

Together Towards Tomorrow

Strategic Plan 2026 – 2030



**BANGLADESH CENTER FOR COMMUNICATION
PROGRAMS (BCCP)**

PREAMBLE

‘Harnessing the power of new generation with AI at the forefront.’

Strategic Communication is the core through which BCCP envisions a society where everyone will be healthy, poverty-free, and will enjoy a better life. That is why BCCP engages a tech savvy younger generation who, with appropriate guidance from the experienced group, can put their best effort in implementing programs with -



To maintain this uniqueness for a longer duration, the organization has been giving incremental emphasis on enhancing its inner strength to ensure long-term sustainability. As a part of that process, developing Strategic Plan has been a sustained practice within the organization.

BCCP developed its first Business Plan in 1998. Since then, five such Strategic Plans have been developed focusing on contemporary situation and future needs. This current Plan (2026 – 2030) preparation process started with a meeting in August 2025 focusing on trust at organizational, professional and individual level which was participated by senior staff members and later by all staff of BCCP on September 29, 2025. In those meetings, elaborate discussions were held & stock taking of immediate past Plan was conducted.

Going through a process, BCCP Vision 2035 was reconfirmed and Operational Effectiveness through ***maintaining trust, Innovative use of AI, and promoting younger generation for sustainability were identified as the upcoming priority areas of BCCP among others for next 5 years.*** This Plan is developed in the backdrop of BCCP's expansion in diversified sectors, spanning wide range of partners, and donors, and strengthening of institutional infrastructure.

WHY THIS STRATEGIC PLAN

This Strategic Plan will set the direction and establish priorities for BCCP over the next 5 years. This plan will help us:

- To know what we should be working on first, and the steps needed to drive our organization forward.
- To better align all our resources to maximize our strategic success.
- To inform our partners, clients, different stakeholders and suppliers about the future direction of BCCP.

However, this is a living document and suggestions from concerned stakeholders are always welcome for its betterment in the future. This Strategic Plan may be developed for next 5 years,

but its approach and style would assumably continue for next 30 years.

VISION 2035

A society that enables a better, healthy, poverty-free life through Strategic Communication.

INTRODUCTION

BCCP has come a long way since its inception in 1996, gaining diverse experiences and achieving numerous milestones. We work closely with the Government, NGOs, and public and private sector agencies to build capacity, increase knowledge, engage stakeholders, create awareness, and influence behavior. Initially, BCCP was regarded as a pioneer in Social and Behavior Change (SBC) Communication field in Bangladesh, with particular focus on public health. Eventually, with the growing demand in other sectors and to address the needs of time, BCCP gradually started working in diversified sectors as shown in the following figure:

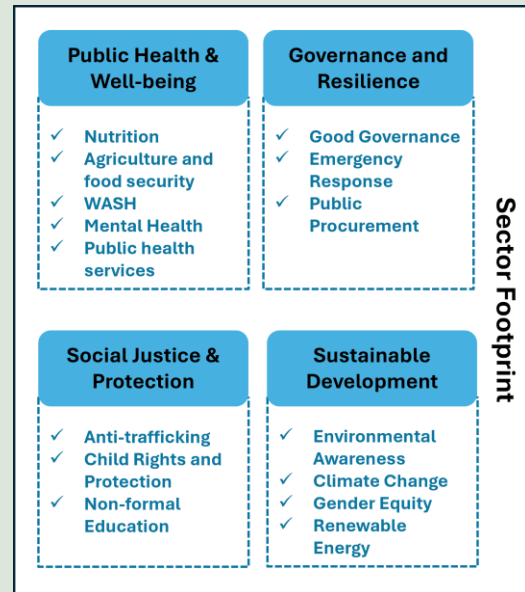
Such strategic integration of other sectors into its portfolio reinvigorated its presence and voice, particularly in the donor community. Naturally, a huge variation occurred in its funding-support system, making BCCP a premier organization in the South Asia region providing education, research, training and implementation services for development communication and social mobilization programs. Throughout this journey, BCCP has retained its skilled and passionate staff while also welcoming new members who contribute through fresh ideas blended with energy and innovations.

Our Guiding Principles

Development – We will thrive on resource generation, system integration, staff development for greater efficiency and smooth navigation through the upcoming challenges of fast changing national & global trends in the backdrop of Artificial Intelligence (AI).

Expansion – We will actively identify and tap new opportunities in the newer sectors and passionately pursue the relevant ones to enhance our learning, create local evidence-base and spread out the network. We will continue to broaden our work spectrum in different areas within the development sector that will contribute to Sustainable Development Goals (SDG's).

Sustainability – We will institutionalize Social and Behavior Change (SBC) and Knowledge Management (KM), reinforce organizational structure and concentrate on financial security through establishing a training center and an institute on communication and relevant fields.

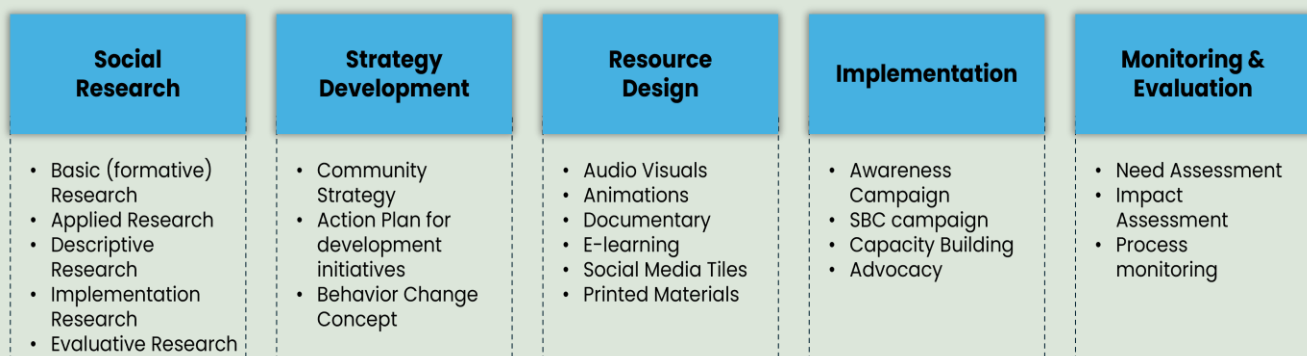


Our Approach



Our Area of Expertise

With a strong focus on diversified social development sectors, BCCP plays a pivotal role in implementing high-impact social development programs across Bangladesh. Drawing on a wealth of expertise and partnerships, BCCP is uniquely positioned to address complex social challenges, supporting its clients in achieving SDGs. BCCP's strength lies in its dual ability to operate locally while leveraging global connections. Our core services extend over five major areas of expertise as narrated below:



Through our expertise, we have contributed to more than 700000 direct and indirect beneficiaries in the health, climate change, public procurement, tobacco control, child protection, gender equity, women empowerment and other sectors and improved their lives through awareness generation and capacity building.



Client Base: Although BCCP has strong partnership with the Government of Bangladesh (GoB), we attract funding and partners both from the private sector and international development partners, including the agencies within the United Nations system. Starting as a sister concern of USA based JHU.CCP and winning awards in diversified fields with international recognition for extraordinary performance, operational effectiveness and leadership, BCCP now maintains a much greater portfolio and profile.

NATIONAL TRENDS

Bangladesh has made noteworthy progress in attaining several SDGs. The country has been presented with a range of opportunities and challenges. The shifts in the composition of the economy and population have also led to the emergence of new set of issues that will receive increased attention in the future. The issues include but are not limited to:

1. Greater focus on youths to reap benefits from the demographic dividend: Bangladesh's growing proportion of young and working aged people present a significant opportunity for accelerated economic growth, with nearly 2 million individuals entering the labor force each year (BSS, Dhaka Tribune). Harnessing this demographic dividend requires a strong focus on youth development. BCCP has a proven record in building a competent youth workforce through projects and initiatives in adolescent reproductive health, youth leadership, professional and life-skills development.

2. Integration of ICT: Bangladesh's IT sector is a regional digital success, powered by rapid internet growth and a strong workforce. With over 130 million internet users and smartphones in most homes, it's among Asia's most connected markets. IT services revenue is set to hit USD 2.11 billion by 2025 and USD 3.29 billion by 2029 (Markedium). Social media use is also expanding the digital consumer base.



Working in the field of ICT, BCCP has contributed in using digital resources to popularize the e-learning courses among field-level staff members of the three Units – IEM, BHE and IPHN – of Ministry of Health and Family Welfare (MoHFW), developing e-learning courses and digital repository (e-toolkit, digital archive, etc.) for different donors, bringing ICT in knowledge management, digitalizing the Government's public procurement and promoting different virtual platforms.

3. Addressing Climate Change: Because of geographical location, Bangladesh is particularly vulnerable to climate change. Consequently, this issue has drawn more attention from the national authorities with specific moves in priority areas. Bangladesh has acquired credible capacity in disaster management which is widely recognized by international development communities. Several climate change related programs, strategies, and actions have been formulated, and mitigation measures operationalized by the government. BCCP partnered and will partner with the government and a number of UN Organizations to address different climate changes issues.

4. Advancement of good governance practices: Improvements in the way public institutions conduct public affairs and manage public resources have been occurring in Bangladesh.

BCCP has been part of initiatives such as electronic public procurement and digital national identification through targeted interventions, which contributed to increase transparency, accountability and efficiency. BCCP will continue to work in close partnerships with the Government to promote good governance to make life better for the citizens of the country.

5. Government - Development Partners' Cooperation:

National and International NGOs and other development partners make up a large proportion of the important work being done for sustainable development across the country. One of the central pillars of Sustainable Development Goals is Partnership, and this includes all parties working together within a spirit of strengthened global solidarity.



Since its inception, BCCP partnered with a number of Ministries of Government of Bangladesh and with other national and international development partners, including USA-

based Johns Hopkins Bloomberg School of Public Health/Center for Communication Programs (JHU/CCP) to plan and implement a number of successful programs to improve people's lives through strategic and development communication programs.

GLOBAL TRENDS

The Sustainable Development Goals (SDGs) address the broad-based agenda of quality education, climate change, better health, good governance etc. Many of these issues share intersectoral linkages. Since the focus is on sustainability, development initiatives increasingly recognize the concept of human development, with a focus on people having more choices that allow them to lead healthy and decent lives, be educated, enjoy political freedom, human rights and self-respect. In a changing global development landscape, following issues will be of importance:

1. Unthinkable evolution of AI, and other digital communication and technology:

Technology-based communication is rapidly expanding, enabling faster information sharing. To stay current and competitive, BCCP will build staff capacity in digital methods, such as social media, marketing, and virtual project management. The organization will also digitize daily operations to improve efficiency.

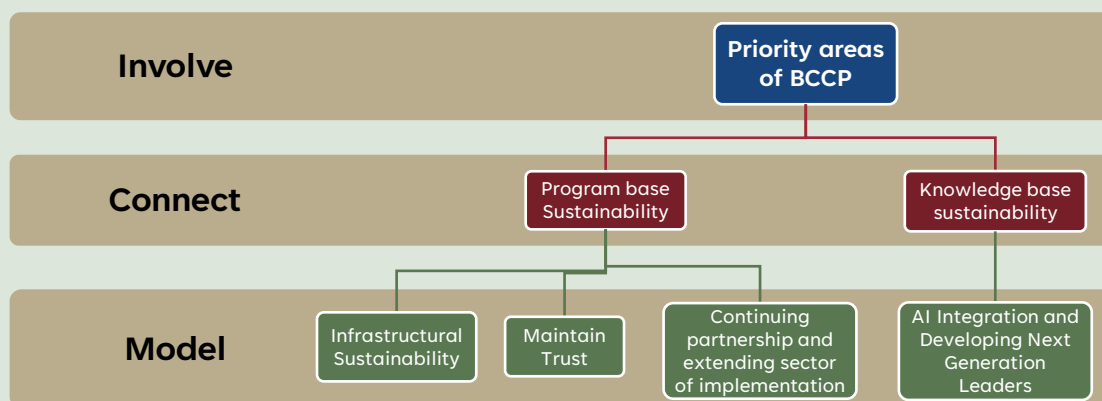
2. Shrinkage of foreign funds: With more organizations competing for reduced donor funds, especially after the ban on US Government funding, BCCP's diverse donor base remains a strength. To boost visibility, BCCP will strengthen regional partnerships and use various communication channels for promotion locally and globally.

3. Larger role played by the private sector:

Market-based approaches are growing in development, creating new corporate social responsibility opportunities. The private sector boosts the economy and tax revenues, while public-private partnerships support development. BCCP is ready to collaborate with the private sector for sustainable progress.



CALL TO ACTION / PRIORITY AREAS:



PRIORITY ONE:

Goal: Maintain TRUST throughout the organization and rebuild when necessary.

Trust is the foundation through which relationships and organizations are built. People follow people they trust. When working in an environment where trust exists, we can see greater productivity, higher levels of engagement, increased innovation and better morale. When we operate in an environment of trust, the possibilities can appear endless, and we can all achieve so much more together.

In organizations, trust is not a luxury or decoration, it is a lifeline. It builds the moral architecture of teamwork, creativity, and integrity. Consciously cultivating trust amongst the team could dramatically impact multiple levels of the organization. A workplace without trust becomes a field of insecurity and fear, where employees hesitate to share ideas, leaders grow defensive, and progress freezes.

Rebuilding trust requires participation from both leaders and team members. It is built through daily actions, empathy, and respect. Empathetic listening fosters a sense of value and motivation. To sustain trust, organizations should prioritize transparency, open dialogue, and equal opportunity over personal biases. Leaders who acknowledge mistakes and invite feedback to create an environment of trust. Trust is powerful and infectious and can be enhanced through the SWIFT approach.

What we want to do –

- **We will showcase confidence:** It's about showing that we can do things that are challenging and require proactiveness to complete. It will automatically create trust among team members, and they will be encouraged to perform till successful completion of any task.
- **We will show appreciation:** We perceive that trust and recognition go hand in hand. Employees want to feel seen — and valued. A quick thank-you, a public shoutout, or a note of appreciation through an employee recognition platform can go a long way. Peer recognition is just as impactful as praise from leadership — sometimes more.



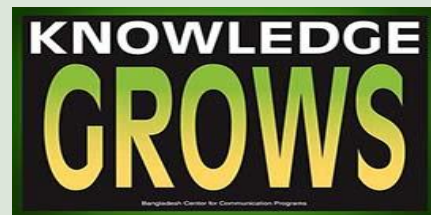
And when recognition becomes routine, so will trust. The more often people feel appreciated, the more likely they are to step up, speak up, and invest in the team.

- **We will empower different team by decentralizing responsibility:** We will trust our people — and let them know it. We will give employees space to lead, speak up, and shape decisions and invite them into conversations beyond their usual scope. We will step back just enough to show: “I trust you to do great work — and I’ve got your back when you need it.”
- **We will maintain an inclusive culture:** We believe that ownership builds trust. When people feel included, shared, valued, and represented, they’re more likely to engage — and stay. We will focus on equity (gender, religion, race, age, etc.), accessible policies, self-development training, etc. Inclusion isn’t just a value — it’s a signal that our workplace is safe, supportive, and built for everyone.
- **We will be more transparent:** Trust thrives on truth. We will be upfront — especially during times of change. We will share what we know, and admit what we don’t, and invite questions. We believe that transparency builds respect, and respect builds loyalty. Conversations will be two-way: the goal is not to talk at people — it’s to talk with them. That’s when trust becomes mutual.

In addition to the points mentioned above, we will use data to maintain and rebuild trust. Trust is measurable. Recognition data will show where trust is thriving, where it’s lagging, and where silos might be forming. We will use those insights to spot trends early and act. With real-time reporting and behavioral analytics, we can build trust intentionally — and fix fractures before they spread.

PRIORITY TWO:

Goal: Institutionalize effective AI and knowledge-management practices across projects and the organization, while strengthening structures and systems to enhance efficiency and ensure long-term knowledge sustainability.



BCCP has developed a plan for AI integration where BCCP is committed to innovation as a driving force for achieving greater efficiency and impactful results. To elevate our digitization process, we have developed a comprehensive strategy that leverages the full potential of advanced technologies across all facets of our organizational operations. We envision a future where AI will serve as a strategic enabler, empowering us to optimize processes, and deliver unparalleled services.

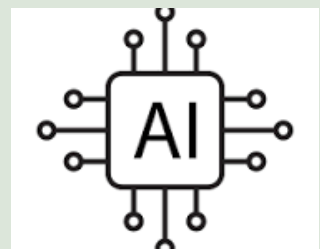
BCCP has long used AI and shared its experiences internationally. We apply knowledge management with advanced ICT tools across projects. Recent initiatives include a redesigned website, a new corporate video, and digital tools like a procurement app and archive to raise awareness and improve public procurement in Bangladesh.

We will leverage state-of-the-art ICT approaches, including AI and Chat GPT, to expand SBC reach and engage larger audiences cost-effectively. Besides, utilizing innovative ICT tools for internal knowledge management is crucial for strengthening our systems to address the diverse needs of our clients.

What we want to do –

We are planning to utilize AI in project implementation and proposal planning and development which will ensure innovation and timeliness. Specific drives in this respect will be achieved by the following:

- We will invest our time and resources in building a knowledge economy through effective knowledge sharing and collaboration with stakeholders. We will document our internal knowledge and learnings, utilizing various



tools to enhance these insights in national and international forums. Digital archives will be established for SBC and other materials to ensure optimal use of expertise.

- We will strengthen employee capacity in cutting edge technologies to emphasize cybersecurity and methodologies that protect various digital assets, systems, and vulnerable data from security threats.
- We will ensure that integration of AI technologies will maximize high quality output, and on-time delivery of committed deliverables at an appropriate price and develop new opportunities.
- To better manage BCCP's different project needs and to respond to changing needs, we will identify areas for low-cost digitization of policies, manuals and other materials. This will strengthen knowledge sharing for operational effectiveness and retain organizational memory upon staff turnover.
- We will consider our effort as an investment and believe that appropriate collaboration with donors and partners will inspire us to utilize and acknowledge the acquired knowledge significantly.

PRIORITY THREE:

Goal: Reinforce existing networks and partnerships, while cultivating new collaborations through expanded expertise in emerging areas (such as climate change and women's empowerment) and by generating strong local evidence.

BCCP aims to strengthen existing partnerships and explore new ones to address diverse issues. It launched the Tobacco Control Research Grant Program in Bangladesh, with support from the Institute for Global Tobacco Control, to build a local evidence base. This initiative marks a shift in prioritizing tobacco control, historically overlooked compared to other health programs. The research findings are used to engage international partners and develop effective social behavior change programs, contributing to the goal of a tobacco-free Bangladesh by 2040.

Recently, we have implemented several projects on climate change, combatting heat, air and water pollution, suicide prevention and improving mental health, facilitating gender equality and women empowerment with the World Bank, WHO, UN Women and other partners which has enriched our portfolio & sharpened our edge to implement similar projects in future. Along with what we have done and what we already know, we will keep innovating, adopting, and using newer tools, technologies, and approaches to be more effective in the country context and regional arena and will also focus on creating strong local evidence.



What we want to do –

- In the next five years, we will focus on strengthening partnerships with existing donors such as the Government, UN Agencies, WHO, World Bank, and various embassies while exploring new opportunities with donors like FCDO, ILO, WaterAid, and UKAID.
- We aim to enhance collaborations with universities to utilize our research team for better monitoring and evaluation. Additionally, we will sign MOUs with NSDA, BTEB, and private sector partners to track innovations and facilitate participation in SBC.
- Our programs will adopt a rights-based approach targeting persons with disabilities, youth, women, and children, recognizing that sustainable development requires their inclusion.
- We will also seek to support the Rohingya population in Cox's Bazar and Noakhali and improve the socio-economic conditions of RMG sector workers.

PRIORITY FOUR:

Goal: Ensure sustainability by cultivating the next generation of leaders and young professionals, guided by experienced teams, and by enhancing staff competencies and improving operational effectiveness.

Cultivating the next generation of leaders is crucial for sustainability because these leaders will be responsible for driving change and address social challenges.

This development will involve equipping them with essential skills like critical thinking, innovation, and collaboration, and fostering a culture that prioritizes long-term value over short-term benefit. That is where the capacity building comes to scene. Capacity building is one of the four building blocks of BCCP.

Over the next five years, we will focus on enhancing staff's professional and leadership skills while developing future communication professionals. We believe that organizational sustainability relies not only on economic and infrastructural growth but also on the human resources that drive our success. In addition to our annual Advances in Strategic Communication Workshop, we will implement new initiatives to cultivate impactful professionals.



What we want to do –

- Delegate greater responsibilities to the next-generation leaders to strengthen their competencies and build their confidence.
- While recruiting staff, besides considering their professional experience, emphasis will be given on relevant educational qualifications in the newer fields of interest.
- The criteria for nominating staff for formal training and workshops (at home and abroad) will be intensified. We will take active initiatives to develop young leadership for future sustainability of the organization.
- 'Advances in Strategic Communication' course will be developed as an academic course in partnership with different universities.
- We will focus more on developing online-based resources and make them suitable for global audiences, developing more courses, and facilitating webinars on different issues.
- BCCP will always ensure healthy working environment by taking proper measures in any emergency or sudden outbreak of adverse situation and will capacitate its' employee to cope up with such situation so that they take necessary preventive actions for safety of themselves and others.

PRIORITY FIVE:

Goal: Establish the Bangladesh Institute of Strategic Communication (BISC) and strengthen BCCP's organizational and financial foundations to ensure long-term sustainability.

BCCP Vision 2035 clearly indicates the future direction in which we envision a society that enables all to lead better, healthy, poverty-free lives. To achieve that vision, our financial sustainability needs to grow constantly. With our quality service and with partners' and relevant stakeholders' continued support, we have managed to reach a certain level of sustainability.



From a small, rented house back in 1996, we have now been operating from our own office building since 2012. We will push ourselves to further strengthen sustainability to face any untoward situation in future. Although the initiatives mentioned earlier will contribute to this direction, we will strengthen organizational effectiveness for future sustainability. The pool of business development professionals has already been strengthened by engaging new expert and adding more program staff time.

Other than the traditional donor funding we focused on so far; we will explore the possibilities of developing partnership with big corporate houses to tap funding through Corporate Social Responsibility (CSR). We will also mobilize our resources to enrich the profile of BCCP as one of the Strategic and Development Communication leaders in the region. Apart from donor funding, BCCP has created and runs a few sister organizations which contribute for its long-term sustainability.

What we want to do:

- We will establish a new institute with the name 'Bangladesh Institute of Strategic Communication (BISC)' which will contribute to the narrowing of long existing information and knowledge management gaps in the field of SBC in Bangladesh.
- After establishing BISC, we will make it functional to impart academic courses on public health, development communication, knowledge management, communication research etc. After system reviews, and based on evidence, if we find our contribution meaningful and if there is demand for expansion, we will transform the established institute as a communication-focused university.
- We will also set up a new training complex with residential facilities as a source of income.
- Our Creative Unit will be revitalized through capacity enhancement and new recruitment to facilitate innovations. Similarly, the Campaign unit will also be reorganized recruiting a senior-level professional with mixed experience in this field.
- We will create a reserve fund because during any emergency, if the organization does not have any active business to earn revenue, this fund will be used to meet the organizational costs. The fund could be generated from BCCP's any possible savings and from its sister organizations.

There are no better advocates than satisfied clients, and BCCP has always placed high importance on client satisfaction. Since service quality determines client satisfaction, we will continue to ensure competency and efficiency within our team by strengthening professional staff pool to maintain high quality and on time delivery to ensure client satisfaction in all programs.



WAY FORWARD

This Strategic Plan outlines BCCP's direction and actions for the next five years. Yearly action plans will be created, identifying responsible individuals and engaging relevant stakeholders and partners. We will model our past successes in future efforts and implement a monitoring plan to track progress and make necessary adjustments. With support from our Executive Board, partners, and well-wishers, we aim to achieve our objectives, goals and vision.