

Evaluation of AIUK's Response to GDPR Terms of Reference July 2018

Background

The General Data Protection Regulation (GDPR) replaced the Data Protection Act (DPA) 1998 in the UK from 25 May 2018. All organisations processing data are now required to comply with this legislation, including those operating within the voluntary sector.

One of the primary aims of the GDPR is to enhance the data protection rights of individuals, giving citizens greater control over their data. The GDPR is the most progressive and impactful privacy legislation in the world and, while not perfect, is an overwhelming win for human rights.

However, it is also the case that the GDPR has fundamentally shifted how direct communication with customers, supporters and beneficiaries is managed by organisations, including AIUK.

In 2016 Amnesty International UK (AIUK)'s Senior Management Team (SMT) anticipated that the laws around consent and data processing coming into effect under the GDPR would make it much more challenging for AIUK to contact its individual supporters and consequently meet its ambitious financial and engagement targets. The Consent project was formally initiated in March 2017, with the aim of minimising any adverse impact of GDPR.

The primary objective of the project was:

To plan and implement AIUK's response for individual consent management in preparation for the GDPR, in an informed, considered and timely fashion; ensuring compliance with legislation, regulation and internal policy and principles by March 2018, while understanding and minimising the adverse impact on the financial and engagement objectives of the organisation.

Simultaneously to the delivery of the Consent project, there was work underway to ready the organisation for all other aspects of GDPR. This work was not managed through a project management framework although it did have a steering group, comprised of the same senior stakeholders as those on the steering group for the Consent project. In December 2017 these senior stakeholders took the decisions to rename the Consent project the GDPR Contact project and to merge both steering groups in order to oversee two primary streams of activity:

1. GDPR Contact project
2. All other GDPR preparation

The GDPR Contact project is now finished. Therefore AIUK is seeking a consultant to conduct an independent evaluation of its response to GDPR, encompassing the GDPR Contact project and the GDPR preparation work stream. The learnings from this evaluation will be used to improve the delivery and effectiveness of AIUK's future strategic projects.

Purpose of the evaluation

The purpose of the evaluation of AIUK's response to GDPR is to:

- Highlight main achievements and learnings
- Identify recommendations to improve scoping, initiation, planning and delivery of strategic projects, including the identification of roles, resource requirements and the sourcing of external suppliers
- Identify recommendations for transitioning from project delivery to ongoing monitoring and maintenance

Scope

This evaluation will examine the main achievements and learnings of AIUK's GDPR Contact project and its GDPR preparation work stream, and will provide an analysis of the available data that demonstrates those achievements and learnings. The evaluation will also critically reflect on AIUK's response to an identified strategic risk (GDPR) and whether this response was adequate and proportionate. Finally, the evaluation will consider the approach to project management, from initiation and approval to delivery of project results, and the transition from project delivery to monitoring and maintenance.

Users of the evaluation

The evaluation will be shared with the project steering group and delivery group. In addition, the findings will be used by:

- AIUK's SMT to inform its approach to responding to strategic risks, and to commissioning and guiding strategic projects.
- The Strategic Projects (Fundraising) team to inform the approach it takes to the delivery of future strategic projects.
- AIUK's Planning and Evaluation Manager to inform how we manage and deliver projects at AIUK

Evaluation Questions

Please note these are indicative questions and will be further refined by AIUK's GDPR Contact project manager and Head of Data and Insight in consultation with the evaluator:

Impact

1. To what extent did the AIUK achieve its objectives in relation to GDPR?
2. What were the main achievements of AIUK's response to GDPR (unplanned or planned)?
3. What factors influenced the achievement of the objectives?
4. What are the main learnings from AIUK's response to GDPR?
5. What factors influenced these learnings?
6. Did external agencies/partners offer value to AIUK? How effective was AIUK's management of relationships with agencies/partners in ensuring we extracted value from them?

Process

7. Was the work managed (from conception to end of delivery) effectively and efficiently, and how did the design and delivery of the work affect its overall success?

8. What challenges were experienced in delivering the work? Were these challenges anticipated? How effectively were these challenges managed?
9. Were risks effectively identified and mitigated?
10. Were opportunities effectively identified and managed?
11. Was the work sufficiently resourced (with regard to skillset, time and budget)?
12. Were appropriate procedures, processes, tool and techniques used?

Relationships and communication

13. Did stakeholders work well together?
14. Are stakeholders happy with the outcome of the project and the way it was achieved?
15. Did stakeholders understand and agree on direction and objectives?
16. Were staff members adequately supported and guided throughout the process by the project sponsor, steering group and project manager?
17. Were stakeholders kept well informed of the progress?
18. Was feedback encouraged and dealt with meaningfully?
19. How effectively were AIUK staff (non-project group members) engaged in this work?

The final report should include clear lessons learned and recommendations for delivering successful strategic projects in the future.

1. Approach and methodology

It is expected that this evaluation will use qualitative and quantitative methodologies. Examples of other methods that the evaluator might use includes establishing a detailed chronology of events, activities and outcomes, as well as workshops, interviews, online surveys or written questionnaires to capture the perspectives of different stakeholders.

The evaluation will review the approach to project management and the associated documentation. Internal and external stakeholders to be consulted during the evaluation will be decided by the GDPR Contact project manager and Head of Data and Insight, in consultation with the evaluator.

2. Key deliverables

Key deliverables expected from the evaluation are:

- An evaluation plan, including enquiry framework and detailed evaluation methodology
- Draft and final evaluation report, with clear and actionable recommendations
- An Executive Summary, including key findings, lessons learned and actionable recommendations
- Presentation, workshop or other creative method of sharing findings and recommendations with key stakeholders, including the steering group, project group members and governance structures as appropriate.

3. Timeline

The evaluation is expected to begin in September 2018 and should be completed by the end of December 2018. See below for an estimated timeline for the main evaluation activities. Exact dates will be decided by Amnesty International UK's GDPR Contact project manager and Head of Data and Insight in consultation with the evaluator:

- Call for proposals for evaluator(s) – 26 July 2018
- Proposal submission date – 17 August 2018
- Interview date with shortlisted evaluators – 11/12/13 September 2018
- Selection of evaluator(s) and contracting – 21 September 2018
- Inception meetings and agreement of final evaluation questions and timeframe – September 2018
- Data collection and analysis – October 2018
- Draft report submission – November 2018
- Final report – December 2018
- Final report dissemination – December 2018

4. Budget

The budget for this evaluation is £10,000 inclusive of VAT and all expenses. Consultants are asked to outline in their proposals how their proposal constitutes value for money.

5. How to apply

Amnesty International UK invites bids from individual evaluators or organisations. Applicants should be able to demonstrate the following:

- Experience in at least two of the following fields: fundraising / marketing / data protection / compliance / project management
- Experience of assessing strategy and project management
- Ability to present clear, concise and accessible evaluation findings
- Excellent organisation skills

Tenders should include

- Brief outline of proposed approach to evaluation, including methodology and evaluation plan and an outline schedule
- Brief CVs of evaluator(s) (no more than three pages per CV)
- Budget outline to demonstrate value for money
- Sample of similar previous evaluation

Please submit proposals to ella.jolly@amnesty.org.uk by 17 August 2018.