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Legislative Strengthening Program

COMMUNICATIONS STRATEGY AND PLAN FOR THE IRAQI COUNCIL OF REPRESENTATIVES

2010-2014

August 2010

Contract No. 263-I-03-06-00015-00 (REDI Task Order No. 3)

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Legislative Strengthening Program

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COMMUNICATIONS STRATEGY AND PLAN FOR THE IRAQI COUNCIL OF REPRESENTATIVES

2010-2014

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ACRONYMS

Change Management Initiative	CMI
Civil Society Organization	CSO
Council of Representatives	COR
Director General	DG
Government of Iraq	GOI
Media Directorate	MD
Member of Parliament	MP
Non-governmental Organization	NGO
Presidency Council	PC
Secretary General	SG
Senior Management Group	SMG

COMMUNICATIONS STRATEGY FOR THE IRAQ COUNCIL OF REPRESENTATIVES

2010-2014

EXECUTIVE SUMMARY

The communications strategy of the Iraq Council of Representatives (COR) is a road map to assist the COR in achieving its long-term communications goals. In order for communications activities to be proactive rather than reactionary, they must be linked to each other and to a long-term vision that supports the COR's overall goals. The Secretary General (SG) must take the lead role in driving the communications strategy and the Director General (DG) of the Media Directorate (MD) must implement the strategy.

This communications strategy aims to stimulate active involvement and participation among stakeholders and to inform them about the objectives, activities and progress in the COR, especially as it continues to evolve and reform itself. This strategy covers four years and corresponds with the next session of parliament (2010 – 2014).

The Change Management Initiative (CMI) – a Legislative Strengthening Program project that is enhancing the COR's human resources capacity and internal communications – is currently evaluating the internal management structure of the COR and proposing a massive reorganization that will affect all directorates within the COR. Much of the internal communications within the COR will be defined by the CMI, with the communications strategy helping to implement it. While internal communications will be driven by the CMI and supported by the communications strategy, external communications (public outreach) will be the major focus of this strategy.

The Media Directorate of the COR has identified the following strategic goals:

1. To gain public trust for the COR.
2. To gain trust among members of parliament (MPs), the Presidency Council (PC) and directorates.
3. To build the capacity of the independent media so that the business of the COR is accessible to all outlets.
4. To support Iraq's transition into a stable democracy.
5. To gain trust between the COR, other branches of government, universities and civil society organizations (CSOs).
6. To streamline the management of the MD through the CMI in order to re-focus it on providing services to the MPs.
7. To conduct public outreach regarding the COR to enhance public awareness of its work and activities.

Specific objectives will be outlined later in this strategy and have been developed directly from the strategic goals listed above.

The communications strategy focuses on communications to the following main groups:

- General population of Iraq
- Presidency Council
- Members of parliament
- Senior Management Group of the COR
- Executive branch

- The media
- Universities and academics
- Civil society organizations
- The judiciary
- Political blocs and other leaders
- Outreach to organizations/parliaments/associations outside of Iraq.

The parliament is a new institution and Iraqi citizens have a limited understanding of its role in government and society. If the parliament is to become a respected and effective institution, it must change existing perceptions, which are often negative and based on decades of mistrust.

Strategic communications is key to changing the perceptions about the parliament and critical in achieving the COR's strategic objectives – especially as they relate to institutional reform. Using the right tools to deliver appropriate messages to various stakeholders, each of whom has different needs and expectations, is the key to effective communications.

The best messaging is done under the PC, in particular the speaker and his two deputies, according to procedures approved by the PC. They must work together with the SG and the DG of the Media Directorate to facilitate messages emanating from their offices. The Media Directorate must drive communications upward to the SG's office and outward to the external stakeholders. Other directorates within the COR will also have communications needs, but these should be funnelled through the Media Directorate to avoid redundant or conflicting messages.

The main communications tools used to implement the communications strategy internally and externally are:

- Meetings, trainings and workshops
- Magazine/newsletter and other print materials
- Documentary films
- A parliamentary TV/radio station
- News-led coverage through the national (and to a far lesser extent the international) media
- Messaging through existing television and radio programs
- Web sites for the COR and committees
- A regular weekly COR highlight television program
- Mobile phones

A capacity-building program will support this communications strategy for key staff and apprentices. The effectiveness will be evaluated over time through focus groups and evaluation of the CMI and the effectiveness of the media activities in general.

I INTRODUCTION

Improving efficiency and cohesion among COR members, the Presidency Council, Secretary General, Directors General and advisors are among the COR'S biggest challenges. Improving communication within and between individual directorates is also important. Inability of the COR to speak to the Iraqi people with one voice and clearly articulate its messages leads to a lack of buy-in from stakeholders. An effective communications campaign, which is led by the leadership of the COR and focused on a wide audience, will gain the respect and support of all stakeholders. Leadership and strength of vision from the top are the key to this.

Achieving success from the COR's strategic goals and objectives will depend on effective communication with the stakeholder groups. However, this requires effective communication within the COR itself. The reform process must address the development of such internal communication.

To facilitate these objectives, all stakeholders must understand that communication flows in two directions. The COR disseminates information and also receives feedback from the country at large.

II COR GOALS & OBJECTIVES

Senior officials of the COR have laid out the COR's vision, mission and goals, and corresponding objectives. The CMI will further clarify these goals with a focus on creating a more efficient management structure. The COR's Media Directorate has identified the following strategic goals and objectives to drive its own agenda and contribute to the overall reform process.

- | | |
|-------------------------|--|
| Strategic Goal 1 | To gain public trust for the COR <ul style="list-style-type: none">• Objective 1: Educate the public about the COR and its role and activities• Objective 2: Deliver the messages of the COR• Objective 3: Promote transparency• Objective 4: Present the activities of the COR to the public in a transparent two-way exchange. |
| Strategic Goal 2 | To gain trust among the MPs, the Presidency Council, the senior management group and directorates <ul style="list-style-type: none">• Objective 1: Develop and foster relationships within the COR among MPs, the Presidency Council, the Senior Management Group and directorates• Objective 2: Inform MPs, the Presidency Council, the Senior Management Group and directorates on political, security and economic issues affecting all Iraqis• Objective 3: Document the work of the committees to create transparency. |
| Strategic Goal 3 | To build the capacity of the independent media so that the business of the COR is accessible to all outlets <ul style="list-style-type: none">• Objective 1: Broadcast important sessions |

- Objective 2: Develop a parliamentary TV channel
- Objective 3: Train COR journalists and MPs on holding press conferences and other press issues
- Objective 4: Facilitate dialogue and mutual understanding between the media and individual MPs to help create an atmosphere of respect.

Strategic Goal 4 To support Iraq’s transition into a stable democracy

- Objective 1: Take steps to protect the rights of journalists
- Objective 2: Motivate the media to respect the work of the COR and to be fair to the MPs
- Objective 3: Emphasize Iraqi nationalism over sectarianism.

Strategic Goal 5 To gain the trust between the COR, other branches of government, universities and civil society organizations

- Objective 1: Educate other branches of government, universities and CSOs on the work of the COR
- Objective 2: Share information to promote a culture of transparency.

Strategic Goal 6 To streamline the management of the COR through CMI in order to re-focus it on providing services to the MPs

- Objective 1: Define the functions of the directorates
- Objective 2: Improve representative, legislative oversight functions of parliament
- Objective 3: Foster fair human resources practices.

III KEY STAKEHOLDERS

General population: This is the most important stakeholder group. Sub-groups include women, men, youth, urban, rural, ethnicities and religious groups as appropriate. Iraq does not have a tradition of respect between the parliament (or government at large) and the general public. Due to the parliamentary election held in March, the importance of fostering mutual respect cannot be overstated. The top priority of the public outreach campaign is to reach average Iraqis and begin a two-way dialogue in which Iraqis become aware that their government is accountable to them.

Presidency Council: The Presidency Council is a very important stakeholder group and it must understand and communicate the messages of the COR. The SG and Media Directorate DG need to have a close working relationship with the PC and meet with them regularly to make sure everyone understands the messages that need to go out to the public.

Members of Parliament: New MPs need to become educated about the work of the parliament.

Senior management group (SMG), advisors, DGs and other COR staff: All COR staff should be aware of the mission and objectives. They are often some of the most effective messengers a

parliament can have and can foster understanding in an unofficial capacity. They must understand that they are civil servants and work for the state and its institutions – not for individual politicians, who have their own particular agendas.

Executive branch: The COR needs to reach out and communicate more effectively with the president's office and the prime minister's office as well as with their respective cabinet in order to become a stronger partner in Iraq's government. In particular, the oversight role of parliament is not well understood by the executive branch and this must be better communicated.

The media: The media is both a stakeholder and a messenger. The role of the media is not widely understood or accepted in Iraq, and they are often at odds with politicians. While it is important that the media feel free to be critical without fear, it is also important that they develop a healthy respect for parliament (if not the individual MPs) and other branches of government. The media is a very important guarantor of government accountability and the parliament must understand the importance of clear and honest communication with journalists. The international media also should not be neglected. There is widespread perception abroad that the Iraqi parliament is corrupt and ineffective. The positive changes in the Iraqi government are not emphasized enough. Relationships with international journalists should be developed. Positive perceptions of the Iraqi parliament will have a direct impact on international development support as well as political support for the country of Iraq in general. In addition to utilizing the Media Directorate and COR committee press secretaries, additional constituent outreach regarding the work and activities of the COR and individual members of parliament will be conducted via the media by provincial offices.

Media Outlets

Television is by far the most important media outlet. Seventy-five percent of Iraqi people watch the top three television stations compared with only twenty percent for radio and one to three percent for internet.

Television Stations

- 1) Al-Iraqia is an Iraqi satellite channel that is funded and overseen by the Iraqi government. It is the most watched station in Iraq.
- 2) Al-Arabia is a major international Arabic language satellite channel. It is based in United Arab Emirates and is the second most watched TV channel.
- 3) Al-Sharqia is Iraq's first privately owned satellite TV station. The station is particularly popular with Sunnis, although the content is secular. It is the third most watched TV channel.
- 4) Al-Jazeera is another major international satellite channel. It is based in Qatar.
- 5) Al-Hurra TV is a US funded satellite channel.
- 6) Al-Sumaria is a UK and Lebanon based satellite channel.
- 7) Al-Fourat is a satellite channel that was formed by the Iraqi Supreme Islamic Council (ISIC) and tends to promote a Shia Islamist agenda.
- 8) Al-Baghdadia TV is a satellite channel that has been strongly critical of the Iraqi government.
- 9) Kurdistan TV is a satellite channel operated by the Kurdish Democratic Party (KDP).
- 10) Kurdsat is a satellite channel operated by the Patriotic Union of Kurdistan (PUK).

Radio Stations

- 1) Radio Iraq Republic is the radio version of Al-Iraqia TV and is the most widely listened to radio station, a part of the Iraq Media Network with a positive point of view toward Iraqi government.

- 2) Radio Sawa is a US funded news and entertainment station with an agenda to promote US interests.
- 3) Radio Dijla has a reputation for neutral coverage.
- 4) BBC Arabic was launched in 1938. Despite being run by the BBC, it has been accused of being anti-western.
- 5) Radio Nawa is an independent station based in Sulaymaniya that broadcasts in Kurdish and Arabic.

Print

1. As-Sabah is part of the Iraqi Media Network, and it tends to be favorable toward the Iraqi government.
2. Az-Zaman is a widely respected newspaper with a secular Arabic tone.
3. Ad-Dustoor is a moderate newspaper which is at times very critical of the Iraqi government.
4. Al-Mashriq is an independent daily newspaper published in Baghdad.
5. Asharq al-Awsat is published out of London and managed by Saudi prince Salman bin Abdul Aziz.
6. Al-Sabah al-Jadeed is popular with Shias and has been known to be highly critical of Iraq's neighbouring Arab countries.

Universities, religious and cultural organizations:

In order to build a tradition of respect for parliament and government in general, it is important to build support through the educational and cultural components of Iraqi society.

Civil society organizations (CSOs):

Civil society organizations wield considerable influence in Iraq and can help influence public opinion.

Judiciary:

The parliament needs to advocate for a fully independent judiciary, which will help to equalize the balance of power between the legislative and executive branches of government.

Political blocs and leaders:

The political blocs in the COR wield variable degrees of influence with MPs. In general they are powerful stakeholders and must be engaged.

COR Provincial Offices:

MPs do not maintain provincial offices. However, the COR has set up offices (Article 151 of the COR Bylaws) in each of Iraq's 17 provinces, as well as two in Baghdad. The purpose of the provincial offices is to strengthen the outreach capacity of the parliament and perform oversight functions. The provincial offices use communications and media in several important ways and offer the COR its best opportunity for face-to-face contact with Iraqis. This is done by organizing field meetings, town hall meetings and press conferences for MPs. In addition, the complaints department of each office receives grievances and complaints, follows up and reports back to the constituents.

IV MESSAGES

“Messages” mean the statements or themes that are of greatest importance to the COR in reaching its stakeholders. A general message can be used to reach all stakeholders. In addition to this message, specific messages should then be developed to reach different stakeholder groups. These messages will be refined over time, as the relationship between the COR and key stakeholders changes and intensifies.

Core Message

“Iraq’s Council of Representatives, the country’s highest democratic institution, is an independent public institution comprised of elected officials and civil servants that represent the needs of the Iraqi people by enacting legislation and overseeing the government to produce real and tangible accomplishments.”

Table 1: Sample Messages

Sample Message	Primary Stakeholder(s)	Main Tool(s)
The activities of the COR are open and transparent	(All) general population, Presidency Council, MPs, senior management group, advisors, DGs, and other COR staff, executive branch, the media, universities and academics, civil society organizations, the judiciary, political blocs and other leaders	(All) meetings, trainings and workshops, documentary films, news-led coverage, television, radio, Web sites, mobile phones
The MPs are accountable to the Iraqi people	General public, the media, Presidency Council and other MPs	Television, radio, print, Web site, documentary films
The MPs should be respected because they are the legitimate representatives of the Iraqi people	General public, the media	Face-to-face meetings and trainings.
The staff of the COR, including the DGs of directorates, are non-political civil servants	Political blocs and leaders, Presidency Council and other MPs	Face-to-face meetings and trainings
MPs are responsible to their constituency and should vote according to their wishes	Political blocs and leaders, general public	Face-to-face meetings and trainings, television, radio, print, Web sites
The COR enacts legislation which results in tangible results for the Iraqi people	General public, media, universities and academics, judiciary	Television, radio, print, Web sites, face-to-face meetings and trainings
The parliament acts as a check on the executive branch of government	General public, media, universities and academics, judiciary	Television, radio, print, Web sites, face-to-face meetings and trainings

The judiciary should be independent from the executive branch	Executive branch, media, general public, universities and academics	Face-to-face meetings and trainings, television, radio, print, Web sites
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Linking Stakeholders to Messages

The COR stakeholders have different interests and motivations. These are important factors in helping the COR develop the most appropriate messages and tools for interacting with each of these groups. Successful messages must focus on the stakeholders' needs. The art of delivering messages is to keep them clear, precise and consistent. COR messages, however, must be agreed on and coordinated before being communicated to stakeholder groups.

V COMMUNICATIONS TOOLS

Meetings, events and workshops: These are Iraq's premiere and time-honored communications tools and should be used whenever possible. Various forms of media can never take the place of face-to-face meetings.

Parliamentary TV/Radio Station: The COR should develop a parliamentary TV/Radio station that can broadcast the proceedings of the COR, unbiased by external journalists. Currently, private TV/radio stations (primarily Al-Iraqia) broadcast the events of the COR from their point of view. COR coverage through its own station would ensure proper coverage of legislation, internal meetings of committees and other groups, and documentary and information films about the COR. Potential challenges of a COR operated station include: political pressure from blocs to politicize the coverage, and the cost and lack of staff resources.

Magazine/Newsletter: The COR also should develop a monthly magazine/newsletter which will cover stories of interest to both COR members and other stakeholders, particularly the executive branch of government and sectoral and cultural institutions within Iraq. It could feature legislation text and interviews with MPs and other influential people. The Media Directorate already publishes a daily newsletter full of articles from Iraqi newspapers.

News-led coverage: See under Stakeholders.

Documentary films: Examples of films already produced are six thirty-minute films on laws passed during each session since the inception of parliament and a "Day in the Life of a Parliamentarian." Future topics being considered are "What is the Parliament?", "How does the Parliament Work?", "What is a Public Hearing?", "Rules of Procedure", "How do the Blocks function?", "Rules of Procedure" and "How does a bill become a law?" These films can be used for internal education and orientation within the COR and also for broadcast on Iraqi TV stations. When the Media Directorate develops its TV station, programs such as this will feature prominently. Currently, the Media Directorate has the capacity to produce two to three thirty-minute documentaries per month – in addition to the daily coverage and other programs. The capacity would need to be increased significantly to support a COR TV station.

Daily and weekly COR TV programs: Currently the COR hosts a roundup program of the day's highlights which is broadcast on a private station (Al-Iraqia). Presuming a COR TV station is built, this programming would be broadcast from this.

TV and radio spots: The COR should run a series of spots frequently on all of the large media outlets with its main messages.

Web site: The COR Web site is functional. It needs to be expanded to carry simpler and more direct information to the Iraqi population. The committees also must have their own Web sites, which explain in detail what they do. These should be linked to the overall COR Web site. All MPs and key COR staff should have COR email accounts.

Mobile Phones: Many Iraqis have mobile phones, and they can be used on a limited basis for interactive communications and for feedback from ordinary Iraqis. Live shows with feedback from the audience are planned.

Brochures, Posters and other print materials: Print materials must be utilized more to spread the COR messages. The general public, civil service organizations and Iraqi youth could be among the targeted groups. The COR should also report annually its work and activities.

Messengers

Senior officials of the COR, such as the speaker and his deputies, are among the most influential persons for driving the messages of the COR, as are MPs and the SG and DGs. Media and other stakeholders around the country are interested mostly in what senior officials say. They will also want to see these people personally. It is important to bear this in mind when planning events to give them maximum impact. This is why initial meetings of stakeholder dialogues should be addressed by senior officials and followed up by their deputies. For press conferences, the media will likely want to see, hear and interview the speaker above all others.

VI MONITORING AND EVALUATION

The COR's communications program must be monitored regularly. This is important to evaluate the success or failure of different strands of the program and, from this, to help plan ongoing strategy. The communications monitoring should be included and facilitated within the broader CMI. A variety of participatory evaluation approaches can be used to carry out this evaluation, including formal mini-surveys to attitude tracking studies, rapid appraisal methods, focus group interviews, and direct observation.

Knowing whether or not a communications program is working is dependent upon listening to the COR's beneficiaries and stakeholders. In addition, the more stakeholders are involved in identifying evaluation questions and in gathering and analysing data, the more likely they are to use the information to improve performance. Participatory evaluation empowers program providers and beneficiaries to act on the knowledge gained.

Advantages of participatory evaluation of the COR's communication program are:

- Key players examine relevant issues in evaluation design
- COR staff learn about the program and its performance and enhance their understanding of other stakeholders' points of view
- Staff evaluation skills are improved

- Teamwork is enhanced and shared commitment built to act on evaluation recommendations.

Mini-surveys: Structured questionnaires will be used with a limited number of mostly closed ended questions and will be administered to 25 to 50 selected stakeholders. The major advantage of mini-surveys is that the data can be collected and analysed within a few days.

Rapid appraisal methods: Key informant interviews will be conducted, involving 15 to 35 COR stakeholders selected for their knowledge and experience in a topic of interest. Interviews will be qualitative, in-depth, semi-structured and reliant on open-ended questions.

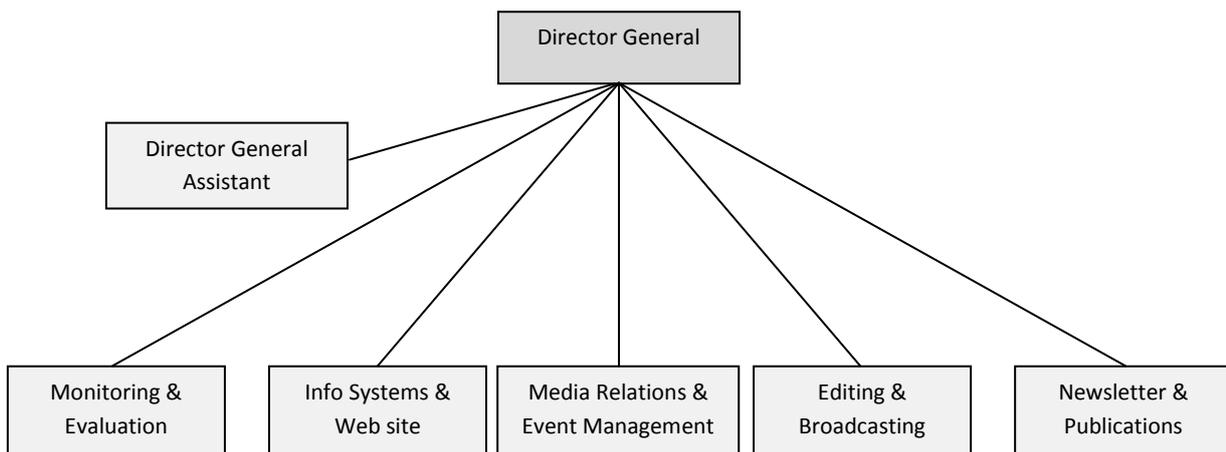
Focus group interviews: Eight to 12 carefully selected participants will freely discuss issues, ideas, and experiences among themselves. A moderator will introduce the subject, keep the discussion going, and will try to prevent domination of the discussion by a few participants. Focus groups should be homogeneous, with participants of similar backgrounds as much as possible.

Direct observation: Using a detailed observation form, observers from the COR Media Directorate staff will record what they see and hear at a program site. The information may be about ongoing activities, processes or discussions.

VII THE ROLE OF THE MEDIA DIRECTORATE

The COR communications strategy was written while the CMI was underway in the Media Directorate. The Directorate's responsibilities discussed below may be modified and there might also be larger structural changes.

Table 2: Organizational Chart



Directorate Responsibilities

Newsletter and Publications:

- 1) Report on COR and MP events and report on them for the Web site and magazine.
- 2) Publish and publicize the laws passed by the COR.
- 3) Develop and publish a regular periodic magazine.

- 4) Prepare documentary reports on Iraqi history, the work of the parliament and other information of interest to stakeholders.
- 5) Coordinate with other COR directorates to access and archive COR documents including bills, laws, resolutions and sessions.
- 6) Create special edition publications as needed.

Monitoring and Evaluation (currently being run by the Newsletter and Publications Department)

1. Make daily news clippings.
2. Monitor interviews from MPs and make reports on them for the Web site.
3. Archive publications.
4. Monitor news of other parliaments.

Editing and Broadcasting:

1. Provide live broadcasts of the COR sessions, conferences and other events.
2. Film, edit and archive the COR sessions.
3. Make a daily TV program on the highlights of the COR.
4. Make documentaries on COR legislative terms.
5. Make documentaries on special interest subjects, such as “What is the Parliament?” “How does the Parliament Work?” “What is a Public Hearing?” “Rules of Procedure?” “How do the Blocks function?” “Rules of Procedure?” “How does a bill become a law?”
6. Edit and archive the photographs of the COR sessions and other activities.
7. Supervise the COR studio and facilitate the conducting of interviews in it.

Media Relations and Event Management:

1. Facilitate journalist visits into the COR.
2. Assist journalists in covering COR events inside and outside of the COR.
3. Organize the press pool.
4. Organize press conferences.
5. Publicize COR activities and events.
6. Prepare press releases in Arabic, Kurdish and English prior to COR events and after the sessions, press conferences and other events.
7. Build relations and coordinate with the media agencies and government and non-governmental organization media organizations.
8. Create a database of media contact organizations and individuals.
9. Coordinate with the press offices of the speaker.
10. Run and supervise the Media Center.

Information System and Web site

1. Publish onto the Web extranet (Web site) press releases, magazine, news clippings, activities, photographs, videos and other relevant COR documents.
2. Create an intranet (part of Web site used only within the COR) with email capacity for staff, internal documents and other relevant information.
3. Forward press releases and information about press conferences, COR sessions and other relevant issues to the media.
4. Receive and respond to inquiries, complaints, questions and suggestions from Iraqi citizens and dispatch them to the COR’s Complaints Committee and Publications Department.

5. Coordinate information gathering and citizen input with the Monitoring and Evaluation Department.
6. Create graphic design for the Web site.
7. Translate information to/from Arabic, Kurdish and English.

IRAQI COUNCIL OF REPRESENTATIVES COMMUNICATION PLAN (2010–2014)

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
1	<p>To support Iraq's transition to a stable democracy</p> <p>To build the capacity of the independent media so the business of the COR is accessible to all outlets</p>	<p>Take steps to protect the rights of journalists</p> <p>Motivate the media to respect the work of the COR and to be fair to the MPs</p> <p>Assist media to build parliamentary reporting capacity</p> <p>Promote transparency</p>	<p>**</p> <p>Develop relations with the independent media</p>	<p>First Parliament</p> <p>Daily basis during Second Parliament</p>	<p>Facilitate journalists visits to the COR and issue badges</p> <p>Provide information to journalists and news agencies and meet with them on a daily basis to form relationships</p> <p>Provide an informational guidebook for journalists before session</p> <p>Organize press conferences</p>	<p>Media</p> <p>Public</p> <p>PC</p> <p>MPs</p> <p>SG</p>	<p>MD Information Department</p> <p>MD Operations Department</p>	<p>Instructions need to be issued</p> <p>Work plan needs to be coordinated within the COR</p>	<p>In spite of challenges such as access to the COR by journalists, this was considered the most successful of the MD's activities during the First Parliament</p> <p>Requires periodic review during Second Parliament in order to adapt and expand</p>
2	<p>Gain public trust for the COR or promote public interest in the CORs activities</p>	<p>Build public knowledge of the COR and its role and activities</p> <p>Disseminate the messages of the</p>	<p>**</p> <p>Ensure technical, logistical and human resources for realizing objectives</p>	<p>First Parliament</p> <p>Expand during Second Parliament</p>	<p>Film and broadcast COR sessions</p>	<p>Media</p> <p>Public</p> <p>PC</p> <p>MPs</p>	<p>MD TV Production Department</p>	<p>Secure fiscal allocations</p> <p>Train staff</p>	<p>The groundwork for this has been completed in the First Parliament and a</p>

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
		COR				SG Courts and legal authorities			competent team is in place
3	Gain public trust for the COR or promote public interest in the CORs activities	Promote transparency Build public knowledge of the COR and its role and activities	** Archive COR's major events and parliamentary sessions	First Parliament Expand during Second Parliament	Record sessions and archive on tapes and CDs Produce informational films on legislation passed by the COR Broadcast the documentary films on external stations	Academics Media Public PC MPs SG Courts and legal authorities	MD Broadcasting Department	Maintain and expand technology	Al Iraqia was utilized for documenting the Iraqi national Assembly and Iraqi Temporary Council because the MD did not have the capacity
4	Gain public trust for the COR or promote public interest in the CORs activities To gain trust among MPs, the PC, and DGs To gain trust between the COR, other branches of government,	Build public knowledge of the COR and its role and activities Promote transparency Document the work of the committees to create transparency Inform other branches of	** Print COR legislation into volumes for every legislative session Print the COR's achievements and activities in a parliamentary annual report Print books regarding specific topics/issues of COR activities and	First Parliament Expand during Second Parliament	Collect and categorize legislation passed by the COR Collect COR session proceedings and classify by legislative year and session Prepare a summary report of the most important issues dealt with during the proceedings	PC MPs SG Cabinet members Visiting delegations Academics Law professionals	MD Observation Department MD Editing Department	Coordinate between directorates to collect the information	Implemented during First Parliament, but the quality needs to be improved by training staff and a mandate for cooperation of directorates

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
	universities and CSOs	government, universities, and CSOs about the work of the COR Share information to promote a culture of transparency	legislation		Prepare reports detailing committee work and activities, such as public hearings, media events, action on legislation, etc Coordinate with the SG and DGs to collect yearly achievements and distribute throughout the COR				
5	Gain public trust for the COR or promote public interest in the CORs activities To support Iraq's transition to a stable democracy	Improved transparency Build public knowledge of the COR and its role and activities Disseminate the messages of the COR Promote transparency Present the activities of the COR to the public and	** Develop and collect content suitable to publish on the COR Web site Secure technical resources to create Web site Staff training Post publications on the Web site	First Parliament Expand during the Second Parliament	Publish COR and committee activities and data and recommend items for publication on Web site Provide translation of this data into English and Kurdish Put data onto Web site Publish the rulings of the committees on the day they are issued	Public Media	MD Web site Department	Obtain data on a timely basis Secure finances Train staff	Web site needs to be vastly improved regarding information, programming, access and English translation

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
		collect input from the public regarding COR activities			Put publications on the Web site Publish news items on Web site Coordinate with IT Directorate to create intranet and email for COR staff Create mechanism to collect citizen complaints and comments via the COR Web site				
6	Gain public trust for the COR or promote public interest in the CORs activities To gain trust among the MPs, PC and directorates	Build public knowledge of the COR and its role and activities Develop and foster relationships within the COR and among MPs, the PC, SMG and directorates Share information to promote a culture of	** Follow-up on written communication and emails	First Parliament Expand during Second Parliament	Daily monitoring of news in the Iraqi press Record important activities such as provincial council elections Weekly release of committee activity Collect and respond to constituents' complaints, including via email	SMG DGs Public	MD Observation Department MD Editing Department	Procure required journals and publications Necessary equipment and services for the internet need to be provided Photocopy equipment needs to be provided	Many of the objectives were achieved in spite of language barriers, and lack of training and trainers

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
		transparency Inform MPs, the PC, SMG and directorates on political, security and economic issues affecting Iraqis							
7	Gain public trust for the COR or promote public interest in the CORs activities	Build public knowledge of the COR and its role and activities Disseminate the messages of the COR Promote transparency Present the activities of the COR to the public and collect input from the public regarding COR activities	** Coordinate and communicate with committees to achieve objectives	First Parliament Expand during Second Parliament	Cover committee activities and prepare written and televised reports detailing items such as public hearings, media events, action on legislation, etc ; also, publish same reports on the COR Web site and in the COR magazine	Public Media PC and other MPs Courts and other legal entities	MD Web site Department MD Editing Department	Need to establish email address to receive public complaints, questions and suggestions and for responses from MPs	Initiated during the First Parliament, but the response from the committees and COR staff was insufficient.
8	Gain public trust for the COR or promote public interest in the	Disseminate the messages of the COR Promote	*** Hold meetings with managers and reporters of news	Every six months during Second Parliament	Broadcast the sessions and activities of the COR on radio and TV channels	Media	MD TV Production Department	Need to convey importance to committees of communicating	MD achieved 75 percent of its objectives during first legislative

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
	CORs activities To build the capacity of the independent media so that the business of the COR is accessible to all outlets	transparency	agencies		Train COR journalists about effective media reporting of COR activities and train MPs on holding news conferences and general media relations Hold periodic meetings with reporters to coordinate activities with the Media Directorate			to media	term. Full objectives will be achieved by cooperation of the committees
9	To support Iraq's transition to a stable democracy To build the capacity of the independent media so that the business of the COR is accessible to all outlets	Take steps to protect the rights of journalists Motivate the media to respect the work of the COR and to be fair to MPs Create an atmosphere of trust and mutual respect between the media and MPs	*** Organize and participate in seminars and conferences to contribute to the work of the media in Iraq	Second Parliament	Organize seminars and conferences, including briefings on key legislation	Media	MD Operations Department MD Media Relations Department Direct Supervision of MD DG	An association for the reporters in the COR is in the formation stage and needs to be developed and supported	Review at least every six months
10	Gain public	Build public	***	Beginning of	Contract a private	Public	PC	PC has	Studies were

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
	trust for the COR or promote public interest in the CORs activities To build the capacity of the independent media so that the business of the COR is accessible to all outlets	knowledge of the COR and its role and activities Disseminate the messages of the COR Promote transparency Develop a parliamentary TV channel	Establish Parliamentary TV/radio station	2012 In 2010 and 2011 assessments and financial allocations should begin as well as location established	TV/radio station to establish the COR's own station, which will broadcast MD programs about sessions, committees, documentaries and other meetings In 2010 and 2011 select and contract a specialized cadre Broadcast the sessions and activities of the COR on TV and radio stations		SG MD Finance Directorate	approved this to be established in two stages. Provide financial allocations Provide suitable location Contract with specialized and qualified cadre	conducted on the necessity of a COR television station, which clarified the logistical and human support required
11	To support Iraq's transition to a stable democracy Gain public trust for the COR or promote public interest in the CORs activities To gain trust between the COR, other branches of	Build public knowledge of the COR and its role and activities Disseminate the messages of the COR Promote transparency Develop a parliamentary TV channel	*** Broadcast COR sessions and committees on different satellite channels Cut COR broadcast feed to channels that do not comply with broadcasting regulations	Beginning of 2012	Broadcast the sessions and activities of the COR on TV and radio stations TV production staff will control transmission vehicle (SNG)	Media, particularly from satellite channels Public	MD Broadcasting Department MD Editorial Department	PC has approved this to be established in two stages Provide financial allocations	

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
	government, universities, and CSOs								
12	To gain trust among MPs, the PC and directorates	Share information to promote a culture of transparency Build public knowledge of the COR and its role and activities	*** Cover committee activities	Beginning of the Second Parliament	Film all committee meetings and activities Coordinate with the Financial Directorate for purchasing Edit committee work for reports and television programs	COR Committees SMG DGs MPs	MD TV Production Department MD Editing Department Committee Press Secretaries	PC has approved Coordinate with Finance Directorate for purchases	
13	Gain public trust for the COR or promote public interest in the CORs activities	Build public knowledge of the COR and its role and activities Disseminate the messages of the COR Promote transparency	*** Start COR monthly magazine	Beginning of 2011	Monthly magazine content should include achievements, challenges, and MPs' views	Public	MD Monitoring Department MD Editing Department	PC approval has been granted Need financial allocations Need coordination among members and directorates to get information Need staff	
14	Gain public trust for the COR or	Build public knowledge of the COR and its	***	2010	Develop schedule for visits	Public	MD Operations Department	Requires official approval from	

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
	promote public interest in the CORs activities	<p>role and activities</p> <p>Promote transparency</p> <p>Present the activities of the COR to the public and collect input from the public regarding COR activities</p>	Organize visits for the general public and others to the COR building, including ability to view select COR sessions		Select and train staff from Media Directorate to act as tour guides or create a visitors center under the direction of the Media Directorate			<p>the PC</p> <p>Need to coordinate with CSO committees to select visitors, currently one group per week</p> <p>Need coordination with other directorates and COR Security Department</p>	
15	<p>Gain public trust for the COR or promote public interest in the CORs activities</p> <p>To build the capacity of the independent media so that the business of the COR accessible to all outlets</p>	<p>Build public knowledge of the COR and its role and activities</p> <p>Disseminate the messages of the COR</p> <p>Promote transparency</p> <p>Create an atmosphere of trust between the media and</p>	<p>***</p> <p>Contract with a TV production company to gain concession from the COR for producing and distributing all COR activities in audio-visual</p>	2010	Prepare original copies of COR activities and then distribute to production companies, TV stations, schools, research centers and the general public	<p>Public Media</p> <p>Private production and distribution companies</p>	MD TV Production Department	<p>Official approvals obtained</p> <p>Coordinate with Legal and Financial Directorates</p>	

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
		MPs							
16	To gain trust among MPs, the PC and directorates	Develop and foster relationships within the COR and between MPs, the PC, SMG and directorates	*** Inform MPs, the PC, SMG and DGs on political, security, and economic issues affecting Iraqis (this could be done in coordination with the RD – but more as issue briefs) Document the work of the committees to promote transparency	2010	Establish process for collecting, approving and posting content to be shown on large television screens installed in the COR building	COR staff and members COR visitors	MD Operations Department MD TV Production Department	Utilize installed television screens to communicate current ongoing activities of the COR	
17	Gain public trust for the COR or promote public interest in the CORs activities	Promote transparency	*** Provide better information for COR visitors	Beginning of the Second Parliament	Coordinate with individual directorates to prepare and post a large map in the entrance to the COR showing the locations of the directorates, committees and halls	COR staff and members COR visitors	MD Operations Department	Complete, publish and distribute an MP and COR staff directory Need to obtain approvals from the SG and coordinate with the Administration Directorate	

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
18	Gain public trust for the COR or promote public interest in the CORs activities	Promote transparency	*** Make unified nameplates for the titles of COR offices, committees, and directorates	2010	Prepare nameplates after agreement about design	COR staff and members COR visitors	MD Operations Department	Need to obtain approvals from the SG and coordinate with the Administration Directorate	
19	To support Iraq's transition to a stable democracy To streamline the management of the COR through CMI in order to re-focus it on providing services to the MPs	Define the functions of the directorates Foster fair human resources practices	**** Staff participation in specialized training courses Utilize the LSP Change Management Initiative to help enact fair human resource practices based on qualifications	2010	Communicate with MPs and the PC about the importance of fair human resource practices and related training Identify organizations to conduct specialized trainings Design clear rules and procedures for employment	PC DGs COR directorates SG MPs	MD	Enact the Civil Service Law	Requires periodic assessment
20	To support Iraq's transition to a stable democracy To streamline the management of the COR through CMI in	Define the functions of the directorates Foster fair human resources practices	**** Approve periodic directorate and departmental plans and write a job description for each job	2010	Produce a report that highlights the honest achievements and challenges faced by each directorate and department at the end of each year and legislative term; content will be	DGs COR directorates SG MPs	COR directorates COR officials		

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
	order to re-focus it on providing services to the MPs				<p>prepared by each directorate</p> <p>Devise a monitoring and evaluation system to judge the effectiveness of each directorate, department and their staffs</p> <p>Suggest changes that can be made to improve performance</p>				
21	<p>To support Iraq's transition to a stable democracy</p> <p>To streamline the management of the COR through CMI in order to re-focus it on providing services to the MPs</p>	<p>Define the functions of the directorates</p> <p>Foster fair human resources practices</p>	<p>****</p> <p>Conduct working sessions to achieve COR strategic objectives</p>	Beginning of Second Parliament	<p>Maintain regular communication between the SMG and the PC to establish unified goals and assure achievement of them</p> <p>Maintain regular communication among the PC, the SMG and directorates</p>	<p>PC</p> <p>MPs</p> <p>SG</p> <p>Advisers</p> <p>DGs</p>	<p>COR directorates</p> <p>SG</p> <p>PC</p>	Requires constant attention in reminding all parties	Issues need to be addressed as they come up in an open and non-fearful way
22	Gain public trust for the COR or promote public	Build public knowledge of the COR and its role and	<p>**</p> <p>*****</p>	Implemented during First Parliament	Provide media relations training to provincial offices staff	Provincial offices staff	Provincial Offices		

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
	interest in the CORs activities	<p>activities</p> <p>Disseminate the messages of the COR</p> <p>Promote transparency</p> <p>Present the activities of the COR to the public and collect input from the public regarding COR activities</p>	Increase capacity for MP citizen outreach	Expand during Second Parliament					
23	Gain public trust for the COR or promote public interest in the CORs activities	<p>Build public knowledge of the COR and its role and activities</p> <p>Disseminate the messages of the COR</p> <p>Promote transparency</p> <p>Present the activities of the COR to the public and</p>	<p>*****</p> <p>Increase capacity of COR committee press secretaries to utilize the media</p>	Second Parliament	Provide training to COR committee press secretaries regarding the importance of utilizing media for citizen outreach and teach practical media relations skills	COR committee press secretaries	MD		

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
		collect input from the public regarding COR activities							
24	Gain public trust for the COR or promote public interest in the CORs activities	Build public knowledge of the COR and its role and activities Disseminate the messages of the COR Promote transparency Present the activities of the COR to the public and collect input from the public regarding COR activities	***** Increase capacity of the COR press corps and develop a COR press corps association	Second Parliament	Provide training and technical assistance to the COR press corps to develop their capacity to cover COR issues, access the COR and represent the needs of journalists	COR press corps	MD		
25	Gain public trust for the COR or promote public interest in the CORs activities	Build public knowledge of the COR and its role and activities Disseminate the messages of the COR	***** Increase communications capacity of MPs	Second Parliament	Provide training regarding media relations, strategic communications, issue and crisis management and caucus and committee communications	MPs	SG		

	COR STRATEGIC GOAL*	COR STRATEGIC OBJECTIVE*	KEY ACTION	TIMELINE	ACTIVITY	AUDIENCE	IMPLE-MENTER	CRITICAL ACTIVITY	LESSONS LEARNED
		Promote transparency Present the activities of the COR to the public and collect input from the public regarding COR activities							

* COR Strategic Goals and COR Strategic Objectives are drawn from the COR Communications Strategy

** Implemented during First Parliament (2005–2009). Expanded during Second Parliament (2010–2014)

*** Planned implementation during Second Parliament (2010–2014)

**** Supports MP Professional Development

***** Supports COR Management Improvement

APPENDIX I: 2010 MEDIA DIRECTORATE BUDGET

	Unit	Type	Amount	Price/Unit (\$US)	Total Cost	Remarks
1	T.V. montage device with accessories		1	900,000	900,000	
2	Digital Camera for Web site		3	2000	6000	
3	Software (Web site)		4	3500	14,000	
4	Color Printer (Web site)		5	800	4000	
5	Advertisements for Council				200,000	Committees advertisements and Council's logo
6	Office furniture for new employees		15	1500	22,500	Computers, chairs, tables, stands, fans
7	Press Center				220,000	Computers, partitions, furniture, flexes and maintenance
8	TV Production				53,500	Cassettes, CDs, covers and printing
9	Internal TV Broadcasting				150,000	
10	Live broadcasting vehicle (SNG)				1,000,000	
11	Studio				900,000	
12	Electric devices				6000	Fluorescent lights, bases and electric multiple inputs
13	Sofa set		2	1500	3000	
14	Meeting table and chairs		2	600	1200	
15	Copy machine	Canon IR 5000 full option	2	10,000	20,000	
16	Copy machine	Canon 2105 color	2	9000	18,000	
17	Carpet				3000	
18	Ink cartridge for printer	?	20	100	2000	
19	Ink cartridge for printer	HP 4700, Canon 1120, HP 2700, HP 1800	25 each		50,000	
20	Stationary				4000	Different types
21	Electric power strip		30	4	120	
22	USB memory stick		20	25	500	
23	UPS devices		10	500	5000	
24	Training courses		4		320,000	
25	Council's publications				300,000	Details
26	Other				20,000	
TOTAL					4,232,820	