

18 December 2014

Dear Panel Review members,

Thank you for the extensive feedback received on ARTICLE 19's 2013 report.

We are pleased that the Panel commended us on three indicators that can be seen as Good Practice. The comments received will be useful to track our progress as we continue to improve our accountability mechanisms and demonstrate how they have led to positive strategic outcomes.

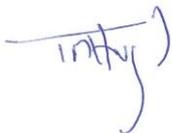
The feedback highlighted several areas for improvement. Some, in particular ensuring that our governance structure better supports overall impact and financial stability, will be addressed in the coming year as we complete our strategic planning cycle and improve our existing systems to deliver our planned outcomes and impact. In addition, as we develop our monitoring and evaluation framework, our ability to identify, measure and evidence our impact and how it has influenced specific decision making will be strengthened.

We appreciate the Panel's recognition of our work to review all our human resources and finance policies and procedures to ensure that they meet high standards of accountability. We will provide updates on our progress in our next report to the Charter.

One specific issue that we would like to respond to immediately is the lack of a fully functioning Complaints Handling Mechanism. We acknowledge that we have been slow to meet this minimum requirement for Charter Membership and would like to provide an update on our progress. Our Complaints Policy has been approved by the Board in their December 2014 meeting and the policy is currently undergoing consultation with staff union representatives and will be operational and available on our website in early 2015.

Thank you once again for the thorough and helpful feedback. We look forward to our continued collaboration with the INGO Accountability Charter.

Yours sincerely,



Thomas Hughes

ARTICLE 19 Executive Director