



Digital Activism Survey on Palestinian Civil Society Organizations

A Questionnaire on Performance, Challenges and Needs

Research and Writing: Maha Bader
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7amleh – Arab Center for Social Media Advancement

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A Questionnaire on Performance, Challenges and Needs

(Israel, the West Bank, the Gaza Strip)

Research and Writing: Maha Bader

Statistical Consultation: Walaa Hajajra

Contribution in Conducting the Questionnaire: Ibrahim Abu Reideh & Hamza Badran

Arabic Editing: Maha Bader

Design: Rula Hilwi - Hilwi Design

English Translation: Beesan Ramadan

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Allenby 12 Haifa, 3309250

Tel: +972 (0)774020670

Fax: +972 (0)774020673

Email: info@7amleh.org

Website: www.7amleh.org

Follow us on social media: 7amleh



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Introduction:

This research aims to examine the performance of Palestinian organizations in relation to their media activity and their usage of social and digital media in particular. In many cases, the high levels of social media consumption by Palestinian society has imposed such means of communication on these organizations and associations. We recognized the need for conducting a survey that examines the extent to which social media has become part of the work methodology for these organizations. This report conveys the challenges these organizations face when managing their social media accounts and when building awareness through digital campaigns. Additionally, the report outlines needs identified by the organizations themselves with regards to training and tools for online campaigning.

This research has been conducted by 7amleh in order to understand how Palestinian organizations engage with media, particularly social media. This will enable it to adapt its services and training to more accurately meet the organizations' needs.

Timeline and Methodology:

The first stage of data collection was carried out via a telephone questionnaire that was answered by an organization's director or media representative. After consultation with approximately 20 organizations, we decided that it would be more effective to use an electronic questionnaire instead. This would allow the organizations to respond in their own time, provided that they met the specified deadline.

The process of mobilizing respondents took around two months. We started contacting organizations on August 4th and finished at the end of October 2017.

Questionnaire Content:

The research questionnaire (See Appendix) was divided into four sections:

- The first section, "General Information About the Organization", focused on collecting information about some influencing factors that would be needed for carrying out the research analysis. This included the organization's field of work; its target audiences; the location(s) of the organization's headquarters and offices; and staff numbers.
- The second section, "General Approach to Media Work", collected data that illustrated how an organization engages with media in general.
- The third section, "Social Media and Campaigns", examined how these organizations use social media and to what extent they invest in social media campaigns.
- The final section, "Challenges and Needs", identified the challenges faced by these organizations and determined what kind of training the organizations felt they needed in order to more effectively invest in social media platforms and online campaigning.

Sampling:

Due to difficulties in physically reaching some of the organizations, and in the absence of an official body that works collectively with all the organizations, we relied on individuals to connect us with the survey's participants and to obtain a good level of interaction from them.

Activists in Gaza and the West Bank connected us to the relevant organizations. After that we dealt with them directly and guided them through the process of filling out the questionnaire via email.

In total, 108 organizations completed the questionnaire. We selected 103 questionnaires for data analysis; the remaining five were eliminated due to unclear answers that made it difficult to accurately assess data.

The organizations varied in terms of geographical distribution and we made sure to provide a comprehensive representation of the Palestinian community in the West Bank, Jerusalem, Gaza Strip and 1948 territories. Other points of consideration included an organization's size, its target audiences (their ages and geographical location) and the sector that it operates in.

1948 territories: This terminology refers to the internationally recognized borders of Israel. As this terminology was used by Palestinians throughout the research, it will be used in this sense in the following.

Data Analysis:

The data collected was processed by Excel and SPSS.

Influencing Factors and Dependent Variables:

As mentioned earlier, we examined the relationship between the five influencing factors and the two dependent variables separately, as shown in the diagram below.



We measured the organizations' media performance by examining data in relation to three different elements that will be explained in more detail later in the report. We also identified challenges faced by the organizations. As for the needs, they were identified by respondents through exploring their challenges and talking about the kind of training they required.

First Dependent Variable and Methods of Measurement: Media Performance

Since performance is an abstract expression, we were required to develop a method or tool with which to measure results. We examined and measured media performance in relation to three different elements as well as inspecting the use of social media platforms.

First Element - General Approach to Media Work:

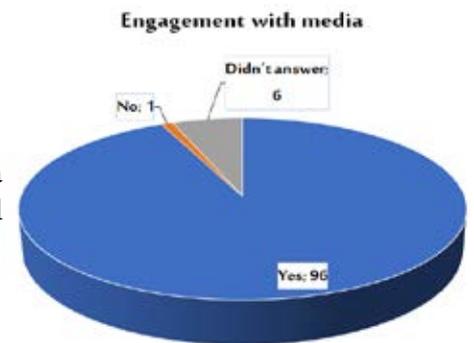
This section was based on three questions included in the questionnaire. An organization would receive one point for answering “yes” to any of the following questions: Does the organization deal with media? does the organization have a media coordinator position? does the organization have a media department?

For example, an organization that said it dealt with media and had a media department and a media coordinator would receive three points. An organization that dealt with media only on an ad hoc basis, without assigning someone specifically to the task, only received one point.

Organizations could accrue a maximum of three points for this section. The results of each question can be viewed below:

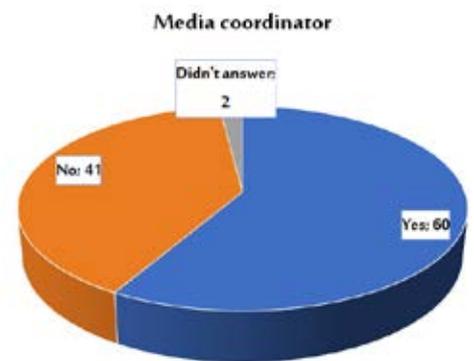
Engagement with media

Ninety-six out of the 103 organizations said that they carry out media work. One showed no interest in this and six organizations abstained from answering the question.



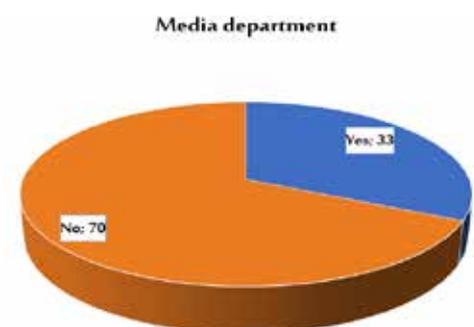
Having a media coordinator:

Sixty organizations had an employee specializing in media, either in a full or part time position. Forty-one organizations divided media-related tasks among all staff members. Two organizations abstained from answering the question.



Having a media department consisting of more than one employee:

The presence of staff solely dedicated to media represented a significant financial burden for a large number of the organizations. This is illustrated clearly in the results. Thirty-three out of 103 organizations had a media department while the remaining 70 did not.



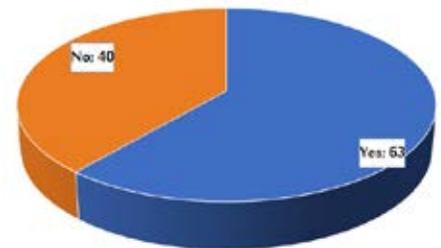
● Second Element: Strategic Approach to Media Work

Applying the same principle used in the first element, we evaluated the existence of a media strategy and its importance to an organization based on the three following questions: is there a strategic plan for media work? is there an annual work plan for the media component of the organization's work? does the organization allocate a budget for media regardless of planned projects? as before, one point was allocated for each "yes" answer. The organizations that had the most strategic approach to dealing with media received three points.

Having a strategic plan or general vision for media work in the organization:

Sixty-three out of 103 organizations had a clear media strategy, the remaining 40 did not.

Have a strategic media plan

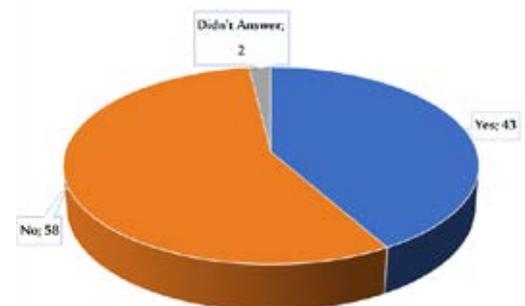


Have an annual work plan



As for the annual work plan, the results were close. Fifty-three organizations built their media work into an annual plan, the remaining 50 tended to be spontaneous and random.

Budget allocated for media



The third question was used to analyze the level of commitment and methodology in relation to media work in terms of allocating an annual budget for media activities. The results showed that out of the one hundred and three organizations that responded to the questionnaire, 58 organizations did not allocate any annual budget for media activity, whereas 43 organizations did. Two organizations did not provide a response.



● Third element: Engagement with and Investing in Social Media

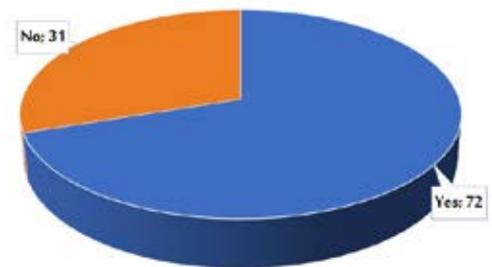
This was used to measure the extent to which organizations rely on social media as a tool to circulate their awareness campaigns. This was done while taking into consideration that when organizations deal with media, and social media in particular, it is through awareness-raising campaigns that are directed towards individuals in the community. Therefore, to measure this particular point, the following questions were asked: has the organization made any attempt to use sponsored ads on its social media platforms? has the organization devised and implemented any digital awareness campaigns? are the digital awareness campaigns part of a strategic work plan?

The general results for these questions demonstrate the following:

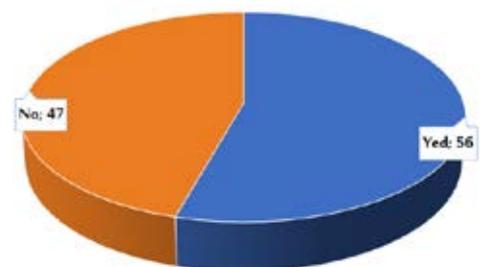
Has the organization made any attempt to use sponsored ads on its social media platforms?

The results showed that 72 out of the 103 organizations had used a sponsored ad, while 31 organizations had not.

Sponsored a post through social media

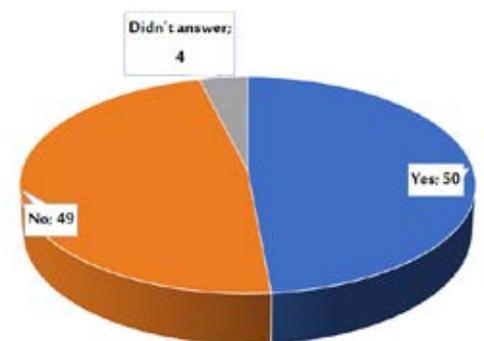


Have previously run a digital awareness campaign



Implementing one or more digital awareness campaigns: This section illustrates the importance that the organizations place on social media. Planning and launching awareness campaigns is considered to be a costly activity, organizations must believe in its efficacy in order to invest in it. Fifty-six of the organizations had carried out a digital campaign, while 47 organizations had not.

Digital campaign is part of an annual media plan

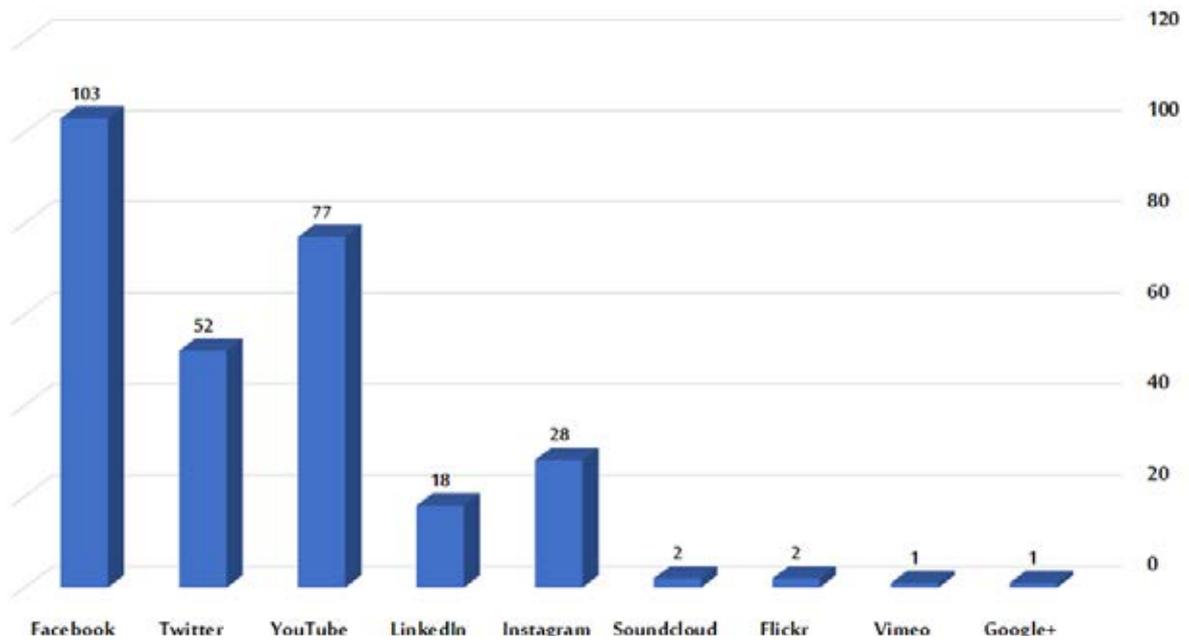


The third point related to social media activity and indicated an even higher level of engagement with social media in which campaigns have been created and carried out as part of an annual media plan. Fifty organizations stated that digital campaigns formed part of their annual plan; 49 organizations had not dealt with campaigns like this; and four organizations abstained from answering the question.

● Fourth Element: The Use of Social Media Platforms

What are the most commonly used social media platforms among Palestinian organizations and associations? Does each platform carry a different weight in terms of its importance when taking into consideration the influencing factors mentioned above? Four social media platforms were left out of the analysis here because their use among the organizations involved in this research was extremely limited. These four were Soundcloud, Flickr (which was only mentioned twice), Vimeo and Google Plus (they were mentioned only once). This limited the possibility of examining these platforms as representative factors.

Use of social media platforms



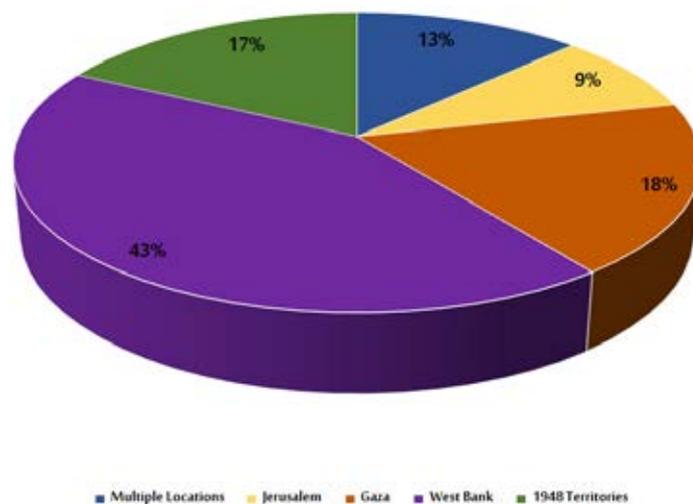
As expected, Facebook came out on top, as illustrated in the table above. All of the organizations stated that this social media platform was their main tool when reaching out to their communities. YouTube came second with 77 organizations, reflecting a wide disparity between the use of Facebook and YouTube. After YouTube came Twitter, with 52 organizations using the social media platform, followed by Instagram which is used by 28 of the organizations. Only 18 organizations have a LinkedIn account.

Impact of organization's geographical location on media performance

The organizations that took part in the questionnaire were divided into five categories based on the geographical location of their head office. Thirteen organizations have offices in multiple locations.

44 organizations are based in the West Bank; 18 are in the 1948 territories; 19 organizations are in Gaza; and nine are in Jerusalem.

Organization's geographical location

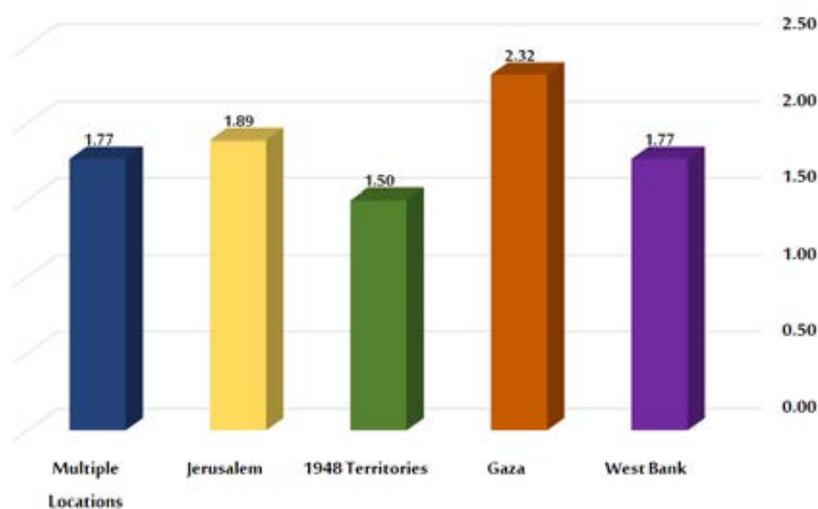


Important note: The percentages in the following table indicate the “yes” responses to the question and do not represent the percentage of the total number of organizations who responded to the question.

The results from the analysis of the first element of media performance:

	The organization cares about dealing with media		The organization has a hired media coordinator		The organization has a media department		Average of general approach to media work
	Count	Percentage	Count	Percentage	Count	Percentage	
West Bank	43	100%	23	54%	13	30%	1.77
Gaza	18	100%	14	74%	12	63%	2.32
1948 Territories	18	100%	8	44%	1	6%	1.50
Jerusalem	9	100%	6	75%	2	22%	1.89
Multiple Locations	12	92%	9	69%	5	38%	1.77

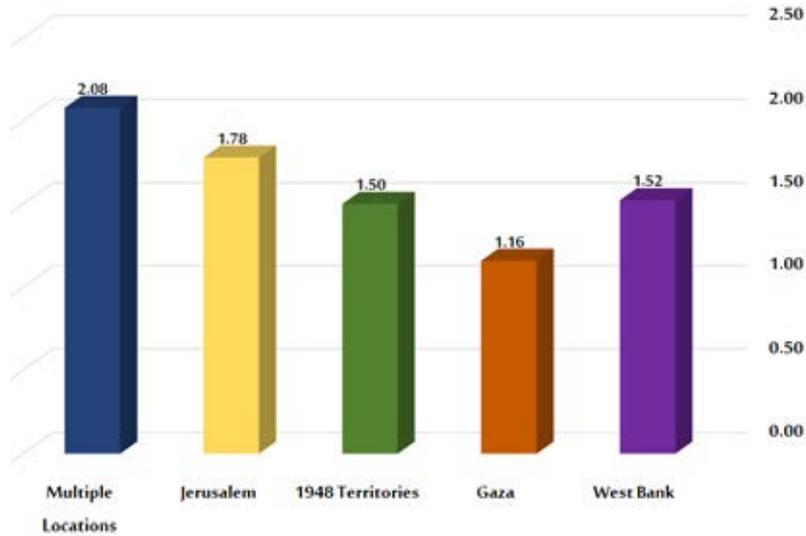
Average of media performance based on organization's geographical location



The following results show the average of strategic approaches to media work based on the organizations' geographical location:

	Has a strategic plan		Has an annual plan		Has allocated budget for media		Average of strategic approaches to media work
	Count	Percentage	Count	Percentage	Count	Percentage	
West Bank	27	61%	21	48%	19	44.2%	1.52
Gaza	10	53%	7	37%	5	27.8%	1.16
1948 Territories	10	61%	10	56%	6	33.33%	1.50
Jerusalem	6	67%	6	67%	4	44.4%	1.78
Multiple Locations	9	69%	9	69%	9	69.23%	2.08

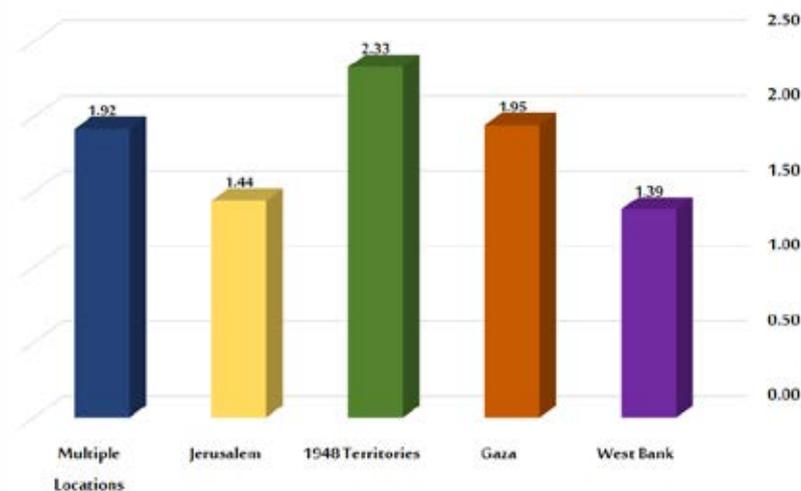
Average of strategic approaches to media work based on organization's geographical location



Data analysis regarding dealing with and investing in social media showed the following:

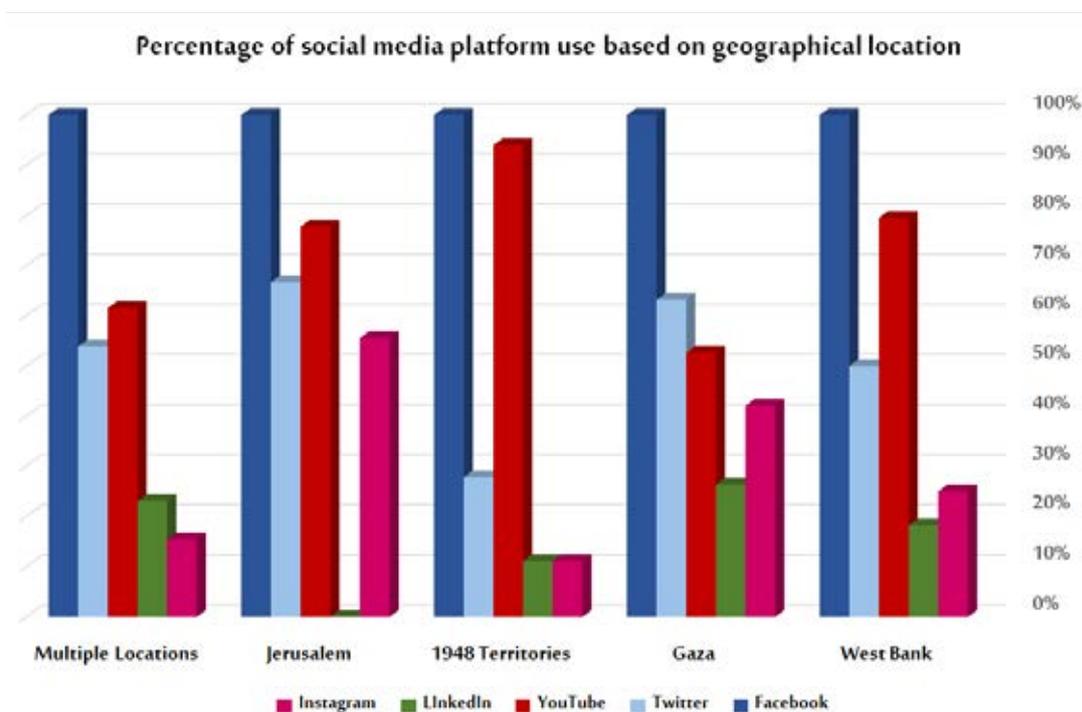
	Self-financed		Digital campaign		Campaign is part of an annual plan		Average of dealing with and investing in social media
	Count	Percentage	Count	Percentage	Count	Percentage	
West Bank	7	54%	16	36%	17	41%	1.39
Gaza	14	74%	15	79%	8	42%	1.95
1948 Territories	16	89%	15	83%	11	61%	2.33
Jerusalem	7	78%	3	33%	3	33%	1.44
Multiple Locations	7	54%	7	54%	11	92%	1.92

Average number of organizations dealing with and investing in social media based on geographical location



An analysis of the use of social media platforms based on geographical locations showed the following:

	Instagram		LinkedIn		YouTube		Twitter		Facebook	
West Bank	11	25%	8	18%	35	80%	22	50%	44	100%
Gaza	8	42%	5	26%	10	53%	12	63%	9	100%
1948 Territories	2	11%	2	11%	17	94%	5	28%	18	100%
Jerusalem	5	56%	0	0%	7	78%	6	67%	19	100%
Multiple Locations	2	15%	3	23%	8	62%	7	54%	13	100%



● First set of conclusions and projections:

It is clear that the majority of these Palestinian organizations are concerned with their media performance and in carrying out media work regardless of their geographical location. However, this concern does not go as far as hiring media specialists for the organization. Only six percent of the organizations located within the 1948 territories were interested in carrying out media work, in terms of the presence of a media department, the percentage here was equivalent to only one organization. Gaza took the lead in this area, hiring several employees in media-related positions.

The second element raised important questions about the extent to which the organizations engaged with media and their planning around this. In Gaza, the percentage of organizations that included a media strategy as part of their overall strategic plan was low. Organizations with multiple locations and Jerusalem-based organizations excelled in terms of organizing and strategizing their media work.

The 1948 territories stood out when it came to the weight its organizations gave to dealing with and investing in social media platforms. They excelled noticeably in recognizing the power of funded advertising on their social media platforms and how much effort they put into digital media campaigning. One could assume that the lack of recruitment of media professionals could be due to the financial burden it would create for the organization, rather than a lack of understanding about the importance of media. This was confirmed in the results on the technical challenges faced by the organizations that are reviewed later in this report.

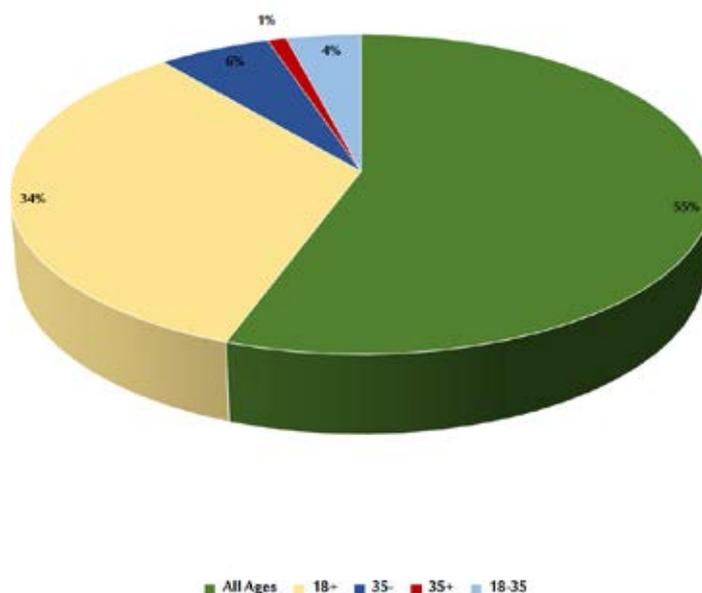
From the above, we can say that it was necessary to divide up the media performance section into several elements in order to develop a broader understanding that opens up the route to more accurate research.

As for the results regarding the social media platforms, they seem to converge in the majority of locations, making it difficult to reach a solid conclusion. We can say that the organizations' work and digital media activities are heavily focused on Facebook. YouTube is the second most utilized social media platform. The use of Twitter and Instagram are less common. We cannot provide a definitive answer regarding the organizations' understanding of LinkedIn or LinkedIn's ability to support and develop the organizations' work and activity.

Impact of target age groups on media performance

To assess this factor, we created different age categories. The diagram below shows that only one of the organizations who took part in this research targeted an age group over 35 years old. Since one organization out of 103 is not enough to draw concise conclusions, this has been excluded from further graphs, although the data has been kept for transparency. The questionnaire showed that the majority (56) of the organizations were concerned with addressing all categories of society. Thirty-four organizations were concerned with addressing those above the age of 18. Six organizations were concerned with addressing those above the age of 18. Six organizations addressed people under the age of 35 and four organizations targeted those between 18 and 35 years old.

Surveyed organizations categorized according to target age groups

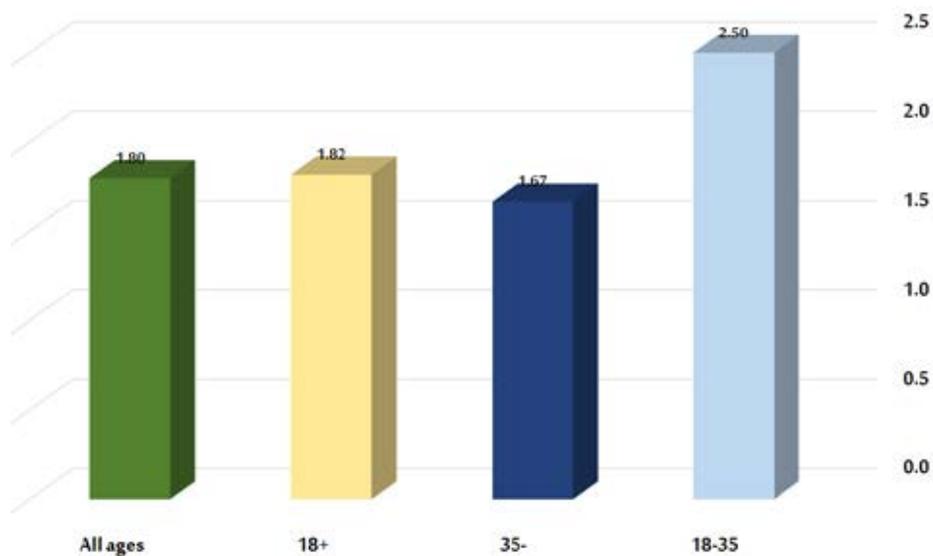


Important note: The percentages in the following table indicate the “yes” responses to the question and do not represent the percentage of the total number of organizations who responded to the question.

General approach to media work based on target age groups:

	The organization cares about dealing with media		The organization has a hired media coordinator		The organization has a media department		Average of general approach to media
18- 35	4	100%	3	75%	3	75%	2.50
35+	1	100%	1	100%	1	100%	3.00
35-	6	100%	3	50%	2	33%	1.67
18+	34	100%	20	61%	10	29%	1.82
All Ages	53	98%	32	58%	17	30%	1.80

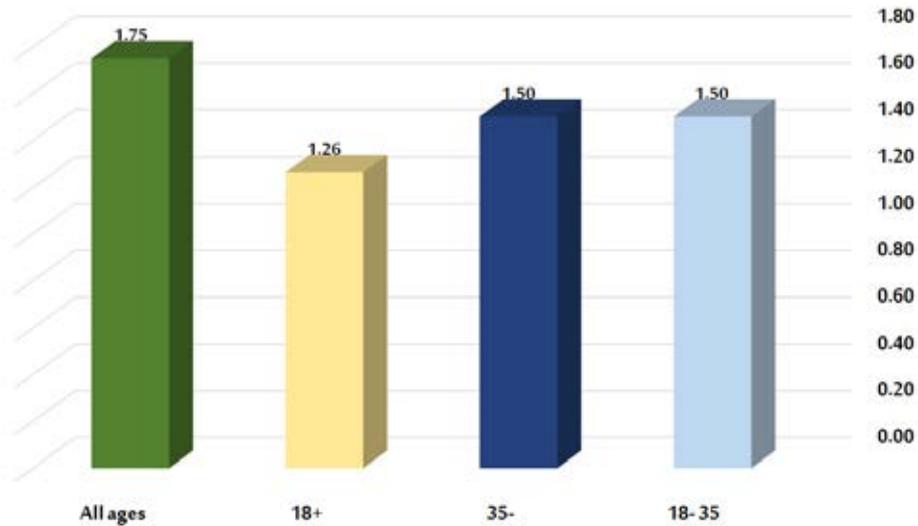
Average of general approach to media based on target age groups



Strategic approach to media work based on target age groups:

	Has a strategic plan		Has an annual plan		Has allocated budget for media		Average of media organizing
18- 35	2	50%	2	50%	2	50%	1.50
35+	1	100%	0	0%	1	100%	2.00
35-	3	50%	3	50%	3	50%	1.50
18+	18	53%	14	41%	11	33%	1.26
All Ages	38	68%	34	61%	26	47%	1.75

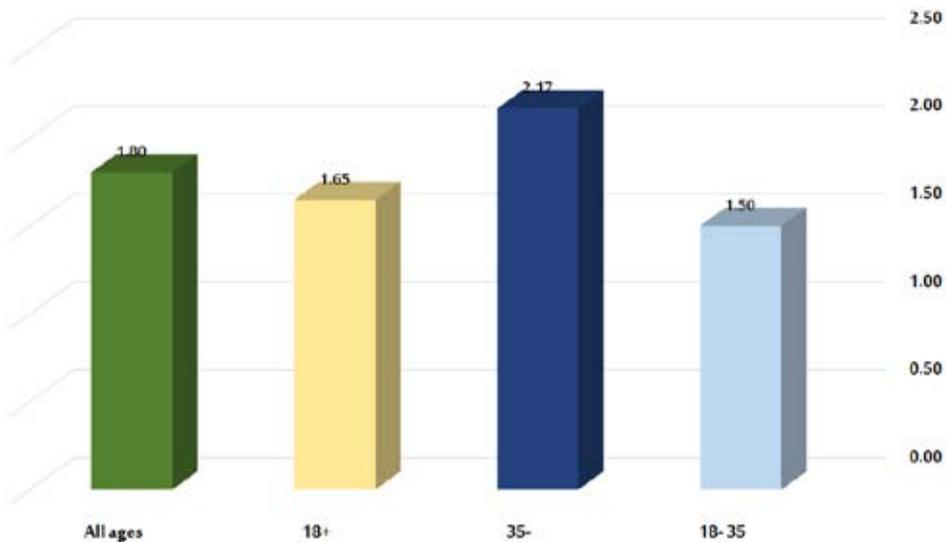
Average of strategic approach to media work based on target age groups



Dealing with and investment in social media based on target age groups:

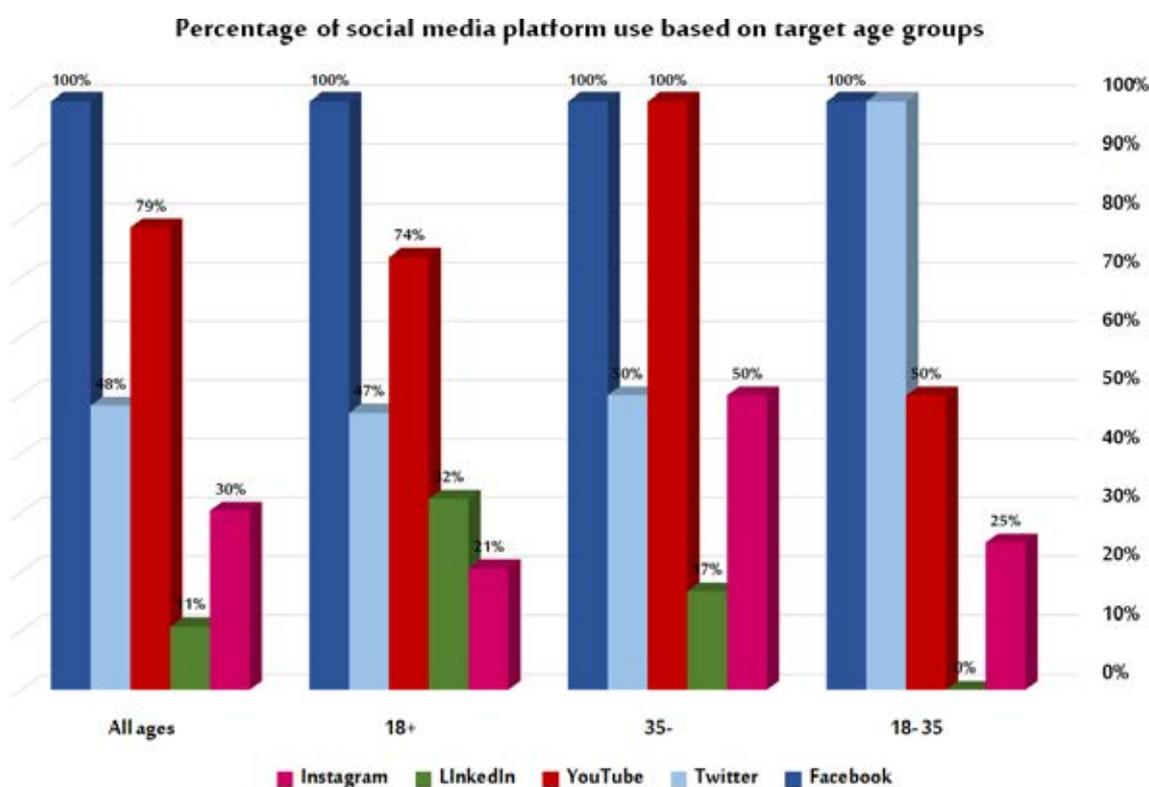
	Self-financed		Digital campaign		The campaign is part of a plan		Average of dealing with and investing in social media
	Count	Percentage	Count	Percentage	Count	Percentage	
18- 35	2	50%	2	50%	2	50%	1.50
35+	1	100%	0	0%	1	100%	2.00
35-	4	67%	5	83%	4	67%	2.17
18+	24	71%	16	47%	16	50%	1.65
All Ages	41	73%	33	59%	27	50%	1.80

Average of dealing with and investing in social media platforms based on target age groups



As for an overview of the use of social media platforms based on the organizations' target age groups, the results were as follows:

Facebook		Twitter		YouTube		LinkedIn		Instagram		
100%	4	100%	4	50%	2	0%	0	25%	1	West Bank
100%	1	100%	1	100%	1	0%	0	0%	0	Gaza
100%	6	50%	3	100%	4	17%	1	50%	3	1948 Territories
100%	34	47%	16	74%	25	32%	11	21%	7	Jerusalem
100%	56	48%	27	79%	44	11%	6	30%	17	Multiple Locations



Second set of conclusions and projections:

To draw accurate results, it is crucial to take into consideration the difference between the sample sizes of the various age groups that the organizations address. The number of organizations that addressed all age groups amounted to 55% of the total sample. Thirty-four percent of the organizations surveyed targeted those above the age of 18 while organizations targeting people who are younger than 35 or aged between 18 to 35 years old were only six and four percent respectively.

The first set of results in this section were again analyzed in relation to the organizations that engage with media in general. Although there was a high engagement with media, few organizations had specific media roles. There was a higher number of organizations targeting those aged between 18 and 35, but as mentioned earlier, the figures generated around this cannot be fully compared with the other age categories, such as "all ages" and "18+", due to the stark difference in sample size.

Turning to the strategic approach to media work, we see the percentage differences narrowing. If we look closely, we can see that the highest percentages never exceed 50%. This can be attributed to the absence of an organizational vision regarding the role of media.

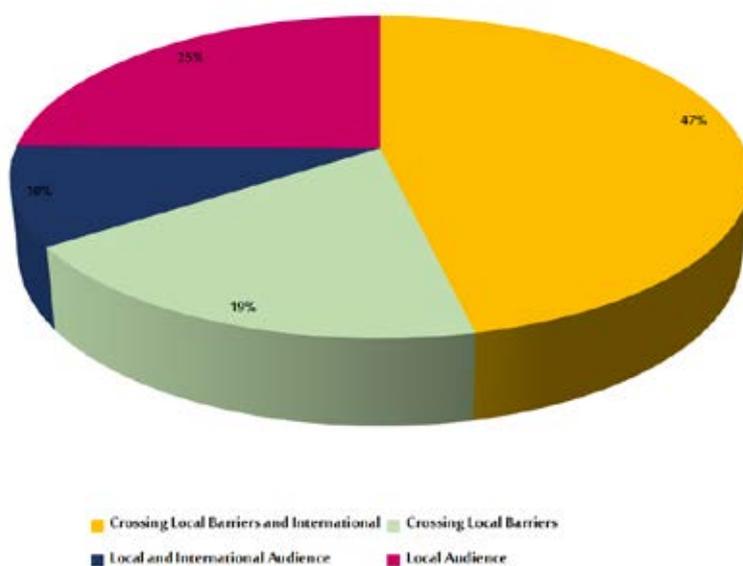
In terms of having a strategic plan, there is a percentage increase in the “self-financed” column. We see a clear rise in percentages which indicates that, to some extent, organizations are trying to explore new techniques. At the same time, there does not seem to be a sound understanding of the importance of digital campaigns. This may be due to the fact that organizations are facing some difficulties in investing in them and are therefore not including such activities in their approved media work plans.

As for social media platforms, it is natural that there is no difference in terms of Facebook usage, which almost always generates the highest percentage. There are larger differences between the YouTube and Twitter usage levels, as well as between LinkedIn and Instagram. There is a perception that organizations are not aware of the potential of LinkedIn, which would assist in developing their work and connecting them with other organizations abroad.

Impact of target audience location on media performance

We expected to see a difference here between the communication tools used by the organizations. The assumption was that organizations that face physical obstacles imposed by the Israeli occupation would apply higher levels of digital activity in order to reach their audience. Organizations that are concerned with reaching international audiences were expected to be more active within the digital sphere as well. For this factor, 101 organizations took part. Two organizations abstained from answering questions related to the characteristics of their target audience. Forty-seven organizations confirmed that their media discourse and digital activity were directed at a broad target audience. They tried to address locals with the aim of reaching across the physical barriers imposed by the occupation as well as communicating with an international audience. Nineteen organizations pointed out that it is important to address local Palestinian audiences in different geographical areas. Ten organizations stated that they only speak to people located in the immediate areas that they operate in and internationally, while 25 organizations targeted a local audience in their immediate vicinity, without the intention of crossing barriers.

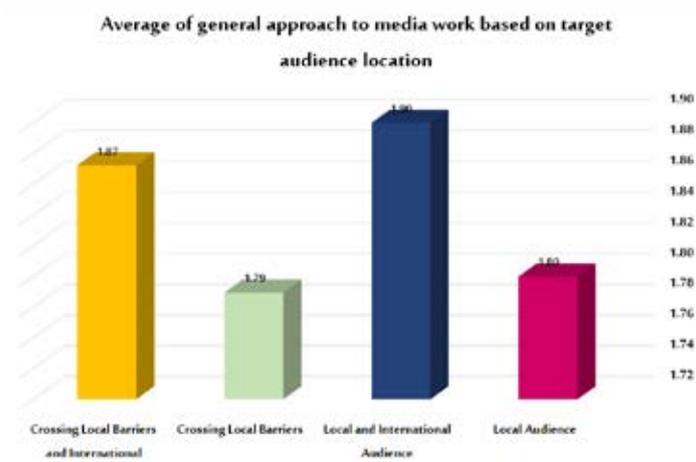
Organizations classified by geographical location of target audience



Important note: The percentages in the following table indicate the “yes” responses to the question and do not represent the percentage of the total number of organizations who responded to the question.

General approach to media work based on target audience location:

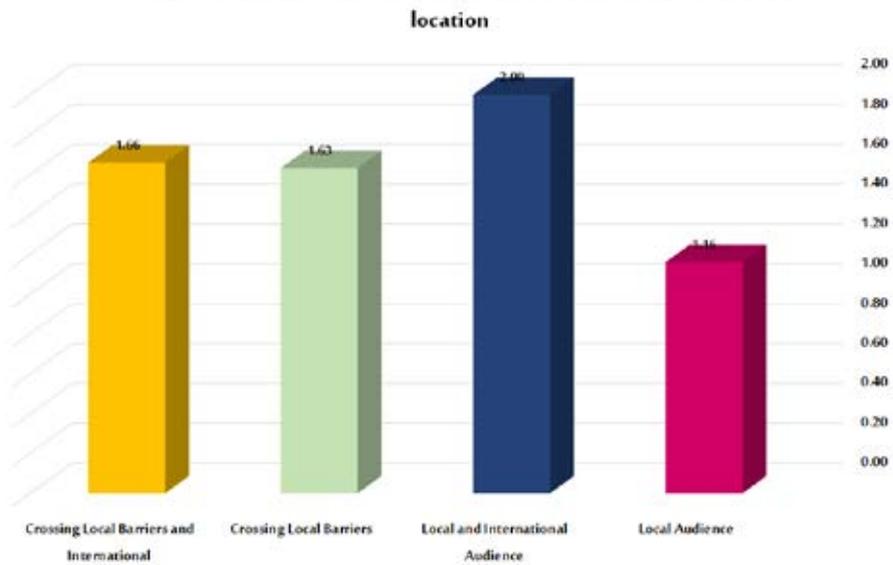
	The organization cares about dealing with media		The organization has a hired media coordinator		The organization has a media department		Average of general approach to media work
	Count	Percentage	Count	Percentage	Count	Percentage	
Local Audience	24	100%	12	48%	8	32%	1.80
Local and International Audience	10	100%	7	70%	2	20%	1.90
Crossing Local Barriers	17	94%	11	58%	9	47%	1.79
Crossing Local Barriers and International	47	100%	28	62%	14	30%	1.87



Strategic approach to media work based on target audience location:

	Organization has a strategic plan		Have an annual plan		Has allocated budget for media		Average of strategic approach to media work
	Count	Percentage	Count	Percentage	Count	Percentage	
Local Audience	13	52%	10	40%	6	25%	1.16
Local and International Audience	8	80%	7	70%	5	50%	2.00
Crossing Local Barriers	12	63%	10	53%	9	50%	1.63
Crossing Local Barriers and International	29	62%	26	55%	23	49%	1.66

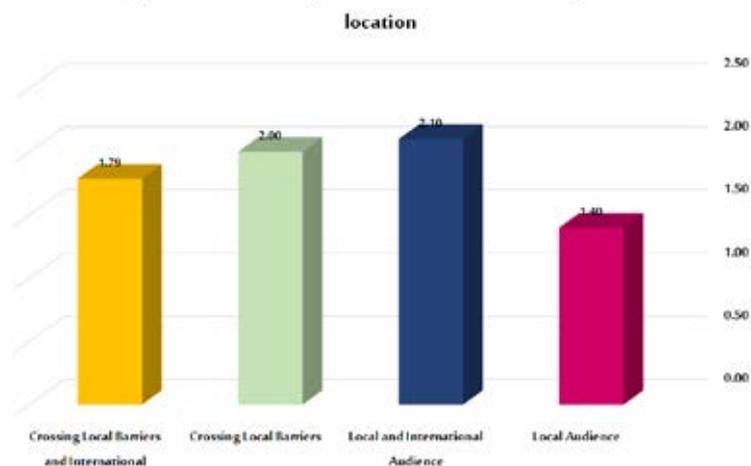
Average of strategic approach to media work based on target audience



Dealing with and investing in social media based on target audience location:

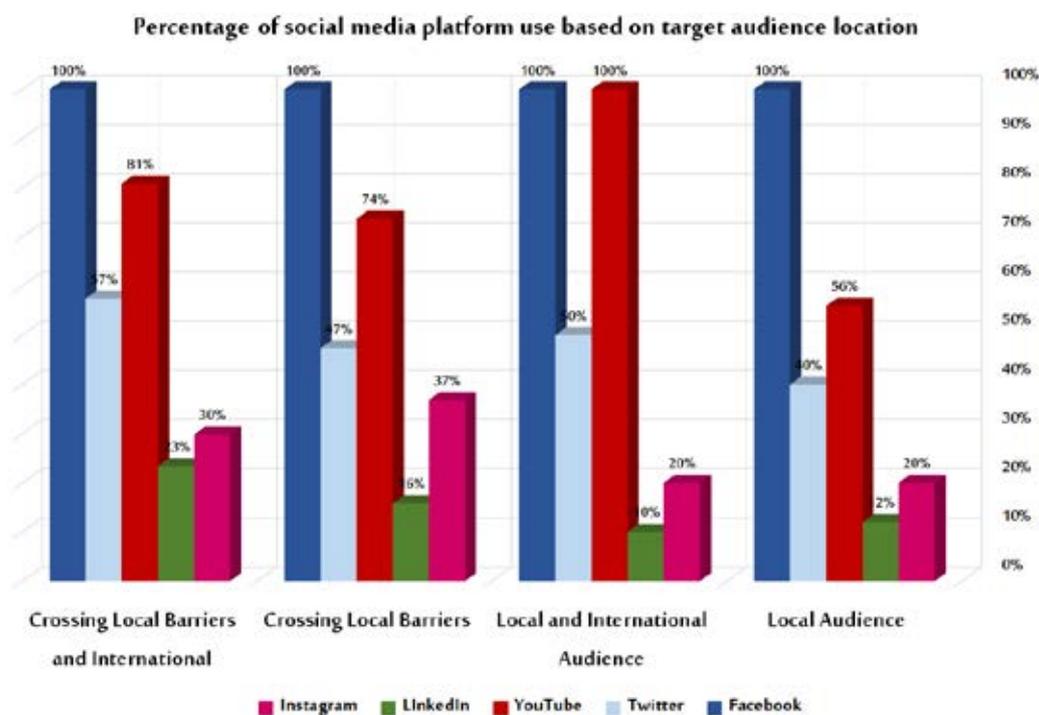
	Self-financed		Digital campaign		The campaign is part of a plan		Average of dealing with and investing in social media
Local Audience	15	60%	13	52%	7	29%	1.40
Local and International Audience	7	70%	7	70%	7	70%	2.10
Crossing Local Barriers	13	68%	11	58%	14	78%	2.00
Crossing Local Barriers and International	37	79%	25	53%	22	49%	1.79

Dealing with and investing in social media based on target audience



The use of social media platforms based on target audience location:

	Instagram		LinkedIn		YouTube		Twitter		Facebook	
Local Audience	5	20%	3	12%	14	56%	10	40%	25	100%
Local and International Audience	2	20%	1	10%	10	100%	5	50%	10	100%
Crossing Local Barriers	7	37%	3	16%	14	74%	9	47%	19	100%
Crossing Local Barriers and International	14	30%	11	23%	38	81%	27	57%	47	100%



Third set of conclusions and projections:

In terms of a general approach to media work, the trends tend to repeat themselves one way or another. Most of the organizations affirmed their interest in media work and there were no large gaps in terms of a willingness to dedicate specific positions to media. One of the factors that caught our attention is that 70% of the organizations addressing their audience locally and internationally have a media coordinator. This means that at least seven out of the 10 organizations in this category have hired a minimum of one employee specializing in media.

As for the use of social media at an organizational level, there is a high correlation in the percentage results based on target audience locations. Perhaps it has to do with the fact that the geographical location of the target audience does not affect the quality of its digital work. In other words, organizations generally do not realize exactly what specific characteristics their target audience has in common. As a result, they tend to adopt the same digital policies in every location. Nevertheless, it is also important to take into consideration the difference in strategic and practical planning between organisations targeting local and international audiences.

We also found close correlations in terms of dealing with and investing in social media and digital activities in particular. We found that the rate of activity of organizations addressing only local audiences was low when compared with organizations addressing local audiences and/or those in other locations, leading us to a limited conclusion about the trust organizations have in social media. It is possible that these organizations prefer direct dealings and are skeptical of digital activity but nevertheless use it when faced with geographical barriers.

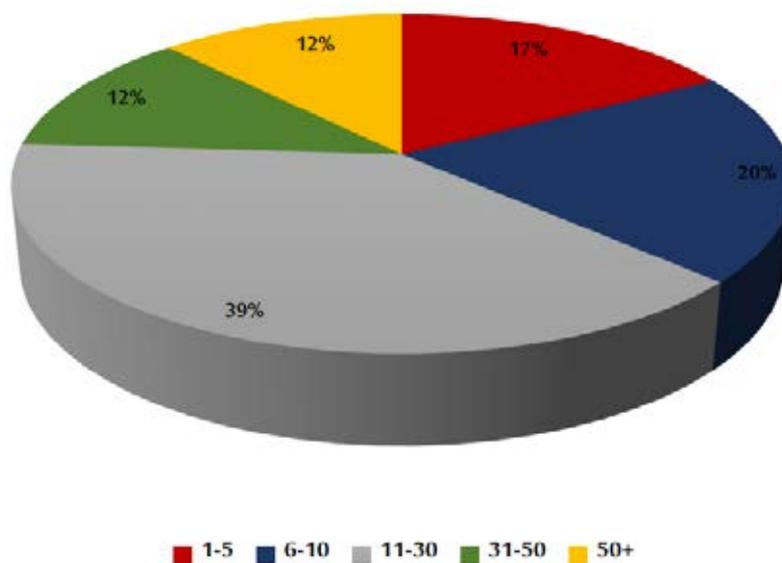
As for social media platforms, organizations that address international audiences tended to use a YouTube account more than others, whereas all organizations that address both local and international audiences had a YouTube channel. Eighty-one percent of the organizations that address Palestinian audiences as a whole and international audiences had a YouTube channel.

One of the questions that emerged was the relationship between organizations that address local and international audiences through LinkedIn. Usage of LinkedIn was low in this group. This indicated that organizations that participated in the questionnaire were not familiar with all the available social media platforms, making it possible to conclude that organizations only conduct digital work via familiar and popular networks. Therefore, if the analysis is correct, these organizations take a traditional approach to social media and do not take the lead in directing, organizing or producing new knowledge related to social media platforms and digital activity.

Impact of organization size on media performance

Our definition of the size of an organization was set according to the number of employees. We assumed that the bigger the organization, the more resources it would allocate in terms of dedicated media positions, something which can ultimately affect media performance. We divided organizations into five categories: 17 organizations that consisted of one to five employees; 20 organizations that consisted of six to 10 employees; 39 organizations that consisted of 11 to 30 employees; 12 organizations that consisted of 31 to 51 employees; and 12 larger scale organizations that had over 50 employees.

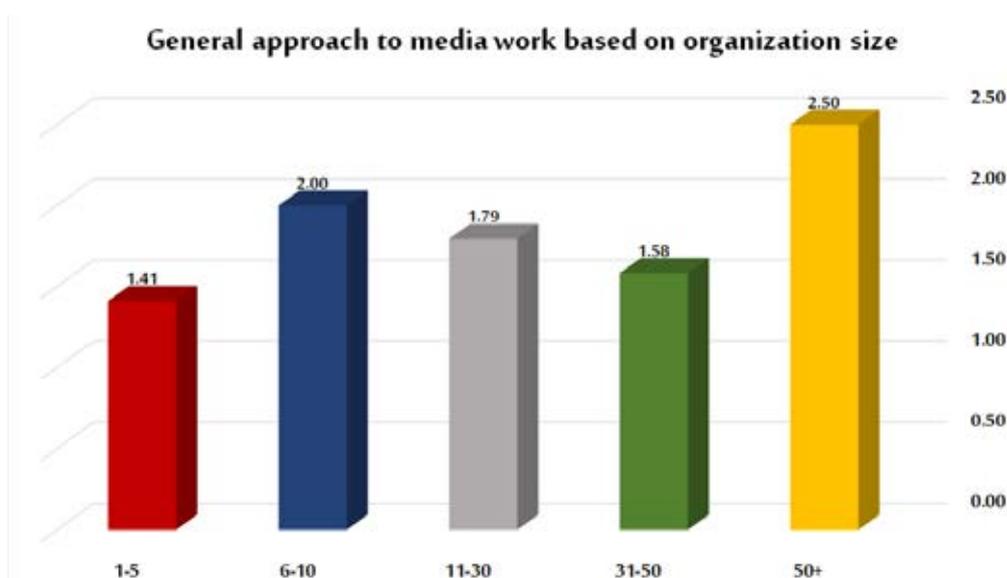
Percentage of organizations surveyed by number of employees



Important note: The percentages in the following table indicate the “yes” responses to the question and do not represent the percentage of the total number of organizations who responded to the question.

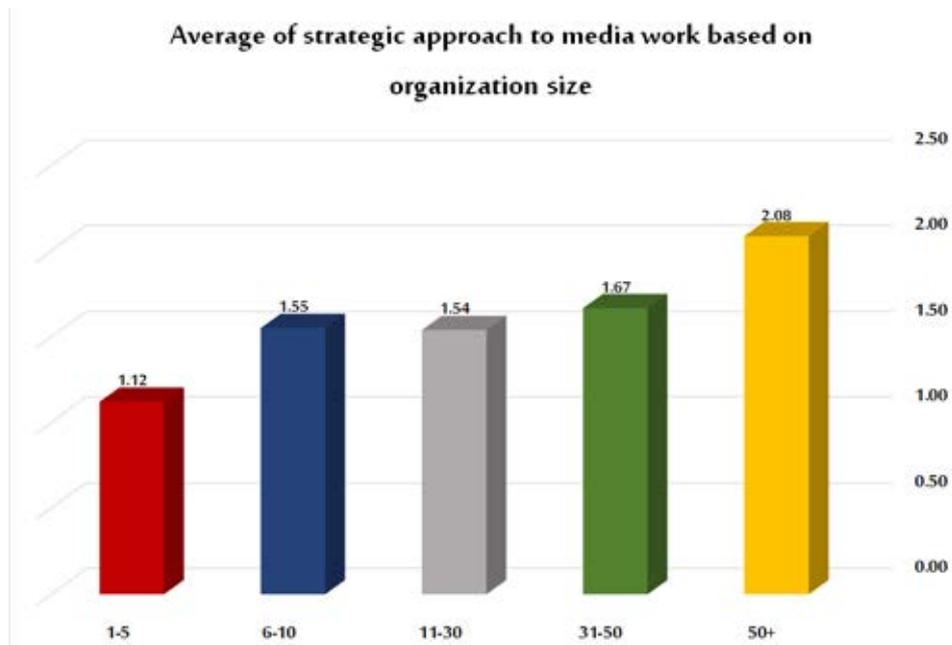
General approach to media work based on organization size:

	The organization cares about dealing with media		Organization has a media coordinator		Organization has a media department		Average of general approach to media work
	Count	Percentage	Count	Percentage	Count	Percentage	
50+	12	100%	11	92%	7	58%	2.50
31-50	12	100%	7	58%	2	17%	1.58
11-30	37	97%	23	61%	12	31%	1.79
6-10	19	100%	12	63%	9	45%	2.00
1-5	17	100%	5	29%	2	12%	1.41



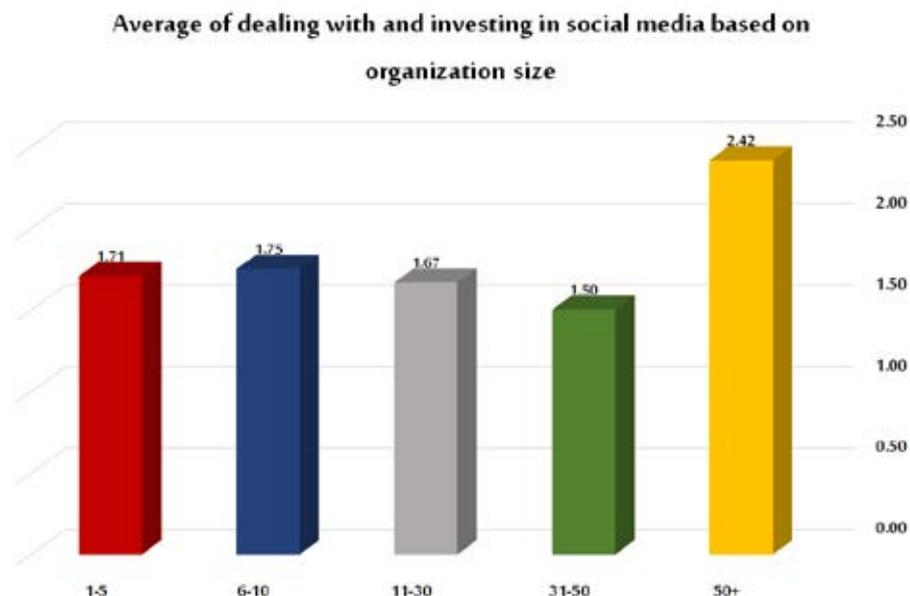
Strategic approach to media work based on organization size:

	Has a strategic plan		Has an annual plan		Has allocated budget for media		Average of strategic approach to media work
	Count	Percentage	Count	Percentage	Count	Percentage	
50+	10	83%	8	67%	7	58%	2.08
31-50	9	75%	5	42%	6	50%	1.67
11-30	23	59%	22	56%	15	41%	1.54
6-10	11	55%	11	55%	9	45%	1.55
1-5	8	47%	6	35%	5	29%	1.12



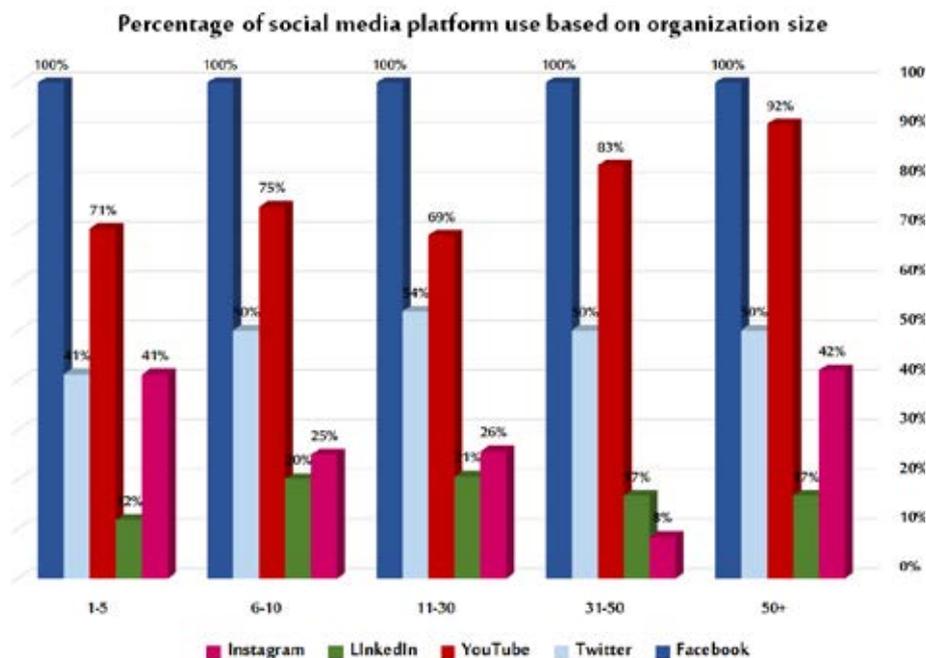
Dealing with and investing in social media based on organization size:

	Self-financed		Digital campaign		Campaign is part of a plan		Average of dealing with and investing in social media
	Count	Percentage	Count	Percentage	Count	Percentage	
50+	10	83%	10	83%	9	75%	2.42
31-50	8	67%	6	50%	4	36%	1.50
11-30	26	67%	21	54%	18	50%	1.67
6-10	13	65%	11	55%	11	55%	1.75
1-5	13	76%	8	47%	8	47%	1.71



Use of social media platforms based on organization size:

	Instagram		LinkedIn		YouTube		Twitter		Facebook	
50+	5	42%	2	17%	11	92%	6	50%	12	100%
31-50	1	8%	2	17%	10	83%	6	50%	12	100%
11-30	10	26%	8	21%	27	69%	21	54%	39	100%
6-10	5	25%	4	20%	15	75%	10	50%	20	100%
1-5	7	41%	2	12%	12	71%	7	41%	17	100%



Fourth set of conclusions and projections:

In terms of the general approach to media, the results were in line with our hypothesis - that bigger organizations have a higher rate of engaging with media. Fifty-eight percent have a functioning media department. However, this assumption was proven incorrect for the remaining categories. The difference was most apparent between organizations that hire six to 10 employees and 31 to 50 employees with the former having more media positions.

The larger organizations showed a higher average in terms of strategic approaches to social media work. There was not such a big difference between smaller organizations with 11 to 30 and six to 10 employees.

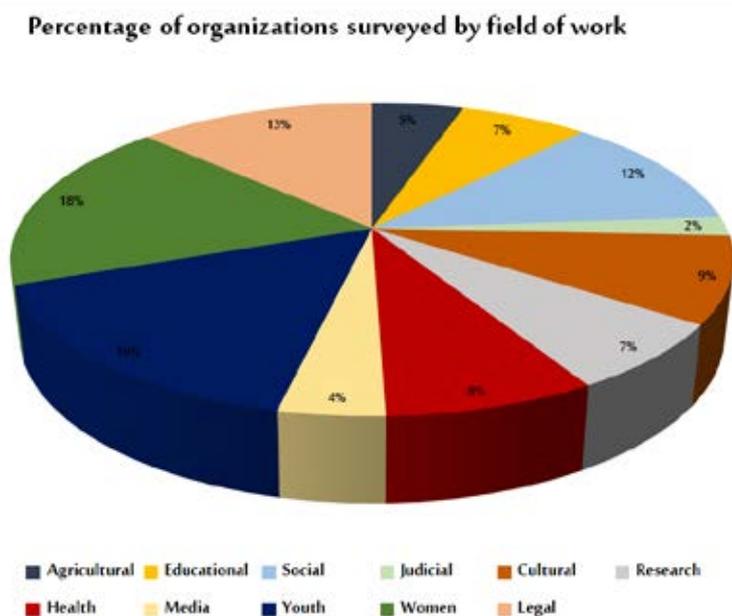
Another interesting result was that 76% of the small organizations employing one to five employees attempted to self-finance their posts. This is a possible indication that these small organizations see the potential in using social media platforms and view them as a tool requiring less effort while generating more outreach. Therefore it was evident that there was an increase in this factor among these organizations compared to the other factors.

In terms of digital activities associated with specific social media platforms, it was difficult to analyze Instagram usage due to the close range in percentages between big organizations and smaller ones. Both small organizations (41%) and big organizations (42%) said that they use Instagram, while only eight percent of organizations with 31 to 50 and 11 to 30 employees said that they use Instagram.

In the rest of the data, we saw a convergence in the use of social media platforms in each category, with LinkedIn being used the least.

Impact of the organization’s field of work on media performance

The organizations covered a diverse field of work and the number of organizations in each field varied.



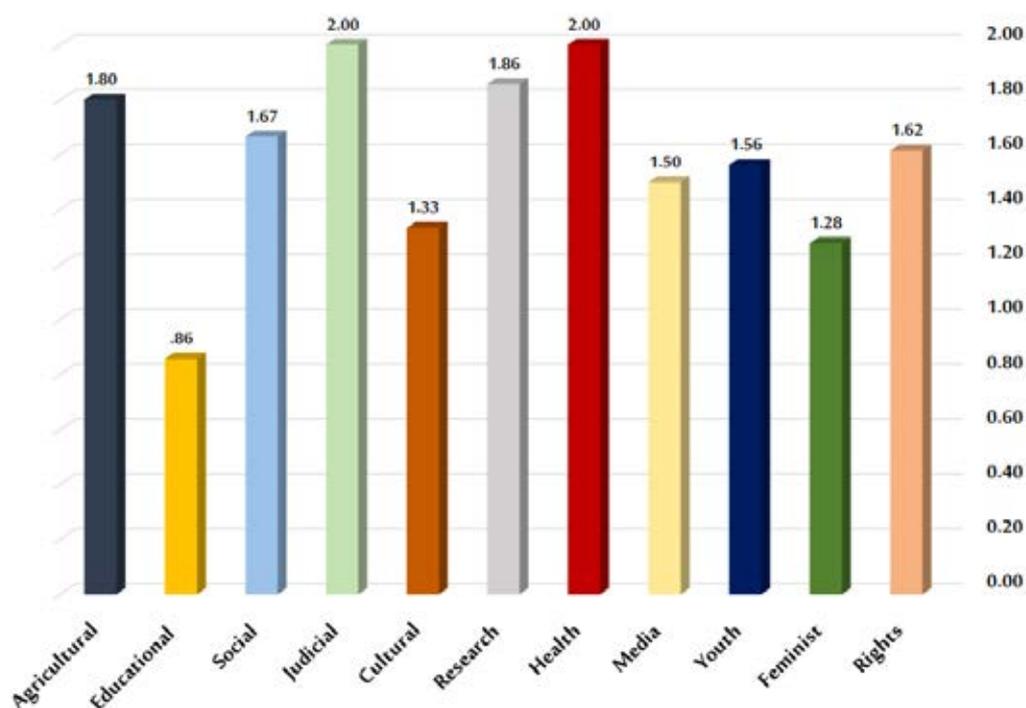
Field of Work	Number of Organizations
Agricultural	5
Educational	7
Social	12
Judicial and Advocacy	2
Cultural	9
Research	7
Health	8
Media	4
Youth	16
Feminist	18
Human Rights	13

Important note: The percentages in the following table indicate the “yes” responses to the question and do not represent the percentage of the total number of organizations who responded to the question.

General approach to media work based on organization's field of work:

	The organization cares about dealing with media		The organization has a hired media coordinator		The organization has a media department		Average of general approach to media work
Human Rights	13	100%	12	92%	5	38%	2.23
Feminist	16	100%	6	35%	4	22%	1.33
Youth	15	94%	7	47%	5	31%	1.69
Media	4	100%	3	75%	2	50%	2.25
Health	8	100%	6	75%	4	50%	2.25
Research	7	100%	5	71%	0	0%	1.71
Cultural	9	100%	4	44%	1	11%	1.56
Judicial and Advocacy	2	100%	2	100%	2	100%	3.00
Social	12	100%	10	83%	7	58%	2.33
Educational	7	100%	1	14%	1	14%	1.29
Agricultural	5	100%	3	60%	2	40%	2.00

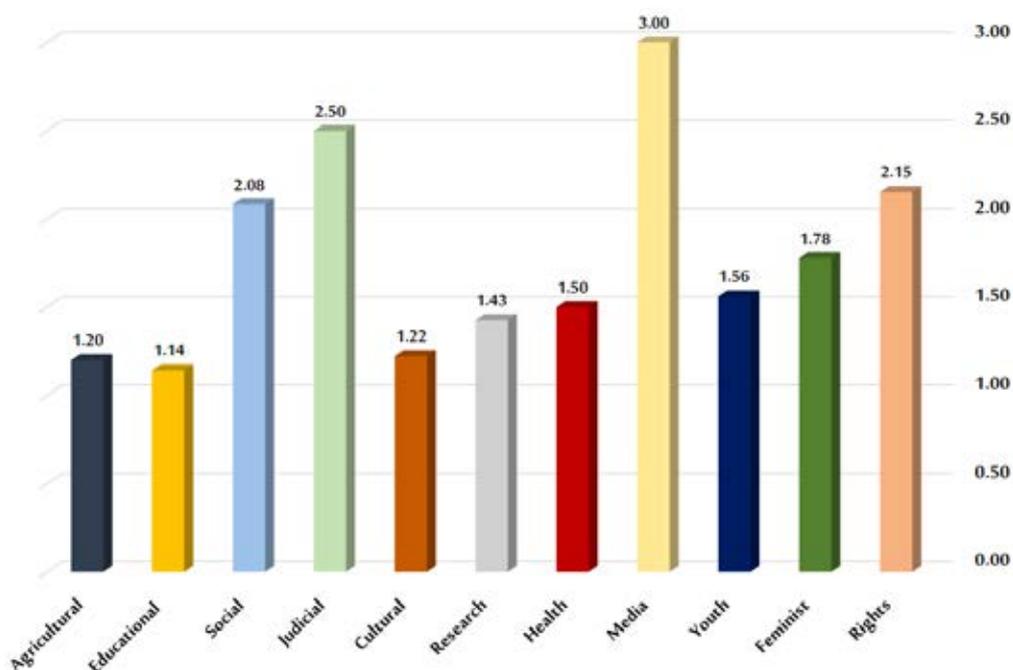
Average of strategic approach to media work based on organization's field of work



Strategic approach to media work based on organization's field of work:

	Has a strategic plan		Has an annual plan		Allocated budget for media		Average of strategic approach to media work
	Count	Percentage	Count	Percentage	Count	Percentage	
Human Rights	9	69%	6	46%	6	46%	1.62
Feminist	9	50%	8	44%	6	33%	1.28
Youth	10	63%	8	50%	7	44%	1.56
Media	2	50%	2	50%	2	50%	1.50
Health	7	88%	4	50%	5	63%	2.00
Research	6	86%	4	57%	3	43%	1.86
Cultural	4	44%	5	56%	3	33%	1.33
Judicial and Advocacy	2	100%	1	50%	1	50%	2.00
Social	6	50%	8	67%	6	55%	1.67
Educational	3	43%	2	29%	1	14%	.86
Agricultural	3	60%	4	80%	2	50%	1.80

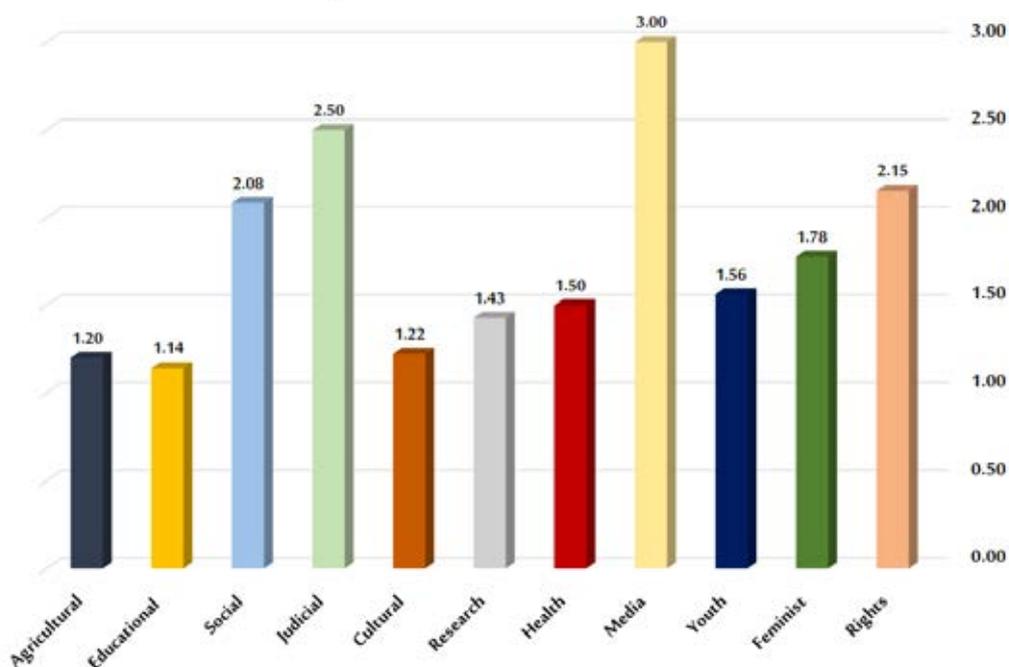
Average of dealing with and investing in social media based on organization's field of work



Dealing with and investing in social media based on organization's field of work:

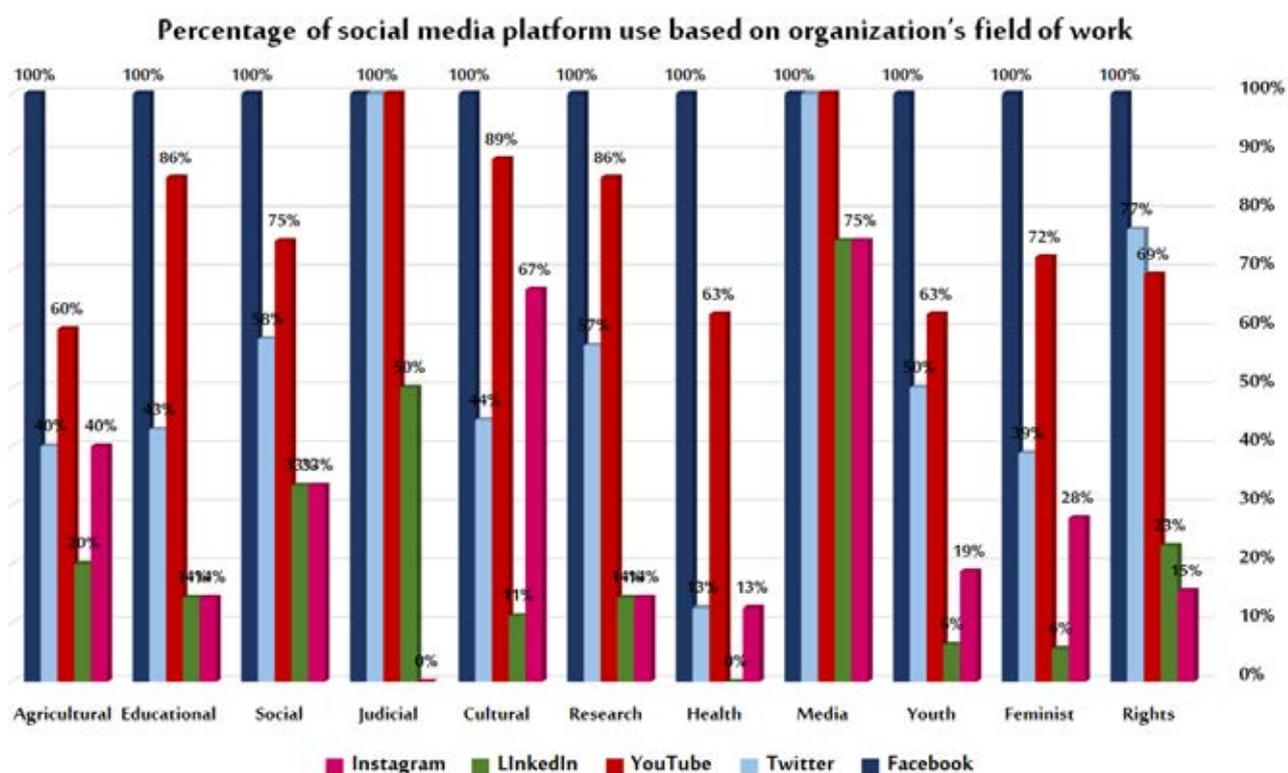
	Self-financed		Digital campaign		The campaign is part of a plan		Average of dealing with and investing in social media
Human Rights	10	77%	9	69%	9	69%	2.15
Feminist	12	67%	13	72%	7	41%	1.78
Youth	9	56%	7	44%	9	56%	1.56
Media	4	100%	4	100%	4	100%	3.00
Health	4	50%	4	50%	4	50%	1.50
Research	5	71%	3	43%	2	29%	1.43
Cultural	8	89%	1	11%	2	22%	1.22
Judicial and Advocacy	2	100%	2	100%	1	100%	2.50
Social	9	75%	8	67%	8	73%	2.08
Educational	4	57%	3	43%	1	17%	1.14
Agricultural	3	60%	1	20%	2	40%	1.20

Average of dealing with and investing in social media based on organization's field of work



Use of social media platforms based on organization's field of work:

	Instagram		LinkedIn		YouTube		Twitter		Facebook	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Human rights	2	15%	3	23%	9	69%	10	77%	13	100%
Feminist	5	28%	1	6%	13	72%	7	39%	18	100%
Youth	3	19%	1	6%	10	63%	8	50%	16	100%
Media	3	75%	3	75%	4	100%	4	100%	4	100%
Health	1	13%	0	0%	5	63%	1	13%	8	100%
Research	1	14%	1	14%	6	86%	4	57%	7	100%
Cultural	6	67%	1	11%	8	89%	4	44%	9	100%
Judicial and Advocacy	0	0%	1	50%	2	100%	2	100%	2	100%
Social	4	33%	4	33%	9	75%	7	58%	12	100%
Educational	1	14%	4	14%	6	86%	3	43%	7	100%
Agricultural	2	40%	1	20%	3	60%	2	40%	5	100%



● Fifth set of conclusions and projections:

In terms a general approach to media work, as discussed at the beginning of this chapter, a large majority of organizations affirmed their interest in engaging with and using media. As for hiring employees in media-related positions, there were some interesting results. Ninety-two percent of the human rights organizations had a media coordinator, 83% of social organizations also had a media coordinator and 58% of social organizations had a media department. The results for the judicial and advocacy organizations have been eliminated as the sample was limited with only two organizations in this category. .

In total, it was evident that social organizations were taking the lead in this area in terms of media performance, followed by health, research and human rights organizations.

In terms of a strategic approach to media work, the health sector organizations were the most organized. Eighty-eight percent said they had a strategic plan, while 50% had an annual work plan and 63% believed in the importance of media work and therefore allocated an annual budget for media activities.

In total, the results between the different organizations were close. Educational organizations stood out as the group least concerned with media work and organizing media activities. Forty-three percent of the educational organizations surveyed had a media strategy, while 29% worked according to an annual plan and only 14% allocated a budget specifically for media.

It is evident that media organizations realize the importance of investing in social media platforms and digital activities. The same applied to human rights organizations. It is possible to conclude that human rights organizations capitalize on digital advocacy to highlight Israel's violations and policies on an international level. Yet, in general, the majority of organizations, regardless of their field of work, did not count on digital advocacy for their outreach nor did they believe in the impact that it could generate.

Media organizations were the most interested in using a diverse range of social media platforms to communicate with their target audience. Cultural organizations in particular tended to use Instagram more than other organizations. This could be because they tend to document their work visually. Only the human rights organizations used Twitter more than YouTube. Usage of LinkedIn was significantly low across the board when compared to other platforms.

Second Dependent Variable and Methods of Measurement Challenges and Training:

This section is of particular importance to 7amleh and represents the main motivation behind conducting this survey. Since 7amleh specializes in enhancing and developing social media usage, we have a strong interest in studying the main challenges facing organizations who work with social media platforms.

Two main challenges were addressed: content and technical issues. What do we mean by challenges regarding content? These are challenges that the organizations face in terms of addressing certain topics on social media. These include religious beliefs, the Israeli occupation and governing regimes and getting audiences to understand complex issues, for example with regards to human rights work.

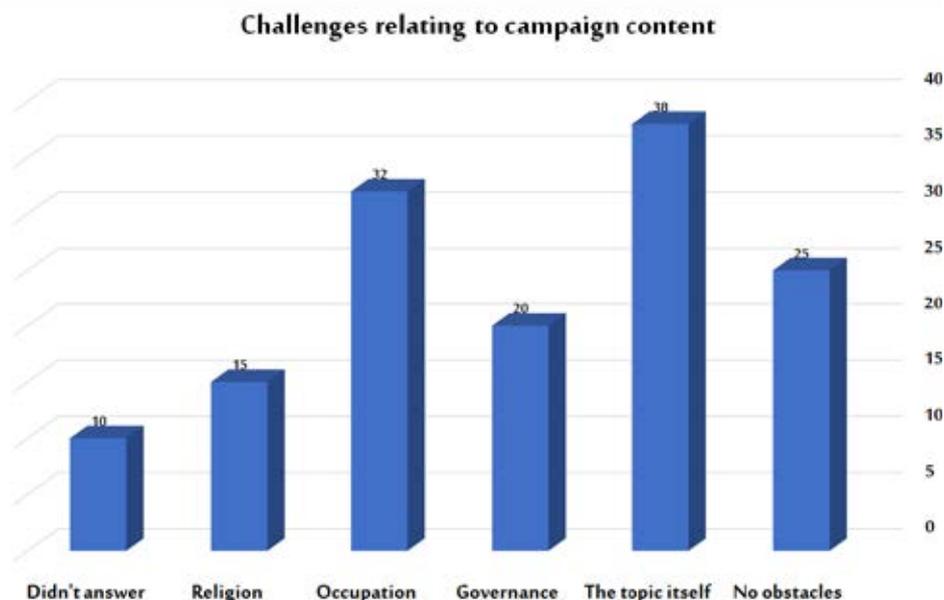
The technical aspect is derived from the factors that influence the production of the social media content such as the tools needed, professional media experts, budgets and the accessibility of the target audience.

We have examined these challenges in relation to two points of consideration in terms of digital activity.
First point of consideration: Building and planning digital awareness-raising campaigns.
Second point of consideration: Management of social media content and the organization's social media accounts.

Upon a review of the general results, various challenges have been identified:

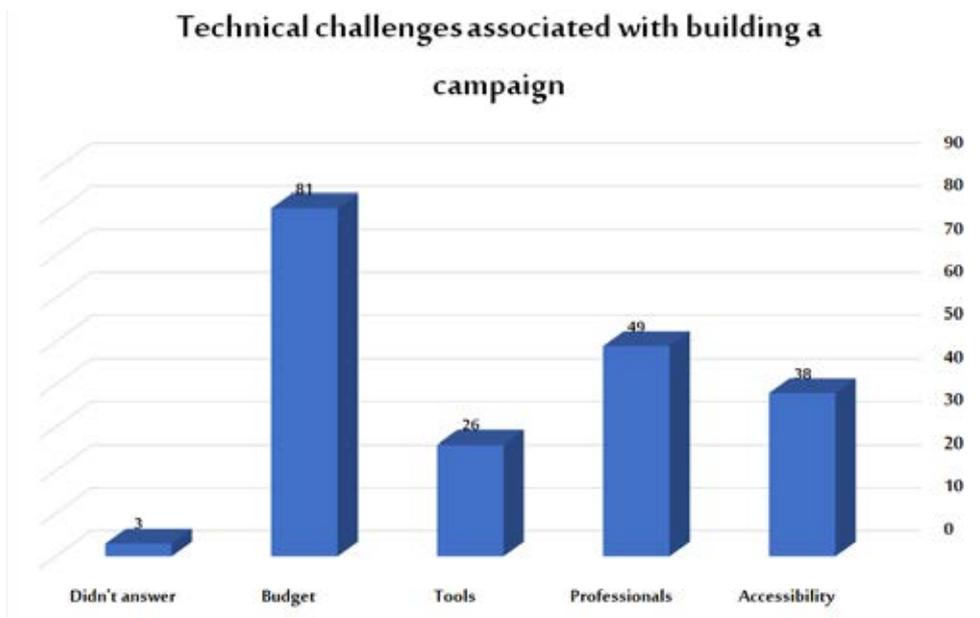
Challenges in selecting and building campaign content:

As we can see, the data indicates that the biggest challenge faced was the topic itself. In other words, how to simplify and present the topics that the organization was aiming to communicate through digital campaigns and how to attract the audience's attention to these topics. It should be noted that although we expected to find that the Israeli occupation presented an obstacle and a fundamental challenge to the organizations, some actually saw it as a motivation rather than a challenge. This stemmed from the fact that a large part of their work is connected directly to the occupation's existence and therefore the limitations and violations it creates. In addition to what we have outlined above, some respondents emphasized the importance of the concept of a 'dominant culture' that forms the overall views of society. Religion forms a large part of the Palestinian dominant culture. One of the participating organizations noted that "media outlets do not pay attention to culture and art", "certain regions" or the "timing". One of the organizations working with children noted that "not getting approval from children's parents to share their photos was an obstacle to their campaigns".



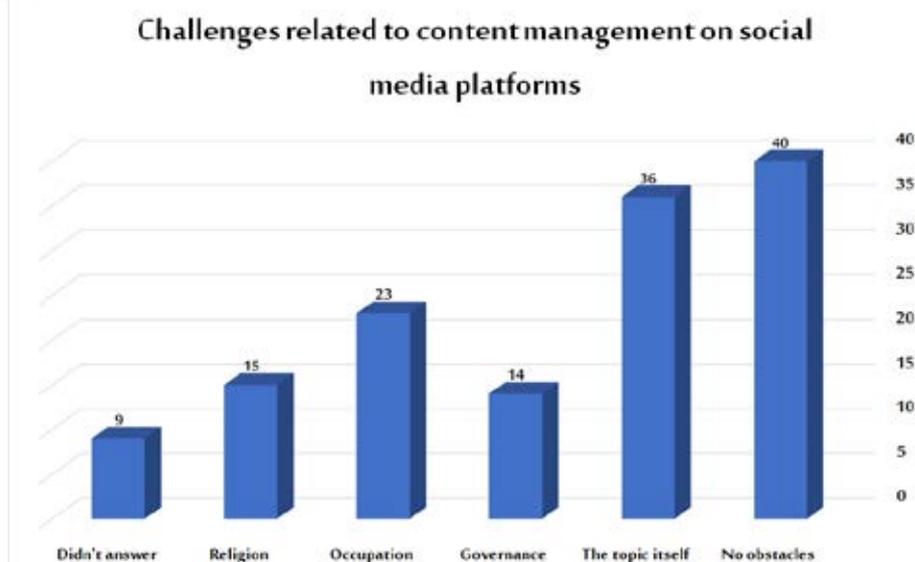
● Technical challenges faced when building a digital awareness-raising campaign.

From this diagram, we can ascertain the challenges that organizations face when building and planning social media campaigns. One common obstacle cited by the organizations was that of finances. Eighty-one organizations stated that budgets were a primary obstacle when planning campaigns. This was also reflected in the low averages seen in the media performance section regards to questions relating to finance. Forty-nine of the organizations reported that a lack of media expertise among employees was a key obstacle. Thirty-eight organizations reported limited access to the campaign's target audience. Twenty-six organizations experienced difficulties in developing high quality digital tools required for campaigns. Others spoke about challenges in terms of "measuring a campaign's impact" or "the difficulty of verifying the success of public outreach", illustrating that organizations struggled to measure the impact of their campaigns on public opinion.



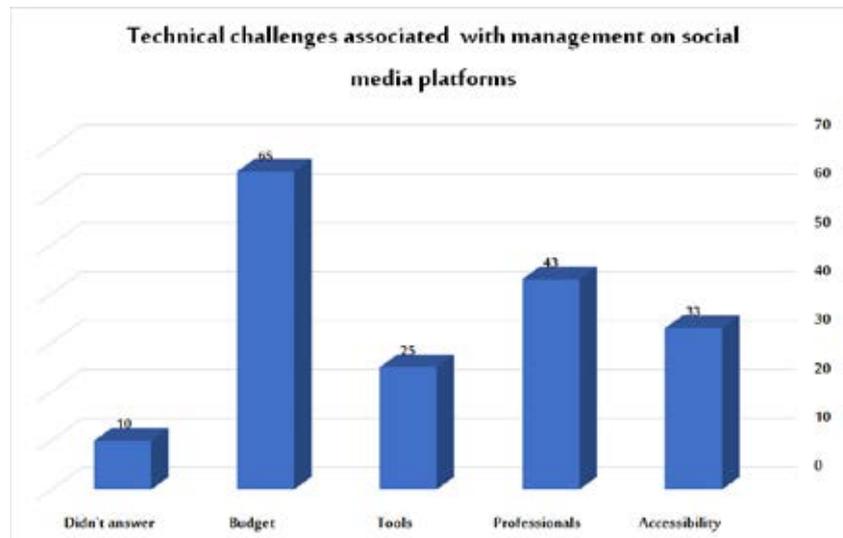
● Challenges related to content management on social media platforms

This section will focus on comparing the challenges faced while building a campaign and managing social media platforms. Those organizations that face challenges in managing their social media content were fewer than those who said they faced challenges when building campaigns. While 40 organizations did not feel that they faced any challenges in managing social media content, 25 organizations also said that they did not face obstacles when building campaigns. This may explain why organizations tend to use social media, since they recognize that digital activity paves the way for higher success rates in public outreach and is faster and more efficient than other techniques. Thirty-six organizations stated that addressing their area of work through digital activities was a challenge for them. Israeli control over social media pages was highlighted as an issue by twenty-three organizations. Religion was seen as an equal challenge in relation to managing social media platforms and building digital campaigns.



● Technical challenges when managing social media pages:

Content was not the only area identified as a challenge. We see that technical challenges in managing social media accounts and digital activities slightly decrease in comparison with technical challenges related to building campaigns. Sixty-five organizations identified budgets as a main obstacle when managing social media platforms, whereas Budgets were identified as a challenge by 80 organizations in relation to building campaigns. The differences between other challenges studied were smaller. In addition, two organizations that participated in the survey stated that “not having staff to manage social media accounts” was one of the main challenges they faced. This was also related to challenges around budgets. Some organizations indicated that a lack of tools and professionals was a direct result of having little to no budget.



Training:

Following this research, we explored what kind of training could contribute to developing the organizations' knowledge on both the technical and content-related aspects. There was a clear interaction in this section from the organizations surveyed, be it with the training suggestions from 7amleh or by suggestions from the organizations themselves who identified areas of training based to their visions and needs.

● A survey of what kind of training the organizations required indicated the following:

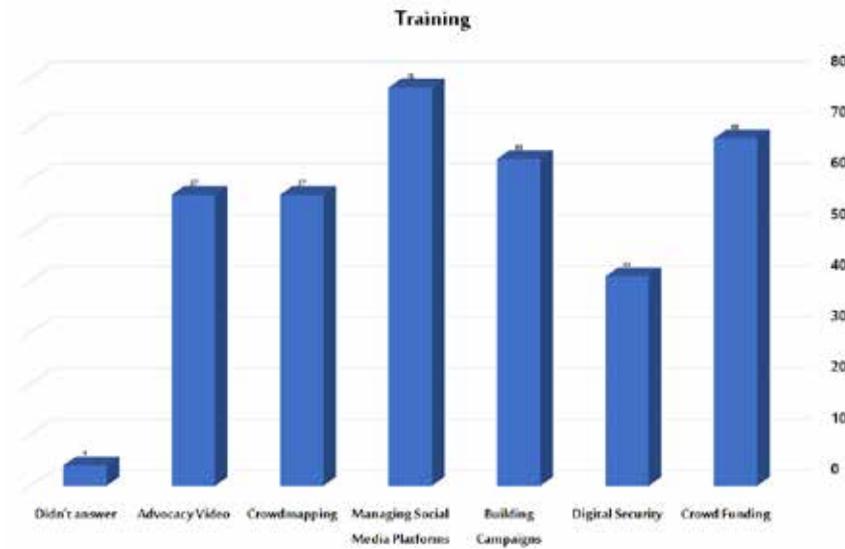
The results clearly illustrated that organizations expressed a need for developing skills in managing various social media platforms. Three organizations expressed a need for “advanced training in managing social media platforms and LinkedIn”. One of the organizations suggested having “workshops that aim to present the concept behind each social media platform”. One organization expressed skepticism towards the need for social media platforms and questioned the understanding of social media as an outreach tool. This links to our earlier conclusion relating to the fact that financial challenges limit the organizations' media performance. One can understand why 68 organizations said that they were interested in having crowdfunding training, although some organizations questioned how receptive society would be to crowdfunding campaigns. Sixty-four organizations expressed an interest in training on how to build digital campaigns and 57 organizations expressed a need for training in using video production for digital advocacy and on crowdmapping. Forty-one organizations requested digital security training.

Organizations responded enthusiastically to the different suggestions for training and selected more than one training that they would be interested in. They also gave their own suggestions, highlighting the significance of social media for the organizations and how they value the need for training.

For example, in terms of content, some organizations expressed a need for training related to developing writing skills, such as how to write alternative media content and campaign content. Some organizations expressed a need for technical training like filming and editing, electronic marketing, Photoshop and training on how to employ mobile apps and modern technology to enhance media work. They also stated a need for multimedia training to generate infographics.

Other organizations pointed out a need for training dedicated to people with special needs.

Some organizations highlighted a need for a specialized body that could provide media work at reasonable prices due to their inability to provide a specific position or a media coordinator to carry out such work.

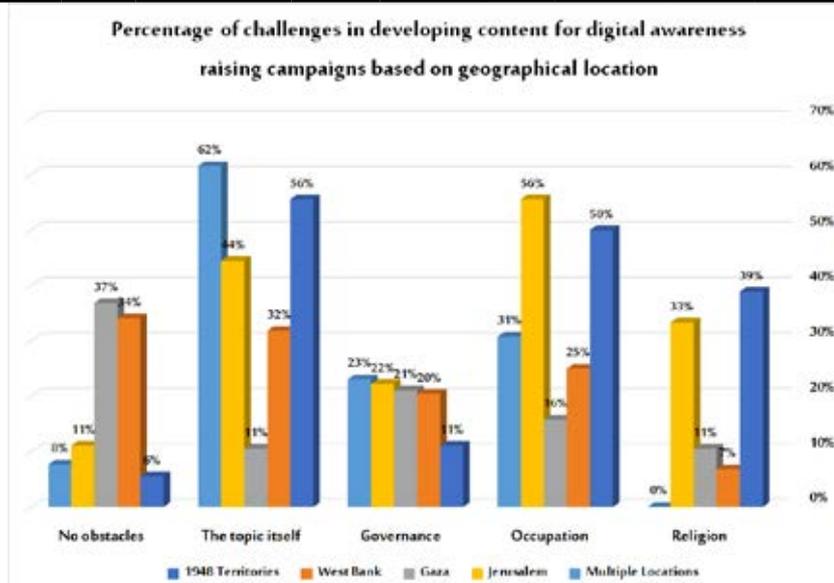


Impact of organization's geographical location on challenges faced and training design

Important note: The percentages in the following table indicate the “yes” responses to the question and do not represent the percentage of the total number of organizations who responded to the question.

Challenges in developing content for digital awareness-raising campaigns based on geographical location:

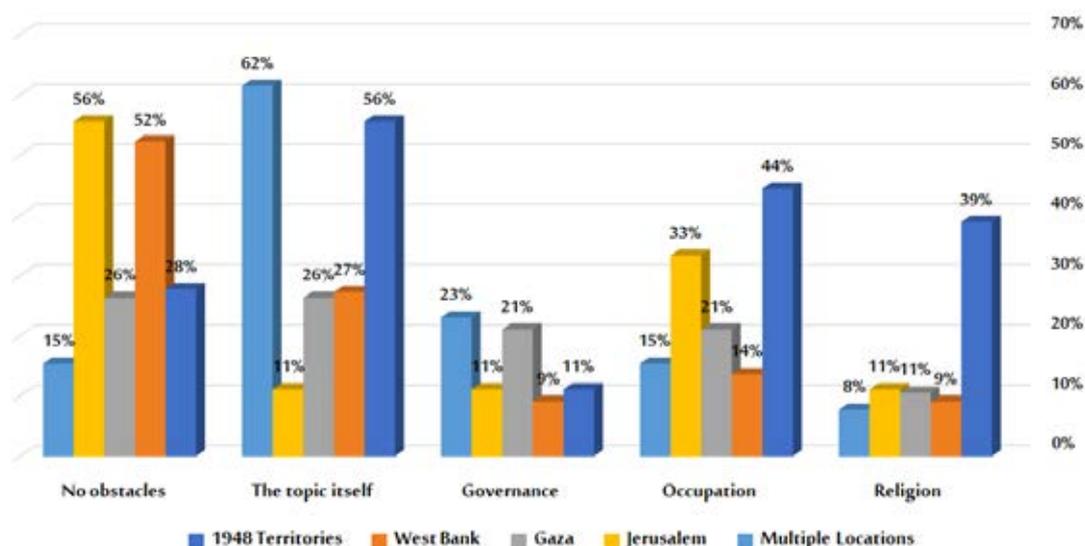
	Religion		Occupation		Governance		The topic itself		No obstacles	
1948 Territories	7	39%	9	50%	2	11%	10	56%	1	6%
West Bank	3	7%	11	25%	9	20%	14	32%	15	34%
Gaza	2	11%	3	16%	4	21%	2	11%	7	37%
Jerusalem	3	33%	5	56%	2	22%	4	44%	1	11%
Multiple Locations	0	0%	4	31%	3	23%	8	62%	1	8%



Challenges in developing and managing content on social media platforms based on geographical location:

	Religion		Occupation		Governance		The topic itself		No obstacles	
1948 Territories	7	39%	8	44%	2	11%	10	56%	5	28%
West Bank	4	9%	6	14%	4	9%	12	27%	23	52%
Gaza	2	11%	4	21%	4	21%	5	26%	5	26%
Jerusalem	1	11%	3	33%	1	11%	1	11%	5	56%
Multiple Locations	1	8%	2	15%	3	23%	8	62%	2	15%

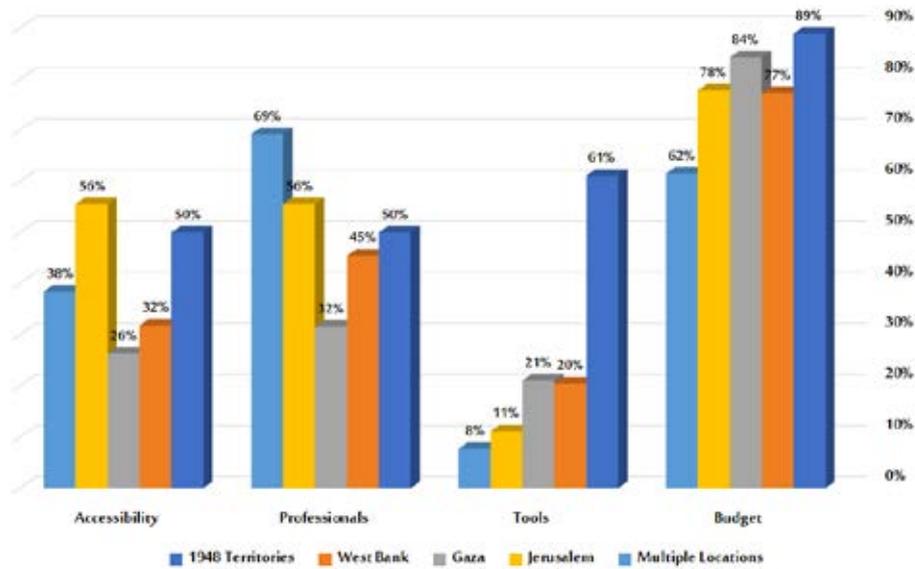
Percentage of challenges in developing and managing content on social media platforms based on geographical location



Technical challenges when building a digital awareness-raising campaign based on geographical location:

	Budget		Tools		Professionals		Accessibility	
1948 Territories	16	89%	11	61%	9	50%	9	50%
West Bank	34	77%	9	20%	20	45%	14	32%
Gaza	16	84%	4	21%	6	32%	5	26%
Jerusalem	7	78%	1	11%	5	56%	5	56%
Multiple Locations	8	62%	1	8%	9	69%	5	38%

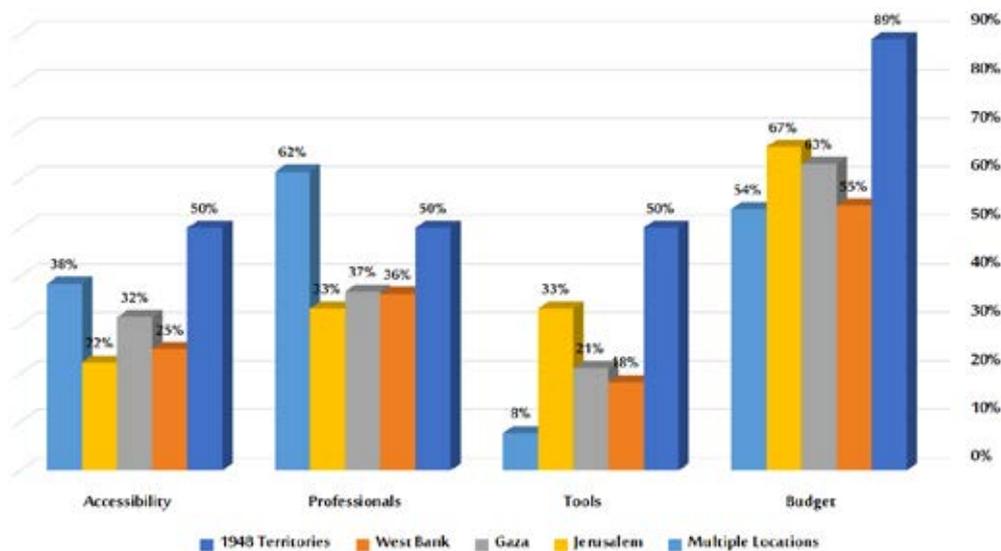
Percentage of technical challenges when building a digital awareness raising campaign based on geographical location



Technical challenges when managing social media platforms according to geographical locations:

	Budget		Tools		Professionals		Accessibility	
1948 Territories	16	89%	9	50%	9	50%	9	50%
West Bank	24	55%	8	18%	16	36%	11	25%
Gaza	12	63%	4	21%	7	37%	6	32%
Jerusalem	6	67%	3	33%	3	33%	2	22%
Multiple Locations	7	54%	1	8%	8	62%	5	38%

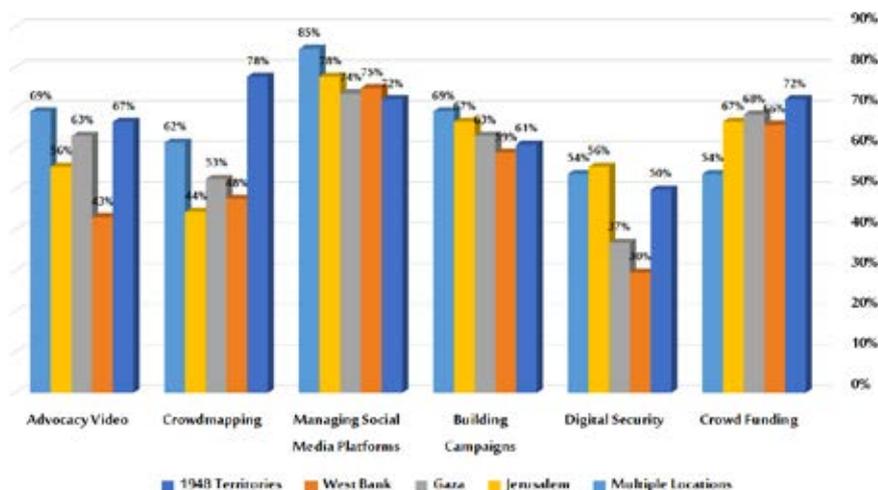
Percentage of technical challenges when managing social media platforms according to geographical locations



Training needs based geographical location:

	Crowd Funding		Digital Security		Building Campaigns		Managing Social Media Platforms		Crowd Mapping Crowdmapping		Advocacy Video	
1948 Territories	13	72%	9	50%	11	61%	13	72%	14	78%	12	67%
West Bank	29	66%	13	30%	26	59%	33	75%	21	48%	19	43%
Gaza	13	68%	7	37%	12	63%	14	74%	10	53%	12	63%
Jerusalem	6	67%	5	56%	6	67%	7	78%	4	44%	5	56%
Multiple Locations	7	54%	7	54%	9	69%	11	85%	8	62%	9	69%

Percentage of training needs based on geographical location



● First set of conclusions and projections:

Geographic location appears to impact the challenges identified when building a campaign and managing social media pages. One exception was the Gaza Strip which requires more trainings in campaigning and social media management, which maintains similar percentages for both, whilst organizations with multiple locations went from 37% for challenges relating to campaign building to 26% on challenges relating to managing social media pages.

Moreover, in this context, the number of organizations that identified the occupation as a challenge in terms of content saw a rise, particularly for organizations in the 1948 territories and Jerusalem. This can be attributed to the fact that Palestinians in Gaza and the West Bank perceive the occupation as an existential threat in a way that differs from those living in the 1948 territories and Jerusalem who are considered to be living inside 'Israel'. The percentage of organizations that stated that the type of government or authority they work under represents a challenge was higher in the West Bank and Gaza compared to Jerusalem and 1948 territories. This can be explained to a certain extent, since there is a connection between political awareness among members of the Palestinian community and their geographical locations. In light of the recent introduction of the Palestinian Cybercrime Law, we can predict an increase in the percentage of organizations in the West Bank and Gaza that see the type of government they operate under as challenge.

In Gaza, we saw the same results in terms of technical challenges in managing social media platform. Building a campaign however was considered to be less of a challenge.

The issue of limited funding seems to have the same impact on organizations' social media work in all locations, except for organizations with multiple locations.

Accessibility had less of an effect on managing social media platforms when compared to building digital campaigns. It seems that organizations realize that social media platforms improve their engagement with and outreach to target communities. However, as mentioned in the general analysis of challenges, these organizations found it difficult to measure the impact of this outreach.

It should come as no surprise that the training these organizations felt they needed aligned with the general picture that we set out at the start of this report. As we have pointed out, there is a need for training in managing social media platforms. We saw a convergence of percentages when talking about this kind of training in terms of geographical locations. However, when looking at organizations that expressed a need for advocacy, video training and digital security training, the results varied based on geographical locations. We are somewhat concerned about the low rate of digital security training needs in the West Bank and Gaza. Particularly that results of previous surveys have shown insufficient knowledge of digital security among Palestinian youth in the West Bank and Gaza, this is especially important for them as they face possible political repercussions related to their online activity.

Impact of age groups targeted on challenges faced and training design

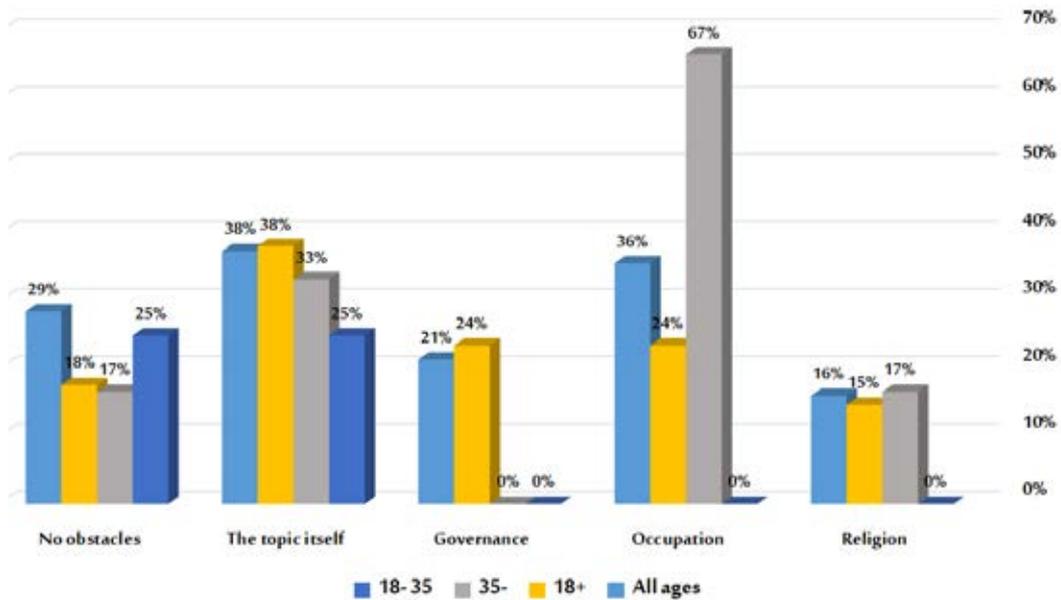
Important not: The percentages in the following table indicate the “yes” responses to the question and do not represent the percentage of the total number of organizations who responded to the question.

Reminder: We did not include data related to the organization that targets those aged over 35 years in the following diagram. As it was just one single organization, we were unable to draw results from the data.

Challenges in defining content for digital awareness campaigns based on target age group:

	Religion		Occupation		Governance		The topic itself		No obstacle	
18- 35	0	0%	0	0%	0	0%	1	25%	1	25%
35+	0	0%	0	0%	0	0%	0	0%	1	100%
35-	1	17%	4	67%	0	0%	2	33%	1	17%
18+	5	15%	8	24%	8	24%	13	38%	6	18%
all ages	9	16%	20	36%	12	21%	21	38%	16	29%

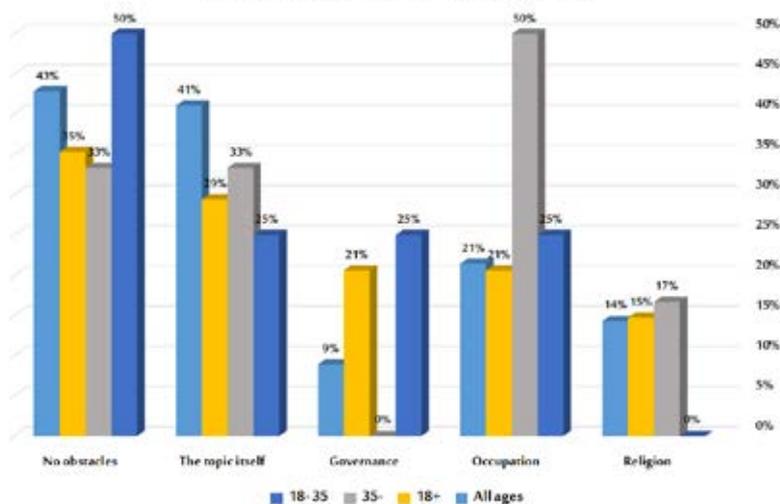
Percentage of challenges in defining content for digital awareness campaigns based on target age group



Technical challenges when building digital awareness-raising campaigns based on target age groups:

	Budgets		Tools		Professionals		Accessibility	
18- 35	1	25%	1	25%	2	50%	2	50%
35+	0	0%	0	0%	0	0%	1	100%
35-	5	83%	0	0%	3	50%	2	33%
18+	26	76%	9	26%	19	56%	12	35%
all ages	47	84%	16	29%	23	41%	21	38%

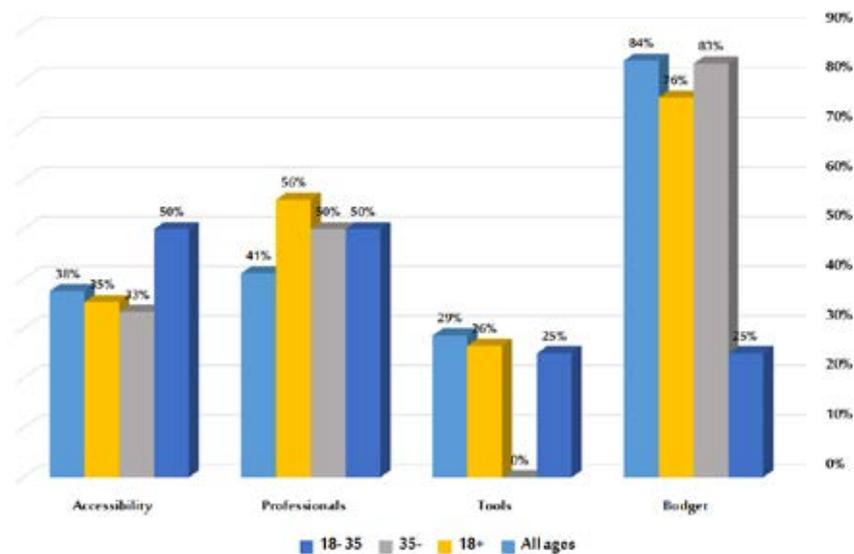
Percentage of challenges in defining content when managing social media platforms based on target age groups



Technical challenges identified when managing social media platforms based on target age groups:

	Religion		Occupation		Governance		The topic itself		No obstacle	
18- 35	0	0%	1	25%	1	25%	1	25%	2	50%
35+	1	100%	0	0%	1	100%	0	0%	0	0%
35-	1	17%	3	50%	0	0%	2	33%	2	33%
18+	5	15%	7	21%	7	21%	10	29%	12	35%
all ages	8	14%	12	21%	5	9%	23	41%	24	43%

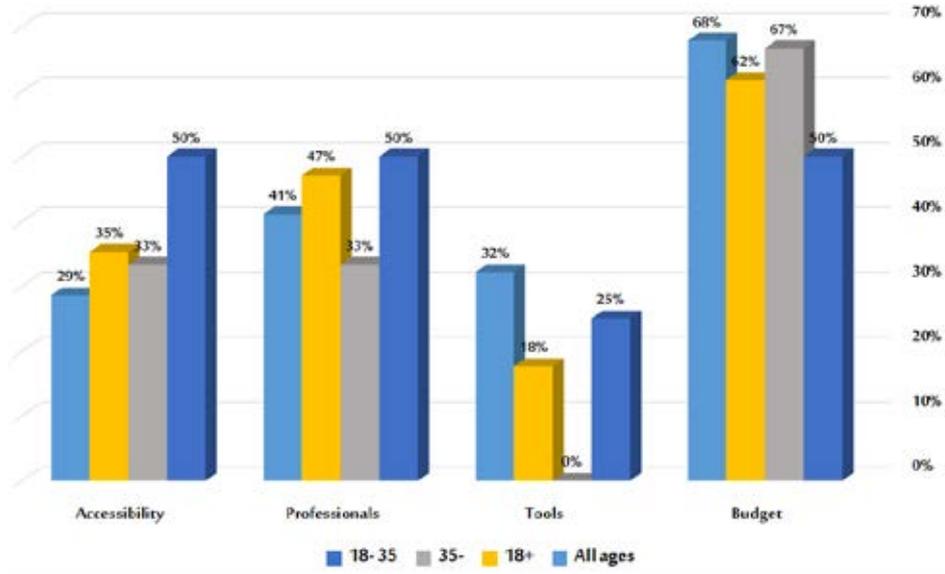
Percentage of technical challenges when building digital awareness raising campaigns based on target age groups



Technical challenges identified when managing social media platforms based on target age groups:

	Budgets		Tools		Professionals		Accessibility	
18- 35	2	50%	1	25%	2	50%	2	50%
35+	0	0%	0	0%	0	0%	1	100%
35-	4	67%	0	0%	2	33%	2	33%
18+	21	62%	6	18%	16	47%	12	35%
all ages	38	68%	18	32%	23	41%	16	29%

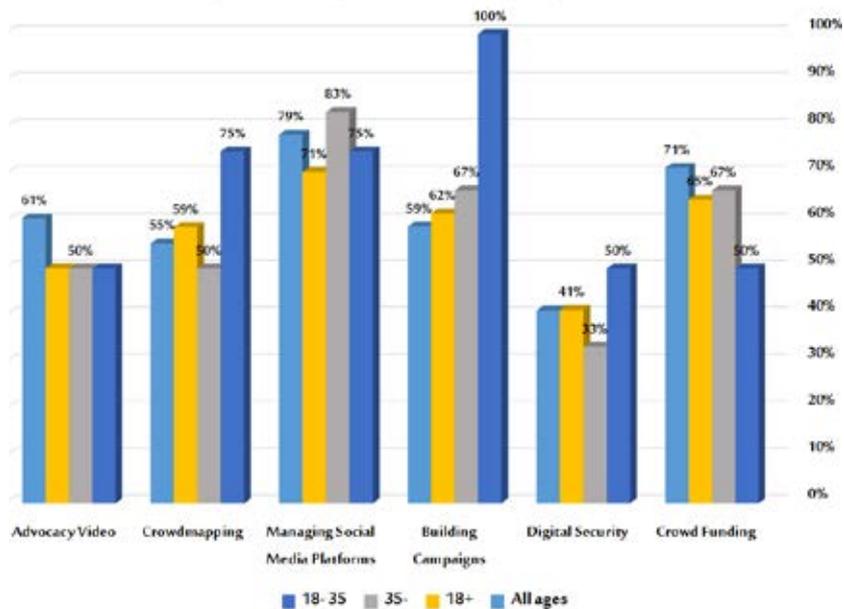
Percentage of technical challenges identified when managing social media platforms based on target age groups



Training needs based on Target audience age groups:

	Crowd funding		Digital Security		Building Campaigns		Managment Of Social Media Platforms		Crowd Mapping		Advocacy Video	
18- 35	2	50%	2	50%	4	100%	3	75%	3	75%	2	50%
35+	0	0%	0	0%	1	100%	1	100%	0	0%	1	100%
35-	4	67%	2	33%	4	67%	5	83%	3	50%	3	50%
18+	22	65%	14	41%	21	62%	24	71%	20	59%	17	50%
all ages	40	71%	23	41%	33	59%	44	79%	31	55%	34	61%

Percentage of training needs based on geographical location



Second Set of Conclusions and Projections:

Unfortunately, it seems that our ability to draw conclusions based on the organizations' target age groups is limited due to the uneven distribution among the number of organizations for each category. Additionally, some organizations did not fully answer all parts of the questionnaire. However, upon comparing the "all ages" category and "18+" category, we generally saw a convergence in the results, as was the case for the training section. This factor has therefore very little influence.

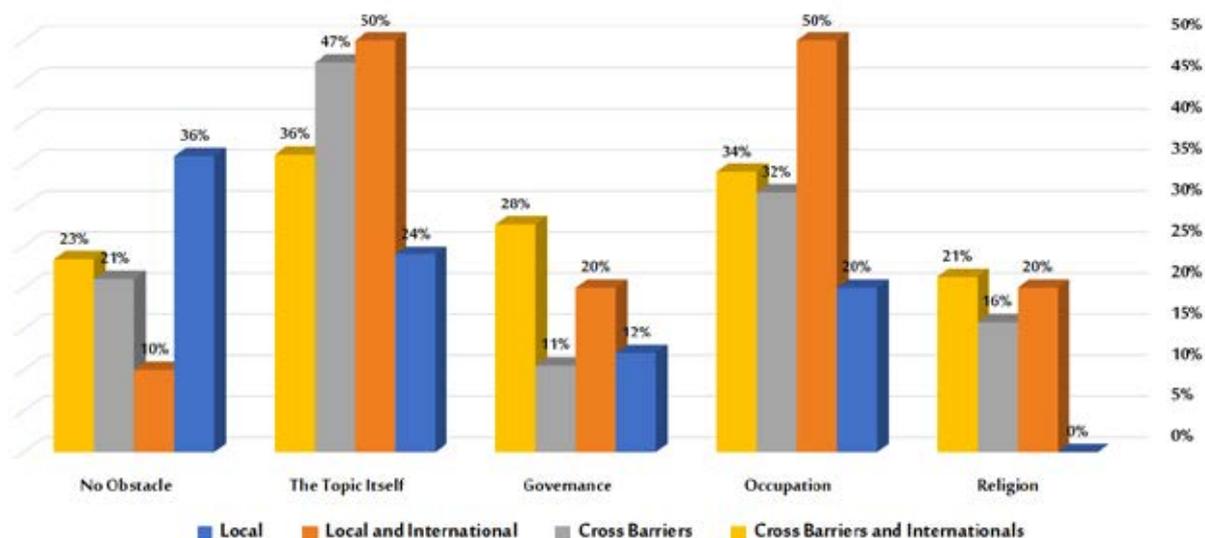
Impact of geographical location of target audiences on challenges faced and training design

Important note: The percentages in the following table indicate the "yes" responses to the question and do not represent the percentage of the total number of organizations who responded to the question.

Challenges in determining content for digital awareness-raising campaigns based on geographical location of target audiences:

	Religion		Occupation		Governance		The topic itself		No obstacle	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Local	0	0%	5	20%	3	12%	6	24%	9	36%
Local and International	2	20%	5	50%	2	20%	5	50%	1	10%
Cross Barriers	3	16%	6	32%	2	11%	9	47%	4	21%
Cross Barriers local and Internationals	10	21%	16	34%	13	28%	17	36%	11	23%

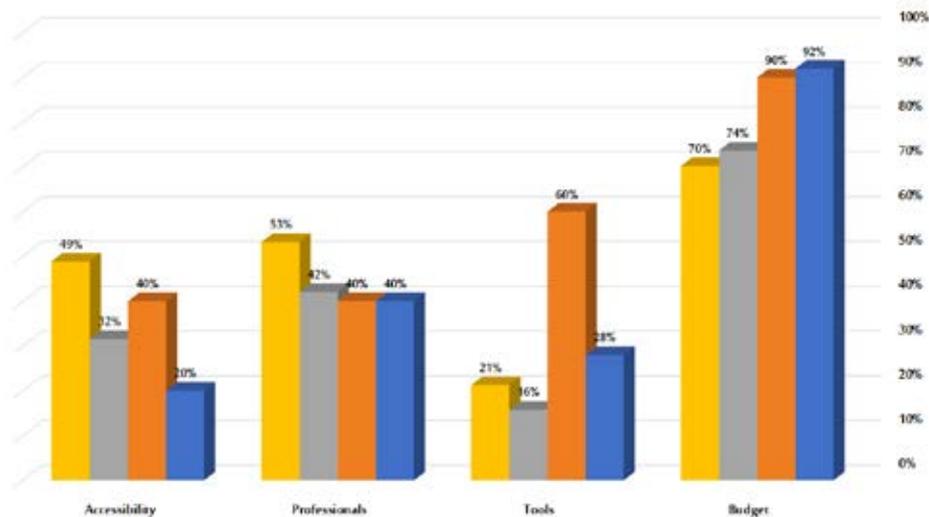
Percentage of challenges identified in defining content for digital awareness raising campaigns based on geographical location of target audiences



Technical challenges when building digital awareness-raising campaigns based on geographical location of target audiences:

	Budgets		Tools		Professionals		Accessibility	
Local	23	92%	7	28%	10	40%	5	20%
Local and International	9	90%	6	60%	4	40%	4	40%
Cross Barriers	14	74%	3	16%	8	42%	6	32%
Cross Barriers local and Internationals	33	70%	10	21%	25	53%	23	49%

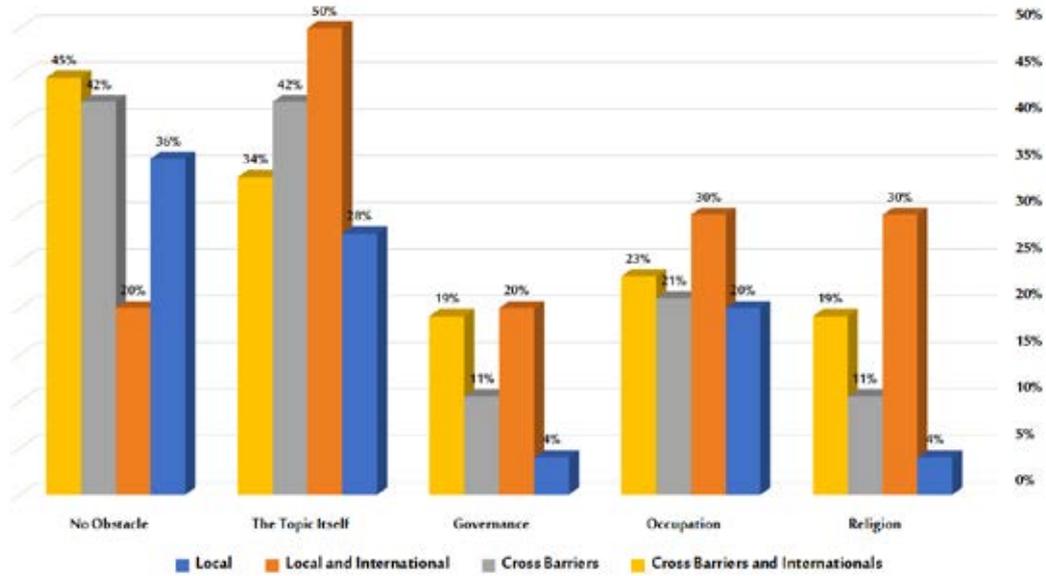
Percentage of technical challenges when building digital awareness raising campaigns based on geographical location of target audiences



Challenges in developing content and content management on social media platforms based on geographical location of target audiences:

	Religion		Occupation		Governance		The topic itself		No obstacle	
Local	1	4%	5	20%	1	4%	7	28%	9	36%
Local and International	3	30%	3	30%	2	20%	5	50%	2	20%
Cross Barriers	2	11%	4	21%	2	11%	8	42%	8	42%
Cross Barriers local and Internationals	9	19%	11	23%	9	19%	16	34%	21	45%

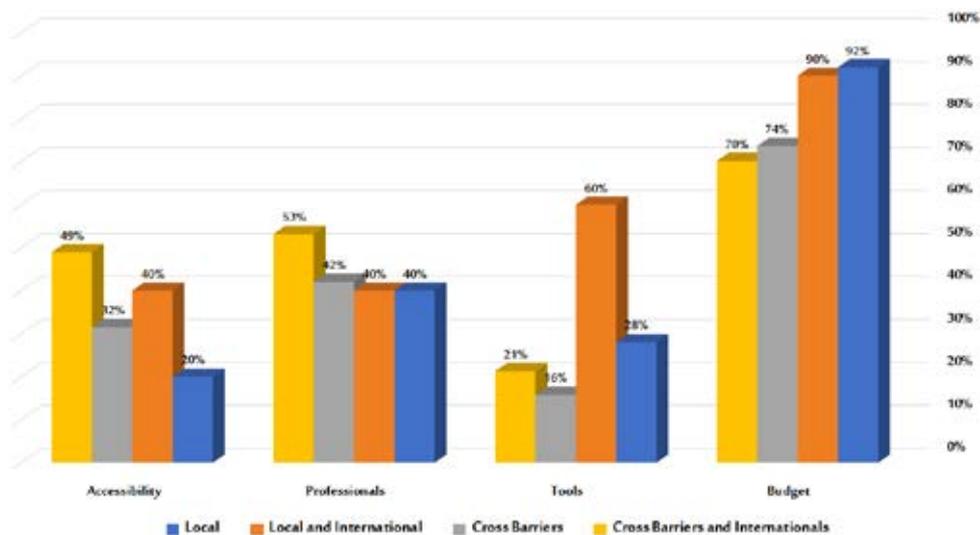
Percentage of challenges in defining content and content management on social media platforms based on geographical location of target audiences



Technical challenges when managing social media accounts based on geographical location of target audiences:

	Budgets		Tools		Professionals		Accessibility	
Local	18	72%	7	28%	10	40%	4	16%
Local and International	8	80%	3	30%	5	50%	4	40%
Cross Barriers	11	58%	2	11%	6	32%	9	47%
Cross Barriers local and Internationals	28	60%	13	28%	22	47%	16	34%

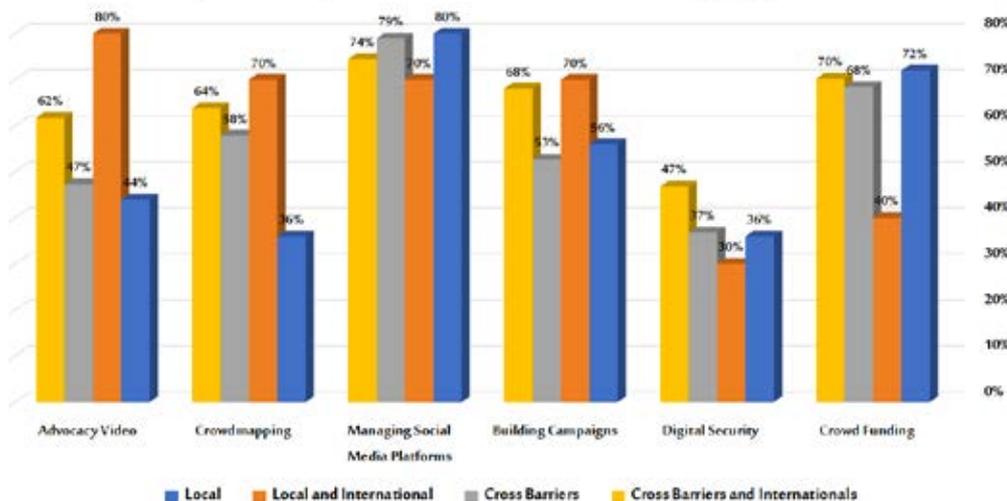
Percentage of technical challenges when building digital awareness raising campaigns based on geographical location of target audiences



Training needs based on geographical location of target audiences: :

	Crowd Funding		Digital Security		Building Campaigns		Managing Social Media Platforms		Define Audience Characteristics		Advocacy Video	
Local	18	72%	9	36%	14	56%	20	80%	9	36%	11	44%
Local and International	4	40%	3	30%	7	70%	7	70%	7	70%	8	80%
Cross Barriers	13	68%	7	37%	10	53%	15	79%	11	58%	9	47%
Cross Barriers local and Internationals	33	70%	22	47%	32	68%	35	74%	30	64%	29	62%

Percentage of training needs identified based on audience's geographical location



Third Set of Conclusions and Projections:

Again, we see that challenges associated with managing social media platforms are fewer compared to those related to building digital campaigns. This applies to both content and technical challenges in almost all categories.

We tried to examine whether or not an international approach made a difference but this was not reflected in the results. Additionally, there was no fundamental difference in terms of digital needs between organizations that address a local audience (those in their immediate surroundings) or ones that address Palestinians everywhere. This can be explained by the fact that social media platforms transcend barriers and distance.

In terms of technical challenges, in addition to the fact that budgets were identified as the biggest challenge facing organizations, we noted that organizations that address local and international audiences were characterized by a need for campaign building tools. In this respect, professionals are needed to manage social media platforms.

Looking at the training that the organizations themselves asked for, the data showed that organizations addressing only local audiences had the lowest need for crowdmapping training. This may be attributed to their audience's homogeneity. Training on using videos for digital advocacy stands out as a key need among organizations that addresses international audience. As mentioned earlier, an interest in crowd funding training can be attributed to the financial challenges faced by the organizations. The need for training in managing social media platforms

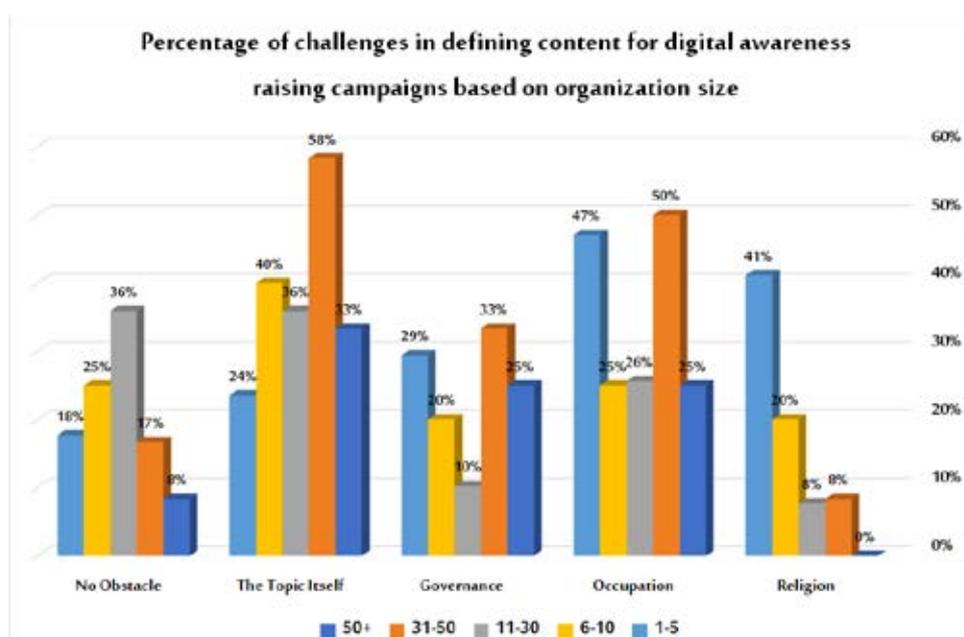
is the most prominent, except for organizations that address audiences both locally and internationally; Their need for training in the production of advocacy videos was greater than that of managing social media pages. This is somewhat indicative to the fact that for these organizations, videos can be influential tools when targeting international audiences.

Impact of Organization size (staff numbers) on challenges faced and training design

Important note: The percentages in the following table indicate the “yes” responses to the question and do not represent the percentage of the total number of organizations who responded to the question.

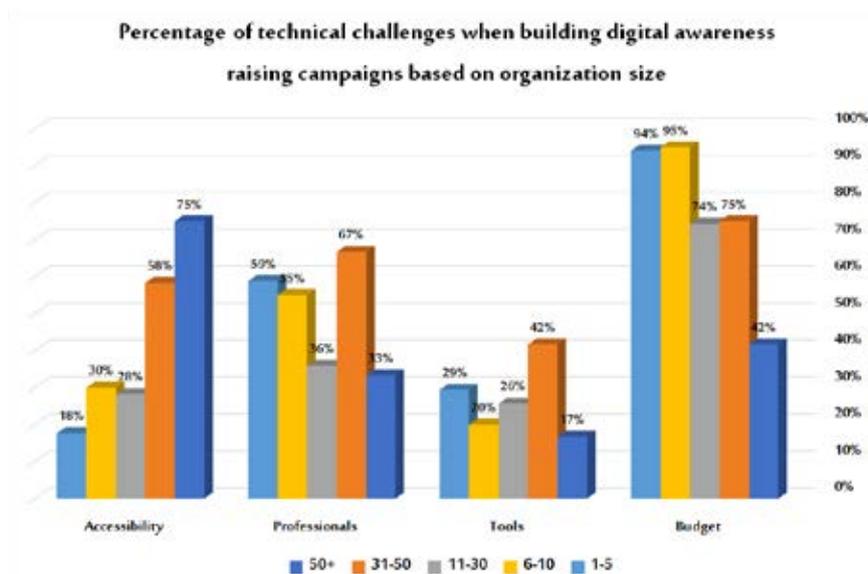
Challenges in developing content for digital awareness-raising campaigns based on organization size:

	Religion		Occupation		Governance		The topic itself		No obstacle	
50+	0	0%	3	25%	3	25%	4	33%	1	8%
31-50	1	8%	6	50%	4	33%	7	58%	2	17%
11-30	3	8%	10	26%	4	10%	14	36%	14	36%
6-10	4	20%	5	25%	4	20%	8	40%	5	25%
1-5	7	41%	8	47%	5	29%	4	24%	3	18%



Technical challenges when building digital awareness-raising campaigns based on organization size:

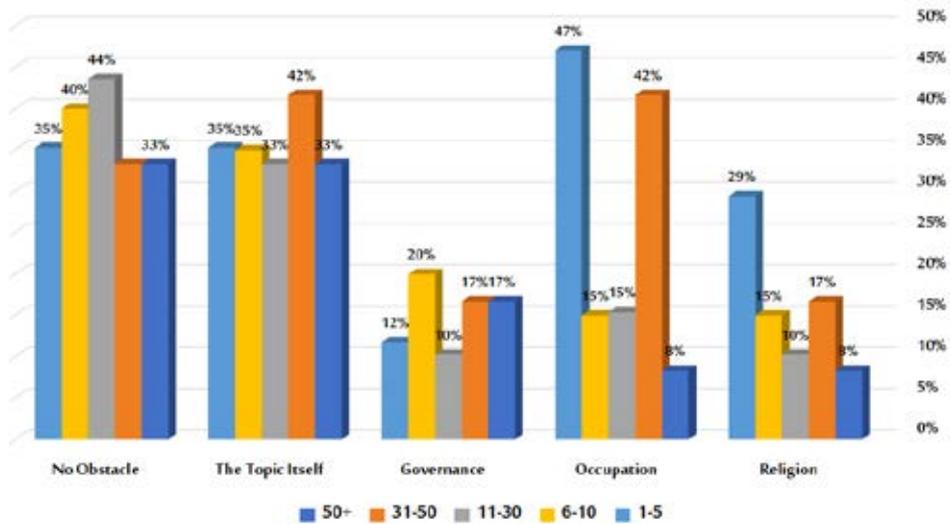
	Budget		Tools		Professionals		Accessibility	
50+	5	42%	2	17%	4	33%	9	75%
31-50	9	75%	5	42%	8	67%	7	58%
11-30	29	74%	10	26%	14	36%	11	28%
6-10	19	95%	4	20%	11	55%	6	30%
1-5	16	94%	5	29%	10	59%	3	18%



Challenges in developing content and content management on social media platforms based on organization size:

	Religion		Occupation		Governance		The topic itself		No obstacle	
50+	1	8%	1	8%	2	17%	4	33%	4	33%
31-50	2	17%	5	42%	2	17%	5	42%	4	33%
11-30	4	10%	6	15%	4	10%	13	33%	17	44%
6-10	3	15%	3	15%	4	20%	7	35%	8	40%
1-5	5	29%	8	47%	2	12%	6	35%	6	35%

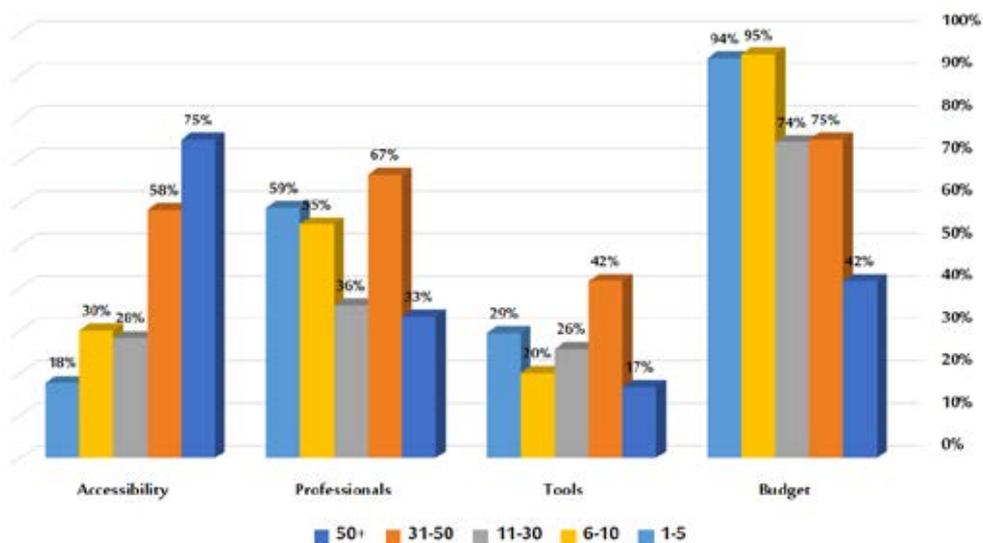
Percentage of challenges in defining content and content management on social media platforms based on organization size



Technical challenges when managing social media pages based on organization size:

	Budget		Tools		Professionals		Accessibility	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
50+	6	50%	4	33%	4	33%	7	58%
31-50	8	67%	5	42%	8	67%	7	58%
11-30	23	59%	6	15%	14	36%	12	31%
6-10	13	65%	4	20%	9	45%	3	15%
1-5	15	88%	6	35%	8	47%	3	18%

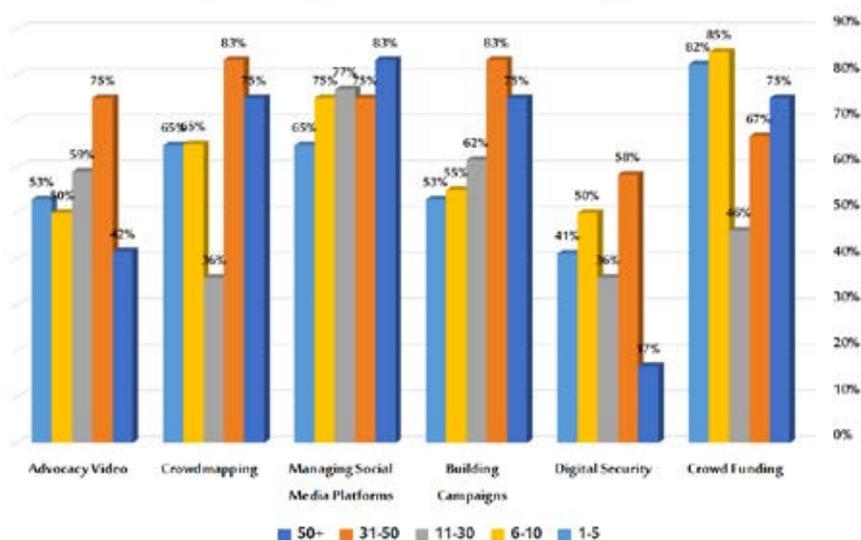
Percentage of technical challenges when building digital awareness raising campaigns based on organization size



Training needs based on organization size:

	Crowd Funding		Digital Security		Building Campaigns		Managing Social Media Platforms		Define Audience Characteristics		Advocacy Video	
50+	9	75%	2	17%	9	75%	10	83%	9	75%	5	42%
31-50	8	67%	7	58%	10	83%	9	75%	10	83%	9	75%
11-30	18	46%	14	36%	24	62%	30	77%	14	36%	23	59%
6-10	17	85%	10	50%	11	55%	15	75%	13	65%	10	50%
1-5	14	82%	7	41%	9	53%	11	65%	11	65%	9	53%

Percentage of training needs identified based on organization size



Fourth Set of Conclusions and Projections:

Organization size was the most difficult influencing factor to examine in terms of drawing any conclusions from it. No matter how hard we tried to analyze the numbers according to a certain logic, we faced limitations in understanding the results. However, we noticed that the field of work carries the biggest weight in terms of the challenges facing organizations in general. This is particularly the case for organizations that had between 31 and 50 employees.

What was interesting here was that the size of the organization did not affect the number of challenges faced. Organizations with 31 to 50 employees had slightly more challenges than organizations with over 50 employees but these two categories scored highest in this area in comparison to other categories..

In terms of technical challenges, it seems that the data in this area corresponds with the results that were concluded regarding the general challenges. For example, it is clear that when comparing the challenges faced when building digital awareness campaigns with the challenges faced when managing social media platforms, the percentage was smaller for the latter.

As for training, crowdfunding campaigns were of more interest to smaller organizations than larger organizations. However, the percentages of medium sized organizations (six to 10 employees and 11 to 30 employees) were lower in this area. Once again, training for managing social media platforms received the highest percentage of interest in total.

Organizations with 31 to 50 employees identified a need for the most training, with 58% claiming they need training in digital security and 83% in campaign building and determining the crowdmapping (characteristics of their audience). Whereas seventy-five or 75 percent of these organizations indicated a need for training in managing social media pages as well using advocacy videos.

Impact of the organizations' specialist fields on challenges faced and training design

Important note: The percentages in the following table indicate the “yes” responses to the question and do not represent the percentage of the total number of organizations who responded to the question.

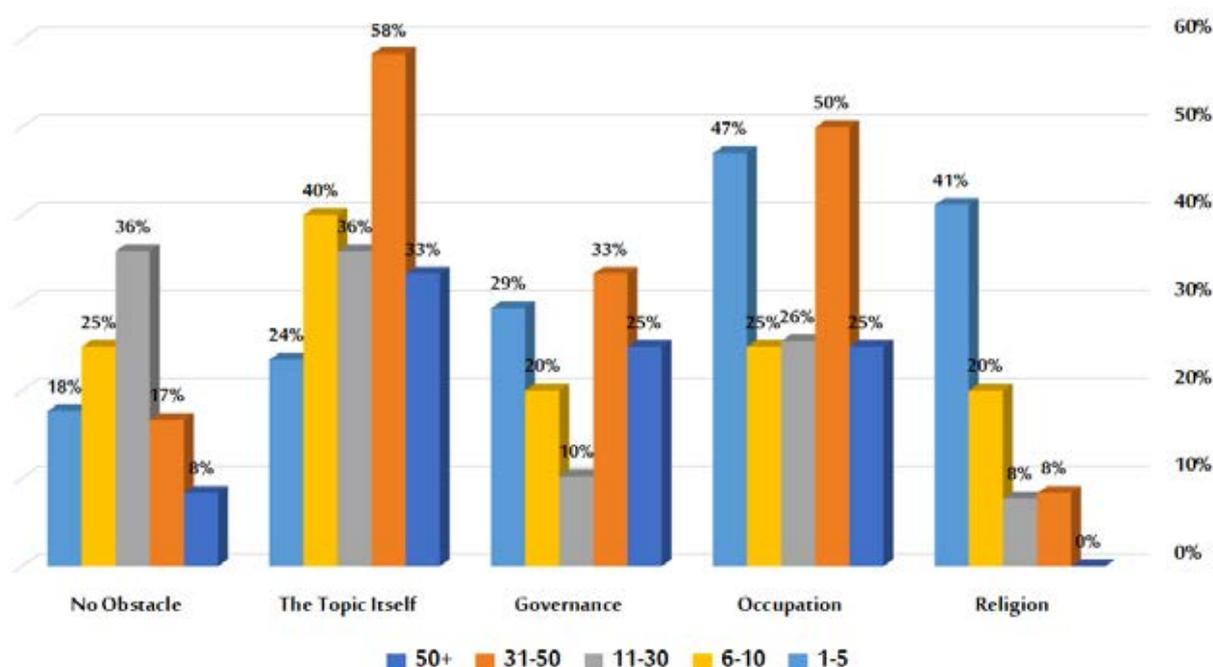
Reminder: We did not include data related to the organizations that work in the field of advocacy and judiciary in the following diagram. As they are just two organizations we were unable to draw results from the data.

Challenges in Developing content for digital awareness-raising campaigns based on organization's field of work:

	Religion		Occupation		Governance		The Topic Itself		No Obstacle	
Human Rights	0	0%	4	31%	2	15%	2	15%	4	31%
Feminist	4	22%	4	22%	3	17%	9	50%	5	28%
Youth	3	19%	7	44%	3	19%	3	19%	5	31%
Media	3	75%	1	25%	1	25%	1	25%	1	25%
Health	0	0%	3	38%	2	25%	4	50%	3	38%
Research	0	0%	0	0%	1	14%	1	14%	1	14%
Cultural	2	22%	4	44%	2	22%	2	22%	1	11%
Judicial and Advocacy	0	0%	2	100%	1	50%	2	100%	0	0%
Social	2	17%	2	17%	1	8%	8	67%	2	17%
Educational	1	14%	3	43%	2	29%	4	57%	2	29%
Agricultural	0	0%	2	40%	2	40%	1	20%	1	20%

Percentage of challenges in defining content for digital awareness

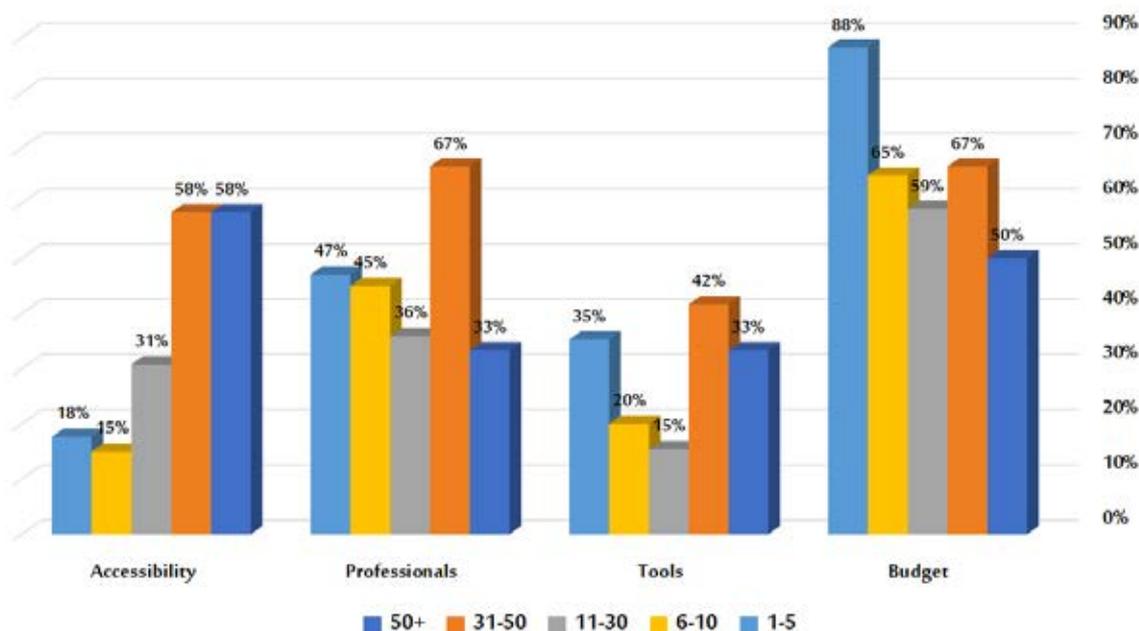
raising campaigns based on organization size



Technical challenges related to Developing digital awareness-raising campaigns based on organization's field of work:

	Budget		Tools		Professionals		Accessibility	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Human Rights	6	46%	4	31%	7	54%	5	38%
Feminist	15	83%	3	17%	8	44%	5	28%
Youth	11	69%	4	25%	8	50%	6	38%
Media	4	100%	2	50%	1	25%	0	0%
Health	7	88%	2	25%	3	38%	3	38%
Research	6	86%	1	14%	2	29%	2	29%
Cultural	8	89%	2	22%	5	56%	4	44%
Judicial and Advocacy	1	50%	0	0%	1	50%	1	50%
Social	11	92%	3	25%	8	67%	6	50%
Educational	7	100%	3	43%	3	43%	3	43%
Agricultural	4	80%	1	20%	2	40%	1	20%

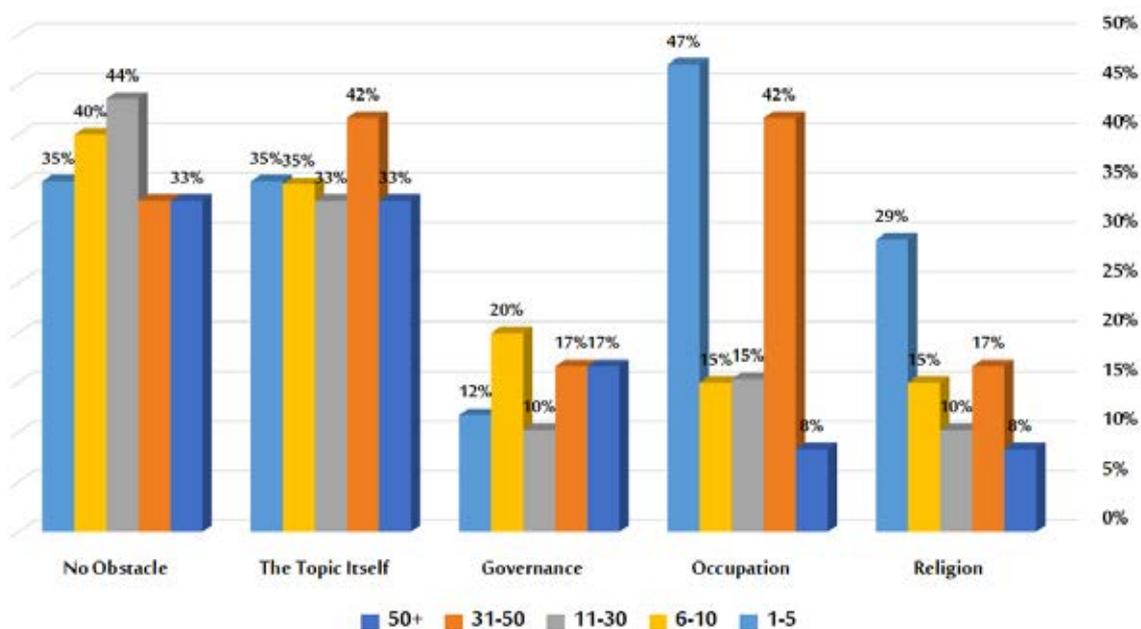
Percentage of technical challenges when managing social media pages based on organization size



Challenges in Developing content and content management on social media platforms based on organization’s field of work:

	Religion		Occupation		Governance		The Topic Itself		No Obstacle	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Human Rights	0	0%	2	15%	1	8%	4	31%	6	46%
Feminist	4	22%	4	22%	4	22%	10	56%	3	17%
Youth	4	25%	7	44%	3	19%	4	25%	6	38%
Media	3	75%	2	50%	1	25%	1	25%	0	0%
Health	2	25%	1	13%	1	13%	5	63%	3	38%
Research	0	0%	0	0%	0	0%	2	29%	3	43%
Cultural	1	11%	4	44%	1	11%	2	22%	4	44%
Judicial and Advocacy	0	0%	2	100%	1	50%	1	50%	0	0%
Social	0	0%	0	0%	1	8%	5	42%	6	50%
Educational	1	14%	1	14%	0	0%	1	14%	5	71%
Agricultural	0	0%	0	0%	1	20%	0	0%	3	60%

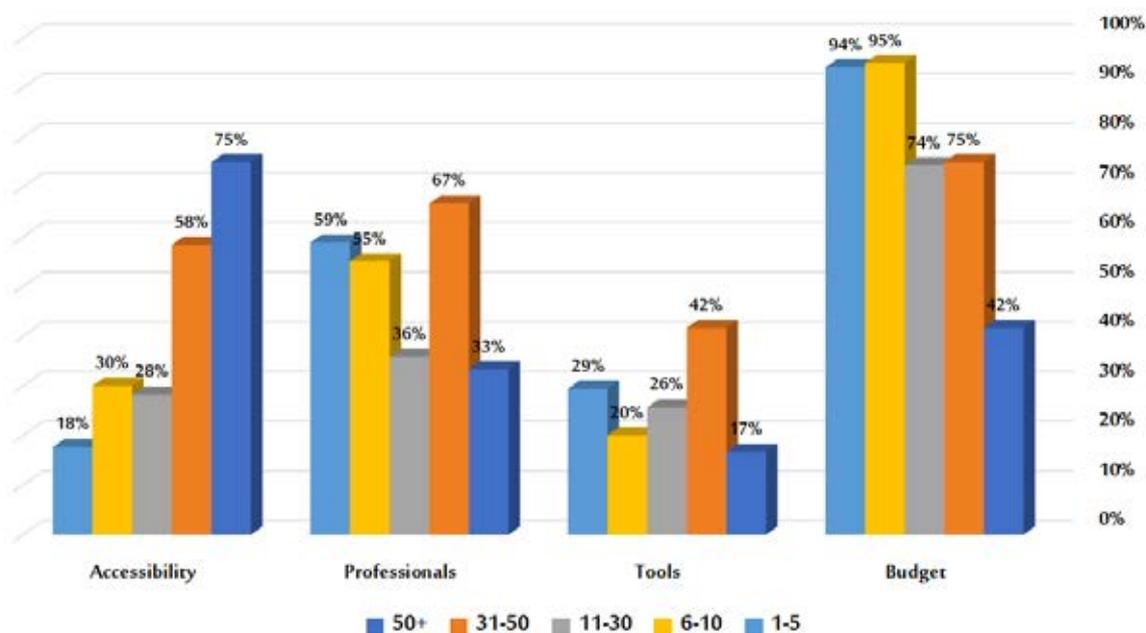
Percentage of challenges in defining content and content management on social media platforms based on organization size



Technical challenges related to managing social media accounts based on organization's field of work:

	Budget		Tools		Professionals		Accessibility	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Human Rights	4	31%	2	15%	6	46%	4	31%
Feminist	15	83%	4	22%	8	44%	4	22%
Youth	11	69%	3	19%	6	38%	6	38%
Media	3	75%	2	50%	1	25%	1	25%
Health	7	88%	2	25%	3	38%	3	38%
Research	3	43%	1	14%	1	14%	3	43%
Cultural	7	78%	4	44%	6	67%	2	22%
Judicial and Advocacy	2	100%	1	50%	1	50%	1	50%
Social	6	50%	2	17%	5	42%	3	25%
Educational	5	71%	3	43%	3	43%	2	29%
Agricultural	1	20%	1	20%	2	40%	3	60%

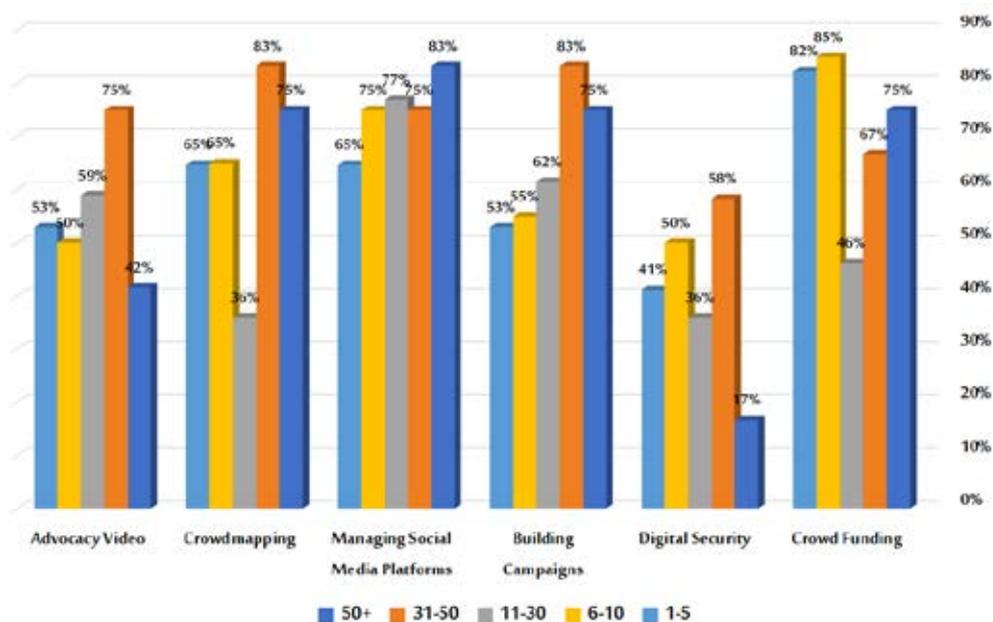
Percentage of technical challenges when building digital awareness raising campaigns based on organization size



Training needs based on organization’s field of work:

	Crowd Funding		Digital Security		Building Campaigns		Managing Social Media Platforms		Define Audience Characteristics		Advocacy Video	
Human Rights	4	31%	4	31%	9	69%	9	69%	5	38%	9	69%
Feminist	12	67%	11	61%	9	50%	15	83%	9	50%	9	50%
Youth	11	69%	7	44%	10	63%	13	81%	8	50%	10	63%
Media	3	75%	3	75%	2	50%	2	50%	3	75%	2	50%
Health	7	88%	2	25%	6	75%	5	63%	7	88%	3	38%
Research	5	71%	1	14%	2	29%	6	86%	2	29%	4	57%
Cultural	8	89%	3	33%	7	78%	9	100%	6	67%	5	56%
Judicial and Advocacy	1	50%	2	100%	2	100%	1	50%	2	100%	1	50%
Social	9	75%	4	33%	8	67%	8	67%	7	58%	8	67%
Educational	5	71%	3	43%	5	71%	4	57%	5	71%	4	57%
Agricultural	3	60%	1	20%	2	40%	4	80%	1	20%	1	20%

Percentage of training needs identified based on organization size



Fifth set of conclusions and projections:

Comparing the data from organizations that work with youth and media with the general results that we gleaned on the topic of challenges showed that these two sectors were different. Organizations working in these areas stated that they faced more challenges in relation to managing social media platforms than building a digital campaign. These two challenges garnered varying percentages when looking at health and research organizations.

In terms of challenges around content, the subject matter for both building digital campaigns and managing social media pages scored highly. Organizations working in health or in the area of feminism in particular had a problem with this. This leads us to question whether by identifying the subject matter as a challenge, these organizations are referring to their own work around it or if they mean how their audiences interact with it. This could explain why fewer organizations identified religion in this section of the questionnaire, a factor that some organizations have treated as the main component of the dominant culture.

The Israeli occupation stands out as a particular challenge for cultural and youth organizations, which make up 44% of the organizations surveyed, in terms of both building campaigns and managing social media pages. When studying the technical challenges identified, the lack of specialists and professionals received the same percentages in relation to both campaign building and managing social media pages, with exception of social organisations, for example those working with people with special needs and homosexuals, community rehabilitation organizations and those caring for the elderly, were the only ones that gave a lack of specialists and professionals different scores in relation to building digital campaigns and managing social media pages.

The financial challenges that the participating organizations faced were highlighted when examining the training needs that were identified by the organizations themselves. For instance, There was a high interest in training on crowdfunding - between 60% to 89%. This was followed by a need for training in managing social media platforms. Whereas other training needs varied depending on an organization's field of work. For example, research organizations were more likely to identify a need for training in video advocacy, while cultural organizations placed a greater emphasis on digital campaign building. Training in identifying audience characteristics was seen as a top priority for health organizations.

Main Results & conclusions:

The goal behind conducting this survey, which took place between August and November 2017, was to understand the current level of digital activity among Palestinian NGOs; the challenges they face; and the training they require to improve their work in this area. The research samples included 103 organizations distributed geographically as follows: 44 organizations in the West Bank; 19 organizations in Gaza; 18 organizations in the 1948 territories; nine organizations in Jerusalem; and 13 organizations with multiple addresses and offices in several locations.

The organizations were studied according to various influencing factors, the first being the age of their target audiences: Fifty-six organizations addressed groups of all ages. Thirty-four organizations targeted those over the age of 18; six organizations targeted those under 35; and 18 to 35 year olds were the target age group for four organizations.

When looking at the target audience location, twenty-five of the organizations surveyed used digital activity to reach their local target audience in their areas of operation; while ten organizations addressed the international community in addition to addressing the local community; 19 organizations communicated with a target audience that included the local community and cross Israeli barriers audiences ; and forty-seven organizations showed targeted audiences located on both sides of the local barriers as well as reaching an international audience.

The size of an organization, based on the number of staff, varied considerably. Seventeen organizations consisted of one to five employees; 20 organizations had six to 10 employees; 39 organizations hired 11 to 30 employees; 12 organizations had between 31 to 50 employees; and there were 12 large organizations with more than 50 employees.

In terms of breaking the organizations down by their field of work – five worked in the agriculture and land sector; there were seven educational organizations; 12 with a social interest; two judicial organizations; nine cultural organizations; seven in the research and studies field; eight organizations worked in the health sector; four worked in media; 16 worked with youth; 18 feminist organizations; and 13 operated in the human rights sector.

The results of the questionnaire showed that most Palestinian organizations do think about and deal with media work in general. Since ninety-three percent of the organizations surveyed were already dealing with media, while 58% employed at least one person in a specialist position. Only 32% had a specialized department dedicated to media work.

In terms of a specific strategic approach to media, 61% of the organizations who took part in the questionnaire had a strategic plan for dealing with media; 51% had an annual work plan. However, only 42% stated that they allocated an annual budget for media. In other words, they used funds which are not deducted from project grants.

Turning to social media usage, we found that 70% of the organizations tried to finance content through their networks at least once, whereas fifty-four percent of the organizations launched digital awareness campaigns on social media platforms; forty-nine percent of these digital campaigns were part of a media plan.

Looking at the prevalence of social media platforms and how they are most widely used, we found that all organizations, even the ones with no website, usually had a Facebook account. In fact, 100% of the organizations surveyed had a Facebook account, hence this was not subject to testing in relation to the other influencing factors. YouTube followed with 75% of the organizations having an account. Fifty-one percent of the organizations had a Twitter account, while 27% had an Instagram account and 18% had a LinkedIn account. Two of the organizations used Soundcloud and two others used Flickr. Vimeo and Google+ were only used by a single organization for each one.

The results for the second dependent variable, challenges and training, were as follows: 37% of the organizations surveyed identified the topics they wanted to address as challenges when determining the content of their campaigns; thirty-one percent saw the Israeli occupation as a challenge to their digital activity and social media use and other governing systems as a challenge; 15% of the organizations considered "religion" as a challenging factor when determining and developing the content of their campaigns, twenty-four percent of the organizations confirmed that they faced no difficulty in communicating their content through digital campaigns.

In terms of technical challenges, 77% of the organizations indicated that the budgets needed to build and launch digital campaigns constituted an obstacle. Forty-eight percent stated that they had difficulty accessing specialist media professionals; whilst thirty-seven percent of the organizations stated that they had difficulty reaching their targeted audiences via digital campaigns; 25% referred to the challenges of employing necessary tools.

As for managing social media platforms in terms of content, 39% of the organizations did not find any impediment delivering their content. However, 35% of the organizations stated that effectively delivering the vision of the organization and the topics they wanted to address was challenging, twenty-two percent found that the on-going Israeli occupation was a challenge; while 14% indicated that the ruling authorities monitors and controls the content published on social media platforms.

When examining the technical management of social media platforms, we found that 63% of the organizations considered budgets to be one obstacle standing in the way of managing their accounts, while 42% saw the lack of media specialists both as an obstacle and a challenge. Access to target audiences was identified as a challenge by thirty-two percent of the organizations, while 24% saw the lack of tools as a challenge for managing their social media accounts.

Summary of specific results associated with influencing factors:

General approach to media:

We found a slight disparity between locations in terms of having a media coordinator. The 1948 territories came last with 44% of the organizations saying that they had a media coordinator; while Jerusalem had the highest percentage with 75% of organizations having a media specialist role. Gaza was next with 74%, followed by the West Bank with 54% and 69% of organizations with multiple locations having a media coordinator. Organizations that addressed both local and international audiences through their media work scored highest here with 70%. Sixty-two organizations that both transcend barriers and addressed international had a media coordinator, this figure was at 48% for local target audiences and 58% for organizations that cross barriers. We found that the size of the organization had a certain effect. Organizations with more than 50 employees were more likely to have a media coordinator at 92%. Whilst twenty-nine percent of small organizations with one to five employees had someone in a media role. This figure was at 63%, 61% and 58% for organizations with six to ten employees, 11 to 30 employees and 31 to 50 employees respectively. There was a variation in percentages when studying the data by applying the organization's field of work. For the work field of the organization the figures were: 92% of human rights organizations had a media coordinator compared to 14% of educational organizations who scored lowest here.

Media department:

Sixty-three percent of organizations in Gaza had a media department compared to only six percent in the 1948 territories. Thirty-eight percent of organizations with offices in multiple locations; 30% of organizations with offices in the West Bank and 22% with offices in Jerusalem had a media department. Seventy-five percent of the organizations that targeted 18 to 35 year olds had media departments whereas 29% of the organizations targeting those over 18 years of age and 33% targeting those less than 35 years old had a media department. Finally, 30% of organizations targeting all ages had a media department. The size of the organization had an uneven effect here. Fifty-eight percent of large organizations, with over 50 employees, had a media department compared to 12% of smaller organizations with one to five employees. Seventeen percent of organizations with between 31 to 50 employees had a media department. For organizations with between 11 to 30 employees, this figure stood at 31%. Finally, 45% of organizations with six to 10 employees had a media department. As for the organization's field of work, social organizations scored the highest with 58% having a media department, however no research organizations had such a department.

The existence of a strategic media plan:

The geographical location of the organization had no effect on whether or not an organization had a strategic media plan: The percentage of organizations with a strategic media plan ranged between 53% and 69%. It was the same case when looking at the organizations based on their target audience age groups – percentages ranged between 50% and 68%. When studying this factor based on the geographical location of the target audience, we found that 80% of organizations that addressed local and international audiences had a strategic media plan. This figure was 52% when looking at organizations that address only local audiences. As for organizations that crossed barriers and addressed international audiences as well, and those that only crossed barriers, the percentages were 62% and 63% respectively. The size of an organization did have an impact on the existence of a strategic media plan. Eighty-three percent of large organizations with over 50 employees had such a plan, compared to 35% of small organizations with only one to five employees. For organizations with 31 to 50 employees, this figure stood at 75%. Fifty-nine percent of organizations with 11 to 30 employees had a strategic media plan and 55% of organizations with six to 10 employees had one. Whereas the impact of the organization's field of work varied tremendously.

Annual work plan

Organizations with offices in multiple locations were the most likely to have an annual work plan at 69%. Those with offices in Gaza were the lowest in this category with just 37%. Those with offices in Jerusalem, the 1948 territories and the West Bank varied with 67%, 56%, and 48% respectively. There was no impact evident when examining the organizations' responses on this factor based on their target audience age groups. However, when looking at their target audience's geographical location, 70% of organizations with both an international and local audience had a media plan. The other organizations ranged between 40% and 55%. The size of the organization did have some effect on the results in this category. Sixty-seven percent of organizations with over 50 employees had an annual work plan compared to 35% of small organizations with one to five employees. Organizations with 11 to 30, six to ten and 31 to 50 employees came out at 56%, 55% and 42% respectively. Finally, the organizations' field of work showed that 80% of agricultural organizations had an annual work plan compared to 29% for educational organizations.

Crowd funding through social media platforms:

The 1948 territories took the lead in this area with 89%, while the organizations with offices in the West Bank and those with offices in multiple locations scored the lowest with 54%. While organizations with offices in Gaza scored 74%, just behind those with offices in Jerusalem which scored 78%. The age and location of the target audience did not really affect this factor. So percentages ranged between 65% and 83% when applying the size of organizations to this factor. The organization's field of work did have an impact in this area with all media organizations using social media platforms to raise funds, compared with just 50% of health organizations who scored the lowest in this area.

Building a digital campaign:

We found a clear disparity for this factor when studying the data according to geographical location with 83% of the organizations based in the 1948 territories saying yes here versus only 33% in Jerusalem. The percentages for Gaza, organizations with multiple locations and the West Bank were 79%, 54% and 36% respectively. The age of the target audience affected 83% for organizations targeting those under 35 years old and 47% for those targeting over 18s. Fifty percent of organizations targeting those aged between 18 and 35 had a customized digital campaign with organizations targeting all ages scoring 59%. The geographical location of the target audience had no impact on whether or not an organization had a customized digital campaign. Eighty-three percent of large organizations said they had a customized digital campaign while this figure stood at 47% for the smaller organizations.

The digital campaign is part of the annual plan:

The geographical location had a significant impact here with 92% of organizations with offices in multiple locations stating that digital campaigns formed part of their annual plan, compared to 33% of those with offices in Jerusalem. The 1948 territories, West Bank and Gaza stood at 61% and 41% and 42% respectively.

Unlike the age of the target audience that did not affect this factor. Seventy-eight percent of organizations that crossed barriers answered yes to this question, compared to only 29% for organizations with a local reach. Organizations that crossed barriers and addressed an international audience came in the middle with 49% and 70% for organization that addressed both locally and internationally. Analyzing data based on the size of an organization revealed that 75% of organizations with over 50 employees stated that digital campaigns formed part of their annual plan compared to 36% for organizations with 31 to 50 employees. Those with six to 10 employees, 11 to 30 employees and one to five employees came out at 55%, 50% and 47% respectively. Educational organizations came last with only 17% when looking at the organization's field of work.

Social media platforms:

Organizations with offices in Jerusalem led the way in using Instagram at 56%, although none of them had a LinkedIn account. Ninety-four percent of the organizations based in the 1948 territories used YouTube which was the highest, while Twitter use was only at 28% as the lowest percentage for twitter. In terms of age, we found that 100% of the organizations targeting under 35s had a YouTube channel. One hundred percent of the organizations targeting 18 to 35 year olds had a Twitter account, although none of them had a LinkedIn account. The geographical location of the audience and the size of the organization did not have a significant impact on this factor.

Content challenges in campaign building:

The most important results here were from organizations based in Jerusalem; the occupation was identified as a challenge by 56% of those organizations. This figure was the same for those organizations based in the 1948 territories who identified the topics of their campaigns as a challenge. Sixty-two percent of organizations operating in multiple locations identified this as a challenge, scoring higher than those in the 1948 territories. Thirty-seven percent of Gazan organizations stated that they face no challenges.

As for the age of the target audience, 67% of organizations targeting people under the age of 35 identified the occupation as a challenge to their work. The results were very close when studying this factor in relation to the geographical location of the target audiences. While none of the organizations that addressed a local audience identified religion as a challenge. When analyzing the data in relation to the organization's field of work, there was a particularly high disparity (from 0 to 75%) with regards to religion being seen as a challenge in developing content.

The technical challenges in building a campaign:

Eighty-nine percent of the organizations located in the 1948 territories identified budgets as a challenge in relation to their media work compared to 62% of organizations with multiple locations. Gaza, Jerusalem and the West Bank came out at 84%, 78% and 77% respectively. Sixty-one percent of organizations in the 1948 territories identified lack of resources as a challenge in building their campaigns compared to just eight percent of organizations with multiple locations. Results in the West Bank, Gaza and Jerusalem varied with 20%, 21%, and 11% respectively. In terms of the challenges of the lack of media professionals, the results were close with 69% of organizations with multiple locations stating yes to this question. Neither the age of the target audience nor the geographical location had any impact on the results here. Whereas the size of the organization clearly made an impact on whether or not a lack of budget was considered a challenge with 95% of organizations with six to 10 employees; 42% of larger organizations with over 50 employees; and 94% of smaller organizations with one to five employees all answering yes to this question. The results for organizations with 11 to 30 employees and 31 to 50 employees were close here with 74% and 75% respectively.

Challenges relating to content when managing social media

platforms:

Overall, the results were similar to the challenges faced when building digital campaigns. The topic itself was considered an obstacle by 62% of organizations with multiple locations and 56% of those located in the 1948 territories. Jerusalem-based organizations scored the lowest here with 11%. Fifty-six percent of the organizations located in Jerusalem said that they did not face a challenge in managing their accounts, followed by 52% in the West Bank. In contrary to the age of the target audience which had no effect here.

The organizations that addressed both local and international audiences were the most expressive in terms of identifying challenges in this area, with 30% citing religion and the occupation for each; 20% identifying issues around governance; and 50% citing the topic itself. As for the size of the organization, this only had an effect when it came to identifying the occupation as a challenge. Forty-seven percent of the small organizations, with one to five employees, saw it as a challenge compared with eight percent of the big organizations with over 50 employees. The figures for organizations with 31 to 50 employees stood at 42%. Those with 11 to 30 employees and six to 10 employees both reached 15%.

Technical Challenges in management of social media platforms:

What was evident here is that in the 1948 territories, 89% of organisations said they need higher budget, 61% said tools, and 50% said professionals. In Jerusalem, it was clear that 56% stressed the need for accessibility and 69% for professionals. For those organisations who target local and international audiences, 80% need budgets, 30% need tools, and 50% need professionals.

Trainings:

On the level of trainings, there was homogeneity according to geographical location. The need for trainings on social media management was between 72% and 85%, campaigning between 59% and 69%, and crowdfunding between 54% and 72%. Digital security trainings were 56% and 30% in the West Bank, and video advocacy scored 43% in the West Bank.

Recommendations:

The above results and conclusions have led us to develop a number of recommendations based on the responses the organizations gave, particularly in relation to the topic of training. Our recommendations are as follows:

- It is crucial to follow up with these organizations regarding training on managing social media platforms, regardless of the size and geographical location of the organization or the geographical location of its audience. The results indicated a special need for such training in cultural organizations, followed by research and feminist's organizations and finally, agricultural and youth organizations.
- There is a need for crowdfunding training for small organizations (those with less staff). According to our data, the main obstacles facing small organizations result from financial challenges. Organizations that are most in need of such training are cultural and health organizations.
- There is a need for digital security training, despite the fact that this area was not seen as a priority by the organizations themselves. Previous research conducted by 7amleh in 2017 revealed political prosecutions and investigations that would have benefitted from a better understanding of the concept of digital security, especially in light of the new cybercrime law. We recommend launching awareness campaigns about this issue which would target organizations like those surveyed.
- Digital campaign building training: We recommend conducting digital campaign building training with organizations that address the international community. We also need to target organizations with large staff numbers since their needs are more urgent than others. And perhaps they have the financial potential to carry out these campaigns.
- Training in how to determine audience characteristics (crowdmapping): The need for such training stood out in the 1948 territories, followed by organizations that are active in more than one location. We also recommend targeting large organizations and those targeting 18 to 35 years old due to the diversity of their audience's interests. Health organizations were the most in need of such training also.
- Video advocacy training: There seems to be a special need to direct video advocacy training towards organizations that address the international community. Yet in terms of an organization's field of work, human rights and social organizations were the most interested in this tool. And In terms of geography, we recommend focusing on organizations that are active in multiple geographical locations and those that operate in the 1948 territories and Gaza, successively.
- Training in formulating modern social media content: In addition to the areas of training that we suggested, some of the organizations that took part in this research identified the need for training on formulating modern social media content. This was highlighted by the high percentages of organizations that indicated that the content of topics themselves presented a challenge for organizations when building campaigns, managing the content of their digital activities and social interaction.
- Quality of social media activity: We also believe that it is worth conducting research on the quality of digital activity by organizations on social media platforms. This means defining a standard performance model for each digital platform and measuring the quality of performance, not just the quantity. The model can then be used as an indicator for organizations when planning, implementing and defining their visions for digital activity.

- Sharing best practice: In addition to the training suggested by the survey's respondents, we recommend that these organizations work to share best practice with Arab regional organizations as well as with international organizations that are successful in carrying out digital activities. There is a need to have a dialogue with these other organizations and to learn and emulate their work due to the absence of a clear media model and against the backdrop of the rapid acceleration of developments in this field.
- Training and consultation services: It would be very useful and beneficial to have a non-profit media-specialist organization that mainly works to provide Palestinian organizations with training and consulting services on things like campaign building and management of social media pages. Data indicates that 56% of the organizations located in the 1948 territories and 46% of the West Bank organizations do not have media-focused positions. This presents an obstacle when trying to position oneself on the digital activity map.
- Developing a guidebook: Finally, it would be very useful to provide Palestinian organizations with a guidebook on digital platforms and spaces that are dedicated to clarifying the advantages of each separate platform and addressing the questions that an organization may ask before opening accounts within these networks.

Appendix:

Questionnaire

The needs of Palestinian organizations in the field of digital advocacy survey

First Section: General Information About the Organization:

Contact person:			
Phone number:			
Email address:			
Name of organization:		Year organization was established:	
Address of the organization's main office: Jerusalem/Gaza/1948 Territories/West Bank			
Field of work (Youth/Human Rights/Feminist/Special needs....) : _____			
Number of staff:			

Second Section: General Approach to Media Work:

Does the organization have a media coordinator?	Yes	No	Percentage of time allocated to this position: -----%
Is there a media department at the organization?	Yes	No	
If the answers for the two questions above were no, does the organization deal with media? If so, how? _____			

Is there a Website for the organization?	Yes	No
Address: _____		

Please describe the target audience that your organization aims to reach through media (both traditional and social media)

Gender: Male/ Female/ Other: _____

Age Group: Less than 18/ 18-35/ +35

Geographical distribution: 1948 Territories / Gaza / Jerusalem / West Bank / International
--

Do you address a specific audience (E.g. homosexuals/workers only/people with special needs...): _____

Do you have an agreed-strategical plan for the organization's media work?	Yes	No
Do you have a clear annual work plan for media work which is incorporated within the organization's broader work plans?	Yes	No
Do you have a budget allocated for media work?	Yes	No
If your previous answer was yes, what proportion of the organization's total budget goes to media work? _____		

Third Section: Social Media and Campaigns:

Does the organization have social media accounts?	Yes	No
---	-----	----

Who runs the organization's social media accounts?

On which of the following platforms can we find an account for the organization?

Facebook / Twitter / LinkedIn / Instagram / YouTube / Other: _____

Have you previously raised funds for your organization via social media platforms? This could include in kind financing, advertising a single event, an add, a post and/or photographic materials.	Yes	No
--	-----	----

Do you have fixed financing for your accounts?	Yes	No
--	-----	----

Have you ever conducted any digital awareness campaigns?	Yes	No
--	-----	----

If you have previously conducted digital awareness campaigns, can you please include a link to the campaign:

Are media campaigns part of your organization's annual media plan?	Yes	No
--	-----	----

What proportion of the total media budget is allocated to media campaigns?

Fourth Section: Challenges and Needs:

Which of the following poses a challenge to communicating a topic when planning, building and implementing media campaigns?

Religion / Israeli occupation / Governance / The topic itself / I don't face obstacles / Other: _____

Which of the following poses a challenge when building and implementing media campaigns? Budget / Tools / Professionals and specialists / Accessibility and access (audience reach) / Other: _____

Which of the following poses a challenge to communicating a topic when managing your social media accounts in general?

Religion / Israeli occupation / Governance / The topic itself / I don't face obstacles / Other: _____

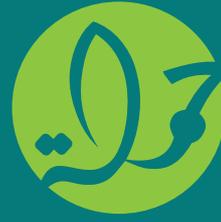
Which of the following poses a challenge when managing your social media accounts? Budget / Tools / Professionals and specialists / Accessibility and access (audience reach) / Other: _____

In your opinion, which of the following areas of training might be useful to your organization? How to manage social media platforms / Crowdfunding / Digital security / How to build media campaigns / Employing videos for advocacy / Analyze audience characteristics (Crowdmapping)

Other training: _____

Other notes: _____

حملة - المركز العربي
لتطوير الإعلام الاجتماعي
7amleh - The Arab Center for
the Advancement of Social Media



info@7amleh.org \ www.7amleh.org

Contact Us | 7amleh

