

Request for Proposal

February 2010

Name: ARTICLE 19

URL: www.article19.org

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Final approval: Agnes Callamard, Executive Director

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Intended launch date: Summer 2010

Ballpark budget range: GBP 10,000

Introduction

ARTICLE 19 is a human rights organisation focusing on the rights to freedom of expression and freedom of information (FoE and FoI).

We are creating a new website to replace www.article19.org

A little about us

ARTICLE 19 defends and promotes freedom of expression and free media at a structural and policy level, through engaging and working with grass-root organisations as well as national and local authorities, and by developing global partnerships. Our name comes from the Universal Declaration of Human Rights.

ARTICLE 19 was founded in 1988 as part of a wider movement that included the fall of the Berlin wall, the collapse of the Soviet Union, the Burmese struggle for democracy and the end of Apartheid. Our major goals in 2005-2010 are to:

1. Strengthen open governance globally
2. Safeguard pluralism and diversity of views threatened by a climate of intolerance
3. Protect and strengthen freedom of expression threatened by conflicts and security agendas
4. Support and strengthen the free flow of information and ideas within a diverse media landscape
5. Strengthen vulnerable groups' right to be heard and right to know

ARTICLE 19 is based in London and grew rapidly over the last five years. In 2005 the organisation prioritised decentralisation and now has offices in Mexico, Brazil, Kenya, Senegal and Bangladesh. London is the home for the communications team, which runs the current website, and a law programme. The London office also runs projects in China, Iran, Russia, Azerbaijan, Ukraine, Poland, and more.

Our business model

ARTICLE 19's 2009 income was GBP 2.5 million. We are primarily funded by governments and trust donors, but raised approximately GBP 100,000 from individual

donors. We do not have a website-based fundraising strategy, but are currently developing one. It is likely in the future that e-fundraising will grow.

We have competitors both at the international and the local levels. Our relationships with them are sometimes partnership, and sometimes direct competition. On the international level, they include Human Rights Watch, Reporters Without Borders, and the International Federation of Journalists. On the local level they include in the UK for example Index on Censorship.

Broadly speaking, there are three strategic objectives for ARTICLE 19 resourcing a website (these are not in order of priority):

1. To support organisational objectives and maximise programmatic impact, by publicising and advocating on ARTICLE 19 projects and positions to strategic audiences
2. To encourage partners, organisations and governments to work with, and fund, ARTICLE 19, by reinforcing branding, strengthening profiles and demonstrating expertise
3. To empower civil society to further ARTICLE 19 aims, by providing a primary resource base and building global capacity

About our website

www.article19.org has changed twice since first launch in 1999 and remains our primary communications tool. Our website currently consists of approximately 10,000 documents, around 600MB in total, and is run using a CMS on our server. We have approximately 10,000 visits per month from 7,000 unique visitors. We also have several project and programme-specific websites that are linked to on our homepage.

Successes

- We have been very successful at generating a substantial library and our website serves as *the* source for significant work relating to FoE and FoI.
- We have a high number of visitors in comparison to our peers that have websites of a similar size¹
- We have a global audience²
- We attract higher numbers of visitors for some key sections of the website³

Reasons for redesign

- We know that visitors are not finding what they want⁴
- We know that audience expectations are changing and that we should be offering new things⁵

¹ According to GA Benchmarking (over 18 months), compared to our peers we have a high number of visits (+97%), pageviews (+84%), and average time on site (+2%)

² According to GA, we have a fairly widespread audience globally, and a high number of visitors speaking non-English languages, particularly Spanish

³ Including our maps on defamation, pages on hate speech, and our work on artists. We also get a higher number of visitors on our Spanish-language pages

⁴ According to GA Benchmarking (over 18 months), compared to our peers we have a high bounce rate (+10%), and low pages to visit ratio (-7%). We also increasingly hear complaints that people cannot find what they want

⁵ The majority of the website is built from PDFs, which are a substantial black hole in regards to tracking. They have large file sizes, are not dynamic nor fully supported, and are frustrating to

- We know that the website and its structure could be more flexible and enable us to update it more quickly and create different types of content⁶
- We have developed as an organisation over the past six years and the website must reflect both our change in values and any change in goals and audience

Organisational development in detail

Since the current website was launched in 2005, the organisation has developed in two ways which will have a large impact on the website.

Change	Organisation	Website
Regionalisation	The organisation moved from a single London office to a growing number of regional offices supported by a central headquarters.	The new website must show that we are an international organisation but with local bases. The new website audience diverges into both global and local civil societies. The new website must empower local offices to utilise it, but must not overshadow those offices with their own local web presence.
Strategic shift from output to impact	The organisation has moved from measuring success based on outputs, to measuring success based on impact. All plans now start with the desired impact and work backwards to what needs to be done.	The success of the new website will be measured on impact. This results in a strategic move from a focus on providing information to a focus on informing in order to persuade and influence change. We need to better measure the impact of our global work and use the website to help with that. We also need to better understand how we can measure the impact of our website.

Vision for our new website

The strategy for our new website will be 'evidence-based advocacy', broken down into the aims of informing, persuading, and enabling change.

	Output	Outcome	Impact
Inform	A global resource centre of news, statements, opinions, analyses, cases, mailing lists, etc.	Awareness raised of developments and positions, greater external interest and repetition of messages, bigger organisational profile	Global and local understanding of FoE and FoI developments and issues
Persuade	Influencing tone of voice in case studies, actions, recommendations, videos, etc.	Agreement, accord, support, inspiration, more influential organisational profile	Global and local agreement on best practices

visitors, particularly those on slow connections, who are often some of our key strategic audiences

⁶ The CMS does not allow change, it does not support web2.0, the architecture cannot be changed

Enable change	Supportive platform including forums, blogs, mailing lists, trainings, models, examples, etc.	Linkages, discussions, partnerships, networks, interest groups, common ideas and approaches, more innovative leadership profile	Global and local implementation of change
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Vision for our new website – impact on our audience

The three aims of our new website affect the way we structure and decide how to prioritise our audience.

	Primary audience	Description	Our goal
Inform	Visitors	Browsing visitors	To give them the right information and get them to return again
Persuade	Users	Know about us, have the potential to agree with our values and are interested to know more	Reinforce shared values and get them to return regularly
Enable change	Advocates	Want to take a more active role in our objectives	To empower them and support them to make changes

Our new website aims will change our strategic audience prioritisation.

	Description	What they want, what we want to provide
1. Media workers	Media workers in their professional function (journalists)	Case studies, segmented information via direct communication, about us
	Media workers in their operational function	Community, legal advice, about us
2. NGOs	Community Based Organisations	Legal advice, cases, regional information, comparative information, policies, mailing list emails, community, about us
	Non-Governmental Organisations	Legal advice, cases, regional information, comparative information, policies, mailing list emails, community, about us
	International Non-Governmental Orgs	Policies, comparative analyses, regional information, case studies, cross thematic policies
3. Human rights defenders	Activists	Policies, legal advice, regional information, comparative information, community
4. Lawyers		Legal advice, cases, policies
5. Civil servants		Policies, about us
6. Academics	Academics	Policies, comparative information, community

	Students	Comparative information, cases studies, policies, community
7. Large donors	Governments	Case studies, policies, funding information, project details, about us, financial information
	Trusts	Case studies, policies, funding information, project details, about us, financial information
8. Individual donors	Large (GBP 10,000 – 100,000)	Case studies, policies, funding information, project details, about us, financial information
	Small (GBP 10 – 9,999)	Case studies, about us, financial information

Our strategic audiences are based in four places: the country that a project is taking place, the international hubs, the regional hubs, and international civil society. When we refer to international and regional hubs, we are talking about both global political centres such as New York (UN), Geneva (UNHRC) and Brussels (EU), and regional hubs such as Strasbourg (European Court of Human Rights), Addis Ababa (African Union), Jakarta (ASEAN) and San Jose (Inter-American Court of Human Rights).

Our strategic audiences speak two language types: the language of the country that a project is taking place, and international languages. When we refer to local and international languages, the local language is the language of the country concerned, and the international languages are Spanish (700m), Russian (144m), Arabic (280m), Chinese (1,300m) and French (128m).

Vision for our new website – risks

The new website will for the first time identify, categorise and prioritise our audience. The purpose of the new website is to continue to meet the needs of our existing and loyal audiences whilst trying to reach out to new ones and exceed the expectations of our current audience. The risks are that the new website becomes confused in purpose, gets our branding and values wrong, and loses some of our audience. We intend to diffuse this possibility at every stage with the support of a developer that understands and shares our values.

Vision for our new website – perception

The new website needs to give the perception that:

	Impacts	Required perceptions
Inform	ARTICLE 19 is <i>the</i> organisation for key developments in the FoE and FoI landscape	1. Authoritative and expert 2. Principled and courageous 3. Human-focused 4. Diverse in voices and backgrounds
Persuade	ARTICLE 19 is <i>the</i> organisation for counsel and recommendations	
Enable change	ARTICLE 19 is <i>the</i> organisation for the international FoE and FoI community	

Vision for our new website – project status

The project has been divided into three phases with two stages in each: design (discovery and exploration), prototype (refinement and production), and evaluation (implementation and maintenance).

Assumptions

We assume that you will support our need to be accessible for the disabled and for different groups (such as those using low-speed technology), prioritise usability, and support a multi-lingual and culturally diverse approach.

What is next

We need to combine this information with our goals and begin to build prototypes. We want to partner with an organisation that understands us and creatively supports us in building a great new website. Your part in the project will include the following:

1. Check we have asked the right questions, and found the right answers
2. Support us to develop website prototypes
3. Develop website architecture, wireframes, and menus
4. Test for usability
5. Design visuals
6. Implement
7. Test and evaluate
8. Complete

We also require some support in identifying options for creating content and choosing how best to develop content. We hope that you will agree with us that a project is iterative rather than linear, and sometimes things happen that were unintended. We also need to know what will happen after the project is completed, if we need support.

Process

Now that you know a little about us, we want to hear how you can support our aims. We are interested in how you would interpret our needs, what you have done in the past, a little about you, and most importantly details on how you would spend our budget.

We are an organisation campaigning on freedom of information and therefore aim to be as transparent as possible throughout this tendering process. Our decisions will be based on perceived value for money, compatibility and portfolio.

We wish to receive an initial response to this RfP by 29 March 2010. In the initial response we want you to briefly include:

- Background on your organisation
- Portfolio and possible referrals
- Brief introduction to how you would propose to tackle our website (structure, content, hosting, etc.)
- Timetable
- Breakdown of proposed costs

Following our review, we may then invite you to a meeting to discuss the project between 8 and 13 April 2010. The structure of the pitch would be fairly informal, probably with three representatives from ARTICLE 19, and consist of a 30 minutes presentation and a 30 minutes discussion. We will notify you of the outcome shortly afterwards. We aim to give all responders feedback.

Please feel free to contact Oliver for more information.