

MEDIA DEVELOPMENT

Evaluation Report Executive summary Palestinian Territories

Leadership, management, institutional learning:
Analyzing project partners' capacities in the Palestinian
Territories

Background

The dynamics of the conflict in the region continue to determine all aspects of interaction between Palestinians and Israelis. Young Palestinians in particular bear the brunt of the consequences with regard to their development (freedom of movement and travel, access to education and the job market, etc.). And it's the foundations of basic freedoms such as freedom of expression and of the media that are among the first to become subject to pressure, as demonstrated, for example, by the law on the prosecution of cybercrimes decreed by Palestinian President Abbas.

Thus, young Palestinians are under pressure from outside as well as from within (politically, socially and economically). Since their use of (social) media is highly pronounced while their media competency tends to be rather low, the project to be evaluated starts out from this very point: the target group is young people in the West Bank, the Gaza Strip and East Jerusalem.

At the outcome level, the objective of the project is: Young Palestinians (...) are strengthened in their social participation particularly in the digital space (DW Akademie's strategy field "Social Participation"). The Media & Information Literacy approach is currently being implemented at the output level in various strategic approaches within a range of four project strands (A,B,C,D) (funding period 2017-2019 of the German Federal Ministry for Economic Cooperation):

A: Establishment of the project partner Pyalara as an MIL competence center at national and regional levels

B: Provision of sensitization and qualification initiatives for young people as part of web security / privacy (7amleh)

C: Provision by NGOs Saraya and TAM of a forum of exchange on gender-based violence online (GBVO) for young people and their mothers

D: Provision at the Media Development Center of Birzeit University of a range of courses as supplementary digital training for young journalists

The goal of this evaluation was clarification regarding 1. management and leadership performance of the project partners, and 2. promotion of institutional learning among the organizations involved. The OECD/DAC criteria provided the frame of reference for the evaluation. These five DAC criteria were combined with the conceptual approaches of the evaluation (management and leadership of the project partners, project management of DW Akademie, quality of the cooperation relationship between DW Akademie and the project partners, and prospects of institutional learning). The design of the evaluation follows the principle of method triangulation, i.e. that both quantitative and qualitative methods are to be employed, and data and information are interfaced from various sources. The field phase included a stay in Israel/Palestinian Territories between February 3 and 8, 2019.

Conclusions of the project evaluation

DAC Criterion (average of all assessments)	Numeric value, average	Assessment	Explanation
Relevance	4.5	comprehensively fulfilled	All findings of the evaluation show that the criterion has been met.
Effectiveness	3.5	overall fulfilled	Most findings of the evaluation show that the criterion has been met.
Efficiency	3.0	partially fulfilled	Regarding performance, the findings of the evaluation are ambivalent.
Impact	4.0	overall fulfilled	Most findings of the evaluation show that the criterion has been met.
Sustainability	3.75	overall fulfilled	Most findings of the evaluation show that the criterion has been met.

Overall assessment of the project partners: What stands out when looking at the overall result—besides the good to very good results in the respective categories—is also the mediocre result for the DAC category Efficiency. This does not mean that the partner organizations' management and leadership are inefficient in themselves. Rather, it became clear that relatively little attention is given to the efficiency of processes in operations. Next to the premise of "austerity", internal processes are mostly considered under the aspect of supervision of staff. This aspect of control, in conjunction with hierarchy, authority and charismatic leadership within the organizations needs





to be put into perspective: three of the four partner organizations we investigated are managed by female directors. All three of these are strong leadership personalities, in the sense of charismatic leadership, and also have long-standing experience in the relevant fields. This fact alone should be considered a positive aspect in a so called "hybrid society" (characterized by modernism, tradition and conservative patriarchy). Considering the more recent developments in Palestinian politics in the context of Arab authoritarianism, these organizations may well become even more important in the future.

DW Akademie

is Deutsche Welle's center for international media development. As a strategic partner of the Federal Ministry for Economic Cooperation and Development (BMZ), DW Akademie carries out media development projects that strengthen the human right to freedom of opinion and promote free access to information. DW Akademie also works on projects funded by the German Foreign Office and the European Union—in approximately 50 developing and emerging countries.

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The objective of the external evaluation is to provide a constructive assessment of the project results. It does not necessarily align with the perspective and planning of DW Akademie. Nevertheless, all findings were discussed in order to allow lessons learned to be incorporated into the development of future strategies.