

# COMMUNICATIONS STRATEGY 2025-2028

**International Community of Women Living with HIV in Asia Pacific  
(ICW-AP)**

ICWAP



INTERNATIONAL COMMUNITY OF  
WOMEN LIVING WITH HIV  
ASIA PACIFIC

*Strategic Communications Plan*  
*Bangkok, Thailand*  
*2025 – 2028*



## 1. EXECUTIVE SUMMARY

The ICW-AP communications strategy 2025-2028 serves as a transformative roadmap for the International Community of Women Living with HIV in the Asia Pacific (ICW-AP), positioning communications as a catalyst for organizational impact, visibility, and change. It addresses both external and internal communication needs through a cohesive approach that centers the voices and leadership of women living with HIV across the diverse Asia Pacific region.

This Communications Strategy is built upon a bold and transformative vision that aims to fundamentally revolutionize the representation, engagement, and empowerment of women living with HIV. It firmly establishes ICW-AP as the leading regional network for these courageous women, creating impactful pathways to influence policy, eradicate stigma, and strengthen organizational cohesion. This strategy celebrates the resilience, expertise, and leadership of women living with HIV, driving sustainable momentum for profound change and showcasing their undeniable power across the diverse Asia Pacific region. Through carefully sequenced implementation over three years, this strategy will deliver:

- A unified, compelling narrative that centers the expertise and leadership of women living with HIV.
- Strategic visibility that positions ICW-AP as the authoritative regional voice on intersectional issues affecting women living with HIV.
- Enhanced network cohesion through streamlined internal communications and knowledge management.
- Increased capacity of members to effectively communicate and advocate across diverse contexts.
- Sustainable systems and processes that strengthen organizational resilience beyond the strategic period.

As the communications landscape continues to evolve, this strategy provides both clear direction and adaptive flexibility, ensuring ICW-AP can leverage emerging opportunities while maintaining focus on its core mission and values.

## 2. INTRODUCTION

The International Community of Women Living with HIV in Asia Pacific (ICW-AP) recognises that strategic communications are foundational to achieving its mission of amplifying the voices and leadership of women living with HIV across the region. This strategy establishes communications as a critical driver of impact, not merely a supporting function.

In a complex regional landscape characterised by diverse cultures, languages, political systems, and levels of digital access, ICW-AP faces unique challenges in creating cohesive messaging and ensuring equitable representation. This strategy addresses these challenges through an approach that balances regional consistency with contextual responsiveness, ensuring women living with HIV across Asia Pacific are meaningfully engaged regardless of their circumstances.

This document outlines a comprehensive three-year roadmap for transforming ICW-AP's communications approach, covering both external engagement with stakeholders and internal coordination among the network membership and governance structures. It provides a practical framework for implementation while maintaining alignment with ICW-AP's broader organizational objectives and values.

The strategy is designed to be a living document, with built-in mechanisms for reflection, learning, and adaptation as the organization evolves and the external environment changes. It aims not just to improve communications but to fundamentally transform how women living with HIV are represented, engaged, and empowered throughout the Asia Pacific region.

## 3. GOAL, VISION, & MISSION

**GOAL:** To develop and implement a regional communications strategy across countries of operation in the Asia Pacific region that increases the visibility and leadership of at least 100 women living with HIV, by co-creating 20 media pieces (including articles, videos, and social media campaigns) that centre their voices, challenge stigma, and promote narratives of strength, resilience, and rights, in partnership with community-led networks and media allies.

**VISION:** By 2028, ICW-AP will be recognized as the leading regional network advancing the rights, leadership, and visibility of women living with HIV in Asia and the Pacific. Through strategic and values-driven communications, we will shift prevailing narratives positioning women living with HIV as credible experts, influential decision-makers, and key leaders in the HIV response at local, national and regional levels. Our work will foster greater inclusion, challenge stigma, and promote dignity, equity, and meaningful engagement across all platforms.

**MISSION:** To design and deliver effective communication strategies that amplify the voices, experiences, and leadership of women living with HIV across Asia and the Pacific. We aim to promote authentic representation, support evidence-informed advocacy, and enhance the strategic influence of women living with HIV in shaping policies, addressing stigma, and building resilient, rights-based community responses.

## 4. SITUATIONAL ANALYSIS

### 4.1 External Environment

#### Regional Context

The Asia Pacific region, as defined by UNESCAP, comprises 51 countries and 7 territories with diverse political systems, cultural contexts, and HIV responses<sup>1</sup>. Despite progress in some areas, the region faces widening disparities in access to healthcare and support services, which

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<sup>1</sup> <https://en.wikipedia.org/wiki/Asia-Pacific>

significantly impact women living with HIV. A persistent digital divide further limits access to accurate information and meaningful participation in virtual engagement platforms. Inconsistent legal frameworks across countries also affect the rights and protections of women living with HIV, creating an uneven level of safety and support. Moreover, declining international funding for HIV programming in middle-income countries poses serious challenges to sustaining community-led responses. While there is growing recognition of the need for intersectional approaches to HIV, gender, and human rights, implementation remains limited. These factors collectively underscore the urgency for coordinated, inclusive, and well-resourced strategies to ensure that the voices, needs, and leadership of women living with HIV are effectively supported across the region.

### **Communications Landscape**

The communications landscape across Asia and the Pacific presents both opportunities and challenges for advancing the visibility and leadership of women living with HIV. Despite their central role in community response and advocacy, these women persistently remain underrepresented in policy dialogues, media coverage, and broader public discourse. Their expertise and leadership are rarely highlighted in the regional HIV response, contributing to ongoing marginalization. Meanwhile, the digital media ecosystem is rapidly evolving, marked by increasing mobile internet penetration and the widespread use of social media platforms for information consumption, storytelling, and advocacy. However, these advancements are not evenly distributed. Significant access gaps remain, particularly among marginalized communities, due to unequal infrastructure, high costs, and socio-political barriers. Additionally, varying levels of digital literacy across the regional membership limit the effective use of these platforms. Compounding these issues, the civil society space is shrinking in several countries, creating an increasingly restrictive environment for public advocacy and open dialogue. These dynamics call for deliberate and inclusive communications strategies that address the digital divide, strengthen the presence and leadership of women living with HIV in all forms of media, and protect the civic space necessary for their voices to be heard and respected at all levels of the HIV response.

## **4.2 Internal Environment**

### **Organizational Context**

ICW-AP operate within a diverse organizational context, with members across countries that vary widely in capacity, resources, and engagement levels. While its diversity is a strength, it also represents a challenge in creating cohesive communications. Multiple language requirements across the region hinder consistent messaging and inclusive participation. Limited dedicated communications personnel and infrastructure further constrain the organization's credibility to maintain visibility and respond to emerging opportunities. Knowledge management is another challenge, as institutional memory often resides with individuals rather than being systematically documented. Balancing country-specific advocacy priorities with regional goals leads to competing demands and inconsistent messaging. Additionally, varying levels of digital access and literacy among members impact participation in virtual platforms and the effective use of digital tools. These internal factors highlight the need for stronger communication systems and strategies that support alignment, build capacity, and ensure that the voices and leadership of women living with HIV are effectively represented and amplified across the Asia Pacific region.

### **Current Communications Approach**

ICW-AP's current communications approach faces several challenges that limit its overall effectiveness and reach. Messaging and branding are often inconsistent across different countries and channels, weakening the organization's regional identity and impact. Communications efforts tend to be ad-hoc rather than guided by a clear, strategic plan, which results in missed opportunities for influence and visibility. Coordination between the regional secretariat and country-level teams is limited, leading to fragmented messaging and uneven engagement. Additionally, the powerful stories and lived experiences of members, an invaluable



asset, are underutilized in external communications, diminishing the authenticity and resonance of ICW-AP's public voice. Media engagement is generally reactive, focusing on responses to events rather than proactively shaping narratives and driving discourse. Moreover, there is limited measurement of the reach, effectiveness and impact of communication activities, making it difficult to assess progress or refine strategies. Addressing these gaps is crucial to enhancing the organization's visibility, influence, and alignment with its mission.

## SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> <li>• Authentic voices and lived experiences of women living with HIV.</li> <li>• Established regional presence and recognition.</li> <li>• Diverse membership representing multiple contexts and experiences</li> <li>• Strong connections to grassroots communities.</li> <li>• Credibility with key stakeholders and partners.</li> <li>• Deep understanding of intersectional issues facing women living with HIV.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited dedicated communications personnel and resources.</li> <li>• Inconsistent messaging across countries and platforms.</li> <li>• Challenges in internal information flow and knowledge management</li> <li>• Variable digital literacy and access among members.</li> <li>• Limited measurement and evaluation of the communications impact.</li> <li>• Competing priorities between country-specific and regional advocacy.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Growing recognition of the need for gender-responsive HIV programming.</li> <li>• Increasing interest in community-led responses from donors and policymakers.</li> <li>• Expanding digital platforms for low-cost, high-impact communications.</li> <li>• Renewed global focus on health equity post COVID-19, with climate change increasingly recognized as a key challenge.</li> <li>• Potential for strategic media partnerships and collaborative advocacy.</li> <li>• Growing movement for intersectional approaches to health and rights.</li> </ul>	<ul style="list-style-type: none"> <li>• Shrinking civil society space limits advocacy in some contexts.</li> <li>• Declining funding for HIV-specific programming.</li> <li>• Persistent stigma and discrimination limit public visibility.</li> <li>• Digital security and privacy concerns for visible advocates.</li> <li>• Political sensitivities around sexual and reproductive health issues.</li> <li>• Competing priorities in global health agenda-setting.</li> </ul>

## Key Challenges & Opportunities

ICW-AP faces several primary challenges in strengthening its communications work. A key issue is the representation gap, ensuring that the diverse voices and intersectional experiences of women living with HIV across the region are fully reflected and heard. Resource constraints, including limited dedicated personnel and funding, hinder the ability to implement sustained and strategic communication efforts. The digital divide presents another major barrier, as uneven access to technology and varying levels of digital literacy among members limit effective engagement and participation. Coordinating consistent messaging across multiple countries and languages adds further complexity, making alignment and cohesion difficult. Additionally, there is a need to develop and apply meaningful metrics to assess the impact and effectiveness of communication activities. Addressing these interconnected challenges is essential for building a

more inclusive, strategic, and impactful communications approach that supports the leadership and visibility of women living with HIV throughout Asia and the Pacific.

### **Strategic Opportunities**

ICW-AP has several strategic opportunities to enhance its communications function and advance its advocacy goals. Leveraging authentic storytelling rooted in lived experiences to generate compelling, human-centered narratives that resonate across audiences and influence policy. The strategic use of accessible digital platforms offers a cost-effective means to amplify reach and engagement, especially in resource-constrained environments. Strengthening collaborative advocacy with aligned partners can expand the organization's influence and visibility across regional and global platforms. Establishing structured systems for knowledge exchange will enable the sharing of best practices and lessons learned, promoting consistency and innovations across the network. Additionally, targeted capacity-building initiatives together with communication skills among members can foster a sustainable, community-driven advocacy base. Together, these opportunities provide a foundation for a more coordinated, impactful, and resilient communications approach that centers leadership and the voices of women living with HIV in the region.

## **5. STRATEGIC FRAMEWORK**

**Guiding Principles:** The following principles will underpin the design, implementation, and evaluation of ICW-AP's communications strategy. They reflect the organization's values and commitment to ethical, inclusive, and impactful engagement with and for women living with HIV in the Asia Pacific region.

### **1. Nothing About Us Without Us**

Communications will be co-created with women and girls living with HIV, ensuring their meaningful involvement in the planning, development, and delivery of all messaging and materials. This participatory approach reinforces authenticity, relevance, and accountability.

### **2. Intersectional Approach**

All communications will recognize and respond to the diversity of identities, lived experiences, and socio-political contexts that shape the realities of women and Girls living with HIV. The strategy will adopt an intersectional lens that reflects the complex interplay of gender, sexuality, age, class, disability, ethnicity, and other factors.

### **3. Empowerment Over Victimization**

Messaging will intentionally centre the leadership, agency, and resilience of women living with HIV. The strategy will avoid deficit-based narratives and instead amplify stories that challenge stigma and reinforce the expertise of women as advocates, changemakers, and community leaders.

### **4. Ethical Representation**

All storytelling will be governed by strict ethical standards. This includes obtaining informed consent, protecting the dignity and well-being of participants, and avoiding content that sensationalizes or retraumatizes. Representation will be respectful, rights-based, and non-extractive.

### **5. Evidence-Informed Messaging**

Communications will integrate qualitative and quantitative data to enhance credibility and policy relevance. Lived experiences will be combined with research evidence, epidemiological data, and legal frameworks to support strategic advocacy and influence.

### **6. Accessibility First**

To maximise reach and inclusion, communications will be designed with accessibility in mind. This includes the use of plain language, multilingual content, audio-visual formats, and adaptive approaches that account for different levels of digital access and literacy across the region.

## **7. Sustainability and Capacity Development**

The strategy will priorities building long-term communications infrastructure and capacity within the network. Investments will focus on developing systems, tools, and member skills to ensure continuity, scalability, and sustained visibility beyond individual campaigns or funding cycles.

**Core Objectives:** The following core objectives underpin ICW-AP's communications strategy, guiding both external and internal engagement efforts. These objectives provide a clear framework for driving visibility, influence, capacity-building, and organizational coherence across the network. A detailed results framework has been attached as Annexure 1.

### **Communications Objectives (External)**

#### **1. Elevate Visibility & Positioning:**

By the end of 2026, increase ICW-AP's visibility and recognition as the leading regional voice on issues affecting women living with HIV by developing and consistently applying a unified brand identity, publishing at least 12 high-impact communications products annually, and achieving a 25% increase in media mentions and digital engagement across targeted platforms.

#### **2. Transform Narratives:**

By mid-2026, shift public discourse by producing and disseminating at least 12 narrative-driven communication pieces (e.g., blogs, op-eds, videos) that Centre the leadership and lived experiences of women living with HIV, aiming to reduce stigmatizing content and increase empowering representations in at least three regional media outlets.

#### **3. Influence Policy & Practice:**

Use targeted communications to influence at least five regional or national-level policy or programmatic dialogues annually by 2026, through issue briefs, position statements, and campaign materials that are informed by evidence and community priorities.

#### **4. Strengthen Partnerships:**

By 2026, deepen strategic engagement with at least 10 key regional or global stakeholders—including media, civil society, donors, and multilateral partners—by co-developing joint communications products or advocacy campaigns and participating in at least five high-level forums per year.

### **Communications Objectives (Internal)**

#### **1. Enhance Network Cohesion:**

By the end of 2026, ICWAP establish and maintain a streamlined internal communication system, such as a multilingual digital bulletin and quarterly virtual briefings, to facilitate timely knowledge sharing and coordination across at least 80% of member countries, thereby enhancing collective action and alignment.

#### **2. Build Communications Capacity:**

By mid-2026, design and implement a regional capacity-building programme that trains at least 100 members across 10 countries in core communications skills (e.g., storytelling, digital advocacy, media engagement), with pre- and post-training assessments showing a 30% increase in self-reported confidence and ability to engage publicly.

#### **3. Improve Governance Communication:**

By Q3 of 2025, establish consistent and transparent communication protocols between the board, secretariat, and membership, including biannual governance updates, member consultations, and feedback loops, with members reporting improved clarity and trust in decision-making processes by year-end.

#### **4. Support Organisational Sustainability:**

By the end of 2025, implement foundational communications infrastructure—including brand guidelines, a shared content calendar, a member resource hub, and an internal knowledge

archive—to ensure continuity, reduce institutional memory loss, and support sustainable operations across the network.

## **Key Audiences**

### **External Audiences**

#### **1. Policymakers & Decision-makers:**

- National AIDS programs and health ministries
- Regional bodies (ASEAN, SAARC, Pacific Community)
- UN agencies and international organisations

#### **2. Donors & Funders:**

- Bilateral donors
- Private foundations
- Global Fund and other multilateral funding mechanisms

#### **3. Civil Society Partners:**

- Regional and global HIV networks
- Women's rights organisations
- Human rights organizations
- Allies

#### **4. Media:**

- Regional and national journalists
- Specialised health and development media
- Community and alternative media

#### **5. Women and girls Living with HIV:**

- Current and potential members
- Unaffiliated women and girls living with HIV across the region

### **Internal Audiences**

#### **1. Network Members:**

- Country-level focal points
- Individual members across countries

#### **2. Governance Structure:**

- Board members
- Advisory committees

#### **3. Secretariat Staff:**

- Regional coordinators
- Program staff

#### **4. Implementing Partners:**

- Country-level implementing organisations
- Technical assistance providers
- Community based organization

## Communications Strategy – Results Framework (2025-2028)

**Overall Goal: To enhance the visibility, influence, and internal cohesion of ICW-AP through strategic communications that elevate the leadership of women living with HIV and advance their rights across Asia and the Pacific.**

### 1. External Communications Objectives

Objective	Key Outcomes	Outputs	Key Activities	Sample Indicators
1.1 Elevate Visibility & Positioning	ICW-AP is recognised as a regional leader in HIV and gender advocacy	Unified brand identity; consistent online presence; high-quality comms products	Develop brand guide, publish 12+ comms products/year and expand digital media presence	<ul style="list-style-type: none"> <li>• 25% increase in digital engagement.</li> <li>• 12 quality outputs/year.</li> <li>• 3 new media partnerships.</li> </ul>
1.2 Transform Narratives	Public discourse reflects empowering, stigma-free representations of W/GLHIV	Human-centred storytelling products	Train members on storytelling; produce blogs, videos, op-eds	<ul style="list-style-type: none"> <li>• 10+ narrative-driven products/year</li> <li>• media citations featuring empowering narratives</li> </ul>
1.3 Influence Policy & Practice	Comms inform national/regional HIV and gender policies	Policy briefs, advocacy kits, targeted campaigns	Coordinate with policy leads; produce issue-based materials	<ul style="list-style-type: none"> <li>• 5 dialogues influenced/year</li> <li>• 3 briefs cited by decision-makers</li> </ul>
1.4 Strengthen Partnerships	Enhanced collaborations amplify impact and advocacy	Co-branded products; joint events/campaigns	Partner with NGOs, UN, donors; engage at forums	<ul style="list-style-type: none"> <li>• 10 strategic partnerships</li> <li>• 5 joint events/forums/year</li> </ul>
1.5 Strengthen membership databased through website	Enhanced update information	Weekly updates	Content creation and partner with countries/members	<ul style="list-style-type: none"> <li>➤ Weekly/monthly basis</li> </ul>

### 2. Internal Communications Objectives

Objective	Key Outcomes	Outputs	Key Activities	Sample Indicators
2.1 Enhance Network Cohesion	Improved coordination and shared	Internal newsletter, briefing calls, regional	Launch internal updates; facilitate	<ul style="list-style-type: none"> <li>• 80% country coverage in updates</li> </ul>



	understanding across members	WhatsApp groups	quarterly regional calls	<ul style="list-style-type: none"> <li>• 4 calls/year; improved member satisfaction (survey)</li> </ul>
2.2 Build Communications Capacity	Increased member skills and confidence in communications	Regional training programme, e-learning modules	Conduct virtual workshops; mentorship; develop toolkits	<ul style="list-style-type: none"> <li>• 100 members trained</li> <li>• 30% confidence increase (pre-post assessment)</li> </ul>
2.3 Improve Governance Communication	More transparent and inclusive decision-making	Regular updates from board; member feedback loops	Biannual governance updates; online suggestion platform	<ul style="list-style-type: none"> <li>• 75% members report improved governance clarity (survey)</li> <li>• Yearly updates</li> </ul>
2.4 Support Organizational Sustainability	Stronger internal systems and knowledge retention	Brand toolkit, resource library, shared calendar	Develop and disseminate systems tools	<ul style="list-style-type: none"> <li>• Toolkit published</li> <li>• Calendar in use by 80% teams</li> <li>• Archive established</li> </ul>

## 6. EXTERNAL COMMUNICATIONS STRATEGY

**Strategic Positioning:** ICW-AP will establish itself as the authoritative regional voice on issues affecting women living with HIV, leveraging strategic communications to influence discourse, policy, and practice. This positioning will be grounded in the following key pillars:

- **Lived Experience Expertise:**

ICW-AP will centre the voices of women living with HIV as indispensable sources of knowledge, ensuring their lived experiences inform and shape health and development policies and programmes.

- **Intersectional Analysis:**

The network will articulate and advocate for a nuanced understanding of how gender, HIV status, socio-economic status, and other intersecting factors compound to shape diverse experiences and outcomes.

- **Regional Relevance:**

Drawing on its broad membership, ICW-AP will offer a uniquely regional perspective that identifies cross-cutting trends, common challenges, and locally grounded solutions across Asia and the Pacific.

- **Rights-Based Framing:**

All communications will foreground human rights, gender equality, and social justice, promoting accountability and affirming the rights and dignity of women living with HIV.

- **Solutions-Oriented Messaging:**

The strategy will prioritize narratives that highlight community-led innovations, resilience, and evidence-based interventions, shifting from problem-centric to solutions-driven communications.

### **Key Messages**

Core messages will be adapted for different audiences and contexts while maintaining consistent themes. Given below is a message under each theme:

1. Leadership Message: *"Women living with HIV are essential leaders in an effective HIV response."*
2. Rights Message: *"The rights and wellbeing of women living with HIV are fundamental to achieving gender equality and health justice."*
3. Evidence Message: *"Policies and programs that meaningfully engage women living with HIV lead to better health outcomes and more effective responses."*
4. Intersectionality Message: *"Women living with HIV face unique challenges based on intersecting identities that require tailored, rights-based approaches."*
5. Accountability Message: *"Governments and international bodies must be held accountable for commitments to gender-responsive HIV programming."*

### **Engagement Approaches**

#### **Strategic Storytelling**

In consultation with the extended membership of ICW-AP, a coordinated approach to storytelling will be developed that:

- Centres the expertise and leadership of women living with HIV.
- Balances personal narratives with policy analysis.
- Uses multiple formats (written, visual, audio) for diverse audiences.
- Ensures ethical representation and informed consent.
- Connects individual stories to systemic issues and solutions.

#### **Stakeholder Engagement**

Implement targeted engagement strategies for key stakeholders:

- Regular policy briefs and position papers for decision-makers
- Tailored updates and impact reports for donors and funders
- Strategic alliance-building with civil society partners
- Proactive media engagement to shape public discourse
- Community forums and dialogues with women living with HIV

#### **Advocacy Communications**

Integrate communications into advocacy through:

- Evidence-based policy recommendations with clear messaging
- Strategic timing of communications around key decision points
- Coordinated campaigns on priority issues
- Visibility at strategic regional and international forums
- Alliance-building with strategic partners to amplify messages

#### **Media & Digital Strategy - Media Engagement**

Develop a proactive media strategy including:

- Building a database of regional and national journalists
- Developing media relationships through regular engagement
- Creating press kits and spokesperson training for members
- Monitoring media coverage and responding strategically
- Pitching feature stories that highlight leadership and solutions

#### **Strengthen Online Digital Presence through:**

- Comprehensive website redesign with accessible, multilingual content
- Strategic social media presence across platforms relevant to key audiences
- Regular, engaging content that aligns with strategic objectives
- Digital security protocols to protect member privacy and safety
- Measurement and analysis of digital engagement metrics

### **Content Strategy**

Implement a cohesive content approach that includes:

- Editorial calendar aligned with advocacy priorities and key dates
- Content templates for consistent messaging and branding
- Multilingual content development with cultural adaptation
- Mix of formats (long-form, visual, audio, interactive)
- User-generated content opportunities for member engagement

## **7. INTERNAL COMMUNICATIONS STRATEGY**

### **Governance & Member Communication Flows**

The ICW-AP secretariat team will diligently strive to establish clear communication protocols between its a) Board and secretariat, b) Board and general membership, and c) Advisory committees and implementing teams. This will be achieved through i) Regular, structured updates in accessible formats, ii) Clear decision-making documentation and sharing, iii) Transparent sharing of meeting outcomes and strategic decisions, and iv) Feedback mechanisms for two-way communication.

### **Member Engagement**

To strengthen communication with and among members, ICW-AP will implement a multi-pronged approach that fosters transparency, inclusivity and engagement across the network. This includes disseminating regular network updates through diverse channels to ensure timely and accessible information-sharing. The strategy will also feature member spotlights to acknowledge and elevate individual and collective leadership within the network. Opportunities for peer learning and exchange will be facilitated to promote cross-country collaboration and capacity-building. Additionally, ICW-AP will establish clear and consistent pathways for members to contribute to strategic decision-making processes. Regular surveys and feedback mechanisms will further enable ongoing dialogue, ensuring that communications remain responsive to members' needs and priorities.

### **Knowledge Management Information Systems**

The following systems for robust information management will be developed:

- Centralised, secure document repository
- Searchable resource library for members
- Standardised documentation protocols
- Accessible archives of institutional knowledge
- Clear protocols for information classification and sharing

### **Learning & Documentation**

ICW-AP will establish processes for capturing and sharing knowledge:

- Regular documentation of lessons learned
- Case studies of successful approaches
- Templates and guides for common communications tasks
- Cross-regional learning exchanges
- Synthesis of evidence and best practices

### **Regional Coordination Mechanisms**

To ensure effective regional communication, ICW-AP will establish clear coordination mechanisms that promote consistency, responsiveness, and collaboration across its network. Designated country focal points for communications will serve as key liaisons, facilitating localised messaging aligned with regional priorities. Regular coordination calls and structure

check-ins will support timely information exchange and alignment of efforts. The use of shared planning tools and standardised templates will enhance efficiency and coherence across the country and regional levels. Clear delineation of roles and responsibilities will be defined to avoid duplication and ensure accountability. Additionally, rapid response protocols will be developed to enable swift and coordinated communications in response to urgent or emerging issues.

### **Multilingual Approach**

To effectively address the linguistic diversity across its network, ICW-AP will adopt a multilingual communications approach that prioritises inclusivity and accessibility. Key documents will be translated into major regional languages to ensure broad comprehension and engagement. A standardised glossary of key terms will be developed to support consistent and accurate translation across contexts. To facilitate the timely dissemination of critical information, a dedicated language access fund will be established. The strategy will also incorporate visual and audio formats to supplement written communications, increasing accessibility for members with varying literacy levels. Importantly, ICW-AP will actively recognize and celebrate linguistic diversity as a strength that enriches the network and enhances its regional relevance.

### **Skills Development by Capacity Building**

ICW-AP will implement a targeted capacity-building approach to strengthen the communications capabilities of its members across the region. A baseline assessment of communications skills will be conducted to identify individual and collective strengths, needs, and areas for development. Based on these findings, a tiered training program will be designed to offer tailored learning opportunities aligned with members' interests and responsibilities. Peer mentoring and coaching initiatives will foster knowledge exchange and leadership development within the network. Specialised training will be provided to equip designated spokespersons and media representatives with the skills needed for effective public engagement. Additionally, digital literacy and security training will be integrated to enhance members' confidence and safety when using online platforms for advocacy and storytelling.

### **Resource Development**

To support effective and consistent communications across its diverse network, ICW-AP will invest in the development of practical tools and resources tailored to members' needs. A comprehensive communications toolkit will be created, including templates, planning guides, and sample materials to streamline messaging and improve quality. Regularly updated talking points on key issues will ensure alignment and coherence across advocacy efforts. Visual identity materials and usage guidelines will be provided to maintain brand consistency while allowing for localised adaptation. To strengthen digital engagement, members will have access to user-friendly content creation guides and tools. Additionally, clear ethics guidelines will be established to promote responsible storytelling, safeguard the dignity of individuals, and ensure informed consent in all representations.

## 8. IMPLEMENTATION ROADMAP

Year wise Communications Plan		2025-2026				2026-2027				2027-2028			
<b>Year 1 (2025-2026) Foundation</b>	<b>Assessment &amp; Planning (Q3 &amp; Q4)</b> <ul style="list-style-type: none"> <li>Develop detailed implementation plan with metrics</li> <li>Establish communications working group</li> <li>Develop core messaging framework</li> <li>Begin recruitment/designation of communications focal point</li> </ul>	Jul – Sep	Oct – Dec										
	<b>Systems Building (Q3 &amp; Q4)</b> <ul style="list-style-type: none"> <li>Launch internal communications platform</li> <li>Develop brand identity guidelines</li> <li>Create communications toolkit for members</li> <li>Establish baseline for key performance indicators</li> <li>Launch knowledge management system</li> <li>Initiate media database development</li> </ul>			Jan – Mar	Apr – Jun								
<b>Year 2: (2026-2027) Activation</b>	<b>Capacity &amp; Content (Q5 &amp; Q6)</b> <ul style="list-style-type: none"> <li>Implement communications training program</li> <li>Launch redesigned website</li> <li>Develop flagship content series</li> <li>Establish media partnerships</li> <li>Roll out social media strategy</li> <li>Create regular content production cycles</li> </ul>					Jul – Sep	Oct – Dec						
	<b>Engagement &amp; Evaluation (Q7 &amp; Q8)</b> <ul style="list-style-type: none"> <li>Launch major advocacy campaign</li> <li>Conduct mid-term strategy review</li> <li>Refine approaches based on data and feedback</li> </ul>							Jan – Mar	Apr – Jun				



Year wise Communications Plan		2025-2026				2026-2027				2027-2028			
	<ul style="list-style-type: none"> <li>Expand strategic partnerships</li> <li>Strengthen regional coordination mechanisms</li> <li>Document early successes and lessons learned</li> </ul>												
<b>Year 3: (2027-2028): Refinement &amp; Scale-up</b>	<b>Adaptation &amp; Innovation (Q9 &amp; Q10)</b> <ul style="list-style-type: none"> <li>Scale successful approaches</li> <li>Address identified gaps and challenges</li> <li>Integrate new technologies and platforms</li> <li>Expand member-led communications initiatives</li> <li>Strengthen measurement framework</li> <li>Document case studies and best practices</li> </ul>									Jul - Sep	Oct - Dec		
	<b>Sustainability &amp; Transition (Q11 &amp; Q12)</b> <ul style="list-style-type: none"> <li>Evaluate overall strategy implementation</li> <li>Document institutional knowledge and processes</li> <li>Develop transition plan for next strategic period</li> <li>Celebrate and showcase achievements</li> <li>Refine sustainability framework for communications</li> <li>Begin development of the next communications strategy</li> </ul>											Jan - Mar	Apr - Jun

## 9. MONITORING & EVALUATION

### Monitoring and Evaluation Framework

The monitoring and evaluation (M&E) framework will guide the systematic tracking of both process and outcome indicators aligned with ICW-AP's communications strategy. Process indicators will monitor the implementation of activities, such as the frequency of member communications, media outputs, and training sessions conducted. Outcome indicators will measure the effects of these efforts, including increased visibility, improved member engagement, and influence on policy or public discourse. This dual focus ensures accountability for both actions taken and results achieved. The framework will be integrated into all strategic objectives, providing consistent metrics for assessing relevance, reach, quality, and impact across the network.

**Evaluation Approach:** ICW-AP will adopt a phased evaluation approach to support ongoing learning and strategic refinement:

- 1. Continuous Monitoring** – Real-time tracking through digital analytics, media monitoring, and internal reporting systems to inform responsive decision-making.
- 2. Quarterly reviews** – Structured assessment of progress against the workplan, enabling adaptive management and minor course corrections.
- 3. Annual Evaluation** – Formal, organization-wide review of achievements, challenges, and progress towards strategic objectives, with detailed documentation.
- 4. Mid-term Review** – Conducted at the 18<sup>th</sup> month mark, this in-depth assessment will evaluate the strategy's effectiveness and recommend significant adjustments if needed.
- 5. Final Evaluation** – A comprehensive evaluation at the conclusion of the strategy cycle to assess overall impact and generate lessons for future planning.

### Key Performance Indicators

S.no	Thematic Areas	Indicators
1.	<b>External Communications Indicators</b>	
1.1	Visibility & Positioning	<ul style="list-style-type: none"><li>• Media mentions and quality of coverage</li><li>• Social media reach and engagement</li><li>• Website traffic and user behavior</li><li>• Citations in policy documents and research</li><li>• Speaker invitations to strategic forums</li></ul>
1.2	Narrative Transformation	<ul style="list-style-type: none"><li>• Sentiment analysis of media coverage</li><li>• Shifts in language and framing in public discourse</li><li>• Qualitative assessment of representation quality</li><li>• Social media conversation analysis</li><li>• Stakeholder perception surveys</li></ul>
1.3	Policy Influence	<ul style="list-style-type: none"><li>• Policy changes aligned with advocacy positions</li><li>• References to ICW-AP positions in official documents</li><li>• Invitations to policy development processes</li><li>• Adoption of recommended language in policies</li><li>• Stakeholder acknowledgment of influence</li></ul>
1.4	Partnership Strengthening	<ul style="list-style-type: none"><li>• Number and quality of formal partnerships</li><li>• Joint initiatives and campaigns</li><li>• Resource leveraging through partnerships</li><li>• Partner satisfaction and feedback</li><li>• Network expansion and diversification</li></ul>
2.	<b>Internal Communications Indicators</b>	
2.1	Network Cohesion	<ul style="list-style-type: none"><li>• Information flow assessment</li></ul>

S.no	Thematic Areas	Indicators
		<ul style="list-style-type: none"> <li>• Member satisfaction with internal communications</li> <li>• Response times for information requests</li> <li>• Usage of shared platforms and resources</li> <li>• Cross-country collaboration instances</li> </ul>
2.2	Communications Capacity	<ul style="list-style-type: none"> <li>• Skills assessment before and after training</li> <li>• Member-initiated communications activities</li> <li>• Quality of member-produced content</li> <li>• Confidence levels in communications roles</li> <li>• Application of skills in country contexts</li> </ul>
2.3	Governance Communication	<ul style="list-style-type: none"> <li>• Transparency perception among members</li> <li>• Decision dissemination effectiveness</li> <li>• Member engagement in governance processes</li> <li>• Timeliness of information sharing</li> <li>• Feedback loop functionality</li> </ul>
2.4	Organizational Sustainability	<ul style="list-style-type: none"> <li>• Documentation completion and quality</li> <li>• Knowledge retention through transitions</li> <li>• Resource mobilization for communications</li> <li>• Systems functionality and usage</li> <li>• Adaptation to changing circumstances</li> </ul>

### Learning & Adaptation

To foster a culture of continuous improvement, the strategy includes learning and adaptation mechanisms. Regular reflection sessions to be held among team members to assess communication activities, outcomes, and challenges. Structured learning exchanges across countries will facilitate peer-to-peer knowledge sharing and innovation. A centralised documentation system needs to ensure that lessons learned and good practices are consistently recorded and accessible. A formal adaptation protocol can guide the timely integration of insights into ongoing implementation, ensuring responsiveness to changing contexts and emerging needs. Additionally, periodic external reviews to be conducted to provide objective assessments and strengthen accountability. Together, these mechanisms can enable ICW-AP to remain dynamic, responsive, and evidence-informed in advancing its communications objectives.

## 10. RESOURCE REQUIREMENTS

A Core Communications Team that comprises a full-time Communications Coordinator and a part-time Digital Media Specialist will be required at the Secretariat. Country Communications Focal Points will also be required. Additional support will be needed for Translations into local language, Graphic Designing for materials development, a Consultant for media relationship building and local trainers for capacity building for constituents/members at the country level.

### Technology Infrastructure (Essential Systems)

To enable effective, secure, and scalable communications, ICW-AP will invest in a fit-for-purpose technology infrastructure that supports both internal coordination and external engagement. The key essential components include:

- **Website Platform:** A user-friendly, multilingual content management system (CMS) with accessibility features, responsive design, and integrated analytics to ensure broad regional reach and usability.
- **Internal Communications Platform:** A secure, cloud-based collaboration suite (Microsoft 365, Google Workspace) to facilitate real-time communication, shared document management and team workflows.

- **Relationship Management (RM):** A centralised RM to manage stakeholder, member, donor, and media contacts, supporting segmented outreach and relationship tracking.
- **Social Media Management Tools:** Appropriate platforms to streamline content scheduling, social listening, engagement, and campaign analytics across multiple social media channels.
- **Design Software:** Access to tools such as Canva Pro to support the development of high-quality, branded visual content in-house.
- **Analytics Systems:** Integrated tools for web (Google Analytics), social media (Meta Insights) and email marketing (Mailchimp) to track digital reach, engagement, and user behavior.
- **Knowledge Management System:** A structured, searchable digital repository for storing and retrieving resources, guidelines, reports, and learning materials, enabling institutional memory and cross-network knowledge sharing.

## Digital Security

To safeguard sensitive information and maintain trust across the network, ICW-AP will implement a comprehensive security framework including:

- **Security Protocols:** Enforce strong password policies, two-factor authentication (2FA), and role-based access controls across all digital platforms to prevent unauthorised access and data breaches.
- **Training Resources:** Provide ongoing digital security education tailored for all staff and members, covering phishing awareness, device security, secure file sharing, and ethical data handling.
- **Encryption Tools:** Utilise end-to-end encrypted communication platforms (Signal) for confidential and sensitive discussions, particularly those involving member data or advocacy strategy.
- **Backup Systems:** Establish automated, encrypted, and geo-redundant backups for critical data and content to ensure work continuity in the event of system failure or cyber incidents.
- **Incident Response Plan:** Develop a clear protocol for reporting, responding to, and recovering from security breaches, in line with relevant data protection standards.

## 11. RISK MANAGEMENT

Potential Risks & Mitigation Strategies			
1	External Risks		
		Risk	Mitigation
1.1	Political Sensitivity	Government pushback on advocacy positions in restrictive environments	Context-specific messaging, strategic partnerships, careful framing
1.2	Funding Constraints	Insufficient resources to implement full strategy	Tiered implementation plan, core activities identified, diverse funding sources
1.3	Digital Security Threats	Privacy breaches or targeting of visible advocates	Digital security protocols, privacy-focused communications, security training
1.4	Shifting Priorities	Changing donor or policy landscape affecting relevance	Adaptive planning, regular environment scanning, flexible messaging

1.5	Backlash or Stigma	Negative reactions to increased visibility	Allies' engagement strategy, prepared responses, supportive networks
<b>2</b>	<b>Internal Risks</b>		
2.1	Staff Turnover	Loss of institutional knowledge and relationships	Documentation protocols, overlap periods, knowledge management systems
2.2	Limited Digital Access	Uneven participation due to digital divide	Multiple communication channels, offline options, digital access support
2.3	Capacity Limitations	Insufficient skills for implementation	Phased capacity building, external support, peer learning
2.4	Coordination Challenges	Inconsistent messaging across countries	Clear protocols, regular check-ins, templates and guidelines
2.5	Language Barriers	Limited engagement due to language diversity	Translation budget, visual communications, multilingual focal points

### Contingency Planning

ICW-AP will adopt a robust contingency planning approach to ensure communications continuity amid uncertainties. A tiered implementation model will prioritise essential activities that can proceed despite resource constraints. Scenario planning will guide responses to significant external disruptions, while a rapid response protocol will enable swift, coordinated action during communications crises. Secure backup systems will protect critical data and infrastructure, safeguarding operational integrity. To mitigate risks related to staff turnover or disruptions, distributed leadership will be fostered through cross-training and capacity building, ensuring institutional resilience and uninterrupted strategic communications across the network. This proactive planning underpins organisational agility and long-term sustainability.

## 12. CONCLUSION

This Communications Strategy 2025-2028 represents a transformative approach to positioning ICW-AP as the preeminent regional voice for women living with HIV in Asia and the Pacific. By implementing this strategy, ICW-AP will not only enhance its visibility and influence but will fundamentally shift how women living with HIV are represented and engaged in the regional response.

The strategy recognises communications as a core organisational function that drives mission achievement, not merely a supporting role. It establishes clear pathways for both external impact and internal strengthening, with measurable objectives and a practical implementation roadmap.

Success will be evident through increased visibility of women living with HIV as leaders and experts, strengthened organisational cohesion, enhanced member capacity, and ultimately improved policies and programs that respond to the needs and rights of women living with HIV across the region.

Through strategic, ethical, and impactful communications, ICW-AP will amplify the voices that matter most – those of women living with HIV themselves – ensuring their expertise shapes the future of the HIV response in Asia and the Pacific.

**Approved by:**

Name | Chair, ICW-AP Board

**Submitted by:**

Sita Shahi, Regional Coordinator,



ICW-AP

Date: \_\_\_\_\_