



INGO Accountability Charter Report January – December 2014

PROFILE DISCLOSURES

1 Strategic Commitment to Accountability

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.

This year we focused on deepening our commitment to transparency and accountability internally. We launched our strategic planning process using an open-source wiki that allowed all staff total visibility and ability to contribute to the debate and development of our strategic outcomes and targets. Built into the planning process is the idea that we will start providing key performance data on our outcomes publicly online in a near-real time basis so that our core partners and donors can see our progress and challenges. We strengthened our performance management system by tying evaluations more closely to key performance metrics related to the strategy. Individual performance will be more explicitly linked to the achievement of the organisational strategy, and evaluated on such at more frequent intervals. Senior Managers are now accountable for progress on five core performance metrics, covering programmatic reporting, financial reporting, fundraising, completion of staff assessments and contributions to external communications. We intend that accountability for performance will be facilitated by the implementation of an organisational dashboard and the implementation of an organisational digital project management system that allows for a quick review of the status of our work and guide management decision-making.

In 2014 we moved to do more transparent legal policy development by conducting consultations via an online platform as well as in person. 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.

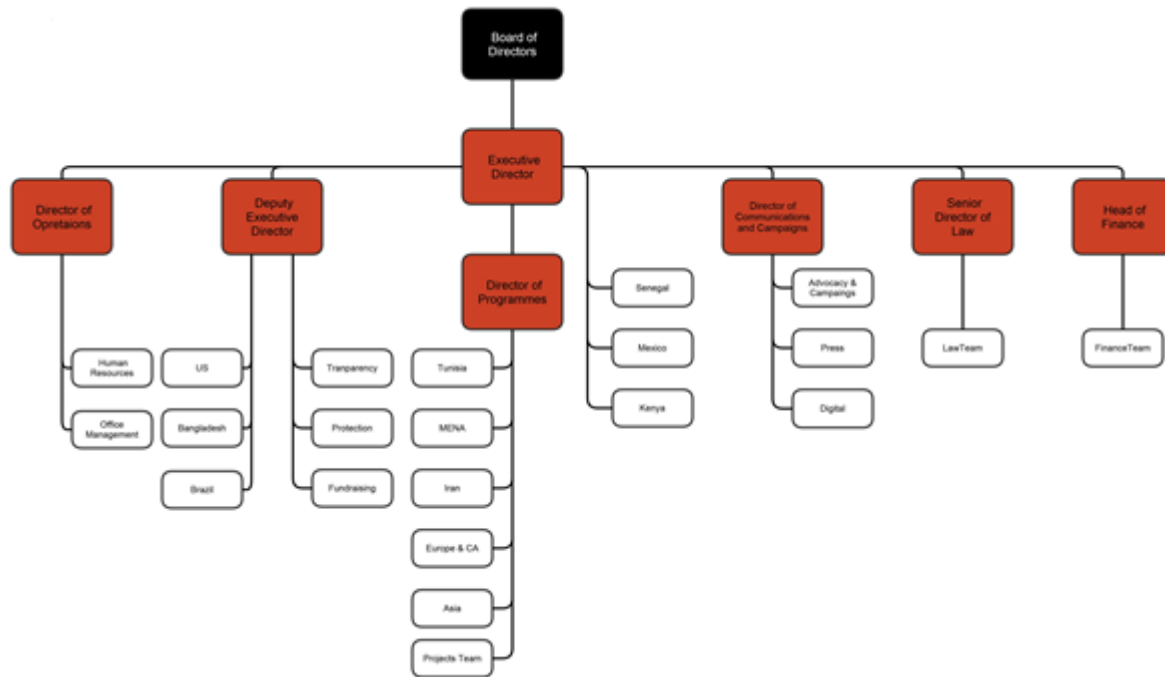
ARTICLE 19 works to achieve its charitable objectives in two ways:

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; Projects; Finance and Operations) as well as regional programmes (Europe and Central Asia, Asia-Pacific, Iran and Middle East North Africa), 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: 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 2014. The Global Management Team (GMT) 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 2014, ARTICLE 19 recruited a Director of Communications, Finance Assistant, Head of Asia, Head of Digital, Head of Europe, Human Resources Manager, M&E and Reporting Officer, Management Accountant, MENA Project Assistant and Senior Legal Officer.

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, Myanmar 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 2014 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	End of 2014
Staff	22	27	33	34
Consultants	36	40	51	42
Total income	£2,155,702	£3,075,044	£4,028,863	£4,005,835
Net movement in funds	£44,042	£274,294	£379,406	-£58,796
Total assets	£1,755,805	£2,108,958	£2,309,435	£2,716,172
Annual expenditure	£2,111,660	£2,800,750	£3,649,457	£4,064,631

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, 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]

There has been significant changes in reporting relationships of Communication, Finance and Project teams. This is coupled with significant changes within the structure of these teams. These changes are reflected in the organisational chart.

Frank La Rue joined our Board in December 2014

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 2014 unless otherwise stated

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

October 2014

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]

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Head of Projects
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 Head of Projects and reworked into the draft

report. Throughout the drafting process, senior management staff engaged with the INGO reporting process to give information and comments. The final report and feedback from the Independent Review Panel is shared with the wider organisation and an action plan is drafted by the Head of Projects 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. When drafting the 2014 report parts of the action plan were delegated to individuals across the organisation to draft a section in the report. In addition, the action plan is shared with different departments to see if there is scope for collaboration. For example, the finance team leads work on International Aid Transparency Initiative (IATI) so together we decided to engage with BOND on their Transparency Review. We will use the results, due in early 2015, to give us insight into how we can re-design our website to further improve our outwards transparency including providing IATI compliant data. The work on the website is led by our Communications team.

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.

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.

3.9 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]

We have readjusted our figures for net assets as we had only reported our current assets and not included our fixed assets as well in previous reports. So our net asset figures now include current assets and fixed assets.

A category in 2.8 Scale of the reporting organisation. [GRI NGOSS: p. 26] was previously titled, "Net revenue" which was our total income minus the total expenditure but we have now renamed this category to Net movement in funds so terminology is now consistent with our annual audited accounts.

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 Structure and Key Stakeholders

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 Trustees (Directors under company law) who meet twice a year and oversee our Executive Director and Senior Management Team. This Board is

made up of Individual Members and Affiliate Members representing ARTICLE 19 locally registered legal entities (at present, Brazil and Mexico).

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

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. In 2014, we signed MOUs with our offices in Brazil, Mexico, and the US. 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.

ARTICLE 19 maintains a risk register for our organisation that is reviewed on an ongoing basis by senior staff and the board at their twice yearly meetings. The register include physical, environmental, political and financial risks, each of which are assigned a mitigating action and a responsible party.

We have also begun a process of using external risk management consultants to assist us in assessing case specific risks, such as when staff are threatened with reprisals for their official work duties by external actors, and situational risks for offices located in places of conflict, such as Mexico and Bangladesh.

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]

In 2014, our International Board consisted of 9 members throughout the year: Paddy Coulter (Chair); Galina Arapova (Vice-Chair); Nigel Saxby-Soffe (Treasurer); Lydia Cacho; Evan Harris; Kamal Labidi; Malak Poppovic and Jennifer Robinson and Catherine Smadja. 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.

The most recent example of staff providing recommendations or direction to the Board is the process used to develop ARTICLE 19's new strategy. In 2014 we launched a fully participatory process with the staff to develop the international focus and goals for our new 5 year strategy. All staff across the entire organisation joined working groups to develop our new goals. This was facilitated by a wiki that allowed all staff to see and contribute to work in progress, not only in their own working group but in others as well. This culminated in formal recommendations to the Board on the strategic focus areas and goals for the new strategy at the December 2014 Board meeting. The board endorsed and approved the recommendations, and made some suggestions to improve them as work progresses into 2015.

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.

In 2013, ARTICLE 19 initiated a review of its salaries, following indications that its pay spine and benefits package was falling short of market value and sector norms.

This initial salary benchmarking exercise was completed in June 2013 and a benefits package review then undertaken and completed in October 2013, for 5 ARTICLE 19 offices; Brazil, Senegal, Kenya, Bangladesh and the International Office. On completion of this review steps were taken to address the significant salary shortfalls in Brazil and other recommendations were made to better align the salary and benefits packages on offer across ARTICLE 19. However, on review it was concluded that the organisations used in this benchmarking process were not all market leaders and thus those against which ARTICLE 19 should be compared.

The Executive Director's salary was also excluded from the benchmarking exercise to simplify discussions with the International Board and ensure the ratio between the highest to lowest salary was closed and not increased.

In July 2014 a second benchmarking exercise was commissioned, initially to be completed for the International Office, with the regional offices following thereafter. The findings and recommendations were presented to the International Board in December 2014 and approval was given to initiate negotiations with staff with a view to implementing the salary increases.

Methodology

The pay review was conducted in three phases:

1. Data Collection
2. Evaluation
3. Comparison

Data collection:

A participatory approach was adopted to identify those organisations that ARTICLE 19 should best compare itself against. Staff members, both directly and via the Staff Union Representatives, members of the Senior Management team (SMT) and members of the Finance & General Purposes Committee (F&GPC), a sub-committee of the International Board, were asked to suggest a list of those organisations that could potentially be used as comparators.

The following organisations were recommended:

1. Amnesty International UK
2. Christian Aid UK
3. Action Aid UK
4. Transparency International UK
5. OSF
6. BBC Media Action
7. Human Rights Watch

OSF was excluded owing to it being a donor organisation and neither structured or funded in a way similar to ARTICLE 19.

The proposed organisations were contacted and a request made for them to share pay spine data, respective job descriptions and any other information relevant to the exercise. Human Rights Watch declined to share data so was excluded from the exercise.

Evaluation:

For this stage a comprehensive job evaluation was undertaken for each position, ensuring that internal roles were aligned against best-matching external roles, and not comparing titles against titles.

The following were used as markers during the evaluation:

- a. Job Description
- b. Line Management, budgetary & fundraising responsibilities
- c. Position within the organisation

ARTICLE 19, like Action Aid UK and Amnesty UK in their recent benchmarking, used the Greater London Provincial Council (GLPC) job evaluation scheme, which is an analytical job evaluation scheme in which jobs are broken down into their core components and 'weighted' accordingly against other roles.

The GLPC scheme is currently used by approximately 250 public sector bodies including local authorities and voluntary organisations.

Comparison:

As a result of the evaluations outlined above, roles were grouped into the following categories:

1. Director
2. Head of Team
3. Senior Programme Officer/Senior Legal Officer
4. Programme Office/Legal officer
5. Programme Assistant

In order to compare the salaries, the average (mid-point) ARTICLE 19 salary for each level was identified, followed by identifying the average salary of each category at the selected organisations in order to have a comparable mid-point.

The total between these two mid-points became the proposed increase for each job category. Whilst it is often the norm to select a percentile benchmark against which to place salaries (i.e. 70% of the average), ARTICLE 19 set the proposed new pay spine at the maximum percentile to ensure the organisation offers the most competitive salaries possible.

The final stage was to apply the proposed percentage increase to ARTICLE 19's current pay spine. A midpoint between Step 4 and 5 was selected as the midpoint and was increased by the total percentage applicable. Each step thereafter was increased by an additional 2% and the steps preceding decremented by 2% accordingly.

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.

The Board conducted another skills audit in 2014, and agreed to appoint a new member to address some gaps in competencies. Frank LaRue was appointed. The Board also agreed to establish a governance committee to review Board membership and performance, including the relationship between the international board and our regional boards.

4.12 External charters or principles endorsed by the organisation

We are part of the 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

- 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) - Cambodia
- 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
- Concord - Myanmar
- Press Council - Myanmar
- Ministry of Information - Myanmar
- People's Coalition for Free Expression - Myanmar
- Journalists' Association - Myanmar
- Journalists' Network - Myanmar
- Generation '88 - Myanmar
- Center for Media Freedom and Responsibility (CMFR) - Philippines
- 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
- 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
- Punto24 - Turkey
- INDEX on Censorship – UK
- English PEN – UK
- Big Brother Watch - UK
- Liberty - UK
- Open Rights Group - UK

FIRST TIER PARTNERS IN LATIN AMERICA

- 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

- 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
- MAHARAT - Lebanon
- Bahrain Centre for Human Rights
- The Gulf Centre for Human Rights
- IMPACT 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 Expression and Opinion
- United Nations Special Rapporteur on Freedom of Assembly and Association
- Organization of American States 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)
- European Digital Initiative for Human Rights (EDRI)
- 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
- Privacy International
- IFLA
- Bond
- Concord

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”).

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).

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

Performance Indicators

Programme effectiveness

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

Some of the learning that we have received from beneficiaries of our work on protest reinforced the importance of working constructively with all the stakeholders, including governments and the police. We have channelled this learning to be central to our work on the protection of civic space in 2015 and beyond. We will focus on helping the police switch their approach from crowd control to a more

human rights based one, for them to see their job as being to enable demonstrations, guarantee protesters' rights and protect protesters from agitators and rioters.

In addition, we managed to have greater gender balance of participants in our RTI training in Brazil as we took into account the needs of women when organising trainings targeting female community leaders, activists and journalists. In some cases, it was as simple as changing the times of trainings to ensure women could take their children to school beforehand. As this approach proved successful in reaching women, it has been shared with project managers in other regions and will be tried there in order to enhance the gender balance at future trainings.

Our protection work in Bangladesh this year has utilised some of the networks of women journalists that we had previously built. In 2014, the husband of well-known attorney and environmentalist Rizwana Hasan was abducted. These incidents shocked Bangladesh's civil society and highlighted the lack of protection for activists and journalists. We issued a statement with 24 prominent citizens, including academics, rights activists, freedom fighters, writers and musicians, calling for his immediate release. Eventually, as a result of pressure from civil society activists including ARTICLE 19, Rizwana's husband was released and left blindfolded at a roadside one evening.

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. When we started developing our new strategy at the end of 2014 each office and team was asked to complete initial SWOT and PESTEL analyses that included gathering feedback and perspectives from external stakeholders. The analyses provided some regional context so that others would understand the main elements of the regional strategies. To further systematise stakeholder engagement, we will draft organisational guidelines and provide training to staff on how to identify and engage with stakeholders throughout the project life cycle including when projects are developed, monitored, reviewed and closed to ensure that lessons are learnt and shared.

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.

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 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

Please follow this link to our written complaints policy, this will be more widely available through our website when it is updated in 2015. We just need to link to it

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. Our global ranking for transparency laws focussing on Asia will be completed by the end of 2015.

Reporting against our RBM has enabled us to track the delivery of our projects against what we have planned for in our 5-year strategy. Analysing this information has enabled us to see either where funds or fundraising efforts have to be prioritised. For example, we use unrestricted funding to support projects that are of strategic importance but may have a funding gap as one funding source ends before another starts. In addition, we use our funding to kick-start projects in countries or areas where windows of opportunities have opened but we have not had the time to bring in restricted funding yet.

As we develop our new 6 year strategy with global impact statements, international and regional outcomes, targets and indicators we will create a framework that will enable us to better plan and monitor when each target is completed. We are also looking to bring in a new project management process and system in 2015 that will define how each outcome and target is reported against.

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 project 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.

Throughout 2014, we have ensured that gender is comprehensively integrated into our six-year global strategy, and across all five thematic priorities. Our approach will consider 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, gender and sexual minorities 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 acknowledged 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 new six-year strategy

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

In 2014, ARTICLE 19 continued to make progress in becoming more strategic and effective in our advocacy interventions. ARTICLE 19's Campaigner (first hired mid-2013) became a more established role and resource for advocacy advice and implementation.

ARTICLE 19 started 2014 on an advocacy high with a collaborative advocacy mission to the UN New York, increasing our influence on the negotiations to establish the Post-2015 framework and SDGs. Each of our offices were represented and we divided advocacy by regional and language skills, and technical expertise to open up conversations with state representatives and build relationships with them for longer term SDG advocacy. We then developed regionally specific advocacy plans following some of the processes which had been developed by ARTICLE 19's campaigner during 2013.

ARTICLE 19 saw this as a crucial area of advocacy work throughout 2014: any agreement made would lay the foundations for both political and funding priorities internationally for the next fifteen years. The MDGs set a precedent for global international development targets that mobilised a range of actors and the SDGs were to be ambitious global goals to better tackle the development challenges of the future and ensure greater equity in development - something key to ARTICLE 19's values and theory of change.

Our additional Post-2015 strategic engagements throughout the year included:

- membership of Action/2015 global movement (contributing to global strategy meetings in South Africa in April and November, and leading areas of work in the UK Action Team)
- coordinated civil society advocacy, particularly in Brazil, Bangladesh and Kenya
- various global advocacy interventions, including letters to states and submissions into civil society consultation processes
- targeted media interventions, including blogposts and op-eds in international and specialist media

Our international and UN advocacy further developed in 2014 and we pushed ourselves to become agenda-setters at international fora - from feeding into reports by Special Rapporteurs and holding high-profile Side Events to influencing the framing of resolutions and recommendations at the Human Rights Council. We increased our physical presence supported civil society partners to participate in a number of opportunities at the UN, by redirecting the time and resources of ARTICLE 19's Legal Officer to carry out strategic advocacy interventions at the UN HRC, and building greater engagement of grassroots actors in the UPR process. We facilitated several partners' travel to Geneva to speak at our HRC events or the UPR Info Pre-Sessions to lobby missions for strong UPR recommendations. We consistently sought to highlight key issues for our local partners providing

global balance and amplifying the voices of marginalised individuals in all our advocacy interventions at the HRC. This is an area of work we will endeavour to continue and build on in 2015.

The positive impact of our reinvigorated focus on a theory of change that brings local voices to international fora is reflected in feedback received from a member of Punto24, a Turkish partner who we supported to participate in the UPR Info Pre-Sessions in December 2014: *“I had no previous experience [or knowledge] of the UPR Process. I found the forging of new relationships with people or CSOs who worked for purposes like ours very useful. I would have been lost without ARTICLE 19’s Campaigner’s guidance. After the Pre-Session [and as a result of connections made at the Pre-Session through ARTICLE 19] I got invited by 'Lawyers for Lawyers' and 'Law Society of England and Wales' to speak at their side event after the Turkey UPR Session [in] January 2015. This completed the whole circle so to speak, I had the opportunity to observe the proper session and write about it after I came back to Istanbul.”*

Further, in 2014, we began to work more extensively on issues relating to freedom of expression online and the intersection of human rights and the internet. This follows our already having developed three flagship policies on freedom of expression in the digital age and is reflective of an approach that sees strong policy positions at the forefront of our advocacy work. We frequently look to local experts to contribute to our policies and provide the contextual argument for our advocacy demands. We have furthered our collaborative approach to policy development. Consultations on new and innovative areas of policy on water and sanitation (The Free Flow Principles, published in March 2014), protest (The Protest Principles - currently in draft consultative form for crowd-sourced feedback), and disability (an ongoing area of work that requires further consultation and development but has led to regionally specific engagement) featured prominently in our 2014 advocacy work. As part of a commitment to ensure that our policies are developed with diversity in mind and serve those affected by the relevant freedom of expression issues, we plan to develop further consultation tools throughout 2015, including an open and multi-lingual online consultation process for The Protest Principles.

As well as planned strategic advocacy, ARTICLE 19 also continues to support the formal and informal relationships it has 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 planned and responsive, individual and collaborative advocacy interventions in 2014 are:

- IDAHOT (International Day Against Homophobia and Transphobia): Lead organiser in partnership with IDAHO Committee and IFEX for global social media Thunderclap to bridge the divide between foe and LGBT activists. The Thunderclap was dual lingual and achieved a global reach of almost 1.7million people
- Brazil World Cup: targeted multi-lingual social media content with 17k Facebook impressions, highlighting report on protest in Brazil and accompanied by global blog series timed with World Cup matches
- Strategic and responsive social media actions, often in solidarity with persecuted journalists and/or civil society, including #ImYourVoiceVenezuela #FreeZone9Bloggers #JournalismIsNotACrime/#FreeAJstaff
- Public political advocacy event in UK parliament, hosted by APPG on Human Rights to mark 20 years of dictatorship in Gambia
- Impunity Day: Targeted advocacy letters for flagship cases worldwide to call for specific action from named state actors to further investigate attacks against journalists

- Don't Spy On Us Day of Action and CitizenFOUR screenings: Day of Action in June became most trended Twitter hashtag on the day in the UK, surpassing a major primetime TV programme, with high-profile speakers, coordinated media coverage and opinion pieces. CitizenFOUR screenings toured the country as part of tactic to shape policy debate in run up to General Election in 2015.

In terms of ARTICLE 19's formalised campaign planning, monitoring, and evaluation processes, these remain in development, primarily due to the large scale strategic review the organisation has planned for 2015 in order to launch a new strategy in 2016. In 2014, we saw gradual changes bringing a more co-ordinated and cohesive campaigns approach. However, we remain expectant that the greatest change will come in 2015 (while we undertake the majority of a large-scale strategy development process) and 2016 (when the new strategy begins in earnest). Advocacy work will play a key role in ARTICLE 19's ongoing mission, theory of change. Organisational impact-driven 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 weekly Senior Management Team meetings, monthly Global Management Team meetings and weekly team meetings between the Head of Communications, Executive Director and the Communications and Campaigns team. A more formal process will form part of campaigns and advocacy guidelines and training when they are more fully established (as foreseen as part of the strategy process in 2015 and implemented in 2016). 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. Our advocacy work at the UN and on surveillance in demonstrative to this point. As a founding member of the Don't Spy On Us campaign, ARTICLE 19 plays a leading role and shaping and reviewing strategy which has had to respond to several developments in 2014, whether it be changing government position, a major event (e.g. terrorist attack) or legal judgements having impact on our objective (all of which occurred throughout 2014). Regular telephone and face to face meetings are held among the Executive team and ARTICLE 19's Campaigner leads our work in this area with support from thematic experts.

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.

As mentioned above in 4.15 Basis for identification and selection of stakeholders 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

Financial Management

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.

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 2014, we allocated our funding according to the following activities:

Africa projects: 16%

Asia projects: 9%

Latin America projects: 22%
Law and Policy projects: 15%
Europe and Central Asia projects: 11%
Middle East and North Africa projects: 9%
Global projects: 18%

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

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 2014.

In the year 2014, our gross income was £4,005,835, consisting of:

- Unrestricted: £1,471,425
- Restricted: £2,534,410

Our five biggest donors in 2014 were:

- Swedish International Development Co-operation Agency (Sida) via International Center for Not-for-Profit- Law (ICNL): £1,087,851
- UK Department for International Development (DFID): £542,687
- Sida: £307,631
- UK Foreign and Commonwealth Office (FCO): £305,554
- Norwegian Ministry of Foreign Affairs: £296,516

Environmental Management

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.

ARTICLE 19 has moved towards regionalising its operations and as a result recruitment of regional offices are managed locally. Therefore regional offices have developed their own local recruitment strategy.

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
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

Figures are in metric tonnes

ARTICLE 19's total greenhouse emissions from 2014 were approximately 310.7 metric tonnes which comprises of 44.2 metric tonnes of indirect greenhouse gas emissions from our energy, water and sewage use and 266.5 metric tonnes from our business related travel.

ARTICLE 19's indirect greenhouse gas emissions from our energy, water and sewage use is approximately 44.2 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 123.4 metric tonnes and the Free Word Centre has 86.6 desks and ARTICLE 19 occupied 31 desks in 2014.

Our business related air travel increased in 2014 due to the desire of the organisation to be more transparent and engage more stakeholders in our work. Examples of this would be the participation of staff from all across organisation in the development of our new 6-year strategy. We flew staff to our international office in London on two occasions in 2014 to kick-start and develop the strategy. In addition, in order to better reflect the international and regional accountability we have as a global organisation we have started to hold our December International Board meeting in one of our regional offices. In 2014, we held it in Mexico City, this enables our staff in regional offices to better engage and with the International Board. On a programmatic level, we have made the development of our policies more transparent and accountable to those that they seek to benefit. For example, we held an expert meeting to help us develop our policy on Freedom of Expression and Disability. We invited a variety of experts from the Disability and Freedom of Expression sectors to a face-to-face meeting in London. Our efforts to be more transparent and accountable has been supplemented by continuing these consultations through an online platform.

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.

ARTICLE 19 began drafting a new environmental policy to provide stronger guidance to staff when making operational decisions. This will be completed in 2015.

EN26: Initiatives to mitigate environmental impacts of products and services

Since 2005, ARTICLE 19 has developed and implemented several projects (in China, Malaysia, Ukraine, Bangladesh and Brazil) 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

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 end of the reporting period the breakdown of the workforce was:

- International office : 19 staff
- Kenya: 7 Staff
- Mexico: 21 staff
- Bangladesh: 4 staff
- Brazil: 11 staff
- Senegal: 5 Staff
- Tunisia: 3 staff

Unfortunately, in 2014 the priority for our Human Resources (HR) was to research and introduce a new HR system providing a central location for our HR policies, procedures and information. This mean that during 2014 we were not able to capture the disaggregated data that we used to.

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

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

This ensures staff concerns are heard and actioned at every stage of policy development and also prior to it being approved by Senior Management Team. This exercise has led to a higher rate of staff participation and engagement and most importantly has resulted in higher rate of 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 convened 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 of (2) above 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

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.

In 2014, we increased our budget for training including in-house training and seminars by 20%. We developed a 10-week Diploma Course on Freedom of Expression and Human Rights for its staff and implemented it with a very satisfactory global participation rate. We have updated the Diploma Course for 2015 following feedback received about the training. We have also drafted a training and development strategy and is linked to our revised performance management system.

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 principle 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. All employees at ARTICLE 19 in 2014 through the annual performance appraisal and implementation of this policy is monitored by HR. As part of annual appraisal staff discuss their Personal Development Plan. As a result, a number of staff members, during the reporting period, have been promoted going through a progression mapping process and skills matching exercise.

ARTICLE 19 does not currently have a Talent Acquisition Strategy.

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.

In 2014, this was the composition of our International Board Members:

Gender	
Male	Female
5	4

Geographic Representation	
Africa & Middle East	1
Americas	2
Europe & Central Asia	5
Australasia	1

Senior Management Team:

2014: 40% (2) male vs. 60% (3) female at the end of the reporting period

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.

Responsible Management of Impacts on Society

SO1 Impact of activities on the wider community:

A good case study which showcases the impact of our activities on the wider community is highlighted below:

ARTICLE 19 carried out a project on the Right to Information and Maternal Health, specifically on Obstetric Fistula, in Senegal. This marked an innovation for the organisation, as it was the first time we worked in the area of maternal health. The main aim of the project was to build the capacity of civil society organisations (CSOs) and community-based organisations (CBOs) to use the right to information to access information on maternal health care and raise awareness about access to information (ATI) and health generally. This project was also significant in that it showed how ATI can be used even when formal ATI laws do not exist in the country.

The first year saw a total of 58 participants (39 women/ 19 men) trained in the regional council of Tambacounda. Our presentations, trainings and activities were done in 4 local languages. These trainings served as an opportunity for participants, including; women's groups, Badienou Gokh (health care mentor), youth and community leaders, traditional birth attendants, midwives, and CBOs to speak and share their experiences.

We followed up with the participants of the initial training through a qualitative survey. Through this we came across the case of a young woman who was able to access treatment for obstetric fistula following advice from a participant of our trainings.

After attending the training held by ARTICLE 19, Mr. Abiodun Bello* visited Goudiry, a department in the region of Tambacounda. During his stay, he shared information through informal talks with neighbours and after the discussions, a case was reported to him and he oriented the woman to GADEC, the local organization that is responsible for detecting cases of fistula in the region of Tambacounda. Below is the testimony of Ms. Ife Dia*, a 24 year housewife whose life changed as a result. (Translated from French). * Names changed

"I got married at the age of 18. When pregnant with my third child, I returned to my native village, near the border with Mali. During childbirth I suffered due to a lack of resources and support. It was after the stillbirth of my baby that I realised that I could not hold my urine. I stayed with my family and my husband did not come to see me regularly. I did not know what I suffered from, or whether it was a curable by modern medicine. Together with my mother, we secretly went to see a traditional doctor to see if there was a miracle solution. One year on there was no improvement. Abiodun Bello who is a parent of my neighbour came to my community. He held talks which I did not participate in because I did want to go out in public. My mother went and on her return she told me that she thought I suffered from fistula as she heard about the same symptoms that I presented. We then went to see our neighbour where was hosted Abiodun Bello and spoke with him. He informed us that he received training on fistula and had been assured that it was curable and that he could put us in touch with an organisation that will take care of everything even the transport to Tambacounda. Thereafter, we contacted Sira from GADEC who told us that we had to go to the regional hospital for diagnosis and if it was the fistula treatment would be free. At the hospital, my mother and I were greeted by the social worker and Doctor Milogo. He examined me and gave me lots of information about fistula as Abiodun Bello had and scheduled an operation. I thank God because it went well and now I no longer suffer. I must return to Tambacounda for a follow-up with the Doctor (I do not know the date because I cannot read and I do not keep the papers with me). Abiodun Bello was my saviour, if he had not come to my village, I'll always be in the process of suffering, I want to thank him a lot. "

This case study demonstrates the positive effect of access to information and the real impact it could have on a person's life. It also highlights the need for the authorities to do more to sensitize communities about maternal health and specifically the causes, prevention and treatment of obstetric fistula. ARTICLE 19 will continue to work with the authorities and other health organisations' to support and promote this work.

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. We have already arranged for a training on anti-fraud and bribery to be carried out by our auditors in early 2015 for our senior management team and staff from our international office. We plan to conduct similar training in all our regional offices. We now have a revised fraud and bribery policy which is still in draft form but will be available to staff once they are fully trained. This has replaced the training video that we had previously planned to produce

S04: Actions taken in response to incidents of corruption

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

Below is an extract from our draft anti-bribery policy that covers how to report an incident of fraud

10. HOW TO RAISE A CONCERN

You are encouraged to raise concerns about any issue or suspicion of malpractice at the earliest possible stage. If you are unsure whether a particular act constitutes bribery or corruption, or if you have any other queries, these should be raised with your line manager and/or the Operations Director.

Ethical Fundraising and Communication

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. 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 2014, 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) standard in 2014. 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 2014 for breaches of fundraising or marketing communications standards in relation either to affected stakeholders, or to the rights of donors.