

2.2.9 Mentoring and coaching services for media training include digital and social media

1. **General.** We can provide a broad range of mentoring and coaching services for media training; we have extensive experience in delivering these services in conflict-affected states. InCoStrat can also draw on an expansive network of international and regional journalists to support all coaching and mentoring activity. Specifically, we offer the following services in Arabic and/or English:

- a. **Spokesperson coaching.** Training to individuals and groups in practical sessions for TV, radio and print media. This includes preparation, effective media handling, body language, how to effectively structure and communicate key messages. The evidence of our spokesperson training can be seen on a variety of international outlets such as **BBC World Service and Deutsche Welle**. Our directors also trained and accompanied the FSA COS Al-Bashir for his briefing to **President Obama and John Kerry**. Similarly, the FSA Eastern Front spokesperson was given specific training for his briefings to **MEPs and Senator John McCain**.
- b. **International and local media engagements.** Training how to manage journalists, and how to deliver and coordinate a press briefing.
- c. **Embedded mentors in indigenous media capabilities.** **80% of InCoStrat personnel are fluent Arabic speakers**, meaning we are able to embed in indigenous press offices, government bodies and media production facilities to advise and optimise the output from the organisation. Such linguistic skills also save on the costs of interpreters and help build better one-on-one relations with staff.
- d. **Organising and managing an effective press office.** Administering all functions required to manage an effective press office: the structural organisation equipment installations, and production and output processes.
- e. **Press statement writing.** Delivering courses on how to write and structure press statements tailored to target a variety of audiences. After delivering a 'press statement writing' course to senior figures in the FSA, their letter to a prominent UK newspaper was then quoted on the front page.
- f. **Communication strategy development.** Training in how to understand and research target audiences and develop core messages, themes and objectives for each.



Media activist training in Gaziantap, Turkey

- g. **Optimising social media channels to reach target audiences.** Coaching on how to employ different social media platforms to maximize effectiveness and reach. In addition, instruction on optimising social media networks.
- h. **Ethics, standards, and safety for journalists.** We use experienced regional journalists and technical experts to deliver comprehensive training programmes to equip local reporters with the technical, ethical and practical skills to be a safe and effective reporter in conflict affected states. This includes this training and education in the importance of following appropriate media ethics for truthful and balanced reporting to meet international media standards.
- i. **Technical camera and videography training.** We use specialists to coach reporters to maximize their technical skills to meet the standards of videography required for international satellite TV channels.
- j. **FM radio technical and production training.** Training in all the skills required to set up and manage an FM radio station in conflict-affected areas.
- k. **Journalism skills for indigenous print media.** Training in all the skills required to set up and manage an effective community magazine in a conflict affected area.
- l. **Documentary production.** Coaching and mentoring support to production offices to produce high quality documentaries that resonate with the target audience.
- m. **Internal communication strategy development.** Mentoring on idea development, management skills and bringing reputation to the heart of business.
- n. **Personal effectiveness coaching.** Leadership coaching and influencing skills in development for the senior executive management, and newly promoted executives who may be engaged in media activity. We draw on our previous government experience and have an extensive network of well qualified and experienced partners.

2. **Supporting Evidence.** We have delivered training in all of these skills during the last 2½ years with Syrians at all levels, from the **Prime Minister to grass-root activists**. We have trained a number of spokesmen from the moderate armed opposition and the political opposition. In addition, we have delivered many training courses to reporters who are active inside Syria. This has resulted in the regular placement of high quality news and human-interest stories on international and local TV, as well as print medium. We run a broad range of on going internal media and communication training in Syrian media production offices in Turkey and Jordan, such as the augmentation of social media sites to deliver campaigns and products to different target audiences. We have also conducted such training in Libya, Yemen and Pakistan.