redesign to make them more relevant to regional teams and increase their accessibility.

We currently do not have a documented exit strategy for all projects in ARTICLE 19. However, we endeavour to continue our links with key partners to identify possibilities for future projects.

SO3 Process for ensuring effective anti-corruption policies and procedures?

ARTICLE 19 has an anti-corruption, anti-fraud and anti-bribery policy, and are part of the staff induction process for all new starters. The training that started in 2015 to ensure all staff were trained on these topics has continued, with Senegal and Tunisia trained in 2016. ARTICLE 19 has currently trained around 80% of its workforce to date, with plans in place to conduct further externally led training across all regional offices in 2017. These policies will be available on our new website early 2018.

SO3 Do you carry out systematic risk analysis on where your work could be exposed to corruption, bribery, nepotism, fraud or conflicts of interest?

All risks are logged in our risk register along with steps to mitigate them. The area we are most exposed to is working with partners. Because of this, we have a due diligence policy which make it

mandatory to conduct due diligence review on all partners before signing new contracts. We also ensure clauses on Fraud and Corruption are included in their contracts.

Do you have effective systems and practices in place to prohibit, prevent, detect and report on them in your ongoing work?

Over the past 2 years, we have had in house training for staff across the organisation on Fraud, corruption and bribery. We do have a fraud and bribery policy alongside our recently developed whistle-blower policy.

Do you have evidence that relevant policies are well known and used by staff?

All staff are required to read and sign the fraud, bribery and corruption policy after the training. So far we have trained around 80% of our existing staff across the organisation.

SO4 Actions taken in response of incidents of corruption.

No reported incidents in 2016

VI. Ethical Fundraising and Communication

PR6 Programmes for adherence to laws, standards, and voluntary codes related to ethical fundraising, including advertising, promotion, and sponsorship.

ARTICLE 19 does not formally adhere to any standards or voluntary codes related to advertising, marketing communication or promotions activities. 99% of the income raised by ARTICLE 19 comes from statutory sources or private foundations; we do not have a marketing and fundraising program aimed at attracting individual donations or raising funds from individuals or corporate entities. ARTICLE 19 employs no marketing or advertising officers or advertising agencies. It is the responsibility of all Senior and program officers at ARTICLE 19 to support fundraising for our program work. We have a dedicated fundraising officer and head of fundraising at present, and plan to recruit an additional Spanish-speaking fundraiser in the United States with the technical skills to help us better cultivate US government funding sources, and develop stronger relationships with US private foundations

Promotional activities are undertaken in line with ARTICLE 19 values identified in our Code of Conduct: Integrity, Collaboration, Diversity, Transparency and Accountability. These values are reflected in our Brand Guidelines, adopted in 2011. Internal procedures, including approval process with senior management, project leaders and managers are in place to ensure accuracy and truthfulness in promotional pieces. During 2016, ARTICLE 19 did not undertake any paid advertising.

ARTICLE 19 has developed a new coordinated and triangulated fundraising strategy (2015-2020) that involves simultaneously engaging donors at central, regional and national levels, to both set priorities at the strategic level and address those priorities on the ground. The core of our fundraising will be deepening our engagement and relationship with existing donors, particularly governments. In addition to cultivating new and returning governmental donors, such as United Kingdom, Sweden, the Netherlands and Norway, ARTICLE 19 will explore new funding opportunities with existing donors, including the United States, Canada, Switzerland, Finland and Germany. ARTICLE 19 will also look to new opportunities with multilateral donors, including the World Bank Institute, European Commission and UNDEF, and seeks to develop a programme of cultivating individual private donors for ongoing and one-time gifts. This will predominantly be focused on the United States and use internationally recognised patrons to draw attention. Such activities will be focused on those activities and countries where it is harder to secure governmental funding. It is foreseen that this strategy will require long-term development.

ARTICLE 19 does not have a formal policy on ethical fundraising, but have in practice adhered to the Ethical Fundraising Guidelines and the Accountability Charter. As part of our commitment to transparency and accountability, ARTICLE 19 has continued to report to the International Aid Transparency Initiative (IATI). We have recommitted to our goal of becoming a more effective, transparent and collaborative organisation. A key manifestation of this commitment will be the launch of our new Monitoring, Evaluation and Impact system (MEI). The MEI system will be an online platform that will make ARTICLE 19's progress towards our targets and outcomes, and information on our projects around the world, available to our donors and key stakeholders in a near-real time basis. By providing the information in a readily accessible and easily visualised way, we will invite greater collaboration and engagement with our partners and funders, and hold ourselves to account for our delivery of the strategy.

Our new fundraising strategy is underpinned by a data-driven approach, measuring and monitoring the percentage of bids successfully won and the percentage of the fundraising target raised on a quarterly basis. This allows us to identify problem areas and adapt our budget and expectations as the planning period progresses. Practically, each program and regional office have a fundraising target that is established as part of the annual budgeting and operational planning exercise. They are responsible for meeting this target, with the support of the senior leadership team and the fundraising officer.

ARTICLE 19 did not receive any complaints in 2016 for breaches of fundraising or marketing communications standards in relation either to affected stakeholders, or to the rights of donors.