

Journalism as a Tool for the Formation of a Free, Informed and Participatory Democratic Development

**Swedish Support to a Palestinian Journalist
Training Project on the West Bank and Gaza for
the Period 1996–2005**

(Abbreviated version for publication)

Birgitte Jallof

**Department for Democracy and
Social Development**

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Sida Evaluation 06/39

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Social Development**

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Author: Birgitte Jallof.

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Sida Evaluation 06/39
Commissioned by Sida, Department for Democracy and Social Development

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Registration 2005-003501:
Date of Final Report: 2005 August
Printed by Edita Communication AB, 2006
Art. no. Sida31495en
ISBN 91-586-8210-4
ISSN 1401—0402

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm
Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64
E-mail: sida@sida.se. Homepage: <http://www.sida.se>

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List of Abbreviations

AMIN	Arab Media Internet Network
BZU	Birzeit University
BZUMI	Birzeit University Media Institute
CG	Consulate General (the Swedish, in Jerusalem)
EJ	Environmental Journalism
EJTA	European Journalism Training Association
FAO	Food and Agriculture Organisation (of the UN)
Fojo	Fortbildning för Journalister (Institute for Further Education of Journalists)
ICT	Information and Communication Technology
ICT4D	Information and Communication Technology for Development
IFJ	International Federation of Journalists
J&D	Journalism & Democracy
JMCC	Jerusalem Media and Communication Centre
LFA	Logical Framework Approach
MENA	Middle East and North Africa
MI	Media Institute (referring to BZUMI)
Miftah	Palestinian Initiative for the Promotion of Global Dialogue and Democracy
NGO	Non Governmental Organisation
PA	Palestinian Authority
PBC	Palestinian Broadcasting Corporation
PNA	Palestinian National Authority
PSC	Palestinian Satellite Channel
PYALARA	Palestinian Youth Association for Leadership and Rights Activation
RBM	Results based management
SEK	Swedish Kronor / Svenska Kronor
Sida	Swedish International Development Agency
ToR	Terms of Reference
TOT	Training of Trainers
UN	United Nations

UNDP	United Nations Development Programme
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations Children's Fund
UNESCO	United Nations Education, Science, Culture and Communication Organisation
USD	United States Dollars
WAC	Women's Affairs Centre-Gaza
W&D	Women & Development

Foreword

This report is the result of a study commissioned by the Division for Culture and Media within the Swedish International Development Agency (Sida). The objective of this study and evaluation was to assess whether the support to strengthen Palestinian domestic journalistic capacity has worked in the two major components of the project: to establish a Media Institute for mid-career training of journalists at the BirZeit University, and to develop and run effective journalism training courses there. Furthermore the study should present a needs assessment and recommendations for Sweden's possible continued support to the sector.

The project was implemented through Fojo, the Swedish Institute for Further Education of Journalists in Kalmar, working in close partnership with BZUMI, the Birzeit University Media Institute in Palestine. The evaluation has been carried out in close cooperation with these core stakeholders.

The present evaluation took place after nine years of uninterrupted project implementation, a time during which the project had not been evaluated and no impact assessment of the programme had been carried out. Further long-term funding had therefore been put to a halt by early 2005, awaiting the results and recommendations of this study. The study was furthermore intended to provide inputs into the forthcoming Sida Media and Communication policy, as well as to reflect upon and propose ways forward for a regional media development programme in the MENA region. For all of these reasons the consultant chose to let the study and this report become of some depth and width, reflecting the many decisive contextual frameworks within which the project has been unfolding, and into which future activities will take place. The evaluation was carried out by Birgitte Jallof, an independent consultant, through three weeks of field work in Kalmar (2 days) and in Palestine (2 weeks) and three weeks of report-writing.

Acknowledgements

I have worked with media development for the past 25 years in many cultural and political settings, but this was my first visit to Palestine. I was therefore dependent upon direction, orientation and presentation by the colleagues from especially Fojo and BZUMI. This was understood and amply given both during my missions and through e-mail. I should like to thank especially Jim Downing, the Fojo project manager and Aref Hijjawi, Director of the BZU Media Institute for this. For planning my programme and making it work, by accompanying me to project sites to meet with partners, for translation when needed – and for friendship – I should like to thank warmly Nebal Thawabteh, TV coordinator at BZUMI, and my guide and coach in Gaza, Taghreed El Khodary. Furthermore Bothaina Al Someiri, Ruba Kaileh and Hussam Barghoti of BZUMI assisted ably with briefing on budgeting systems, dissemination and collection of tracer study questionnaires – and other important matters. The Swedish Consulate General in Jerusalem importantly facilitated my visit. Especially Marianne von Malmberg and Mats Svensson became part of the process.

Aside from this, journalists, editors, media managers, media network directors, directors and trainers from media training institutions, NGOs, PA officials, free-thinkers and political analysts and representatives from funding agencies and bilateral representations took time to meet with me. I want to thank all warmly for professional, to-the-point, friendly and personal interaction.

Birgitte Jallof

Krogegaard, May 2005

Executive Summary

Background

The aim of this study and evaluation is for the first time to assess implementation qualities, weaknesses and development impact of nine years of support to a journalism training project in Palestine: 1996–2004. Fully-funded by Sida, the implementation has been delegated to the Institute for further education of journalists – Fojo, who has in turn worked in close partnership with the Birzeit University Media Institute, BZUMI in Palestine. The project has two main components: (i) the creation and institutional capacitation of a media training institute and (ii) the organisation of training for journalists and media workers there. This is the first evaluation ever covering 9 years.

Sweden has for many years contributed with humanitarian assistance to improve the living conditions of the Palestinian people. In 1992/93, Swedish support was transformed into a bilateral development programme and since 1995, the support to culture and media is part of the general country programme and budget, where *Sida's policy* is, within its media support “to support the development of journalism and to make it possible for free media to contribute to ensuring that the general public has access to information and the social debate”.

Media Development in Palestine

In the absence of a legal framework regulating media activity, the prevailing situation was characterised by the Minister of Information as anarchic. Partly due to this situation Radio and TV stations have mushroomed: stations go on and off air without proper licensing, steal frequencies from each other, lead a financially and technically very fragile life and have little capacity to develop adequate content. Presently some *30 private radios and some 30 private TV stations* are operational, and *three daily newspapers* have a very small circulation. *The government broadcaster* enjoys little consumer (listener/viewer) confidence, and various kinds of reforms of this big, bureaucratic institution are being discussed. In the *absence of a public service broadcasting institution*, a vacuum exists for ensuring provision of adequate, relevant information to the citizens, facilitating their taking informed decisions about their own lives.

Two networks – or fora – are in formation for private TV and Radio respectively, with potential to facilitate support to the media houses in the area of management and funding/partnerships, technical maintenance and sustainability and content development. *Academic education* in the area of media and journalism is provided by 7 universities in Palestine. Of these, only three have equipment for practical work and Birzeit University is considered the best and the best equipped. *As for Mid-career professional training*, Birzeit is the only recognized and respected institute in all disciplines: Radio, TV, Print and Internet media. Other courses are run one by one and ad hoc, by donors, NGOs, organisations.

The Project: Nine years of journalism training in Palestine

The project has run continually from 1996 to date. This period is divided into four project phases, developing a print (1996) and a TV unit (2000). The project has been found to be relevant, effective, efficient, cost effective, and has strengthened local ownership to ideas, ideals and activities in both of its two components: (i) the establishment of a Media Institute and (ii) the creation of a quality journalism training programme.

10–20 training courses have been run by BZUMI/Fojo per year within the project, and a total of some 1000 journalists and media workers being trained for a total of 291 weeks of activities.

The impact of the courses as documented in the tracer study carried out by the evaluator, demonstrate that: 79% of the respondents found that their performance after the course was at an “advanced” level; 78 % of the trainees found a noticeable difference in specific skills after the course, compared to the manager/editors’ response at 100%; and no less than 88% of the trainees state that that training effect endured – of the participants from the early phase (1996-2000), 100 % note that the training endured. Furthermore 96% of the journalists state that they have “become noticeably more confident”; 94 % “have become more motivated”; and 88% find that they “have become more productive” after the course. And 100 % of the managers answer that the training of the person has added value to the media house. (More data in the study.)

The creation of the institution: the Media Institute was also found to have been effective and to play a very important role for press freedom in Palestine through its special mix of activities: training – including the use of ICTs in all aspects of its activities, production of teaching aids, student radio and newspapers, production of exemplary radio and TV programmes disseminated to all stations in Palestine, the exemplary newspaper “Al Hal”; and finally BZUMI’s role as contributor to the development of national policies. In this way the BZUMI could be seen to be much more than “just” a media institute, but rather – or also – a *press freedom institute*. The only aspect missing is research, which could be solicited from relevant academics, activists and reflected practitioners. Presently no-one else in Palestine fills this function of both thinking, training and doing, and people were found to look to BZUMI as that special place for quality media development input.

Findings and evaluative conclusions:

Domestic capacity was seen to have been importantly strengthened – still, however with a slightly limited impact due to the legal vacuum and resulting self censorship and – up until recently – arbitrary arrests of journalists. Capacitation is still needed in content development and technical disciplines. Management training of the media house (no just ‘editorial management’) is much needed and should be included. In spite of the adverse security situation during the second intifada (2000–2004) practically all project activities have been successfully implemented. The programme for Gaza has suffered somewhat due to the political situation and the lack of responsibility by the latest coordinator. The Gaza programme as such presently finds itself in a vacuum, requiring the recruitment of a new, effective coordinator.

Technical skills and the quality of journalism had improved, and several TV stations told of documentaries having won prizes internationally after BZUMI training. In house training was found to be the most adequate and effective form for skills oriented training. It is recommended to continue training at BZUMI for theoretical courses, in-house for skills oriented courses and to use regional courses when adequate for financial or logistical reasons.

Gender aspects were mainstreamed, and attention being paid to a good percentage of women in the courses, having women trainers and resource persons and in other ways working to change the role of women working in the media and the image of women in the media. Development of a series of targeted activities within a Gender and Media programme is recommended.

Relevance of the project activities was seen to be high, responding to national, regional and international policies and intentions expressed by PA officials.

Poverty reduction priorities as per the Sida definition (lack of power, choice and/or material resources) was seen to be met effectively as among others a heightened debate level, more accurate and reliable information and diverse sources of information all function to empower and facilitate social change. Also work to report on poverty and its causes further contribute to this.

Palestinian involvement in planning and implementation is very high, also with regard to the ownership developing among course participants seeing BZUMI as their training provider. Several examples of multiplier effects and added value were registered. Specific mention is made of the importance to find ways of actively including future activities in Gaza. Cost effectiveness was found to be good. Both a conscious and cautious way of working with budgets, what appeared as a good budget control and the price per participant per week of SEK 5.275 must be said to be OK, also when travel and accommodation of participants is rarely paid.

Long-term sustainability for the Media Institute was found to be fragile. In spite of having a clear vision and good results, no overall strategic plan existed including an elaborated long-term partnership thinking. It is recommended to embark on such a planning process soonest.

Long-term sustainability potential for the Palestinian Media Houses was also found to be very weak and it is recommended that BZUMI pilots a 'participatory strategic planning process' with 2–3 media, as part of their overall capacitation programme. Based on such a first experience more media might later benefit. *Future role of BZUMI in formal and non-formal media training* was seen as being strong, as both the BZU academic and the BZUMI activities are regarded as the best in the country. *Networking between Palestinian and Swedish media people* or institutions was not observed. *Sweden was found to be among the major contributors to media development* in Palestine. The formation of a "Media Working Group" for donor coordination is needed and recommended. *Recommendations from earlier evaluations* of Fojo activities were built into activities. Remaining weak spots were the lack of adherence to project design formula advocated by Sida. *Working in close synergy with other Sida funded activities* had been tried both from the Swedish side (Fojo) and in Palestine with practically no effect. Anyway, a seminar is recommended, where the many other Sida funded projects and activities present themselves to the BZUMI staff and trainers, facilitating the involvement of these as resource persons in the forthcoming series of training activities foreseen to address social, economic and cultural aspects of life in Palestine. *Project implementation under Israeli occupation* is considered doable, as the evaluation documents, and both empowering and important for Palestine.

Lessons Learned

This part of the report is structured along the lines of the media reality in Palestine, pin-pointing experiences that can be extracted from the above and of use beyond the boundaries of this project.

The sequences are: Peace and Freedom, A legal framework, Public Broadcasting, Private Media, Community Media, Creation of a Training Institute and Journalism Training.

Recommendations

Initially the overall urgent forward-looking media development needs in Palestine are described in two sections, including first the facilitation of a framework for a free and professional media in Palestine, secondly capacitation of the media houses to fill their space in an effective and sustainable way. On this overall contextual basis, a recommendation is presented for *Sida's future media development package*, principally developed by Fojo in partnership with BZUMI. It includes: (i) A five year project duration to ensure time for consolidation of strategic management plans, (ii) Start a project design process soonest, based on the principles of LFA and RBM – examples of relevant poverty related indicators is included in report, (iii) Facilitation of a 'donor coordination forum' by adequate parties, (iv) Strengthening the institutional capacity and long-term sustainability of BZUMI including strategic planning and elaboration of a partnership strategy; capacitation for this; recruitment of a part-time coordinator for Gaza; recruitment of a print coordinator also responsible for implementation of partnership package, PR work etc; (v) Based on results of strategic planning, possibly continue to develop the emerging profile of

BZUMI as a press freedom institute, including as new activity the (initiation and funding of) media research, (vi) Participatory strategic management planning – for sustainability of media houses (new), (vii) Continue to support ongoing BZUMI activities. Furthermore a separate and final part of the report outlines a recommended way forward for the design of a media development project for the Middle East and North Africa based on the experiences of the present project and the findings of the study.

1 Introduction

Sweden has for many years contributed with humanitarian assistance to improve the living conditions of the Palestinian people. In 1992/93, Swedish support was transformed into a bilateral development programme in the Palestinian territories, i.e. the West Bank and Gaza. Since 1995, the support to culture and media is part of the general country programme and budget.

The principal objectives of the Swedish support have been to promote a democratic development on the West Bank and Gaza by popular participation in cultural life, to strengthen a national identity and to promote gender equality. In addition, the programme includes activities to protect the Palestinian cultural heritage and to contribute to the independent media sector. The programme is implemented through Swedish NGOs and public cultural institutions.

1.1 Evaluating Sida's Media Support on West Bank and Gaza

The present evaluation sets out to describe and assess the impact of journalism training from 1996 to 2004. This training has all along been managed and implemented by the Swedish journalism training institution Fojo in partnership with the Birzeit University. Media being of core importance for the development of democracy, for instilling good governance, for development of a basis for an active citizenship – and in consequence for peace – this programme has been of vital importance for Palestinian development and for Sida's fulfilment of a series of its core development objectives.

The journalism training activities have been influenced by the surges of peace and war, thus no stringent series of projects can be presented, but the activities carried out in spite of difficulties, and which as such form the basis of this evaluative exercise, are the following:

Phase 1: (1996–1999) with Extension (2000–2001) Print media, including installation of facilities.

Phase 2: (2000–2002) Print component continued. ddTV Training, incl. TV studio facilities.

Phase 3: (2002–2004) TV training continued. In-house training included.

Phase 4: (2005) TV training continued. In-house training.

1.2 In search of forward looking recommendations

At the present time an eventual continuation of the journalism programme is pending this evaluation, aimed at assessing the effectiveness of the past nine years' collaboration effort in view of a demonstrated increase in the domestic journalistic capacity and a long-term sustainability in this field.

Relevance, cost effectiveness and poverty reduction potential will furthermore be assessed.

The most recent country strategy for Sweden's development cooperation with the West Bank and Gaza for 2005¹ states that the crisis situation has steadily worsened living conditions in all aspects of life, with

for instance 70% of the Palestinians working in Israel being barred from doing so after the outbreak of the Intifada in 2000, and most private initiatives – partly initiated to minimise the impact of exactly the intifada – being similarly severely hampered on many different levels by the extensive obstacles being put in the way by the intensified Israeli occupation.

In the 2005 country strategy the increasing Swedish support during the years 2000-2003 totalled 1.088.427.000 SEK of which support to Culture and Media have made up 88.376.000 SEK, i.e. 8 % of the total support during the three year period.

The evaluation is expected to – besides from looking back – present an assessment of what it would take to further move towards an increased domestic journalistic capacity within a free, independent and sustainable media environment and Sida's role herein. The objective of Sida's media support is “to support the development of journalism and to make it possible for the free media to contribute to ensuring that the general public has access to information and the social debate”.² This furthermore falls well into Sida's general policy to promote human rights and a democratic development by: “Contribut(ing) to people being able to exercise greater influence over development at the local, regional and national level”.³

Sida's policy document on Freedom of Expression states that Sida's media development co-operation aims to: “Stimulate growth and vitality of media sectors that are characterised by pluralism, professionalism and integrity and reach a large share of the general public, serving citizens right to all-round information and the free exchange of ideas and opinion.”⁴

Besides from these general policies Sida's “Strategy for ICT for Development” and digital empowerment presents three core objectives: (1) a needs-based integration of ICT in all relevant projects and programmes, (2) Promotion of and support to relevant ICT4D efforts in partner countries, and (3) development of synergistic linkages and networks of collaboration.⁵

This ensemble of a strategic policy framework for Swedish support to a democratic development through media, will be used in the following chapters to assess the past media development work in Palestine on the one hand, on the other in the construction of a set of recommendations for a way forward. The Swedish policy framework is one component in the framework for this evaluation, the Palestinian policy and media landscape other framework-setting aspects, which are presented in the following.

1.3 The Palestinian Development Policy and Framework

In search for adequate, needs-based future development priorities with a long-term sustainability potential, the national priorities are an important framework for strategies and plans. While no clearly defined poverty reduction strategy presently exists in Palestine, a Socio-Economic Stabilization Plan 2004–2005⁶, includes the following six prioritised areas: (i) direct budget support, (2) humanitarian support, (3) reconstruction support, (iv) support to development of infra structure, (v) support to development of the private sector, and (vi) support to reforms and institutional capacity development.

No explicit mention is found of the importance and role of development of a free, professional and independent media here, still, the implementation of (ii), (iii), (iv) and (vi) will to varying degrees depend on exactly a democratic media operating freely. In an interview with the Director-General of the Directorate of Aid Management and Coordination within the Ministry of Planning of the Palestinian National Authority⁷, she stressed the need for a revision of the legal framework.

1.4 The Legal Framework for Media Development in Palestine

1.4.1 The National legal framework for media development in Palestine

The media in Palestine are existing in a de-facto legal vacuum, with an only rudimentary legal framework in vigour. The one recent media law existing⁸ covers only the print media and was expected to be a first step in a regulatory process initiated by the Ministry of Information, which was created by decree by President Arafat in 1994. This process, however, stalled thereafter. The Israeli military laws passed since 1967 were also declared invalid by Arafat in 1994, leaving a situation of legal confusion, where Ottoman and British Mandate law was applied in the civil area and Jordanian and Egyptian law for penal punishment.

Whereas official statements repeatedly stress the need for free Palestinian media and article 2 of the 1995 law guarantees press freedom, the media have de-facto been seen by the PA as an extension of official policies under the Arafat leadership, and not as the independent “watchdog” or “fourth power” function of “free media”⁹: Article 4 of the law for instance allows judges to force journalists to reveal their sources of information, and article 37 vaguely talks about ‘assault on a religion or on national unity’, which leaves a lot of space for different interpretations – a space which has been used by the PNA. Furthermore the individual private sphere is to be respected, as well as demonstrating “national responsibility” and avoiding to present “secret information about the police and the security forces”.

Still, at the time of Arafat’s period of Presidency, all media legislation was dismissed, and he asked for instance the government broadcaster (PBC, PSC and Voice of Palestine) to report directly to him – not to go via the Ministry of Information. Media freedom has its limits when the media are understood as a part of the struggle for independence, and due to the special crisis situation under the second intifada¹⁰, journalism has on the one hand gained considerable prestige as a profession – but its role has been seen as to cover the crisis, violence and the overall political scene.

Much of the lack of clarity around implementation of existing capacity in the area of freedom of the press is linked to lack of clarity in the media legislative space: Israel owns the air & frequencies according to the Oslo agreement, allowing only space for the Government broadcaster PBC, PSC and Voice of Palestine. This means in principle that the total of some 60 small local TVs and local Radios would have to ask sending permission from Israel. They have not done this and the PA has – in truth against its own will – accepted, because it was a strong case of civil disobedience against Israel.

In the present political climate under President Mahmoud Abbas (Abu Mazen) journalists and media analysts are seeing much fewer arbitrary arrests of journalists than was the case up until Arafat’s death on November 11, 2004, and it is hoped that this more peaceful space will continue to develop, facilitating a much broader role of the media also in the social, economic and cultural areas. As part of this hopeful view of a media which would – besides from maintaining an important focus also on the Israeli-Palestinian conflict: “contribute to nation-building based on the prospective that the endgame of the Accords will be an independent, free and democratic Palestinian state”¹¹.

As to the absence of a legal framework, Nabeel Sheath, the Palestinian Minister of Information¹² stresses the need for creation of transparent public regulatory mechanisms for the media, moving the implementation and execution of these away from Government and to a public, transparent domain. Right now there is no regulation, anarchy rather prevails as people go on and off air as they wish, steal frequencies from each other, and block the transmissions of others. This situation, according to the Minister, needs to be regulated. UNESCO Palestine is working with the PNA and international experts on media legislation to start the process of creating a full regulatory framework, including the preparation of a transition process for turning the Government broadcaster (PBC/PSC, Voice of Palestine) into a public service broadcaster.¹³

One of the very concrete proposals for an adequate public regulatory body referred to by official contacts, media development advocates and journalists, was the creation of a Superior Media Council. The role of the Media Council would be to improve accountability of professional media, an “ombudsman” function, and in general reinforce the environment for a free media and professionalism. The specific objectives described in the draft are to (i) provide advice to the official/public media and to monitor their level of professionalism as they are paid by public funds and thus accountable to the people. (ii) Furthermore the council should, via audience surveys, ensure that the public media meet consumer/audience preferences of all Palestine, West Bank and Gaza alike, and (iii) the Council will issue an annual report “Freedom of the Press in Palestine”, presenting all complaints regarding all media and answers from the government offices. This latter clause will importantly address the challenges journalists face when wanting to access information from Government for their reporting, and a transparent process around the work of the Council is foreseen to significantly increase general public information about the media and democratic processes. The establishment of the council is seen as a good first step in the overall revision process needed, having then the council in place to be a core actor in all subsequent work for a democratic regulatory framework for the media.

1.4.2 Regional conventions and declarations

Parallel to similar declarations of press freedom in other parts of the world, participants in the UNESCO seminar on “Promoting Independent and Pluralistic Arab Media” on January 11 1996 adopted the “*Declaration of Sana’a on Promoting Independent and Pluralistic Arab Media*”.

This declaration stresses the need for (i) freedom of expression and of press freedom, (ii) truly independent journalist unions, (iii) guidelines for journalistic standards, (iv) media enterprises owned and run by journalists, (v) independent media and to bar international funding of public media dependent upon governments, (vi) transition of government broadcasters into public service agents, (vii) Arab governments to cooperate with the UN and UNESCO in the area of legal reform, removal of economic barriers, and training/upgrading of journalists, (viii) develop organs to monitor violations and to promote ICTs, (ix) organise meetings and other events to promote press freedom, and (x) international support in implementation of the above.

Other organisations are active in this area, preparing declarations and resolutions. One of these is the *Arab Press Freedom Watch*, which in Morocco May 3–6 2004¹⁴ passed a series of resolutions in the areas of (i) Freedom of Expression and adequate legislation, (ii) on protection of journalists in conflict areas, (iii) on ethics of practising journalism and (iv) on training needs .

1.4.3 International conventions and declarations

As a member of the international community, the *Declaration of Human Rights* is the principal international declaration, providing clear guidance in the area of development of a free and professional press. The declaration’s Article XIX states that: “Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.”

This simple and clear text was presented and adopted by the UN in 1948, when Palestine had no sovereign representation there. The General Assembly on 7 July 1998, however, voted to upgrade Palestine’s representation at the United Nations¹⁵.

Another important and universal piece of orientation in developing democratic media is to be found in the *Women and Media section of the Beijing Platform for Action*. It has two strategic objectives: (i) Increase the participation and access of women to expression and decision-making in and through the media and new technologies of communication; (ii) Promote a balanced and non-stereotyped portrayal of women in the media.

1.5 The Media Landscape of Palestine

The historic framework for the media landscape since the 1993 Oslo accord – which formed the basis for the evaluated Swedish involvement in the media in Palestine – can be divided into four phases¹⁶: (i) an “euphoric” founding phase at the beginning of 1994, (ii) a phase of conflict from 1994 to the end of 1995 when the Palestinian National Authority (PNA) and the media clashed in their visions of the media’s role and the security forces became active, (iii) a period of stagnation after the elections of 1996, which affirmed the power of the ONA and president Yasir Arafat. Since then it became quiet since editors and journalists preferred to resort to self-censorship than to risk their papers being shut down. (iv) This passivity was broken at the outbreak of the second antifada as described above, as the need for manifestation of the Palestinian side of the struggle was strongly felt in the media – with the many dire consequences referred to above.

To be able to, within the framework of this evaluation, on the one hand evaluate training activities carried out to date, and on the other to provide a framework for future recommendations, the following will – very briefly – present the media landscape of Palestine.

1.5.1 The Media

The Palestinian Media situation is very unique with a beginning in the 18th century under Ottoman empire and censorship, but flourished as the Arab nationalism emerged and the censorship was liberalised¹⁷. The Palestinian media comprises print and audio-visual outlets and an official news agency Wafa. The press includes three daily newspapers and many weekly and bi-weekly supplements considered independent publications, being distributed primarily with the Al-Ayyam newspaper. The three newspapers also have internet versions. No less than 30 independent TV stations and a slightly higher number of private radios complement the Government broadcaster PBC/PSC and Voice of Palestine.

1.5.1.1. Government media.

Wafa is the official *news agency*. Whereas it is to be equipped through a UNESCO grant before mid 2005, it is largely considered nonfunctional and of very limited importance within the overall national media landscape.

One of the three daily newspapers, *Al-Hayat Al-Jadidah* is almost fully funded by the PNA, and loyal to the Fatah party line of government.

The *Palestinian Broadcasting Corporation (PBC)* was established in 1994, when the Palestinian Radio (Voice of Palestine) started broadcasting from Jericho. In 1995 it moved to Ramallah. The Palestinian TV also started broadcasting in Gaza in 1994, but it took until 1998 to establish a complete network of towers and microwave links to cover all of Gaza and the West Bank. Palestinian TV now has two main studios, one in Gaza and one in Ramallah. In 1998 Palestinian TV started using the Nile Sat satellite system for broadcasting and whereas the terrestrial channel remained “PBC”, the satellite channel became separately known as “PSC”, Palestinian Satellite Channel. At the onset, the satellite channel shared some of its broadcasting time with the terrestrial channel, but since 2002 the two channels had identical programming¹⁸, and during the evaluator’s mission to Palestine, the two channels were officially merged and the merged TV channel returned officially to the jurisdiction of the Ministry of Information together with the Voice of Palestine.

1.5.1.2. Public media

No public media are to be found in the Palestinian media landscape, but as described above, there is an interest within the Ministry of Planning and plans within UNESCO to facilitate this transition process, transforming the government broadcaster into a public service broadcaster. The realisation of these wishes and plans will depend on among others the result of the elections to the legislative council in July

2005, and whether Palestine will remain calm or not. Media development actors in Palestine see this as an open – and totally decisive – question.

The private TV stations met represent the major stations, and those, which are the major producers of own, local programming. They all present their core mandates as “public”, wanting to ensure a diversified, balanced programming facilitating informed decision making for their audience, still, however, their ownership is private and ultimately out of public control.

1.5.1.3. Private media

With the absence of a (clear) legislative framework, the granting of licenses are not centrally regulated, facilitating the mushrooming of private TV and radio stations, several of these starting in the euphoric post-Oslo days. Presently Palestine can count no less than (see annex 13):

- 32 local radio stations
- 29 local TV stations (three categories)
- 2 daily newspapers (Al Ayyam and Al-Quds – these two private newspapers are partly financially dependent upon Government through advertisement)
- 1 national news agency under development by the Ramattan media company
- 1 local TV based news agency under development by the Ma’an network

1.5.1.4. Community Media

Many of the Palestinian small, local radio and TV stations are not much different from community media in other countries when looking to organisation, equipment and the level of preparation of the human resources. There is, however, at present, no community ownership and control of any of these stations, which define themselves as private, are privately owned and also do not make use of community mobilisation for recruitment, involvement and training of community programmers.

In a future, regulated media environment, however, many of the NGO media (production) centres are ready to and would effectively mushroom into new community owned and controlled media.

1.5.1.5. Alternative use of Media Production

PYALARA, a youth organization, is pioneering an important approach to consciousness raising via production about challenges in the own life. The Pyalara staff initiates these processes all over Palestine (principally in the West Bank, but are moving into Gaza), responding to proposals received.

The resulting TV programmes are aired on PBC as well as on a number of the local TV stations, and participation in these workshop-like processes are much sought after by groups of youth all over Palestine.

A number of NGOs include group media production in their activities, some based in impressive media production centres with equipment provided by partners and donors. As mentioned above, these could, in a regulated future, be excellent bases for the development of community media.

While these “other” media production environments and activities are important training sites for – principally – young people as producers and future critical media consumers/users, these outlets cannot be counted among the professional media.

1.5.2 Media Education and Training

Distinguishing between education¹⁹ and training²⁰, three universities or media institutions in Gaza and four in the West Bank serve Palestinian students in the area of journalism and media education.

Journalism – mid-career - training is only happening in one training institution on a regular, ongoing basis, but other ad hoc mid-career journalist training activities, usually on a course-by-course basis, do take place in other schools / universities or organised in hotels from time to time.

Education – West Bank:

- *Birzeit University* has the best and most advanced equipment²¹. “The BZU media institute and department is considered a success story and to be having the best educational methods. It covers the theory and practice of the media, including TV, Radio, photo journalism, written journalism”.
- *Bethlehem University* gives, within its faculty of Arts, courses for written journalism, the art of writing, Palestinian studies and language studies – principally theoretical.
- *Al-Najah University* in Nablus also covers a broad range of subjects: visual media, TV production, written and photo journalism, a digital section and education in radio production. A University radio is functional, but not really geared to be used by the University Students.
- *Al Quds Institute* of Modern Media in Jerusalem is focusing upon TV and cinema journalism, such as interviewing skills, news stories, editing, photography and camera work. It trains the PSC staff and is available for in-service training.

Education – Gaza:

- *Islamic University in Gaza*: has advanced equipment related to print media. They issue a monthly paper. The university has neither radio nor TV equipment. In these areas the education is principally theoretical. Islamic University is considered to be having a strong connection to Hamas.
- *Al Aqsa University*: has a new TV studio, besides from this theoretical training. Al Aqsa is considered to be closely linked to the Fatah party.
- *Al Azhar University*: has print equipment, but for the rest all education is theoretical.

Mid-career Training for Media Workers:

- *Birzeit University Media Institute (BZUMI)* is²² the only institution regularly providing on-going sequences of mid-career training for journalists and other media workers for TV, Radio, Print and – slowly starting – internet media. The courses vary according to identified needs, but cover areas such as journalism, news reporting, investigative reporting, how to cover social and economic issues, cultural reporting, photo journalism, TV camera and documentary direction/production. A growing proportion of the BZUMI mid-career activities are in-house training activities as this is easier (it is difficult and expensive to move around in Palestine), as it is more effective to train the whole team with their own equipment and in their own installations, and the in-house course can much more flexibly attack the eventual “sore spots” of the media house, be it in the area of management and organisation, in the area of story telling or insight into specific locally relevant issues, in the area of creatively using limited technical resources or physical facilities, etc...
- *Training facilities*: A bottle-neck in relation to training and skills upgrading on both the West Bank and – especially – in Gaza has been the lack of sufficiently well equipped training facilities, including also the absence of adequate technical and technological facilities in the institutions providing journalism education (see above). It appears that plans for installing media resource and media training facilities in different locations is finally happening. UNESCO is as such presently installing four such centres in Ramallah, Jericho and Nablus on the West Bank as well as one in Gaza²³. Furthermore another such media training facility was opened in Gaza in April 2005.

1.5.3 Media organisations

A number of active media organisations of different shape and orientation is functioning in Palestine. The most important in connection with the present evaluation exercise are described briefly below:

The Palestinian Journalists' Syndicate has been considered a natural part of the struggle, as part of the nation building efforts and a clear act of protest against the Israeli occupation, denying Palestinians the basic right to self-determination. This understanding, however, has for many journalists changed²⁴ realising that a union needs to be independent of the political powers that be. Without having changed much, the Syndicate is considered part of the ruling political party set-up, still, however, defending journalists' rights – both against outside interference and against PA violations of the journalists' rights.²⁵ Elections and the return of a more democratic and transparent functioning is expected and considered important.

TAWASOL, a Union of Young Journalists: is about to be formed by PYALARA. The objectives will be to support media students and young journalists in Palestine through the development of counselling, networking, union protection, training and other forms of encouragement so that they are able to establish themselves in the media trade effectively.

AMIN – A Radio Support Network: AMIN (Arabic Media Internet Network) on its homepage²⁶ presents its aims: “AMIN encourages constructive and thoughtful debate on issues of concern to the Palestinian public and international community.” According to the AMIN director, Mr. Khaled Abu Aker²⁷, this site is well known in the Arab world, presenting the many articles not necessarily accepted for publication in the daily newspapers. With the upsurge of small radio stations in need of support, AMIN started a networking and support facility for these. Internews, which is behind the creation of AMIN, has carried out different kinds of support and training activities initially for journalists and later for the emerging, small media. Since late 2004 AMIN has started regular backing of all radio stations interested in the area of training and support to (i) content development and programme production, (ii) technical management and (iii) general management and administration of the stations. So far 14 radio stations on the West Bank and 2 stations in Gaza have chosen to join the network, which is open to all interested parties. The content development is for the time being being developed in a series of training-cum-production workshops, roundtable discussions on social situations and issues frequently abandoned by the media, such as honour-killings and non-violence. AMIN organises a monthly collegial forum for discussion of common needs and advocacy around legal issues such as the recent request from the Ministry of Information to lower the fees the stations have to pay.

During the last six months AMIN has organised the following courses for the radio stations in their forum/network: 2 technical courses, 6 content production training-cum-production workshops for journalists, 1 election coverage seminar, 1 course on interview techniques, 1 panel discussions, and 1 training session on feature production. Besides from training, AMIN carries out coaching visits to stations to help ensure that the skills taught are effectively employed in the everyday of the station.

Ma'an – a local TV Network: Established in 2002, the Ma'an network is a non governmental organisation aiming to improve local Palestinian media production. Ma'an is composed of ten independent TV stations and production studios located in all the major cities of the West Bank and Gaza. The objectives are to (i) offer to Palestinian and to international scene independent and professional Palestinian news; (ii) promote democracy in Palestine through media, freedom of expression, freedom of the press and pluralism of the media; (iii) increase Palestinian media credibility on the Israeli and international scene by producing objective and professional news; (iv) improve communication and enhance understanding between Palestinians, Israelis and the worldwide public.

Jerusalem Media and Communication Centre (JMCC): was established in 1988 by a group of Palestinian journalists and researchers to provide information on events in the West Bank (including East Jerusalem) and the Gaza Strip. JMCC's Jerusalem and Gaza offices provide a wide range of services to journalists, researchers, international agencies, individuals and organizations interested in obtaining reliable information on the Palestinian territory. The JMCC comprises four specific work units²⁸: (i) a Media Unit preparing daily information, (ii) Public Opinion Polls', (iii) Research, and finally (iv) Commissioned Services: Field Work as well as a Marketing Research Unit

1.6 The Present Report

On the basis of the above description of the framework into which the Sida supported journalism training activities have been carried out, it is time to move on to the evaluation itself. The following second chapter presents the purpose and scope of the evaluation and the methodologies used. After this follows a presentation of the evaluated projects, the implementers and the project implementation modalities. The fourth chapter presents the core findings and observations of the evaluation matched by the corresponding evaluative conclusions. This presentation is followed logically by “lessons learned” in chapter five. Finally the sixth chapter will outline the core recommendations – both general and specific – and will discuss the most adequate way of moving forward in Palestine and beyond.

2 The Evaluation Framework

The present evaluation aims to evaluate the effect and impact of nine years of Swedish support to journalism training in Palestine with a view to ensure a dynamic media sector, working to strengthen a democratic culture of dialogue and debate. At the same time the evaluation is seen as a study, presenting an assessment of present needs in the area, and to formulate these as a set of general and specific recommendations, providing Sida with an orientation as to the continued funding of Media Development in Palestine.

2.1 Purpose and scope of the evaluation

The Sida support to the media sector in Palestine has not been evaluated during the last ten years. The evaluation will give an input to the forthcoming country strategy for 2005–2007.

Fojo has stated: “the primary purpose of mid-career journalist training (in this project) is to provide participants with knowledge about and methods for strengthening the role of journalism as a driving and developing force in the struggle against poverty and despair and for human rights, dialogue and democracy.”

The overall aim of this particular evaluation in the Terms of Reference (see annex) points to the need to assess whether the print- radio- and TV- journalist training project has been strengthening the domestic capacity and the long-term sustainability in this field, and whether the interventions have been relevant and cost effective within the scope of the support to the media sector. Furthermore the poverty reduction potential and possible monitoring activities of the impact of the project in this respect is to be analysed.

The study in itself will constitute an important input for designing possible future funding to the media sector and to journalist training. It is important that the study produces concrete recommendations based of lessons learnt and is distinct and forward looking with a view to how future Swedish support to journalist training shall be designed.

2.2 Earlier evaluations and their recommendations

The present evaluation covers nine years of support to a journalism training programme, which has not been evaluated or reviewed at earlier occasions. Earlier recommendations to be taken into account as such do not exist. The Swedish executing agent Fojo has, however, been involved in a series of other journalism training programmes internationally, which have been evaluated on some occasion. General recommendations from these will be considered in the final recommendations.

“Evaluation of Sida’s International Training programmes within Journalism: Mid-Career Training for journalists from the South. Final Report. March 2003” focused on three sets of international journalism training courses being held with participants from a variety of countries in the south. The three types of courses were: Women & Journalism (W&J), Journalism & Democracy (J&D) and finally, Environmental Journalism (EJ). The recommendations are formulated in eight points, of which some were specific relating to the three specific courses: Training of Trainers should be considered and carried out in connection with existing training institutions; North-South Exchange, to the extent possible and practical Fojo should ensure interaction and organise training programmes with participation by mid-career journalists from north and south; Mentoring and Coaching, consider piloting a one-year email mentoring or coaching component as part of the journalism training. To be evaluated after one year; Encouraging use of southern lecturers and the holding of more courses in the south; Network facilitation, where Fojo develops a directory including all former trainees. Explore the possibility of a distance learning facility. Fojo should continue to strengthen and widen its network and form partnerships with reputable media institutions, training organisations and other useful partners in the South.

“Sida’s work with Culture and Media”, Sida evaluation 04/38, was a major evaluation of 900 mio. SEK’s worth of Culture and Media support disbursed to nearly twenty countries. The evaluation was commissioned to provide information on which to base a revision of the 2000 Sida “Policy for Sida’s International Development Co-operation in the Field of Culture”²⁹.

The objective was to ensure coherence between the policy and current overall Swedish development co-operation policy. In the area of support to Media, Fojo was one of the important Swedish organisations through which support was channelled. In the brief summary description of the findings, the successfulness of Fojo’s interventions in general is highlighted in different ways, including a series of strong anecdotal evidences as to the empowering effect of the Fojo training.

The principal forward looking recommendations as to elements worth improving in Fojo’s work was (i) project design³⁰ and (ii) to include “systems for monitoring achievements and indications of impact. Not only systematic participant evaluations necessary during the training programme but also post-training questionnaires that follow-up on the longer-term effects of the training should be a constituent element of any training activity. In most cases, neither Sida nor its partners have placed the necessary emphasis on this aspect.”³¹ Finally it states: (iii) “Sustainable media training in a country requires the existence of viable and quality training institutions. While Sida’s support has contributed indirectly to capacity building of training institutions, this has not been a goal in itself.”³²

The results of these two evaluations will be drawn upon in the concluding discussion of the present evaluation exercise.

2.3 Methodology

The study forming the basis for this evaluation exercise has been conducted through four distinctly different methodological approaches: (i) Study of documentation, (ii) qualitative in-depth interviews, (iii) On-location verification of documented evidence/information/data and finally (iv) A quantitatively oriented tracer study. (Please refer to Annex 2 for the Work Programme in Palestine, and Annex 3 for a listing of “Persons Met”.)

Study of documentation: The relevant Sida documentation has been consulted, as has relevant project documentation (prodocs, course evaluations, reports and funding approval notes from Sida). Furthermore the files of the BZUMI and Fojo have been visited and special components translated where necessary. From the group of donors active in the area of support to democracy and governance furthering activities (like media) in Palestine, studies, reports and funding proposals developed over the past 3-5 years have been studied with a view to solidify findings, to know the funding landscape, and to

position the Swedish role therein. Websites have formed an important additional source of documented data for the present study, ranging from websites of Palestinian media and media organisations over presentations of the media situation.

Qualitative, in-depth interviews: During the missions to (i) Sida, Stockholm, (ii) Fojo Kalmar and (iii) Palestine, a variety of interview techniques have been used to gather the required information and data. Individual as well as focus groups interviews, ranging from informal conversational over interview guide approach and to standardised open-ended interviews³³ have provided systematic information about processes and facts including the history and status of media houses, and have through anecdotal evidence provided personalised experienced perspectives.

The evaluator has worked in this way in close cooperation with Fojo, the Birzeit Media Institute and the project beneficiaries operating in the Palestinian media landscape. These include journalists, editors and media managers, managers and trainers in media education and training institutes, PNA policy makers, media advocates and media organisations as well as the donor community active in Palestine. The Swedish Consulate General (CG) in Jerusalem has been closely involved in the progression of the evaluative exercise and the officials in charge of initiating the present evaluation within Sidas Culture and Media division carried out initial briefings and were available for comments and advice along the way.

The present evaluation has as such made use of participatory methods, inviting not only different stakeholders to articulate and present their needs, interests and expectations, but also to confront them with intermediary results and analytical conclusions so as to hear and include their reactions to the findings³⁴, which helps to ascertain effective forward-looking use of the recommendations emerging³⁵. This is important when viewing an evaluation not as a mere control instrument, but as an interactive learning process, where the evaluation exercise provides an opportunity for the busy implementers to take a step back, and assess what they are doing, how, why and with what effect and impact – and thus to take active part in the design of the onward process³⁶ – and who knows better than the implementers what may work and what not?

On-location verification of documented evidence: While important this activity was minor and an in-direct activity taking place parallelly with the other evaluative activities: seeing that the courses actually took place, ascertaining that the staff of BZUMI paid for by the Swedish funds actually were working in the Institute, and registering through a presentation of files and hand-written evaluation reports, that all the courses had actually taken place.

Quantitatively oriented tracer study: To complement the evaluator's study of project documentation, in-depth interviews and on-location verification of documented evidence, a tracer study³⁷ was carried out to gain an insight into the longer-term impact of the nine year's training activities. To, in this way, evaluate significant and potentially enduring effects of the project intervention, it requires the identification (and where possible measurement) of the effects and analysis of their implications. These effects may be intentional, or unintended and they may work to either reinforce and consolidate things – or to change and disrupt them. What makes assessing the effects of a journalist training course a complicated business is the number of variables in the equation. The result is that direct cause-effect relationships between a training experience and a specific outcome are complex to establish. This will, however, be attempted. While impact assessment is a well-established exercise in the field of ecology, this is not the case as regards the field of training. In particular, there is very little in the way of impact assessment of short courses for working journalists. The study was carried out through two sets of questionnaires: one prepared for the trainees, who have taken part in a Sida funded and Fojo facilitated BZUMI course, and one for their editors/managers.

The questionnaires were prepared by the evaluator, discussed and revised with the Fojo project manager in Kalmar, and discussed, & pre-tested in Palestine with selected participants. After this, the questionnaires were distributed to the course participants and managers/editors through the assistance of the BZUMI staff. The questionnaires of the 32 trainee questionnaires and those of the 5 editors/managers were gathered, treated and analysed by the evaluator and the results will be used below.

Besides from the tracer studies, e-mail interviews were carried out with the most used of the Swedish Fojo trainers.

Methodological strengths and limitations

The present evaluation aims to present an in-depth reflection of the long-term effects and impact of 9 years of journalism training in Palestine on the one hand. On the other, the study aims to present an assessment of the present needs for interventions further strengthening the media and its role in Palestine. The qualitative in-depth interviews together with the quantitatively oriented tracer study will inform both the past and the present. A set of forward-looking recommendations will be extracted from these two parts of the present study. The above described four methodological approaches to the present evaluation are deemed effective and broad, taking into consideration the objectives of the evaluation and facilitating clear answers to the ToR.

Usually evaluations are carried out every 3 years – sometimes with a mid-term review in the middle of that period – to ensure a close, external monitoring mechanism. The present evaluation is intended to cover no less than nine years of project implementation with no reviews or evaluations along the way. By way of the tracer study and ensuring in-depth interviews with both trainees, trainers and coordinators from that period, this limitation is sought overcome.

The evaluator does not command Arabic. This would have facilitated communication with some of the respondents and through Arab questionnaires. The problem arising from this was, however, not found to be significant: most contacts worked fluently in English, most documents were also available in the languages in which the evaluator is proficient and the remaining documentation was translated either before the arrival of the evaluator or upon. Had they been developed in Arabic, the weaknesses would, however, then have appeared in the translation process here – and would have been significantly more time intensive. The compromise arrived at is found to have been efficient and effective, rendering the result both sufficiently reliable and useful for the intended purpose.

3 Nine Years of Journalism Training

The present section will present the background process for the series of four project periods evaluated in this report, as well as the institutional and organisational implementation framework, the main characteristics, location, history, organisation and stakeholders. It addresses the objectives set out to be met in the four project phases described above in chapter 1.1., as well as the important elements within project implementation, as it has set out to meet the objectives and the activities carried out. Important assumptions and their implications will be address during the course of this description.

3.1 The Background

Plans for a mid-career training institute for Palestinian journalists were initially set up at a conference on establishing support for democratic Palestinian media in Jerusalem in June 1994³⁸.

The initial project proposal was presented in a report at a UN conference in Madrid March 1995 and endorsed as a high priority project. Several ways of financing were discussed but the demand for responsibility and coordination was finally put to the Swedish Journalism training institute Fojo, due to its extensive experience within further training of journalists from and in developing countries.

Fojo's projects are carried out within the framework of democracy-oriented foreign aid, sponsored by Sida.

Ever since the Oslo Agreement 1993, Palestinian journalists on the West Bank and in Gaza have been experiencing an intensive - albeit turbulent and jerky - period of transition. With the advent of the peace process and Israel turning over parts of the Occupied Territories to the Palestinian National Authority (PNA), the role of the Palestinian journalist changed from primarily promoting resistance to Israeli occupation to covering ongoing peace negotiations, the activities and policies of the PNA, municipal councils, police force and other newly set-up Palestinian institutions. Basically, the role of Palestinian journalists has changed from that of being principally advocates of a cause to being also journalists.

Between 1996–1999, the project focused primarily on print journalists, but in 2000, Sida approved a 2-year training project for Palestinian TV journalists. The TV training project was also supported financially by the Bertelsmann Science Foundation in Germany. The projects have been able to offer 303 weeks of courses for 1,040 print and TV-journalists both on the West Bank and in Gaza. As only 20% of Palestine's journalist corps consists of women, the project has succeeded in maintaining at least 20% participation by this important segment.

In 2002 Fojo and BZU began shifting the focus of training more towards the role of the journalist in building up and maintaining a democratic society, covering social issues, culture, youth, economics and other such areas within civil society. This shift was made because Palestinian media has been – and still is – too preoccupied with political issues related directly to the Palestinian-Israeli conflict.

Due to the unstable political and military situation which prevailed in Palestine since September 2000, the course plan was delayed to a certain extent so that the final round of courses was expected to end in late October 2004. While awaiting the results of the present evaluation, a one-year bridging phase has been accepted by Sida to ensure continuation of the activities started. Once decisions have been arrived at on the basis of evaluation recommendation, it is hoped that the needs identified and described below can be turned into a continued say, three to five year framework agreement for consolidation of the first nine years of media development work.

3.2 BirZeit University, Fojo's Palestinian Partner

Already before Fojo with Sida funding entered as the implementer of the Journalism Training programme (see the above introduction of 3.1), it had been proposed and taken for granted that the programme was to be implemented in partnership with the old, renowned university in Birzeit, just some 7 kms outside of Ramallah.

Founded in 1924 the Birzeit University media studies started as early as in 1963, a development which picked up momentum in 1993, when journalism activities gradually developed into the present-day present day full-fledged media institute with five production and training units in the fields of Radio, Print, TV, Academic programmes and Media Resources.

The Birzeit University Media Institute (BZUMI) was started in 1996 adding to the existing Academic Media Department of BZU an institute geared towards mid-career training of active journalists. The BZUMI objective³⁹ furthermore stressed that “one of the aims of the MI is to encourage the development of independent media and improve technical skills in audio/visual production and computer technology for journalists, residents and members of civic organisations.”

Financially the institute is its own profit centre, parallelly to all other departments and institutes of the BZU. This means that the university in principle pays the BZUMI staff for any services they render to the University (lectures, use of equipment and facilities, etc.) and the BZUMI in return has to pay for use of facilities, telephone, internet, energy, etc. These two accounts usually result in a “0” result at the end of the year. Smaller special purchases for the institute have from time to time been approved for overall University funding.

3.3 The Fojo Journalism Training Institute

The Institute for Further Education of Journalists – Fojo – was founded in 1972 and is responsible in Sweden for further training of professional journalists. Fojo is administered by a board comprising representatives from the media and society. Fojo’s international activities have expanded substantially since the first courses were held in the early 1990s. Fojo holds extra curricular inter-national courses in Sweden and conducts training projects in Africa, Asia and Eastern Europe.

Fojo’s foremost general goal is to provide journalists with specialised knowledge of active, investigative and objective journalism, i.e. the journalistic approach required to sustain a functioning democracy, empowering the journalist how to do this most effectively.

Funding for the national journalism training activities for Swedish journalists are provided by the Swedish state, whereas the international activities are usually funded by the Swedish International Development Agency, Sida. Besides from these two types of activities, Fojo organises courses for other types of customers and has a book production. Of Fojo’s annual turn-over of some 40 mio. SEK, the international activities account for about ¼, and Fojo trains some 7-800 Swedish journalists a year, and 1000 within the international training programme.

3.4 The Fojo/BZUMI projects 1996–2005

Whereas the Fojo involvement in the first of the four project phases back in 1996 (as described in 3.1. above) happened as a Swedish offer to enter into an externally pre-prepared process and with a document prepared by the consortium calling the meeting (see above), it became a first involvement in an international journalism training activity for Fojo, and a first involvement with a major international partnership for the BZUMI.

Phase 1 1996–1999 and 2000–2001:

The main objective in the initial project document of 1996 was two-fold.

- To “establish a training centre for Palestinian journalist from the West Bank and Gaza at Birzeit Univeristy. A long term object is to open this centre also from other journalists from the region.” And to “provide the BirZeit Media Centre with professional competence within journalism training, through training of trainers, designer for experienced Palestinian journalists from the region.”
- To implement training courses to strengthen journalist capacity and thereby the level of “journalistic content and editorial organisation and management” in the region.

The training activities during this first phase focused on print media and started off by installing print workshop facilities.

Phase 2 2000–2002

This phase included two distinctly different groups of activities:

- A Print component, continuing the work started in phase I, and
- A TV Training Project, including installation of TV studio facilities, in cooperation with the Bertelsmann Science Foundation in Germany.

This second phase was a continuation of the first phase with same objectives. In the re-occupied situation with an intensified war-like situation, frequent curfews and escalating difficulties of movement, it is impressive that no less than 49 weeks of courses for 243 journalists were organised between January 2000 up to September 2002. The courses ranged from creative writing, economic, cultural, investigative and news reporting, news and video editing, photo journalism and writing for children, magazines and features – and to news evaluation & analysis and comparison of Palestinian/Israeli press coverage of the Intifada.

The expansion of the area of work of the institute took place in the second phase, building up a TV unit in September 2000, and starting a series of 31 TV training modules for a groups of 15 young TV producers from Ramallah, running from November 2000 to July 2001. The reason for this choice of activities was that movement was difficult when not totally impossible, that most of the TV stations were based in Ramallah at the time and that TV is a new phenomenon, requiring a lot of training starting from scratch.

Phase 3 2002–2004

The third phase of building up journalistic capacity in Palestine through strengthening of the BZUMI and support to holding of mid-career journalist training courses was foreseen to run from March 2002 and to end in December 2003. Due to political unrest and related difficulties, the actual implementation dates were: May 2002–December 31, 2004. This project phase included training for both TV and print media, and the purchase of some additional computers for the print unit established 6 years earlier. In-house training was planned for to overcome logistical problems in Palestine.

Phase 4 2005

While awaiting the result of the ongoing evaluation of the Sida funded journalism training activities in Palestine 1996–2004, a bridging phase has been agreed on, covering the continuation of activities from January to December 2005. The activities as such continue as above, but focusing more on in-house workshops at newsrooms and team workshops. Furthermore a special follow-up seminar on Covering Conflicts will take place in Ramallah.

3.5 The BZUMI/Fojo Collaboration

Moving away from the description of the activities and on to the mechanisms surrounding the activities themselves, the collaboration mode between Sida's Swedish intermediary, Fojo, and the recipient institution, BirZeit University Media Institute (BZUMI), can be described as mutual, respectful and effective. Through all Fojo reports, Sida 'grant documents', and interviews with both Fojo and BZUMI staff emanates a profile of a collaboration based on principles of partnership, building on the individual strengths of each. The two different components will be described individually hereunder, the establishment of a centre under point 3.5.1, the journalist training activities as 3.5.2.

3.5.1 Establishing the Media Institute

From the onset, the aim was to create a functional, capable, dynamic journalism training centre. In order to do this, a series of organisational and institutional activities needed to be brought in place. The physical facilities, where the institute could be housed, were established by the university, and the radio department established and run with funds from the Heinrich Böll Foundation.

Establishment of training/production units: As part of the project under evaluation, a print unit was established in 1996 and in 2000 followed by the establishment of a TV unit. Both of the units were visited during the evaluation and found busy and functional, whereas the equipment for the print unit was close to being obsolete, and ways presently being explored to replace it. Besides from the hardware purchase, transport, import⁴⁰, installation and training of daily operators and those responsible for the preventive maintenance routines, a series of “soft wares” of organisational development were taken care of partly in a “Training of Trainers” (ToT) course in 1997 and again in 2002.

Course logistics, organisation and management: The capacitation for this activity was done in a processual manner, where the Fojo project manager(s) and international trainers worked in a close dialogue with the BZUMI director and unit coordinators. Due to a high fluctuation of staff at all levels, the coaching from Fojo continued at a relatively intensive level.

Curriculum development: Whereas the basics were taught in the ToT courses, close interaction takes place between BZUMI/Fojo and trainers at the onset of every training course. The evaluation results of earlier courses influence the planning, ensuring to continually improve the “product”.

Building up a corps of trainers: Besides from the formalised ToT courses, of which some 50% of the trainees continued to actually train in the courses, a lot of informal training/preparation of trainers took place in other ways: When an international trainer was used to head the training in a course, a local assistant trainer-cum-interpreter was recruited. These “under-studys” were at later occasions used as trainers in that same thematical area, or as resource persons for specific aspects of other courses.

Development of training manuals and other resources: Three manuals were produced by BZUMI: a translation of a Swedish manual on “The 10 golden rules of Journalism”, an Arab linguistic manual produced by the Director of BZUMI, and an Arab reporters’ manual. While it is generally acknowledged that learning happens best when practically “doing” things, BZUMI is the only Media Department and Institute in Palestine with equipment covering both radio, TV, print and internet access. This facilitates actually, practically learning how to turn theory into practice. This is used as an additional resource in two interesting ways, which both have partly been taking place within the realm of the project: (i) In the print courses an occasional tabloid paper is appearing, prepared all the way by BZUMI print trainees, and finally just printed at the Al-Ayyam printing press; (ii) Similarly the radio studios are turning into an on air Campus Radio for two hours during work day lunch times. While putting the radio on air is a learning exercise for all trainees and students involved, the issues covered on air are identified to ensure a general learning on issues found to be of importance to students; (iii) Another creative way of using the equipment of the media institute is to produce series’ of good programmes for radio and TV. A series of 12 TV programmes was as such part of the present Swedish funded activities.

These programmes are covering issues skewed, forgotten, or hidden by the media, and are produced as exemplary models of good practice. The media are found to be even very interested in receiving such in-depth researched and well-produced programmes, which inspire both the programmers and their audience.

General management and sustainability of the Media Institute: When working to render an institution independent and sustainable, overall institutional management practices and financial mechanisms – like partnership strategies – are central in preparation of the (gradual) withdrawal by the core initiating/funding party. It appears that this aspect of institution building has not been included in any strategic or general way within the project.

When referring to these aspects during the evaluation interviews, it became apparent that the institute did not view their annual plans and budgets in an overall “Media Institute” perspective. Rather, they considered their activities as distinctly different programmes, separated according to donor:

The Heinrich Böll activities, the Fojo activities, etc. Budgets/accounts, plans, reports and filing systems

were organised accordingly, donor by donor. Such an organisation mode can function effectively and smoothly, when considered in a here-and-now perspective. But in the longer term BZUMI needs to be a media institute with its own strategic vision, mission and long-term objectives.

3.5.2 Implementing Journalism Training Activities

Parallel to the establishment of the Media Institute, an impressive series of training courses was started – first in the area of print media (1996) later also for TV journalists, camera & sound operators and editors (2000). The latest one year project even includes some – limited – activities on radio production.

Project and course generation and design process: This project – or sequence of projects based in no less than six project documents – came off to an unusual start, not following Sida's general project cycle, and with an even very brief and sketchy initial project proposal of just three pages. That the project was approved can be seen as a result of the fact that the funders wanted to support the specific objective, which fit well with Swedish priorities and matched Swedish development activities in Palestine. Furthermore the Swedish implementer, Fojo, was known and respected. The following project documents were somewhat more elaborated, but still very general in the description of the activities planned. These documents as such continued to provide a general orientation only, presenting the overall direction in which the activities are expected to develop and some suggested titles of courses.

This type of project framework is only possibly when a high level of confidence exists, as Sida lets go of the close control, and has no means to – afterwards - ascertain whether the results agreed have been achieved – or not, as they were never described in detail. On the other hand, when in the hands of capable implementers, knowledgeable not just of the subject matter but also closely informed about local developments, then this type of development implementation framework is ideal.

Within this general framework as it exists between Sida and Fojo, Fojo on an annual basis agrees on a course plan with BZUMI. When interviewed, both parties responded that they carry out an e-mail planning dialogue and that the activities are derived from needs expressed by journalists and other media workers during and around courses, suggestions mentioned in the written evaluations, or course idea reflecting the changing reality. Both parties agree that the planning process is very mutual and that ideas and suggestions are generated on a 50/50 basis, and all met were satisfied with this process. They have not experienced major disagreements and decide through consensus.

Selection process of participants for training activities: Once the course has been advertised in the papers and through letters to the editors, the application deadline expires two weeks before course start. At this time a selection committee meets, made up by the unit coordinators (at the moment Nibal Thawabteh and Aref Hijjawi), the trainer for the upcoming course and eventually an additional relevant expert. Once the selection has been finalised, all applicants are called with information. Usually some 30 applications are received per course. The selection criteria depend on the course in question and are usually mentioned in the add in the paper. Homogeneity among the course participants is one objective, the documented need for the course and gender are among the general priorities during the selection process.

Trainers and Training Approach: Training is by Fojo seen as a creative process, where peers share with and train peers. For this reason all trainers are practising journalists, camera (wo)men, etc. Also practical application of the theoretical insights is among the important methodological aspects, learning through doing, seeing, revising, improving. The training by the Swedish / international trainers is considered very lively and the constant change of training style and lots of action is very appreciated. When possible the training ends with concrete results that on the one hand can be used by the media outlets, on the other it can serve as a model of how reporting can ALSO be done.

Early on most of the trainers were found in Sweden, sometimes journalist-trainers of Arab descent, working elsewhere in Europe or other international lead trainers were used. Local journalists were

recruited to work as assistant trainers-cum-interpreters. In special situations where it has not been possible for the international trainers to enter Palestine, local trainers have covered the full set of activities. At the same time, however, satisfaction is expressed with the assistant trainers, interpreting what the international trainer says and does, but also providing examples from the local reality, thus doing a lot more than just translating.

3.6 Conclusion

Looking back at nine years of continued project implementation, aimed to both build up a journalism training institute and to train journalists and media workers, the result found is very impressive under the given circumstances. While many other donors and development partners withdrew and a great many Palestinians chose to find a safer place to live for themselves and their families during this period, this project continued activities practically uninterrupted – both at the West Bank and in Gaza. This fact was stressed by many stakeholders as a very important symbol of defiance against the aggressions – and as such an insistence on “normality” and a strong plea for peace.

Besides from this overall assessment, there is not much “bureaucratically regular” about the nine year project phase counting from the absence of thorough project documents, no detailed project reports (as only limited information existed in the project documents to refer back to), absence of regular evaluations – and also no midterm reviews between these, no project-wide detailed and approved activity plans, absence of regular meetings of a local steering committee / technical advisory committee or the like.

The project has, however, worked and generated impressive results. The institute exists and is recognized as the best mid-career training institute for journalists in Palestine – and possibly beyond⁴¹. And the training courses have taken place to the general satisfaction of the users. This, however, is due to the special collaboration capacity of BZUMI and Fojo, and a strong will here and within Sida to make things work. To ensure a continued quality delivery in the future, however, it is recommendable to include and streamline the “bureaucratic” aspects more. There is no guarantee that the same hard-working and knowledgeable persons continue in their functions – and then it is good to have the systems in place⁴². The following chapter will look at the specific aspects of findings and recommendations.

4 Findings and Evaluative Conclusions

Having described above the context into which the present project is being implemented, as well as the partners, the objectives and the activities of the projects, the present chapter aims to present the core documented findings of the evaluation. These facts will be analysed and their effect concluded upon as per Sida development objectives and specific policies and strategies. Lessons learnt and recommendations for future orientation in this field will emanate from the findings. All of the evaluations methods used and all of the information generated will be used to feed into the discussion of the findings and the related evaluative conclusions, which refer directly to the objective of evaluation. In the subsequent chapters lessons learnt and recommendations will, separately, be based on the analysis of the present chapter.

4.1 Relevance

The journalism training has been highly relevant and effective. The following results of the tracer studies stand out:

- 79% of the respondents found that their performance after the course was at an “advanced” level, 52% of those arriving there from a prior “average” performance level, and 28% jumping from an initial “basic” journalistic level.
- 78 % of the trainees found a noticeable difference in specific skills after the course, compared to the manager/editors’ response at 100%.
- No less than 88% of the trainees state that that training effect endured – of the participants from the early phase (1996–2000), between 9 and 5 years away from the training experience, all 100 % note that the training endured

Putting some quantifiable indicators to the relevance, the tracer-study documents among others the following regarding impact on the trainees: 96% of the journalists state that they have “become noticeably more confident”; 94 % “have become more motivated”; and 88% find that they “have become more productive” after the course. And 100 % of the managers answer that the training of the person has added value to the media house.

As for the immediate personal benefit of the course, 61% of the trainees have received a promotion after the course, but only 28% have received a higher pay after the course. One respondent notes that this is because there are very little funds in the Palestinian media, and people are in general not well paid at all. So you can say that what has resulted from the training is honour, prestige and responsibility, which in only half of the cases has also been matched by a financial reward.

To further assess the relevance of the project(s), this has been assessed as per the different framework settings in which it has been generated and functions:

Findings and observations – ref Swedish Development Targets: The project, its objectives, activities and results are all highly relevant to the Swedish development policies. Summarising the presentation in chapter 1.2 above, Sida’s policy is to support the development of journalism and social debate, to stimulate growth and vitality of pluralist and professional media sectors⁴³ and to ensure that people are able to exercise greater influence over development at the local, regional and national level⁴⁴ and to – as discussed in detail below – positively impact on poverty.

BZUMI has been found to play a very important role for press freedom in Palestine through its special mix of activities: training – including the use of ICTs in all aspects of its activities, production of teaching aids, student radio and newspapers, production of exemplary radio and TV programmes disseminated to all stations in Palestine, the exemplary newspaper “Al Hal”; and finally BZUMI’s role as contributor to the development of national policies. In this way the BZUMI could be seen to be much more than “just” a media institute, but rather – or also – a *press freedom institute*.

Conclusion: The BZUMI/Fojo project clearly belongs in the Sida portfolio, when looking to the overall “Country Strategy for the West Bank and Gaza 2005” and Sida’s specific policies linked to media development and ICT4D, poverty alleviation, and promotion of gender equity.

Findings and observations – ref. Palestinian Development Targets: The project, its objectives, activities and results are all highly relevant to the Palestinian policies, plans and reality. Whereas official statements repeatedly stress the need for free Palestinian media and article 2 of the 1995 law guarantees press freedom, the media have de-facto been seen by the PA as an extension of official policies under the Arafat leadership, and not as the independent “watchdog” or “fourth power” function of “free

media”⁴⁵. Things are, however, rapidly changing, and as described above in chapter 1.3, Ms. Cairo Arafat of the Directorate of Aid Management and Coordination stressed the need for free media to competently watch governance practices, thus spurring the possible emergence of a transparent democracy. And commenting to the absence of a legal framework, Nabeel Sheath, the Palestinian Minister of Information⁴⁶ stressed the need for creation of transparent public regulatory mechanisms for the media within a clear legal framework, moving the implementation and execution of these away from Government and to a public regulatory mechanism.

Conclusion: Based on these expressions by high level PNA officials, the project, its objectives and achieved impact must be seen as very much on target. Furthermore both officials were found to be aware and appreciative of the activities of BZUMI.

4.2 Poverty orientation and reduction potentials

Findings and Observations: Sida defines poverty as lack of power, choice and material resources. And stresses the need to address two types of perspectives in all activities: a rights perspective and the perspectives of the poor⁴⁷. Poverty reduction is not an immediate effect of media development, but a professional and free media are a very important and powerful precondition for poverty reduction, as the media and communication facilitate improved empowerment, a strengthened level of informed debate, improved governance and transparency, development of a lived citizenship-feeling and active participation in public life. “Journalists who have a deep knowledge of social and economic issues and democratic processes are a precondition for media to be able to critically examine society’s power structures and serve as a platform for dialogue and debate.”⁴⁸

The special nature of the BZUMI/Fojo training has facilitated a forum, where journalists have had a chance to reflect about their function and find ways of leaving the path of the nationalistic megaphone, working to approach other, more social and economic issues. In this way the journalist becomes a direct change agent her/himself in relation to impacting positively on poverty. The courses have worked to sensitise the journalists to use the media as a vehicle for voicing the realities, challenges and concerns of normal people with normal problems, thus opening for debate and facilitating a development where problems are diminishing.

Furthermore the BZUMI/Fojo courses have also addressed poverty itself as the topic for practical exercises, working with explaining causes of poverty, its consequences and what can be done about it. Also the trainees have been encouraged to cover stories about what can be done about poverty and stories with positive developments, new alternatives and creative ideas so that people are inspired to try to improve their situation through cooperation, innovative thinking and new initiatives.

Conclusion: As per the project experience and findings presented above the project is found to approach “poverty” both from a rights perspective: Where does poverty come from and what can we do? And in parallel to train journalists to not just talk with the “experts”, but also with the “experts on consequences”, the poor women and men. Providing a voice to the so-called “voiceless” is one of the powerful possibilities of media. And when well done it is very readable – human interest angles to stories generate more reader/listener/viewer interest.

4.3 Gender aspects

As one of the main shapers of public opinion, the media has a critical role to play in the advancement and attainment of gender equality. As an agenda setter, the media has a duty to portray not just what is, but what could be, to be exemplary in its own practise, and to open debate on the complex issues surrounding gender equality. Furthermore the media have a particularly important role to play in the ongoing development process of any society. This role and function centrally includes the just and fair

role of women in the media as the Beijing Platform of Action formulates it (see section 1.4.3 above): in terms of expression through and decision making within the media and ICTs, as well as the balanced and non-stereotypical portrayal of women herein⁴⁹.

As for the project implementers here evaluated, BirZeit University has a vast body of ongoing activities focusing on women and development, gender roles and women's studies⁵⁰, providing an overall gender sensitive environment for the media institute activities. Within the BZUMI daily operations, proper continued attention to and reflection of gender – and concretely the involvement and portrayal of women – was found to be continually on the agenda. A competent, dynamic and very visible TV unit coordinator of the Institute is a woman – as such working as an active role model towards women journalists and students.

As for the Fojo gender orientation, the overall “Kalmar Declaration”⁵¹ was on Fojo's initiative formulated and adopted by a group of 20 women from all parts of the world at a Fojo-seminar preparing for the Beijing Conference in 1995. The declaration was thereafter adopted by a much wider circle of women journalists and women media NGOs at a special seminar in Beijing arranged by Fojo and run by its Director, Annelie Ewers.

Findings and observations: Feminist activities and gender-consciousness is found everywhere in Palestine, and is looked up to by progressive elements among its neighbours. Still, the media is far from playing the important part as the role model that it ought to, providing positive counter images to the dominant culture's wish to see women outside of the public sphere. Still, in Palestine 20% of the journalists are women, which corresponds to the fact that they, according to both Fojo and BZUMI, women make up close to 20% in the courses held within the project under evaluation. And many of the women journalists met are very strong and have received important empowerment from the BZUMI courses.

In terms of an identification of the challenges met by Palestinian media women, the international “Association of Women in Radio and TV”, organised on January 30, 2005 a seminar with women journalists, discussing the way forward for women journalists in their profession in Palestine. The following are some of the topics that were raised⁵²: Lack of trust toward the females' professionalism; Being far from the decision making positions; Being veiled (excluded from certain areas such as TV); Being unveiled (encourages sexual harassment); Lack of access to the training outside the country; Lack of family support towards this kind of profession; Being a wife and a mother (plays a reproductive role) that limits developing other roles like the productive one; Areas of career development Participants suggested; as well as the need for different training courses and internships in: *Media management; Feature stories; Investigative reporting; Professional media terms translation; Presentation and editing skills; Creative writing that depends on human interest stories.*

Conclusions: Palestine is a multi-cultural society, where the role of women is one clear reflection of differences. In Palestine as in similar cultural settings, the women who have broken out of a traditional mould are then very strong, confident and visible – and manage also to get the adequate exposure⁵³. Recommended action could be: Special “stepping stone” courses, a listing of special challenges identified by women journalists, support to media houses already promoting women, gender policies of media houses, capacitation along the lines proposed above.

Findings and observations: In spite of the above encouraging example of pro-active change, the pervasive image of women in the media is still highly traditional. It would therefore seem important to include some aspects of “gender sensitive reporting” in the many different journalistic and “technical” disciplines like camera work.

Conclusion: (i) The existing CDrom “Screening Gender”⁵⁴ should be reviewed by the BZUMI staff, and it could be considered to make use of its different gender & media aspects. (ii) Furthermore the ‘participatory strategic management planning’ processes within individual media houses (see below, section

4.8.2), should as one of its core results define and design a Gender Policy, providing a series of concrete steps to develop the transformation needed to produce a conducive environment for the employment of women. (iii) Within the context of the formulation of the next project phase to identify how to most effectively support the sporadic attempts to improve the role of women in the media. This could be initiated at an early seminar on its own, as part of the strategic planning process of BZUMI or as a course / workshop within the Fojo/BZUMI course programme. The result of such a process – a gender and media programme – could be a series of activities from the course suggestions listed above. Possible collaboration synergies could be looked into with the recently established “Gender and media department” at the Al Quds University⁵⁵.

4.4 Sustainability

Definition of “sustainability”: Before starting to discuss “sustainability”, a very practical definition is helpful. While self-sustainability cannot be realistically envisaged for journalism training in Palestine for a while to come, it is important to introduce and work with a different concept of sustainability:

“Sustainability refers to *“the ability of an organisation to secure and manage sufficient resources to enable it to fulfil its mission effectively and consistently over time without excessive dependence on any single funding source. [...] Sustainable organisations have, at minimum: a clear mission and strategic direction; the skills to attract resources from a variety of local, national and international sources and the know-how to manage them efficiently [...]”* (Lisa Cannon, *Life Beyond Aid*, 1999).

This means that the institute/station should have: (i) a strategic plan and direction; (ii) capacity to attract resources from a variety of partners; (iii) a partnership strategy for effective planning and implementation, and (iv) ability to manage the resources efficiently.

Sustainability assessment of what? When looking to the long-term sustainability of project interventions two aspects are covered below: the sustainability of the Media Institute being evaluated here, and the sustainability of the media houses in Palestine, as the present study revealed an important vulnerability of the many of these. And if they are at risk, the other overall objective of the project evaluated is at risk, namely outlets for the work by the trained journalists, contributing to pluralism and diversity.

4.4.1 Media institute

Findings and observations: As mentioned above, the BZUMI is a dynamic, recognized and effective training institution, when considered here and now, but lacks an overall strategic plan including a partnership/funding strategy.

Conclusion: It is therefore proposed that a strategic plan and a partnership strategy be developed as one of the first activities within the new Sida funded project phase. This plan would also be able to stipulate the perspectives of continued external funding need. This should be important for Sida to know. Such a plan will, however, need to operate both with an ideal scenario, and at least one other referring to a situation not quite so calm. This, to ensure prevision of ongoing action in any case.

Such a strategic planning process for the “Strengthening of the Institutional Capacity and Sustainability within BZUMI” could include the following steps (i) Strategic planning and orientation for sustainability (see Recommendations), (ii) Partnership strategy as core part thereof; (iii) Capacitation to effectively implement the above; (iv) Coordination function in Gaza closely interlinked with overall strategic planning activity.

4.4.2 Media houses

Findings and observations: Since 1996 small, local, private media have mushroomed both on the West Bank and in Gaza, and they continue to do so. During the evaluation mission in April 2005, one radio station and one TV station were going on air in Gaza – just to give an example. All of those local

media visited, presented a similar history: a start based in enthusiasm over the new possibilities for freedom of expression and for some others the dream that a small station could be good business. Neither of these aspirations was fully satisfied, still many remained on air, facing difficulties in the area of management, funding and content development.

Conclusion: While content development is already being addressed by BZUMI in its courses, it should be considered to extend the action range to include some pilot stations for in-house participatory strategic management processes, developing a sound analysis of vision, mission, strength and weaknesses – and to use this for development of a sound action plan and partnership strategy. Such an activity could be developed jointly with the networks catering for TV and radio, the Ma'an Network and AMIN respectively.

4.5 Palestinian Involvement in Planning and Implementation

Findings and observations: As described in section 3.5.2 above, the implementation has, during the four project phases under evaluation, been carried out increasingly as a mutual 50/50 partnership.

Conclusion: The Palestinian project partner and day-to-day implementer is very much involved and has, as described before, a high level of ownership of and to the project activities. Through interviews, study of documents and observation, the evaluator witnessed a very smooth, mutually respectful and effective partnership.

Findings and observations: As for national involvement, ownership and effect, many examples were found, demonstrating how the training courses had spurred a culture of learning in the media houses. In several of the private TV stations BZUMI courses had been reproduced for all staff in the station, and on station, Wattan TV, turned this into a formalised, on-going training programme: The tracer study documents that 85 % of the respondents find that the participation in the training courses has “contributed to building a culture of further learning amongst journalists in your organisation” and 51% of the trainees distributed their course materials with colleagues upon return, coupled with 77 % giving a report-back on the course at their work place.

It is further encouraging to note on the basis of the tracer study that the returning trainees have been received in the media houses in a positive way, where 83 % according to the tracer study were received in a supportive way and 74% found that the new ideas they brought home were actually accepted and adopted. This corresponds well to the unusual and surprisingly low 31 % of course participants expressing frustration upon return for not being able to use the new skills learned.

In-house training and coaching further anchors capacities and local/national ownership and forward-looking sustainability potentials thus increase significantly.

Conclusions: Besides from the immediate effect of the training courses and in-house capacitation activities, a continued sharing has further multiplied the impact of the training courses and empowered the journalists and media workers to see themselves as creators of a kind of “life long learning” spirit: based on the inputs provided, the Palestinian recipients of the training “take charge” of the process, continuing it, further developing it, and generating multiplier effects.

Findings and observations: When addressing the issue of national involvement in implementation of the project and its activities, it is necessary to *address the reality of Palestine and its division into two major, not interconnected parts, namely the West Bank and Gaza*. The isolation of Gaza has been one of the challenges of the present project sought overcome by recruiting a part time coordinator in Gaza, who would liaise directly with the management of the programme in at BZUMI in Birzeit and Fojo in Kalmar. This arrangement worked very well during the first years of the project's programme, and an important number of mid-career journalists received training. During the second Intifada 2000–2004 Gaza was

very hard hit. In spite of this some training activity continued, which was warmly applauded by the Gaza users of the programmes.

When the initially well functioning part time coordinator was no longer able to continue, a new coordinator was recruited, but stopped functioning almost two years prior to the evaluation. As it was not possible for the project implementers to obtain contact with the coordinator, the contract was considered unilaterally annulled, and payment of his fee stopped one year ago. The lack of a coordinator has hampered effective implementation of activities in Gaza. A new coordinator has not been recruited, as all new moves were disadvised by Sida, awaiting the present evaluation for onward decision making on eventual continuation of the project.

Conclusion: This report warmly recommends a continuation of the project, and also that a new, part time coordinator should be identified soonest, facilitating the development of a separate training programme for Gaza, tailored to meet exactly the needs locally identified. The person selected should be respected by all political groupings, should be effective and knowledgeable of journalistic issues, should be a good organiser – and ideally a good trainer. Due to the experience gathered at BZUMI – and for national coherence – it would seem advisable that the part time Gaza coordinator refers to the Director of BZUMI, and collaborates closely with the coordinators of the TV and print units based in Birzeit. But this point will need to be finally decided locally with a view to effectiveness and efficiency.

4.6 Future Role of BZU in Formal & Non-formal Media Training

Findings and observations: BZU has an *academic Media Department*, which is part of the BZU faculties and departments and functions administratively and practically separate from the Media Institute. The equipment of the Media Institute is, however, being rented and used by the BZU Media Department for their formal education when not in use by the mid-career, non-formal training activities, run by the Media Institute. There are no plans to close this activity, which is recognized as (one of) the best and most sought after by students (see 1.5.3). Presently no less than 7 universities provide media and journalism education, three of which with some equipment, the remaining only provide theoretical education. The study of journalism has become very trendy with the surge in popularity of journalism as a career possibility – and the market is, according to sources in the sector, saturated with young journalists without job prospects. This might eventually turn the tide. With the outstanding quality position of the BZU Media Department, it seems, however, unlikely that BZU should be affected.

The BZU *Media Institute* similarly enjoys an exceptional position as the only institution in Palestine providing *mid-career training* on an on-going basis. And also the BZUMI is respected and seen as providing the highest level of professional training in the country. From the vantage point of BZUMI they are there to stay, and there are no signs that this would not be so. BZUMI is presently positioning itself solidly as not just a place to come for mid-career training, but providing a full package of elements for creation of a dynamic press freedom media environment in Palestine, including training – with active ICT components in all activities; provision of content through production of exemplary programmes for distribution to stations; production of teaching aids; student radio and newspapers; the exemplary newspaper “Al Hal”; BZUMI’s role as contributors to the development of national policies; and potentially in the future furthermore initiator and generator of media research.

Concluding: Birzeit University is both in the area of the formal educational activities and the non-formal mid-career training activities solidly positioned and respected. Strategic planning will solidify their sustainability prospects, including the implementation of a partnership and PR strategy.

Finding and observation: based on the results of the tracer study the following is an overview of the immediate felt training needs. As can be seen the more in-depth, well researched and investigative journalism is the area receiving the by far highest score, closely followed by “editing”. The listing of the tracer study closes with “ethics”, which is in any case a component in all courses.

Research / investigative	3	8	9	4
Writing	1	6	3	2
Editing	1	7	10	5
Photojournalism	2	4	7	3
Layout and design	1	3	6	1
Management	3	2	5	2
Specialized area of coverage	0	3	5	4
Ethics	1	4	1	0

Question 4. What kinds of skills are most lacking in your editorial team?

Furthermore journalists interviewed requested more in-house courses, and especially in connection with these, but not only, to have follow-up / monitoring visits by the trainers every six months for the first couple of years after the end of the course. Such a coaching activity could, eventually, be considered as a side activity of the BZUMI. For now it is hoped that coaching in general will be covered by the organisations catering for the small private media in the TV and Radio areas, i.e. the Ma'an and AMIN networks respectively.

5 Lessons Learned

We are presently looking at a 9-year long media development intervention being implemented in a country under aggressive occupation, half of the time (2000–2004) in open war-like confrontation with all that this entails in general, and for the media environment specifically.

Quite a bit of the body of 'lessons learnt' that might be of general interest, and also feed into the overall thinking of Sida in relation to media development and journalism projects,⁵⁶ has been described in much detail above, and will appear again below in the recommendations. For this reasons the lessons will be mentioned as summary statements below:

Peace and Freedom is the overriding factor missing in Palestine, for the full impact of the project intervention to unfold. While it is beyond the immediate reach of the project's stakeholders, it was mentioned and referred to hundreds of times during interviews and meetings... While waiting for peace, the media have a crucial role to play in helping to provide the stability needed.

This is in the Palestinian reality true both internally and externally. Some examples: Internally it is important to provide adequate coverage and to continue to try to get the real stories about the lives of the real people into the media, thus creating the basis for informed debate and empowerment. Externally beautiful examples were seen in for instance Bethlehem TV and among networks of journalists in Gaza, where un-official, private, clandestine contact between Israeli and Palestinian journalists worked to provide information to lessen tension and create understanding – on both sides of the many-layered "walls".

A legal framework is the basis for any sound development of a pluralist, free and professional press. In the absence of such a clear framework, much preparation can be carried out, but will never come to full realisation. In a crisis situation, be it a civil war or occupation, like in Palestine, the absence of a clear regulatory framework, self-censorship will be even stronger at all levels, limiting the freedom where overt censorship might stop. As the report documents, efforts are underway to start a legislative process, filling the existing, unhealthy vacuum.

Public broadcasting is non-existent in Palestine. Like many countries, with which Palestine can compare itself, the country has a weak, controlled and overly bureaucratic government broadcaster, and a – generally – organisationally fragile and journalistically weak private sector. This leaves one more vacuum, namely the one to be filled by a public service broadcaster, ensuring that all citizens receive balanced and impartial news and other programmes, enabling them to make informed decisions about their own lives.

Often in a post conflict society the decision makers decide to simply allow the maximum private ownership of the media, on the assumption that this will produce the widest and most diverse range of voices – and it appears to be the most manageable solution, leaving the initiative and action outside of the regulatory bodies themselves. Such a position was also met among some decision makers in Palestine, which would seem – also here – a short-sighted position. This, as a public broadcaster can play an important role in nation building, countering stereotypes and fostering tolerance⁵⁷ – a role rarely played consistently by private media.

Such a public broadcaster needs to be regulated for within the media legislation, providing the required legal space for operation. Such a service cannot be created overnight, but requires long-term support to develop.⁵⁸ Palestine was found to be at a very early stage of debating such a transition, which will again depend on the regulatory work with the overall media law, also at the mere, early discussion stage. But at least this is being debated in media circles, and things take time.

In Palestine the vacuum existing due to the absence of this important public service, was seen in a strong lack of trust in information from the government media: the media consumers expect all – media – to be having a hidden agenda. The general public is here held hostage and as a consequence left uninformed, a situation which also in Palestine needs to be urgently addressed. An example quoted above (chapter 4.1.3), highlights this with only 9 % of the population trusting information received from the government broadcaster PBC/PSC⁵⁹.

Private media: As in practically all societies in transition private media mushroom, once the space is perceived to be there. Usually – and this is also the case in Palestine – one or more dynamic journalists decide to start a paper, a radio or a TV station. In the beginning these initiatives are carried with enthusiasm among the producers and the consumers. As this initial excitement wears off, consumers start to question the oftentimes not too well researched stories, the journalistic fire wears off and management problems start to erode the basis for sustainability. This is the reason why in transitional societies media are seen to emerge while others die off, or become irregular.

Among the Palestinian media houses visited, especially the TV stations, but also to some extent the radios, it seems a critical time to enter with coaching and in-house training efforts, to help the initiators remember the vision, and to – in a participatory way at best – develop a strategic orientation and a step-by-step action plan for getting in the right direction. In Palestine the sector networks could be a very important answer to this, already talking about provision of support in the crucial areas: Management, content development, involvement of women (and other culturally marginalized parts of the population) and technical sustainability through coaching and various kinds of capacitation efforts. The Ma'an network for the ten most well functioning private TV stations and the AMIN network open to all radios, are, however, still young and in a stage of formation.

Furthermore strategic management planning would be a good practical management tool to introduce. While starting at the organisational level, this strategic thinking, planning and acting also will influence positively the other areas like programming and technical functioning. Such processes have been developed and seen to work effectively in a variety of media development settings.

Community Media are not existing in Palestine. While some of the small private radios and TV stations in their set up and the level of preparation of the human resources are not much different from a commu-

nity medium, none of them are community media⁶⁰. Also, the present legally volatile situation in Palestine does not lend itself as conducive for development of community owned and run media. However, once the situation is, hopefully, more stable and a free and open legal environment has been put in place, Palestine is ripe to see a virtual explosion of community media.

This, as a vast number of NGOs and other civic organisations are having media centres and media production equipment. The step from producing special interest programmes for a smaller circle, and to put it on to one's own frequency, is very small. And the organisational framework for community ownership is in place via the NGO/association. At such a time, community media would also be an excellent development tool in Palestine, spurring participation and political, social and cultural empowerment and active debate through active community production. All this for the much needed social change(s).

Creation of a Training Institute: As always in a crisis situation it is necessary to work with both a short term, immediate perspective, and to parallelly pave the ground for a longer term strategy. This is true for the media development in general, but also specifically for the creation and support of a media training institute. The BZUMI was created "by doing", getting something started, through local coordination and Swedish / Fojo coaching and backstopping. No major strategic planning, and theoretical discussions stood in the way of starting to train journalists in the areas needed. The Institute has carried out its work with quality and dedication sufficient for the two major funders to continually back the activities from the start in 1996 of the two separate components (print and radio) and until today. This positive fact has somehow concealed the fragility rendered by having only two major donors financially "running" the institute. Now it is time to develop a longer term strategy and a partnership strategy, opening the institute much more proactively to partnerships with more of the many international partners operating and interested in funding the kind of – quality – activities ongoing at the Media Institute. Parallel to this, and in line with the first note above, the courses and all the other BZUMI activities should continue to move forward, justifying its existence.

Journalism training: Even in a "lawless" and self censored media environment like the Palestinian, has professional journalism training managed to make a small, but important difference in the quality of copy and TV & radio programmes. And especially in this environment has it been of utmost importance to have the powerful, continuously ongoing and high calibre journalism training like the one provided by the BZUMI. The present study has documented through interviews and a tracer study the impact of the training on the journalist: The creation of a sense of professionalism in the individual journalists and a professional collective journalist identity has been one of the important effects aside from the reporting skills. Also a highly informed level of debate on the role and importance of journalists in society, the responsibility and ethics has been created and felt as documented above.

More specific lessons relate to the way and format of capacitating the journalists. Initially most of the BZUMI/Fojo training took place at the training centre – in BirZeit /Gaza or (in much fewer instances) in Kalmar. For a variety of reasons, mostly practical due to the closures and difficulty of movement, a growing number of courses have been held as regional courses or even in-house courses with one medium only. The experience is that all of these formats have different qualities, and should be selected on the basis of the objective of the different training and capacitation objectives.

In-house courses have been rated very highly by all who have tried it, and they all want more. One of the many specific advantages of in-house training is that the training cannot but touch upon a lot more general management and organisational issues important for the station – besides from the strict objective of the training session. And having identified an important need exactly for this more general coaching of the TV and radio stations, as well as the newspapers, it should be important to include this aspect in all of the in-house training.

In continuation of this point another lesson is that change takes time. For this reason many interviewed stressed the need for follow-up activities – either in the form of additional modules after the end of a course months or even half a year later, or at least a follow-up visit by the trainer. One in-house trainer had adopted a format where every day some time was set aside for personal consultations between him and individual staff members. The issues discussed ranged from aspects related directly to the course, others of a more personal/political nature, or of a professional nature. The participants in these training activities expressed how much this had meant to their professional and personal development.

Summarising these lessons, one can say that a flexible format, tailoring the training intervention and formats to the in-house reality met, will be of utmost importance. This will require from the trainers an open mind and needs-orientation. Based on e-mail feed back from in-house trainers, this is also one of the positive characteristics they stress: to be a creative facilitator for desired change.

Finally as mentioned above, an important lesson learned is that it is possible and desirable from a professional and quality point of view that BZUMI continues to organise training and other activities also in Gaza. To have a steady, smooth functioning of training and capacitation activities here, it requires, however, a good local coordinator.

6 Recommendations

The recommendations below are based on the report's presentation, analysis and discussion of the past nine years of project implementation, and on its presentation of the result of the study of the media development status in Palestine. Based on these, the future needs emerge. Some of these needs are beyond the control of the project in question and outside of the sphere of immediate involvement of a bilateral donor like Sweden.

Still, however, some of these contextual issues - like that of an adequate legal framework for the media – has implications for the project, its sustainability and results. And a bilateral donor will normally be able to recommend action at the political level – within its partnership between the two countries in question.

Recommendations fall into four distinctly different sections: (i) first of all overall identified urgent media development needs are presented. These fall in two categories: activities, which provide a sound contextual framework for the project – some of which might be considered included into the new project – and secondly activities needed to strengthen the media houses. These naturally all fall within the immediate sphere of a project continuation. (ii) At the aid management level, a series of recommendations are presented for effective results' based management. (iii) Finally the third part of the recommendations looks distinctly to the project evaluated, and presents the report's recommendations for elements to be included into the next – recommended – project phase run by Fojo/BZUMI. (iv) The fourth and final part of the recommendations refer to the request in the Terms of Reference to address the issue of how this evaluations could inspire and be used in a project design process for a media development project within the whole Middle East and North Africa – the so called MENA region.

Project implementation under Israeli occupation: Before going into details with the recommendations, however, it should be mentioned that in a conflict reality like the Palestinian, marked by the occupation and never really knowing what tomorrow brings. It is important to design activities in a way, where they can be implemented in different reality scenarios.

A related concern of a funder could be, whether funding of activities in the described scenario is at all realistic? The answer is easy: the past nine years of project experience has demonstrated, that in even very adverse situations, like that of the second intifada, the project was able to implement practically all activities planned, with some delays and slight changes. Furthermore the fact that this programme – as one of few – kept on going had an important empowering effect on all involved.

6.1 Forward-looking Media Development Needs:

Whereas the recommendations of the first general part of this section of the evaluation report do not fall within the immediate reach of a bilateral donor, they are presented here in response to the request within the terms of reference of this evaluation, calling for recommendations of how future support should be more relevantly and effectively designed to meet the needs and expectations of journalists and media owners/management and in order to build a long term and sustainable training sector in Palestine. Furthermore the terms of reference asks that the study in itself shall facilitate the design of possible future funding to the media sector and to journalist training. It would be difficult to do this convincingly without presenting the context into which the media develop and the journalists work.

The second part looks to the needs of the media houses themselves. These are seen to be able to be met – to a large extend – by the next project phase, i.e. the Fojo/BZUMI partnership, through training courses, in-house capacitation processes and coaching. The points detailed in part 1.2 hereunder are therefore referred to again in section 3 of this chapter, which proposes the recommended profile of the next project phase.

6.1.1 Development of a Framework for a Free and Professional Media in Palestine

The vacuum existing in terms of an overall regulatory framework, and the lack of coordination among media developers and their funders have been presented above. In summary the identified needs are:

6.1.1.1 Legal Framework

There is an urgent need for design of adequate facilitating legal environment for transparent regularization of media activities. Donor coordination would seem to be an important element in making this work. Presently the UNESCO office in Palestine was working on this issue with France. High level officials in the PA saw this as urgent and as the basis for a lot of other important development aspects.

It is recommended that Sweden through its Consulate General ensures to stay informed and participates actively in ensuring that the process continues – eventually through its justice project activity in Palestine. A concrete “exposure” offer could be to co-sponsor a study visit of high ranking PA policy makers to a variety of European Media Set-ups including Public Service channels.

6.1.1.2 Mapping exercise and description of Palestinian Media Landscape

No overview of actual media landscape exists, not among the media, who don't know “who they are”, and not among media development partners and funders. For effective, coordinated media development action with a potential of long term sustainability and development planning, at least the following four components need to be thoroughly documented and known, besides from the above mentioned need for clarification of the legal framework: (1) which media are active, (2) what is the situation of the human resources in the media – including mapping of management capacity and methods, (3) what is the technical / equipment side like (new, old, broken, repairable, when is replacement expected to be needed), and finally (4) who are the media users, and which areas of the country are served by which media. This evaluation could eventually be used as a starting point.

It is recommended to have two activities carried out:

- (a) Mapping the Media Landscape⁶¹: A thorough survey be carried out, providing in-depth and consolidated information about all TV, Radio, Print Press, Magazines, News Agencies etc⁶².
- (b) In-depth polling of media audience/usage⁶³: This will help all segments of society interested in media development ranging from politicians over private media soliciting commercial sale of space and airtime to development partners wanting to support the development of a strong, diverse, pluralist and democratic media landscape. Possible implementers of such an exercise mentioned are: the JMCC, BirZeit University Development Studies or the Nablus based Shikaki Centre.

6.1.1.3 Transparency and information about media and media development plans

All agree that media development is important and major development efforts and funds are placed with different partners – not least with a variety of uncoordinated NGOs developing media production centres. While diversity and pluralism is beautiful and very important in furthering a democratic culture of participation and informed debate, it is in the interest of all involved to ensure that efforts are complementary and in their variety of ways pointing towards the needed framework for a free, diverse and professional media environment and reality.

It is recommended that the Consulate General/Sweden helps facilitate that a “Donor Coordination Forum” be constituted by UNESCO/UNDP for funding partners interested in media development.

6.1.1.4 Support to facilitating networks for the private TV and Radios

As referred to in the body of this report, two facilitating networks have been under creation for the past years. They would both seem indispensable for a future strengthening of the small private radios and private TV stations. The networks are not cooperating and do not seem to know much about each others, but would appear to be able to benefit greatly from some contacts as they have both outlined a series of very different activities, which could each complement the activities already embarked upon. While the Ma’an TV network is institutionally advanced compared to AMIN, they also seem to be having secured funding for the core of their activities as of now and for the next coming years. The AMIN radio oriented network on the contrary seems to be working from activity, and could benefit from a securer funding base. This would, however, require a more thorough assessment of feasibility, soundness, sustainability, and anchorage.

It is recommended that the Donor Coordination Forum addresses this issue once constituted. While outside of the natural extension of the Sida/Fojo/BZUMI project, Sweden could consider whether this might be a desirable activity to support, also based on positive and negative experience gathered with the Bethlehem Centre funding process.

6.1.1.5 Ensuring an effective, dynamic and independent journalist union

Several of the persons interviewed looked to BZUMI to be a facilitator – possibly together with other local organisations or institutions – to ensure that a truly independent and representative union is formed.

It is recommended to find the most adequate way of moving forwards with this long-standing need.

6.1.2 Capacitating the media houses for filling their space in effective and sustainable way

6.1.2.1 Management Capacitation

As often is the case, many of the existing local media have been created out of enthusiasm for an opened possibility, the wish to take part in forming of public opinion and furthering a cause --- and in some cases the wish to earn money. None of the media met during the mission are working on the basis of a strategic orientation formulated in a plan. A few⁶⁴ have mentioned the wish to embark on such a

process without being sure how to get going. As part of a process to establish sustainability, such a plan is important. Potential (funding) partners will want to know the context into which their funding is provided. This is important in any kind of economic reality. In a reality like the one presently prevailing in Palestine, where much development is dependent upon (partial) funding by development partners on the one hand, and with the many uncertainties of a conflict situation, such a clear strategic orientation is of core importance for obtaining sustainability⁶⁵.

It is recommended: that Sweden funds BZUMI to, within the in-house training efforts, include a pilot series of “Participatory Strategic Planning Exercises” with 3 selected media houses. The effort should be monitored and documented and the results disseminated for use by other media.

6.1.2.2 Continued capacitation for improved professional and free media content:

6.1.2.2.1 Training Courses:

General, more theoretical training activities carried out at Media Institute, including investigative reporting and research, editing, feature writing – and writing in general, documentary production, Photo journalism, specific thematic (social) reporting (health, culture, women, history, human rights, agriculture...), layout and design, management, ethics.

6.1.2.2.2 In-house training activities and follow-up coaching:

In-house activities have been initiated with government radio and TV as well as with print media houses and private TV stations, where the journalists, lay-out artists, photographers and the editor have been brought through a holistic training process, basing itself on the particularities of that specific media house, its vision, mission, setting and financial capacities.

So-called in-house activities have been carried out for local TV stations, which is reality has been regional courses, groups a series of stations from one region in the facilities of one of the TV stations. These stations have proposed that such future activities are truly in-house, as benefits would be much stronger with training in own surroundings and conditions, and with own equipment – its strengths and weaknesses.

This type of activities have been rated as the very most effective, successful and with the greatest positive change and impact potential on programme quality in past experience in Palestine – as is the case the world over. In-house training is effective both in a variety of programme content areas as well as technical such as effective use of camera, lights, sound, studio layout and use – and editing.

Furthermore it will be important to view the in-house activities – even when they may have a very special focus like documentary production – as having also and always a more general coaching function as well, as support to organisational and management issues is highly needed every where. And the participatory nature of an in-house activity has to be explored to its maximum, including the teamwork aspects, as this is much needed.

And in-house courses could well be constructed as a continuum, tailored to the individual needs of the individual medium, i.e. to elaborate a development plan, and then to plan for a sequence of activities, such as – for a small newspaper for instance: (i) overall strategic management planning, (ii) development of a style book, (iii) development of simple, clear and transparent administrative rules and routines.

Regional training activities:

As mentioned above it is important to distinguish between in-house training activities and regional activities. Regional training activities could in principle be both theoretic and practical, could be organised for logistic and funding reasons, with local networking objectives or to maximise cost effectiveness of, say, a course on working with the TV camera.

6.1.2.3 *Technical capacitation and upgrading*

A technical sustainability strategy needs to be developed. With ever faster developing technology, both media houses and media training institutes will be “running behind”. Furthermore a culture of preventive maintenance needs to be practically developed and instilled in media houses, including regular routines, policies, regulations and rules.

It is recommended that Sweden continues to fund BZUMI to continue this variety of capacitation activities in the above areas, closely linked to the very successful past project activities.

6.2 Results based project management

The journalism training project assessed in this evaluation has been found to be relevant, effective, efficient, cost effective, and has strengthened local ownership to ideas, ideals and activities in both of its two components: the establishment of a Media Institute and the creating of a quality journalism training programme. A continuation can only be strongly recommended with the same core actors, who have developed a smooth, effective, flexible and creative *modus operandi*.

This, however, does not change the fact that formalistic project or aid management tools have not been used in a very stringent way. The project has been run based on confidence and trust among the partners – and this has not been disappointed due to capable implementing partners. With the advent of the present study and evaluation report, much of the missing ongoing impact assessment could even be seen to having been remedied.

As a general management measure, in line with the Sida methodological strengthening of its formal requirements and development of best practice tools, and specifically as useful management tools for the implementers themselves, a series of simple, yet dynamic and effective formalities and routines should be initiated.

Results-based management (RBM) represents a powerful tool intended to help implementers focus their work, plan strategically and demonstrate credibly the difference that the project / intervention is making to development. This involves four key steps⁶⁶: defining strategic goals that provide a focus for action; specifying expected results that contribute to these goals and aligning programme, processes and resources behind them; engaging in ongoing monitoring and assessment of performance and integrating lessons learned into future planning; and improving accountability based on continuous feedback to improve performance.

Talking about “RBM” and “indicators” can easily seem mechanistic or overly bureaucratic. When breaking it down, it is no more than the simple, normal steps taken by responsible project implementers. The difference is that it is all formulated in advance, which facilitates both a very clear focus from the onset, and a tool to monitor and document results to stakeholders and partners.

Logical Framework Approach: Looking to the Sida requirements of result-oriented planning, management and follow-up⁶⁷, the need to increase impact of development efforts – and to effectively document these – makes Sida call for a continued and strengthened use of the Logical Framework Approach, which has not been clearly put to use in past project design of the project(s) under review.

The process and context orientation of development programmes needs to continue – and as documented above this is of particular importance in a reality like the Palestinian - the LFA and an RBM-based implementation framework will facilitate simple, ongoing monitoring and documentation that the project is on track and that the objectives – possibly through revisions and agreed changes – is working to fulfil the overall objectives.

Through this re-focusing of project management methods, the following will be influenced: the project document; on-going monitoring and impact assessments (post course evaluations matched by occasional tracer studies and impact seminars); the reporting; and the evaluation.

Poverty alleviation indicators: One area of special focus in Sida is the design of adequate indicators for assessing the degree to which any project or development intervention – and also the present one – contributes to poverty alleviation (see also chapter 4.5 above). Indicators are at best simple orientation points telling us that a change we are interested in is happening – but not why, to what effect or what we should do about it⁶⁸.

For successful and focused implementation, some indicators therefore could in this context among others be: (i) the existence of a free and professional media, (ii) increased level of informed debate in a given, identified society/locality, (iii) strengthened citizenship feeling resulting in more active participation in public issues, (iv) empowered people taking action to improve their lives, (v) problems identified in the initial baseline data of a development intervention, being effectively addressed – and at best changed, (vi) good, professional reporting on social and economic issues, where the journalist becomes a change agent her/himself, (vii) media critically examining society's power structures and serving as a platform for dialogue and debate. (viii) good journalistic coverage of poverty itself in its widest form, as defined by Sida: poverty being lack of power, choice and/or material resources.

Other indicators can be developed based on an analysis of which factors would contribute effectively to achieving project objectives.

It is recommended that an LFA and Results based programme management format is agreed between Sida and Fojo as per the above. Furthermore it is recommended that evaluations in the future are carried out every three years and that mid-way a review is prepared.

6.3. Proposal for Sida's future partnership package with Fojo/BZUMI:

This third section of this chapter of Recommendations sets out to summarise the profile proposed for the next project phase – contextually and in terms of activity components.

Getting started – recommendations of an effective framework for the new project phase:

- a. Based on past experience, the brilliant results achieved, and the Palestinian reality, a project phase of a five year duration is recommended. This will provide the time needed for BZUMI to start up and consolidate their new strategic management process and to implement, initially, the partnership package.
- b. It would seem important to start a project design process soonest, including the recommendations of part 2 above, i.e. developed within a Logical Framework and Results Based Approach. The extend to which Sida includes new, overall media development challenges identified and presented below (point 1 of recommendations), will need to be clearly defined before the start of the formulation process.
- c. Some of the proposed ideas below were seen as welcome, but unfamiliar by the BZUMI Director and Coordinators, for which reason special attention might need to be paid to these in the project design and formulation process.
 - a. Strategic Planning for BZUMI including development of a Partnership Strategy,
 - b. Participatory Strategic Planning for Media Houses – the pilot process proposed below in response to needs identified during study.

Donor Coordination forum:

Outside of the Fojo/BZUMI Media Development Package, but of important usefulness for the future BZUMI partnership strategy, it is recommended that Sweden ensures that a “Media Working Group” is constituted by the indicated institutions (UNESCO and/or UNDP) for partners and funders interested in developing the media, as described in detail above in chapter 4.11.

Strengthening the Institutional Capacity and long-term Sustainability within BZUMI:

Strategic planning and orientation for sustainability; Partnership strategy as core part thereof; Capacitation to effectively implement the above; Coordination function (part time) in Gaza; Adding one more coordinator function at BZUMI to the Swedish funded package: a coordinator of the print unit, who could also be the prime mover of the partnership strategy, do the un-ambitious monthly newsletter, bi-weekly updating of website and other visibility furthering activities.

It is proposed that this process is started in a facilitated strategic planning seminar of 3-5 days duration. This seminar will end by drafting an action plan including what, who, where and by when.

The facilitator could be foreseen to follow the process over the duration of at least a 6 months period, including some four seminars along the way – based on the profile of the action-cum-implementation plan drafted in the first session.

Broadening BZUMI's input to furthering of a professional and free media:

Depending upon the outcome of the strategic planning, a coherent long-term strategic plan will emerge. Based on the present needs assessment carried out, and in concordance with BZUMI interests and concerns – and the actual, broad press freedom functions implemented, that the institute will work with a Vision, which could be “to facilitate creation and consolidation of a free and professional press” and a Mission, to capacitate frameworks (legal and educational) for a press, free and prof.

Action Areas could include:

1. Academic research and policy advise (Polls, Media Council, Media Legislation)
(See point 1,1,2, 3.1.2 and 4.4 above on ongoing activities and further proposals)
2. Coaching Media Houses through Strategic Planning for improved management and implementation of partnership strategies (in coordination with Ma’an and AMIN)
3. Mid career training for Journalists (see the detailed description in section 1.2 above):
 - Specific journalistic formats like features, documentaries – and special topics
 - Continued need for International/Swedish trainers – very inspiring and opening new ways according to interviews and tracer study
 - Develop training methods with more follow-up / coaching⁶⁹
4. In-house training and coaching
5. Regional training activities – to facilitate regional networking and for cost effectiveness
6. Development of a Gender and Media activity range, including stepping stone courses for women, special topical courses needed for women, development of gender policies in media houses, support to establishment of women’s networks
7. Gender sensitive Reporting: work to change image of women in the media, including development of Arab version of “Screening Gender” CDrom.

- 8 “Media production and syndication centre” (Annex 15⁷⁰) with Model newspaper; Exemplary TV programmes; Exemplary Radio programmes. The proposal is ideal and very elaborate. It might be useful to consider less ambitious and easier implementable formats to begin with.
9. Manuals production continued.
10. Development of website (part of BZU site) with all past materials developed: Course overviews, training plans, training materials etc. presented through hyperlinks... Distribution of inspiration for training courses. Possibly later develop into e-learning site.
11. Information about BZUMI to relevant target groups (media, decision makers, donors and partners, others... Could be unambitious 2 page monthly information sheet, web page, monthly “conferences” on topical issues, results of research, etc...

6.4. Regional Media Development – Taking the Experience Further

Broadening the perspective from Palestine to the whole region of the Middle East and North Africa (MENA), has been discussed since the very early days of this project’s genesis in the Jerusalem seminar in 1994 and its follow-up seminar in Madrid in 1995. Could the experience and lessons learnt in Palestine form the basis for some kind of general, regional programme to strengthen a free and professional press in the MENA region?

A generic, but still clear and firm recommendation here is that this is definitely an even very good idea to more thoroughly assess, and the richness of the present experience, as documented above, would form a fine entry point.

It is recommended: On the basis of the analysis of the present report, the following initial steps are recommended for the preparation of such a programme:

- (i) identification of other parallel activities presently ongoing in the region. NGO’s like PANOS Paris and multilateral organisations like UNESCO already have active programmes, and several bi-lateral donors have been working with similar plans, such as Danida⁷¹.
- (ii) Identification of present media development possibilities nationally (among others through an analysis of the legal framework(s)) and
- (iii) Mapping of Media development needs. Some such assessments already exist and could be surveyed in a desk study, as Heinrich Böll has already done⁷². New and additional aspects might however have emerged, justifying a second look.
- (iv) Thereafter it will be necessary to carry out an assessment of which of the media development needs identified have been met by other partners – and which not. The skeleton of the above presentation of “Lessons learned” could be used for such a mapping. The result of this analysis would inform Sweden clearly as to which intervention areas and forms would come forth as those most adequate and effective. Sweden’s interest to consider getting involved would among others depend upon the degree to which the areas emerging correspond with the Swedish policies.
- (v) An important lesson learned from the present programme would be to – from the outset – form a kind of donor/partner coalition or network, to ensure continued mutual information and orientation. To render a regional programme effective, this would be even more important than when talking about a much “simpler” national programme.

Appendix 1. Terms of Reference

1 Background

Sida has since 1993 given financial support to the cultural and media sector on the West Bank and Gaza Strip. Since 1995 the support is included in the bilateral programme which is laid down in the country strategy for the West Bank and Gaza for the period 1995–1997.

In the country strategy for the period 2001-2003 Sida decided to grant SEK 46,5 MSEK to the cultural sector which is a continuation of the ongoing programme since 1997. It was also decided that an evaluation should be carried out at the end of the period covering the whole programme, an evaluation that is also forward looking.

The principal objectives of the Swedish support has been to promote a democratic development on the West Bank and Gaza by popular participation in cultural life, to strengthen a national identity and to promote gender equality.

The objectives of the Swedish support to the sector have been to promote the emotional and intellectual development among children and youth in the fields of music, literature and theatre and to protect the Palestinian cultural heritage and to contribute to the independent media sector.

The contribution from Sweden during this period has concentrated on projects in childrens literature, performing arts and training of journalists.

The target groups for the culture support in general have primarily been children and youth. A special emphasis has been put on creating possibilities for women to participate fully in cultural activities.

2 Purpose and Scope of the Evaluation

The support to the media sector in Palestine has not been evaluated during the last ten years. The evaluation will give an input to the forthcoming country strategy for 2005–2007.

Fojo has stated: “the primary purpose of mid-career journalist training (in this project) is to provide participants with knowledge about and methods for strengthening the role of journalism as a driving and developing force in the struggle against poverty and despair and for human rights, dialogue and democracy.”

The overall aim of the particular evaluation of the print- radio- and TV- journalist training project is to assess whether the project has been strengthening the domestic capacity and the long-term sustainability in this field.

The evaluation should also assess the relevance and cost effectiveness of the training programme within the scope of the support to the media sector.⁷³

First of all the poverty reduction potential and possible monitoring activities of the impact of the project in this respect is to be analysed.

The study in itself will constitute an important input for designing possible future funding to the media sector and to journalist training. It is important that the study produce concrete recommendations based of lessons learnt and is distinct and forward looking.

An emphasis in the evaluation shall be laid on recommendations and argumentation on how a possible future Swedish support to journalist training shall be designed.

The study should be conducted in close cooperation with Fojo, the Birzeit Media Institute and other relevant media sector organisations, media development actors, media management and individuals in Palestine, the Swedish Consulate General in Jerusalem, the Swedish individuals and institutions which in different ways are involved in the cooperation and Sidas Culture and Media division.

The study shall include background information from and interviews with media institutions and educators and other groups and individuals with a vested interest in the media sector and adherent training opportunities in the Palestinian society.

The study shall include a follow up on former FOJO students, exploring the impact the courses have had on them as well as on their professional possibilities

The study shall take place during January–April 2005.

3 Issues to be covered in the evaluation

- Assessment of the relevance of the support to journalist training in relation to the following documents:
 - the Objectives and Strategy for the Sida development cooperation with the West Bank and Gaza outlined in the Country Strategy for the West Bank and Gaza 2001–2004;
 - Perspectives on Poverty, Sida 2002;
 - The Evaluation of Sida’s work with Culture and Media Sida/COWI 2004;
 - Sweden’s New Policy for Global Development, 2003* Assessment of which target groups have been selected and how they have been recruited from radio, TV and print media respectively.
- Analysis of whether the supported training project in the media field has addressed the issues of poverty reduction, if the focus on poverty reduction has been successful and how the focus could be enhanced in the future.
- Assessment of how gender aspects have been included in the selection of participants, trainers, logistics and in the choice of subjects and methods being used
- Assessment of how the gender dimension can be further enhanced and elaborated
- Analysis of how the implementation of the training programme has improved the professional skills of the journalists participating in the actual courses
- How have the domestic capacity and long-term sustainability of the media training facilities in the Palestinian territories been strengthened?
- Assessment of the cost effectiveness of the media training project.
- To what extent and in what phases have Palestinians taken part in the planning and implementation of the project
- A description and analysis of the present and future role of the Birzeit University Media Institute concerning formal and non-formal education including training of teachers.
- A short description of the Swedish contribution and engagement in relation to other donors
- How have cooperation and exchange evolved and progressed between the Swedish media institutions and individuals involved and their Palestinian counterparts.

- A short analysis of the eventual positive role of the journalist training project in a conflict ridden society like the Palestinian and of the overall impact of the conflict situation on the conditions for the training possibilities

4 Recommendations for Possible Future Swedish Support

- Summarize the operational and strategic lessons learnt from the past support
- Recommend particular items, training arrangements, including more formal academical training, and organisations in the actual field to be supported with some consideration to aspirations among local media managers, journalists and media professionals
- Recommend how future support should be more relevantly and effectively designed to meet the needs and expectations of journalists and the media owners and management.
- Recommend how future support should be more relevantly and effectively designed in order to build a long term and sustainable training sector in Palestine
- Recommend how the future support could be designed in order to improve gender equality in the media sector on management, production and training level
- Recommendations on how to improve the monitoring of poverty reduction-possible indicators and methods to present results
- Assess which kind of cooperation and exchange with Swedish organisations and institutions should be encouraged and how this cooperation, if deemed expedient, can become more institutionalized and run on a more permanent basis
- Analyse in a general way the prospects of a more regular regional cooperation in the Mena region in the media field
- Analyse in short the significance of a future Swedish support to the media sector in the light of a continued Israeli occupation

5 Methodology, Evaluation Team, BUDGET and Time Schedule

Methodology

The methodology used for the evaluation shall be participatory and include all identified stakeholders. A participatory evaluation invites different stakeholders to articulate and present their needs, interests and expectations. This process might be particularly significant and valuable in a conflict situation like the Palestinian.

The evaluation shall be carried out through:

- Studies of relevant documents and reports such as Sidas cultural policy and the 2004 evaluation report, country strategies, project proposals, agreements and financial and narrative reports from Fojo to Sida.
- Studies of existing indicators and monitoring methods for poverty reduction and the human rights perspective relevant to media development activities
- Interviews with Fojo and Sida officials who are responsible for the administration of the support both in Stockholm and in Jerusalem.

- Interviews with responsible officers at Sida in Stockholm and Jerusalem, with groups, institutions and individuals with a vested interest in the media sector on the West Bank and Gaza and in Sweden
- Interviews with organisations and individuals on the West Bank and Gaza who have received Swedish support to the media training project as well as organisations and individuals in Sweden which are regularly involved in the cooperation.

6 Evaluation Team

The consultant shall be a person with a very good understanding of the media field and of media institutions and organisations, of capacity building of the media sector, media administration and media management and be very competent in Swedish and English.

The evaluation team shall have knowledge of possible methods on how to monitor impact on poverty reduction, gender equality and the human rights perspective

Budget

The total costs all included except vat, is maximum sek 250 000.

Time Schedule

The evaluation will take place in Sweden and on the West Bank and Gaza during April–May 2005. The length of the assignment is estimated to 6 weeks full time work for one person.

7 Reporting

A draft report should be presented to Sida and Fojo at latest on the 1st of June 2005. Within 2 weeks after receiving Sida's comments on the draft report, that is 15 of June 2005, a final version in 3 paper copies and on in electronic format (PDF) shall be submitted to Sida.

The findings will be presented in a report and, if possible, at a seminar at Sida not later than 20th of June 2005.

The evaluation shall be written in English and should not exceed 35 pages, excluding annexes. Format and outline of the report shall follow the guidelines in Looking back, moving forward, Sida Evaluation Manual 2004 (see Annex B).

Subject to decision by Sida, the report will be published and distributed as a publication within the Sida Evaluation series. The evaluation report shall be written in Word 2003 for Windows (or in compatible format) and should be presented in a way that enables publication without further editing.

- ¹ “Landstrategy for utvecklingssamarbetet med Vestbanken och Gaza 2005”
- ² “Policy for Sida’s International Development Co-operation in the Field of Culture, March 2000”
- ³ “Sida Looks Forward”, page 6.
- ⁴ “Policy for Sida’s international Development Co-operation in the Field of Culture, March 2000” (quote is own translation – p.4)
- ⁵ Page 10:” 2 Vision and Objective of DESO’s ICT4D Strategy” in: “Digital Empowerment – Guidelines to the DESO Strategy ofr ICT ofr Development *(ICT4D), December 2003
- ⁶ As presented in the “Landstrategi for utvecklingssamarbetet med Vestbanken och Gaza 2005”
- ⁷ Carried out by the evaluator and author of the present evaluation report on April 27, 2005 in Ramallah, Palestine.
- ⁸ A “Press Law” for the printed press was passed June 17, 1995.
- ⁹ Page 58 in “Medien und Meinungsfreiheit in Palästina” Christoph Reuter/Irmtraud Seebold (2000)
- ¹⁰ According to the statistics presented by the International Press Institute covering the four core years of the second intifada, September 2000 to September 2004, “out of a total of 562 incidents [of press freedom violations] there were twelve journalist deaths. Journalists and media workers have been targeted and injured with missiles, live ammunition, shelling, shrapnel, ricochets, and rubber-coated steel bullets, and they have been harassed and physically assaulted in other ways... Out of 213 violations involved shootings, shellings, bombings and missile attacks, 204 were carried out by Israelis, four by Palestinians, and five by unknown perpetrators. Many Palestinian broadcasting stations were effectively censored due to shutdown by order of authorities (Israeli and Palestinian) or because of (Israeli) missile or bombing attacks. Journalists have been jailed for several months at a time by the Israelis, without even being charged with an offense. (www.freemedia.at)
- ¹¹ As per “Public Discuourse and Perceptions: Palestinian Media Coverage of the Palestinian-Israeli Conflict” by MIFTAH’s Media Monitoring Unit, March 2005
- ¹² The evaluator’s own interview, carried out April 25 in Gaza.
- ¹³ As per evaluator’s own interview in Ramallah on April 26 with the Communication and Information officer in UNESCO Palestine, Mr. Antti Kuusi.
- ¹⁴ For more information:
<http://www.apfw.org/indexenglish.asp?fname=annualconference%5C2004%5Cenglish%5C0004.htm>
- ¹⁵ The General Assembly on 7 July 1998, however, voted to upgrade Palestine’s representation at the United Nations to a unique and unprecedented level, somewhere in-between the other observers and Member States. The Assembly adopted resolution 52/250, entitled “Participation of Palestine in the work of the United Nations”, by a vote of 124 Member States in favour and only 4 against, with 10 abstentions. The resolution conferred upon Palestine additional rights and privileges of participation that have traditionally been exclusive to Member States.
- ¹⁶ The description of the first three of these four phases is taken from Christoph Reuter & Irmtraud Seebold: Medien und Meinungsfreiheit in Palästina, 2000.
- ¹⁷ Ibid.
- ¹⁸ One of the reasons for this was the destruction of the Palestinian broadcasting infrastructure by the Israeli army, according to. “PublicCoscourse and Perceptions: Palestinian Media Coverage of the Palestinian-Israeli Conflict” prepared by MIFTAH’s Media Monitoring Unit, March 2005
- ¹⁹ Education is here seen as formal education happening over a number of consecutive years, building up basic, thorough methodological and analytical skills as well as a thorough insight into and skills handling a certain area.
- ²⁰ Training is seen as a short term mid-career capacity building activity for practising professionals, adding certain needed skills or insights to the already acquired formal education and experience.
- ²¹ According to “Media education at the universities: overview of existing options”, p. 21 in “Media for the Future”, The Palestinian Youth Association for Leadership and Rights Activation (PYALARA), 2004/2005.
- ²² According to information obtained from various sources during the evaluation mission, April 2005.
- ²³ As per evaluator’s own interview with the UNESCO Palestine Media Adviser Antti Kuusi on April 26, 2005
- ²⁴ For instance. “Good Governance and Arab Journalists’ Unions” by Daoud Kuttub, Paper presented at UNESCO conference in Amman September 2002
- ²⁵ As per interviews carried out with practising journalists during April 2005.
- ²⁶ <http://amin.org/eng/index.html>
- ²⁷ Interview carried out by evaluator April 23, 2005
- ²⁸ For more information visit the JMCC website: <http://www.jmcc.org/about/about.html>
- ²⁹ This policy covers also Media and Communication
- ³⁰ Sida’s Work with Culture and Media, p 90: “...there is room for improvement in FOJO’s project documents”.
- ³¹ Ibid., p. 82
- ³² Ibid., p. 82
- ³³ As per categories in “How to Use Qualitative Methods in Evaluation” by Michael Quinn Patton, Sage 1987, p.116 ff.
- ³⁴ A fully participatory evaluation would require that the evaluated actors actually carried out the evaluation themselves, with external facilitation. This was neither possible, nor – necessarily – desirable in the present situation. (Ref. definitions and discussion in chapter 1 in Sida’s evaluation manual: “Looking Back, Moving Forward”.
- ³⁵ Besides from the use of participatory methods in the present evaluation, it could be seen as a “Responsive Evaluation”, which is defined as portraying the results from the perspective of all stakeholders and users. In: How to focus an evaluation” by Brian M. Stecher and W.Alan Davis p. 36 (Sage publications, California, 1987
- ³⁶ As discussed in “Kontrol og Læring. Evaluering af dansk mediebestand I et diskursanalytisk perspektiv”. Speciale I Medievidenskab, Aarhus Universitet, By: Line Thaudahl Jakobsen and Anna Bak Larsen. February 2005

- ³⁷ “It ‘s the training that did it – A primer for media trainers to assess their impact” by Guy Berger, June 2001
- ³⁸ “Media and the challenge of change in Palestine”, June 3-5, 1994, National Palace Hotel, Jerusalem (Conference report) The alleged seat for this center was to be Birzeit University (BZU) near Ramallah. The conference was attended by Palestinian journalists, representatives of BZU, the European Journalism Training Association (EJTA), the International Federation of Journalists (IFJ), UNESCO and the MED-MEDIA program of the European Commission. The institute for Further Education of Journalists (Fojo) was initially active in the planning of the center through its seat on the board of EJTA.
- ³⁹ As per the BZU website: <http://www.birzeit.edu/centers/media>
- ⁴⁰ Processes became very time consuming, delicate and difficult due to Israeli obstruction at the borders.
- ⁴¹ Still its organisational/partnership set-up could require a service-check – see later in the findings chapter
- ⁴² As also recommended in earlier evaluations of Fojo activities as per chapter 2.2 above.
- ⁴³ “Policy for Sida’s international Development Co-operation in the Field of Culture, March 2000” (own translation – p.4)
- ⁴⁴ “Sida Looks Forward”, page 6.
- ⁴⁵ Page 58 in “Medien und Meinungsfreiheit in Palästina” Christoph Reuter/Irmtraud Seebold (2000)
- ⁴⁶ The evaluator’s own interview, carried out April 25 in Gaza.
- ⁴⁷ As per the Sida document: “Sharpening the poverty focus in programmes and projects supported by Sida – preliminary guidelines from POM” of February 9, 2005.
- ⁴⁸ Quoted from the Fojo project document for the presently active, fourth project phase for 2005.
- ⁴⁹ Palestine is not a signatory to the OP-CEDAW (nor is any of its neighbours), which is the action oriented ‘Optional Protocol’, formalising the right to petition commitments of the Beijing Platform for Action not met. Palestine has, however, with the preferential status within the UN, which it enjoys, a commitment to work towards the implementation of the general, overall Human Rights Charter (see 1.4.3 about Article XIX) – and they are valid for all, including women.
- ⁵⁰ <http://www.google.com/u/ritaj?q=women+and+media&site=search=birzeit.edu&domains=birzeit.edu>
- ⁵¹ The “Kalmar Declaration” includes specific chapters On Feminism, Media Situation, and Women and the Media and concludes with 19 action-oriented detailed, implementable “Proposals and Strategies” in the areas of “Press Freedom”, “Networking”, “Research and Training” and “Social Protection”. It is signed by the participants of the seminar, counting the Coordinators and Directors of Media Women’s Organisations in countries in Africa, Asia, Latin America, Eastern Europe – and Palestine and Jordan. (No electronic version found. Hard copy available.)
- ⁵² http://www.iawrt.org/Archives/2005/2005_PalestineReportback.htm
- ⁵³ An interesting consciousness raising process was initiated by a youth organisation, PYALARA, where a series of specific women’s issues were discussed in groups of women like honour-killings, early marriages etc. These young, often veiled women presented their research and “consciousness raised” results in TV programmes.
- ⁵⁴ “Screening Gender” is based on the development of a tool kit developed by European broadcasters from Sweden, Finland, Norway, Denmark, Holland and Germany. The derived CDrom was produced by the Radio Netherlands Training Centre.
- ⁵⁵ Recently established with the assistance from Ms. Benaz Betrawi – some examples of the activities carried out there can be found at the end of the following report: http://www.womenaction.org/women_media/eng/2/codes.html
- ⁵⁶ Information requested in the Terms of Reference
- ⁵⁷ See Wilton Part Conference report: Public Service Broadcasting in Transition States, as referred to in:” Assistance to Media in Tension Areas and Violent Conflict (UNESCO/Sida): www.wiltonpark.org.uk/web/conferences.
- ⁵⁸ As described in detail in the Article XIX publication: “Access to the Airwaves”, 2002.
- ⁵⁹ According to “Palestinian Public Perceptions, Report VII” chapter 10.6 “Trust in Media”, Riccardo Bocco et al., Institut univesitaire, Geneva, September 2004.
- ⁶⁰ when adopting the definition of the international association of community broadcasters, AMARC: Community radio is radio owned by the community, produced by the community and for the community, on issues of concern for the community.
- ⁶¹ responds to 1–3 above
- ⁶² This ‘Mapping Exercise’ should for each medium include information about the vision and mission, ownership & management reality, the reality in which the medium is embedded (facilitating and constraining factors), media usage and local access, how many staff members in which position and with which background preparation: education, training & experience, training policy/plans, job description & contractual practices & salaries, their programme format including clear information about percentages of own, local, national and foreign production of programming, information available about audience, the financial planning and projections (formalized in a business plan or not) and development plans. And it should include information about the technical side: equipment needed and used (and eventual gap between these), the age and maintenance level of equipment, preventive maintenance strategies in place. And any kind of overall management plans existing, such as strategic plans, business plans, action plans, development plans, partnership strategies or the like.
- ⁶⁴ The Ma’an network has already set a starting date for such a strategic planning exercise for the NGO itself.
- ⁶⁵ Sustainability can be defined as based on creating a sound financial planning framework based on a strategic planning and direction, and a capacity to attract, effectively manage and maintain partners(hips). (as per Lisa Cannon: “Life Beyond Aid”, 1999).
- ⁶⁶ As for example presented by the UNDP, which is one of the first development organisations to systematically develop this tool. In: “Handbook on Monitoring and Evaluating for Results” 2002.
- ⁶⁷ Presented in “Sida at Work” September 2003, pp. 51-55, which further refers to “The logical Framework Approach (LFA) – A summary of the theory behind the LFA method” (Sida, draft, 2002)
- ⁶⁸ As per the UNDP publication: “Signposts of Development: RBM in UNDP: Selecting indicators” – undated.
- ⁶⁹ After a 2–3 week training course – depending upon nature of course, the trainers should return, ideally three times for one week. These visits could be with 6 month intervals. Will need to be assessed on a case by case basis.

⁷⁰ The document annexed “Free and Proff” was developed by the BZUMI acting Director, Aref Hijawi, for inclusion into this report, detailing his vision of a further development of BZUMI’s role as provider of good quality content for Palestinian media.

⁷¹ As reflected in the “Formulation Report. Regional Support to the Media in the Middle East”, Danida, March 2002

⁷² In its publication: “Walking a tightrope. News Media & Freedom of Expression in the Arab Middle East”, 2004

⁷³ For key word definition such as relevance, effectiveness and sustainability: Annex C in Looking back, moving forward. Sida Evaluation Manual. 2004.

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SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
SE-105 25 Stockholm, Sweden
Tel: +46 (0)8-698 50 00. Fax: +46 (0)8-20 88 64
E-mail: sida@sida.se. Homepage: <http://www.sida.se>