

## 1. TECHNICAL AND QUALITY DELIVERY

### PAST PERFORMANCE

Project / Donor	Description	Location	Comms/ Syria/ SMC	Lessons Learnt
Strategy workshop for National Coalition and follow on workshop  FCO	Developing strategic narrative for NC	Istanbul	Comms/Syria	<p>Developed understanding of limitations of NC media awareness, operations and importance of understanding personal agendas.</p> <p>The need to plan ahead to ensure outputs are achieved.</p> <p>Requirement for a trainer who is seen as an expert is his/her field.</p>
Procurement work for NC	GBP 50,000 of equipment. Included laptops, network printers, mobile phones, TVs, a top line Mac Pro with Apple display, a high performance HP server, network storage system, equipment rack, UPS.	Istanbul	Syria	<p>Procuring highly technical kit (e.g. server, storage) requires detailed research/knowledge to define requirements and evaluate supplier options to ensure appropriate kit is procured.</p> <p>Use of local suppliers key in the absence of appropriate import licences. Bargaining and procurement go hand in hand.</p>
Basma Procurement	Over 500 pieces of equipment provided to teams in Syria including Inmarsat, laptops, cameras, printers, Two way satellite transmitters and generators. Provided 22 FM radio transmitters.	Istanbul/Syria	Comms/Syria	<p>Appropriate documentation/ invoicing required.</p> <p>Getting large pieces of equipment to the south of Turkey remains highly problematic.</p>
Basma Training	Twenty four training sessions carried out for	Istanbul/ Gaziantep	Comms/Syria	Bio data supplied sometimes different to

	<p>radio, magazines, stringers and media activists. Monthly workshops. 297 Syrian attendees. 752 hours of training provided.</p> <p>25 Basma stringers operating inside Syria.</p>			<p>actual attendees. Internal travel, security and border crossing issues can significantly delay attendees and dissuade some from participation. Internal training session by local stringer resulted in limited feedback and oversight.</p>
Basma Placement	<p>1,434 minutes broadcast on regional satellite TV.</p> <p>1,252 monthly hours of FM broadcast on partner stations.</p> <p>130,000 magazines distributed.</p> <p>Comics, posters, leaflets, flyers and stickers created and distributed.</p>	Istanbul/Syria	Comms/Syria	<p>Cultivate relations with those stations accessed by both sides (e.g. Orient).</p> <p>Poster dissemination resulted in spike in ISIS interest in Basma.</p> <p>Huge network highly beneficial to distribution.</p> <p>Photos must be taken of posters to demonstrate placement. Product testing through independent focus groups extremely important.</p>
Basma Mentoring	<p>3 international mentors working with 15 Syrian staff in the Basma media office for the first year, now reduced to 2.</p>	Istanbul	Comms/Syria	<p>Syrian staff members have an extremely emotional connection to the situation, and a limited separation between job and personal life.</p> <p>Importance of understanding personal agendas.</p> <p>Importance of close line management and oversight to ensure synergy of messages with donor requirements.</p>
Basma new products	<p>TV Vox pops and human interest pieces.</p>	Istanbul/Syria	Comms/Syria	<p>Understanding of production schedules</p>

	<p>Radio team PSAs.</p> <p>15 episodes of animated show to discuss democracy and freedom.</p> <p>New image of Aleppo police service, advertised on car air fresheners.</p> <p>'Banksy' style graffiti stencils for walls and pavements to warn against UXO.</p> <p>Kids activity booklets.</p>			<p>and deadlines for creative staff.</p> <p>Costs of printing extremely high inside Syria given requirement for generators to run presses, cheaper to print in Gaziantep for northern distribution.</p> <p>Physical distribution becomes harder beyond the Homs/Hama area.</p> <p>Kurdish requirements for north east.</p>
Aleppo police media workshop	Media and Communications training for the Aleppo Free Police. Influencing public perceptions to better implement effective rule of law and security.	Istanbul, August 2013	Comms/Syria	<p>Use of strong imagery and language that evokes pride in service makes significant impact.</p> <p>Creative input for campaigns can be derived from course outputs.</p>
LOAC	Teaching brigade commanders about the law of armed conflict for SMC.	Gaziantep	Syria/SMC	Ensure a coherent process of transparent beneficiary selection.
CVE  HMG	Analytical mapping of the extremist elements in order to develop a core counter narrative. This project will also include the delivery of strategic communications campaigns.	Throughout Syria	Comms/Syria	<p>Initial stage of the project has started.</p> <p>Too early to determine outcomes.</p>
Multi-donor support to civilian opposition  USG, Gov of Canada	ID, selection, movement and training of 900 individuals countrywide.	14 governorates	Syria	Agree financial procedures when receipting problematic as a result of in-country purchasing.
Integrated community security programme	Establishment and roll out of policing programme.	Aleppo. Raqqa, Idlib, Dayr Az Zawr, North	Syria	Ensure donor funding stipulations (e.g. vetting requirements) are clarified at the

USG		Latakia		outset.
CARRT – Civil Defense courses  HMG and USG	Communications campaign for civil defence.  'Working for You' supporting media campaign.  Support to UK FCO digital diplomacy on Syria.	Idlib (for UK)	Comms/Syria	Ensure through biodata the ages of all participants to ensure no minors.  Note that influencing internal and external audiences with the same products is attainable.
Project VERONA (HMG)	Development and production of documentary for Syrian audiences.	Syria, Jordan, Turkey	Comms/Syria	Access and production systems proven Placement methodologies evolved.
Pakistan TEP/Alif Ailaan	Large-scale multi-year, multi-strand mass influence and political lobbying campaign for universal education.	Pakistan	Comms	Re-framing an issue in public discourse, combining mass communications and direct representation, connecting on the ground activity with media amplification, lobbying and political coalition-building techniques, achieving impact in high-risk areas, managing local teams.