

Improvement Analysis
ARTICLE 19
November 2014

Complaints Handling Mechanism (NGO2)

The greatest weakness of this year's accountability report is still the lack of a fully functioning Complaints Handling Mechanism in place. A proper feedback system to activities and policies and in response to policy breaches is a minimum requirement for Charter Membership and ARTICLE 19 is urgently requested to follow up on this. Oxfam GB's Complaints Policy (see here on our [website](#)) may serve as a template in this regard.

Actions taken

We have a complaints policy which includes a mechanism setting out how we will handle any complaints received. We have not uploaded it to our website yet as the revision of our new website will take place in 2016. However, have sent a copy of our policy to the Accountability Charter.

Initiatives to Mitigate Environmental Impacts of Activities and Services (EN26)

Identifying the main environmental impacts of ARTICLE 19's projects and activities as well as conducting regular environmental assessments prior to carrying out activities is part of an organisational approach to environmental sustainability. This indicator was not at all addressed in this year's report and the Panel welcomes progress in the next report.

Actions taken

We consider alternatives that may be more environmentally friendly when designing our projects goals and activities. We are also using more digital tools to reduce our carbon footprint but to maintain the same level or even increase the level of engagement in our policy work

Global Talent Management (LA12)

Only 61.5% of the organisation's staff members have received personal development reviews in 2013. It is hoped that this number will turn close to 100% once all employees are with ARTICLE 19 for a full year. It is positively noted that ARTICLE 19 aims at developing their interns' capabilities and that 15% of the London office's workforce comes from ex-interns. However, global talent management is not only about interns. The question is rather how management and staff capabilities are anticipated on a global scale and people recruited and prepared accordingly. Finally, general progress and a link to the mentioned Performance Management Policy would be appreciated in the next report.

Actions taken

100% of our staff now receive regular appraisals and personal development reviews. With our new HR system scheduled to be implemented in 2015 we will also be looking at having quarterly reviews. We have sent the Accountability Charter a copy of our Performance Management policy

Impact on Local Communities (SO1)

ARTICLE 19 does not report on this indicator although they stated in their last report that they were going to assess the impact of their work on local communities in 2013. Every organisation has impacts, both negative and positive, on the wider societies in which it operates, and information on progress how to manage these impacts is strongly encouraged for the next report.

Actions taken

We have provided a case study which provides a good example of the impact that our activities can have on the wider local community.