



INGO Accountability Charter Report January – December 2013

PROFILE DISCLOSURES

1 Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organisation. [GRI NGOSS: p. 25]

ARTICLE 19 takes its mandate and mission directly 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

We work on two strategic pillars tied to the declaration: advocating and protecting Freedom of Expression and Access to Information. Accountability is at the heart of our work, as we use the power of access to information to hold decision-makers to account for their actions. We work on accountability at a number of levels: local, national, regional and international. For example, ARTICLE 19 is one of the key actors advocating for accountability and transparency through access to information to be included in the Post 2015 Sustainable Development Goals, currently under negotiation at the United Nations. At the same time, we have developed tools for citizens to report faults in municipal service delivery in Mexico City directly to authorities to hold them accountable.

ARTICLE 19 was one of the first, if not the first, organisations to explicitly link access to information to achievement of development outcomes in the global south. An informed citizenry and civil society become key agents of their own development, not passive recipients of aid. Through information, they can hold leaders to account for the realisation of the development agenda at local and national levels, and help to root out corruption and fraud. Our work on development is rooted in this belief, and lies at the heart of our present and future organisational strategy, currently under development.

Organisationally, we seek to embody accountability by holding ourselves open and accountable to beneficiaries, donors, partners, and crucially to ourselves. We demonstrate this to external audiences through our participation in the INGO Accountability Charter and the International Aid Transparency Initiative, as well as making our key annual reports and accounts publicly available. The majority of our major grants are audited 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 evaluate the impact of our work. This focus on impact is the basis of our monitoring and evaluation framework, a key internal process that feeds into decision-making.

However, we can and will do more. A key focus of the organisation over the coming year will be the strengthening of our internal performance appraisal process. Individual performance will be more explicitly linked to the achievement of the organisational strategy, and evaluated on such at more frequent intervals. We are working to develop a more outcome and deadline driven culture in the organisation closely linked to our monitoring and evaluation framework to ensure resources are efficiently and effectively allocated to achieve our mission. We intend that accountability for performance will be facilitated by the implementation of an organisational dashboard that allows for a quick review of the status of our work and guide management decision-making.

We have also committed ourselves to becoming more transparent and participatory with our partners and stakeholders. For example, we are looking to develop online platforms for policy development that will allow for a wide range of people to participate in the debate and drafting of future policy documents. Such a platform will enrich public debate on key freedom of expression and access to information issues overall by making the process transparent and hold ARTICLE 19 to account to our stakeholders.

Sincerely,



Thomas Hughes, Executive Director

2. Organisational Profile

2.1 Name of the organisation. [GRI NGOSS: p. 26]

ARTICLE 19

2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organisation's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.). [GRI NGOSS: p. 26]

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 access to information, and that the full enjoyment of this right is the most potent force to achieve individual freedoms, strengthen democracy, and pre-empt repression, conflict, war and genocide.

The activities currently carried out for the public benefit by the charity and to make freedom of expression a reality all over the world can be broadly categorised as follows. ARTICLE 19:

- Champions freedom of expression and information, as a fundamental human right that is also central to the protection of other rights. Freedom of Expression (FoE) and Freedom of Information (FoI) allows people to demand the right to health, to a clean environment, to memory and to justice. It makes electoral democracy meaningful and builds public trust in administration. It strengthens mechanisms to hold governments accountable for their promises, obligations and actions. It provides external checks on state accountability, and thus prevents corruption which thrives on secrecy and closed environments.
- Monitors, researches, publishes, campaigns, sets standards and provides information to courts on behalf of freedom of expression wherever it is threatened.
- Provides expertise on international human rights standards that protects the right to speak and right to know in countries emerging from conflict, war and genocide or repression.
- Works to safeguard media pluralism, independence and diversity of views.
- Provides legal and professional training and mentoring to national actors, including non-governmental organisations (NGOs), judges and lawyers, journalists, media owners, public officials and parliamentarians.
- Promotes the right to know of marginalised communities to ensure transparency and strengthen citizens' participation.

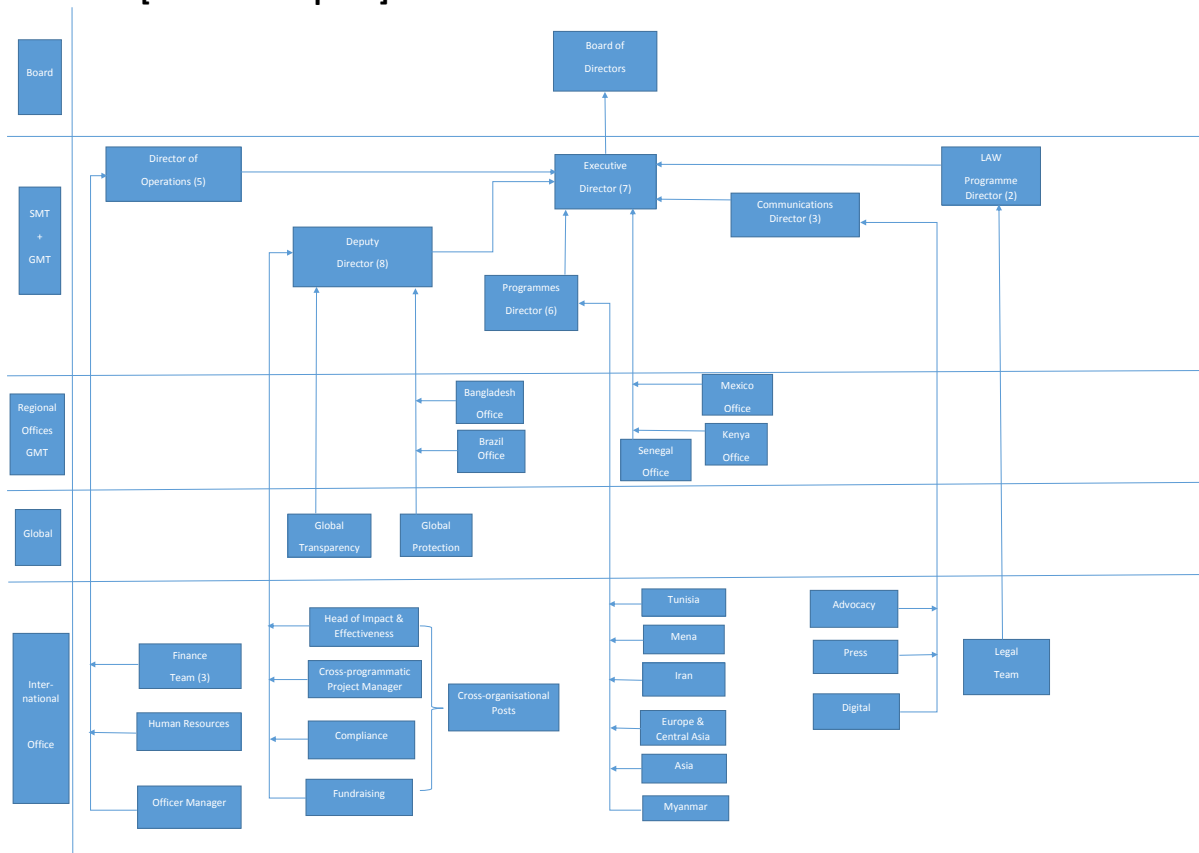
In setting ARTICLE 19's programme each year, ARTICLE 19 has regard to the Charity Commission's general guidance on public benefit. The Trustees review the programmes undertaken by ARTICLE 19 to ensure that they fall within ARTICLE 19's charitable objects and aims.

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, field offices, main divisions, operating companies, subsidiaries, and joint ventures. [GRI NGOSS: p. 26]



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; Impact and Effectiveness and Operations) as well as regional programmes (Europe, Asia and Middle East North Africa), directly manages two local project offices (in Tunisia and Burma) and provides financial, operational and fund raising 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 expresion (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 ARTICLE 19 offices.

Governance and Board:

We are governed by an International Board of Trustees (Directors under company law) who meet twice a year and oversee our Executive Director and Senior Management Team.

In 2013, our International Board consisted of 7 members at the start of the year and 9 at the end: Catherine Smadja (Chair); Nigel Saxby-Soffe (Treasurer); Galina Arapova; Lydia Cacho; Evan Harris; Malak Poppovic and Jennifer Robinson (joined in June 2013); Kamal Labidi (joined in June 2013) and Paddy Coulter (joined December 2013) and Liz Kennedy (resigned in December 2013).

ARTICLE 19's governance structure aims to ensure that we are effective in working towards achieving our vision, using our resources to maximum effect and upholding our core ethos and values. At present, representatives of the Board or Steering Committee of ARTICLE 19 Brasil and ARTICLE 19 Mexico are members of the Board of ARTICLE 19, with representatives from ARTICLE 19 Kenya and ARTICLE 19 USA to be added in 2015.

Within the ARTICLE 19 Board, there is the Finance and General Purposes Committee which provides more direct financial and operational oversight of the organisation, effectively functioning as the Executive Committee of the Board. The Finance and General Purposes Committee has three Board members; Catherine Smadja, Nigel Saxby-Soffe and Paddy Coulter as well as four ARTICLE 19 staff members; Thomas Hughes, Quinn McKew, Kerry Quin and Ahmed Bangura. The Board may set up ad hoc committees from time to time to address specific needs and functions, such as Board recruitment.

The organisation's audited financial accounts and annual report are presented and approved at the Annual General Meeting, generally held in June-July each year.

Selection and appointment of Trustees

New Trustees are first nominated and recommended by existing members of the General Assembly. Their CVs are circulated, and the nominating member meets with the prospective Trustees. Trustees will then vote to appoint a new Trustee. New Trustees are confirmed at the Annual General Meeting of ARTICLE 19.

Induction and training of Trustees

On appointment, UK Trustees meet with the Chair, the Executive Director and staff members as part of an induction programme; they receive key ARTICLE 19 organisational and programmatic documents. For non-UK based Trustees the induction programme is held at the time of the AGM. Trustees are provided with an ARTICLE 19 email address and are added to internal distribution lists, enabling them to be fully aware of, and contribute to, the work done by the organisation as they think fit.

Internal Management: ARTICLE 19 is headed by an Executive Director who reports to and is appointed by the Board of Directors. A Senior Management Team (SMT), comprised of the Executive Director, Deputy Executive Director, Director of Finance and Operations, Director of Law and Director of Programmes made key decisions during 2013. The Global Management Team which was set up in 2012 brings together the Senior Management Team in the International Office and the Regional Directors to allow for increased collaboration and oversight of ARTICLE 19's strategic programmatic work.

Organisational restructuring and renewal:

In 2013, ARTICLE 19 recruited a Director of Programmes to manage the following programmes; Asia, Europe and Central Asia, and Middle East and North Africa (MENA).

2.4 Location of organisation's headquarters. [GRI NGOSS: p. 26]

Free Word Centre, 60 Farringdon Road, London EC1R 3GA

2.5 Number of countries where the organisation operates. [GRI NGOSS: p. 26]

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 Rangoon, Burma and Tunis, Tunisia.

2.6 Nature of ownership and legal form. [GRI NGOSS: p. 26]

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 and affected stakeholders. [GRI NGOSS: p. 26]

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 2013 include Cambodia, Indonesia, Malaysia, Viet Nam, 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. [GRI NGOSS: p. 26]

Although ARTICLE 19 strives for a global reach, it is a small-medium sized organisation:

Total size of workforce, income, revenue and assets

	End of 2011	End of 2012	End of 2013
Staff	22	27	33
Consultants	36	40	51
Total income	£2,155,702	£3,075,044	£4,028,863
Net revenue	£44,042	£274,294	£379,406
Total assets	£1,740,832	£2,099,956	£2,287,590

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, Europe and Central Asia, Iran and the MENA); Dakar, Senegal; Nairobi, Kenya; Mexico City, Mexico; Sao Paulo and Brasilia, Brasil; 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. For example, we worked with the UN Office of the High Commission on Human Rights to develop the Rabat Plan of Action on incitement to violence, and are now developing a "toolkit" for governments to implement the Rabat Plan in their countries. The reverse is also applicable: we often use specific example taken from our local work to inform the debate at multi-lateral bodies. For example, our work documenting impunity for crimes against freedom of expression in Mexico, Brazil and East Africa has informed the debate around the protection of journalists in the United Nations.

2.9 Significant changes during the reporting period regarding size, structure, or ownership. [GRI NGOSS: p. 26]

In 2013, Thomas Hughes became our new Executive Director with Dr. Agnes Callamard leaving the position in October. We also recruited a Director of Programmes, a Head of Impact and Effectiveness and Campaigns and Advocacy Officer.

2.10 Awards received in the reporting period. [GRI NGOSS: p. 26]

None

3. Report Parameters

Report Profile

3.1 Reporting period (e.g., fiscal/calendar year) for information provided. [GRI NGOSS: p. 26]

January to December 2013 unless otherwise stated

3.2 Date of most recent previous report (if any). [GRI NGOSS: p. 26]

October 2013

3.3 Reporting cycle (annual, biennial, etc.). [GRI NGOSS: p. 26]

Annual. This report links the annual Accountability Charter report to the annual financial year used by ARTICLE 19 (January – December).

3.4 Contact point for questions regarding the report or its contents. [GRI NGOSS: p. 26]

Inger Wong
Senior Compliance Officer
Inger@article19.org
020 7324 2500

Free Word Centre
60 Farringdon Road
London
EC1R 3GA

Report Scope and Boundary

3.5 Process for defining report content. [GRI NGOSS: p. 26]

In determining the materiality of the information and topics prioritised in this report, ARTICLE 19 adopted the standard recommended indicators adopted for the NGO sector by the NGO Working Group. The indicators selected should speak closely to the information which ARTICLE 19 believes is of interest and relevance to its stakeholders. This content results in a Level C Report, including NGO specific indicators, which it is hoped will be qualitatively richer than other GRI templates. We aim to be able to report on more indicators in our next report.

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 Senior Compliance Officer and reworked into the draft report. Throughout the drafting process, senior management staff engaged with the INGO reporting process.

The final report and feedback from the Independent Review Panel is shared with the wider organisation and an action plan is drafted by the Senior Compliance Officer and signed off by the Deputy Executive Director to ensure that we respond to the points raised as an organisation and in time for future reporting.

3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance. [GRI NGOSS: p. 26]

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 State any specific limitations on the scope or boundary of the report. [GRI NGOSS: p. 26]

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 joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations. [GRI NGOSS: p. 27]

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.

3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.

Data for this report is collected from appropriate units, departments and data-holders within the organisation, and is compiled by Inger Wong. The data is as accurate as possible and correct to the best of our knowledge, given ARTICLE 19's information management, which of course may contain occasional inaccuracies.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods). [GRI NGOSS: p. 27]

None to report

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. [GRI NGOSS: p. 27]

None to report

3.13 External assurance for the report

We currently do not have a policy with regard to seeking external assurance for the whole INGO report however, parts of our reports are based on third party information. We carry out a financial audit every year of our organisational accounts which are carried out by an external audit firm. Our data on greenhouse gases and emissions are provided by our travel agent and Free Word who manage the building where ARTICLE 19 International is based.

4. Governance, Commitments, and Engagement

4.1 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight. [GRI NGOSS: p. 27]

ARTICLE 19 is governed by an International Board of Directors. This Board is made up of Individual Members and Affiliate Members representing ARTICLE 19 locally registered legal entities (at present, Brazil and Mexico).

A sub-committee of the International Board is the Finance and General Purposes Committee (FGPC) which is responsible for overseeing ARTICLE 19 International's Financial, Human Resources and Administrative operations. Other committees may be established from time to time on an as-needed basis.

1.1 The primary functions of the International Board are:

- (a) to focus on strategy and approve ARTICLE 19's Integrated Strategic Plan including its financial strategy;
- (b) to approve the annual audited accounts and annual report
- (c) to monitor compliance of all Affiliate Members, Regional Offices and the International Office in London with ARTICLE 19 organisational principles;
- (d) to evaluate ARTICLE 19's performance against its agreed strategies and plans;
- (e) to hold Affiliate Members, Regional Offices and the International Office and other bodies accountable;
- (f) to approve the opening of ARTICLE 19 Regional Offices; and
- (g) to appoint the Executive Director.

Financial and General Purposes Committee (FGPC)

1.2 The FGPC, established by the International Board, is responsible for overseeing ARTICLE 19's Financial, Human Resources and Administrative operations.

1.3 The FGPC may be made up of four members, including the Chair and the Treasurer of the International Board.

Following the adoption of the International Constitution, Operational memorandum of understandings (MOUs) are currently being developed between the International and regional/national offices of ARTICLE 19. These operational MOUs will underpin the development of more collaborative working practices, seeking to attain meaningful coordination, collaboration and transparency across the organisation. Successful global integration will empower all areas of ARTICLE 19, delivering greater impact and providing enhanced operational and financial stability.

In 2013 MOUs were established between the International office and our Mexico and Brazil offices.

4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives. [GRI NGOSS: p. 27]

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 For organisations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members. [GRI NGOSS: p. 27]

All nine Board members are non-executive members.

4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body. [GRI NGOSS27]

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 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)

None of our Board members receive any compensation for their work with ARTICLE 19 however, expenses are paid for any activities they carry out on our behalf.

ARTICLE 19 does not have specific guidance on departure arrangements for executives. In recognition of the successful service of the previous Executive Director, the Board voted to award a final bonus of £5,000. Final compensation also included reimbursement for accrued annual leave.

4.6 Processes 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

4.8 Internally developed codes of conduct

All ARTICLE 19 staff are governed by a code of values - Integrity; Collaboration; Diversity; Transparency; and Accountability. The code provides examples of the behaviour that is expected under each value.

Integrity

We provide objective and professional analysis and high standards of expertise

I will:

- understand and put first the interests of the organisation; promote and adhere to ARTICLE 19 policies and positions in order to achieve our common goals;
- fulfil my duties and obligations responsibly;
- always act in a way that is professional and that deserves and retains the confidence of all those with whom I have dealings;
- improve my performance and update my skills and knowledge and seek advice when I do not know
- be open to change and respond flexibly to new challenges.

Collaboration

We work in collaboration with colleagues within the organisation and our partners as part of a global community of activists

I will:

- work with colleagues and partners fairly, promptly and sensitively to the best of my ability;
- treat all colleagues as valued members of ARTICLE 19;
- respect and utilise existing expertise both internal and external to the organisation;
- endeavour to understand the work of other colleagues in ARTICLE 19 and our partners;
- respect policies, procedures and deadlines and identify ways to strengthen co-operation,

- teamwork and learning;
- be supportive of others, acknowledge their contributions and celebrate our collective achievements;
- provide appropriate guidance, advice and support to others to fulfil our common goals.

Diversity

We respect and celebrate diversity

I will:

- respect and value others, without discrimination on the basis of gender, age, race, ethnicity, national origin, religion, sexual orientation, disability or any other grounds;
- promote and uphold equal opportunity
- respect and be sensitive to an individual's cultural and ethnic background
- value debates, differences in opinions and new ideas;
- foster innovation and creativity.

Transparency

We respect openness and honesty

I will:

- be clear and fair in my decision-making and prioritisation of resources and efforts;
- ensure that people are fully informed about my work and decisions that affect them;
- help others to make informed decisions;
- communicate with openness, clarity and honesty;
- build and strengthen trust and participation through direct and regular discussions.

Accountability

**We are fair and accountable in our relationships with each other and all those we work with.
We perform our duties in good faith and efficiently and we take responsibility for our actions.**

I will:

- undertake to be impartial in my work;
- provide accurate, high quality and timely reports of activities;
- admit my mistakes and take prompt remedial action;
- disclose all dealings which might cause a conflict of interest and take steps to resolve this conflict;
- carry out my obligations responsibly, ensuring that funds and other resources are used efficiently;
- only accept funding that does not compromise the organisation's independence and ability to address issues freely, thoroughly and objectively.
- commit to the principles of sustainable development and seek to reduce the environmental impact of my actions.

The values are incorporated into staff inductions, 360 feedback from colleagues and external stakeholders and self-assessment for staff annual performance reviews. The second part of the code gives guidance on its implementation; how staff will become familiar with the code, how to raise an issue and the whistle blowers protection they will be given.

4.10 Evaluation of the governance body

ARTICLE 19 completed an external review of its governance in 2013 and as a result sought to further clarify roles and responsibilities. We then undertook a skills audit to identify skill-set strengths and weaknesses. Thereafter ARTICLE 19 sought to recruit new board members and made 3 new appointments through 2013. The review of board skills is ongoing and further recruitment to address any remaining skills-gaps and further diversify the board is expected through 2014/2015.

4.12 External charters or principles endorsed by the organisation

We are part of International Aid Transparency Initiative (IATI)

Stakeholder Engagement

4.14 List of stakeholder groups engaged by the organisation. [GRI NGOSS: p. 29]

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
- Africa Freedom of Information Center
- Center for Media Studies and Peace Building
- Forum Civil
- Synpics

FIRST TIER PARTNERS IN ASIA

- Cambodia: Advocacy and Policies Institute (API)
- Cambodia – Cambodian Center for Human Rights (CCHR)
- Cambodia – Housing Rights Task Force
- Cambodia – Cambodian Center for Independent Media (CCIM)
- Cambodia – Natural Resource Protection Group
- Cambodia – Cambodian League for the Promotion and Defense of Human Rights (LICADHO)
- Cambodia – Community Legal Education Center (CLEC)
- China: Center for Legal Assistance to Pollution Victims (CLAPV) at China University of Political Science and Law
- India: Centre for Internet and Society
- Indonesia: Tifa Foundation
- Indonesia: 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)
- Malaysia: Suaram
- Malaysia: Radio Free Sarawak
- Philippines: Center for Media Freedom and Responsibility (CMFR)
- Pakistan: Bolo Bhi Pakistan

- Pakistan: Bytes for All
- Thailand: Free Somyot Campaign
- Thailand: Prachatai online news
- Vietnam: Viet Tan
- 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 MYANMAR

- Concord
- Press Council
- Myanmar Ministry of Information
- Myanmar People's Coalition for Free Expression
- Myanmar Journalists' Association
- Myanmar Journalists' Network
- Generation '88

FIRST TIER PARTNERS IN EUROPE AND CENTRAL ASIA

- Adil Soz - Kazakhstan
- The Media Defence Institute - Ukraine
- The Mass Media Defence Center (MMDC) – Russia
- Bulgarian Helsinki Committee
- Balkan Investigative Reporter's Network – Kosovo
- Media Development Centre – Macedonia
- Center for Independent Journalism – Romania
- Media Law Institute – Ukraine
- Centre for Development and Democratisation of Institutions – Albania
- INDEX on Censorship – UK
- English PEN – UK

FIRST TIER PARTNERS IN LATIN AMERICA

- Acao Educativa
- ANDI
- Barao de Itarare
- Intervozes
- Centro Sabia
- Vitae Civilis
- Criola
- Alianza Regional
- GPOPAL
- 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

- UNDP Iraq
- UNESCO Iraq
- Cairo Institute for Human Rights Studies (CIHRS) – Egypt
- Egyptian Initiative for Human Rights (EIHR) - Egypt
- Iraqi Journalists Union (IJU) – Iraq
- MAHARAT – Lebanon
- Bahrain Centre for Human Rights
- The Gulf Centre for Human Rights

GLOBAL PARTNERS

Inter-state level

- Community of Democracies
- OSCE and Office of the Special Representative of the OSCE for Media Freedoms
- ODHIR (OSCE)
- UN Special Rapporteur on Freedom of Expression and Opinion
- UN Special Rapporteur on Freedom of Assembly and Association
- OAS Special Rapporteur on Freedom of Expression
- African Union Special Rapporteur on Freedom of Expression
- UNESCO
- UNDP

Civil society

- Amnesty International
- Global Freedom of Expression Initiative, Columbia University
- Human Rights First
- Human Rights Watch
- HIVOS
- Greenpeace
- 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)
- EDRI (European Digital Initiative for Human Rights)
- Global Partners Digital
- Access Now
- Electronic Frontier Foundation
- Web We Want
- Association of Progressive Communicators
- World Association of Newspapers and Publishers (WAN-IFRA)
- World Movement for Democracy

ARTICLE 19 has consultative or observer status with:

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

We work with and through:

- 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)

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

4.15 Basis for identification and selection of stakeholders with whom to engage. [GRI NGOSS: p. 29]

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, FoI, the media, women, health 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").

Currently, our method of identifying stakeholders varies between our regional offices and programmes. Planning was identified as a key area for improvement during a capacity assessment carried out in the organisation in 2013. As our current 5-year strategic plan ends in 2015, we will start the new planning process next year where we will clarify our criteria by which stakeholder analysis and influence mapping is carried out.

4.16 Active communication with stakeholders

Please see Indicator 1: NGO1 below

4.17 Key topics raised through stakeholder engagement and organisation's response

Please see Indicator 1: NGO1 below

Program effectiveness

Disclosure on Management Approach

Programme Effectiveness Performance Indicators

Indicator 1: NGO1 Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes.

ARTICLE 19 has involved stakeholder representatives through our ongoing project cycle management process in which information from target and beneficiary groups is used to monitor project and refine and redirect activities and strategies where this is necessary. A number of projects have been designed in partnership with a variety of organisations and many of our programmes have been implemented alongside partners including other INGOs, national NGOs, local grass roots community groups, government departments, and international bodies. For example, we designed a project on FOE for LGBT groups in collaboration with Gay and Lesbian Cultural Research and Solidarity Association (KAOS), we developed a project on ICT freedoms working alongside Bytes for All in Pakistan and the Vietnam Action Network. Furthermore, we have begun to implement a project on increasing public access to information in Cambodia alongside the Advocacy and Policy Institute (API) and we are monitoring the progress of this project against its stated aims.

We are using a host of results-based, qualitative and quantitative M&E tools, including: Project Work Plans; Periodic Progress Reports; Annual Project Report; Field Visits; Evaluations (projects and programmes, internal and external). We have found that, with a few exceptions, impact results from

a confluence of events, meaning no single organisation can realistically claim full credit. Indeed, given the centrality of partnership as one of ARTICLE 19's core values, we have been keen to ensure that all M&E methodology recognises and integrates partners. The vast majority are designed and implemented with them (e.g. joint partnership in Azerbaijan). Customers' surveys and focus group discussions are included in the majority of our activities, both as an M&E and programmatic tool. Evaluations include a focus on how well the partnership functioned, what it brought, and what could be done better in the future.

Our Right to Information (RTI) and Protection projects and trainings are the most direct settings where we have collected feedback from beneficiaries through questionnaires, surveys and interviews.

In our Right to Information (RTI) project on maternal health in Senegal, we conducted a qualitative survey of past participants of our training to assess aspects of our work. We received positive feedback about participants' understanding on Access to Information (ATI) and how it can impact their lives. The feedback highlighted the importance of audio-visual materials and visual communication tools when working with disadvantage communities with high levels of illiteracy. Most participants stated that the most memorable part of the training was a video on fistula. The use of audio-visual material will be an important aspect of future direct community work in Senegal and other countries where illiteracy is high.

In Brazil, we ran 3 workshops with a total of 54 participants from the previous trainings to find out how they have been using the information received in the training. A key finding was that whilst participants used the knowledge gained through the initial training there was disappointment due to the lack of response from the authorities. This prompted us to include a module on the complaints and appeal mechanisms in future trainings.

Feedback from our implementing partner and donor about our trainings on protection for journalists in Russia, indicated that the training was not meeting their expectations. We addressed this feedback by conducting a review meeting to unpack the training and document learning. Staff found the review thought provoking, as the same training approach had been used in numerous trainings in different regions where feedback had been positive. This prompted an assessment of how we could further adapt the training package to different contexts. In addition, we invested in the professional development of staff by running training sessions on presentation skills.

Additional feedback received from beneficiaries which has informed our programming is in relation to some of our products. Traditionally, we are a text heavy organisation producing legalistic outputs for audiences such as policy makers, legislators and judges. These are not necessarily easily understood by the general public therefore, we have sought to make more user-friendly materials. For example, we are developing online visuals to summarise the key message of our FoE and the right to water and sanitation policy. In Brazil, we used traditional folkloric literature, "cordel" to convey how ATI is important to development.

Our specific project work on using RTI for development, specifically in the areas of Water, Environmental Sustainability and Maternal Health, strengthened our advocacy around the Sustainable Development Goals (SDGs) and have brought us closer to direct beneficiaries. The intention through these projects was to establish a clear correlation between what appears to be an abstract concept (access to information) and the daily experience of people. Through these trainings we set out to build the capacity of civil society organisations and community based organisations representing poor and vulnerable people to use RTI to enable them to make informed decisions affecting their lives. The feedback from beneficiaries has been positive in that participants have felt empowered by the knowledge of RTI.

A positive internal outcome of the experiences gathered through this investment has been the use of some of these as case studies for our UN advocacy around the SDGs. The feedback we have received from partners and delegates is that it has been helpful to put in context how global policies impact people on the ground.

Within our protection work, the feedback received by women journalists suggested we should produce gender-sensitive training modules. This has resulted in the development of such modules. At the country level, we have worked with women journalists groups on how they can adopt holistic protection approaches to their work. For example, our work led to the creation of a support network of women journalist across 7 districts in Bangladesh.

Indicator 2: NGO2 Mechanisms for feedback and complaints in relation to programmes and policies and for determining actions to take in response to breaches of policies.

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 in place a Whistleblower 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.

Indicator 3: NGO3 System for programme monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.

ARTICLE 19 has a well-developed system in place for planning, both at strategic and operational level, and reporting. The development of ARTICLE 19's 5 year plan was initiated in February 2010 and finalised towards the end of the year. It involved a range of stakeholders globally, experts and meetings to share, exchange and balance competing ideas or priorities. Our plan is based on an extensive analysis of the global, regional and country environment, whether political, technological, economic or social; and a review of the organisation's strengths and weaknesses. In 2010, ARTICLE 19 was also able to rely on the support of professional facilitators to strengthen the determination of the priorities and what has been termed the "power of destination". In addition to the 5 year strategic plan, ARTICLE 19 priorities and work are set up through a yearly operational plan and individual staff member work and personal development plans. We organise an organisational week every year, where we review and discuss our strategic priorities, projects and activities, and agree on an operational plan for the organisation as a whole, which include specific programmatic objectives.

- i. *Result Based Management (RBM)*: Plans and specific projects have been developed and approved since 2008 using the RBM approach. Organisational strategic priorities trickle down to regional and programmes operational plans and individual work plans. In 2008, we identified global indicators of success for our key strategic priorities, which were revised in 2010, as part of the operational planning. They both complement and reflect project-specific and country-specific indicators. In addition to a traditional annual report, ARTICLE 19 has produced a Result-

based implementation report for each of our strategic priorities, providing specific feedback on each indicator, highlighting the new learning and identifying new indicators. These reports have constituted a great basis for institutional learning.

- ii. *Monitoring and Evaluation:* We are using a host of results-based, qualitative and quantitative M&E tools, including: Periodic Progress Reports; Annual Project Report; Focus Group Meetings; Field Visits; Client Surveys; Evaluations (projects, programmes and organisational; internal and external). Post-activity feedback forms and focus group discussion are still the main way for us to gather beneficiary feedback on our activities. External evaluations include a focus on how well the partnership functioned, what it brought, and what could be done better in the future. We continue to use ranking surveys in Mexico, Kenya, Uganda and Tanzania which we have used to both measure our impact and advocate for greater change. We are still in the process of establishing a global ranking for transparency laws however, we will focus on Asia in 2014/15.

As recipients of UK Department for International Development (DFID) Programme Partnership Arrangement (PPA), ARTICLE 19 has joined two learning groups, specifically the Empowerment & Accountability (EALG) and Institutional Effectiveness (IELG) learning groups, have been an important avenue for us to learn from the sector. We have been able to contribute to learning by presenting our case study on how we measure our advocacy work in the United Nations Universal Periodic Review. We appeared as a case study in the IELG report on the value of strategic funding and gave a presentation on the differences in management of our Sida and DFID strategic grants.

Indicator 4: NGO4 Measures to integrate gender and diversity into programme design, implementation, and the monitoring, evaluation, and learning cycle.

ARTICLE 19 policy and capacity-building work is grounded on our gender sensitive policy, which seeks to ensure that the organisation captures the main elements pertinent to women, and addressing some of them in the implementation of projects. It includes both a specific focus on women as beneficiaries and the integration of a gender-sensitive methodology, and on ARTICLE 19 “multi-level approach” which cascades feedback and results between the international, national and grass-root levels, thereby driving a virtuous cycle of change.

We sought to defend the right of women and girls to have access to relevant information regarding reproductive and sexual health, including as a leverage towards the fulfilment of their rights to health. In general, we actively promote gender equality through, for example, training, capacity building and networks to support women’s involvement in community broadcasting and through achieving as great a gender-balance as possible in activities (participants, trainees, issues discussed).

In particular, when designing a project, ARTICLE 19 researches into the differentiated needs and capacities of both men and women, including within and across specific communities (racial, religious, ethnic, etc.) so as to ensure that the projects outcomes will be relevant all, including women. ARTICLE 19 activities will impact men and women differently, and prescriptive gender roles in a given social environment may determine to what extent women in particular are able to participate in planned activities; as such it is important to incorporate gender analysis into the early planning stage.

In countries where ARTICLE 19 has seldom worked or never interacted with women’s groups or women, a first exploratory mission may be disappointing. Contacts may be limited and untrustworthy. In countries where women’s access to education is very limited, research may require even more time and effort to overcome lack of communication due to cultural and language differences, and contrasting modes of reporting information.

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."

It should be emphasised that gender is only one of many characteristics that shape the course of our missions: age, nationality, race, ethnicity influence as well the nature of the relationships between the ARTICLE 19 delegate and the contacts.

The target set in our meta-logframe for gender inclusion are mainly for our capacity building work such as training. Each year, ARTICLE 19 sets a target for the number of people to be trained on RTI or safety and security and we aim to ensure that at least half of our participants are female. We aim to achieve these targets through the selection process and we monitor our progress towards achieving the target every quarter when internal reports are produced.

Indicator 5: NGO5 Advocacy positions and public awareness campaigns. Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.

In mid-2013, ARTICLE 19 hired our first Campaigns Officer, in recognition of the growing importance of having an effective, strategic and coordinated approach to campaigns and advocacy work. A draft set of guidelines was developed by the Campaigns Officer to help steer campaign planning, monitoring, and, in part, evaluation processes which is expected to be used in a pilot approach through 2014 as ARTICLE 19 re-evaluates its approach to planning and M&E more generally.

By the end of 2013, we had further solidified our consultative approach to policy development, with plans for roundtable consultation meetings with independent experts from NGOs, academia, and multi-lateral institutions, to develop three flagship and cross-thematic policies for 2014/15 on water and sanitation, disability and protest.

Furthermore, our programme of work on the Universal Periodic Review (UPR) mechanism of the United Nations Human Rights Council was further consolidated by the recruitment of the Campaigns Officer and her taking on a coordinating role at the end of the year. We expect to hold more stakeholder consultations and support greater civil society engagement in the UPR process through our coordinated work on focus countries throughout 2014. This includes sponsoring individuals from focus countries to attend UPR advocacy sessions in Geneva and working together on coordinated advocacy plans; in country stakeholder consultations to develop our submission and at times make joint submissions with in-country partners as appropriate and safe, and start to develop plans and processes for holding governments to account on commitments made in during the reviews.

ARTICLE 19 has formal and informal relationships and partnerships with a variety of civil society organisations across a large number of countries and thematic interests. We respond to requests for solidarity and urgent actions from civil society organisations as appropriate and when they fall within our mandate, expertise and capacity. Examples of such actions in 2013 for which we received particular recognition from our partners, are:

- Standing still protest in London outside the Turkish embassy as requested by Turkish civil society in solidarity with those who had died during protests in Taksim Square;
- Social media actions to highlight emblematic cases of political prisoners, e.g. 'Happy Birthday' message and social media action for Vietnamese political prisoner Le Quoc Quan;

- and a symbolic photo postcard action with ARTICLE 19 staff and partners holding teddy bears on International Day of Solidarity with Belarus, highlighting the case of Ales Bialiatski.
- Coordinating and hosting a successful social media Thunderclap on the request of a diverse civil society coalition in Kenya campaigning against legislation that would limit freedom of expression, assembly and association in the country.

In terms of ARTICLE 19's formalised campaign planning, monitoring and evaluation processes, these are still in development. We expect a gradual change to bring in a more co-ordinated and cohesive campaigns approach in 2014 but expect the greatest change to come in 2015 and 2016 when we have established our next five/six year organisational strategy of which campaigns and advocacy work will play a key role and the organisational objectives will inform campaign planning and implementation in the coming years.

In terms of taking corrective action and changing advocacy approach and campaign tactics, ARTICLE 19 reviews the effectiveness of actions during our weekly Senior Management Team meetings and the weekly meetings between the Head of Communications and the Executive Director. A more formal process will form part of campaigns and advocacy guidelines and training when they are more fully established. As ARTICLE 19 started to undertake a review of all its policies and processes for planning and implementation and experienced a change in leadership at the end of 2013, it was decided to incorporate campaigns and advocacy policies into a wider process so they could be more cohesive and to prevent the development of campaign silos.

In terms of general practice, however, ARTICLE 19 does interrogate campaign plans and activities on a case by case basis and would change direction, as required in order to achieve the specific objective outlined. An example of such is the development of our advocacy work on the Post-2015 agenda and the Sustainable Development Goals. At the end of 2013, our Post-2015 campaign plan was being developed because of a recognition by the organisation that the discussions and negotiations would be crucial standards for ARTICLE 19's work in the coming decade and beyond. Our plans were informed by discussions with partners, UN agencies and experts and in light of our learning that more concrete examples of how freedom of expression and information directly lead to positive development outcomes, we started to develop cases studies for the use of the campaign in the coming year.

With regards to exiting a campaign, while there is no formal process in place, ARTICLE 19 would ensure that any prior agreed financial commitments were met wherever possible. ARTICLE 19 would not expect to suddenly leave a campaign coalition whether formal or informal. A decision to stop campaigning on something or to leave a joint campaign would be taken after considered discussion by senior members of staff and those other staff involved in the development and implementation of those campaign activities, and would be based on a clear strategic reasoning and risk assessment. ARTICLE 19 would also endeavour to inform partners of this decision with as much notice as possible so as not to damage campaign plans already in place.

Indicator 6: NGO6 Processes to take into account and coordinate with the activities of other actors. How do you ensure that your organisation is not duplicating efforts?

ARTICLE 19 is a small organisation – therefore the size and scale of our projects means that we are still able to oversee all projects to avoid duplication. At the end of the year, each programme or regional team provides an operational plan of what activities they will carry out in the following year. The operational plan includes a review of the previous years work including understanding what worked well or not and the lessons learnt and PESTLE and SWOT analysis of the upcoming year in consultation with partners and key stakeholders. In 2014, we plan to expand our project start-up

meetings that we currently only have internally to include partners. This will 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 will also build 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 upon being aware of and part of ongoing 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 as well as 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.

Economic

Indicator 6: NGO7 Resource allocation

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.

From January 2013 to June 2014, we allocated our funding according to the following strategic goals:

Goal One: Protecting Freedom of Expression in a multi-polar world – 26%

Goal Two: Defending Freedom of Expression in a networked world – 11.8%

Goal Three: Ending Impunity for Crimes against Freedom of Expression – 36.8%

Goal Four: Strengthen Freedom of Expression and transparency in an era of scarcity – 25.4%

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>

Indicator 7: NGO8 Sources of funding by category and five largest donors and monetary value of their contribution.

ARTICLE 19's financial year is from January to December every year. Financial information available covers the reporting period January to December 2013.

In the year 2013, our gross income was £4,028,863, consisting of:

- Unrestricted: £1,368,597
- Restricted: £2,660,266

Our five biggest donors in 2013 were:

- Sida via International Center for Not-for-Profit- Law (ICNL): £700,797
- UK Department for International Development (DFID): £542,687
- UK Foreign and Commonwealth Office (FCO): £384,172
- European Commission (EC): £366,237
- Norwegian Ministry of Foreign Affairs: £330,396

Indicator 8: EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation. Do you have a policy or practice for local hiring? If so, report on the proportion of senior management hired from the local community at locations of significant operation.

ARTICLE 19’s policy and general recruitment procedure is to hire locally or regionally based experts for regional roles. All staff at present in our regional or program offices were recruited from the local/regional community. ARTICLE 19 Recruitment Policy reflects these concerns.

100% of senior management for our 5 regional offices were hired from the local community.

For the International Office in London, the senior roles require less location-specific expertise as the majority of the roles are operational or supportive in nature. The International office abides by all regulations and policies promulgated by the UK Border Agency and Home Office with regards to the recruitment of EU nationals and international recruitments.

Indicator 9: EN16 Total direct and indirect greenhouse gas emissions by weight. As a minimum, report on indirect greenhouse gas emissions related to buying gas, electricity or steam. You may also report on business travel related greenhouse gas emissions.

	Total	Total indirect	Indirect amount per person	Total direct
2013	173	39.23	1.22	133.77
2012	252	39.9	1.73	212.1

Figures are in metric tonnes

ARTICLE 19’s total greenhouse emissions from 2013 were approximately 173 metric tonnes which comprises of 39.23 metric tonnes of indirect greenhouse gas emissions from our energy, water and sewage use and 133.77 metric tonnes from our business related travel.

ARTICLE 19’s indirect greenhouse gas emissions from our energy, water and sewage use is approximately 39.23 metric tonnes. This is an estimate based on calculations for the Free Word Centre where ARTICLE 19 has its office. The total amount of greenhouse emissions for the building was 104.2 metric tonnes and the Free Word Centre has 85 desks and ARTICLE 19 occupied 32 desks in 2013.

ARTICLE 19 has been able to reduce our greenhouse gas emissions this year when compared with the figures from 2012 as we made efforts to reduce non-essential business related air travel. We are unable to calculate the total direct greenhouse emissions person as our business related travel also includes participants to our events and workshops and not just ARTICLE 19 staff so it would not be a meaningful comparison.

Indicator 10: EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved. What are you doing to reduce and how much have you reduced?

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. We do not have exact numbers but the majority of trips taken within the UK, France and Belgium in 2013 were taken by train instead of flights.

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 in the coming months to develop an approach for reducing its emissions as well as monitoring them.

Human Resource Management

Indicator 11: LA1 Size and composition of total workforce: number of employees (part and full-time) broken down by geographical region and responsibility levels and number if volunteers where possible

At the start of the reporting period in January 2013, ARTICLE 19 had 67 staff and consultants working for the organisation and at the end we had 84. At the end of the reporting period the breakdown of the workforce was:

- Staff = 33 (21 in the UK full time and 2 part time and 10 in Kenya full time)
- Consultants = 51 (2 in the UK part time; 1 in USA full time; 1 in Bangladesh full time and 3 part time; 1 part time in Kazakhstan; 3 full time in Tunisia; 20 full time in Mexico; 11 full time in Brazil; 6 full time in Senegal; 2 part time in Burma and 1 full time in Kenya)
- Intern = 1 the UK part time

GMT level = 60% staff (6) vs 40% consultants (4)

Staff = 36.5% staff (27) vs 63.5% consultants (47)

GMT level = 100% full time (10)

Staff level = 86.5% full time (64) and 13.5% part time (10)

NGO9: Mechanisms for workforce feedback and complaints, and their resolution

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

Indicator 12: LA10 Average hours of training per year per employee by employee category. If you can't report on average hours of training, report on training programmes in place.

ARTICLE 19's definition of training is under review and we are working on a comprehensive Training and Development policy that is linked to our Performance Management Process. We define training

as an opportunity for professional and personal development of individuals in our organisation and we are working in incorporating both professional and personal goals into our Training and Development Plan. Our Training and Development policy will aim to assist our employees to enhance their organisational skills as well as their understanding of ARTICLE 19's core values and competencies. We believe that a Training and Development Plan that is linked to our Competency Framework will help ARTICLE 19 in achieving its organisational goals. Our existing training policy is currently focused on on-the-job-training however we are looking at development of in-house training programmes. While our policy is under review, we are also revisiting our operational budget to allocate an annual training budget.

ARTICLE 19 spent £10,000 on training last year. As our training programme is currently focused on on-the-job training, all employees who start their employment with ARTICLE 19 go through a training as part of their induction. Almost 20% of our staff received training in the form of seminars at external events last year. These trainings were finance related training, computer skills development and union membership training.

Average training time per employee receives per year: 8 hours

Measuring Return on Investment will become an important element of our training programme in 2014. Our training and development programme will be linked to performance management which will enable us to monitor its effectiveness.

Indicator 13: LA12 Percentage of employees receiving regular performance and career development reviews.

During the reporting period, ARTICLE 19 applied a formal performance management policy. The fundamental principal of this is that an annual work and personal developmental plan should be formulated against which performance can be measured on a regular basis throughout the year, culminating in an annual appraisal which includes the use of 360 degree feedback. 61.5% of eligible staff completed this process throughout the year while others were in progress dependant on their date of joining anniversary date. In addition, all new entrants are contractually required to complete a probationary period during which performance is more regularly assessed.

Our Talent Management Strategy is currently aimed at attracting interns and developing their capabilities with an eye towards permanent recruitment at ARTICLE 19.

The effectiveness of our approach towards Talent Management is evidenced by permanent employment of our interns once they complete their internship. We provide every opportunity for talent within our organisation to grow and as a result almost 15% of our workforce in London office comes from ex-interns who have progressed to regular employment.

Indicator 14: LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.

International Board Members:

Gender	
Male	Female
4	5

Age	
30 - 39	1
40 - 49	2
50 - 59	2
60 - 69	3
70 - 79	1

Geographic Representation	
Africa & Middle East	1
Americas	2
Europe & Central Asia	6

Senior Management Team: 40% (2) male vs. 60% (3) female at the end of the reporting period

Excluding unpaid interns, at the end of the reporting period ARTICLE 19 had 67 employees, 59% of whom were engaged on a consultancy basis and based outside the UK.

60% of staff members fell within the 30-40 age group, 30% above 40 and 10% were within the 20-29 age group.

Throughout the reporting period the organisation had a higher number of females than males, and a lower number of staff from the global South than the North.

Although ARTICLE 19 gathers some data on gender, age and local vs external hire as a small organisation it does not currently gather full data on staff.

Society

Indicator 15: SO3 Percentage of employees trained in organisation's anti-corruption policies and procedures.

ARTICLE 19 has a specific anti-corruption and anti-bribery policy, which is included within the staff induction process. Up to now only our international finance and compliance staff have received external training (1.6%) but ARTICLE 19 plans to broaden this training and make it available more widely in 2015, committing to train global finance and compliance staff as a priority, with a target percentage of 8% of staff externally trained during 2015. To facilitate internal awareness of this important requirement, we will be placing a training video on our intranet

In addition, ARTICLE 19 has a finance manual that all finance and senior staff have received training on. This manual includes provisions on fraud and bribery prevention.

S04: Actions taken in response to incidents of corruption

We have not had any incidents of corruption to report on.

Product Responsibility

Indicator 16: PR6 Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, 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, and employs only one full-time fundraiser.

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 2013, ARTICLE 19 did not undertake any paid advertising.

In 2013, all materials produced by ARTICLE 19 were freely available via its website. The email distribution system for newsletters and updates allows subscribers to manage their subscription personally and ensure automatic unsubscribes.

ARTICLE 19's law program does provide consultancy services that provide legal and policy analysis upon request. All work done under the consultancy arrangements are reviewed and signed off by the Senior Director for Law and Policy prior to completion to ensure quality control and adherence to our brand guidelines and code of conduct.

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) standard in 2013.

ARTICLE 19 did not receive any complaints in 2013 for breaches of fundraising or marketing communications standards in relation either to affected stakeholders, or to the rights of donors.