

2.2.10 Please provide three examples of training you have delivered in production of speeches, press releases and other media comms. Please provide an example for each.

1. General. We have extensive experience in training and mentoring new organisations working in conflict and fragile environments to deliver media products. We have focused on examples of training, which are Syria specific, for this ITT.

2. Supporting evidence.

a. Speeches—Training a senior member of the Syrian National Council (NC).

- 1) Members of InCoStrat were requested to coach a senior member of the Syrian National Coalition (NC) on making and delivering a speech. Prior to the training the NC members demonstrated difficulty in developing and delivering effective speeches to the designated audience. The training was conducted on a one-to-one basis over the course of three days. Following the course, the NC member delivered **speeches with much more aplomb and confidence** whilst ensuring that all the key messages were delivered.
- 2) We arranged for footage to be found of the official's past three public addresses. The footage was edited to show the main techniques and delivery approaches being utilised by the official – consciously or unconsciously. The trainer, a member of InCoStrat, identified three international figures – including a well-known figure from the Arab world (considered to be strong orator) – and compiled a video depicting their styles. In the first session, the official was asked to critique his performance, and then to compare it to the chosen examples.
- 3) The second session focussed on speech content – incorporating best practice approaches towards **structure, the use of anecdote and humour, as well as rhetoric**. The official was also introduced to the idea of tailoring different approaches according to audience and circumstances. In the second half of the session, the official critiqued the content of his own previous speeches. The session concluded with the official being asked to outline the structure of a speech for a hypothetical scenario.
- 4) In the third session, the official was asked to use his prepared speech to practise delivery. This included reading from a teleprompter, notes and impromptu delivery – and how to prepare for each. The official was asked to use his previously prepared speech for delivery, and was encouraged to make changes to his speech, based on the findings from the session.
- 5) NC senior leadership strongly suggested the training take into account the fact that NC operates in an environment with Arab, Syrian and international audiences. To take this into consideration, the training focussed on finding a content and delivery style that felt natural and lucid, but was also effective across the audience spectrum.
- 6) Feedback was positive, and resulted in a noticeable improvement in performance.

b. Press Releases — Training NC's Media Office.

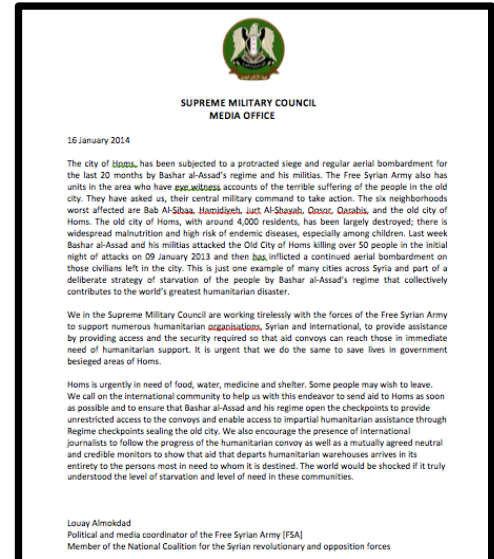
- 1) Press release training for the NC's Media Office required multiple phases of instruction over an extended period of time.
- 2) We arranged for all the Media Office staffers and management involved in press release generation to be given a one-day introduction to the contemporary media landscape. The aim of the session was twofold:
 - I. Firstly, to motivate communications staff by better understanding the potential impact of their work.
 - II. Secondly, to improve their ability to engage media by building their knowledge of journalists' needs.

The training was classroom orientated with group-work sessions.

- 3) A long running weakness of NC outreach had been press releases that had an emotive and hectoring tone, often accompanied by thinly veiled attacks on allies. We ran a second one-day session with senior management, press officers and English and Arabic editorial staff to counteract the institutionalised desire within the NC to use press releases as an opportunity to voice frustration with the world. The session made the point, using examples, that effective press releases imparted relevant, useable information, and that an emotional approach would be counter productive. This

session was backed up with constant, long-term mentoring.

- 4) Nevertheless, press releases, particularly in Arabic, did continue to be written in an emotional and unprofessional tone. To address the issue, we devised and facilitated a training session in coordination with a service provider that focussed on Arabic press release writing to be delivered by a native Arabic speaking trainer with experience working for an Arabic-medium outlet. The trainer was instructed to be as blunt as he felt necessary. The session included classroom instruction and multiple group-work exercises that revolved around press release writing. The session had a profound impact on staff and management, with the tone of Arabic and English press releases improving almost immediately.
- 5) We held a final press release related training session on distribution and selling-in. The session included a re-examination of the NC's media sending lists and practical training on how to identify which journalists were most likely to take interest in the news contained in the press release. Practical sessions included role-play on how to sell-in a press release via a follow up phone call.
- 6) **Training the Moderate Armed Opposition.** During the last year we have managed and assisted with the development and production of formal press statements for three regional media offices that support the Free Syrian Army from Turkey and Jordan and a centralised Revolutionary Forces Media Office in Istanbul. The press releases are produced in several languages for print and TV networks. Our statements are regularly released on Reuters and AP. One written statement was published by a prominent UK newspaper, which then referenced the statement in its frontpage article.



c. Broadcast interview training—Training NC's London Spokesman.

- 1) InCoStrat members provided training to the NC's London mission to improve their performance on UK television and radio news media. The training was rolled out in a bespoke manner to one NC London mission staff member who is responsible for undertaking media appearances.
- 2) The training session involved classroom instruction setting targets for each interview, organising arguments, anticipating questions and developing techniques to deal with hostile interviewing. Each point was backed up by examples to provide real life context and make the technical points easier to remember and apply.
- 3) The theoretical training was then applied through intense practical sessions. To prepare for specific interviews, the NC London mission staffer was exposed to several previous interviews on the same programme, by the same interviewer, and exposed to a similar style of questioning. Feedback and evaluation after each mock interview helped to build capability by demonstrating improvement.
- 4) Overall, the broadcast interview training vastly improved the staffer's confidence and performance.
- 5) **Training the Moderate Armed Opposition.** In addition to the work that InCoStrat members have done with the NC we have provided a series of ongoing spokesmen coaching courses to a range of senior military commanders in the moderate armed opposition and spokesmen who represent them. This included **accompanying the Head of the Supreme Military Council (Brig General Al Bashir) during his trip to the US** to ensure he was prepared ahead of his media engagements, briefings to **Congress and for his meeting with President Obama**. We are training the current FSA spokesman on a weekly

basis, and in the last month he has conducted interviews with **several international newspapers**, as well as radio and TV interviews on **BBC World Service**. Our training with the FSA Eastern Front spokesperson resulted in him conducting **over 30 interviews**, in the month of July alone, many of which were for TV and radio.

