



Needs Assessment of *Palestinian Civil Society Organizations' Digital Performance*

— Needs and Challenges —



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*Needs Assessment of Palestinian Civil Society Organizations' Digital Performance
(Jerusalem, West Bank, Israel and Gaza)*

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Foreword

This research aims, mainly, to contribute to understanding and deconstructing the relationship between Palestinian NGOs (West Bank, Gaza, Israel and Jerusalem) and their relationship with the media, focusing on social media, digital activity and digital security, on the one hand, and the needs and challenges that the organizations face, on the other, in order to discuss the mechanisms of developing these needs and overcoming the challenges, both individual or collective, on the scale of Palestinian NGOs, according to geographic areas, target audience and the sectors with which the organizations' work intersects.

The research is based on examining the methodologies of work of Palestinian NGOs through social media and the digital space, and it attempts to present the challenges that these organizations face when preparing campaigns or managing their pages on social networks, especially in the age we live in, where digital activity and digital advocacy have often become mandatory in the world and in Palestine, for example, having to engage in digital activity to a greater degree during the COVID-19 pandemic. These variables require many organizations to work on their digital work environment in order to identify with the global digital shift. The survey attempts to investigate strengths and weaknesses, challenges, and needs, and how to adjust digital activity to the variables.

Research methodology

The research methodology is mainly based on a survey of needs through a questionnaire, individual interviews with specialists in the field, and meetings with focus groups in the West Bank, Gaza and Israel.

The organizations were divided according to sectors and geographic areas - 300 organizations were contacted, and 127 organizations filled out the questionnaire.

Data processing

The data was processed by:

- Analyzing individual interviews and linking qualitative with quantitative results
- Analyzing interviews with focus groups and linking qualitative with quantitative results

- Excel program for quantitative data processing
- R Studio program to analyze quantitative data, build relationships and statistical equations
- SPSS program to analyze quantitative data, build relationships and statistical equations
- Dublin Core was adopted to build a data structure (Meta Data Processing Technique)

Questionnaire

- **Section1**

Research on the general details of organizations in terms of business sectors, geographic location ,and size of the organization.

- **Section 2**

Media aspect: How organizations deal with the media

- **Section 3**

Social media: How organizations deal with social media platforms

- **Section 4**

Digital campaigns and advocacy: The mechanisms of how organizations deal with digital campaigns

- **Section 5**

Audience: Target audience of organizations in terms of age and geographic location

- **Section 6**

Digital security: Extent of organizations' diligence in digital security and the protection mechanisms used

- **Section 7**

Challenges and needs: Challenges that organizations face and their needs in order to develop their digital presence and digital means of protection

Sample

127 Palestinian organizations participated in the survey, distributed over the West Bank, Gaza Strip, Jerusalem, and Israel, in addition to 3 focus groups and individual interviews.

General information on preliminary results

Prelude: These organizations do not fall under the identification of business sector/replace with sector or work sector/ specialization.

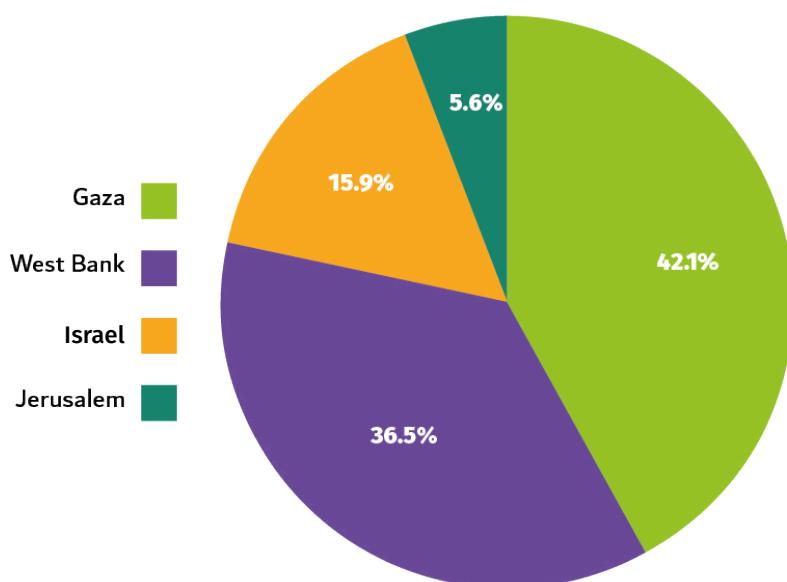
In this section, the focus was on summarizing information on the organization, its geographic location and sectoral topics that intersect with its work, as well as the size of the organization in terms of the number of individuals and the audience.

These data will form the database or benchmark with key research topics such as media work, social media, digital security, digital presence, and, finally, the challenges and needs of participating organizations.

Sample

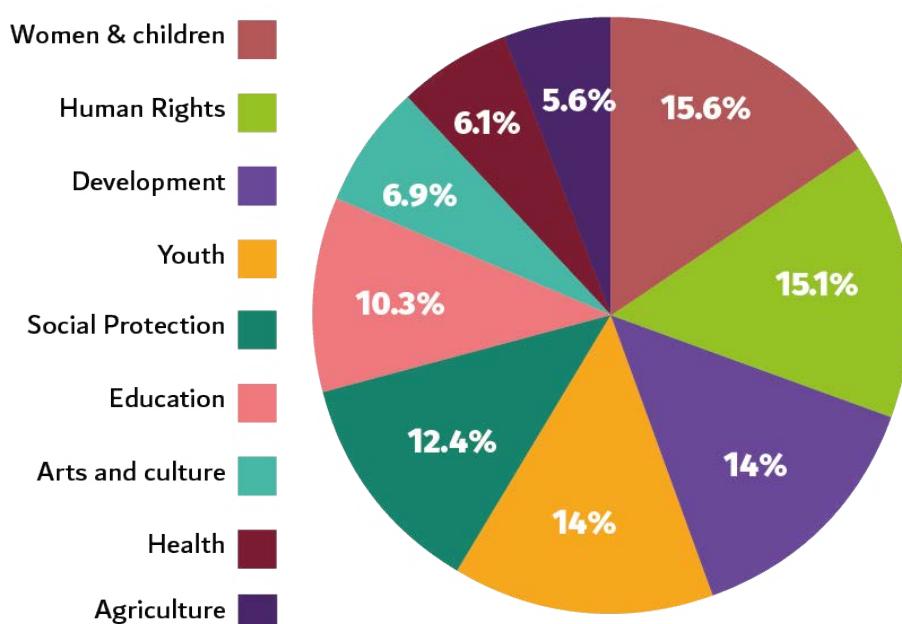
The total number within the participating sample in filling out the questionnaire was 127 organizations. The results showed that 53 out of 126 organizations that completed the questionnaire are located in the Gaza Strip, or 42.1% of the sample size, while the number of organizations in the West Bank was 46, or 36.5%, those in Israel were 20 organizations, or 15.9%, while the number of organizations in Jerusalem was 7, or 5.6%

Geographic Location For Organizations



The fields of work of the participating organizations in the questionnaire varied, with the results showing that about 47% were organizations whose work intersects with the women and children's sector, followed by the human rights sector at 45%. The development and youth sectors were equal at 42%. The social protection sector came in fourth place at 37%, followed by the education sector at 31%, while the results show that the organizations whose work intersects with the least participating sectors, respectively, are the arts and culture sector at 20%, followed by the health sector at 18%, and the agriculture sector last, at 16%.

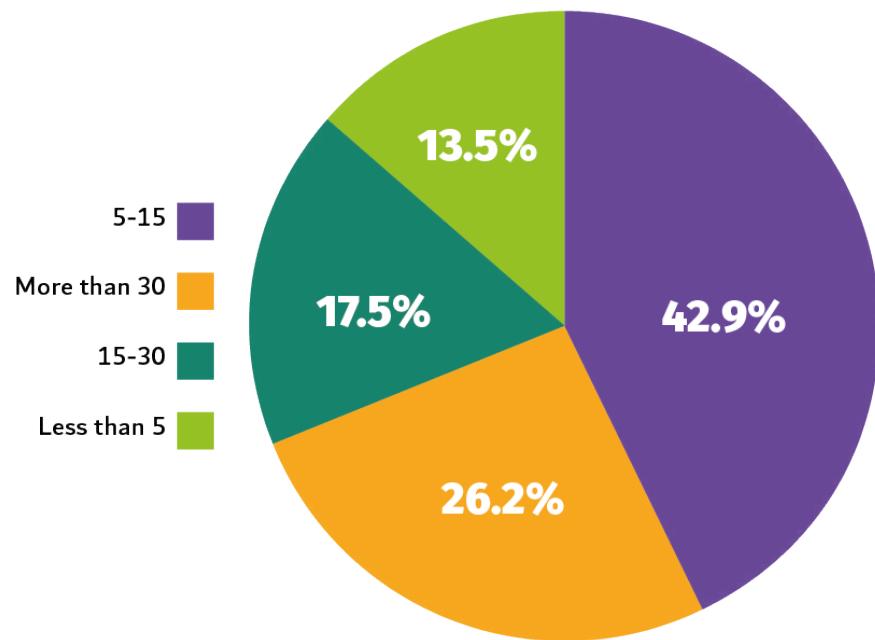
The fields of work of the participating organizations



Size of participating organizations in terms of number of staff

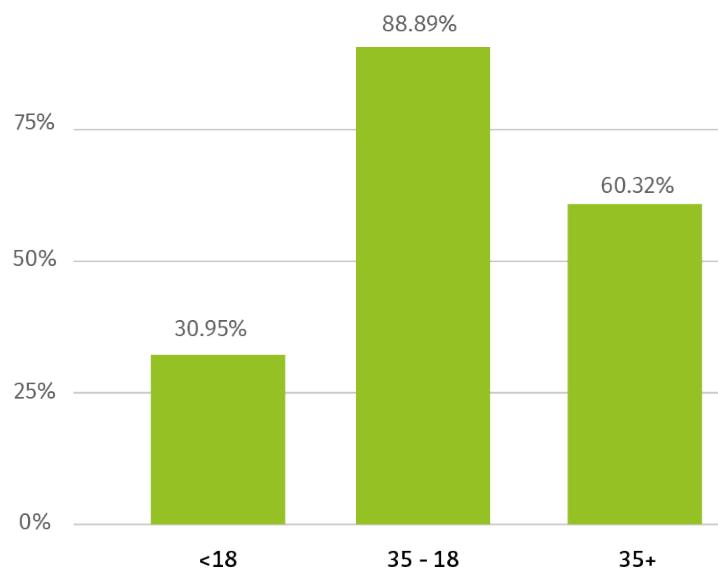
The results showed that the largest percentage of participating organizations had a staff of 5-15 and constituted 43% of the sample size, while the percentage of organizations that worked with fewer than five members was 13.5%, those with a staff of more than 30 was 26%, and those with staff ranging from 15-30 accounted for 17.5% of the sample size.

Size of participating organizations in terms of number of staff



Target audience

The study shows that 30.95% of the target audience of organizations is under the age of 18, while the age group of 35+ represents 60.32%, and the age group between 18-35 represents the highest percentage of the organizational audience at 88.89%.



The results also showed that women and children were the highest target group for organizations, with more than 60% females.

Media performance

Dealing with the media in general (prelude)

This section of the study examines the extent to which the surveyed sample¹ of organizations deal with the media, by asking if each organization deal with the media, in general, if there is a media unit, and, finally, if the organization has a special media unit.

Through the research study, whether through individual interviews or brainstorming sessions with focus groups, in addition to the quantitative data resulting from the survey questionnaire, there was a general tendency for all participants to stress the need for intensifying the attention of organizations to the media aspect, in general. In one of the individual interviews, Abeer Hasan, an expert in the field of media, mobilization, and regional and local advocacy comments on her assessment of the organizations' interaction with the media, in general: 'I see it as very weak, with very minor exceptions, such as human rights organizations working in the West Bank, which are among those considered to be most attentive to and investing in the media, while if we look at the agricultural sector, for example, there is not enough media infusion, though this sector needs stewardship.' In addition, most media effort of Palestinian civil organizations is traditional and does not keep pace with the digital evolution, relying only on public data and news.

Although the data produced by the study indicate that 66% of organizations have a media coordinator, there is a belief among some of those surveyed that one such coordinator is not enough for large organizations, for example, which negatively affects the production of content and necessitates the presence of a full media unit, given – as the data below shows – that about 58% of organizations do not have a media unit.

Data on dealing with the media:

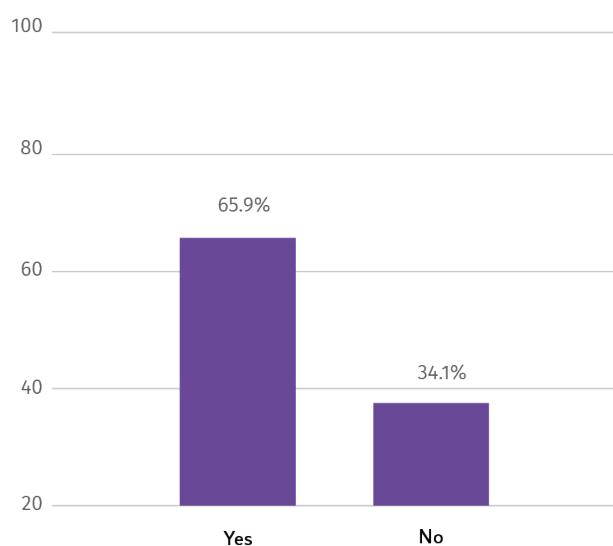
- **First:** presence of a media coordinator for the organization
- **Second:** size (percentage) of media coordinator's job
- **Third:** presence of media department/unit
- **Fourth:** presence of an annual plan for the media aspect of the organization
- **Fifth:** a special budget for the media aspect

1. In the survey that was conducted in Arabic, we used terminologies that are frequently used within the Palestinian political lexicon including; Palestinians of '48, inside the greenline, etc.. to refer Palestinian citizens and NGOs in Israel.

First :presence of a media coordinator for the organization

The results showed that 66% of organizations participating in the research have a media officer/coordinator, while 34% do not.

Presence of media officer/coordinator



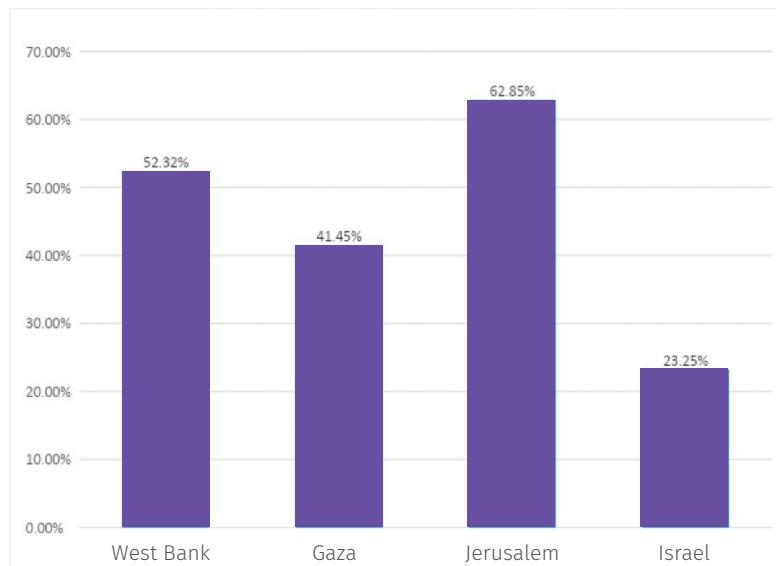
As for organizations that do not have a person responsible for the media, they cover the media aspect either through the officers, directors, or members of the board of directors as volunteers, through direct communication with journalists and the media, the organization of press conferences, or by including a media plan in each program, so that media activities are distributed to project coordinators, each according to his/her project.

Second: size (percentage) of media coordinator's job

The percentage of the media coordinator's job for all regions is 43.7%, and the study shows the following percentage values per geographic location: West Bank, 52.32%; Gaza Strip, 41.45%; Jerusalem, 62.85 %; and 23.25% in Israel.

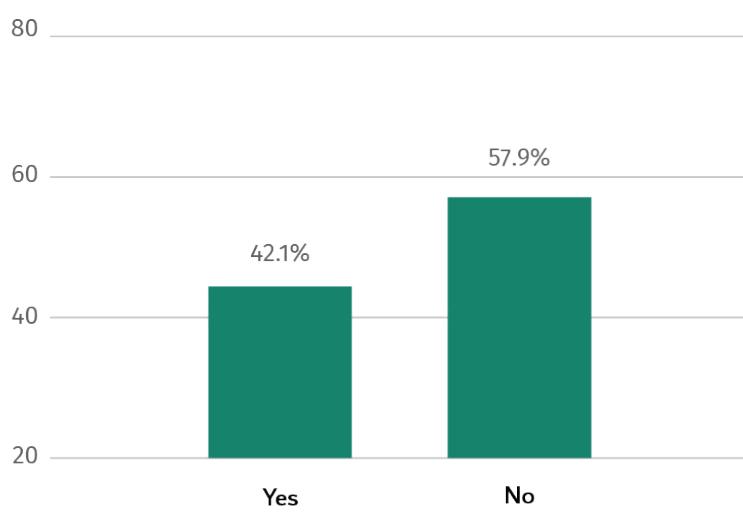
Third: presence of media department/unit

Size of media coordinator's job according to title of organization



The results indicate that 42% of organizations have a media department/unit, and 58% do not.

Presence of media department/unit

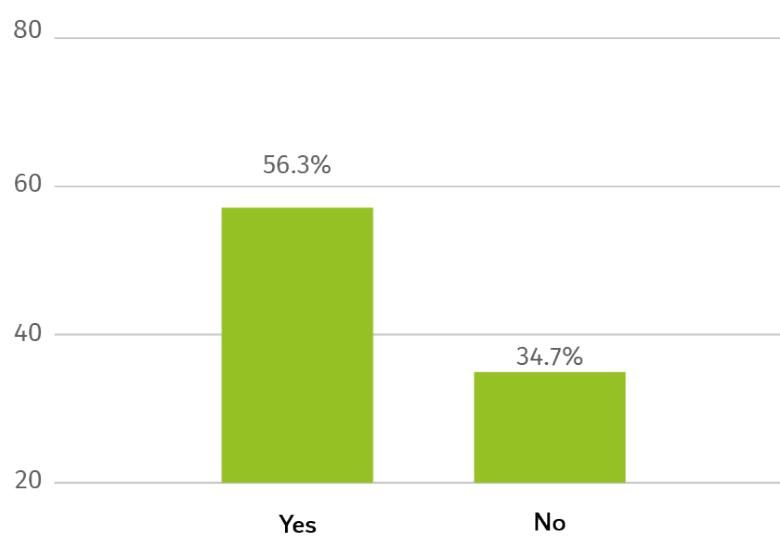


Media organization (in terms of having a budget and a media plan)

Fourth: presence of an annual plan for the media aspect of the organization

The results indicate that 44% of organizations do not have an annual plan for the media aspect, and through individual interviews and focus groups, it was found that there is a desire by most organizations to allocate and make an annual media plan. considered the research meetings not orientation meetings² of the need to devote more focus within the work of organizations towards the media aspect. Shatha Yousef, a feminist and political activist and a trainer in digital security, believes that some organizations are still traditional in terms of media strategies and rely on traditional methods in preparing their media plan. This is despite the fact that NGOs have come into a new era, that forces them to answer basic questions about whether they are developing their media tools in line with the digital world, as well as which of these tools are the most widely used and what is their relationship with the target audience, as many organizations adopt an annual strategy at the beginning of each year without examining digital developments, especially organizations that work with youth. Digital stewardship has become essential for organizations to maintain contact with their audience.³

Presence of annual plan for media aspect



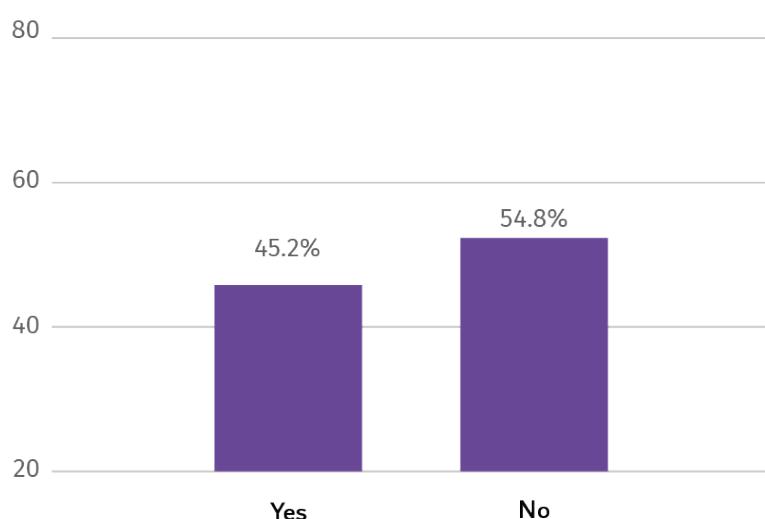
2. نعامة، (1 أيلول 2021)، مقابلة شخصية.

3. شيخ يوسف، (32 أغسطس 2021)، مقابلة شخصية.

Fifth: a specified budget for the media aspect

The results indicate that 55% of organizations do not have a media budget, and although 45% of them do, the study shows that the material factor is one of the most important in affecting the media performance of Palestinian civil organizations. This topic will be addressed later in the research, in the section on digital challenges of organizations.

Special budget for the media aspect ,bottom from right



Media organization according to geographic regions

Summary of the results of media organization according to geographic regions

We note that the Palestinian organizations in Israel received the lowest percentage in the four levels (budget, presence of a media plan, presence of a media department and presence of a media coordinator), and that Gaza received the highest percentage in terms of having a media department and Jerusalem the highest in terms of having a media plan, while the West Bank had the highest percentage in terms of budget and the presence of a media coordinator, and ranked second in terms of having a plan and third in terms of having a media department.

Detailed results

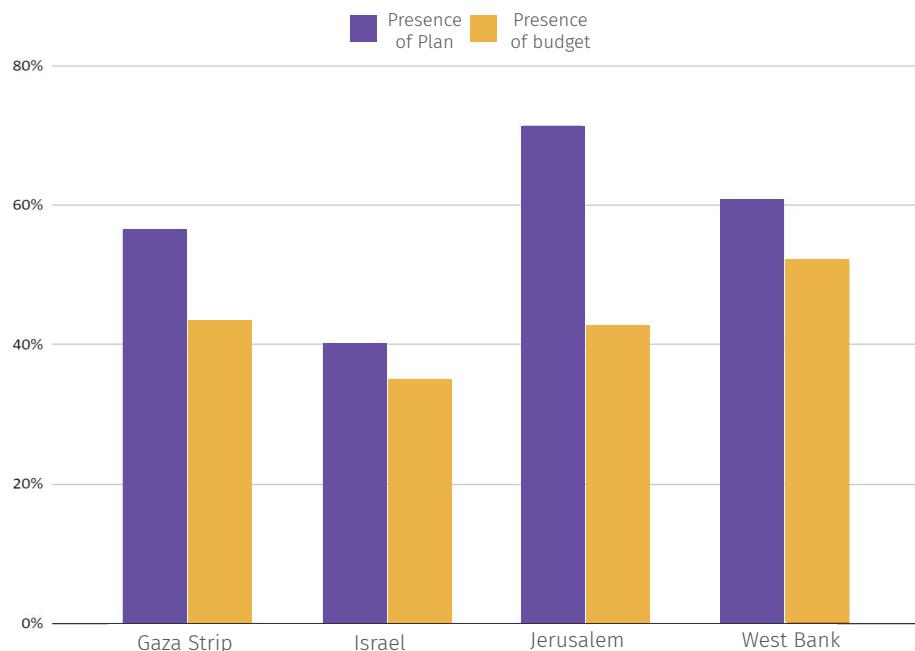
The results indicate that the largest percentage of organizations that have a plan for the media aspect are in Jerusalem, at a percentage of 71%, and that the percentage of organizations in the West Bank is the largest in terms of budget allocation, at 52%, while the Palestinian organizations in Israel have the lowest percentage in terms of having a budget and an action plan, at 35% and 40%, respectively.

As for the presence of a media coordinator in the organizations, the study shows that 45% of Palestinian organizations in Israel hire such a coordinator, which is the lowest percentage compared with other geographic areas, while in the Gaza Strip, the percentage was 64.15%, the second lowest percentage, followed by Jerusalem at 71.43%, with the West Bank having the highest percentage at 76.09%.

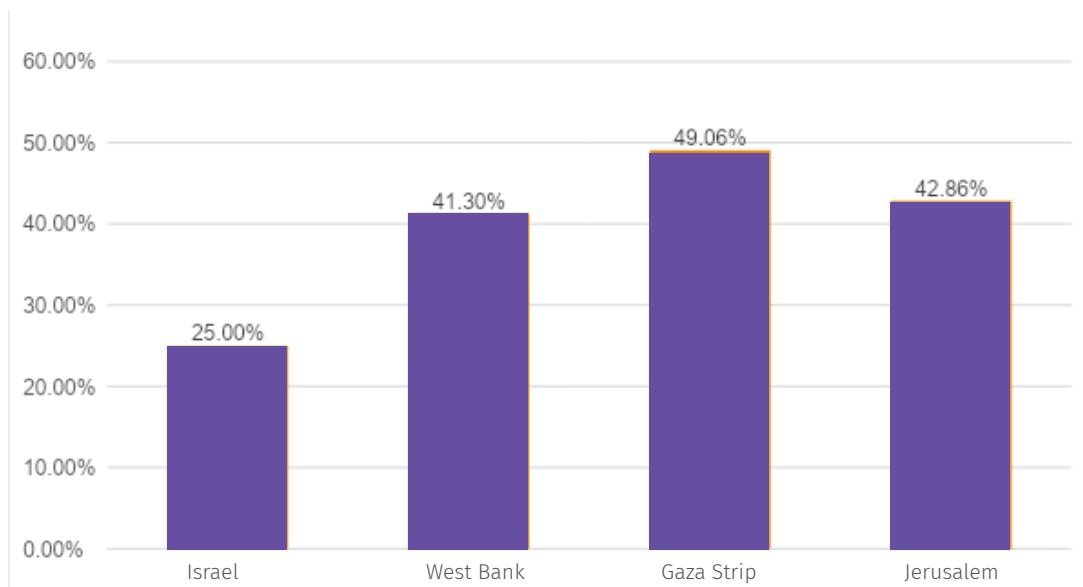
As for the presence of a media department, the results indicate that organizations in the Gaza Strip constitute the highest percentage of those that have media departments, at 49.06%, followed by Jerusalem at 42.86% and the West Bank with at 41.03%, while Palestinian organizations in Israel regions rank last, at 25%.

Geographic area	Media organization			
	Presence of budget	Presence of plan	Media department	Presence of media coordinator
Gaza	43%	57%	49%	64.15%
Israel	35%	40%	25%	45.00%
Jerusalem	43%	71%	43%	71.43%
West Bank	52%	61%	41.5%	76.09%

Relationship of location of organizations to presence of media department



Relationship of location of organizations to presence of media department

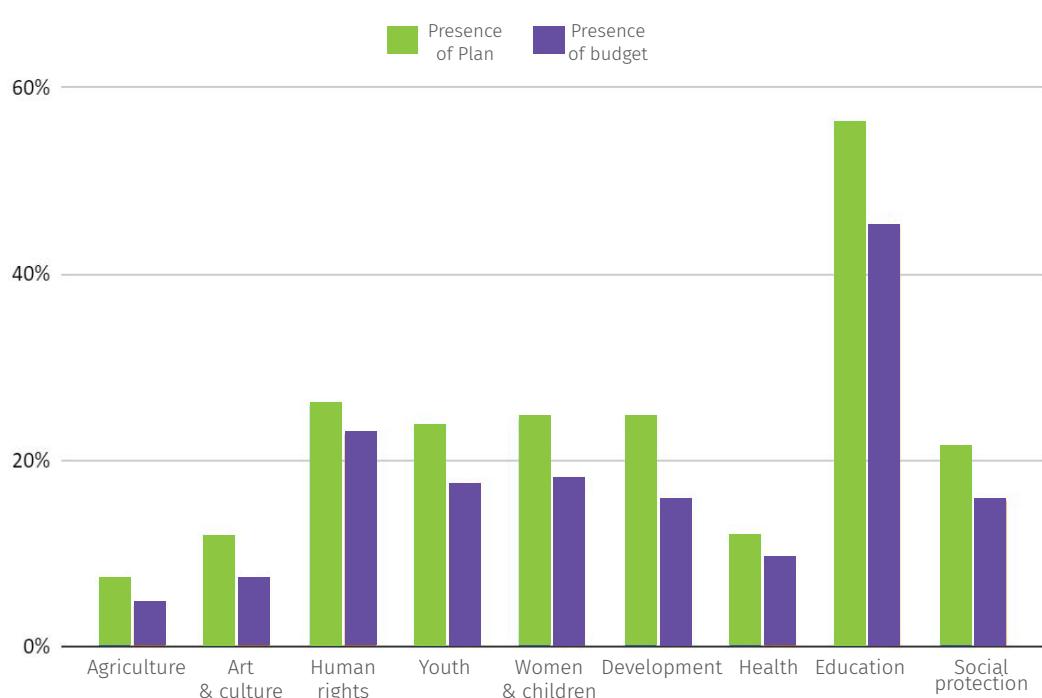


Media performance according to the sectoral interest of organizations (the presence of a media plan and budget)

The results showed that organizations whose **work intersects with education^{*4}** have the highest percentage in terms of having a plan and a budget for media work at 56% and 45%, respectively, and among the organizations whose work intersects with human rights, followed by women and children, respectively, while the agricultural sector has the lowest percentages at 7% and 5%.

***4** Its work intersects with the sector: it is important to clarify that there was the possibility for organizations to choose more than one sector in which they see themselves working.

Sector	Social protection	Education	Health	Development	Women & children	Youth	Human rights	Art & culture	Agriculture
Presence of plan	21%	56%	12%	25%	25%	24%	26%	12%	7%
Presence of budget	16%	45%	10%	16%	18%	17%	23%	7%	5%

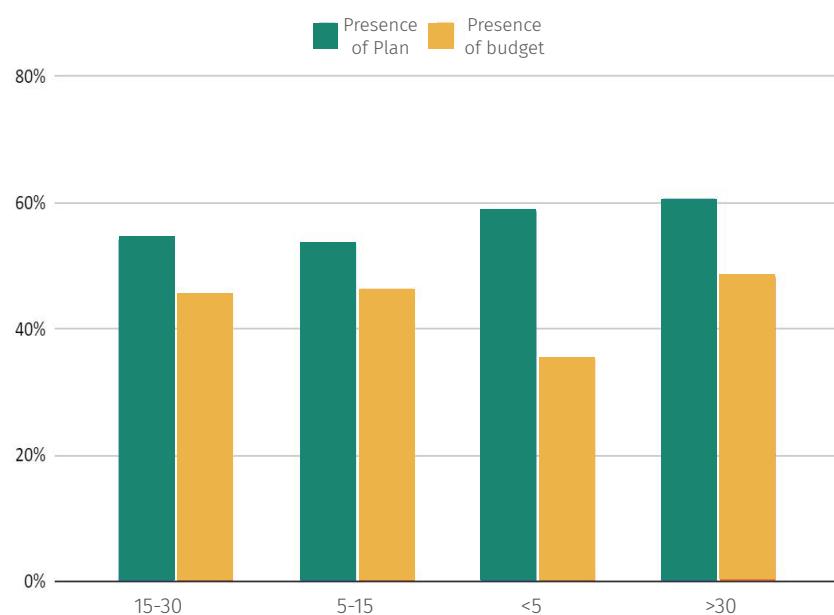


4. Intersects with; The organizations had the choice to choose more than one sector

Media performance and its relationship with the size of the organization

It is clear from the results that the percentage of organizations with more than 30 staff members is the largest in terms of having a plan and budget for social media accounts, at 61% and 48%, while the percentage of organizations with less than 5 staff is the lowest in terms of having a budget for social media accounts, at 35%.

Number of employees	Presence of budget	Presence of plan
15-30	45%	55%
5-15	46%	54%
Less than 5	35%	59%
More than 30	48%	61%

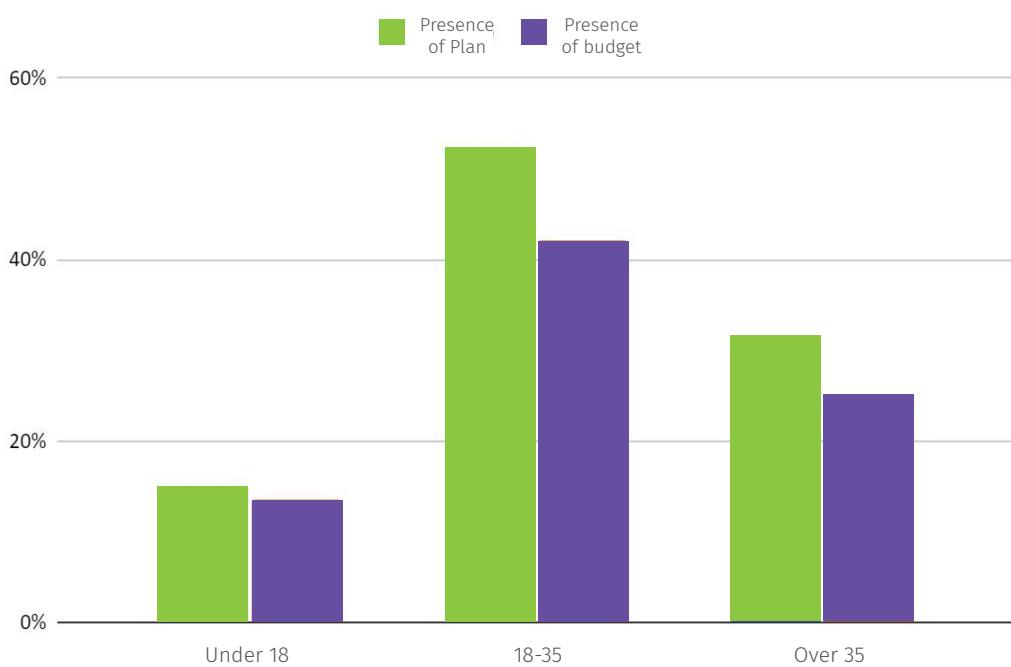


Media performance and its relationship with the target audience: (age group and geographic location of target audience)

Relationship of the target audience's age group with the organization's media performance

The results showed that 52% of organizations that have a plan for the media aspect have a target audience aged 18-35 years, which is the highest percentage, while organizations that target age groups under 18 years have the lowest percentage in terms of having a plan and budget for media work, at 15% and 13%, respectively.

	Over 35	18-35	Under 18
Presence of plan	31%	52%	15%
Presence of budget	25%	42%	13%



Relationship of target audience's location and media performance

A summary of key results of the relationship between the target audience's location and media performance

Palestinian organizations that target an international audience were the highest in terms of having an annual media plan and a media department, while Palestinian organizations that target the audience of Palestinians citizens of Israel were the lowest in terms of having an annual media plan and the presence of a media coordinator. The results also showed that the audience of Palestinians citizens of Israel is the lowest targeted audience among Palestinian NGOs.

Detailed explanation of the data related to the results of the relationship between the target audience location and media performance.

These percentages express the relationship of media performance of organizations with the locations of the target audience, as media performance consists of three elements:

1. The presence of a media coordinator for the organization
2. The presence of a media department for the organization
3. The presence of a strategic media plan for the organization

At the international level: the study shows that the percentage of organizations that target an international audience is 25.40%, and, of these organizations, 68.75% employ a media coordinator and 56.25% have a media department, while 75% develop strategic media plans.

In the West Bank: the study shows that the percentage of organizations that target the public of the West Bank is 53.17%, and, of these organizations, 68.66% employ a media coordinator, 40.30% have a media department, and 64.18% develop strategic media plans.

In the Gaza Strip: the study shows that the percentage of organizations that target the public of the Gaza Strip is 73.02%, and, of these organizations, 67.39% employ a media coordinator, 47.83% have a media department, and 56.52% develop strategic media plans.

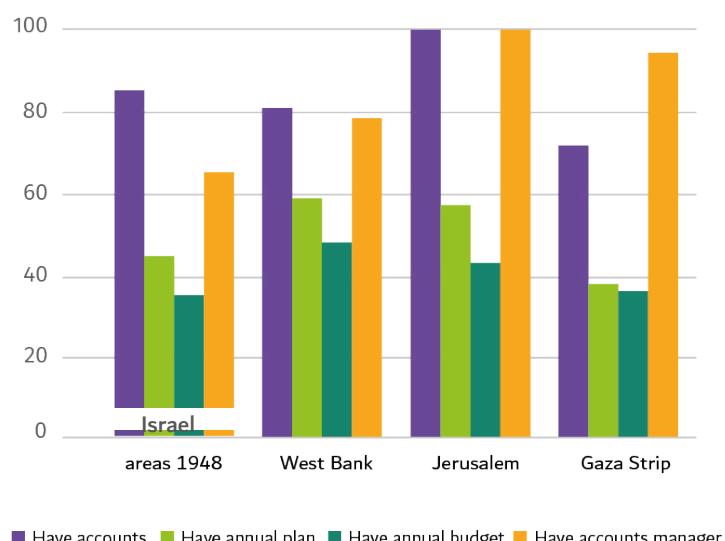
In Jerusalem: the study shows that the percentage of organizations that target the public of Jerusalem is 37.30%, and, of these organizations, 76.60% employ a media

coordinator, 48.94% have a media department, and 63.83% develop strategic media plans.

In Israel: the study shows that the percentage of organizations that target the Palestinian public in Israel is 29.37%, and, of these organizations, 62.16% employ a media coordinator, 48.65% have a media department, and 59.46% develop strategic media plans.

Location	Annual media plan	Media department	Media coordinator	Target audience percentage
International	75.00%	56.25%	68.75%	25.40%
West Bank	64.18%	40.30%	68.66%	53.17%
Gaza Strip	56.52%	47.83%	67.39%	73.02%
Jerusalem	63.83%	48.94%	76.60%	37.30%
Israel	59.46%	48.65%	62.16%	29.37%

Social media performance per geographic location of organizations



Social media

Prelude: Social media

This section examines whether organizations have a social media plan, their presence on social media platforms, the professional and financial aspect related to this field, and whether organizations monitor, collect and analyze statistics and data related to their accounts on social media sites. In recent times, the interest of Palestinian NGOs in social media has risen, but not sufficiently or as the organizations desire, especially with the global leap of digital transformation in recent years. At the Palestinian level, if we follow social media platforms, we see a noticeable development in the presence of social and political movements, but Palestinian NGOs still suffer from shortcomings with their digital appearance. In this context, Shatha Yousef sees that one of the main factors in the weakness of digital presence of organizations is their use of platforms to talk about their achievements, with low interest in presenting topics that attract the attention of the target audience⁵. In many individual interviews, digital specialists touched upon a noticeable digital development at the Palestinian level, especially during the recent events, which are referred to as the 'latest flare-up in Jerusalem'.⁶ Despite the high rate of digital attendance among Palestinians, there was a tangible communication gap between civil organizations and the public, which is understandable, as the content of the organizations for the public is 'dry' or 'institutional'. Thus, in order to reach the target audience, this gap must be reduced and filled, and organizations must keep pace with the general situation according to the specialization or sector in which they work.⁷

Most important data to measure social media performance of organizations:

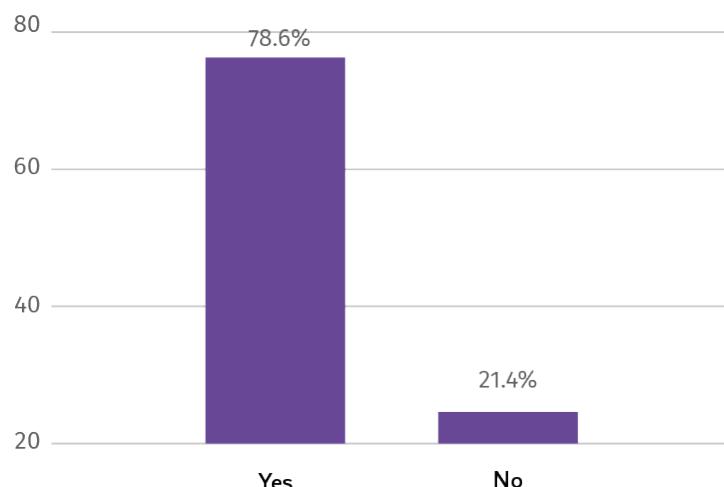
- **First:** Presence of social media plan
- **Second:** Presence of social media accounts
- **Third:** Presence of person responsible for social media
- **Fourth:** Presence of annual budget
- **Fifth:** Data monitoring and analysis

5. شيخ يوسف، (31 أغسطس 2021)، مقابلة شخصية.

6. Jerusalem flare-up: In the last ten days of Ramadan (2021), Jerusalem witnessed major confrontations between Palestinians and the Israeli police forces - sometimes with the participation of members of extremist Jewish organizations - throughout historic Palestine, the West Bank and among Palestinians in Israel, confrontations that the Palestinians came to call 'the flare-up of Jerusalem'. This came as a result of three main developments: the attempt to evacuate Palestinians from their homes in the Sheikh Jarrah neighborhood in East Jerusalem, the Israeli police attempt to close the terraces of Ras Al-Amoud neighborhood, which is one of the important Palestinian national monuments in Jerusalem.

7. شيخ يوسف، (31 أغسطس 2021)، مقابلة شخصية.

Presence on social media accounts



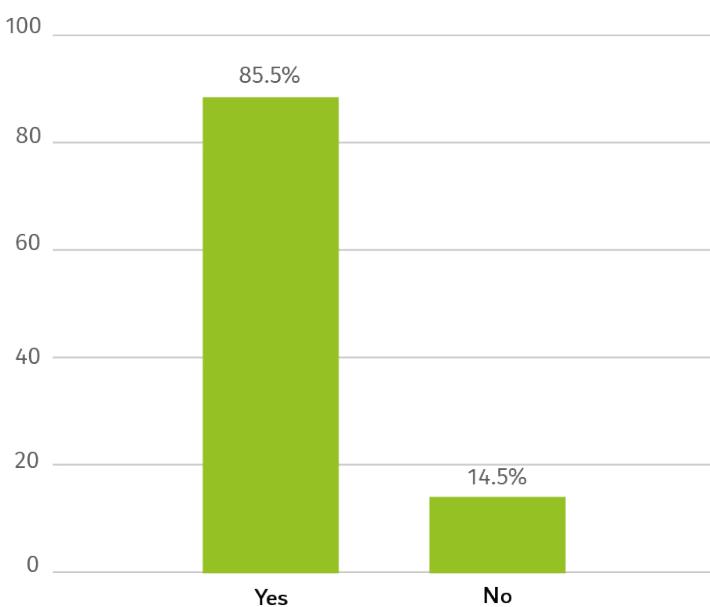
Presence on social media platforms for organizations in all regions

The results showed that 79% of organizations are present on social media accounts, while 21% are not.

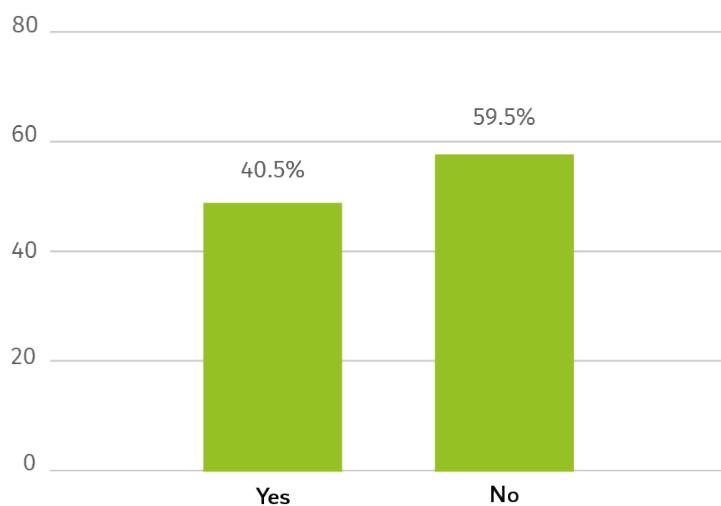
Having a person responsible for following up social media platforms

The results showed that 85.5% of organizations have a person responsible for following up social media accounts, while 14.5% do not.

Is a media officer different from a social media coordinator?



Presence of allocated budget for social media accounts?



In the question whether the person responsible for following up social media is the same person responsible for media, the results showed that 71% of organizations do not separate the two. In terms of a dedicated budget for social media accounts, 59.5% of organizations do not have such a budget, while 40.5% of them do.

As for the question of the percentage of the total general budget allocated to paid advertising (for organizations that have a budget allocated to paid advertising), the results showed that 72.2% of organizations allocate a paid budget of less than \$6000 (less than six thousand US dollars annually) and 8.7% of organizations allocate a budget greater than that.

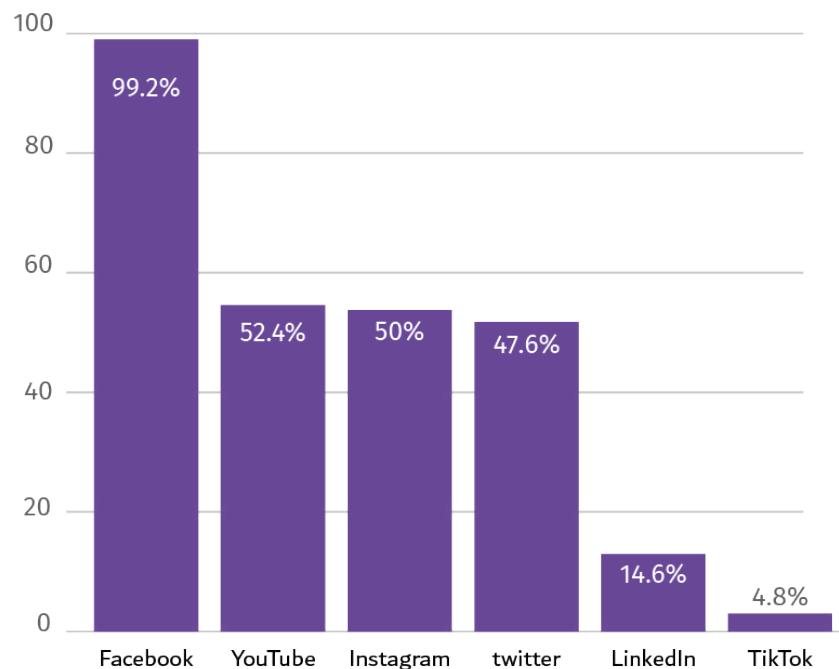
Distribution of organizations on social media platforms

The results showed that the largest presence of organizations was on the Facebook platform, at 99%, followed by YouTube at 52%, Instagram at 50%, while the presence on Twitter was approximately 48%. The lowest percentage was on LinkedIn at 14%, followed by TikTok at just 5%.

Although TikTok ranked last, during the discussion of the focus group of the West Bank organizations, it was pointed out that there is a need to 'override some of the ideas that limit work on various platforms stemming from their being unofficial platforms, such as TikTok, because they have proven their effectiveness in reaching target groups through individual awareness and advocacy campaigns'⁸. Some organizations believe that this platform is currently more popular than others.

⁸. ابر. (20 أكتوبر 2021). لقاء مجموعة الضفة الغربية البارزة في مدينة رام الله، فلسطين .

Digital presence platforms



In comparison with the survey that was prepared in 2018, the results showed the following hierarchy in organizational use:

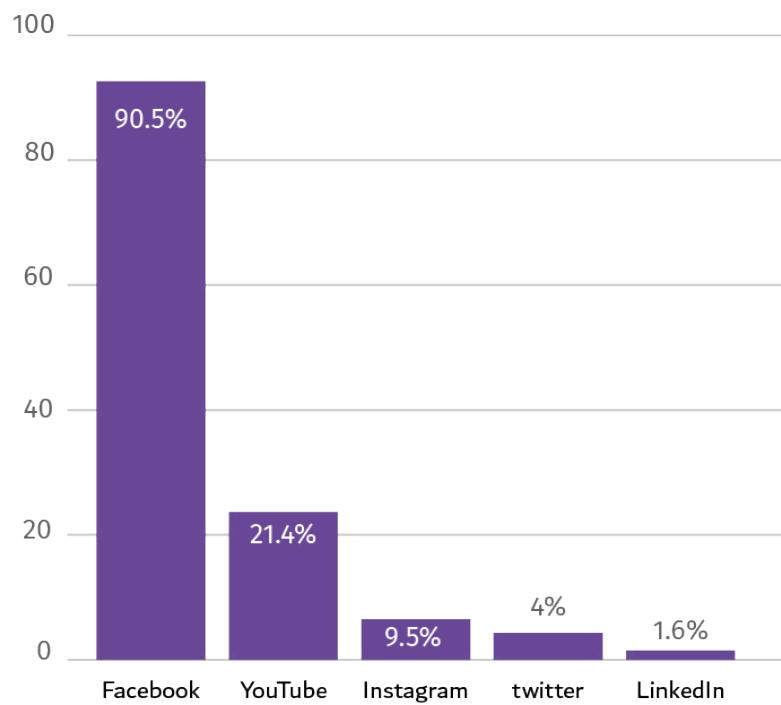
2018 Survey	2021 Survey
Facebook	Facebook
YouTube	YouTube
Twitter	Instagram
Instagram	Twitter

Recently, there has been a greater tendency for organizations to use the Instagram platform and a decline in the use of Twitter, which means a greater need for attention to visual content and the making of short videos.

Paid advertising platforms

The percentage of organizations using paid advertisements on the Facebook platform was 90.5%, while the percentage on Instagram was 21.4%, YouTube was 9.5%, Twitter was 4%, followed by LinkedIn at 1.6%.

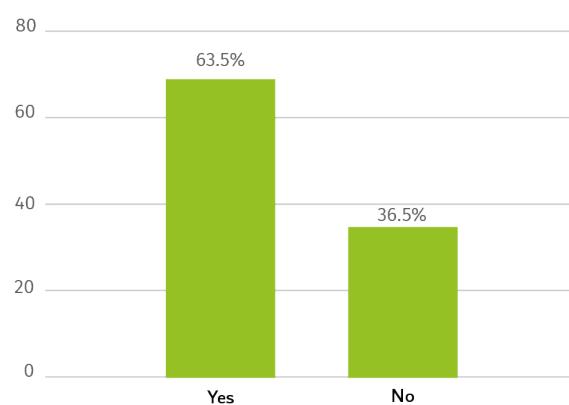
Paid advertising platforms



Digital campaigns

The results showed that 63.5% of organizations had implemented digital campaigns, while 36.5% had not.

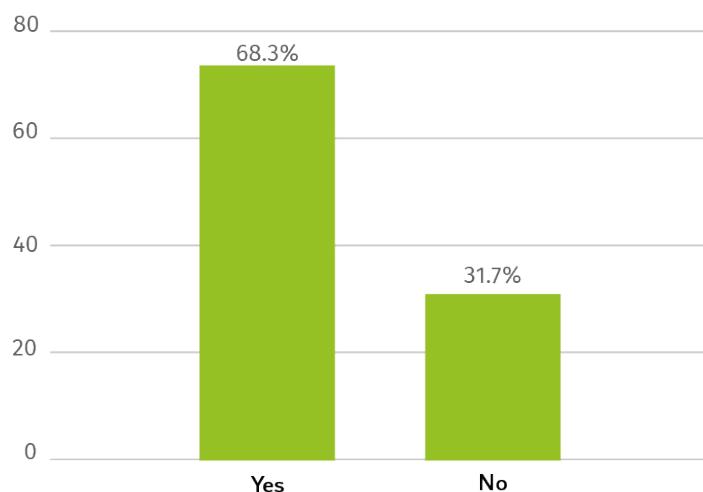
Implementation of digital campaigns



Data collection and analysis on social media

The results showed that 68% of organizations collect and analyze their social media account data, while 32% do not.

Collection and analysis of social media account's insights



Social media performance per geographic regions of organizations

To measure the performance on social media for organizations based on their geographic locations, four main parameters were taken into account:

1. Having accounts on social media
2. Having an annual plan for social media
3. Having an annual budget for social media
4. Having an employee to manage social media

Summary of key results of social media performance per geographic location of organizations

The data showed that Jerusalem ranked first in regard to organizations that have a person responsible for managing their accounts on social media sites, as well as in regard to having accounts on social media platforms. The West Bank ranked first in terms of having an annual budget and plan for social media, while Palestinian organizations in Israel ranked last in terms of having a person responsible for managing accounts and having an annual budget for social media.

	Person responsible for managing accounts	Have an annual budget	Have an annual plan	Have accounts
Israel	65.00%	35.00%	45.00%	85.00%
West Bank	78.26%	47.83%	58.70%	80.43%
Jerusalem	100.00%	42.86%	57.14%	100.00%
Gaza Strip	94.34%	35.85%	37.74%	71.70%

Detailed analysis of results (social media performance per geographic location of organizations)

In Israel: the study shows that 85% of Palestinian organizations in Israel have accounts on social media, 45% have an annual strategic plan for social media, 35% allocate an annual budget for this purpose, and 65% employ someone to manage social media accounts.

In the West Bank: the study shows that 80.43% of organizations in the West Bank have accounts on social media, 58.70% have an annual strategic plan for social media, 47.83% allocate an annual budget for this purpose, and 78.26% employ someone to manage social media accounts.

In Jerusalem: the study shows that 100% of organizations in Jerusalem have accounts on social media, 57.14% have an annual strategic plan for social media, 42.86% allocate an annual budget for this purpose, and 100% employ someone to manage social media accounts.

In the Gaza Strip: the study shows that 71.70% of organizations in the Gaza Strip have accounts on social media, 37.74% have an annual strategic plan for social media, 35.85% allocate an annual budget for this purpose, and 94.34% employ someone to manage social media accounts.

Relationship of geographic location with social media platforms used by organizations

Summary

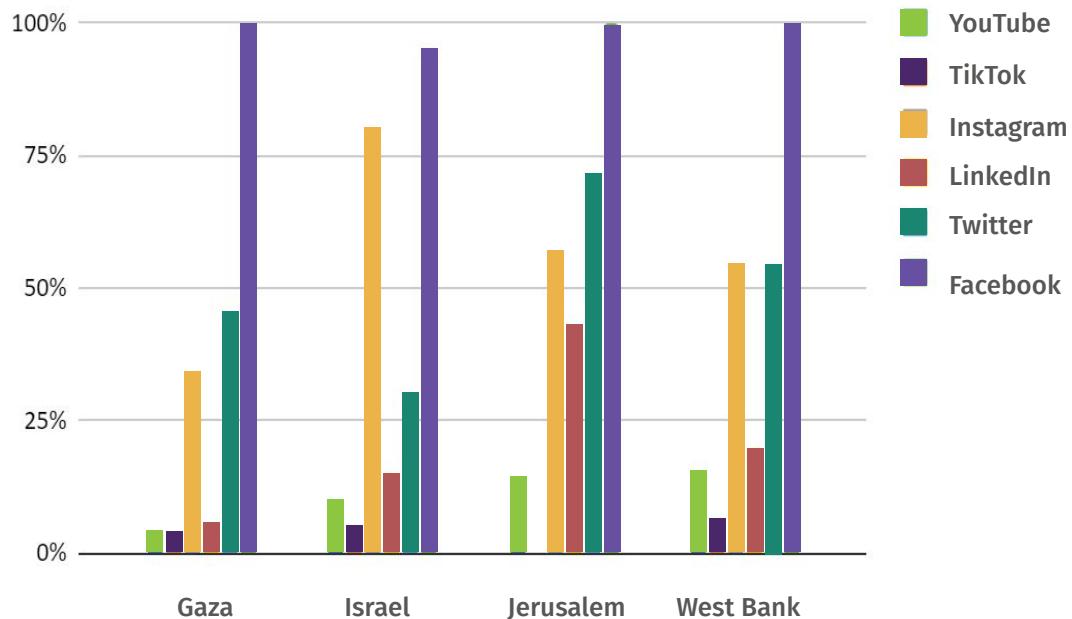
Organizations in Jerusalem are the highest users of Twitter and LinkedIn, while those in the West Bank are the highest users of TikTok and YouTube (although the percentages are still small), and Palestinian organizations in Israel are the highest users of Instagram.

Detailed analysis of results

The results showed that the Facebook platform is the most widely used platform in all Palestinian areas, with at least 95%, while Twitter came in second in each of the Gaza Strip and Jerusalem, at 45% and 71%, respectively. Instagram was in use among Palestinians in Israel at 80%, while TikTok ranked last, and none of the organizations used the Snapchat application in their work.

	Facebook	Twitter	LinkedIn	Instagram	TikTok	YouTube
Gaza	100%	45%	6%	34%	4%	4%
Israel	95%	30%	15%	80%	5%	10%
Jerusalem	100%	71%	43%	57%	0%	14%
West Bank	100%	54%	20%	54%	7%	15%

Relationship of geographic location with social media platforms



Digital campaigns

Type of campaigns (advocacy/awareness-raising)

The study indicates that 63.49% of organizations implement digital campaigns, where 56% of organizations have previously implemented advocacy campaigns and 69% have implemented awareness-raising campaigns.

Awareness-raising campaigns	Advocacy campaigns	Have you implemented digital campaigns?
69.05%	55.56%	63.49%

Digital campaigns per geographic location of organizations

The data showed that the highest percentage of organizations implementing digital campaigns was in the West Bank, followed by Palestinian organizations in Israel, then in Gaza, and, finally, Jerusalem organizations.

Location of organization	Implemented digital campaigns
Gaza	53%
Israel	65%
Jerusalem	43%
West Bank	78%

Paid advertising campaigns and their distribution on social media platforms

Summary

Facebook ranks first in terms of platforms on which advertisements are paid for by organizations. The highest percentage of paid advertisements from organizations are on Facebook, while 0% from all organizations is paid for Snapchat and TikTok. Organizations working in Israel have the highest percentage of paid advertisements on Instagram, with a clear difference between them and organizations in other areas.

Detailed analysis of data relating to paid media campaigns and their distribution on social media platforms

In organization within Israel the the study shows that those using paid advertising on social media platforms constitute the following percentages: 90% of organizations pay on Facebook, 40% on Instagram, 5% on Twitter, and 10% on YouTube, while organizations use Snapchat, LinkedIn and TikTok without using paid advertisements.

In Jerusalem, the study shows that those using paid advertising on social media platforms constitute the following percentages: 100% of organizations pay on Facebook, 28.57% on Instagram, 0% on Twitter, and 14.29% on YouTube, while organizations do not implement any paid campaigns on Snapchat, LinkedIn and TikTok.

In the West Bank, the study shows that organizations using paid advertisements on Social Media platforms constitute the following percentages: 98.13% of organizations

pay on Facebook, 17.39% on Instagram, 15.22% on YouTube, 4.35% on Twitter, 2.17% on LinkedIn, while paid advertisements on Snapchat and TikTok were 0%.

In the Gaza Strip, the study shows that organizations use paid advertisements as follows: 90.57% of organizations pay on Facebook, 16.98% on Instagram, 3.77% on Twitter, 3.77% on YouTube, and 2.17% on LinkedIn, while organizations do not use paid ads on Snapchat and TikTok.

	Snapchat	LinkedIn	YouTube	Instagram	TikTok	Twitter	Facebook
Israel	0%	0%	10%	40%	0%	5%	90%
Jerusalem	0%	0%	14%	29%	0%	0%	100%
West Bank	0%	2%	15%	17%	0%	4%	90%
Gaza Strip	0%	0%	3%	16%	0%	4%	91%

Digital campaigns per organization size

The results showed that the largest percentage, 73%, of organizations that implemented digital campaigns had a staff of more than 30, and organizations with a staff of 15-30 ranked second at 64%, while those with a staff of 5-15 and those with less than 5 were equal at 59%.

Number of staff	Implementation of digital campaigns
More than 30	73%
15-30	64%
5-15	59%
Less than 5	59%

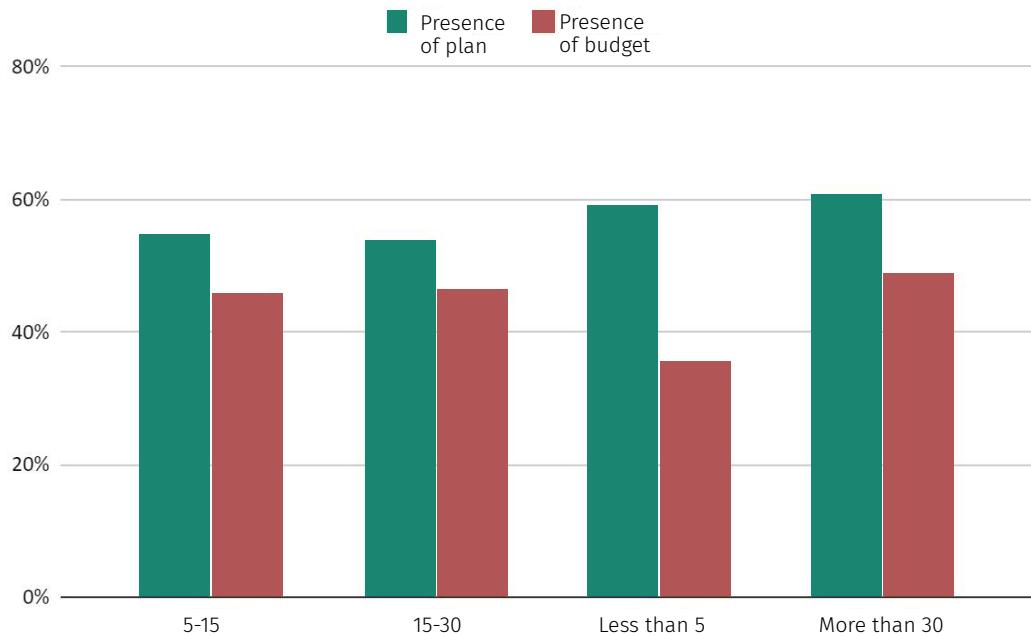
Digital campaigns per target audience location

	West Bank	Gaza	Jerusalem	International	Israel
Implement digital campaigns	40%	46%	29%	21%	21%

Relationship of size of organization with appearance on social media platforms

It is clear from the results that the percentage of organizations with a staff of more than 30 is the largest in terms of having a media plan and budget, at 61% and 48%, respectively, while organizations with less than 5 staff are the lowest in terms of having a media budget, at 35%.

Organization size	Presence of budget	Presence of plan
5-15	46%	54%
Less than 5	35%	59%
15-30	45%	55%
More than 30	48%	61%



Digital security

This section examines the extent of organizations' interest in issues related to digital security - this section covers the following main parameters:

- **First:** protection measures within organizations
- **Second:** the work of organizations (does the organization consider it sensitive and critical?)
- **Third:** Communication methods
- **Fourth:** Protection tools
- **Fifth:** a special budget for the media side

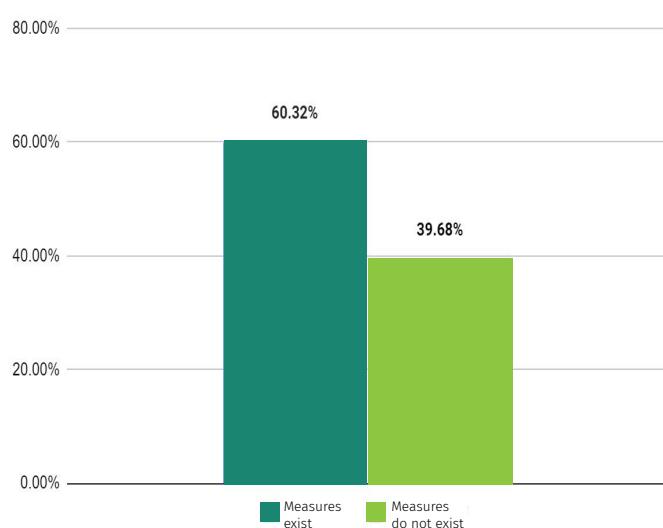
Before delving into the quantitative data of the research and when addressing the issue of digital security in organizations, there were different points of view. During the discussion in which Palestinian organizations in Israel participated, the

participants expressed their feeling of permanent control over the organizations in which they work,⁹ in addition to the prohibition of some topics, especially topics of a political nature, where the Israeli authorities employ a special unit, the Cyber Unit, which monitors the work of organizations. Accordingly, organizations feel permanently censored and are sometimes subjected to deletion of their content. An example of this is the restriction on mentioning the Nakba, as well as other topics of a political nature, which has also led us, as organizations, to self-censorship.

On the other hand, the discussion included another basic topic for organizations operating in the West Bank, which is the restriction - whether locally (on freedom of expression/the role of bodies, organizations and individuals) or internationally (politics of companies and websites) such as Facebook and Instagram (for example). In addition, organizations felt a condescending stance towards their digital rights by companies responsible for digital platforms and first world countries.

This is not to mention digital dependency, with a narrow space of negotiation for Palestinians with parties responsible for digital rights. Among the specific recommendations that appeared through the focus group in the West Bank is to pay attention to the issue of tracking in applications on the phones of employees of Palestinian civil organizations, as well as activists.

Digital security measures in place in organizations



⁹ عربي، 28 أغسطس 2021) مقابلة شخصية.

The study shows that 60% of organizations take measures to protect the digital security of the organization, while 40% do not. One of the most important questions within the focus groups was: **Do organizations know or have the ability to protect their data and information?**

At the meeting of the focus group of organizations in the West Bank, one of the participants touched upon a specific example in this regard, where she referred to the issue of Israeli military incursions into Palestinian organizations in Ramallah (2021) and the theft of the organizations' data. She said: 'When looking at the practices of the occupation, for example, when the Israeli army breaks into a certain organization and steals its data, is there a need to know how to protect our data, as organizations? I, for example, work in a civil organization, and we have received much training on what to do with my phone and its data and also for the mobile storage (USB) and the data it contains, even though we, as an organization, are not vulnerable to incursion by the army.'¹⁰ The focus groups in Gaza and Israel also expressed concern about the lack of sufficient knowledge of the importance of the issue of digital protection in Palestinian organizations. Although the data indicates that 60% of organizations believe that they take digital protection measures, individual interviews with specialists in the field of digital protection and interviews with focus groups indicated that organizations still lack basic information on the concept of digital protection.

For example, there was a tendency among the focus group in the West Bank of the need for organizations to be proactive rather than reactionary in dealing with the subject. Recommendations were made to find alternatives to unsafe applications, encrypt data and work on awareness programs, such as putting in place a security operation system to monitor violations.

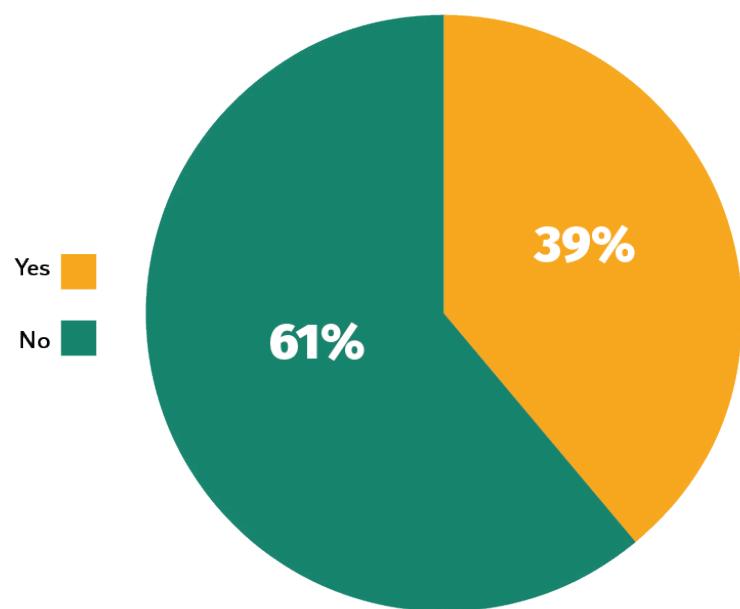
Examples were presented illustrating the possible mechanisms of compromise, for example, many organizations do not use the licensed Windows system, so that their data is easily compromised, and the participants stressed the need to deal with the IT department in the organization to close digital gaps for secure information and data.¹¹

Regarding the question on whether the **work of the organizations is considered sensitive and critical**, the study showed that 39% of the organizations believe that their field of work is sensitive and critical, while 61% do not.

10. ش.ك (أغسطس، 2021) مقابلة مع مجموعة البؤرية للمؤسسات الضفة الغربية في رام الله، فلسطين.

11. باسم الوزير (أغسطس، 2021) مقابلة مع مجموعة البؤرية للمؤسسات الضفة الغربية في رام الله، فلسطين.

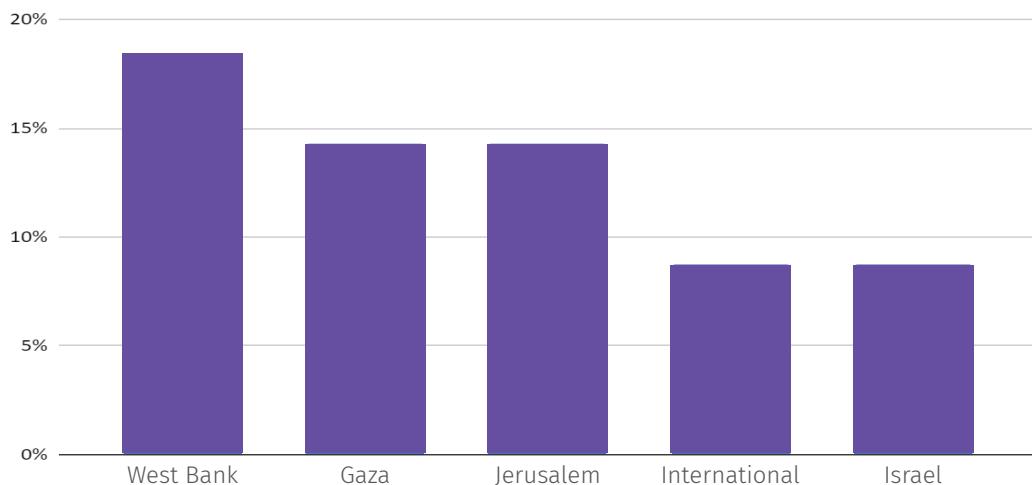
Work of organizations is sensitive and critical



Digital smear campaigns

As for digital smear campaigns ,the results showed that organizations that were most exposed to such campaigns were in Jerusalem ,at ,57% while Gaza organizations were the least exposed ,at.9%

Location of organization	Exposure to digital smear campaigns
Gaza	9%
Israel	35%
Jerusalem	57%
West Bank	24%



Work of organizations is sensitive and critical per geographic location of organizations

Summary of data results related to the risk and sensitivity of the work of organizations per geographic location of the organizations

The highest percentage of organizations that consider their work sensitive and critical are the NGOs operating in Jerusalem, followed by those in Israel, then the West Bank, and finally the NGOs in the Gaza Strip.

The study shows that 45% of organizations located in Israel consider their work sensitive and critical, and that the work of Jerusalem organizations is the most sensitive and critical, at 57.14%, the highest percentage in all areas. As for organizations in the West Bank, the study shows that 36.96% consider their work sensitive and critical, and 35.85% of organizations in the Gaza Strip do the same.

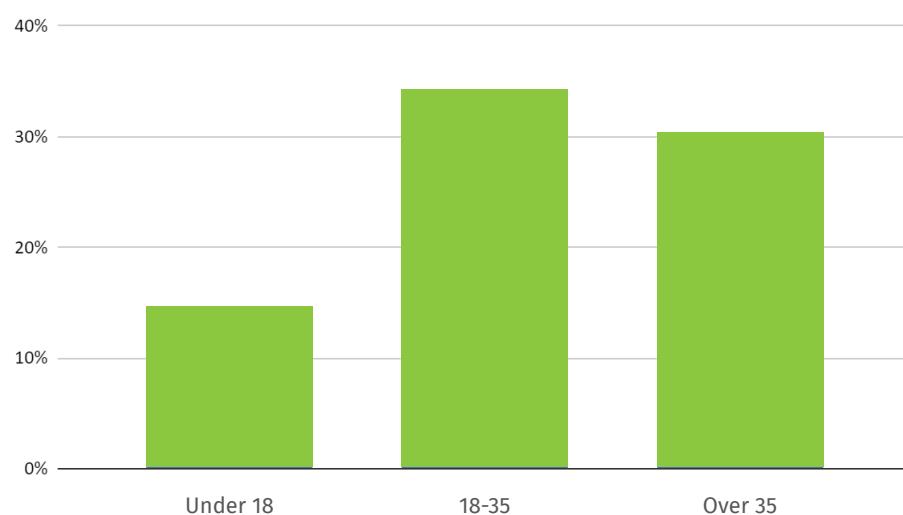
	Work of the organization is sensitive and critical
Israel	45%
Jerusalem	57%
West Bank	37%
Gaza strip	36%

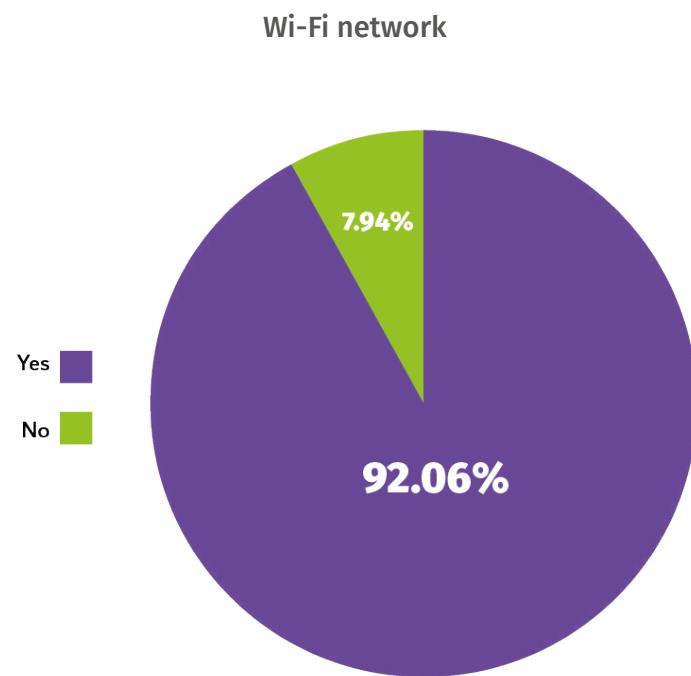
Relationship of age and location of target audience to the sensitivity of the organization's work

The results showed that organizations that target an age group between 18-35 believe that their work is sensitive and critical at a rate of 34%, while organizations that target an audience of less than 18 years old think that their work is sensitive and critical at a rate of 14%, which is lower than others.

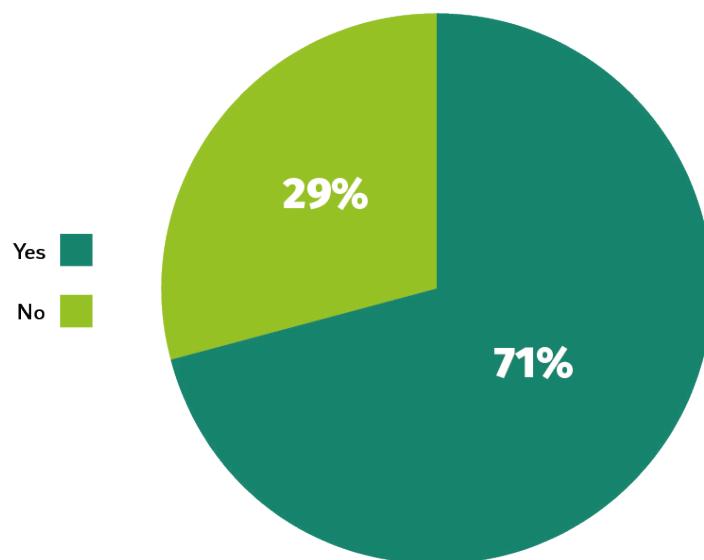
	Over 35	18-35	Under 18
Work of the organization is sensitive	30%	34%	14%

Age of target audience vs. sensitivity of organization's work



Preventive measures taken by organizations in terms of digital security

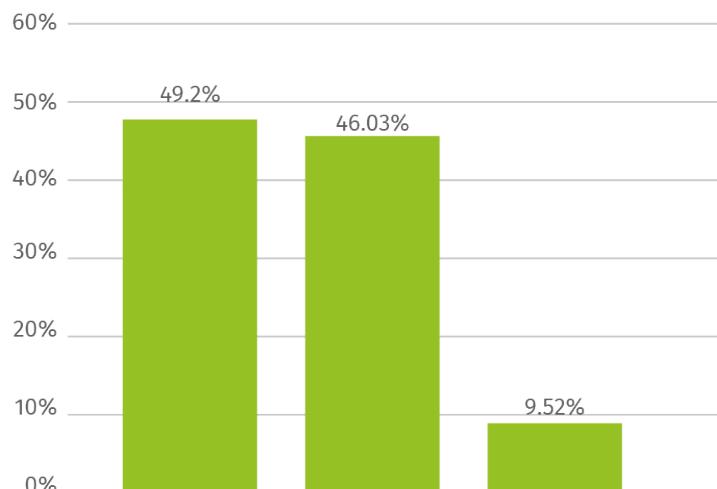
The study shows that 92.06% of organizations have their own Wi-Fi network, while 7.94% do not. 71.43% of organizations share their Wi-Fi network with visitors and clients, while 28.57% do not.

Is the network shared with clients and visitors?

As for the use of anti-virus, when organizations were asked about their use of anti-virus for devices that contain sensitive data, it was found that 81.75% of organizations use anti-virus programs, compared with 18.25% of organizations that do not use them for devices that contain sensitive data.

Complementing the research questions on preventive measures, the study shows that 49.21% of organizations have the free basic version of antivirus programs, while 46.03% of organizations use paid anti-virus software and 9.52% use another type of security software.

Type of anti-virus in use in the organization

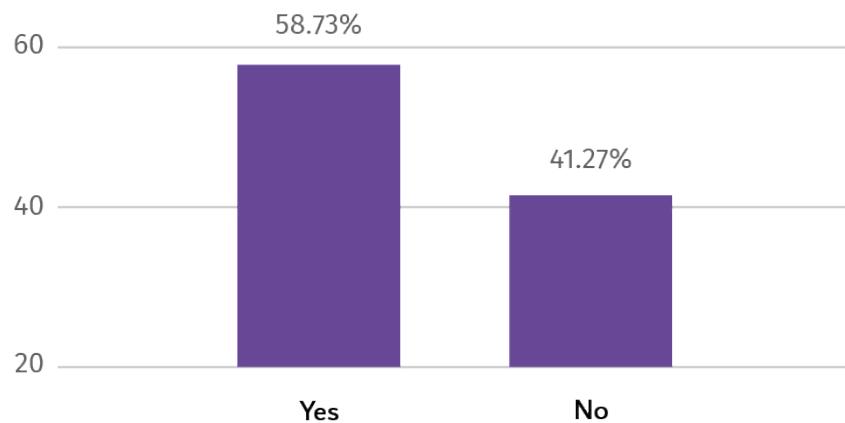


Presence of private server in organizations

The study indicates that 58.73% of organizations have their own server, while 41.27% do not. This was justified in the discussion within the focus groups as due to the lack of 'willingness of the organization to pay the financial cost of purchasing its own server, as the applications purchases by the organization are usually expensive'.¹²

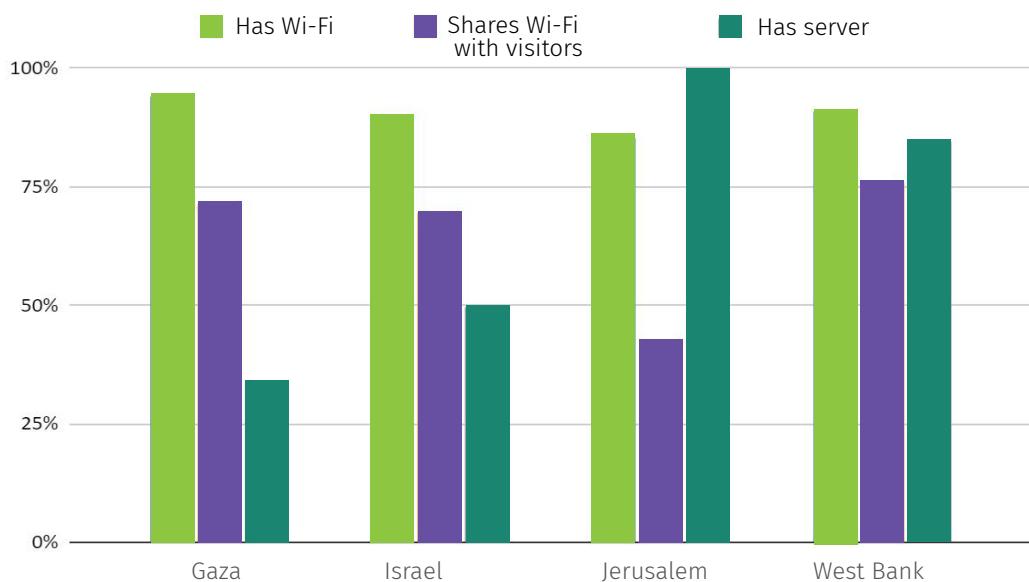
¹² باسم الوزير (أغسطس، 2021) مقابلة مع مجموعة البؤرية للمؤسسات الخصبة العربية في رام الله، فلسطين.

Does the organization have its own server?



The results showed that all Jerusalem organizations own a server, at 100%, while the West Bank organizations share their Wi-Fi networks the most with visitors, at 76%.

Geographic location of organization	Has a server	Shares Wi-Fi with visitors	Has Wi-Fi
Gaza	34%	72%	94%
Israel	50%	70%	90%
Jerusalem	100%	43%	86%
West Bank	85%	76%	91%



Relationship of digital security and sectors of organization's work

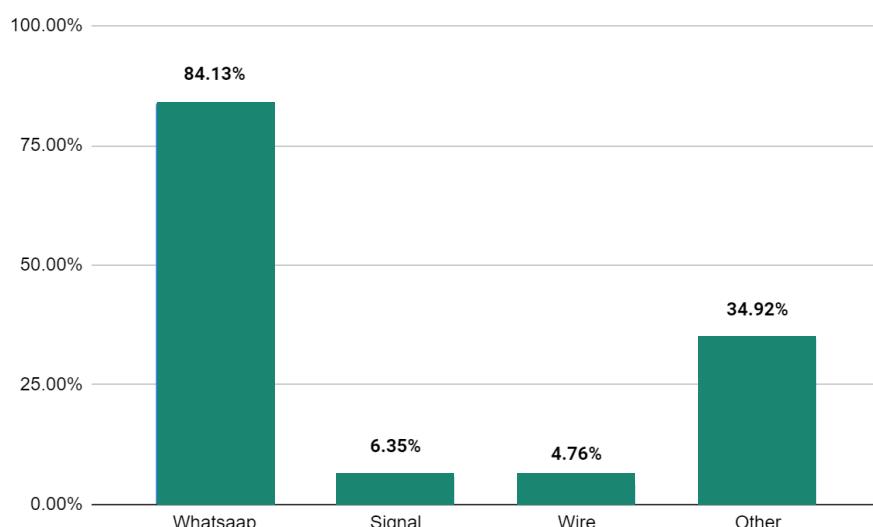
The results indicate that organizations whose work intersects with the education sector are the highest users of anti-virus program, at 82%, while it was found that the health, agriculture, and arts and culture sectors are the least users of anti-virus programs, all at 15%.

	Social protection	Education	Health	Development	Women and children	Youth	Human rights	Art and culture	Agriculture
Has an anti-virus	29%	82%	15%	34%	37%	33%	37%	15%	15%
Basic Anti-virus	4%	10%	2%	3%	5%	6%	4%	4%	2%
Purchased anti-virus	17%	46%	10%	22%	21%	18%	21%	11%	8%
Other anti-virus	19%	49%	9%	19%	23%	20%	23%	6%	6%

In-house messaging software

The study shows that the WhatsApp application has the highest percentage of the programs used to communicate within the organization, at 84.13%, while Signal is in use at 6.35%, Wire at 4.76%, and other communication software at 34.92%. Participants in the focus groups also indicated that organizations' choice of applications based on their ease of use, rather than their degree of digital security, is a fundamental problem. For example, many organizations resort to using WhatsApp rather than Signal. This is also taking into account the lack of alternatives for many applications. Participants indicated that 'it is necessary to work on easy-to-use applications and conduct special training on how to safely use these applications'.¹³

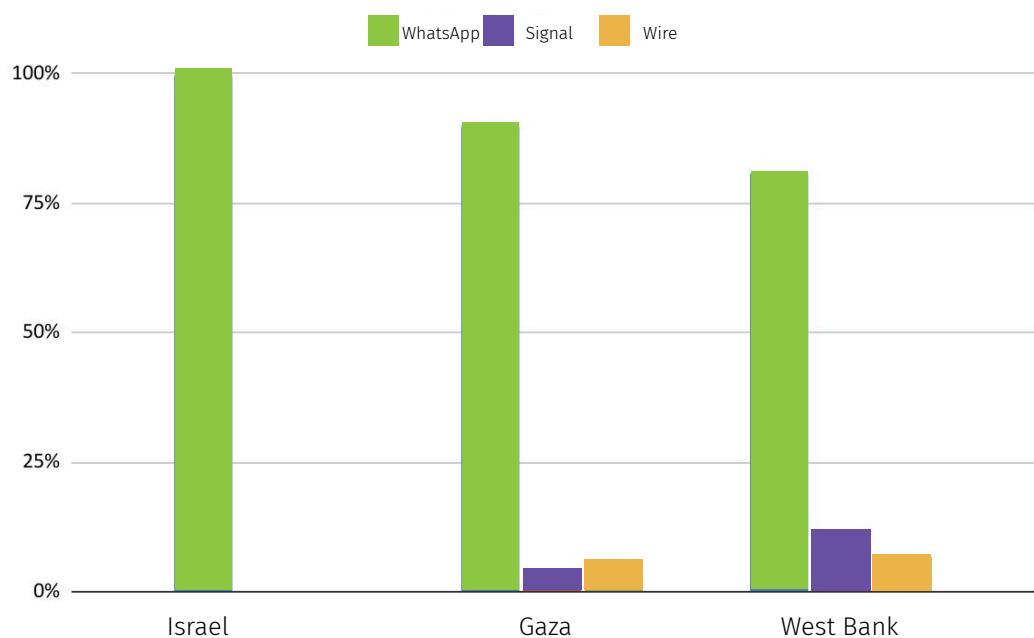
What messaging software is in use in the organization?



As for the relationship of messaging software with the geographic area of the organization, the results showed that all Palestinian organizations in Israel – which participated in the research questionnaire – use WhatsApp as an internal messaging program, at 100%, while the percentage of organizations that use WhatsApp in the Gaza Strip is 90% and the remaining 10% is distributed between the Signal and Wire applications. In the West Bank, 81% of organizations that completed the questionnaire use WhatsApp, while 12% use Signal and 7% use Wire.

13. فواريق، (أغسطس، 2021) مقابلة مع مجموعة البؤرية للمؤسسات الضفة الغربية في رام الله، فلسطين.

	Wire	Signal	WhatsApp
Israel	0%	0%	100%
Gaza	6%	4%	90%
West Bank	7%	12%	81%



Digital presence

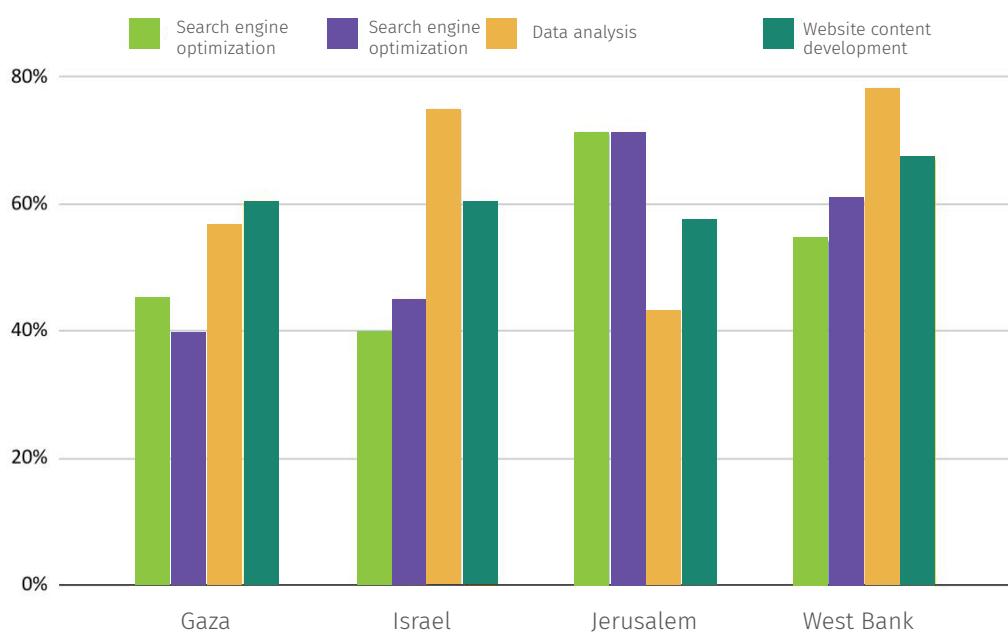
Digital presence (general)

This section looks at four main issues: whether organizations rely on external service providers for the production of digital and media material, whether the organization's website is constantly developed, whether data related to material and statistics about the organization's website is analyzed in any way, and, finally, whether the organization has any knowledge of how to improve search engines and means of improving the ranking of the organization's website on them.

Reliance on external service providers to produce digital and media materials

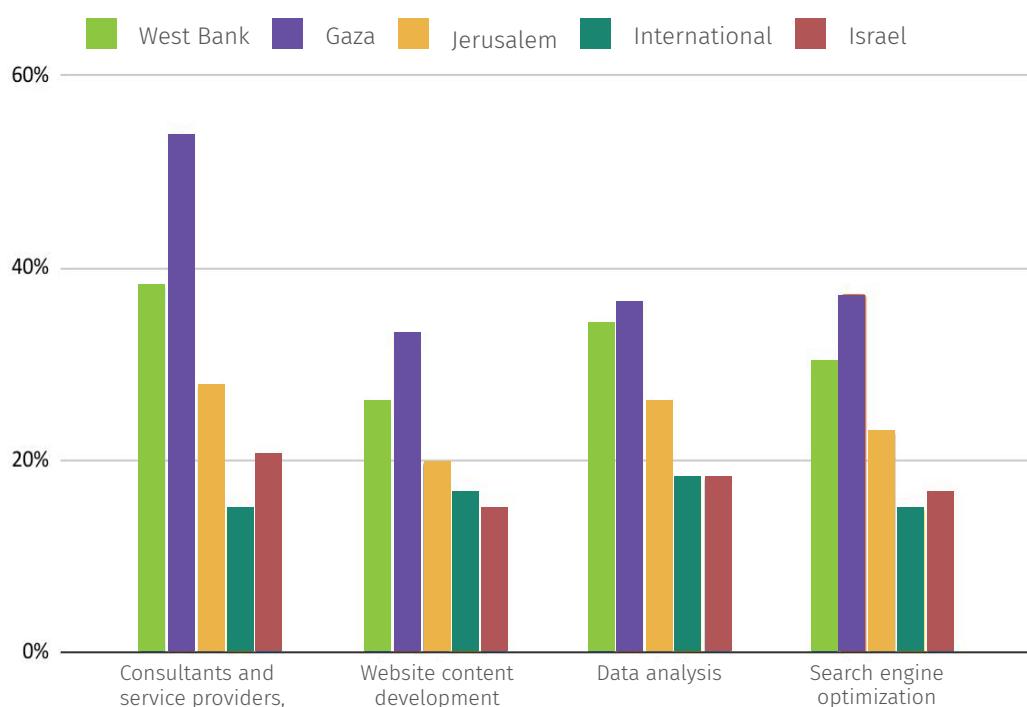
The results showed that West Bank organizations rely on external service providers the most, at a rate of 67%, and are the most interested in developing their website's content, at 78%. Jerusalem organizations appeared to be the highest in terms of analyzing their data, at 71%, and also the most interested in search engine optimization, at 71%.

	Service provider	Website content development	Data analysis	Search engine optimization
Gaza	60%	57%	40%	45%
Israel	60%	75%	45%	40%
Jerusalem	57%	43%	71%	71%
Bank West	67%	78%	61%	54%



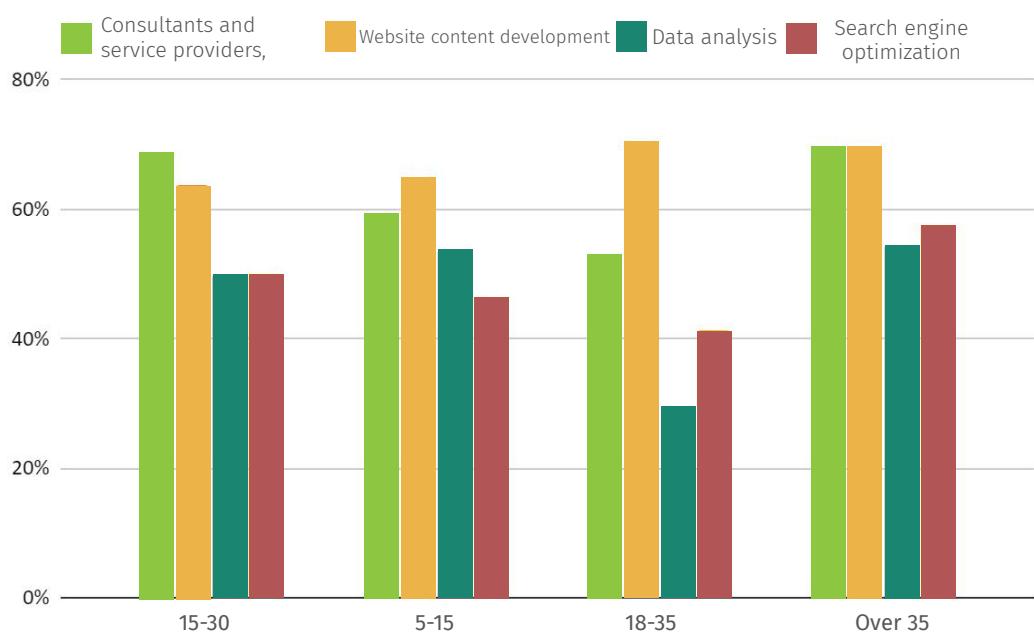
As for the location of the target audience, the results show that organizations that target the Gaza audience are the most interested in developing the search engine, at 37%, the highest in terms of data analysis, at 37%, as well as in terms of consultants and service providers, at 54%, and developing the content of their website, at 33%.

	Israel	International	Jerusalem	Gaza	West Bank
providers service and Consultants	21%	15%	28%	54%	38%
development content Website	15%	17%	20%	33%	26%
analysis Data	18%	18%	26%	37%	34%
optimization engine Search	17%	15%	23%	37%	30%



As for the relationship between the number of staff and digital presence of the organization, the results show that organizations with more than 30 staff are the most interested in search engine optimization, at 58%, the highest with regard to data analysis, at 55%, and the highest in dealing with consultants and service providers, at approximately 70%. The study showed that organizations with less than 5 staff are the most concerned with developing their website content, at 71%.

	Search engine optimization	Data analysis	Website content development	Consultants and service providers
15-30	50%	50%	64%	68%
5-15	46%	54%	65%	59%
Less than 5	41%	29%	71%	53%
More than 30	58%	55%	70%	70%



Post-pandemic

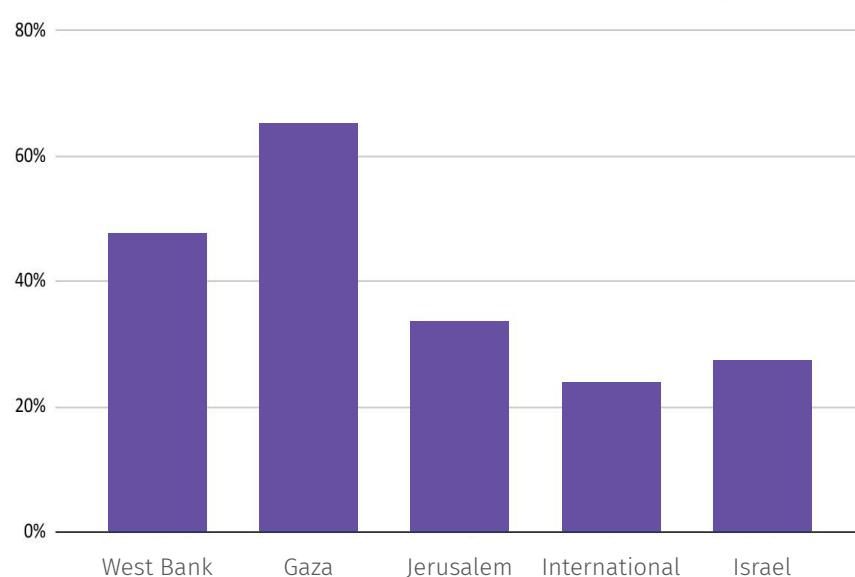
This section examines the impact of the Corona pandemic on the way organizations operate, from the start of March 2020 until the time of preparing this research, in August 2021. This part focuses on the change in the design of the form of events and special programs of organizations during the pandemic. Participants in the focus groups expressed the gap in the shift of work from normal to remote, especially with the developments and events taking place recently, which require effective advocacy campaigns. The participants stressed the need for training in creative digital advocacy.

Relationship of different design of event formats during Corona pandemic with location of target audience

The results indicate that organizations that target the Gaza audience differed the most in the design of event formats during the pandemic period, at 66%, while organizations that target an international audience were the least affected in the design of their event formats, at 24%.

	Israel	International	Jerusalem	Gaza	West Bank
in Difference during formats event of design 19-COVID	27%	24%	33%	65%	48%

Location of target audience vs. difference in design of event formats after COVID-19



Digital challenges and needs

Challenges and recommendations

This section examines the needs and challenges of organizations through the following data:

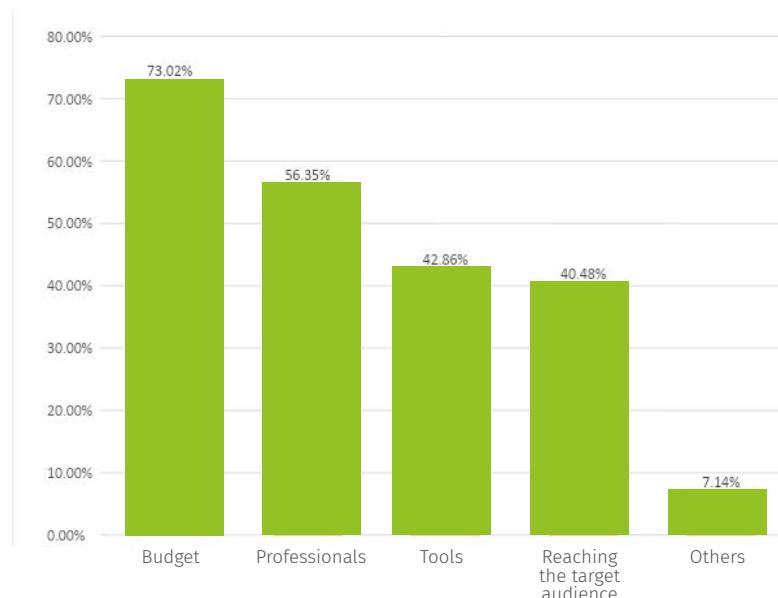
First: Challenges when managing accounts through social networks

Second: Training and empowerment that organizations need

General challenges that organizations face

The challenges facing organizations relate to managing their accounts through social networks, as the study shows that 73.02% of organizations face a challenge with regard to the budgets of managing social media accounts, while the challenge rate with regard to finding professionals and specialists in the field of managing social networks is 56.35%. As for tools, the percentage of challenge and difficulty is 42.86%, while with regard to reaching the target audience, the percentage is 40.48%, and other challenges were recorded at 7.14%.

Challenges related to managing social media sites



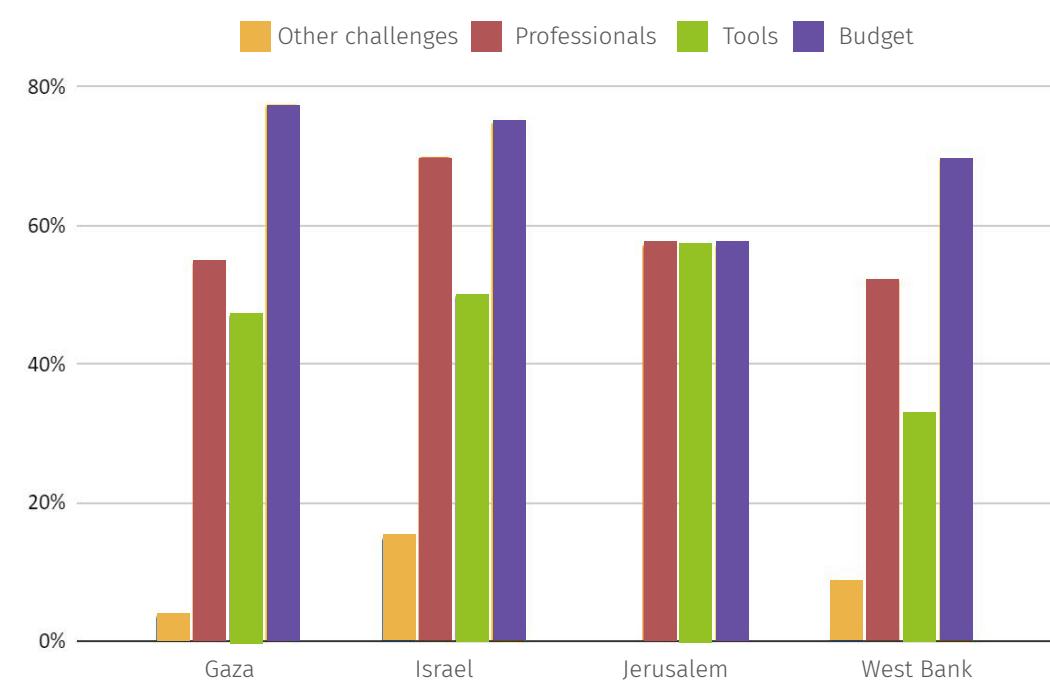
Relationship of organization's location with the challenges it faces

Summary of main results on the relationship of the organization's location with the challenges it faces

Organizations operating in Israel face the biggest challenge in terms of having specialists in the field of media and social media in the organization .As for organizations in the Gaza Strip ,they were the most affected by a limited budget ,and the results showed that the budget was the highest challenge for most organizations, followed by the availability of specialized professionals ,and finally the availability of tools.

The results showed that the biggest challenge facing organizations – in all geographic areas – in terms of managing their accounts through social media sites was the budget, where the percentages were as follows: Gaza Strip, 77% – the highest percentage among all – followed by Israel at 75%, the West Bank at 70%, and the lowest for Jerusalem organizations, at 57%.

As for the availability of necessary tools for digital presence, the results showed that the Jerusalem region faces the greatest challenge, and as for specialization, the results showed that Israel face the greatest difficulty in this regard.



Recommendations

Through work with the focus groups, the challenges and needs were specifically addressed according to the three geographic areas in which the focus groups were formed for the organizations under study (West Bank, Gaza Strip, and 1948 areas). Through 9 individual interviews with workers in the digital field and in digital protection, the following key recommendations emerged for improving performance, visibility and digital protection of Palestinian civil society organizations:

- There is an urgent need to work on improving content, whether in the media aspect or on social media platforms, and this need has appeared among organizations in all Palestinian regions.
- Despite differences in challenges and needs, there is similarity in the digital risks faced by NGOs. Therefore, it is important to raise the awareness of organizations about violations they face, and to form tools to confront these violations, taking into account the specificity of the context of geographic areas, as a result of the different political and legal situation in them.
- There is a significant need for training on the basics and concepts of digital security, taking into account the specificity of challenges in each geographic region, and the different forms of risk facing them, respectively.
- There is a need to work on developing plans and strategies to bypass digital restrictions on Palestinian NGOs, and there have been successful experiences that could form models for organizations that are subject to restrictions.
- There is a need to work on alternative, creative ways to reach the target audience, the most important of which is the creation of content, where many organizations have expressed their need to develop their tools in a way that keeps pace with the new digital age.
- Development of joint action plans and campaigns to influence global companies such as Facebook and others, and push them to change their discriminatory policies towards Palestinians, including Palestinian organizations.
- Conducting awareness training for organizations on secure, alternative messaging applications.
- Thinking about finding alternatives to platforms and working collaboratively to find Arab alternatives, in cooperation with civil society organizations at the regional level, which requires a collective effort to overcome major challenges, both at the level of companies and algorithms related to content classification.

- Creating a participatory umbrella of resources, for example, purchasing servers shared by many organizations, in addition to finding mechanisms to create databases (for example) taking into account the confidentiality and privacy of organizations (that is, activating partnership in its broadest sense among organizations, for example: discounts that can benefit organizations from international companies such as Microsoft, which may include digital insurances, technology services and licenses).
- Participation in the creation of a collective digital protection system – this system works through the management of canopy networks in different regions, for example, or any sectoral or cross-sectoral representative bodies.

Appendix: Questionnaire

Section One: Information about the association/organization

Name of the association/organization:

Address (West Bank, Gaza, Jerusalem, Israel):

Branches in other regions:

E-mail:

Year Founded:

Area of work of the association/sector:

Staff number:

- Less than 5
- 5-15
- 15-30
- More than 30

Website:

Section Two: Media aspect

Is there a media officer/coordinator in the organization/association:	Yes	No	Job size (percentage) %
Is there a media department/unit in the organization/association:	Yes	No	
Do you have an annual work plan for the media aspect within the plan of the organization/association?			
If the answer is no - how does the organization/association deal with the media			
Is there a special budget for media work?	Yes	No	

Section Three: Social Media

Do you have a social media plan for the organization/association?	Yes	No
Does the organization have social media accounts?	Yes	No
In which of the following platforms is the organization present? (Please circle the platforms)	<ul style="list-style-type: none"> • Facebook • Twitter • TikTok • Instagram • YouTube • LinkedIn • Other (please specify) 	
Is there someone responsible for following up on social media?	Yes	No
Is the person responsible for the media different from the person responsible for social media?	Yes, s/he is different	No, it is the same person
Is there a budget allocated to social media from the annual budget?	Yes	No
If the answer is yes, what is the allocated percentage of the total general budget for paid advertising? <ul style="list-style-type: none"> • More than \$6000 • Less than \$6000 		
Do you, as an organization, monitor, collect and analyze statistics and data about your pages on social media sites (reach, interaction, Likes...)	Yes	No
What platforms do you use paid advertising on?	<ul style="list-style-type: none"> • Facebook • Twitter • TikTok • Instagram • YouTube • LinkedIn • Other (please specify) 	

Section Four: Digital Campaigns and Advocacy

Have you implemented digital campaigns before?	Yes	No
What kind of campaigns have you implemented?	<ul style="list-style-type: none"> • Advocacy campaigns • Awareness-raising campaigns • Other, specify? 	
If you have previously implemented digital campaigns, please include a link to the campaign(s):		

Section Five: Audience

Gender (%):

Age Groups (Under 18 / 18-35 / 35+):

Geographic areas: Israel / Gaza / Jerusalem / West Bank / International:

Special attributes:

Section Six: Digital Security

Is there a server specific to the organization?	Yes	No
What are the messaging programs used within the organization?	<ul style="list-style-type: none"> • WhatsApp • Signal • Wire • Other, please specify 	
Are any measures taken to protect the organization's digital security?	Yes	No
Do you think that the work of the organization is sensitive and critical?	Yes	No
What is the method of securing the WiFi at the organization?	<ul style="list-style-type: none"> • Wap 1 • Wap 2 • Other, please specify 	

Is there a WiFi network specific to the organization?	Yes	No
Is it shared with customers and visitors?	Yes	No
Does the organization use an anti-virus for devices that contain sensitive data?	Yes	No
What type of anti-virus is in use?	Basic	Organization-specific anti-virus (purchased)

Section Seven: Digital Presence

Do you work with external consultants and service providers to produce digital and media materials?	Yes	No
Has your organization ever been targeted in digital smear campaigns?	Yes	No
Is your website constantly being developed?	Yes	No
Are data on pages and statistics of the organization's website analyzed in any way, for example, Google Analytics?	Yes	No
Do you or anyone in your organization have knowledge of search engine optimization and the means by which you can improve the ranking in which your organization's website appears in search engines?	Yes	No

Section Eight: Challenges and Needs

Which of the following is a challenge when managing your accounts on social networks?	<ul style="list-style-type: none"> • Budgets • Tools • Professionals • Reaching the target audience • Other (please specify)
Which of this training might be useful to the organization/association, in your opinion?	<ul style="list-style-type: none"> • Social media management • Crowdfunding • Digital security • How to build digital campaigns • Improve digital presence • Use video for advocacy • Campaign evaluation and follow-up • Other, please specify

Section Nine: Post-pandemic

Has the organization changed its way of work during the pandemic?	Yes	No
Has the design of your organization's events and programs changed during the pandemic?	Yes	No

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