

Privacy International's utilisation of DECI-2 UFE

Privacy International (PI) embarked on the Utilisation-Focused Evaluation process as part of the DECI-2 project, from 2012 to 2015. This document summaries the ways in which the UFE process was utilised by PI.

By way of background, PI embarked on the UFE process in late 2012, when Carly first met with Dal, Ricardo and Wendy in Brazil to discuss PI's participation in the project. Charles Dewa visited PI in March 2013 and attended our annual Global Partners' Meeting, and in October 2013 Carly and Mike met with Dal, Ricardo and Wendy in Harare, Zimbabwe, for two days of project planning and design.

The bulk of the UFE was carried out by PI in the second half of 2014. By this time, PI had redefined the scope of the UFE and the primary intended users, who were ultimately Gus, Vicky, Alex, Matt and Carly. PI also retained a consultant, Emily, to assist with data collection prior to the data analysis process. The focus of the UFE process was squarely on the relationship between PI and its global partners, to whom PI provides financial, technical and intellectual support and guidance.

In January 2015, PI presented the data and initial findings to the rest of the PI staff, and solicited their input and responses. We had a full-organisation discussion about the data and our findings. The Primary Intended Users thus subsequently met to discuss the findings in light of organisation response, and derived a number of conclusions that have shaped our work going forward.

As a result of the UFE process, PI has made the following decisions about the structure of its relationship with global partners:

1. Because of our UFE finding that partners want more frequent and genuine opportunities to engage with PI and with each other, we have established a new communication platform, the "Privacy International Network", which has a more accessible interface allowing partners to communicate with each other and with PI more easily and effectively. We have also adopted an approach whereby at least one PI staff member posts to the Network each day, and where PI staff members are encouraged to respond quickly and fulsomely to postings by partners, in order to encourage dialogue and conversation.
2. As a result of our UFE finding that PI staff that do not work directly with partners feel somewhat disconnected from them and their work, we structured our 2015 Global Partners' Meeting to enable staff from all reaches of the organisation to interact with partners with similar skill sets or areas of interest, to encourage the opening of dialogue between partners and staff and cement ongoing relationships. We have also ensure that all staff members receive emails from the Privacy International Network and are able to post to it, whereas previously only those staff in the GSMA team (which works directly with partners) were members of the communication platform.
3. Following on from our findings that both staff and partners value the role of PI as a middle man between funders and organisations, we have decided to continue adopting this model of work going forward, and have placed it at the centre of forthcoming funding proposals and discussions. However, due both to the evolving capacity of grantee organisations, and to the findings of the UFE process, we are moving more towards a peer-led network, rather than a PI-led community, in order to enable those organisations with greater capacity and expertise to begin to step up, create their own funder relationships and garner more recognition as equal leaders in this field.