

2.2.7 Please describe how you have developed strategic communications functions within political institutions, enhancing processes and structures, and providing mentoring and advice.

1. General. We have broad experience in providing strategic communication advice and coaching political institutions including: **the governments of Singapore, UK, US, Latvia, Libya, Sweden, and Denmark.** More specifically, members of InCoStrat have worked with the **Syrian National Coalition’s (NC) Media Office** in Istanbul to develop strategic communications capability and also the **Libyan National Transitional Council** during the combat and post combat phase in Libya in 2012. During the summer of 2014 we worked directly for the **NC’s London mission** to improve media exposure. Our approach to developing a strong strategic communications capability within a political institution is based on building strong internal structures founded on a clear division of responsibilities. We advocate a reliable link between senior political leadership and strategic communication’s management.

2. Supporting evidence. We have based our response on a recent example of our support to the Syrian National Coalition to describe how we have developed strategic communication functions in a political institution.

The National Coalition Media and Communications Office - Istanbul

- a. We arrange for a series of training sessions comprising of senior leadership to impart the importance of core concepts, and to generate an agreed vision and accompanying master narratives. We then work with the Media Office to **incorporate FCO research with Syrian views** with the agreed vision and master narrative into a strategic communications plan that could be implemented.
- b. We repair any disconnects between the leadership’s stated commitment and goals and the messages senior leadership to ensure coordinated, strategic and coherent messaging.
- c. Conduct in-house training and media familiarisation coaching for senior Media Office management and staff. This includes understanding how to engage the media and how public opinion affects governmental policy.
- d. We ensure that political institutions have effective and well-structured media offices. We develop new office processes to ensure efficiency and coordination are developed in conjunction with the political leadership and media specialists. This includes a regular timetable of meetings to coordinate and prioritise activity.



- e. Instigate a ‘media grid’--a mechanism to track key events and allocate media priorities and key messages. .
- f. Train and ensure that press secretaries issue daily lines that are shared with other political public-facing offices.
- g. Coach and mentor senior management so that they can effectively and confidently oversee messaging campaigns.
- h. Instigate regular structured coordination meetings within the media offices.
- i. Work closely on a day-to-day basis with the political and media teams in order to provide support to staffers and strategic advice to senior management.
- j. Arrange and chair regular conference calls with National Coalition missions abroad to coordinate messaging across the

organisation.

The National Coalition London Mission Media and Communications Office

The work with the National Coalition’s (NC) London mission aimed to improve their strategic communications capabilities. Two partners opened up a channel of communication between NC offices in London and Istanbul. Once the NC’s London mission was able to access the daily ‘Lines To Take’ generated in Istanbul, we arranged for media spots and provided broadcast coaching in London. The confidence of NC London mission staff to appear on news media increased, and the organisation gained exposure on key UK national news channels.