Summative Assessment of eQualit.ie's Distributed Deflect Service

Evaluation Report

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Evaluation Background

1.1 Introduction

This is the final report for the summative project evaluation of eQualit.ie's Distributed Deflect (DDeflect) project. The evaluation was conducted by an evaluation consultant from October– December 2016 at the request of eQualit.ie, with the full support of the Director and Operations Manager of eQualit.ie, Dmitri Vitaliev.

The report is presented in chapters: background, context, summary of key findings, overall assessment, and recommendations for strategic areas of focus. Annexes are presented at the back.

1.2 Purpose, Objectives, Scope and Use of the Evaluation

Purpose

This evaluation is aimed at assessing the relevance, effectiveness, efficiency, and impact of eQualit.ie's DDeflect service from 2013 – 2016. The goal of this evaluation is to better understand what was achieved, what was learned during the period evaluated, and how to integrate this learning into the organization's future work.

Objectives

The objectives of the evaluation were to:

a. Assess the **value-added** of eQualit.ie's DDeflect service to the work of human rights, independent media and civil society organizations within the context of digital security.

b. Assess the **effectiveness and efficiency of progressing towards** achieving results in mitigating DDoS attacks against client organizations, and building new knowledge and experience within the field of digital security.

c. Analyze **how eQualit.ie's mandate is integral to the DDeflect service** in supporting the digital security of human rights, independent media and civil society organizations.

d. **Identify and validate lessons learned and good practices** when it comes to work supporting the delivery of results of the DDeflect service.

Scope of the evaluation

The main evaluation targeted eQualit.ie's Distributed Deflect service from 2013 to Fall 2016. However, during the inception phase of this assessment, it became clear that the focus of this evaluation remains what is known as the Deflect service. The proposed project components meant to signify and differentiate the Distributed

Deflect Service from its original Deflect service was not realized to completion. The rationale for this shift in the project's scalability was clearly outlined in the organization's final report. This explanation is summarized here:

The original aim was to achieve sustainability of the Deflect service by reducing infrastructure and support costs. eQualit.ie wanted to achieve this sustainability by creating a "voluntary" network infrastructure from their community of existing Deflect users.

As described in the final report, this "infrastructure would support a way to share the caching and DDoS mitigation load, as well as involving more technical people in network maintenance and client support. It was identified as a voluntary infrastructure that would accept voluntary (untrusted) network resources. All necessary infrastructure design and software tools to implement this model were built to specification. However, once ready for production and undergoing testing, we realized the error in hypothesis made at the onset. Encrypted bundles grew in size, as all page fonts and various third-party libraries – that make up the majority of web pages today and are usually stored in the browser's cache – had to be included in each bundle. This increased network latency and could not scale during a DDoS attack" (Final Report of the Deflect Service, eQualit.ie).

Based on this final report and inception interviews with key informants we can infer that the performance of the Deflect Infrastructure was worsening instead of improving. Therefore, this component of the DDeflect service was dropped and new elements were defined, such as making the Dashboard more accessible by making the design of the Deflect Dashboard more robust in its options for the clients to use.

The DDeflect service being evaluated is still known as the Deflect service by stakeholders. Therefore, the name of the service is referred to in this report as both. This digital security service is offered to an existing client base of 89 human rights, independent media, and civil society organizations to protect the online work they do by mitigating DDoS attacks on several hundred websites under their protection.

Intended use

The project summative evaluation is intended to support eQualit.ie's new strategic planning cycle process. Specifically, the insights from the analysis will be considered in organizational planning processes regarding the role eQualit.ie can play within the larger digital security and human rights community. The evaluation report incorporates the development of strategies and initial findings that were shared with the Board of Directors in December 2016. It will be shared with eQualit.ie staff and funders.

1.3 Evaluation Methods

The evaluation methodology draws from OECD-DAC criteria[1], the Offer of Services submitted for this evaluation project, and the evaluation framework developed during the inception phase, which outline key questions, illustrative sub-questions, indicators, methods and sources (see Appendix I).

Evaluation approach

This evaluation relied on a full-scope approach focused on collecting evidence of impact from the DDeflect service. By doing so, it has incorporated data that resulted in intended, unintended, positive and negative evidence, as well as direct and indirect evidence (betterevaluation.org).

- The methodological approach of this evaluation is two-fold: It is primarily **summative** in nature—it looks back at the implementation of the project to better understand the outcomes and impacts flowing from the project's completion; it is also **learning-based**—it looks forward towards understanding how the organization's future work can be strengthened using the lessons learned and promising practices experienced during the DDeflect project.
- A framework for evaluation inquiry was developed during an **inception/discovery phase**, which included a document review, four interviews, and a review of the logic model, as well as an evaluation and monitoring plan outlined in this project's proposal. The evaluation framework was validated by eQualit.ie leadership before proceeding with the evaluation itself.

Data collection methods

The following methods were used to collect data. Please see Annex II for a list of stakeholders consulted during the interview process, a list of documentation reviewed, and the online survey tool sent to stakeholders.

1. **Virtual consultations—online interviews conducted over the phone, Skype or Whatsapp:**
   - All individual and group interviews followed agreed-upon interview protocols tailored to categories of stakeholders and aligned with the overall evaluation framework.
   - Interviews conducted were semi-structured but flexible, allowing for new questions to be asked during the interview as a result of what the interviewee discussed.
   - 13 semi-structured virtual consultation interviews with stakeholders, ranging from clients and board members to partners/collaborators and former employees.

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1 See (http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm)

- The gender breakdown (4 female, 9 male) is reflective of ICT market averages[2].
- Those interviewed held positions within their organizations as technicians, website managers, directors or managers of technology, technologists, organizational founders and general managers.
- Those interviewed were regionally located in MENA, SEA, North America, Southern Africa and CEE.
- The stakeholders' affiliation/relationship to eQualit.ie ranged from "since the beginning" to "as recently as September 2016".

2. Online survey:
- An online survey (see Annex II for synthesized data) was sent out to 89 client organizations currently using the Deflect service.
- The survey yielded the following response rate: n=31 (34%). Although this response rate is not high, data collected from this was very useful, and was, therefore, drawn upon during the analysis for more concrete examples and client reflections about the value this service has to the successful work of their organizations.

1.4   Key Evaluation Questions According to Standard Evaluation Criteria

Relevance

What overall value did the project add to its context/situation? (e.g. level of appropriateness, importance as related to the needs of target group, level of impact responds to target group needs, attribution to the project)

Effectiveness

How well was the project implemented? Was it adaptable to context and challenges? Outputs/outcomes achieved? Positive results? Challenges? Network strengthened? Unintended achievements? Influence within national/international HR movement? Barriers and enablers of effectiveness? Use of resources?

Efficiency

To what extent did the DDeflect project represent the best use of resources? How could they have been better used to secure positive results? How valuable were the results from the Deflect project to beneficiaries (i.e. client organizations)?

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[2]According to several industry media sources, in spite of women making up 59% of the total labour market in the US, only 30% of them work in Technology companies, and less than 16% work in STEM jobs. Source: http://www.forbes.com/sites/jaymcgregor/2014/05/29/2-of-google-employees-are-black-and-just-30-are-women/#6aa147ec75f6 & Source : https://www.cnet.com/news/women-in-tech-the-numbers-dont-add-up/

Impact and Sustainability

What real difference has the Deflect project made to the work of the beneficiaries? Improvements to the functioning of the beneficiaries? Achievements? Challenges? Strengthened the organization's contributions to the community they serve? How to ensure these results over the long term? What circumstances are required? Establishment/management of a functioning/useful community of practice?

During the evaluation analysis phase, Dedoose, a data analysis software, proved to be useful. The analysis for this evaluation has drawn from several complementary methods, which together have supported a robust assessment. Methods included: most significant change stories, statistical assessment of data, triangulation, contribution analysis, conversation analysis and text analysis.

Summary of Key Findings

Finding 1: Deflect is a **reliable** service. All informants interviewed expressed that **trust for eQualit.ie** is a key factor for their dedication to the organization and continued use of its services.

Finding 2: Equalit.ie is **adding value** in the landscape of digital security service providers.

Finding 3: Deflect was said to be **launched at the most appropriate time** in response to the increasing number of DDoS attacks continuously threatening the digital security of online political and civic movements.

Finding 4: The fact that eQualit.ie is able to provide a **free network infrastructure** and **client services** supporting the sector of human rights, independent media and civil society organizations is fundamental to its success with the Deflect service.

Finding 5: Although the Deflect service is free—which was identified as the second-most-important reason for client satisfaction with the service—the **not-for-profit aspect of eQualit.ie's** programs, and, therefore, the **lack of sustainability** this affords, was identified by several stakeholders as "a real concern". Furthermore, it was a limiting factor when it came to their desire and ability to completely entrust eQualit.ie with all of their organizations' digital security needs.

Finding 6: Improving the **DDeflect Dashboard** interface has unanimously been identified as a key factor for leveraging the quality of communications, interfacing and simplifying the *usability* of the Deflect Service.

Finding 7: It is evident when looking at all the data collected that the Deflect network infrastructure has produced the **intended impact of mitigating DDoS attacks** on the websites of human rights, independent media and civil society organizations. When triangulated, data from interviews, documentation and the online survey confirms that this success is linked to the sound reputation it has earned as a result of exceptional client-centred support and their level of technical expertise.

Finding 8:   eQualit.ie's decision to abandon **the volunteer distributed network infrastructure** for the existing Deflect network infrastructure was considered to be the most appropriate response to effectively mitigate DDoS attacks. This decision also led to protecting the anonymity and privacy of its clients' websites, ensuring the quality and relevance of the service to the community it serves.

Finding 9:   Overall, eQualit.ie achieved a **high level of success with the project results** based on the objectives of the project and identified outputs, outcomes and impacts.

Overall Assessment

During the data collection phase, the following organizational characteristics and qualities came up frequently as key components of successful outputs and outcomes of the Deflect service project. It is recommended that these be considered part of the foundation of future strategic directions of eQualit.ie.

- Trust and reliability
- Unique entity within the digital security service provider space
- Know-how and expertise
- Knowledge leader in the field of digital security and in a human rights context
- Passion and dedication

According to the data, eQualit.ie has established a **trusting and reliable reputation**, which, according to the survey's respondents and interviewed stakeholders, can be attributed to the organization's delivery of quality technical expertise and sound knowledge. eQualit.ie's mandate to service organizations focused on human rights and freedom of speech was another key factor cited during interviews as being responsible for this solid reputation.

eQualit.ie's Deflect service was identified by the survey's respondents and during informant interviews as a **highly accessible service for the community it serves**, as well as a very important service offered. However, several informants admitted that they did not have digital security as a "budget line item" in their project funding proposals, and furthermore, there is not proper funding allocated to this by those supporting them. The point of accessibility is important in terms of both quality of service and the financial flexibility it affords client organizations. Several informants indicated that because this service was free, they were able to allocate their limited resources on project implementation, project development and supporting their beneficiaries—all of which were considered essential in contributing to the broader impact on the protection of human rights and freedom of speech.

The Deflect service is **highly praised** by almost all stakeholders for its mandate to service human rights, independent media and civil society organizations. Also, it is

not a big commercial company lacking a human-rights-focused approach. Data triangulated from sources such as informant interview notes, documentation and the online survey clearly indicates that eQualit.ie's Deflect service adds **meaningful and unique value** to the work of their stakeholders/clientele. As one informant clearly stated:

Deflect "generally takes a lot of worry off our end, about other DDoS protection, or other monitoring, streamlines our hosting process, for secure hosting. It has become an integral part of our workflow. From a systems admin standpoint, it gives us a lot of peace of mind."

eQualit.ie has proven itself to be a **key player** in providing sound technology and services to human rights, independent media and civil society organizations within the international human rights community. In fact, in many cases, it was said to have saved these organizations from shutting down as a result of their service provision under the Deflect project.

The consensus among informants and the survey's respondents was that eQualit.ie is a **knowledge and technology leader** in the field of human rights and digital security. Strategically approaching program development with this perspective in mind may help eQualit.ie widen the scope for potential fund development from other sources—sources that prioritize promotion and protection of human rights, and not technology and digital security specifically (e.g. foundations, government agencies focusing on international development and private companies).

Considering the brief time that eQualit.ie has existed as an organization, it seems to have made a **noteworthy imprint within the communities** it serves, as well as gained recognition by the international human rights community.

Taking advantage of this current "very positive" reputation by expanding its program development to include a more strategic focus on developing itself as a knowledge leader in the field would be the right approach for eQualit.ie. Ways this can be achieved includes but are not limited to:
➢ Improving its website content, developing more information sources, and developing a more transparent or stronger narrative on the website. According to stakeholders, these will likely lead to improving online usability. For novice technologists and others within the human rights sector, digital security is an umbrella covering many unique areas of knowledge. Therefore, eQualit.ie can support knowledge-building by finding ways to better present this information. For example, by including:
  o Information that is more accessible to managers and leaders who are less technology literate within the human rights community
  o The coordination of blogs from clients (anonymously) expressing how eQualit.ie programs are benefiting their work (i.e. lessons learned from the field or best practices)

- o Conference presentations and papers
- ➢ Taking issue-based decisions that will strengthen its advocacy role and awareness-raising within the international arena (e.g. look into gaining UN-ECOSOC status)
- ➢ Consider program development towards online training for NGO staff regarding the services and technology provided by eQualit.ie (e.g. can strengthen and develop further the network of users)

According to several informants interviewed, eQualit.ie's **organizational structure needs** to be better explained to stakeholders and constituents. When eQualit.ie's Deflect service was discussed with client organizations, they were unclear as to the status of eQualit.ie (whether it's an NGO or private organization). This uncertainty may cause challenges with stakeholder and client loyalty, as people expressed concern about the sustainability of eQualit.ie in the long run. This clarification has both **external and internal benefits** for the organization. Establishing a strong organizational culture and clear active mandate will also support organizational management processes, such as **securing staff** who are dedicated to the human rights cause. This is essential, given very generous compensation packages within the private sector for technology experts and the competition in the tech sector for those entering the field.

eQualit.ie's unique human rights focus combined with its highly accessible digital security technology services, such as Deflect, are two of its best assets. A higher level of transparency (which can be achieved with more knowledge sharing on the website) will greatly conciliate the uncertainties towards the organization's future. Feedback from informants of this assessment indicate that corporate DDoS protection services available on the market, such as Google Shield and Cloudflare, are considered useful, but they have a high appreciation for eQualit.ie's human rights goals. Therefore, they consider eQualit.ie to be "one of them". It would be useful to consider that the organizational structure not only needs to be strengthened but also needs to better reflect **the organization's Manifesto** in its communication with potential clients. This will help further distinguish eQualit.ie from its competitors (i.e. large companies).

The organization's Manifesto is a key piece of information describing the organization's goals and mandate. This was not shared as part of the inception documentation for this evaluation. The Manifesto is a foundational document of the organization, yet the organizational leadership seemed to be more centrally focused on shaping an organizational identity prioritizing the technological expertise. eQualit.ie would be better positioned if it equally prioritized its human rights focus, harnessing this to position itself even further as a leader in human rights and digital security within the international arena. In part, one approach could be to strengthen the strategic expertise of the senior management of eQualit.ie, aimed at ensuring parallel human-rights-focused program development in its future strategies. *If*

possible, this would include hiring a program director, who would be responsible for program development and strategic program planning. This may help balance out the technology expertise with the social/human rights/advocacy potential of the organization.

eQualit.ie should work towards affiliating more closely with academic and policy communities, through more strategic outreach, which seems to be considerably ad hoc and lacking a strong systematic approach. This is something that is quite challenging when it comes to growing organizations with a clear future direction.

The Deflect project seems to have used more resources (human and financial) than anticipated, causing the project team to be largely responsive rather than strategically directed. In spite of this, it has been, for the most part, quite successful in its results to achieve its intended outcomes. It is very clear that the network infrastructure of the **Deflect service** provided by eQualit.ie is sound and **close to 100% effective.**

Although it was clear that the technological developments required to support an effective volunteer infrastructure network was unsuccessful, the redirected resources towards improving the overall quality of the Deflect tools and services had positive outcomes. This enabled them to divert necessary resources through support of the funders and stakeholders to reinvest the available resources and develop new tools to strengthen their existing network infrastructure. For example, one aspect of this, which came up a lot in the feedback received from interviews and survey respondents, focused on eQualit.ie's ability to implement several new technological changes, such as the Deflect Dashboard; this was considered a great improvement to the overall service provided to the clientele.

> According to the online survey, of the 83% of survey respondents using the Deflect Dashboard interface, 67% said they use it to manage their website(s) and statistics. Many comments reflect the level of satisfaction they are experiencing from this part of the Deflect service, expressing that it is "simple to use", "very useful and friendly GUI", "a great addition to the Deflect service experience", "simpler than Google analytics" and "does what it says it will do on time". When prompted about what they find the Dashboard most useful for, they indicated that they use it to file support requests, report DDoS attacks, manage website DNS, change admin passwords, set up email accounts, set up and manage their services, and for statistical purposes.

According to two online survey respondents:

"We use the dashboard primarily to contact Deflect when we suspect the website is under attack or when we need to change our settings. It is useful to have this

organized mode of secured communication at all times, instead of just relying on encrypted email communication."

"Deflect dashboard was the best thing to happen to Deflect. For me it's the interface where I can control and find what's going on with my website, the automation added to the deflect dashboard interface changed the entire control."

Recommendations for Strategic Areas of Focus

1.5 Position eQualit.ie as a leading organization/actor in the field of digital security and human rights protection by:

1.5.1 Developing a systematic approach to planning outreach and knowledge sharing. This would include assessing its organizational approach and ideas about its advocacy role, as well as clarifying the position of the organization within the framework of actors in the global human rights community.

1.5.2 Developing a clear strategy to a user-friendly community of practice hosted by eQualit.ie on its website for interested technologists, or those working in the field of human rights protection. For example, in areas concerned about their online presence, freedom of expression, freedom of speech, building their internal digital security capacity, to name a few.

1.6 Develop a knowledge-sharing and learning plan by:

1.6.1 Building eQualit.ie's brand through marketing and outreach, which can lead to potential new partners, sources of funding, and/or financial independence (linked to communications and outreach).

1.6.2 Further establishing eQualit.ie as a knowledge leader in the field of digital security and human rights protection.

1.7 Further develop a systematic approach to capacity building/training

1.7.1 Consideration of developing an online "testing ground" or pilot of mini-online training workshops, teleconferences, or other types of knowledge sharing and learning opportunities that are cost-effective and supportive of further building eQualit.ie's reputation as a leading organization in digital security and human rights.

1.7.2 Strategically developing linkages between Digital Security schools and applying a "what if…" approach to the potential for weaving together project growth that may unfold in the next year.

1.8 Focus on organizational development in following areas:

Funding and Organizational Structure

1.8.1 Harness status as a social enterprise or develop a commercial entity using innovative socially responsible organizational models. (The challenge as a social enterprise is relying on public funding—meaning, it's a sustainability risk.)

1.8.2   Develop a fund development strategy—with board and advisory (i.e. assess available funding opportunities. NB: discussion with Dmitri re: commercial funding grants; based on analysis, eQualit.ie currently has the reputation and capacity to apply for these).

1.8.3   Private/non-profit structure should be better implemented to support core funding opportunities with organizational independence and sustainability in mind.

1.8.4   Rely on the expertise, offers, and loyalty of organizational network. Also, introduce service fees based on a sliding scale for client organizations, assessing payment based on annual budgets of the organizations interested in services. Sliding scale can include in-kind support for eQualit.ie where network support is required, language translation, etc. (Link to community of practice strategy)

1.8.5   Allocate resources for conducting a mini-environmental scan internally to assess existing organizational models similar to eQualit.ie.

Internal Operations

1.8.6   Directions regarding human resources (recruitment and retention of staff)

- Strengthen ways to ensure quality recruitment and staff retention given the level of competitiveness within the technology industry (i.e. technology field remuneration). As part of this process, it's important to consider the value added when organizational knowledge is retained within the organization.

- Focus on initiatives that can encourage staff retention and recruitment (e.g. hosting local events, online blogs about what it's like to work in an organization like eQualit.ie, and publish messages from field-based staff).

1.8.7   Overall strategy and approach to collaboration and partnerships

- Better define and articulate eQualit.ie's strategy and approach to collaboration and partnerships. Suggested approaches for achieving this include:
  ⇒ Creating an organizational strategic note outlining criteria for collaboration and partnerships.

⇒ Identifying specific roles and responsibilities (inclusive of targets for the next two years) for the leadership and board of directors in building organizational networks, knowledge sharing and fund development. These initiatives would all be aimed at maintaining the sound reputation that eQualit.ie has built within the human rights, civil society and independent media communities.

Annexes - Survey Synthesis
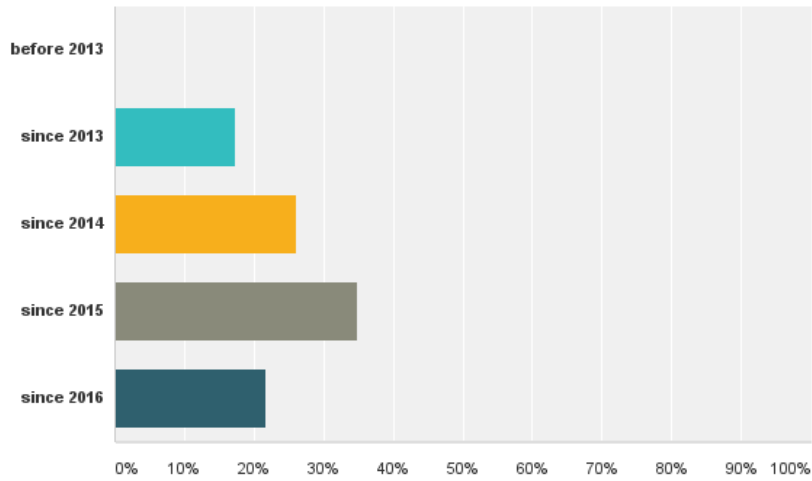
Online survey synthesis of key data:

Q3 What type of organization/institution are you affiliated with? (please check those that apply)
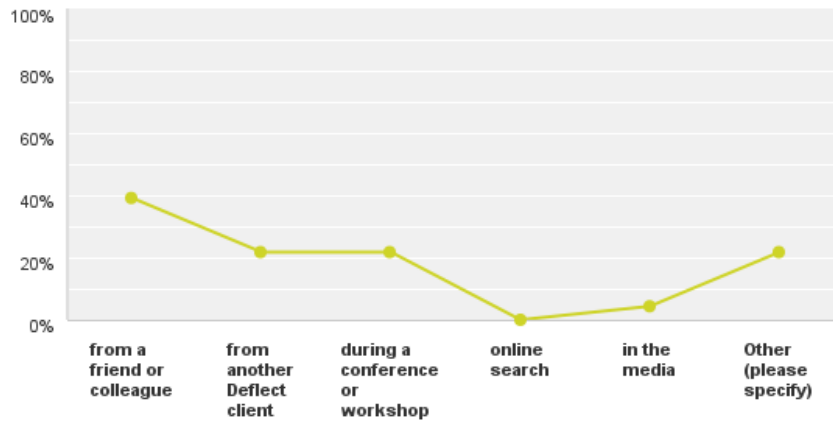
Answered: 23   Skipped: 8
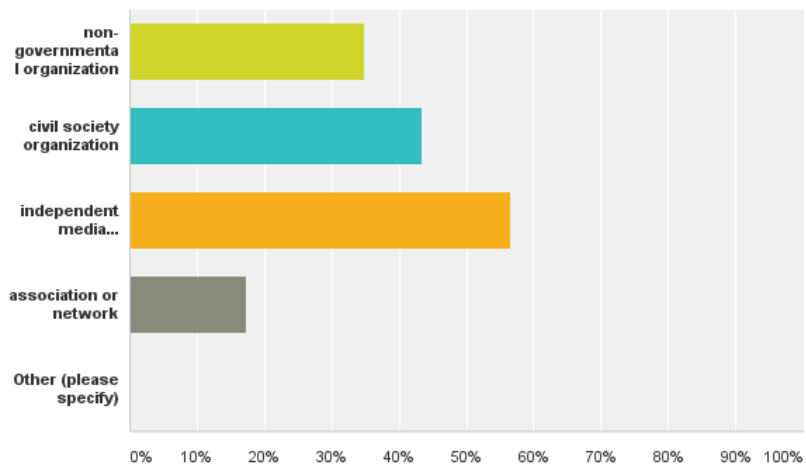
Q4 Since when have you been using eQualit.ie's DEFLECT service?
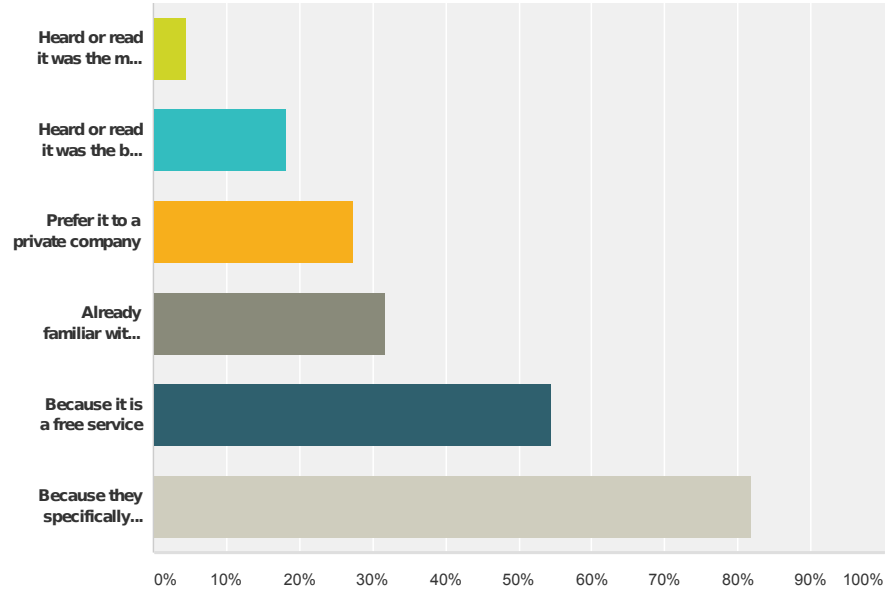
Answered: 23   Skipped: 8

Q5 How did you first learn about the Deflect service? (please check those that apply)

Answered: 23   Skipped: 8

Q6 Why did you select DEFLECT instead of another DDoS security service? (please check those that apply)

Answered: 22   Skipped: 9

Answer Choices	Responses	
Heard or read it was the most effective	**4.55%**	1
Heard or read it was the best available	**18.18%**	4
Prefer it to a private company	**27.27%**	6
Already familiar with the work of eQualit.ie and trust them	**31.82%**	7
Because it is a free service	**54.55%**	12
Because they specifically target their service to protect human rights, and/or independent media organizations	**81.82%**	18
Total Respondents: 22		

#	Other (please specify any other reasons why you selected DEFLECT over another service)	Date
1	Recommended by another Deflect client	12/3/2016 5:17 AM
2	Direct contact with the Deflect team creates trust	11/30/2016 9:52 AM
3	The Deflect team was more helpful when we were looking for a solution for an urgent situation, willing to give advice and help beyond the narrow definition the product.	11/28/2016 3:05 PM

Q11 If you have used the Deflect Dashboard, please describe to what extent it has been useful to your work, or that of your organization. If you have not used the Deflect Dashboard, please explain why not.

Answered: 21   Skipped: 10

#	Responses	Date
1	For our organization the Deflect Dashboard is a friendly interface platform that has served to keep track of the traffic of our portal, in addition to controlling the security and access to third parties.	12/13/2016 5:25 PM
2	Used it to clear cache. Now this function disappeared.	12/12/2016 10:47 AM
3	Simple and easy to use.	12/5/2016 5:59 PM
4	Good to add websites, put a password on worpress admin pages, and check traffic stats.	12/5/2016 11:32 AM
5	It's minimalistic, and it helps to protect admin	12/5/2016 9:42 AM
6	It's very useful because we can see statistics and control DNS, MX and others settings	12/5/2016 8:04 AM
7	Just for A records	12/4/2016 12:52 PM
8	It's very useful to see the performance of the sites protected under Deflect and to provide information to the Organizations that own the sites we protect with Deflect.	12/4/2016 11:09 AM
9	The DNS configuration is really useful.	12/3/2016 9:14 AM
10	To follow the visits and the statistics	12/3/2016 5:17 AM
11	It is pretty sparce, could also use more documentation and features. Also, once you indicate that you are in 'attack mode' - there's no way to remove that mode - an admin at deflect has to do it	12/3/2016 3:55 AM
12	I like the dashboard a great deal. HOwever, I mostly use it to file support requests.	12/1/2016 6:52 AM
13	Very useful in reporting DDos attacks, manage website DNS, Admin passwords..	11/30/2016 9:52 AM
14	Its very simple to use. I used fro statistics, its much simpler than Google analytics, than to set up e-mail accounts.	11/29/2016 10:03 AM
15	I used it to set up my service and to manage my service.	11/29/2016 1:59 AM
16	I haven't used the Deflect Dashboard.	11/28/2016 3:29 PM
17	We use the dashboard primarily to contact Deflect when we suspect the website is under attack or when we need to change our settings. It is useful to have this organized mode of secured communication at all times, instead of just relying on encrypted email communication.	11/28/2016 3:05 PM
18	Very useful and friendly GUI.	11/28/2016 1:05 PM
19	in the dns section it should be useful to edit the fields, not only to delete and recreate the fields	11/28/2016 11:43 AM
20	Deflect dashboard was the best thing happened to Deflect, for me it was the interface where I can control and find what's going on with my website, add to this the automation it added to deflect changed the entire control.	11/28/2016 11:10 AM
21	Does what it says on the tin!	11/28/2016 11:01 AM

Q14 Please share your reasons why you selected the DEFLECT service over other similar services available.

Answered: 16   Skipped: 15

#	Responses	Date
1	In our country there is no similar service and a colleague recommended it when we were out of line for an DDos attack. We started using it and we are very satisfied with the service, so we did not have to look for another one.	12/13/2016 5:25 PM
2	We were under atack, DEFLECT helped us quickly mitigate it.	12/12/2016 10:47 AM
3	Because Deflect is specifically for human rights organizations and not corporations. We trust Deflect politically and they provide a critical service.	12/5/2016 5:59 PM
4	because you are an NGO focused on human rights, this means your business model is different from say CloudFlare and Akamai, they offer free plans but will kick you out when you are under attack, that's when you need the protection the most.	12/5/2016 11:32 AM
5	Because it's a service for independent media	12/5/2016 8:04 AM
6	It's free It's easy to setup	12/4/2016 12:52 PM
7	It's run by a partner network also non for profit. We know that the information of our sites wont be used for commercial purposes that most private companies sell to third parties.	12/4/2016 11:09 AM
8	because it is supportive of activist groups and will not cut service because our politics may be controversial	12/3/2016 3:55 AM
9	They are very professional, highly responsive and effective and free, just like Internews told us.	11/29/2016 10:03 AM
10	They're not a corporation and they are dedicated to human rights and free software.	11/29/2016 1:59 AM
11	We found that Deflect offers better support in times when it was most needed. We felt that a non-profit is more reliable with handling issues of free speech.	11/28/2016 3:05 PM
12	It varies, we suggest to our partners the top DDoS protection services Deflect, Project Shield and Cloudflare.	11/28/2016 1:05 PM
13	Best stable service ever	11/28/2016 1:00 PM
14	Trust Trust Trust.	11/28/2016 11:10 AM
15	I was advised by another organisation.	11/28/2016 11:03 AM
16	Can't trust the big names like Cloudflare, Google etc	11/28/2016 11:01 AM

Question 15: Respond to the statements below:

	Not effective	Somewhat effective	Effective	Very effective	Total
Sharing reliable/useful resources about security landscape and DDoS attacks in general.	0.00% 0	30.43% 7	30.43% 7	39.13% 9	23
Providing my organization with new knowledge and skills as a result of their communications and outreach.	8.70% 2	17.39% 4	34.78% 8	39.13% 9	23
Providing sound client support.	4.35% 1	13.04% 3	21.74% 5	60.87% 14	23
Providing technical service securing organisation's website.	0.00% 0	8.70% 2	26.09% 6	65.22% 15	23
Supporting my organization's work/freedom of expression.	0.00% 0	0.00% 0	13.04% 3	86.96% 20	23

Q20 Please share any recommendations with us about the implementation, management, and maintenance of the Deflect service that may help to improve this service in the future.

Answered: 8   Skipped: 23

#	Responses	Date
1	Overall we are happy with the service and the way you have managed it. The only suggestion is that Deflect's monthly newsletter comes out the same day each month.	12/13/2016 5:25 PM
2	Thank you!	12/12/2016 10:47 AM
3	You are doing a wonderful job! Thank you so much for your support.	12/5/2016 5:59 PM
4	I think is an excellent and reliable service that is supporting us to provide more secure web services to the organizations we serve, specially those working in environmental issues, human rights, gender and other social work that are expose frequently to attacks on the Internet.	12/4/2016 11:09 AM
5	More options in the Dashboard to control DNS records. Be able to export/import DNS zones	11/30/2016 9:52 AM
6	I recommend expanding Deflect with web designers.	11/29/2016 10:03 AM
7	I suggest you guys do a round of workshops by region.	11/28/2016 1:05 PM
8	I would like to in the future plans added GEO-distributed(based) DNS servers, there are moments of Europe any server in Texas such as meet with a delay of 200 ms (for example). Thank you for your work	11/28/2016 1:00 PM