

2.2.20&2.2.21 Example of a successful STRATCOM project.

1. **General.** InCoStrat members have been involved in the **development, management and delivery of media and communication projects in support of the Syrian opposition for over 2½ years.** As a result of the group's earlier experience of developing and delivering successful FCO communication programmes, members of InCoStrat have been **managing and delivering** on behalf of an existing implementer an **FCO funded project** to provide media and communication support to the moderate Syrian armed opposition since October 2013; **the project is unrivalled in its success and therefore continues to receive funding.** The project has developed from a single office with four Syrian production staff to a Syrian production team of over 35 Syrian production staff in three offices in Turkey/Jordan, and 120 stringers across Syria, and six spokesmen who regularly appear on local and international TV, radio and quoted in print media. The staff demographic incorporates a **good ratio of males to females** (with a female office manager) and also **people from minority sects in Syria** such as Shi'a, Druze and Kurds. Anecdotal evidence and feedback from HMG officials confirms that **the project is meeting all its specified objectives, achieving effect in Syria and exceeding expectations in several areas.** The evidence for this is in the project's quarterly reports and regular case studies provided to HMG officials. The project now receives approximately **40% of its funding from non-UK sources to ensure it is sustainable** whilst maintaining the UK's **'Golden Share' and control.**

2. **Supporting Evidence.** In the project's initial ten months the following capabilities have been developed by InCoStrat's team who were working with another FCO implementer, the capability is **available for immediate use:**

a. **Three media production offices** with trained Syrian staff based in Istanbul, Reyhanli and Amman. The main production office in Istanbul was established and reached FOC ahead of schedule and on budget. The offices produce the full range of media products in English and Arabic for use on all communication outlets. Examples of the product range and capabilities are:

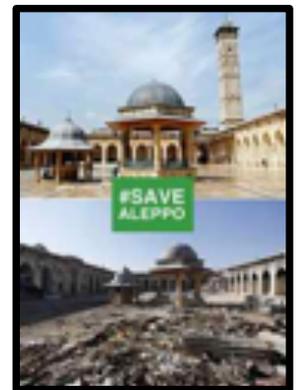
b. **Video reports, news, military and human-interest packages and interviews.** These reports are broadcast regularly (**6-8 products per week**) on **Syrian TV, regional satellite TV channels and international satellite TV channels.**

c. **All forms of print products** including: high quality graphics and posters, leaflets, press statements, articles, cartoons and photographic products.

(<http://www.bbc.com/news/world-middle-east-29168612>, <http://www.thetimes.co.uk/tto/news/world/europe/article4157089.ece>, <http://www.thedailybeast.com/articles/2014/07/10/u-s-ignored-warnings-before-isis-takeover-of-a-key-city.html> are but a few examples).

d. **Reports for radio**, recorded in the studios in Istanbul and Amman: interviews, news reports for online radio, Syrian FM radio, regional radio and **international radio including BBC World Service, PBS and BBC Radio Four.**

e. **A full range of products for all social media platforms and Skype groups.** The project maintains multiple sites for its own products on websites, YouTube, Facebook and Twitter. The online sites focus on official military coverage (Revolutionary Forces of Syria (RFS), SMO, Southern Front), human-interest stories (**Masarat, Masarat news and Damascusleaks**) and **specific campaign focussed sites ('SaveAleppo', 'Valentines message from Syria', 'ISIS/regime: Two Sides of the Same Coin' and the 'Enforced Disappearances' campaign - #WhereAreThey).**



f. **Website and social media design** and maintenance, as well as security enhancements.

g. **Outreach activity to connect to the local population in Syria and specifically with military commanders, FSA fighters and units, tribal leadership, local councils, civil activists, minority groups and businessmen.**

h. **Novel communication** such as graffiti, **physical product placement inside Syria**, specifically regime areas such as stickers and gimmicks (USB sticks, fake Syrian pound notes).

3. The Project's significant achievements.

a. **International and Syrian media outlets and revolutionary groups regularly using and requesting** the project's products.

b. Individual support at international events including the **Geneva II Conference on Syria**, and the Syrian opposition's trip to the US including engagement preparation for the **FSA COS's brief to President Obama** and senior officials. Similar preparation has been provided to spokespersons for their **briefs to politicians and MEPs**, and members of congress, such as **Senator John McCain.**

c. **Campaigns that resonate on opposition and pro-regime social media networks.**

d. Regular reports from the frontlines of battles with the regime and extremist groups.

e. Campaign graphics used by internationally recognised leaders in their field such as **Banksy.**

f. Support and coordination with other UK funded projects in Syria.