

**Public relations activities in terrorist crises A survey of the Iraqi crisis cell formed by  
Daesh crisis Hatem Kadhim Drigh**

**Prof. Dr. Ali Jabbar Al- Shammari**

University of Baghdad / College of Media

noorhatam2210@gmail.com

**Abstract**

The research deals with shedding light on public relations activities in terrorist crises, and focusing on the roles and tasks it undertakes in managing the crisis cell, in order to implement the steps of this research, the researcher used the survey method by distributing the research form to all (12) members of the crisis cell, the researcher also conducted some in-depth interviews with the members of the cell, and the research is divided into the methodological framework, the theoretical framework and the field framework, the research concluded that there is a great interest on the part of the crisis cell in instilling a sense of national responsibility in everyone, the crisis cell also worked to increase the flow of information in order to reduce rumors, and there were some obstacles facing the work of the cell by the international coalition in exchanging information and support in the confrontation, and the researcher finds an urgent need to increase interest and support for public relations activities after the termination of Daesh page because the relations the public is characterized by permanence and continuity in work and continuous research in order to predict crises before they occur, and this matter is at the heart and essence of public relations.

**Keywords:** public relations, crises, Daesh.

**Introduction**

The reason behind the emergence of public relations as a specialized profession; These are the economic and social conditions and the economic and global crises that have produced a psychological climate that is stressful on the public.

So, public relations is a science that is directly related to unusual circumstances and situations. Problems, crises, stressful conditions, instability, disasters, crises and other direct causes of the development and prosperity of public relations, the strategic mission of public relations does not become clear except when the government or institution faces a crisis that threatens its position and ability to work and compete, or threatens its very existence and ability to survive, here lies

the experience of public relations in preparing before the occurrence of a crisis and in resolving it and getting out of it if it occurs.

When the image of formal and informal institutions is shaken and distorted; At that time, it became clear the importance of public relations in devoting and focusing the efforts of all individuals and organized units in order to correct this image, therefore, the stage that Iraq went through during the war on Daesh needs a large and important role in the practice of public relations activities in building bridges of communication between the segments of Iraqi society on the one hand and conveying the facts and the actual reality of events to the international community on the other hand, and here lies the role and importance of public relations In all phases of the crisis.

### **The first topic: the methodological framework**

#### **First: The problem of the study and its questions**

The research problem appears about the knowledge of (the activities undertaken by public relations in international crises of a terrorist nature), and the researcher can formulate a set of questions, namely:

- 1- Did the Crisis Cell rely on public relations when confronting Daish terrorism?
- 2- What are the public relations activities that the crisis cell was carrying out?
- 3- Did public relations activities continue after the victory over Daesh was declared?

#### **Second: Importance of Study.**

Crises have become a reality that we live with almost daily, and this research delves into the folds of public relations and their vital role in managing crises and building bridges of communication and communication with all segments of society, the importance of public relations in government institutions has increased as a result of the complex problems they face, without public relations, the activity of the state and its organizations remains vague and unclear, and this research helps in increasing the scientific outcome, and in enriching the Iraqi, Arab, and international library with an important topic that is related and occupies the world.

#### **Third: Objectives of the study.**

- 1- Identifying the extent to which the crisis cell relies on public relations when confronting Daesh terrorism.
- 2- Getting acquainted with the public relations activities that were carried out by the crisis cell.
- 3- Learn about public relations activities after declaring victory over Daesh.

#### **Fourth: Study Methodology.**

In order to achieve the objectives of the study in viewing and identifying the activities of public relations and terrorist crises, the researcher adopted the survey method by distributing the research form to all employees of the cell.

#### **Fifth: The limits of the study.**

**1- Spatial limits:** the place where the data and information were collected, and we mean the workplace of the crisis cell formed in Iraq towards Daesh crisis.

**2- Human limits:** the source that provided the researcher with the data of this study, and by it we mean all the workers in the crisis cell formed in Iraq towards Daesh crisis.

**3- Time limits:** 1/7/2014 until 10/12/2017, which was the time period in which the researcher collected data and information about the work of the media department in the crisis cell formed in Iraq, this date also represents the Iraqi government's announcement of victory over Daesh.

#### **Seventh: Study procedures and tools.**

In this context, the researcher used a research form distributed to all workers in the crisis cell (comprehensive inventory method), for the purpose of subjecting its results to a quantitative analysis of all media activities adopted by the crisis cell during the war on Daesh, and the researcher also conducts a set of in-depth scientific interviews with members of the crisis cell to gain access to new information that reinforces this study.

#### **Eighth: Previous studies**

The previous studies in this research were selected according to the determinants represented in the fact that they dealt with research in the media and public relations during crises, taking into account their chronology, which are as follows:

**1- Study, (Al-Fahd, 2006):** The researcher relied on the descriptive analytical method, through which the events were presented, analyzed and described from their various aspects, the study aims to find a common ground for coordination and continuous acquaintance between media institutions and offices of security dictation with security and military agencies, as well as highlighting the negatives of lack of coordination and cooperation in other security crises, emphasizing the role of public relations in linking, coordinating, and cooperating between media agencies and the continuous public, the importance of the study stems from the effectiveness of coordination between media and security agencies in crisis management, the study found weak coordination in the media and security services in crisis management, the researcher reached a set of recommendations, the most important of which is the need to pay attention to crisis management due to the lack of an effective central crisis management room to take decisions according to information based on facts.

**2- Study, (Jiad, 2016):** The problem of the study centered on the role of the Iraqi press in managing security crises by analyzing the content of the communicative message, and the

influence of the communicator, the researcher used the survey method for a sample of Iraqi newspapers, the tools used in collecting information are the content analysis tool, the questionnaire for the communicator, and in-depth interviews, and the study found a weak interest in press coverage of security issues, and the study recommended increasing attention to the quality and quantity of press coverage.

- ❖ In light of the foregoing, the foreseeable study will be in the knowledge of public relations activities in international crises of a terrorist nature, after reviewing the scientific inheritance of the title of the research, it was found that it is the first of its kind at the level of media studies in the colleges of media, colleges of administration and economics, and colleges of political science.

The second topic: public relations

First: Definition of Public Relations: When reading public relations books for a group of researchers in order to see and know the most important definitions of public relations, we find there is a clear diversity and difference in them, as not everyone has reached a comprehensive definition of that science.

described it (Ajwa, 1999, p. 24) as planned efforts, and this is what the definition of public relations went to ((planned efforts by an individual, institution or state to gain public confidence and achieve mutual understanding through continuous communication, and policies of desired actions to meet the needs of the public within the framework of what is possible and legitimate)) and some of them describe public relations as a science and an art, as they adopted this description when practicing public relations as ((the practice of public relations is the art and science of analyzing trends, predicting their results, providing advice to the leaders of the institution, and implementing planned work programs, to serve the interests of both the institution and the public)) (Teusum, 2009, p. 29).

The researcher finds that public relations include administrative functions that it performs when carrying out its activities, or when carrying out its tasks, and so the researcher adopts the tradition that puts it within the framework of a social philosophy of management in its various fields, and the art of mass communication depends on the means, methods and different forms of communication in two directions to influence public opinion and gain its support and benefit from it, it is an administrative function and a continuous and planned administrative activity that aims to achieve the interest of the institution and the interest of the public as well in various circumstances (Wahbi and Abboud, 2010, p. 122).

### **3- Objectives of public relations.**

the objectives of public relations do not arise from a vacuum or independent and singular interpretations, but rather the senior management of public relations has an important role and responsibility in drawing them and defining them by linking them to the strategy of the institution, and this in turn makes it in a better position because it provides a solid ground on

which to base its foundation, as well as supporting its implementation and providing the appropriate environment for it makes the Public Relations Department in the official government institution in need of higher management, especially since its objectives are based on community service and not achieving a financial return for the official institution, which makes the responsibility of the Public Relations Department double to prove its position in it and the need exists continuously for the senior management (Al-Jubouri , 2001, p. 158).

Also specified (Harby, 2012, p. 33), that the objectives of public relations in the various official institutions must play major and specific roles and can be clarified as follows:

**1. The official economic field:** The objectives of public relations in this field are manifested by developing and encouraging savings awareness, rationalizing government spending, rationalizing the consumption of natural resources, and providing guidance and education in all areas of life.

**2. The official political field:** - Develop the patriotic and national feeling of the public by combating rumors and malicious propaganda, identifying and criticizing the errors and negatives of officials, providing advice to them, mobilizing the masses and preparing for urgent political changes.

**3. The official administrative field:** - Develop administrative development to serve the institution by supporting the initiatives of employees and administrative staff and encouraging them to solve problems that disrupt and impede work, and criticizing procedures and laws that impede freedom of creativity and work.

and define (Afreser.caned, 2003, p. p83), the conditions and specifications that the goals of good and acceptable public relations must have is to have one level of understanding among all individuals working to achieve them, as well as to be clearly characterized by the results to be achieved, with setting specific and restricted time ceilings to achieve these goals, it is necessary that the goals to be achieved be linked with the work goals and consistent with the goals of the institution, what distinguishes the objectives of good public relations is to achieve the greatest possible consistency and coherence between the objectives of the institution, the objectives of its employees, the objectives of the society and the environment that surrounds it, and this is what the Public Relations Department is supposed to take into account and work to achieve.

### **Third: the functions of public relations.**

The opinions of scholars, researchers and practitioners of public relations differed with regard to defining the jobs, work and tasks that they perform and the roles they play in all institutions, whether they are formal or informal, some of them believe that there are divisions of public relations functions for a group of researchers that public relations have been determined by the nature and tasks of the work it does.

(Al-Shammari, 2009, pages 30-31), they are scientific methods that should be available when practicing public relations activity and include (scientific research - planning - organizing -

leadership - coordination - communication - follow-up - evaluation - training) and all of these methods are overlapping and interrelated. It is not possible to separate them and each method complements the other method in achieving what the institution aims at, and when we look at the functions of public relations across different periods of time, we find that they are represented in the following form (Wilson, 2007, p. 11):

**1- News Agency/Propaganda:** At the beginning of the twentieth century, journalists began to work as newspaper agents, and the advertising function became one of the main responsibilities of public relations until the public had knowledge and agreement that it was a definition of this practice.

**2- Advice:** This period of time is represented by the emergence of (Information of Principles) issued by the scientist (Eve Lee), which legislated and codified the concept of public interest, and public relations began to practice the task and profession of finding solutions to the problems facing the institution and impeding its development.

**3- Transferring problems and crises:** The function of public relations in this era was characterized by mediation and solving problems and crises in some work disputes and this position extended until the middle of the last century, and public relations practitioners occupied the position of the institution's official spokesperson.

**4- Managing problems and crises:** In the 1960s, public relations practitioners exceeded the transmission of problems, but rather went towards developing plans in managing problems and crises before they occurred and determining a step-by-step procedure to address the possibilities of their occurrence.

**5- Strategic cooperation:** This contemporary era is represented in the process of joint and mutual understanding between the institution and its surroundings, because it is the independent entrance to information through new technology in the transfer of information and data and its use in managing the work of the institution and developing its financial and human capabilities.

### **The third topic: the field framework for research**

First: an overview of the crisis cell formed in Iraq.

Iraq was exposed to a dangerous and decisive turning point after the terrorist Daesh invasion of some governorates of the country on 9/6/2014, and it practiced the worst forms of extremism, killing and displacement with the people of those governorates, hence, there has become an urgent necessity to form a working group to confront the terrorist media machine of the terrorist organization of Daesh gangs, at that time, the crisis cell was formed in Iraq and according to the Diwani order (M.R.W./S/198) on 4/11/2014, according to which the cell began its work and carried out its tasks represented by a group of departments (group of experts - advisory team - executive team - secretariat), the Crisis Cell also included the relevant departments when it was formed (Ministry of Foreign Affairs - Ministry of Defense - Ministry of Interior - National

Security Agency - National Intelligence Service - Directorate of General Intelligence - Department of Media and Government Communication in the General Secretariat of the Council of Ministers - Media and Communications Commission - College of Arts, University of Baghdad Department psychology).

The work of the Crisis Cell is based on analyzing Daesh media activities, developing treatments for rumors spread by the organization's media machine, and working to unify and write the media discourse.

Second: the steps of the field side.

- The researcher distributed the scale form to the study population in a comprehensive inventory method

- The number of employees in the Iraqi Crisis Cell/Executive Team reached (12),

- All tables were prepared by the researcher based on the outputs of the program (SPSS V25).

The results of the respondents' answers in the Iraqi Crisis Cell.

Several statistical indicators were used to analyze the responses of the members of the two crisis cells represented by the following descriptive statistics methods (frequencies and percentages, arithmetic mean, standard deviation, application percentage), and the interpretation of the arithmetic mean value of the quadrilateral scale (always, sometimes, rarely, never).

Interpretation	Weighted arithmetic mean
Never	1.74-1
Rarely	2.49-1.75
Sometimes	3.24-2.50
Always	4-3.25

### Third: Statistical analysis of the respondents' answers.

Table (1) shows the respondents' answers about instilling and supporting national responsibility among all members of society.

Iraqi Crisis Cell	Repetition	Percentage	Rank
Always	11	100%	First
Sometimes	0	0%	
Rarely	0	0%	

<b>Never</b>	<b>0</b>	<b>0%</b>	
<b>Total</b>	<b>11</b>	<b>%100</b>	
<b>Arithmetic mean</b>	<b>4</b>		
<b>standard deviation</b>	<b>0</b>		
<b>Application ratio</b>	<b>100%</b>		

The above table shows that the crisis cell formed in Iraq always implants and supports national responsibility among all members of society at a rate of (100%), which means that all members of the study sample agree on this item at a rate of (100%), and the answers of the study members were completely homogeneous regarding this item the standard deviation reached (0), and the researcher believes that the crisis cell's carrying out this task is one of the critical steps that have taken great strides in consolidating the country's home front.

Table (2) Respondents' answers about reducing ambiguity resulting from lack of information to eliminate rumors.

<b>Iraqi Crisis Cell</b>	<b>Repetition</b>	<b>Percentage</b>	<b>Rank</b>
<b>Always</b>	<b>11</b>	<b>100%</b>	<b>First</b>
<b>Sometimes</b>	<b>0</b>	<b>0%</b>	
<b>Rarely</b>	<b>0</b>	<b>0%</b>	
<b>Never</b>	<b>0</b>	<b>0%</b>	
<b>Total</b>	<b>11</b>	<b>%100</b>	
<b>Arithmetic mean</b>	<b>4</b>		
<b>standard deviation</b>	<b>0</b>		
<b>Application ratio</b>	<b>%100</b>		



The table shows that the Iraqi Crisis Cell reduces the ambiguity resulting from the lack of information in order to always eliminate rumors by (100%), which means that all members of the study sample agree on this item, and in general it is evident by the weighted arithmetic mean of (4), and with a total application rate It reached (100%), and the standard deviation was (0), and by adopting the crisis cell for this task, the researcher finds that it won half the battle with the terrorist groups of Daesh.

Table (3) shows the respondents' answers about a link between the confrontation sites of the battles and the audience watching and watching.

<b>Iraqi Crisis Cell</b>	<b>Repetition</b>	<b>Percentage</b>	<b>Rank</b>
<b>Always</b>	<b>5</b>	<b>45.5%</b>	<b>Second</b>
<b>Sometimes</b>	<b>6</b>	<b>54.5%</b>	<b>First</b>
<b>Rarely</b>	<b>0</b>	<b>0%</b>	
<b>Never</b>	<b>0</b>	<b>0%</b>	
<b>Total</b>	<b>11</b>	<b>100%</b>	
<b>Arithmetic mean</b>	<b>3.45</b>		
<b>standard deviation</b>	<b>0.52</b>		
<b>Application ratio</b>	<b>86%</b>		

The table shows that the crisis cell formed in Iraq is a link between the confrontation sites of the battles and the anticipating and always following audience at a rate of (45.5%), while six of the respondents agreed to use it sometimes at a rate of (54.5%), and in general it is clear by the weighted arithmetic mean of (3.45) About this item it was clear and sometimes applied with a total application rate of (86%), and the standard deviation was (0.52), and the researcher believes that it is necessary to increase interest in this task because of its impact on the audience anticipating the events.

Table (4) shows the respondents' answers about the analysis of the terrorist media activities of Daesh and their clarification to the public.

<b>Iraqi Crisis Cell</b>	<b>Repetition</b>	<b>Percentage</b>	<b>Rank</b>
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<b>Always</b>	<b>8</b>	<b>72.7%</b>	<b>First</b>
<b>Sometimes</b>	<b>3</b>	<b>27.3%</b>	<b>Second</b>
<b>Rarely</b>	<b>0</b>	<b>0%</b>	
<b>Never</b>	<b>0</b>	<b>0%</b>	
<b>Total</b>	<b>11</b>	<b>100%</b>	
<b>Arithmetic mean</b>	<b>3,37</b>		
<b>standard deviation</b>	<b>0,47</b>		
<b>Application ratio</b>	<b>93%</b>		

The table shows that the Crisis Cell analyzes the terrorist media activities of Daiesh and always clarifies them to the public at a rate of (72.7%), while three of the respondents agreed to use them sometimes at a rate of (27.3%), and in general it is clear through the weighted arithmetic mean of (3.73) that the applied of this item was It is clear (always applied when categorized by the scale used) with a total applied rate of (93%), and the answers of the study members were homogeneous regarding this item, where the standard deviation was (0.47) which is less than the correct one, and the researcher finds this task is at the heart and essence of the work of a cell the crisis is for the purpose of knowing the lies and weaknesses in Daiesh media message in order to reduce its impact and limit its repercussions on the public.

Table (5) shows the respondents' answers about the continuous coordination with the international media in publishing and covering security events.

<b>Iraqi Crisis Cell</b>	<b>Repetition</b>	<b>Percentage</b>	<b>Rank</b>
<b>Always</b>	<b>11</b>	<b>100%</b>	<b>First</b>
<b>Sometimes</b>	<b>0</b>	<b>0%</b>	
<b>Rarely</b>	<b>0</b>	<b>0%</b>	
<b>Never</b>	<b>0</b>	<b>0%</b>	
<b>Total</b>	<b>11</b>	<b>%100</b>	

<b>Arithmetic mean</b>	<b>4</b>
<b>standard deviation</b>	<b>0</b>
<b>Application ratio</b>	<b>%100</b>

The table shows the cell's continuous coordination with the international media in publishing and covering security events at a rate of (100%), which means the agreement of all sample members on this item, and with a total percentage of (100%), and the standard deviation is (0), and the researcher finds clear interest in This mission has greatly helped in the formation of the international coalition supporting Iraq in its war against Daesh.

Table (6) shows the respondents' answers about the use of public opinion leaders to motivate the public towards perpetuating the momentum of the battle.

<b>Iraqi Crisis Cell</b>	<b>Repetition</b>	<b>Percentage</b>	<b>Rank</b>
<b>Always</b>	<b>6</b>	<b>54.5%</b>	<b>First</b>
<b>Sometimes</b>	<b>5</b>	<b>45.5%</b>	<b>Second</b>
<b>Rarely</b>	<b>0</b>	<b>0%</b>	
<b>Never</b>	<b>0</b>	<b>0%</b>	
<b>Total</b>	<b>11</b>	<b>100%</b>	
<b>Arithmetic mean</b>	<b>3,55</b>		
<b>standard deviation</b>	<b>0,52</b>		
<b>Application ratio</b>	<b>89%</b>		

The table shows that the crisis cell uses public opinion leaders to motivate the public towards perpetuating the momentum of the battle always at a rate of (54.5%), while five of the respondents agreed to use it sometimes at a percentage of (45.5%), and in general it is clear through the weighted arithmetic mean of (3.55) that the application of this item was clear (always applied, at a rate of (89%), and the standard deviation was (0.52), and when the

researcher asked the head of the crisis cell, •Mr. Saeed Al-Jiashi, in the interview that was conducted with him about this task, stated that the situation at the beginning of the entry of the criminal Daiesh gangs into the country was foggy in some of the positions of the Iraqi symbols. .

Table (7) shows the respondents' answers about communicating with the public of the occupied cities through the media and methods.

<b>Iraqi Crisis Cell</b>	<b>Repetition</b>	<b>Percentage</b>	<b>Rank</b>
<b>Always</b>	<b>6</b>	<b>54.5%</b>	<b>First</b>
<b>Sometimes</b>	<b>5</b>	<b>45.5%</b>	<b>Second</b>
<b>Rarely</b>	<b>0</b>	<b>0%</b>	
<b>Never</b>	<b>0</b>	<b>0%</b>	
<b>Total</b>	<b>11</b>	<b>100%</b>	
<b>Arithmetic mean</b>	<b>3,55</b>		
<b>standard deviation</b>	<b>52</b>		
<b>Application ratio</b>	<b>89%</b>		

It is evident from the above table that the crisis cell formed in Iraq communicates with the audience of the occupied cities through the media always at a rate of (54.5%), while five of the respondents agreed to use it sometimes at a percentage of (45.5%), and in general it is clear through the weighted arithmetic mean and the amount ( 3.55) the application of this item was clear (always applied when categorized according to the scale used) with a total application rate of (89%), and the answers of the study members were homogeneous regarding this item where the standard deviation was (0.52), the researcher believes that this achieves a balance in the way of communicating with the various segments of society.

Table (8) shows the respondents' answers about the exchange of information and experiences with the supporting and supportive countries.

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• A scientific interview, Mr. Saeed Al-Jiashi, head of the executive team of the Iraqi crisis cell, on the morning of Tuesday, 11/8/2020 at the headquarters of the crisis cell.

<b>Iraqi Crisis Cell</b>	<b>Repetition</b>	<b>Percentage</b>	<b>Rank</b>
<b>Always</b>	<b>1</b>	<b>9.10%</b>	<b>Second</b>
<b>Sometimes</b>	<b>10</b>	<b>90.9%</b>	<b>First</b>
<b>Rarely</b>	<b>0</b>	<b>0%</b>	
<b>Never</b>	<b>0</b>	<b>0%</b>	
<b>Total</b>	<b>11</b>	<b>100%</b>	
<b>Arithmetic mean</b>	<b>3,09</b>		
<b>standard deviation</b>	<b>0,30</b>		
<b>Application ratio</b>	<b>77%</b>		

The table shows that the crisis cell formed in Iraq exchanges information and experiences with the supporting countries always at a rate of (9.1%), while ten of the respondents agreed to use it sometimes at a rate of (90.9%), and in general it is clear through the weighted arithmetic mean of (3.09) that the application of this The item was always clear and applied at a rate of (77%), and the standard deviation was (0.30), and when \*Major General Yahya Rasoul, one of the members of the Crisis Cell, was asked about the levels of information exchange with the international coalition, he explained that the work in the beginning was not at the required level and there was a stumble in Communication, but after the passage of time there was harmony and exchange of information and experiences with the international coalition that contributed significantly to defeating Daesh terrorism.

Table (9) shows the respondents' answers about opening the door for dialogue and communication with some of those who have been deceived to return to the national class.

<b>Iraqi Crisis Cell</b>	<b>Repetition</b>	<b>Percentage</b>	<b>Rank</b>
<b>Always</b>	<b>11</b>	<b>100%</b>	<b>first</b>
<b>Sometimes</b>	<b>0</b>	<b>0%</b>	

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\* A scientific interview by phone, Major General Yahya Rasoul, the Iraqi Crisis Cell, on Thursday evening, 10/22/2020

<b>Rarely</b>	<b>0</b>	<b>0%</b>	
<b>Never</b>	<b>0</b>	<b>0%</b>	
<b>Total</b>	<b>11</b>	<b>100%</b>	
<b>Arithmetic mean</b>	<b>4</b>		
<b>standard deviation</b>	<b>0</b>		
<b>Application ratio</b>	<b>100%</b>		

The table shows that the crisis cell opens the door to dialogue with some of those who have been deceived to return to the national class permanently and at a rate of (100%), which means that all members of the study sample agree on this item and with a total application rate of (100%), and the standard deviation is (0), and this is what it was clarified by \*Major General Yahya Rasoul when conducting an interview by phone about this mission, as he explained that the Crisis Cell contacted and communicated with a group of young people, which contributed to returning large numbers of citizens to the national rank and helped achieve strikes against Daesh terrorist gatherings.

Table (10) shows the respondents' answers about activating the political and social aspect to put pressure on the terrorist incubators of Daesh

<b>Iraqi Crisis Cell</b>	<b>Repetition</b>	<b>Percentage</b>	<b>Rank</b>
<b>Always</b>	<b>5</b>	<b>45.5%</b>	<b>First</b>
<b>Sometimes</b>	<b>4</b>	<b>36.4%</b>	<b>Second</b>
<b>Rarely</b>	<b>2</b>	<b>18.2%</b>	<b>Third</b>
<b>Never</b>	<b>0</b>	<b>0%</b>	
<b>Total</b>	<b>11</b>	<b>100%</b>	

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\* A scientific interview by phone, Major General Yahya Rasoul, the Iraqi Crisis Cell, on Thursday evening, 10/22/2020

<b>Arithmetic mean</b>	<b>3,27</b>
<b>standard deviation</b>	<b>0,79</b>
<b>Application ratio</b>	<b>82%</b>

The table shows that the Iraqi Crisis Cell activates the political, economic and social aspect to put pressure on the terrorist incubators of Daesh permanently, at a rate of (45.5%), while four of the respondents agreed to use it sometimes, at a rate of (36.4%), while two of the respondents indicated that it is rarely used at a rate of (18.2%). In general, it is clear from the weighted arithmetic mean of (3.27) that the application of this item was always at a rate of (82%), and the standard deviation was (0.79), •Mr. Abbas Al-Muhammadawi, one of the members of the Crisis Cell, explained that the matter was not fully achieved, citing the societal division, that this is the direction of Daesh entry, as he explained that some of the sons of the occupied governorates welcomed them and embraced them and provided them with support and backing, but after the clarity of vision and purpose among the people of those provinces, they rose up against them and fought them.

Table (11) shows the respondents' answers about the exceptional powers of the crisis team, which achieved speed in making decisions.

<b>Iraqi Crisis Cell</b>	<b>Repetition</b>	<b>Percentage</b>	<b>Rank</b>
<b>Always</b>	<b>11</b>	<b>100%</b>	<b>First</b>
<b>Sometimes</b>	<b>0</b>	<b>0%</b>	
<b>Rarely</b>	<b>0</b>	<b>0%</b>	
<b>Never</b>	<b>0</b>	<b>0%</b>	
<b>Total</b>	<b>11</b>	<b>100%</b>	
<b>Arithmetic mean</b>	<b>4</b>		
<b>standard deviation</b>	<b>0</b>		
<b>Application ratio</b>	<b>100%</b>		

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• A scientific interview with Mr. Abbas Al-Muhammadawi, a member of the Iraqi Crisis Cell, on Tuesday morning, 18/8/2020 at the headquarters of the National Security Apparatus.

The table shows that the Iraqi Crisis Cell confirms that the exceptional powers of the crisis team have always achieved the required speed in decision-making by (100%), which means that all members of the study sample agree on this item. On the quad scale used in this study, with a total application rate of (100%), the answers of the study members were completely homogeneous regarding this item, as the standard deviation was (0), and when the researcher asked \*Mr. Saeed Al-Jiashi about this matter, he explained that the matter at the beginning of the work of the crisis cell was going through long circles and correspondences. It takes time and secrecy, but after a meeting with the Commander-in-Chief of the Armed Forces, this matter was resolved, and the procedures are proceeding quickly and smoothly.

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## 10. Scientific Interviews

- 1- Mr. Saeed Al-Jiashi, head of the executive team of the Iraqi Crisis Cell, on Tuesday morning, 11/8/2020 at the cell's headquarters.
- 2- Mr. Abbas Al-Muhammadowi, a member of the Iraqi Crisis Cell, on Tuesday morning, 18/8/2020 at the headquarters of the National Security Apparatus.
- 3- A scientific interview by phone, Major General Yahya Rasoul, the Iraqi Crisis Cell, on Thursday evening, 10/22/2020

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\* A scientific interview, Mr. Saeed Al-Jiashi, head of the executive team of the Iraqi Crisis Cell, on Tuesday morning, 11/8/2020 at the cell's headquarters.