



Accountable Now Annual Report 2017

Interim report

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Reporting format

ARTICLE 19 has provided a brief interim report for 2017 following recommendation from the Independent Review Panel in the 2016 report feedback letter

This interim report details any material changes that have incurred within the organisation during the reporting period, as well as progress update against the areas identified by the panel in the Improvement Analysis document

1. 1 Strategic Commitment to Accountability

1.1 Statement from the most senior decision-maker of the organisation.

ARTICLE 19 states publicly that we take a strategic approach to accountability and by this we mean the actual basis of our role in the world, has at its core the requirement to hold ourselves as accountable as the powerholders we hold to account in the course of our work.

In the period under review we have a couple of examples of how we use accountability to shape strategy and decision making.

The panel is aware I think of the Annual Reflection Process, a process which we use to determine the efficacy and impact of our human rights strategy (The Expression Agenda - XpA), and our ability to deliver it.

During the course of 2017 we undertook an external review of the XpA and made that review available to our donors and the International Board. The review pointed towards the need to look at organisational development as part of the overall delivery of our human rights strategy. A number of areas were highlighted, such as the development of thematic management, infrastructure and internal communications being three in particular. The growth of ARTICLE 19 has been significant in recent years and while focussed on human rights work, we needed in turn to refocus on our internal change management processes too. The result is still in progress but the intention has been to conclude an internal organisational review, from which we will determine ways to support the delivery of the strategy more effectively.

2. Provide an overview of significant organisational changes.

Several major developments took place in 2017 under the areas specified by the Panel:

- **Board performance and accountability**

During the course of 2017 the International Board developed and adopted the new international “Good Governance Manual” which lays out the commitments we have to implementing the Accountable Now Charter through the International Board, and the many key governance procedures that the Board is responsible for. The division of responsibilities at Governance level between management and trustees, affiliates and the General Assembly (which holds the International Board to account) are clearly laid out in the document, which can be found here: [here](#) [Link to GGM].

In addition the Board have prepared KPIs on their own performance and have started the process to commission a full external review to be benchmarked against a review carried out in 2013.

- **Performance of the Executive Director**

The Chair of the International Board carries out a full 360 degree appraisal of the Executive Director each year. This includes the ability of all staff in the organisation to comment on the EDs performance and the results are made available to the International Board.

- **Expansion of new offices**

ARTICLE 19 has opened an office in Amsterdam and an office in New York, with a view to ensuring a fully staffed presence in both locations, focused on management of the Europe and Central Asia programme, and the development of fundraising and advocacy, respectively.

- **Risk Management**

The International Board, and the Finance and General Purposes Committee in particular, reviews the risk register thoroughly for ARTICLE 19 at least twice a year. In 2017, the Board commissioned a full review of the security framework for ARTICLE 19. This resulted in the Enterprise Information Security Framework, and a full IT Review and (ongoing) implementation project to improve our digital security capabilities. On the physical security side the ongoing work to training staff in our regional and international offices proceeded and has since been concluded.

Security training is mandatory, as is security planning for all overseas travel – which has been considerably up scaled and new policies introduced.

3. Progress update on the improvement areas identified by the Panel’s feedback on their previous accountability report (February 2018)

Compensation for members of highest governance body, senior managers and executives (4.5)

Roll-out of new Pay spine

As reported in our 2014, ARTICLE undertook a salary benchmarking exercise. The new pay-spine and roll-out plan were presented to the International Board in December 2014. It was proposed that the increase would be done in two stages, to be pegged against the achievement of budgetary targets.

The new pay-spine and roll-out plan was presented to all international staff in early 2015, and negotiations were then held via the staff representatives as per the union agreement.

Staff were notified of the resultant change in salary prior to the increase taking effect. Salaries of staff were then increased by half of the proposed full amount as of 1 April 2015 and the second stage of increase were undertaken in Jan 2016.

Mechanisms for feedback and complaints (NGO2)

In 2014, the undertaking to publish our complaints procedure was postponed due to a series of steps that had to be taken in order to bring our website up to standard and see a refresh. The first phase of the websites redevelopment was completed in 2017. Our outline of our approach to accountability available can be found here: <https://www.article19.org/accountability/> which includes a link to our whistleblowing policy <https://www.article19.org/wp-content/uploads/2018/10/Whistleblowing-policy-May-2018-1.pdf>

As of Q1 2018, we have been in a fortunate position to not have received an external complaint. For internal complaints and grievances, we have devised a separate policy for this. An overview of this policy, as well as information on evidence and effectiveness will be provided in our next report.

Size and composition of workforce (LA1)

The panel noted that insufficient information on the gender division and breakdown across the organisation and by different management levels was insufficient. Please see a more comprehensive breakdown of the gender diversity across the organisation, followed by the gender breakdown for our Global management team:

Gender breakdown by region:

Region	Male	Female	TOTAL
Kenya	3	5	8
Senegal	1	4	5
Brazil	7	14	21
Bangladesh	2	4	6
Mexico	18	8	26
Tunisia	1	4	5
Myanmar	1	2	3
Cambodia	2	1	3
Malaysia	0	1	1
International office including remote working staff and staff based in the US	16	25	41
TOTAL	51 (43%)	68 (57%)	119

Gender breakdown by management levels:

Management levels	Male	Female	TOTAL
Global management team	4 (33%)	8 (67%)	12
Other staff	47 (44%)	60 (56%)	107
TOTAL	51 (43%)	68 (57%)	119

The Global Management Team (GMT) comprises of senior managers at the international office as well as the regional directors with a total membership of 12.

PR6: Ethical fundraising and marketing communications

Progress on the fundraising strategy 2015-2020

During 2016, ARTICLE 19 has been able to increase its funding from donors by approximately 30%. This success has been the result of being more strategic in our approach, and better coordination the international and regional offices.

Process, and key successes of the fundraising strategy include:

- In 2016 the number of submissions (115) doubled those submitted in 2014 (54 submissions, 66.67% of success) and 2015 (60 bids submitted, 43% successful), with total confirmed funding, including unrestricted and restricted funding amounting £9,738,070 in 2016, compared to £4,568,051 in 2014 and £8,634,829 in 2015.
- During 2016 ARTICLE 19 has also seen significant success at regional level due to the Triangulated Fundraising Strategy aimed at simultaneously engaging donors at central, regional and national levels, to set priorities at the strategic level and address those priorities on the ground.

Our approach on building strategic partnerships with larger more competitive organisations also positions us as a strong contender for fundraising opportunities based on consortia.

Update on the Monitoring, Evaluation and Learning Systems

Development on our MEL system, which has been branded internally as AIMS – ARTICLE 19 Impact Monitoring System started in 2015 with the ambition of monitoring and tracking donor and corporate projects, as well as our achievements against organisational strategic targets. Due to a number of false starts and delays to necessary features and functions, the system has only very

recently been relaunched (November 2017). AIMS has now taken over as the primary organisational project management tool and captures each quarters strategic and project performance. It is currently too early on the process to provide data on performance and how it is influencing decisions internally, but we look forward to sharing this information in our next Accountable Now report.