Terms of Reference

Consultancy for conducting a multi-dimensional evaluation of Privacy International’s 2019-2022 strategy.

General information

About Privacy International

Privacy International (PI) is a UK registered charity, established in 1990. PI works to achieve systemic change by strategically targeting our tech, legal and policy advocacy at governments and companies who are vying for power to determine the future to their advantage. To do so we expose harms and abuses, campaign with the public, mobilise allies, and demand changes and higher standards through international advocacy and legal action. PI uses a complex approach based on the interplay between technology, policy, and markets, and closely works with the public, media, civil society, and public institutions to achieve the desired change.

Evaluation object and rationale

The object of the proposed evaluation is Privacy International’s 2019-2022 Strategy.

In 2019 PI launched a new and ambitious strategy, focused both on internal and external change. As part of the strategic planning, we identified 4 core strategic areas, identified strategic objectives for each of them and developed a new theory of change.

Our key strategic areas are:

1. Challenging Corporate Data Exploitation focused on exploring corporate surveillance and data exploitation practices and mechanisms, and demanding for change.
2. Contesting Government Data and System - challenging unprecedented surveillance capabilities and partnerships by governments, and developing new safeguards for our rights.
3. Defending Democracy and Dissent - investigating the role of technology in facilitating and/or hindering everyone’s participation in fundamental democratic process (elections, protests etc.) and advocating for better safeguards.
4. Safeguarding Peoples’ Dignity - exploring how access to services with governments and industry are increasingly data dependent and how this impact each of us, and proposing solutions for protecting people’s rights and freedoms.

Under each strategic area we’ve been oriented towards producing systemic change and contributing to the organisational strategic outcomes:

**Outcome 1:** Actors of change across disciplines and sectors have increased capacity and resources to research, advocate, and promote the privacy agenda among industry and governmental institutions to tackle emerging threats and protect the enjoyment of fundamental rights in the future.

**Outcome 2:** National governments and key industry players enact and enforce safeguards that protect people and their data, respect their autonomy, agency and dignity, and ensure rule of law
and democratic processes.

**Outcome 3:** There is a consolidated and active movement of civil society organisations across the world from different backgrounds that supports PI’s agenda.

**Outcome 4:** PI is a more resilient organisation working in sustainable ways and effectively adapting to the environment changes.

**Outcome 5:** PI is a recognised global actor of change that efficiently and effectively intervenes on key technology-related issues at international, regional and national levels, aimed to protect people’s privacy, dignity and freedoms.

For achieving our goals we’ve been working with over 100 allies and partners organisations from over 30 countries.

The evaluation should be conducted by the end of the current strategy to allow external assessment of the achieved results, gathering of the strategic learning points and their integration in the PI’s 2023-2026 strategy.

The primary users of the evaluation will be Privacy International, our Board of Trustees, current funders, partner organisations, and other relevant stakeholders.

**Evaluation purpose**

The purpose of this evaluation is to provide a multi-lateral assessment of delivery and impact of the 2019-2022 Strategic plan to inform strategic decisions on how PI’s Theory of Change, tactics and priorities might be adjusted and improved in the context of new strategic planning.

The evaluation will:

- inform how PI operationalise its theory of change going forward;
- inform how PI designs more sustainable programming going forward;
- inform changes to PI’s Network strategy and how we will improve work with partners going forward.

**Evaluation scope**

The evaluation will focus on the period from 1 January 2019 to 30 June 2022 and will cover key stakeholders including: representatives of staff, Board of Trustees, funders, partner and/or other CSOs representatives. Evaluators are expected to work with organisations or/and individuals from various geographical regions, identified together with PI.

Besides complex evaluation of the current strategy based on the OECD/DAC criteria, the evaluation should provide meaningful insights in relation to the following questions:

- What operational and structural changes should be made to ensure a greater sustainability of our work?
- How to better organise PI’s work in terms of beneficiary engagement and inclusion?

The Evaluators will be invited to work with Privacy International to understand the current strategic plan and organisational Theory of Change which will further inform the focus and approach of the evaluation.

**Evaluation objective: Criteria and questions**

Evaluation objectives:
• Assess delivery of the strategic outcomes under the 2019-2022 strategic plan;
• Evaluate relevance, impact and sustainability of the PI's 2019-2022 strategy;
• Emphasise key difficulties, learning points and actionable recommendations associated with 2019-2022 strategy.

The evaluation shall conform to OECD/DAC’s Quality Standards for Development Evaluation and may address the following evaluation criteria/aspects: Impact, Effectiveness, Relevance, Sustainability. The evaluation questions will be developed and defined upon discussion with the consultants during inception phase of the assignment.

Example of questions:

Relevance:

• To which extent the proposed outcomes responded to global, national, partners’, and beneficiaries’ needs?
• Have all strategic areas and outcomes been relevant to the main stakeholders? To which extent they remained actual in the challenging context (e.g. Covid-19 pandemic; war in Ukraine)? Why? What should be consider for the future planning?
• How well has Privacy International been able to articulate and evidence its approach and success in engaging with its stakeholders?

Impact

• What are the intended and unintended, positive and negative, outcomes and/or impacts achieved by PI under the current strategic plan?
• Who and how benefitted from the changes produced by PI under the current strategic plan?

Sustainability:

• To what extent are the results and achievements sustainable after the current strategic plan? What makes them sustainable? Why?
• What should be done by PI and partner organisations ensure the sustainability of the achieved results?
• What are the risks that might impact sustainability of the achieved results and how they should be addressed?

The evaluation will abide by professional and ethical guidelines and codes of conduct for evaluators, as per UNEG ethical guidelines for evaluation. The evaluation should be conducted in a gender-responsive manner, inclusive of all stakeholders, and be mindful of differences in culture, customs, religious beliefs and practices of stakeholders.

Evaluation approach and methods

The evaluation will comprise two phases:

1. Inception phase: for the evaluator to develop and agree with Privacy International the overall context, focus and approach to the evaluation, as well as the evaluation framework, propose methods/tools to be used, and the final outputs, budget and schedule.
2. Evaluation phase: to implement the agreed evaluation framework and finalise and present the evaluation report following consultation with Privacy International (and other relevant stakeholders) on draft findings and recommendations. This may involve some potential
Based on the TOR, the evaluators shall elaborate on a detailed plan for how to carry out the evaluation during the inception phase in consultation with Privacy International. The plan shall include a detailed work- and time plan, and – amongst other relevant matters – an overview of questions, a presentation of the method and basic considerations. The evaluators will carry out tasks using mixed methods, which might involve:

- Desk-based review and analysis of relevant documents;
- Interviews and/or focus group discussions with Privacy International project staff;
- Interviews with project partners, which should include field visits to at least 2 project partners;
- Interview with funders;
- Interview with other relevant stakeholders (e.g. allies, media partners etc.)

More details will be discussed with the selected Consultants but at this stage in the process, we would like to stress the importance which will have to be given to ensure the protection of confidential and other sensitive material which may be shared by PI, project partners and any other stakeholders during the course of the evaluation.

**Organisation of evaluation management**

The evaluation will be carried out in a spirit of partnership, PI being directly involved in defining research methodology and tools, identification of stakeholders that will be included into the evaluation, review and approval of all expected deliverables.

The evaluation process will be coordinated by PI’s Monitoring, Evaluation and Learning Officer and approved by the Resource Director.

**Proposal evaluation process**

Technical and Financial proposals should be presented in writing and be addressed to: evaluation@privacyinternational.org

The selection panel, consisting of three PI employees, based on the following criteria:

- Necessary professional, technical and organisational capacity, financial resources and other required facilities to perform a contract (20 points);
- Proven experience of providing consulting services to the not-for-profit sector, with demonstrable experience of working in the human rights context (15 points);
- Proposed evaluation approach its suitability (30 points);
- The firm’s approach to customer service, quality assurance and environmental considerations (10 points);
- Legal capacity to enter into a contract (5 points);
- Value for money, particularly the added value that the evaluation process will bring to the organisation (20 points).

**Evaluation quality**
To meet evaluation quality standards, evaluators shall use the OECD/DAC Glossary of Key Terms in Evaluation and specify how quality assurance, in accordance with DAC’s quality standards, will be handled by them during the evaluation process.

**Time schedule and deliverables**

The evaluation must be completed by 17 February 2023.
Please see below the evaluation timetable and expected deliverables:

**Timetable**

- Deadline for submission of proposals: 18 September 2022
- Evaluation determination process to be concluded: 30 September 2022
- Notification of contract rewarded: 14 October 2022
- Start of work: not later than 24 October 2022
- First draft of the evaluation report: 1 December 2022
- Final date to complete the evaluation: 17 February 2023

**Deliverables**

The following deliverables are expected (in English language):

- Inception report, which includes methodology and workplan based on discussions and approved by Privacy International
- Draft evaluation report, which should not exceed 20 pages (excluding annexes) and is expected to include the following sections:
  - Executive summary
  - Introduction
  - Methodology
  - Findings
  - Conclusions and Lessons learned
  - Recommendations (relevant to the 2023-2026 strategic planning process)
  - Annexes (including list of people interviewed, list of documents reviewed, etc.)
- Final Evaluation report, addressing any feedback from PI. The final report must be proofread and presented in a way that enables publication without further editing.
- The Evaluation team must be available for a presentation and discussion seminar of the final evaluation (with?) PI, and selected members of PI’s Board of Trustees (and selected partner organisations).
- Please note that all reports are to be submitted in digital form (in both Word and PDF versions).

**Evaluation team qualifications**

The evaluation will be undertaken by a team of one or more independent international consultants with the following expertise and qualifications. One of the evaluators should act as the team leader with overall responsibility of the whole evaluation.

- At least 5 years’ experience of carrying out evaluations of development and human rights projects, with demonstrable academic and practical experience in evaluation design and implementation;
- Knowledge of major evaluation methodologies (e.g. quantitative, qualitative, mixed methods, etc.);
• Relevant experience of evaluating complex multi-year, multi-partner international projects in the human rights environment funded by development agencies and institutional donors;
• Relevant experience of working with INGOs, human rights organisations and/or civil society organisations;
• Relevant experience conducting evaluations for development-funded projects;
• Excellent written and verbal communication skills in English;
• Good knowledge of Privacy International’s field of work;
• Master’s degree in Economics, International Development, Public Policy, Evaluation, social sciences or related subject and practical knowledge of conducting evaluations.

Financial and human resources

Maximum budget earmarked for the assignment (inclusive of VAT, travel expenses, and any other costs necessary to deliver the requests outlined in this ToR) is GBP 30,000.

The applicant will determine necessary amount of human resources to be involved in the evaluation process to meet the proposed deadlines and quality criteria.

Quotation requirements

Interested consultants are requested to submit a proposal, not longer than 10 pages, covering both technical and financial areas, and must include the following:

- An Expression of Interest detailing interpretation of the TOR, an outline of proposed methodology to answer evaluation questions, including methods for any data collection. The chosen method should be described and justified.
- Detailed workplan or schedule for the evaluation with breakdown of activities and timeline.
- Financial quotation or proposed budget in GBP (inclusive of VAT and all costs, i.e. travel)

In addition, please provide the following with your quotation:

- Copies of all relevant Curriculum Vitae (CVs)
- Two professional references (including one from a previous client)
- Examples of similar evaluations undertaken by the consultants

Quotation/proposal must be submitted by end of day, Sunday, 18 September 2022.

For additional clarification and queries about the terms of reference, please email us at evaluation@privacyinternational.org, but not later than six (6) days prior to the deadline.

The responses prepared by the Contracting Party will be sent to all economic operators that have received the tender documents at the same time, without disclosing the names of the prospective tenderers.

Proprietary Right

All data, report(s), findings and other information arising from or generated as a result of this review are and shall remain the sole property of Privacy International. No use shall be made of this information in any way whatsoever nor shall any report or portion of any reports, or any data, findings or other information be reproduced except with the prior written permission of Privacy International.
Data Protection

Privacy International will use personal data provided (e.g. contact details, information about experience, qualifications and competencies) for the purposes of processing the application. This is a necessary step as part of the process of entering into a contract to carry out this evaluation. The application will be shared with Privacy International staff and Sida only. Privacy International and Sida will retain applications as necessary to comply with audit requirements and to the extent required by law. For more information about PI’s personal data practices please see PI’s website. The notice ‘How we use and protect your data’ includes information about data protection rights and the right to lodge a complaint.