



**ARTICLE 19's POLICY PLAN
THE EXPRESSION AGENDA**



Table of Contents

| | |
|---|----|
| Table of Contents | 2 |
| A. ARTICLE 19- LEADING ORGANISATION ON FREEDOM OF EXPRESSION | 3 |
| B. THE EXPRESSION AGENDA (XpA)- DEFENDING FoE AROUND THE WORLD | 4 |
| Geographic scope and approach of our work | 10 |
| ARTICLE 19 work and objectives in Europe and Central Asia | 11 |
| C. ARTICLE 19'S BACKGROUND AND AUDIENCE | 13 |
| Success Stories- what ARTICLE 19 has achieved so far | 14 |
| D. FUNDRAISING STRATEGY | 19 |
| E. FINANCIAL SITUATION | 20 |
| F. GOVERNANCE AND MANAGEMENT STRUCTURE | 21 |

A. ARTICLE 19- LEADING ORGANISATION ON FREEDOM OF EXPRESSION

Established in 1987, ARTICLE 19 defends freedom of expression (FoE) and the right to information (RtI) all over the world, fighting against censorship, defending dissenting voices and advocating against law and practices that silence.

ARTICLE 19's **mission** is to *promote and defend freedom of expression and information as essential human rights, so that people everywhere can express themselves freely, access information and enjoy freedom of the media both online and offline*

We **envision** a world where **ALL** people can speak freely, actively participate in public life and enjoy media freedom without fear, censorship or persecution. We look at the fundamental underlying issues – direct and indirect – and different patterns of exclusion- ethnicity, age, education, sex and gender- that affect freedom of expression. To address the complexity of those underlying issues ARTICLE 19's **Theory of Change** is based on three interlinked pillars which aim to balance the unequal power dynamics created by the rise of authoritarian social models and political ideas that restrict people's rights and freedoms: a) **Strong laws and policies** are the foundation for realising the rights of all to express themselves freely, and to seek, receive and impart information; b) **Accountability and transparency** of power-holders is key for the realisation of human rights and sustainable development; c) **Active and empowered civil society** is essential for using expression and information rights to pursue dignity, equality, good governance and sustainable development.

ARTICLE 19's Engagement

To maximise impact, we work at three levels:



Law and Policy:

Developing and promoting progressive standards, principles, policies, draft legislation, and judicial processes.



Campaigns:

Advocacy and public campaigns targeting governments, states, corporations and media, with the aim of influencing policy and practice, as well as specific cases.



Programmes:

Focusing on individuals and communities: knowledge-sharing, training, capacity-building, and support, plus the development and deployment of tools and resources. We also provide emergency protection for victims of threats and violence.

Our work is, therefore, driven by the conviction that freedom of expression and the right to know lie at the heart of democracy, human rights and development as good governance and the fight against poverty are largely dependent on the growth of an informed citizenry demanding their rights, influencing decisions, prompting accountability and challenging corruption and abuses.

The global realisation of our vision and mission is underpinned not only by freedom of expression and information, but through other rights inextricably linked to them- including belief, privacy, participation, assembly and association- and the principle of universality of human rights.

With regional and project offices around the world, ARTICLE 19 combines 30 years of experience in **global policy making** with vital support to national processes of good governance and reforms,

which place the organisation closer to the **on-the-ground battles** to protect freedom of expression and information. We believe that the most effective way to promote and implement institutional, cultural and legal change is to work both at international and national level, leveraging local experience and knowledge to inform standard setting in key international/regional decision-making fora and processes and to hold states accountable, while ensuring that progress at global level have relevance to create enabling environments for the exercise of expression rights at national level.

B. THE EXPRESSION AGENDA (XpA)- DEFENDING FoE AROUND THE WORLD

Expression, whether in the form of a voice, a pen or a keyboard, is one of the most powerful tools we have to achieve individual freedoms, develop democracy and tackle the underlying causes of poverty. But many of those who hold power around the world want to deny people freedom of expression and the right to information that accompanies it.

Our ambitious global strategy- **The Expression Agenda (XpA)**- is designed to challenge this, helping to ensure that ARTICLE 19 is “the voice in the room”- in a prison cell, a national court, online or at the United Nations, ready to defend two vital freedoms. The **Freedom to Speak**, to voice your opinions whatever they are and to challenge those who hold power. The **Freedom to Know**; the right to demand and receive information from decision makers and to act on what you discover, whether showing dissent, protesting or organising collective action.

ARTICLE 19’s **Expression Agenda (XpA)** provides a long-term and robust response to the rising tide of threats to freedom of expression and information and media freedom. We work to protect space for social movements, define legal standards for the digital era, ensure independent and diverse media can operate and call for greater transparency and accountability by power-holders.

In order to achieve our goal, the XpA details key areas of impact gathered in five strategic themes.

THEME ONE – protecting and promoting civic space

Why change is essential. People should have the right to democratic participation, open debate and protest whether they gather in a town square or online. An empowered civil society represents and fosters pluralism, diversity, openness, can contribute to more effective policies, equitable and sustainable development and play a vital role fostering democracy, peace and in conflict resolution. Civil society actors play a particular role as advocates and opinion formers for individuals and groups in a democracy, representing and defending vulnerable and socially excluded groups as well as well as fulfilling an important scrutinising function.

Finally, countries in which civil society is given space to operate also tend to be countries where corruption is lower and where the principles of the rule of law are afforded greater respect.

How we will focus our work. ARTICLE 19 will work towards the promotion, protection and expansion of civic space, providing legal, policy and practical measures and assistance to protect the rights of individuals and organisations to publicly participate, protest and dissent. We will focus on protecting human rights in the context of peaceful protest, assembly and public participation both online and offline, particularly for groups under attack by the rising tide of nationalist governments.

Our Global Impact. The right to publicly participate in decision-making, engage in open debate, to criticise, protest and dissent, in physical and online space, is widely recognised in legislation, policy, and practice, whilst the environment for civic discourse is robust and diverse, and actively encourages the voices of the marginalized.

Approach and methodology- prioritised activities

- ARTICLE 19 will expand our **monitoring and reporting of violations during protests** across additional ARTICLE 19 offices, drawing increasing attention to this critical issue at the UN and regional bodies. We will deploy an innovative pilot project in Brazil and Kenya that seeks to change the public perception of protesters based on social marketing research and advertising tools.
- We will perform monitoring and **analysis of laws and policies** that hinder protest and will engage in strategic litigation cases as third party, particularly in countries like Mexico and Brazil
- Nationally, ARTICLE 19 will **work with marginalised communities** to improve access to participation, such with as rural groups in Brazil in relation to large-scale development projects in the Amazon, and with the LGBTQI community in Belarus and Central Asia to combat a legal environment that silences their voices in public fora.
- ARTICLE 19 will lead efforts to **counter hate speech and promote religious tolerance**, based on the UN-endorsed Rabat Plan of Action, at the international level and through national pilot projects in Bangladesh, Tunisia and Myanmar. Based on ARTICLE 19's long-standing work on the protection of the universality of freedom of expression and information, ARTICLE 19 will actively advocate for the inclusion and protection of the most vulnerable in society, whether it is refugees and Muslim exercising their political rights in the West, or LGBTI activists in hostile countries.
- In consultation and close collaboration with key actors, ARTICLE 19 will generate greater understanding and knowledge on the concept of countering violent extremism, which will be translated into a position paper to inform international debate.

Regional Focus. Global with deeper engagement in Brazil, Mexico, Kenya, Ukraine, Bangladesh, Tunisia, Myanmar, Malaysia, Belarus, Kazakhstan, Kyrgyzstan, Poland.

Beneficiaries. Media workers and CSOs monitoring protest, protesters, members of social movements; rural (incl. indigenous) communities, women, LGBTI; religious groups/ leaders, LGBTI groups, youth/students, journalists and other media actors, parliamentarians and other government officials

THEME TWO - fight against impunity and protection of those defending human rights

Why change is essential. Journalism plays an essential role in democracy at the frontline of defending human rights and fundamental freedoms, including the right of an open and democratic society to be informed. It also play a key role commenting or reporting on areas of public interest, uncovering abuses of power, shining light on corruption and/or questioning received opinion. Human rights defenders (HRDs) play a crucial role in shining a light on the darkest corners of a country, reminding governments and corporations of their obligations to protect the rule of law and human dignity.

Yet journalists, social communicators and human rights defenders find themselves under sustained attack, facing harassment, violence and death in high (and sometimes rising) numbers. The impunity for these crimes is shockingly high: the Committee to Protect Journalists reports that 9 out of 10 killers of journalists never face justice for their attacks.

How we will focus our work. For over two decades ARTICLE 19 has worked to protect and defend freedom of expression and information, particularly individual advocates of these rights. We will continue working to improve the security conditions and protection tools and mechanisms for journalists, media workers, HRDs, bloggers and others engaged in defending human rights

(particularly freedom of expression and information) and fighting against corruption. This includes work on enhancing access to justice and truth by those victimized by the State, and a focus on the protection of environmental human rights defenders.

Our Global Impact. Those on the front line defending freedom of expression and information are supported by effective networks of institutions and activists at the local, regional and global levels, and by strong legal frameworks and mechanisms, thus ensuring that violations are known, perpetrators held accountable, and effective relief or redress is secured. In particular, there is improved access of women and sexual and gender minority journalists, Environmental Human Rights Defenders, media workers and other communicators to specific tools and knowledge to protect themselves online and offline from physical, digital and legal risks or threats. Protection mechanisms and support networks are nuanced to effectively mitigate risk and threats for women and sexual and gender minorities.

Approach and methodology- prioritised activities

- An 'online violation reporting platform' that makes it easier and more transparent for violations to be brought to the attention of the OHCHR and special procedures. ARTICLE 19 is leading a group of international organisations, (including CPJ, RSF, IMS, FPU, IPI, and IFEX)¹, to implement a platform that will channel their communications on cases based on monitoring at the national level. The platform will increase the information available to the OHCHR to enable more robust reporting on violations. Moreover, information submitted via the online violations platform can be used comparatively against states submissions to the UNESCO 'Report of UNESCO's Director-General on the Safety of Journalists and the Danger of Impunity', in the Universal Periodic Review and for measuring the Agenda 2030 indicator 16.10.1.
- Building upon our network and work in the country, ARTICLE 19 will comprehensively monitor and document legal and juridical violations of freedom of expression in Turkey and expose this to a national and international audience, focusing on responding to detentions of journalists, trial monitoring and advocacy. We will support an online log of detained journalists, with support from local partners; while coordinating an informal coalition of international NGOs, which aligns key advocacy messages and activities, and coordinates trial monitoring, to promote freedom of expression and rule of law issues.
- ARTICLE 19 will provide legal support and security training to those threatened by state and non-state actors, particularly in Brazil, East Africa, Bangladesh and Myanmar. We will also work in concert with other organisations to provide emergency assistance to those facing immediate risk of harm.
- Based on our working documenting the extreme danger facing environmental information activists, we will work with local and indigenous communities in the Amazon basin, Cambodia, Tunisia, and Bangladesh to enhance their self-protection capabilities and advocate for greater support at the regional and international levels.
- ARTICLE 19 will enhance the protection of the LGBTI community online in the Middle East through our partnerships with social media dating apps to provide information to users on how to keep themselves safe online and advise the companies on enhancing privacy and safety protections at a structural level. We will also continue our work to enhance the self-protection measures for LGBT actors in Central Asia.

Regional Focus. Global focus with engagement at different level in Brazil, Bangladesh, Senegal, Myanmar, Cambodia, Kenya, Somalia, Ethiopia, Rwanda, Tanzania, South Sudan, Gambia, Senegal,

¹ Committee for the Protection of Journalists, Reporters Without Borders, International Media Support, Free Press Unlimited, International

Mali, Nepal, Bangladesh, Mexico, Kazakhstan, Kyrgyzstan, Tajikistan, Russia, Turkey, Ukraine, Moldova, Belarus, Iran, Tunisia, Egypt, Lebanon

Beneficiaries. CSOs working on safety of journalists, journalists and other media workers, media houses, environmental HRDs, human rights defenders, LGBTI groups, government officials and UN treaty bodies

THEME THREE– digital freedom of expression and information

Why change is essential. The internet and new media have become the foremost public platform for social debate and communication, which presents an alternative civic space online and an opportunity to elude traditional threats. The ability of individuals to freely and safely impart and receive information and opinions on the Internet is empowering, giving them the voice to bring about change.

Additionally, the role of information and communications technology (ICT) in promoting sustainable development, supporting public policies and service delivery has been internationally recognised, including through the Sustainable Development Goals. Working for greater access to a free, safe and open internet is therefore not solely about promoting freedom of expression and human rights, but also about promoting gender equality and economically, socially and environmentally sustainable development.

How we will focus our work. Over the coming years ARTICLE 19 will seek to build on our successful work to embed human rights principles on freedom of expression and information into practices, products and processes that impact the Internet, based on a commitment to protect the individual's right to engage in debate, dissent and information sharing on an open Internet.

Our Global Impact. International human rights standards and principles, specifically including the right to free expression and information, are broadly recognised as fully applicable online and there is widespread and generally unrestricted access to the internet, while governments, companies, and international institutions involved in digital policies, products, and services are demonstrating strong commitments to preserving and expanding these rights. The **long term gender- goal** of ARTICLE 19's work for this theme is to improve wide awareness of the gender gap in the promotion of universal access– as essential to exercising freedom of expression and access to information –in targeted countries and effective coalitions will be in place to assure this.

Approach and methodology- prioritised activities

- ARTICLE 19 will pursue **policy commitments and instruments** and technical standard-development that respect human rights at key internet standard setting and governance bodies, as well as with corporate actors.
- ARTICLE 19 will advocate for **privacy online** in keeping with our 2017 *Global Principles on protection of freedom of expression and privacy*², as well as promote the freedom of expression and information arguments against mass surveillance for campaigns in target countries such as Kenya or Mexico
- We will continue working on protecting FoE/I online at national level in Russia, Kenya, Uganda, Rwanda

² <https://www.article19.org/resources/the-global-principles-on-protection-of-freedom-of-expression-and-privacy/>

- ARTICLE 19 will engage and influence the private sector in regards to **terms and conditions**, FOE/I and data protection offered by Internet and telecommunications companies in order to provide the broadest possible FOE protections for content online.
- We will work to develop and widely disseminate a joint civil society position paper on Artificial Intelligence that will inform our community of the crucial battles head on this topic.

Regional Focus. This theme will have a broad geographic cover with activities implemented at international level and national interventions focused on Kenya, Uganda, Rwanda, Mexico, Russia, UK, France, Germany, Turkey, Ukraine, Russia, Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Poland, Iran, Saudi, Egypt, Tunisia, Morocco, Senegal, Gambia.

Beneficiaries. Direct beneficiaries will include high level human rights bodies, CSOs, digital rights advocates, policy makers, ECOWAS, internet and telecommunications companies and Internet governance and technical standards bodies-International Corporation for Assigned Names and Numbers (ICANN) and the Internet Engineering Taskforce (IETF) and the Internet Research Taskforce (IRTF), the International Telecommunication Union (ITU) and the Institute of Electrical and Electronics Engineers (IEEE)- Indirect beneficiaries are broad as ARTICLE 19 will work to protect people’s rights around the globe to safely exercise their FoE/I online.

THEME FOUR - development and transparency

Why change is essential. Increasing demands for transparency through the exercise of the right to information (RtI) enables citizen participation and the exercise of socio-economic and political rights, fosters development, economic performance and makes national authorities accountable. It empowers communities to balance the unequal power dynamic between them and their governments, essential for promoting democracy, the rule of law, equal access to various rights and benefits as well as fighting corruption.

Inclusive sustainable development also depends on that power paradigm changing. The RtI has been a key element of sustainable development since the 1992 Rio Declaration. In the Sustainable Development Goals (SDGs), access to information held by public bodies has been recognised as a necessary enabling mechanism for public engagement across the goals and specifically incorporated into Goal 16, as well as implicitly as into many other goals and targets.

How we will focus our work. ARTICLE 19 will focus on advocating for better legislation and implementation of access to information laws, as well as effective use of those laws by civil society. We will continue to mainstream right to information (RTI) principles in the development agenda with a focus on enhancing public participation of marginalised and vulnerable communities.

Our Global Impact. RtI is strongly reflected in national legislation and practices and in the language and practices of major international institutions targeting development, enabling communities and individuals to be empowered to hold governments and other actors accountable for promoting and defending human and socio-economic rights. ARTICLE 19 will promote these rights ‘on the ground’ across key sustainable development areas, such as environment, water and health, to set best practice for promotion and replication at the local and national levels.

Approach and methodology- prioritised activities

- ARTICLE 19 will work with civil society to conduct shadow monitoring reports on the progress towards the achievement of **SDG Goal 16.10** on access to information and fundamental freedoms.

- By focussing on enhancing the role of infomediaries in Open Contracting, we will help to bridge the gap between the open government NGOs and people seeking improved service delivery on the ground. ARTICLE 19's regional offices and teams will seek **the effective implementation of RTI on the ground through engaging with local CSOs working on health, women and environmental issues** to realise their information rights.
- ARTICLE 19 **will pursue** progressive standards **on RTI at multi-lateral bodies** that conforms to ARTICLE 19's principles and sets a positive international agenda.
- ARTICLE 19's will pursue the **development and adoption of appropriate standards regarding whistleblowing** at key international, regional and national levels.

Regional Focus. Cambodia, Malaysia, Myanmar, China, Mexico, Brazil, Kenya, Tanzania, Azerbaijan, Kyrgyzstan, Kazakhstan, Tajikistan, Russia, Turkey, Tunisia, Morocco, Lebanon, Senegal, Gambia, Mali, Niger

Beneficiaries. Direct Beneficiaries: CSOs working on health, women and environmental issues, disadvantaged groups (including rural and indigenous communities), journalists, HRDs, whistleblowers. Indirect beneficiaries: UN bodies, member states and civil society in general as an open information regime will benefit them.

THEME FIVE - media freedom, pluralism and public interest

Why change is essential. An open and democratic society based on the rule of law can only operate effectively if there is an independent and pluralistic media environment -offline and online-, which provide public platforms to ensure freedom of opinion and expression and the enjoyment of other human rights. A fair and objective media coverage of the whole scope of social, political and cultural issues can have profound influence on people's opportunities to access information and services, understand and be able to exercise their rights, participate in decisions that affects their lives and hold those in power accountable.

How we will focus our work. In light of the above, ARTICLE 19 will work to strengthen the role of civil society organisations, media organisations and activists to advocate for improved media pluralism, freedom and accountability through legal and policy support, skill transfer, training and coalition building; monitoring violations of media freedom and pluralism. We will define a new policy agenda on media convergence, looking to protect freedom of expression and information as the line between new and traditional media erodes.

Global Impact. The promotion and protection of media pluralism, media freedom and the public interest in an increasingly globalized, digitalized and converged media landscape will be widely recognised and reflected in laws, policies and practice. Specifically, the organisation's **long term gender goal** under this theme is for women and LGBTQI persons, as well as their interests and needs, are better represented in the media. Gender equality will be widely recognised and reflected in laws, policies and practice.

Approach and methodology- prioritised activities

- ARTICLE 19 will develop a **policy on media regulation in the digital age** in consideration of the new media landscapes as they are shaped by the evolution of digital technologies.
- ARTICLE 19 will continue to **promote existing standards on independent regulation, media ethics and self-regulation** in legislation and practice.
- ARTICLE 19 will explore models for **independent self-regulation** for content online by social media and digital platforms.

- ❑ ARTICLE 19 will measure and raise awareness about the **impact of state financing and public advertising** on independence of media in a number of target countries, seeking to develop and promote international best practice in this area.
- ❑ Campaigning on decriminalisation of defamation and other content will continue to feature strongly, including updating and promoting the ARTICLE 19 **principles on defamation**.
- ❑ ARTICLE 19 will foster greater shared understanding of the implications of ‘fake news’, including with a focus on improving the distribution and visibility of pluralistic quality journalistic content on social media platforms.

Regional Focus. Myanmar, Mexico, Kenya, Tanzania Rwanda and Uganda, Russia, Azerbaijan, Turkey, Ukraine, Moldova, Belarus, Tunisia, Morocco, Lebanon, Senegal

Beneficiaries. Journalists, media houses, media councils, media house ombudspersons, lawyers working on media freedom, media organisations, media regulatory and self-regulatory bodies

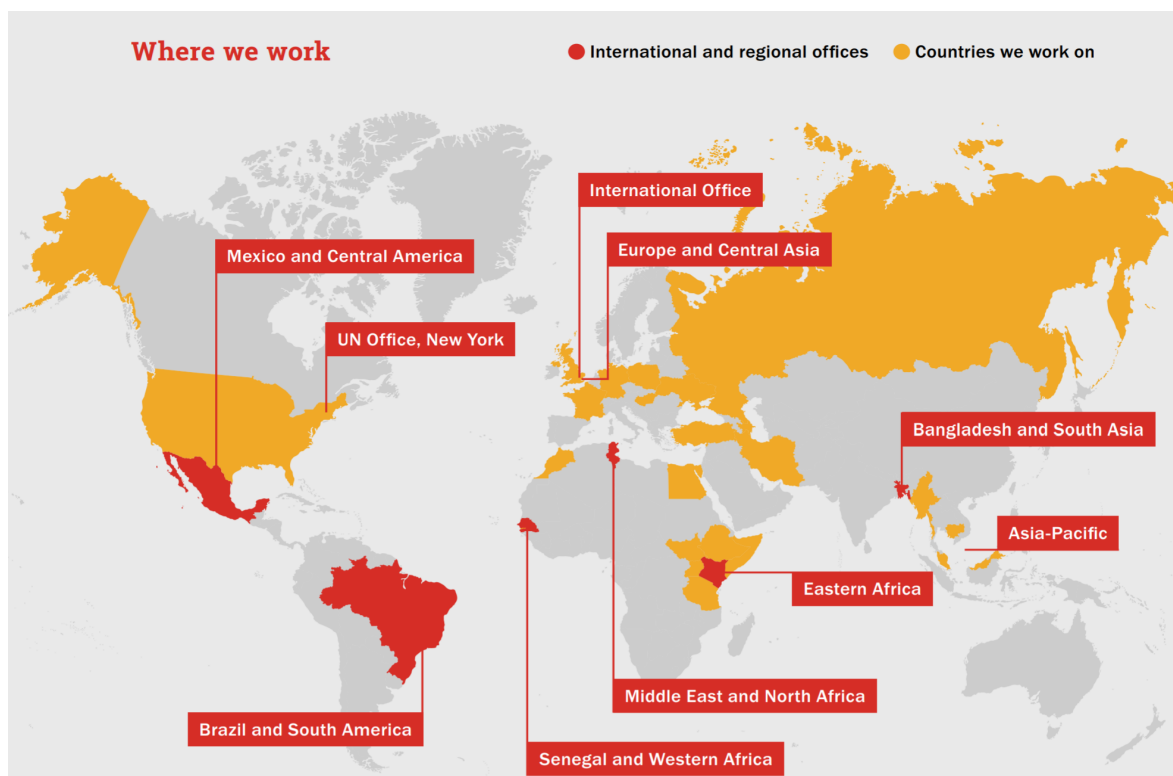
Geographic scope and approach of our work

ARTICLE 19’s mission is delivered predominantly through our regional and project offices around the world, growing our long term engagement in multiple countries to achieve effective practical change protecting freedom of expression on the frontline. In those regional offices and programmes we operate directly with communities and target groups through our local teams of programme officers, complemented by local legal, communications, and financial expertise in some of the offices, as well as through international, regional and local partners. At present our regional offices are based in:

- Mexico and Central America (Mexico City, Mexico)
- Brazil and South America (Sao Paulo and Brasilia, Brazil)
- Senegal and West Africa (Dakar, Senegal)
- Eastern Africa (Nairobi, Kenya)
- Bangladesh and South Asia (Dhaka, Bangladesh)
- MENA (Tunis, Tunisia) (including Iran programme, located in London)

ARTICLE 19 has a United Nations office in New York, United States; as well as an office in Washington DC, United States. ARTICLE 19’s regional team covering Asia and Pacific is located across national offices/ representations in Phnom Penh, Cambodia; Yangon, Myanmar; and Kuala Lumpur, Malaysia.

Given the extensive background in the protection of freedom of the expression and right to information in their countries, as well as their permanent presence and networks, our regional offices and teams have become the primary means to achieve the XpA, owned by the whole organisation, but driven by the emerging trends and needs identified by our local teams in response to the challenges to FoE in a complex and often fast changing world. This is complemented by the international office’s dual function of 1) developing an international law/policy and advocacy agenda and 2) providing high quality guidance and backstopping support to the regional offices work.



The newly established office in Amsterdam (the Netherlands) will serve as geographical and operational location for ARTICLE 19’s Europe and Central Asia Programme (ECA), currently located in London.

ARTICLE 19 work and objectives in Europe and Central Asia

ARTICLE 19 have been working with partners across ECA to deliver the Expression Agenda. Over the next two years, our target will be particularly focused on the delivery of the 5 regional thematic objectives of the Expression Agenda as follows:

THEME ONE – protecting and promoting civic space

People across the region, particularly in **Poland** and **Central Asia**, have the capacity to protect their protests, monitor violations and respond effectively to these. Protest violations, particularly in the context of elections, are exposed in the media and at national and international fora with violations monitored and covered in national and international media; statements and communications from international community pressuring target countries; and CSOs and journalists referring to A19 policy.

Censorship of political and cultural expression that undermines participation is challenged and circumnavigated in **Central Asia** and **Turkey**, with minority and marginalised groups, particularly LGBT activists, able to overcome the obstacles that prevent them from participating in broader civil society initiatives. Women, LGBTI people, and other minorities groups will be able to challenge censorship through collaboration with broader CSOs.

Civil society in **Belarus**, **Central Asia**, **Moldova**, **Russia** and **Ukraine** pursue responses to hate speech and discrimination that respect standards on freedom of expression. They advocate against any restrictions that undermine the universality of human rights, with CSO coalitions and action plans

developed to promote freedom of expression and equality, increased awareness of CSOs, regulators and lawmakers on international standards and A19 principles, statements and expert opinions used for national and international advocacy; and trainings on FoE and hate speech.

THEME TWO - fight against impunity and protection of those defending human rights

People at risk for exercising the right to freedom of expression are provided with context-specific tools to protect themselves both on and off-line, in **Belarus, Central Asia and Russia**. As a result, bloggers, journalists and HRDs will have an awareness of the threats facing them and understanding of how to manage these threats. Protection work in the region includes materials and approaches responding to specific needs of LGBT groups.

Media outlets employ systematic approaches to protect their staff with media houses using comprehensive security protocols. In **Central Asia**, selected media outlets are supported to develop comprehensive security protocols to protect themselves and their journalists from physical, digital, and legal risks or threats. Lawyers in **Central Asia, Russia and Turkey** working to defend FoE increase personal security and do not put their clients at risk.

Lawyers have the capacity and finance to take on freedom of expression cases and incorporate international standards into their defence with journalists, bloggers and HRDs and others receiving legal support or defence for freedom of expression related cases in **Central Asia, Russia and Turkey**; trials involving violations of the right to freedom of expression are monitored, expert opinions / amicus curiae briefs are submitted to national and regional courts; and lawyers are trained on international freedom of expression standards and using these in their defences.

State authorities in **Central Asia, Russia and Turkey** face pressure to cease harassment of individuals on the basis of their expression and to reform laws and policies that enable this, with judicial hearings against journalists, HRDs monitored by local and international monitors; interventions at international courts and outcomes of cases, statements and communications from international community pressuring target countries to uphold freedom of expression obligations, and coverage of freedom of expression violations in target countries in international media and on social media.

THEME THREE– digital freedom of expression and information

Violations of freedom of expression online in **Turkey, Russia and Central Asia** are documented, with the information utilised by effective coalitions to adopt mitigation strategies, prevent the adoption of new restrictive legislation and consistently challenge regressive developments in national and international fora, with publications and statements documenting violations of FoE; coalitions using international standards and A19 policies to actively challenge violations of FoE online; and regional CSOs engaged in international debates on online freedom of expression;

Attempts to limit or block online content related to vulnerable groups (e.g. political opposition, minority and LGBTI groups) are well-publicised at the domestic and international level, and sustained pressure is applied for regulation of the Internet that integrates the principles of non-discrimination.

International and regional coalitions have engaged with ICTs, ensuring they understand how policies, products and services impact on freedom of expression across the **ECA region**, and encouraging the adoption of services that safeguard this right. A19 will ensure the considerations of minority groups are represented as part of the international and regional coalitions, and where possible include representatives from these groups.

THEME FOUR - development and transparency

Western countries, IFIs (EBRD) and relevant multilateral bodies (OGP, EITI) apply their standards and policies on freedom of expression and civic space when making decisions on economic and development cooperation with ECA countries, particularly in **Azerbaijan, Belarus, Central Asia and Turkey**. Where appropriate issues affecting women/LGBT groups, and other minority groups, connected to having their right to Access to Information restricted will be highlighted in our communication with target stakeholders.

In **Russia and Central Asia**, governments face pressure to improve implementation of RTI legislation, with journalists and civil society actors having the skills and knowledge to request information and exercise a watchdog role over government. Violations of RTI in these countries are highlighted at the national and international level. Issues facing women, young people, LGBT, and other minority groups with regards to RTI are documented and they are provided with a platform by which to raise these issues, including at an international level.

THEME FIVE - media freedom, pluralism and public interest

International standards on freedom of expression are incorporated into new legislation affecting media. Legislation undermining media pluralism and public interest reporting is exposed and condemned in national and international media and human rights fora.

Media in the ECA region are supported when faced with regressive legislation and are able to have their voices heard at an international level, particularly on Russia, Turkey and Central Asia.

Attempts by governments in **EU countries**, whose policies on extremism, terrorism or security may have resonance elsewhere, (e.g. **UK, France**) to stifle media pluralism and public interest reporting on the grounds of national security are halted or reversed.

Media regulators and self-regulatory bodies across the **EU countries** implement policies that protect freedom of expression, while effectively responding to hate speech, with regulators trained on FoE and equality and non-discrimination.

Traditional and online media in **Belarus, Central Asia, and Russia** reflect a diversity of perspectives, particularly with regard to sexual and gender minorities, with journalists trained on sensitive and accurate coverage of LGBT issues, FoE and hate speech; articles with accurate coverage of LGBT people and issues; with SOGI included to codes of conduct of media outlets.

C. ARTICLE 19'S BACKGROUND AND AUDIENCE

ARTICLE 19 is an independent not-for profit organization dedicated to the promotion of freedom of expression (FoE) and the right to information (RtI) as a fundamental human and empowerment right. The organization holds a unique position as global standard setting and advocacy INGO, marrying international best practice on governance and human rights with deep regional and national knowledge through an integrated global approach to the fight for freedom of expression and information.

In early 1980s, American businessman and philanthropist J. Roderick MacArthur originally envisaged the founding of an organisation which would defend the right to freedom of expression. After

MacArthur's death in 1984, his children contacted New York civil liberties lawyer and former director of ACLU, Aryeh Neier. He commissioned Martin Ennals, a former secretary general of Amnesty International to develop a proposal for a new organisation to be called ARTICLE 19. Kevin Boyle was appointed the first ARTICLE 19 Executive Director in 1987. Building on the past years, the current Executive Director, Thomas Hughes has enabled ARTICLE 19 consolidate its position as a leader on freedom of expression offline and online.

ARTICLE 19 is focused on delivering holistic outcomes –*better policy, regulation and processes; stronger participation of civil society; improved security and protection of those defending human rights, freedom of expression and right to information and use of technologies for accessing and understanding information and protection of individuals and CSOs*- that will set precedents, establishing best practices and lesson sharing at local, national, regional and international levels.

To achieve that, ARTICLE 19's work focuses on empowering individuals and communities to demand their rights and participate in decision making processes prompting accountability, challenging corruption and HRs abuses. It also works closely with governments, parliaments and information commissioners, through targeted training, expert advice, legislative drafting and advocacy, and international and regional institutions (UNHCHR, OAS, African Union, etc.) to promote open disclosure policies and practices.

Success Stories- what ARTICLE 19 has achieved so far

❖ Defending FoE in a networked world

ARTICLE 19 has made a significant investment into engaging different internet governance fora, laying the ground for the **evolution of internet governance** with the integration of a rights-based approach in structural practices for key central bodies. So, our **digital team** secured research into human rights protocol considerations and enhanced civil society participation through representatives from the Global South at IETF; got a human rights bylaw introduced at ICANN, and punctured the impenetrability of the ITU. They also emerged as a subject expert on **Artificial Intelligence (AI)** submitting written evidence to the House of Lords Special Committee on AI while continuing collaboration with strategic partners such, as Privacy International, to develop a joint civil society position paper on the subject.

In partnership with the Danish Institute for Human Rights, and the Dutch Internet Domain-registry SIDN, we have completed the very first **model for assessing the human rights impacts of Internet registries** to better identify, prevent, mitigate, and account for any adverse impacts of a corporate actor's policies or practices on human rights in the digital sphere. The model was presented at the Internet Governance Forum and prompted the interest by several other internet providers about the possibility of carrying out their own human rights impact assessments (HRIAs).

Given the renewed interest in the subject, we have been at the front of the debate on **"misinformation (fake news) and alternative facts"** across social media. In February 2017 ARTICLE 19, in partnership with Wilton Park and the University of California Irvine, brought together key stakeholders to examine 'fake news' as a first step of a learning process about the actions and consequences of this phenomenon considering the spectrum of fake news and the dilemmas associated alongside, particularly in relation to journalism and public debate.

❖ Protecting the universality of FoE

We are an experienced leader defending the principle of universality of all human rights, **changing narratives** against stigmatization of vulnerable and marginalised groups.

ARTICLE 19's **Europe and Central Asia programme** and partners from Belarus, Moldova, Kyrgyzstan, Russia and Ukraine launched the regional campaign **#speakout4LGBT** to stand up to hate speech against LGBT people strengthening coalitions and creating space for vital debates about freedom of expression. In Kazakhstan, we are working on increasing their understanding of security risks and how to manage them through legal means, while our **Middle East and North Africa** team has engaged **LGBTQI dating apps**, including Grindr and Hornet, to improve user security in countries like Egypt, Lebanon and Iran, where the use of such apps can become incredibly risky and potentially life-threatening. This is the first time the private sector joined with human rights sector and local communities to address online safety concerns. This work will be adapted more broadly throughout the MENA region and to other countries such as Pakistan. In **Senegal** ARTICLE 19 is working with LGBTI youths and the media on how destigmatizing them in public presentations. Our Senegal office has also lead our work with other human rights actors at the African Commission on Human and People's Rights (ACHPR) on seeking to promote LGBTI rights.

ARTICLE 19's first-ever Mx Method led project- *#SpeakingUp: Freedom of expression to counter technology related violence against women*, has given us the opportunity to compile the institutional history on our work on women and LGBTQI rights, logging it into an online shared database for cross-organisational learning and building partnership with institutions such as the Association for Progressive Communications.

Our Bangladesh and West Africa offices has focused on monitoring attacks and discrimination against women and women journalists. Our **Bangladesh** office in particular highlighted the **religiously-motivated attacks against women journalists** covering protests, whilst our **West Africa** office published a report on the **biased portrayal of women** on media. We have successfully campaigned for a unified, nationwide information system on the number of **cases of violence against women in Brazil**, which enabled women's rights groups to better monitor government's initiatives to tackle gender-related violence; and launched the report *'Censored Gender: Women's right to freedom of expression and information in Myanmar'* linking issues of FoE/I and gender.

As part of the progress in the internal implementation of the Mx Method, ARTICLE 19 has currently developed the first draft of the ***Ethical Engagement Principles for Working with People in Vulnerable Situations*** to ensure that we operationalise our work in a manner that is diverse, meaningfully inclusive and mitigates harm.

❖ **On the ground battles to protect freedom of expression**

Over the years ARTICLE 19 has consolidated its presence in the Global South, which has in turn increased our **national and regional impact and outreach**.

In Bangladesh, ARTICLE 19 has had a central role in ensuring **safety for journalists and bloggers** providing direct physical and legal support, and helping with applications for asylum or relocation; we launched *Nirbhoy, "Fearless"*, a holistic web platform to bolster greater access to information on the protection of journalists and communicators as well as securing reform of laws impacting on digital rights. In **Cambodia** we have enhanced the **protection of environmental human rights defenders** and in Malaysia we've continued to fight against an increasingly repressive legal environment. In **Brazil** ARTICLE 19 supported rural communities in the Amazon, such as the Pará State, to be in a position to access information and make informed choices regarding environment projects impacting their lives. This was adapted to work on transparency with indigenous women in Chiapas, **Mexico**, building their capacity to request information from the Health Ministry about local

expenditure on their health center and medicines, which resulted in a new doctor and requested funds being provided.

In **Malaysia**, with **Projekt Dialog**, we opened spaces for dialogue and engagement with religious groups to tackle **religious intolerance and hate speech**. As momentum built, we took this work to **Tunisia**, where we developed a ground-breaking **hate speech toolkit** in collaboration with the Ministry of Education, which is being included as part of the national curriculum. Our work in Tunisia gave us also insight into working with youth, who are now new stakeholders in our hate speech work in **Bangladesh** and **Myanmar**.

The team in Kenya defended blogger Geoffrey Andare and played a central role in the High Court declaring Section 29 of the Kenya Information and Communications Act (KICA) that criminally sanctioned the 'improper use of a licensed telecommunications system' as unconstitutional. **In Senegal** the team has played a leading role in the **transition in the Gambia, taking** impressive steps toward fostering a true democracy and respect for human rights. **ARTICLE 19's team in Mexico** exposed one of the world most egregious cases of **mass surveillance**, as well as struck a blow against the **misuse of public advertising by the state**.

CASE STUDY: Tackling hate speech in Tunisia. Instilling an understanding of citizenship and human rights is key to fostering human rights awareness and tolerance. In Tunisia, ARTICLE 19 has trained youth activists in campaigning and defending their ideas in relation to freedom of expression and hate speech. "This is a real model to engage youth in building a young free new Tunisia that we always have dreamed of, in addition to practice our right in decision-making and driving change in our communities" said Hammadi Khelifi, a trainee.

Trainees develop practical plans, budgets, and schedules to implement mini-campaigns that take on issues like discrimination against female and younger candidates and voters in the context of local elections, or address inequality between Tunisia's regions: "I felt like the training has taken my life to a whole new level, a higher one. I learned so many new analysing methods and started to see the world from a better perspective. I was so proud that my project het_el_shih ('Give the truth') was selected for an ARTICLE 19 sub-grant [...] I would like to continue to sensitise people to the risks of hate speech and help them know how to say 'stop' to hate speech –in particular in the political discourses of political parties during elections. I have a dream and I want to make it a truth." (Nourhen Sioud, youth campaigner)

The programme, which aims to create educational tools for Tunisian students on freedom of expression and hate speech, was rolled out in five schools in 2017. That same year, ARTICLE 19 was included in the list of expert associations to be consulted by the Ministry for Education on integrating human rights into the national syllabus. The Ministry has further committed to take part in the development of educational tools, their use in the curriculum, and their integration into education reform.

The work conducted in school has opened further opportunities to engage and collaborate with local partners to address discrimination and hate speech during local elections. In 2018, 20 associations nationwide adopted the "My Pledge" initiative, committing to encourage political candidates in Tunisia's forthcoming 2018 municipal elections not to use hate speech or extremist rhetoric.

❖ **Defining legal and policy landscape**

Our work is rooted in a comprehensive understanding of international human rights law and policy and the ability to **translate international standards into national contexts**.

As one of the partner organisations of the SIDA-funded Civic Space Initiative (CSI), ARTICLE 19 has developed policies articulating progressive international standards, which build on and support our

national efforts to protect civic space across a range of issues, including: **“Standards for enabling participation and freedom of expression for people with disabilities”** and **“The Right to Protest Principles”**. Based on the standards set out by the latter, we have linked interventions at international, regional and national level, prioritising the protection of protesters’ rights—highlighting their right to occupy public space – and working to strengthen their ability to insist on these rights. Our office in **Kenya** has focused on advocacy and support to authorities on what they should do to protect rights during protests, as well as protecting the act of protest itself.

ARTICLE 19 was instrumental in the development of the **Rabat Plan of Action (2011)** on the prohibition of advocacy of national, racial or religious hatred that constitutes incitement to discrimination, hostility or violence, a landmark effort by the UN to combat incitement to violence while preserving free speech principles. ARTICLE 19 is now working to implement the Plan in a number of countries, including Tunisia, Myanmar and Bangladesh.

As continuation of our high quality, reliable and timely **legal analyses** of laws and regulations that affects freedom of expression on and offline and regulation of the media, ARTICLE 19 was influential in promoting major improvements in Bangladesh’s draft Broadcasting Law and draft Digital Security Act (2018) and in the enactment of progressive right to information laws in Kenya (2017) and Tunisia (2016).

ARTICLE 19 **Mexico team’s strategic litigation** on public advertising drove the decision by the National Supreme Court of Justice obligating Congress to regulate such advertising, in recognition that the absence of public advertising regulation has an inhibiting effect on freedom of expression of media and journalists, while affecting the right to information; and teams in both **Brazil and Mexico regional offices** achieved the adoption of government protocols regulating the use of force by security forces during protests in the state of Sao Paulo and Mexico City, respectively.

❖ **Local to Global (and Back)**

ARTICLE 19 defends and promotes freedom of expression and free media at a structural and policy level looking for a long-lasting impact that calls for **local ownership that can drive global change** by empowering civil society while influencing decision makers at national, regional and international level.

In 2016 in advance to the national elections, ARTICLE 19 worked to raise the profile of, and pressure on, **human rights violations in The Gambia** at the African Commission on Human and People’s Rights (ACHPR), bringing victims to testify and meet Commissioners, as well as civil society experts. The result was the adoption of a landmark resolution for “consistent failure” to address human rights violations. This work was mirrored by the direct assistance we provided to victims, and the families of victims, of attacks and torture in the Gambia under the previous government. We are now in a prime position to help this country in its transition to democracy, and are working closely with the new government to enshrine freedom of expression standards in its new laws.

Through the design and implementation of Rtl projects at national level in countries such as Brazil, Bangladesh, Senegal, Kenya and currently in Myanmar, we establish a clear link between that fundamental right and the daily experience of vulnerable groups. We use those projects as evidence for **UN advocacy on the compliance of the Sustainable Development Goals (SDGs)**, putting in context how global policies impact people’s lives and how essential Rtl is to sustainable development.

Since 2012 we have consistently identified and engaged other national and international organisations in the Universal Periodic Review processes. And thanks to our work and presence in

Geneva, ARTICLE 19 has built a close relationship with the **UN-Special Rapporteur (UN-SR)** on the protection of freedom of opinion and expression, working closely with Mr. David Kaye on issues affecting this fundamental freedom and developed good communication with the former UN SR for Freedom of Assembly and association, Maina Kiai, and we are now developing positive contacts with the new UN SR, Mr. Clement Voule.

We worked closely with the Organization for the Security and Co-operation in Europe (OSCE) Representative on Freedom of the Media on **digital threats targeting female journalists**, resulting in the draft of their internal project report review on the issue; we provided submissions to the UN-Office of the High Commissioner for Human Rights (UN-OHCHR) for their report on the gender divide and to the Secretary-General's report to the UN General Assembly on gender and the safety of journalists and the issue of impunity.

ARTICLE 19 has continued to play a lead role on safety of journalists at international level, coordinating an **international coalition of INGOs- The friends of Safety of Journalists (SOJ) coalition-**, as well as defining the global landscape on the right to information, through work such as with the UN Special Rapporteurs on access to information at the UN or a recent booklet on public procurement.

CASE STUDY: RAE. Coalition building underpins many of ARTICLE 19's successes. The friends of Safety of Journalists (SOJ) coalition, a group of international organisations (including CPJ, RSF, IMS, FPU, IPI, and IFEX), was formed by ARTICLE 19 in a bid to coordinate advocacy at the United Nations (UN), particularly at UNESCO, which has the mandate to oversee SOJ issues within the UN and UN special procedures bodies.

Following negotiations in 2016, the group and the OHCHR agreed on the creation of digital platform for reporting violations against freedom of expression, 'Reporting Attacks on Expression' (RAE). Run by SOJ, the platform will channel communications of cases based on national level monitoring, increasing information available to the OHCHR to enable more robust reporting on violations and enabling civil society to track states' responses. The platform will aim to tackle the 'implementation and effectiveness gap' between global agreements on impunity and journalist safety offering avenues for the pursuit and defence of progressive human rights standards, and their implementation at local level, often due to limited information on cases.

The process leading up RAE is part of ARTICLE 19's continuous work to increase effectiveness of international resolutions and mechanisms to combat impunity. On the one hand, it will strengthen systems and processes at the UN, as well as civil society's ability to use them to defend human rights. On the other, it will maintain pressure on states to show they are taking action to end impunity.

❖ **Stronger and united Global ARTICLE 19**

ARTICLE 19's geographic expansion has become one of the organisation's distinctive features, strongly positioning us to test global principles and practices in challenging local settings while speaking with authority in international forums. However, this quick expansion and intensive growth over the last years have placed a challenge on our systems in terms of finance, project management and human resources.

We continue working to address that challenge, seeking to consolidate and make progress towards the long term sustainability of our existing regional bases through three different approaches: 1) developing and launching a **change management process** to empower greater participation by our regional directors in strategic decision-making and governance; 2) **upgrading our finance and project management systems** to user-friendly online platforms across all programs and regions for

project management (AIMS) and finance (Access Dimensions) that allow for greater collaboration and efficiency; and 3) **increasing our recruitment** for operational and finance staff to provide high-quality support across the organization. Since 2014, ARTICLE 19's International office has recruited and appointed a Director of Finance and Operations, a Director of Communications, a Finance Assistant, a Gender Lead, Head of Asia, Head of Civic Space, Head of Digital, a Technologist and two Digital Officers, Head of Europe, Human Resources Manager, M&E and Reporting Officer, Management Accountant, MENA Project Assistant and Senior Legal Officer, Head of Fundraising and development and Fundraising Officer. This has been accompanied by significant growth in our regionally-based staff, from 57 employees to 87, representing 71% of our global staff.

2017 was a very intensive and important year for ARTICLE 19 as we celebrated the **30th anniversary of the organisation**. During last year we launched a new global website and a unique, authoritative assessment of freedom of expression and information, the **Expression Agenda (XpA) Metric**, which gives a comprehensive picture of the state of FoE/I internationally. The metric enables us to target our advocacy more effectively, measure the impact of our work, as well as provides a lobbying tool for our partners around the world and a reliable new source of insight for journalists, activists, and policymakers. This metric is a work in progress and ARTICLE 19's partnership with V-Dem will support the development of additional, relevant indicators in the global dataset, particularly in relation to the right to protest, the impact of Internet governance and financial transparency. We will update the report annually to provide rigorous evidence to support advocacy in countries and international bodies.

D. FUNDRAISING STRATEGY

ARTICLE 19 holds a unique position within the wider free expression and information community, being the definitive global standard setting and advocacy INGO. As such, ARTICLE 19 commands strong name-recognition and respect amongst current and potential donors, thereby providing scope to solidify and grow the organisation global funding base. To reach our fundraising targets, ARTICLE 19 has developed a strategy of triangulation 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. Government donors, private donors and foundations with international focus are keen to ensure a coordinated and global footprint for their grant giving. As such, ARTICLE 19 will work centrally at the policy level, demonstrating coordinated international approaches that can assist with accessing and matching multiple funding lines. As such, opportunities can be opened for core funding across both ARTICLE 19 international and regional offices as a result of coordinating approaches and demonstrating global impact.

Moreover, private donors funding one office of ARTICLE 19 can be engaged to fund other offices and activities, and where core (unrestricted) funding is provided, programmatic funding can be sought to match and vice versa.

The international structure of ARTICLE 19 provides for a unique opportunity as donors are keen to ensure that funding goes to nationally registered, locally grounded organisations, whilst also bringing international expertise and impact.

We have also invested in increasing our cultivation of US-based funding by opening up an office in Washington DC to further invest in relationship building, building consortiums with other

organisations who receive significant US funding (such as HIVOS, ICNL, Freedom House), and improving our technical fundraising skills to respond to more calls from USAID and the US Department of State, in particular.

We are also targeting US-based private foundations for increased engagement. Foundations such as Hewlett, Ford, MacArthur and OSF have increasingly given grants to the organisation. The siting of the Deputy Executive Director in the US allows for A19 to improve our donor relationships and identify new US-based opportunities.

As outlined above, in addition ARTICLE 19 will explore new funding opportunities with existing donors, including The Netherlands Finland, Switzerland and Germany, as well as the United States and Canada. ARTICLE 19 will also look to new opportunities with multilateral donors, including the World Bank Institute, European Commission and UNDEF. The new established office in Amsterdam will increase the organisation's prospect to identify new Europe-based funding opportunities, cultivate donor relationships and building strategic partnership with both European organisations and private sector companies increasing name-recognition and skills, as well as accessing donors not currently working with ARTICLE 19, such as France or Germany and consolidating our background and experience with others such as the European Commission. A good example of the potential in this strategy is our successful consortium bid with HIVOS and IIED accessing the Dutch Ministry of Foreign Affairs structural strategic partnership funding. This consortium funding will go into effect in 2016.

To diversify our funding sources and unrestricted funding, ARTICLE 19 is launching a new High Net Worth Individual fundraising stream in 2018, with modest growth projections. This funding stream will take, on average 24 months to see a positive return on investment, but we believe it is a necessary part of our organisational growth.

Our 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.

E. FINANCIAL SITUATION

The foundation has not started operations and holds no funds at the moment. It has very recently opened a bank account and will receive an initial grant from the ARTICLE 19 International Office in the UK to start its operations in due course.

The Europe and Central Asia team's budget for 2019 is EUR715,000, which is spent on salaries, travel, campaigns and workshops. It is not certain at this stage how much of this will be spent through the foundation, as this is a large extent dependent on our donors. All of its income comes from grants from governments and large foundations. The foundation will apply for all new grants in the Europe and Central Asia team, unless the donor requirements mean that they still need to be applied from the UK.

If all the ECA teams current budget were to be spent on through the Netherlands foundation then the detailed split of expenditure would be:

| | |
|---|---------|
| Personnel cost | 360,000 |
| Travel | 67,000 |
| Grants to partners and other direct project costs | 237,000 |
| Workshops | 4,000 |
| Campaigns & advocacy | 46,000 |
| Equipment & other office costs | 1,000 |
| Total | 715,000 |

Income is expected to be EUR662,000, with the shortfall against expenditure being made up from brought forward restricted reserves on specific projects.

The foundation does not have, or intend to have, any borrowing arrangements and strict financial controls will be in place, in line with our international standards, to ensure that expenditure remains within approved budgets and in line with donor restrictions.

F. GOVERNANCE AND MANAGEMENT STRUCTURE

The foundation currently has three Board directors, who are also senior employees of ARTICLE 19 as registered in the UK. The employees are the Executive Director, who holds the role of Chair, Director of Programmes and the Director of Finance and Operations, who holds the role of Treasurer.

The obligations of all board members are to ensure that: the foundation operations within its legal objects; provide strategic direction for the foundation; safeguard the good name and values of the foundation.

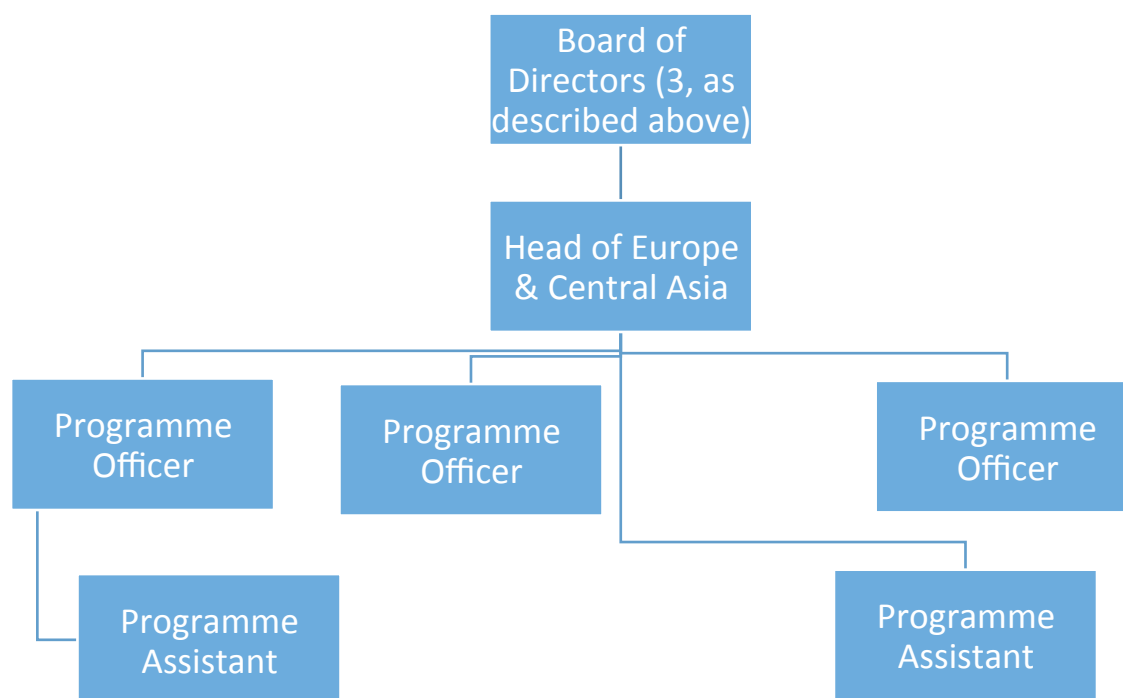
The Chair of the Board is responsible for: setting the agenda and chairing board meetings; reviewing the performance of board members and leading the process for identifying and inducting new board members; ensure that the foundation has systems in place to manage its assets; ensure that the board holds the executive management to account.

The Treasurer of the Board is responsible for: safeguarding the assets of the foundation; ensuring that foundation is operating within its means and does not take undue risks in its financing; ensure that the foundation complies with its statutory obligations, including filing annual statements and any payroll obligations; ensure that the foundation produces a budget for its annual operations.

The third board member has direct responsibility for managing the Head of Europe & Central Asia, and that the ECA team is performing effectively.

In time we expect to appoint employees based in the Netherlands and recruit independent board members who are either resident in the Netherlands or who have Dutch citizenship.

Organisational Chart – Stichting Article 19



Contact details:

Phone number and/or email.

The address of the foundation in the Netherlands and other addresses

ARTICLE 19
Weesperstraat 3
1018 DN Amsterdam
The Netherlands

europe@article19.org