



## **ANNUAL STRATEGIC PLAN August 2007 – September 2008**

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At an historic summit of Caribbean broadcasters held May 8-10, 2006 in Barbados, more than 30 executives from top media corporations joined in forming the Caribbean Broadcast Media Partnership on HIV/AIDS (CBMP). Since that historic meeting, the Partnership has grown to 49 broadcasters across 23 countries entering into its second year of operation. The Partnership's goal is to establish new, coordinated media initiatives that deliver lifesaving messages to help stem the spread of HIV/AIDS and fight AIDS-related stigma and discrimination. The Partnership creates a structured framework for sharing information and resources among broadcasters that significantly expand HIV/AIDS-related programming and public education activities across the Caribbean.

### **OBJECTIVES & OUTPUTS**

CBMP member companies agreed to a set of common objectives, articulated in the *Bridgetown Declaration on Caribbean Broadcast Media Response to HIV/AIDS*, adopted May 10, 2006. These objectives were further defined at the CBU Annual General Assembly in August, 2006.

1. Develop policies, strategies and structures to ensure integration of HIV/AIDS as a core business priority, and to designate staff, accountable to the General Manager, with responsibility for managing the company's commitment per this Declaration;
2. Integrate HIV/AIDS communication across various program genres, including entertainment, news and public service, new media platforms, and special events;
3. Provide for dedicated and substantial television and radio broadcast airtime for HIV/AIDS-related communication, meeting a commitment to air at least 30 seconds of airtime per hour, including primetime;
4. Consult with HIV/AIDS stakeholders – including people living with HIV/AIDS, civil society representatives, and members of the scientific and medical communities – to ensure that messaging, content and context are relevant, accurate, effectively communicated and culturally appropriate;
5. Engage with regional institutions and partnerships, national governments and HIV/AIDS programmes and other in-country groups to coordinate with and complement regional and national HIV/AIDS campaigns.

The CBMP utilizes a variety of communication strategies, including:

- a coordinated, cross-platform regional public service announcement (PSA) campaign;
- integrated HIV/AIDS content across platforms, including entertainment, news, and public affairs programming;
- free information resources, including a consumer website;
- specialized briefings and training sessions for journalists, editors, & producers of popular programming;
- targeted special event messaging.

### **MANAGEMENT & OPERATIONS**

The CBMP's first year of operations built a strong foundation for the ongoing growth and development of the initiative. Building a strong and sustainable project, however, requires a transition from the current model to a team of regional personnel based in the Caribbean. With that in mind, the Steering Committee and the CBMP funding partners have approved the creation of an independent institution based in Barbados that will be

overseen by an Executive Director and a Board of Trustees, as well as supported by the CBMP Steering Committee.

Over the next year, the CBMP will focus on building Caribbean institutional capacity while it continues to deliver strong program activities and creative content. The long-term goal of this capacity-building process will be to create an independent institution – based in the Caribbean – that will have responsibility for the day-to-day management and implementation of the CBMP policies and programmes. The CBMP Steering Committee and Kaiser Family Foundation will assist in a phased transition that will allow for the gradual shifting of operational responsibility from Kaiser to a new, regional institution over the next three years.

### ***Building Regional Capacity: Investing in a Regional Director***

Since its inception, Dr. Allyson Leacock has served as Chair of the CBMP's Steering Committee. Throughout her tenure, Dr. Leacock has provided strong leadership and substantive guidance to the initiative and has served as the CBMP's principal spokesperson. She has also served as primary liaison to CBMP members, through regular telephone and email communication and serving as host of CBMP events, including its capacity-building workshops.

Beginning in late-August 2007, Dr. Leacock has agreed to transition from Chair of the CBMP Steering Committee to a full-time Executive Director for the Partnership. This transition will shift Allyson's status from volunteer leader to a paid staff member for the CBMP, reporting jointly to CBMP's principal funders – the Kaiser Family Foundation, the Ford Foundation and the Elton John AIDS Foundation. During the transition period, Dr. Leacock will assume some of the executive management responsibilities involved in building and leading a young and growing organization, including hiring / managing local personnel, building administrative and operational structures, providing substantive guidance to program development, monitoring and evaluating programs, and ensuring organizational sustainability by identifying and cultivating additional funding partners.

The Kaiser Family Foundation will continue to provide substantial management, operational and administrative support to the CBMP for the coming year. Foundation staff will also provide day-to-day staff management support and direction to Allyson in her new role.

The CBMP will continue to be overseen by a Steering Committee of broadcast executives representing a diverse constituency of media houses and countries from the region:

- David McBean, CVM Communications Group, Jamaica (chair)
- Errol Clarke, Caribbean Media Corporation
- Ruel Edwards, Grenada Broadcasting Corporation, Grenada
- Stewart Krohn, Great Belize Productions, Belize
- Corletha Olivierre, National Broadcasting Corporation, St. Vincent & the Grenadines
- Richard Purcell, One Caribbean Media, Trinidad
- Patrick Cozier, Caribbean Broadcasting Union

Steering Committee members will serve for an initial two-year term, unless circumstances arise in which they must step down and/or be replaced by appointment of the Committee. The Committee will convene quarterly and meet once per year with the full membership.

### **2007-2008 CBMP ACTIVITIES**

Even as the CBMP focuses attention on institutional development and capacity-building, the Partnership will continue to deliver strong, high-impact programmatic outputs. Below is a summary of key activities and deliverables for the period October 1, 2007 – September 30, 2008:

1. **Public Service Ads (PSAs):** The CBMP, with guidance from the Kaiser Family Foundation, will produce LIVE UP PSAs for both television and radio during the year. These PSAs will continue to contain broader messages of personal empowerment and respect, while also speaking specifically to key HIV-related issues, including getting tested, talking to your partner, and respecting / supporting people living with HIV/AIDS and members of vulnerable groups.. All PSAs will drive audiences to the campaign's informational resources, including consumer website and SMS campaign.

2. **Long-Form Magazine Program:** The CBMP will launch a Caribbean magazine-style long-form show in December 2007 that aims to be vibrant, positive and informative while raising the profile of HIV/AIDS across the region and empowering viewers to make good decisions in their own lives and in the lives of those they love. The CBMP will partner with the Caribbean Media Corporation (CMC) and, on a rotating schedule, individual CBMP member companies. Each show – focused on a specific issue related to HIV/AIDS – will fill a half-hour time slot with 22 minutes of actual content divided into several distinct segments. Each segment, provided by a different CBMP member, will focus on a different country in the region to ensure geographic diversity. The show will be anchored by two hosts, a man and woman, who will be selected by the production team from among the reporters and news presenters whose broadcast companies are part of the CBMP. The overall aim of the show will be to reinforce the core messaging objectives of the CBMP's LIVE UP campaign. Between December 2007 – September 2008, a total of 7 original magazine shows will be produced and distributed through the CBMP that will also host workshops for the participating broadcast teams for each show. With the hosts, producer and crew all from the region, this is intended to be one of the CBMP's flagship projects.
3. **Re-Purposed Content:** The CBMP will also continue to work with its international partners, including MTV, MTV International, BET, and National Public Radio, to gather rights-free HIV-related content for distribution in the region through the CBMP's Programming Packages. The CBMP Secretariat will also gather locally produced content from member companies for distribution to the larger membership.

### ***Information Resources***

4. **LIVE UP Website:** The LIVE UP website ([www.iliveup.com](http://www.iliveup.com)) will continue to serve as the primary information resource associated with the campaign. The youth-oriented site will be updated monthly with new content, interactive features and information resources. The primary purpose of the site is to inform audiences across the Caribbean about HIV/AIDS, engage young people through interactive content, and drive visitors to local HIV-related resources.
5. **SMS Campaign:** Increasingly, young people in the Caribbean are communicating with each other and getting information from their mobile phones. Text message technology, therefore, creates a new and potentially powerful opportunity to reach young people with lifesaving information about HIV/AIDS, or to link them to local resources. Connecting with young people in a way they understand, in a language and format they can relate to, is central to any effort to prevent the spread of HIV. The CBMP has reached out to Digicel with a partnership proposal to create a special text messaging campaign for LIVE UP that would allow young people to interact with the campaign and receive information directly from their mobile phones. While the CBMP has initiated partnership conversations with Digicel, the ultimate goal is to assemble a coalition of multiple cell phone providers in the region to collaborate on this special initiative.

### ***Capacity-Building***

6. **Program Workshops:** As an integral part of the long-form magazine show, the CBMP will undertake 4 training sessions for member broadcasters who will be hosting and producing content for the shows. These workshops will include hands-on training on a full range of HIV-related and programming techniques, leveraging local and international expertise. These workshops will aim to prepare participating broadcasters to produce content for the magazine show and aim to ensure transfer of skills and competencies for sustainability.
7. **Workshop for DJs and On-Air Talent:** In addition to the smaller trainings, the CBMP will continue to hold larger, sensitizing trainings similar to those held during Year 1 for Television and Radio producers. Year 2's workshop will be geared toward DJs and on-air talent, two groups of media personnel who have unique access to local audiences and opportunities to provide positive messages that normalize discussion around HIV and encourage listeners/viewers to know their status. This training will be organized largely by the CBMP Secretariat with guidance from the Kaiser Family Foundation.

8. **Journalism Workshop at XVII International AIDS Conference:** Given the Caribbean's geographic proximity to Mexico City, the XVII International AIDS Conference will create a unique platform to focus the attention of Caribbean broadcasters on the region's epidemic. As was done at the XVI International AIDS Conference in Toronto, the CBMP will sponsor up to 10 Caribbean journalists to attend a targeted training run by the Kaiser Family Foundation's International Health Journalism Program in the days leading up to the Conference. This pre-Conference training will include special speakers and sessions that aim to improve reporting techniques on HIV-related topics. The selected journalists will also remain in Mexico City for the duration of the Conference to attend sessions and create daily reports to be aired by their respective companies. Satellite time will be provided for journalists wishing to file stories for their local newscasts, and additional content filmed at Mexico City will be kindly circulated via the CMC.
9. **Small Production Awards for HIV/AIDS Programming:** In early 2007, the CBMP awarded 5 small production awards (under US\$5,000 each) to support local programming on HIV/AIDS and related issues. These awards were designed to provide financial support to broadcasters which would otherwise not have sufficient funds to execute such programming. Awards were issued as a result of a competitive application process, and all award recipients have agreed to circulate their programs rights-free to all CBMP members. In 2007-2008, the CBMP will announce a second round of its Small Production Awards program. The aim will be to issue no less than 6 awards in the coming year.

### ***Leadership Development***

10. **CBMP Website:** The CBMP will continue to make content updates to its existing Partnership website ([www.cbmphiv.org](http://www.cbmphiv.org)), in order to better inform member broadcasters and link them to resources. An online tracking system will continue to be used to record the CBMP programming commitment by member broadcasters in order to measure its impact and effectiveness.
11. **Annual Executive Meeting:** The CBMP will convene its third annual meeting in 2008. The Steering Committee will hold its annual meeting to approve the CBMP strategic plan as well as elect new members; the entire membership will review an annual report card for the Partnership, approve the strategic plan, and liaise with other member executives. The CBMP will also report to the membership on the findings of the second annual executive survey.

### **MONITORING & EVALUATION**

The CBMP will continue to work with member broadcasters to track all programming placement of distributed materials and original programs in accordance with the CBMP member commitment of 30-seconds per hour (12 minutes a day) of airtime dedicated to HIV/AIDS-related programming. All members **will be required to use the online tracking system** for recording of program placement. The CBMP will also work with Digicel to track SMS messages sent through the SMS campaign.

The CBMP will also undertake a second Executive Survey in May 2008 to get a deep understanding of executive commitment to, opinion of, and participation in the CBMP. The results of this survey will again be compiled and shared with the broader membership at the Annual Executive Meeting in August, 2008.

### **SUMMARY TIMELINE: August 2007 – September 2008**

#### **August 2007**

- CBMP Annual Executive Meeting (in conjunction with CBU Annual General Assembly) – update on the partnership / review of CBMP impact; announcement of 2007-2008 Strategic Plan; meeting of the Steering Committee / selection of new CBMP Chair
- Hire producer for CBMP/CMC magazine show; finalize show concept and production schedule

**September 2007**

- Provide recommendations to partners about year 2 operational plans, including contracting with locally-based staff
- Steering Committee meeting

**October 2006**

- Program Workshop for December (World AIDS Day) magazine show
- CBMP presentation at CCNAPC Annual General Assembly

**November 2007**

- Distribution of WAD *CBMP Programming Package* to include: new regional PSAs and first magazine show
- Steering Committee Meeting

**December 2007**

- Expanded placement of campaign materials, in conjunction with World AIDS Day
- Launch of targeted SMS / text messaging campaign
- On-air debut of first magazine show; coordinated press outreach around World AIDS Day

**January 2008**

- Program Workshop for March, April, May magazine shows

**February 2008**

- Steering Committee Meeting

**March 2008**

- Distribution of Programming Package, including new LIVE UP PSAs

**April 2008**

- Distribution of second magazine show
- Program workshop for June, July, August magazine shows

**May 2008**

- Workshop for DJ's and on-air talent
- Distribution of third magazine show
- Conduct annual CBMP Executive Survey
- Steering Committee Meeting

**June 2008**

- Distribution of fourth magazine show
- Distribution of Programming Package, including new LIVE UP PSAs
- CBMP Leadership Retreat with co-funders

**July 2008**

- Journalism workshop and participation at XVII International AIDS Conference (Mexico City)
- Distribution of fifth magazine show
- Program workshop for September, October, November magazine shows

**August 2008**

- Distribution of sixth magazine show
- Journalists to attend International AIDS Conference in Mexico City, Mexico
- Annual Executive Meeting and Steering Committee meeting

**September 2008**

- Distribution of seventh magazine show