

WACC Strategic Plan 2022-2026 Mid-Term Review

Overview

At the beginning of 2022, and while coming to terms with the far-reaching impact of the Covid-19 years (2020-21), WACC and its Regional Associations embarked on a new set of programmatic initiatives and activities aimed at strengthening “a movement for communication rights, which includes advocacy among our networks to expand public communication spaces, to support public interest media, and to promote media freedom, digital rights, linguistic diversity, and local sustainability” (SP 2022-2026, *Vision and Mission*).

WACC pledged to realise that goal “through a range of actions: community capacity building, media monitoring for education and advocacy, comprehensive analysis of media trends from local to international perspectives, and advocacy through a diverse network of activists, educators, media professionals and policy makers. These strategies are applied in five focus areas: digital communication rights; migrants, refugees and communication rights; communication rights and indigenous rights; communication rights and climate change; gender and communication rights” (SP 2022-2026, *Strategic Programme Priorities*).

At the half-way point in WACC’s Strategic Plan 2022-2026, with limited financial and staffing resources, WACC has:

- * Implemented a significant number of projects in some 30 countries worldwide under both its Communication for All Programme (CAP) financed by Bread for the World and under bilateral agreements with other donors.
- * Advocated recognition for communication rights at global, regional, and national levels.
- * Promoted a communications rights movement in anticipation of UN landmark events taking place in 2024 and 2025.
- * Strengthened the global gender justice network through the Global Media Monitoring Project (GMMP) and ancillary work at the global, regional, and national levels – including global advocacy.
- * Embarked on new learning and advocacy formats, particularly related to digital justice.
- * Published or co-published materials reinforcing the links between communication rights and communication for development.

At the same time and despite concerted efforts, WACC has not been successful in securing core budget funding on a scale to match (or exceed) its long-term partnership with Bread for the World (BftW), or to build a coalition of funding partners that are able to balance and perhaps eventually replace BftW’s contribution. External factors have also intervened without necessarily impacting WACC’s performance. They include:

- * The fragmentation of resources (brought about by global economics and reductions in the institutional support of funding partners).
- * Governments that in the past were strong supporters of development have realigned their policies in the light of increased demands for humanitarian aid in the face of violent conflicts, global migration patterns, the climate emergency, food and water shortages, as well as increased political instability.
- * Institutions that in the past had larger budgets for development (including the churches) are increasingly saying that their own finances have been reduced through a combination of increased need for humanitarian aid and relief and a reduction in government funding, among other challenges. In an environment where many funders are increasingly prioritising known partners, and local work, research and advocacy related to “communication rights” struggles to capture attention.

The work of WACC and its partners under the SP2022-26 has confirmed a widely held view: building inclusive, people-centred and development-oriented digital information and knowledge societies which enable all people in the world to benefit from new technologies, including AI, will depend on upholding the communication rights of all. Given the current context of limited resources and rapidly changing circumstances, and in the face of the UN Summit of the Future (September 2024) together with its Global Digital Compact, and the ITU-led World Summit on the Information Society (WSIS+20) (June 2025), we recommend the following: That in cooperation with civil society partners at regional and national levels, WACC focuses the remaining years of the SP2022-26 on advocacy and programme work that seeks to contextualise and implement the outcomes of both summits.

Review

The following table sets out the objectives of the SP2022-26 as approved by the Board of Directors in 2021 (left-hand column), together with a summary of what has been achieved so far (right-hand column).

<p>I: PROGRAMMES AND PROJECTS</p> <p>1. Digital communication rights</p> <p>With digital communication growing rapidly and policymakers in many countries developing digital infrastructure and governance models, WACC believes that it is critical to move beyond the issue of access in order to address structural and social justice concerns.</p> <p>Furthermore, existing communication rights that should ensure freedom of expression, linguistic rights, gender equality, media diversity and more need to be applied in a digital communication sphere impacted by disinformation, hate speech and growing media monopolies.</p>	<p>From 2022 to date and under two successive Communication for All Programmes (CAP), WACC supported 82 projects around the world, <i>including 19 on digital justice</i>. Examples include:</p> <p><i>Soliga FreeDem, India:</i> This project enhanced digital inclusion for the Soliga Indigenous communities in the Biligiri Rangan Hills of southwestern India’s Karnataka state. https://waccglobal.org/digital-literacy-strengthens-voice-of-indigenous-soliga-communities-in-india/</p> <p><i>Angaza Community Internet Network, Kenya:</i> This project provided access to connectivity for three wards in Mathare</p>
---	--

The use of digital platforms must occur within a framework of communication rights that help generate genuine opportunities for free and informed participation to promote true sustainable development. This is crucial amid the alarming trend of shrinking space for civil society, which often manifests itself online, as well in the form of online surveillance and Internet shutdowns.

Sustainable Development Goals 9 and 17 of the United Nations 2030 Agenda recognize the need to enable people everywhere to benefit from access to the Internet and to mobile telephony. However, questions about ownership, regulation, privacy, and surveillance of civil society actors must be central elements of the conversation about ICTs in development. Access alone will not contribute to sustainable development.

In this context, WACC will work with civil society organizations in the South seeking to address these issues by (a) promoting digital media literacy among marginalized populations, (b) encouraging the development and use of open-source software, (c) supporting community-managed telecommunication initiatives (“community networks”) and (d) enabling the participation of civil society in policy making around digital issues.

Valley, a densely populated area with 350,000 people in a 5km radius though a model of community-owned and managed telecommunications. <https://waccglobal.org/community-network-kenya-mathare-valley/>

Cabecar Community Network, Costa Rica. This project established a community internet network in Alto Pacuare that serves the entire Cabécar Indigenous nation of 5,000 people <https://waccglobal.org/women-led-community-networks-in-costa-rica-transmit-indigenous-identity-to-next-generations/>

Digital Justice: Study and Action Guide (WCC-WACC)

The English version was produced in 2022; French and Spanish versions were produced in 2023. Printed copies available, plus available online from both WCC and WACC websites.

AI, You and Your Organisation

Recognising the need to address fundamental questions about what generative AI is about and how to use it ethically, WACC launched a 3-part webinar series covering: AI Fundamentals; Harnessing the Power of Generative AI for Communication; Navigating the World of Generative AI: Guidelines for Your Organization.

As part of our developing “Learning Platform” initiative as well as efforts to add value to WACC membership, a small charge for the series was set, with a discount for WACC members. Over 60 participants took part, and the course raised just over Euro 1,000. The recorded webinars were packaged as a self-directed course, also available for a reduced fee with a member discount.

Just Digital online course

The major element of the project was to develop a fully online, self-directed course on digital justice. The first module, “The Big Issues in Small Bytes”, includes three lessons covering the key

areas of ethics and rights for individuals wanting to be informed and navigate wisely. French and Spanish versions of these lessons will be released soon. The second module, “Take Control, Make a Difference”, will dig deeper into the issues and advocated for digital justice. Six lessons are planned for this series. All are available for a small registration fee, with WACC members able to access them for free.

Tech-facilitated Gender-based Violence: Training and Toolkit

WACC and WCC are collaborating on a [gender and media initiative](#) to monitor and advocate against tech-facilitated gender-based violence. A workshop for 10 young ecumenical leaders from around the globe took place in December 2023 using a WACC social media monitoring tool for misogyny followed by further training for the participants plus others interested. A toolkit on Tech-facilitated gender-based violence, including the social media monitoring, has also been produced for launch in four languages in September 2024. Participants in the workshop have since designed a series of webinars in Africa, and in-person training for Central America (Guatemala in October 2024) and virtual training for WCC youth (September 2024).

WACC partners’ consultation

In August 2023, WACC convened project partners from Africa, Asia and the Middle East in Nairobi for a partners’ consultation. Consultations are part of the CAP funding model to enable networking, learning and exchange among project grant recipients. One outcome was the document and commitment to implement an action and advocacy agenda on digital rights and digital justice in the context of the process towards WSIS+20. <https://waccglobal.org/wacc-partner-forum-outlines-agenda-for-just-digital-future/>

	<p><i>International Advocacy:</i> In 2023, WACC partners attended the Internet Governance Forum in Japan to promote their communication rights work. https://waccglobal.org/wacc-partners-igf-community-networks-as-agents-digital-inclusion/ Attendance at this event sparked wider collaboration with other networks in preparation for the Global Digital Compact, NetMundial+10, and WSIS +20.</p> <p>In May 2024, WACC and the Global Alliance on Media and Gender (GAMAG) co-organized a panel at the WSIS Annual High Level Forum in Geneva. Themed “Gender Equality and Inclusion in our Digital Future: A new gender deal for WSIS+20,” the panel’s objective was to evaluate the zero draft of the Global Digital Compact from a gender and women’s rights perspective: https://waccglobal.org/wacc-wsis20-forum-gender-equal-digital-future/</p> <p>In May 2024, WACC was a panellist at a UN Civil Society Conference side event in Nairobi. Organised by the International Telecommunication Union, the event discussed the role of civil society stakeholders in 20 years of the WSIS process towards the Summit of the Future. https://waccglobal.org/civil-society-urged-to-advocate-for-just-digital-future-in-wsis20-process/</p>
<p>2. Migrants, refugees and communication rights All over the world, the numbers of people forced to migrate continue to grow at an alarming pace. Globally, according to the UN Refugee Agency, there are almost 80 million forcibly displaced people. Of this number, some 46 million are internally displaced people, 26 million are refugees, and 4.2 million are asylum seekers. A host of concerns for people on the move need to be addressed: access to information, media representation, sharing their own news and participating in new</p>	<p>From 2022 to date and under two successive Communication for All Programmes (CAP), WACC supported 82 projects around the world, <i>including 10 on migration and communication rights</i>. Examples include:</p> <p><i>Saleem- Mental Health Animation for Refugee Children in Jordan:</i> This project used animated films and radio to help Syrian refugee children and their families communicate about their experiences and find positive ways to cope with living in forced displacement. https://waccglobal.org/communication-</p>

communities and societies – all in an increasingly complex political, cultural, and digital communication landscape.

As forced migration and displacement of people has increased, so has media coverage. Some coverage has led to increased hostility towards migrants. And, in an age of rampant misinformation and disinformation, migration has become a lightning rod for xenophobic groups seeking to undermine trust in public institutions, including the media. Now more than ever, migrants' rights and communication rights advocates must work together to help migrants and refugees gain greater access to information and to communication platforms in order to have their voices heard, develop media literacy skills, and challenge dominant narratives about migration.

The ability of migrants and refugees to make themselves heard in their host societies and to contribute to public discourse on migration is severely curtailed by linguistic, cultural, economic, and political factors. The absence of their voices, in turn, impoverishes public debate. In most cases, migrants have next to no avenues to contribute to public conversations on migration, despite being at the centre of it.

Projects supported under this theme align with Sustainable Development Goal (SDG) 16 on Peace, Justice, and Strong Institutions, SDG 10 on Reduced Inequalities, as well as with the UN's 2030 Agenda. It also aligns with the goals of the UN Global Compact for Migration, particularly objective 17, "Eliminate all forms of discrimination and promote evidence-based public discourse to shape perceptions of migration."

WACC will work with civil society organizations in the South seeking to address some of these issues by (a) establishing networks of citizen journalists made up of migrants and host communities in order to tackle xenophobia and create

[helps-syrian-refugee-children-in-jordan-develop-mental-resiliency/](https://waccglobal.org/helps-syrian-refugee-children-in-jordan-develop-mental-resiliency/)

Challenging Discrimination in Lebanon: Migrant Workers' Newsroom in Lebanon. This project helped a group of migrant workers to establish a network of citizen reporters to tackle xenophobia: <https://waccglobal.org/negative-portrayals-of-migrant-workers-on-the-rise-in-lebanese-news/>

WACC partnered with the Asia Pacific Mission for Migrants (APMM) to implement a multiyear project aimed at meeting the communication and information needs of migrants in the Asia Pacific region. The beneficiaries were Filipino, Indonesian, Nepalese, and Cambodian nationalities, both in home and destination countries. The project enabled migrant organizations, faith-based organizations and advocates in migrant-sending and receiving countries in Asia Pacific to develop an "online community of care and protection" for migrants and migrant workers, prospective migrants, and families of migrants. <https://waccglobal.org/you-are-not-alone-meets-migrant-communication-needs-asia-pacific/>

International Advocacy: In 2022, WACC and its partners held a side event at the International Migration Review Forum at the United Nations in New York. The event's focus was public narratives, migration, and communication rights. <https://waccglobal.org/nothing-about-migrants-without-migrants-at-un-event-wacc-partners-stress-importance-of-communication-rights/>

In 2024, WACC partners also attended and took part in a side event at the Global Forum on Migration and Development (GFMD) in Geneva. Once again, the focus of this work on was public narratives of migration <https://waccglobal.org/global->

<p>grassroots rights-based narratives around migration; and (b) building the capacity of migrant groups to engage with large media houses through media monitoring and advocacy in order to advance rights-based narratives of migration at a societal level.</p>	<p>migration-summit-hears-how-wacc-partners-are-shifting-public-narratives-on-migration/</p>
<p>3. Communication rights and Indigenous rights Media and communications are essential tools to create spaces for the expression of Indigenous voices and to share stories about the diversity of cultures, languages, and histories. Information, communication, and media have a power to educate, inform, and change society. Media can include and strengthen Indigenous voices, revitalize Indigenous languages, and contribute to education processes.</p> <p>The ability of Indigenous people to claim their communication rights is critical to realizing the UN Declaration on the Rights of Indigenous Peoples (UNDRIP). In particular, the right to access Indigenous community media, especially community radio, is essential for Indigenous people to be able to exercise their broader human rights, to guarantee their distinct political, economic, social and cultural development, and to help shape other sustainable development agendas. This is also aligned with the United Nations' Sustainable Development Goals, especially SDG 16-Peace, Justice, and Strong Institutions.</p> <p>WACC-supported projects will focus on supporting the establishment of Indigenous community radio stations in areas with limited access to other media; enhancing the participation of women in Indigenous community media at all levels; promoting the development of Indigenous community media networks and movements; and enabling advocacy efforts aimed at democratizing media structures in ways that benefit Indigenous communities.</p>	<p>From 2022 to date and under two successive Communication for All Programmes (CAP), WACC supported 82 projects around the world, <i>including 19 on indigenous communication rights</i>. Examples include:</p> <p><i>Indigenous broadcasting in Kenya:</i> This project supported the establishment of a community radio station serving the nomadic pastoralist Rendille communities in remote, semi-arid Northern Kenya's Marsabit County https://waccglobal.org/radio-station-boosts-vital-communication-link-for-rendille-speakers-in-kenya/</p> <p><i>Indigenous community radio in Nicaragua:</i> This project advanced the communication rights of Indigenous people in Nicaragua's Caribbean coast https://waccglobal.org/indigenous-radio-in-nicaragua-strengthens-advocacy-with-hands-on-training/</p> <p><i>Indigenous broadcasting against extractivism in Argentina:</i> This project supported the environmental activism of Indigenous community radio stations in northern Argentina, a area affected by large scale mining https://waccglobal.org/project-to-build-capacity-of-indigenous-communication-in-northern-argentina/</p> <p><i>International Advocacy:</i> WACC, AMARC, SIGNIS, and Observacom held an event at the Inter American Commission of Human Rights in Washington to highlight the plight of Indigenous people in Guatemala unable to exercise their communication rights: https://www.observacom.org/buscando-</p>

	que-medios-comunitarios-e-indigenas-sean-reconocidos-sin-restricciones-ni-discriminaciones-se-entrego-petitorio-a-la-cidh/
<p>4. Communication rights and climate change</p> <p>The climate crisis is exacerbating existing inequalities within and among communities and is having a disproportionate effect on marginalized and isolated communities, particularly those whose culture and community, lives and livelihoods, health and wellbeing are directly affected by the climate crisis by uplifting traditional knowledge, voice and experiences.</p> <p>In many developing countries, a gendered division of labour, restricted access to land, capital, technologies, and other financial resources, as well as limited access to political decision-making spheres, have also hindered women from playing a full role in tackling climate change and other environmental challenges.</p> <p>A report by the UN Intergovernmental Panel on Climate Change (IPCC) on the impacts of global warming has warned about the risk of environmental catastrophe unless societies around the world radically change their ways of life. Effective responses partly depend on the extent to which climate-related issues receive public attention, particularly in terms of media content. Scientific knowledge also needs to be communicated in local languages by trusted sources. Furthermore, given that the effects of climate change have a disproportionate impact on people and communities in vulnerable situations, enabling those communities to put their communication rights into practice is essential if they are to tell their own stories, organize for change, and advance their own solutions to the climate crisis.</p> <p>Projects supported under this theme align with the UN's Sustainable Development Goal (SDG) 16 on Peace, Justice,</p>	<p>From 2022 to date and under two successive Communication for All Programmes (CAP), WACC supported 82 projects around the world, <i>including 18 on climate justice</i>. Examples include:</p> <p><i>Climate Journalism in Uganda:</i> This project supported community broadcasters across the country to enhance the quality of their climate reporting https://waccglobal.org/wacc-supports-program-to-help-improve-climate-journalism-in-uganda/</p> <p><i>Traditional Ecological Knowledge in Nepal:</i> This project helped Indigenous communities in Nepal to mobilize their ancestral knowledge for climate justice: https://waccglobal.org/communicating-climate-change-solutions-in-nepal/</p> <p>In partnership with the Latin American Association for Community and People's Education (ALER) WACC implemented a multiyear year project in Brazil, Colombia, and Ecuador to strengthen the community radio sectors to be better positioned to advance climate and environmental justice across the Amazon region. The core group of beneficiaries was 36 (50% women) citizen environmental journalists from the three countries, with trainees expected to train a further 5 people in their communities, bringing the total number of direct beneficiaries to at least 180 (50% women). A significant percentage of participants was from Indigenous, peasant, and Afro-descendant communities. https://waccglobal.org/wacc-launches-voices-of-the-amazon-to-equip-local-communities-to-shape-climate-policy/</p>

<p>and Strong Institutions, SDG 13-on Climate Action, and the objectives of the Paris Agreement.</p>	<p>In partnership with Grupo Comunicarte (Colombia) WACC implemented a multiyear project to strengthen the community radio sector serving people in the vital Andean Moorland (Paramo) ecosystem, which plays a key role in the water cycle and the storage of carbon dioxide. The core group of beneficiaries comprised 12 (50% women) citizen environmental journalists, each from a community radio partner.</p> <p><i>International Advocacy:</i> In 2022, WACC and its partners held an event at the Social and Behavioural Change Summit in Marrakech focused on the role of local communication in the fight against climate change: https://waccglobal.org/wacc-panel-at-sbcc-summit-to-feature-communication-for-climate-justice-initiatives/</p> <p>In 2022 and 2024, WACC partners attended the Pan Amazon Social Forum to highlight the importance of communication rights in the defence of the Amazon https://waccglobal.org/voices-of-the-amazon-needs-assessment/</p> <p>In 2024, WACC partners attended the 16th Biodiversity COP in Colombia, not only to cover the event, but also to advocate for communication rights in the context of the climate emergency.</p>
<p>5. Gender and communication rights WACC promotes women’s communication rights and advances gender equality in and through the media. Partners apply gender-focussed news media monitoring to generate the evidence needed to support education, awareness, training, advocacy, and engagement with media professionals about media policy and practice. Gender-focussed media monitoring has a significant role to play in building the evidence to advance gender equality and empower all women and girls.</p>	<p>From 2022 to date and under two successive Communication for All Programmes (CAP), WACC supported 82 projects around the world, <i>including 16 on gender justice</i>. Some examples include:</p> <p><i>Tackling gender stereotypes in Senegal.</i> This project promoted gender sensitivity among web journalists to advance positive, non-sexist portrayals of women in digital news media https://waccglobal.org/project-addresses-gender-stereotypes-sexism-in-senegals-online-media/</p>

WACC advocates the right of women and girls to full and equal participation in public communication so that their multiple and complex interests, experiences and realities become part of the public agenda. It also supports civil society evidence-building on media and marginalized sectors of society in order to advance social justice goals for all in and through the media.

Projects supported align with Sustainable Development Goal (SDG) 5 on Gender Equality, and SDG 16 on Justice, Peace, and Strong Institutions. They also align with the 1995 Beijing Platform for Action, especially section J-Women and the Media.

In addition, a major WACC enterprise is the Global Media Monitoring Project (GMMP), the largest and longest-running research and advocacy initiative on gender in the world's news media.

GMMP findings are important because they reveal the extent to which women's communication rights are ignored, denied or diminished. These findings provide the evidence that gender and communication groups at all levels can use to urge policy change in media houses around the world. They have also been an important tool in national and international advocacy work for gender equality and women's rights. Activists throughout the world use GMMP research reports and toolkits.

GMMP findings are integrated into journalism training curricula to build gender awareness of media professionals and in media literacy programmes targeting general audiences.

The United Nations has officially recognized the relevance of the GMMP media monitoring. WACC carries out this work in partnership with UN Women, UNESCO, and the Global Alliance on Gender and Media (GAMAG) as well as women-led media

WACC revised the objectives of the GMMP 2025: (a) To build capacity of civil society groups on participatory media monitoring with a gender lens; (b) To update the data on the status of gender equality in the news media. Target reach: 125 countries, compared to 116 in 2020; (c) To gather new data on the global top priority concerns of the day including: climate change (of interest to potential funder UN Women); women in politics; gender-based violence in offline and online news platforms; technology-facilitated gender-based violence (of interest to UNW, potential co-implementer International Federation of Journalists and highly likely to be featured in the WSIS 2025 action plan); conflict, peace and security (of interest to UNW); To draw lessons for the news media industry on gaps and opportunities relevant to gender, diversity and inclusion.

Regional consultations were held in 2024 for country coordinators from Africa, Europe, Caribbean, Latin America, Middle East and the Pacific regions. The goal was to reflect on and plan for the future, to strategize on approaches to ensure continuity in GMMP leadership in the countries and regions, to guarantee expansion of the network and sustainability of the work.

International Advocacy:

In 2023 and 2024, WACC convened or spoke at various parallel and official events at the UN Commission on the Status of Women (CSW) in New York. One event in 2023 was co-organized with members of the Global Forum on Media and Development on the theme of women's digital communication rights. In 2024, WACC spoke on a panel convened by the Council of Europe and the Permanent Mission of Liechtenstein to the United Nations, during the Liechtenstein Presidency of the Committee of Ministers of the Council of Europe.:

<p>and communications initiatives and networks and the wider women's rights and feminist movement.</p>	<p>https://waccglobal.org/media-monitoring-key-to-breaking-down-gender-stereotypes-csw68-hears/</p> <p>In 2023, WACC took part in the African Women in Media Conference in Kigali and called for greater attention to media monitoring as a tool to combat online gender violence https://waccglobal.org/kigali-declaration-outlines-african-commitment-to-eliminating-gender-violence-in-and-through-the-media/</p>
<p>Note on the Communication for All (CAP) 2019 Evaluation</p>	<p>WACC retained external consulting support to evaluate the impact of the CAP 2019-23 programme. The final report was submitted to WACC in February 2024. Overall, the report's findings (available upon request) show that WACC's work is "effective, impactful, and transformative". Key recommendations included refining the gender focus to include non-binary identities, developing a communication rights perspectives that takes into accounts other epistemologies, and developing closer relationships with our grantees. In dialogue with Bread for the World and in response to some of the recommendations, we also agreed to ease some of the onerous administrative burdens imposed on WACC grantees.</p>
<p>II: BUILDING BRIDGES, NETWORKS AND PARTNERSHIPS <i>Goal: To build and develop networks and partnerships as a rights-based organization that works with both faith-based and secular organizations to promote dialogue that advances the cause of communication rights.</i></p> <p>WACC will extend and strengthen its contribution as a faith-based international organization and network to the advancement of sustainable development and communication rights.</p>	<p>WACC's work on digital justice resources has enabled strong ecumenical partnerships particularly with the World Council of Churches and the Association of Protestant Churches and Missions in Germany (EMW). This included not only project grants but joint workshops and messaging. Further partnership on gender and media with the World Council of Churches has led to collaboration on efforts to address tech-facilitated gender-based violence, particularly in galvanizing a global network of young ecumenical leaders.</p> <p>WACC's online Conversation Circles have become effective opportunities to connect different partners to showcase their work</p>

Through its global network of members and partners, WACC will continue to seek opportunities to share its wealth of grassroots experience and expertise in the struggle for social progress. In doing so, it will promote dialogue and exchange in a fair and balanced way, especially in regard to linguistic diversity and inclusion.

and discuss critical issues. Panellists have included local project partners, WACC regional officers, media development representatives, civil society initiatives, and foundations.

In North America, WACC worked with the Primate's World Relief Development Fund (PWRDF), with the Evangelical Lutheran Church in America (ELCA), and with the Canadian Council of Churches. We also pursued collaboration with the Conference of Non-Governmental Organizations (CoNGO) and faith-based organizations and other parts of civil society in preparation for WSIS+20.

WACC consolidated work with climate justice networks, including at the Social and Behaviour Change Summit and the Pan Amazon Social Forum both in 2022, and at the 2023 Amazon President's Summit. WACC obtained accreditation to attend COP climate meetings, including COP 16 on Biodiversity in Colombia in 2024 and the Climate COP in Brazil in 2025.

In 2023, WACC participated in the Internet Governance Forum in Japan, where three of its partners (Costa Rica, Uganda, and Kenya) shared best practices about community-owned telecommunication infrastructure. Also in 2023, WACC participated in the Latin America edition of Internet Governance Forum in Colombia, where it connected with key partners like APC.

WACC was active in advocacy to create more balanced public narratives related to migration, including at the UN level at spaces like the International Migration Review Forum. These efforts continued at the Global Forum on Migration and Development (GFMD), held in Switzerland in 2024 where WACC organized a side event on public narratives and invited two CAP partners, one from the Philippines and one from Jordan. WACC made use of

	<p>this opportunity to meet with the UN Rapporteur on the Rights of Migrants.</p> <p>In 2024, WACC participated in a meeting of civil society actors in Malaysia led by APC and IT for Change to coordinate actions for the Summit of the Future and WSIS+20. WACC participated in the NetMundial+20 and the G20 Preparatory Meeting on Information Integrity in Brazil, where we connected with key partners. WACC also participated in the WSIS+20 High Level Forum in Switzerland and organized an event on gender justice.</p>
<p>III: COMMUNICATIONS <i>Goal: To maintain appropriate, flexible and effective communication structures, systems and platforms to build networks, share information and knowledge, and promote joint action among members and partners.</i></p> <p><i>External communications goal: to increase the visibility and salience of communication rights and the work of the WACC network across all its fields of activity.</i></p> <p><i>Internal communications goal: to enhance the quality, transparency, interactive capability and relational dimension of WACC’s communications within the organization and across its network.</i></p> <p><i>WACC will increase its presence and visibility among global institutions working on rights-based and development issues. It will strengthen interregional contact and networking to support and promote WACC’s vision and mission.</i></p>	<p><i>The Hub:</i> WACC sends a free, bi-weekly newsletter via direct email providing members, partners, and other interested people with news, opinions, and resources related to communication rights. To date, under the SP 2022-2026, subscribers have received more than 70 issues of <i>The Hub</i>, and the format has been refreshed and content expanded, e.g., social media posts, invitations for events and e-learning, and other engagement and advocacy opportunities. Since the start, readership has increased by ca. 185 to 1791 subscribers.</p> <p><i>Reaching Out – Members’ Letter:</i> Since 2022 WACC has published a bi-monthly bulletin for its members and partners focusing on topical issues as a means of keeping in touch.</p> <p><i>Comment:</i> Since 2020, WACC has published a bi-weekly Comment of around 500 words on topics related to the democratisation of communication and to WACC’s different programmes. The aim is to strengthen WACC’s voice on the international stage and to highlight issues of concern at global and regional levels. WACC has maintained this initiative under the SP 2022-26, publishing over 70 pieces on both the WACC Global and Centre for Communication Rights websites and highlighting this leadership on our social media channels, including as LinkedIn articles.</p>

Websites: WACC maintains 3 websites to increase our visibility and share news and knowledge. New webpages were added to highlight and provide resources related to new programmatic activities, for example, the digital justice campaign and the initiative to stop tech-facilitated gender-based violence. The Centre for Communication Rights website has been expanded to serve as WACC's e-learning platform, offering the online digital justice courses and recordings of WACC's Conversation Circles. Under the SP 2022–2026, in addition to **Comment** pieces, a total of some 200 news stories and blog posts have been published on the WACC Global and Who Makes the News websites, giving visibility to our activities and engagements. A dedicated news page for the CAP was added and a blog series profiling GMMP coordinators has been launched. The websites continued to provide resources such as the *Digital Justice Study and Action Guide*, reports from the GMMP 2020, and publications like *Media Development*, *Communicating Climate Justice*, and our annual reports.

Social media: Under the SP 2022–2026, WACC maintained an active presence on Facebook, Instagram, X (formerly Twitter), LinkedIn, and YouTube, giving visibility to and inviting engagement with our news stories, Comment pieces, blog posts, learning opportunities, resources, and other activities. WACC reached 35.7 K people on Facebook and 2.9 K on Instagram, with 4.1 K content interactions on the former platform; we have more than doubled our following on the professional platform LinkedIn. WACC also targeted a gender and media audience through dedicated profiles on Facebook, Instagram, and X, with a combined reach of 11.6 K and some 1.4 K content interactions. On X, our follower count has grown to over 2.3 K (WACC Global) and nearly 2 K (Who Makes The News).

	<p><i>Conversation Circles:</i> As part of WACC’s expanding offer of online learning and engagement opportunities, in April 2023 we launched the Conversation Circles discussion series featuring partners advancing communication for all in local communities across the globe. Three CCs have been held thus far under SP 2022–2026. The virtual events have been promoted on WACC’s web, social media, and direct mail channels, and the recordings made available on YouTube and the Centre for Communication Rights website.</p> <p><i>Annual Report:</i> WACC’s annual report showcases our work in the past year and highlights our salience in the current local and global contexts. We published 3 annual reports under SP 2022–2026, undertaking a redesign to more closely align the publication to sharpen focus on our strategic priorities and increase visibility of our mission and impact. All annual reports were made available on the WACC Global website, and individual activities were highlighted on social media and in <i>The Hub</i>.</p> <p><i>Appendix 1 includes details of publications under SP 2022-26.</i></p>
<p>IV: ORGANIZATIONAL AND MANAGEMENT SYSTEMS AND RESOURCES</p> <p>To support WACC’s Programme Goals it is necessary continuously to adapt WACC’s organizational and management systems to make sure that they are flexible and responsive to the demands of a rapidly changing environment.</p> <p>The overall goal is to strengthen and adapt WACC’s systems (financial, human resources, technological, organizational) to enable it to sustain and better fulfil its mission. WACC will focus on enhancing the capacity of its organizational and management systems in three main areas:</p>	<p>WACC streamlined its management systems, especially those related to financial reporting and statutory audits and in conformity with new requirements in the UK. WACC carried out five audits every year relating to its institutional and project work. WACC also reviewed its staffing situation in the light of ongoing stability and future security.</p> <p>WACC successfully expanded its donor base in relation to programmatic work and targeted wider support for its core budget needs. A consultant advised WACC on approaching potential new funders. This effort was matched by significant work on increasing WACC’s public visibility on social media and</p>

Funding development

Goal: To achieve a financially sustainable WACC that will have the required resources to achieve its vision, mission and programme priorities.

WACC will expand its donor base and diversify its revenue sources. WACC will strengthen joint collaborations with partners and donors, expand its global network and outreach through identifying and building relations with like-minded organizations and foundations, increase WACC's visibility, and facilitate fundraising efforts within and amongst its global membership.

Operational structure

Goal: To support a clear and efficient management and working structure that enables WACC's effective presence and engagement in international processes aligned with its vision and mission.

WACC will review its human resource needs in line with this Strategic Plan and explore opportunities to enhance its representation at and involvement in international forums and processes, such as the United Nations.

Collaboration and relationships

Goal: To strengthen relationships among, and collaboration between, members, partners, supporters and staff in order to achieve WACC's mission and programme priorities more effectively.

WACC will strengthen its regional outreach both at the level of membership and its network of project partners, paying particular attention to capacity-building and financial sustainability.

among faith-based and secular organizations with similar humanitarian and development portfolios.

WACC staff have worked on making membership and contact database systems more efficient and accurate to enable better communication and reduce the administrative burden; while small gains were made this is an ongoing task with the contact management system. Membership processes were improved, with stronger contacts with regional associations through regional membership liaisons. Value of membership was increased through free or discounted access to learning resources begun in 2024. Membership increased slightly in 2024 after decreases in previous years. A free one-year membership for university staff and students was launched to foster a new generation of communication rights advocates.

Appendix 1: Publications under the Strategic Plan 2022-2026

Media Development

WACC's international quarterly journal continued to be published online focusing on the following themes.

1/2022: Building credibility and trust in a digital age

This issue asks what do social justice and social injustice look like in the digital era, especially for marginalized people and communities? In what ways has the digital era changed the notion of public space? What vision do we have of a more just digital – and human – society and how do we help to bring it about?

2/2022: Celebrating Canada's Indigenous Media

Recognising and implementing communication rights is a crucial first step towards bringing about mutual respect, greater understanding, and the possibility of reconciliation vis-à-vis the Indigenous peoples of Canada.

3/2022: Democratizing communication, Rediscovering solidarity

From legacy media's propaganda potential to the Internet's "platform power", how can we bring about global cooperation to build an alliance of democracies strong enough to set the rules, standards, and red lines of a democratic digital future, worldwide?

4/2022: Statements on Communication

The documents in this issue show that the democratization of communication has remained a persistent yet unattained vision. Civil society interventions are still desperately needed: to create greater awareness of the issues involved, to lobby at local and national levels, and to bring moral weight to bear on how to tackle the inequalities and injustices that prevent people from designing and achieving a better future.

1/2023: Utopia or Bust: In Search of Inclusion

Two "utopias" are examined in this issue: the potential impact on communication policies of Latin America's Pink Tide 2.0 – the resurgence of a turn towards left-wing governments in Latin American democracies – plus the fabled Metaverse, which seeks to combine multiple sources of information on one digital platform.

2/2023: Archival Justice: Unfinished Business

This issue argues for "archival justice", since what is archived or retained in political, economic, and social structures – including the media – embodies inclusions and exclusions, discriminatory attitudes and behaviours, one set of rules for the elite and another for the rest.

3/2023 Who is talking with the audience?

Understanding the importance of media literacy as an instrument of public policymaking is essential to promoting democracy and dialogue. Investigating “Who is talking with the audience?” leads to wider audience engagement and concerted action.

4/2023: Migrant Rights Are Human Rights

Communication with, from, and by migrants and refugees is fundamental to their wellbeing and to strengthening their sense of self-worth and dignity. How can media and communication become vehicles to help migrants exercise their rights?

1/2024: Towards Democratic Governance of Digital Society

Many actors in civil society worry that digital technologies, including those based on AI, can be appropriated by governments, security services, and global corporations to repress, control, manipulate, and profit from ordinary people – who have their own, more just expectations of how these technologies could improve lives and livelihoods.

2/2024: Weaving Communication in Solidarity

Articles in this issue underline the need to resist by every means possible the steady erosion of democratic values, of press freedom, and of people’s capacity to see, hear, and express their needs and concerns in public without obstruction. Only in this way can we retain a peaceful and sustainable future as a shared vision for all.

3/2024: Communication in Conflict Situations

Exploring the notion that constructive journalism can engender greater understanding by those on the outside of the situation, as well as greater trust by those on the inside. With the aim of reducing tensions, paving the way for dialogue, seeking solutions that are equitable and practicable, journalists can play a crucial role in advancing alternative solutions.

Other Publications

- * In 2022, WACC contributed the chapter “Building the evidence for feminist advocacy and awareness-raising: the Global Media Monitoring Project” to the Wiley-Blackwell *Handbook on Gender, Communication and Women’s Human Rights*, which sets out to engage contemporary debates on women’s rights, democracy, and neoliberalism through the lens of feminist communication scholarship.
- * In 2022, WACC and Southbound Publications (Malaysia) produced a 130-page paperback/e-publication on the theme “Communicating Climate Justice”, arguing that climate justice – fair and equitable actions in response to the climate emergency – can only be achieved via communication justice – the ability of everyone to speak their minds, express their opinions, and be heard in public.
- * In 2023, WACC was invited to contribute a leading chapter to the two-volume book *SDG18 – Communication for All* published by Palgrave Macmillan. Appearing in the publisher’s Sustainable Development Goals Series, the two volumes examined the

claim that from eradicating poverty, ending hunger, providing universal access to healthcare and education, and addressing climate change, it is nearly impossible to achieve the SDGs without embracing the role of communication in development.

- * In 2023, Palgrave Macmillan also published a history of the achievements of the International Association for Media and Communication Research (IAMCR) of which WACC is a longtime member and to which WACC contributed a chapter on “The MacBride Round Tables: In Pursuit of Equality, Plurality, and Diversity.”
- * In 2022-2023, as a follow up to the international symposium, “Communication for Social Justice in a Digital Age”, WACC produced the *Digital Justice Study and Action Guide*, co-published with the World Council of Churches (WCC). Available in English, French and Spanish.
- * In December 2023, *A Framework for Communicative Justice* – a collection of Media Development editorials from 2019 to 2023 was published.
- * In 2024, following a pilot workshop, WACC and WCC co-published a toolkit on *Taking Action Against Tech-Facilitated Gender- Based Violence*, available in English, French, Spanish and German.