

Management Actions Document

Updated February 2026

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Background

The rapidly changing global political and economic situation, together with a financial analysis of risks, demand a comprehensive reassessment of WACC’s mission, activities, and structures to develop strategic directions which ensure WACC remains a leading voice for communication rights over the next decade.

Based on the input from SWOT responses and regional outreach, the proposed areas for re-evaluation as presented to the Board in July 2025 are:

- A. Communication and visibility, including the WACC brand
- B. Strengthening governance, membership, and networking
- C. Business development for self-generated funding
- D. Strengthening existing funding and pursuing new funding
- E. Assessing WACC’s organizational structure
- F. Development of WACC’s Strategic Plan (2027-2030) and board elections

Areas for re-evaluation and forward planning

A. Communication and visibility, including the WACC brand (12-18 months development before launch).

In July 2025 the WACC UK Board approved further consultation on a change of name (see Annex 1). Staff led several rounds of consultation with regional associations, and stakeholders. While the need for a change was widely affirmed, there were clear differences in preferred names and direction. Staff felt an external and comprehensive perspective was needed. Staff are working with two consultants to carry out a comprehensive landscape scan of the communications justice area and propose a way forward. The consultants are assessing organisations, campaigns, themes, trends, including looking at style, substance and approach of peer organisations’ brands, names, taglines, visions and objectives and to conducting a full desk review of all WACC renaming/rebranding consultations to date, including the input from all WACC staff, members, partners, associates, peers and other stakeholders. Full

consideration is being given to WACC's strategic directions and key pillars of work going forward. A costed communication and branding strategy, including consolidating the current three websites and brands, to be developed and implemented.

B. Strengthen membership and networking (3 years).

- i. Initial conversations have taken place about strengthening communication and interaction, piloting stronger staff support for selected regions and exploring capacity-building for regional associations, including cross regional communication. Two online meetings have been held for regional associations to share best practices, activities and information to strengthen regional connections.
- ii. Based on work to expand membership options and engagement, proposals for trial memberships and project partner memberships are being brought to the Board for consideration.

C. Business development for existing or potential services or products (18 months). Discussions with an external business manager has outlined some opportunities to assess current and potential services. Business planning pending for *Media Development*, publications, learning platform, workshops and trainings, individual donor development (Requires collection and analysis of data on costs, time, return, etc.)

D. Strengthen existing funding and pursuing new funding. (ongoing)

Current efforts to attract new partners and funders continue. Refined promotional material and programme descriptions specifically for funders. Depending on progress of brand and business development, develop further outreach including corporate social responsibility.

E. Assessing WACC's organizational structure

Consider WACC structure to ensure it is fit for purpose including location and staffing. This includes scenarios for outsourcing, redefining responsibilities, regional connections and support. (3 years)

- i. July 2025 Board decision to keep existing *registered offices* at least until 2028 (taking into account the closure or changes at the physical ACC building in Toronto). Issues relate both to the legally registered offices and the relationship between them which requires a consolidated audit in the UK since the changes approved in 2018. Staff are reviewing the need to maintain a physical office in Toronto at a current cost of CAD 40,000 p.a. against maintaining a registered address only and storing financial and other archives. The current lease comes up for renewal in September 2026.
- ii. Explore staff roles and new ways of working, potentially leading to recommendations for revised role descriptions/restructuring. The GS and DGS are devising a way of evaluating current time commitments in relation to programme and administrative work which could lead to greater consolidation and efficiencies. The potential role of AI in business management will be taken into account.
- iii. Discussion with regional associations with legal entities on strategic ways to leverage funding and outreach to be held.
- iv. Officer and Board elections (2027), preceded by review of role, expectations and capacity building plan for directors.

- v. Scenario planning for potential loss of income with detailed cost and benefit analysis (to be done 2026, updated 2027).

F. Development of next Strategic Plan 2027-2030 (to begin mid 2026).

- i. The input, analysis and progress of the work above is informing the elements of the plan. The main strands of work (Climate Justice, Digital Justice, and Gender Justice) have been outlined in the successful application to Brot für die Welt.
- ii. The process of refining the strategic elements, drafting, and testing with members and partners starts in early 2027.
- iii. The strategic plan should be followed with annual implementation plans.

Annex 1: WACC’s name and “branding”

There have long been questions about the potential confusion that the name “World Association for Christian Communication” creates both within the Christian community (that we help shape Christian communicators’ expertise, including theological reflections) and secular entities (that we are an evangelical association). There are also strong considerations both to keep the name (virtually all our current funding comes from ecumenical entities) and to change the name (we have had examples of funders and potential partners distancing themselves from us because of their perception of our Christian identity).

1. In a consultation with regional associations in which issues with the name and potential alternative names were proposed, there was a general sense that retaining the acronym WACC offers historical continuity, but that the full name itself might need to change to better express what the organisation is actually about.
2. Over the decades, WACC has used three taglines (“Taking sides”, “Communication for all”, and “Enabling people to be seen and heard”). The first was controversial (whose side and why?). The second could seem obvious (doesn’t everyone communicate?). The third came nearest to saying something about what WACC does.
3. Complicating WACC’s identity is that there are in reality three identities, with three websites – WACC, Centre for Communication Rights, and GMMP (whomakesthenews). The CCR has its own tagline: “Many voices, one world”, which echoes the title of the 1980 MacBride Report. Forty-five years later, while the concept remains valid, it may also be time to move on.

Responses to the idea of a name change from WACC regional executive committees

WACC-Caribe: The REC is in favour of a name change. The name that found favour with the group is World Association for Communication Rights (WACR). The committee is aware of the implications of such a change and that it would have to be thoroughly explored, bearing in mind the goodwill associated with WACC, as well as the expense associated with rebranding.

WACC-LA: A majority voted for World Association for Community Communication (Asociación Mundial para la Comunicación en Comunidad) so as not to lose the corporate identity of so many years (branding); accentuating the capacity of community communication (a major factor in Latin America); and the fact that we continue to be a global organisation with members rather than a network in itself.

WACC-Europe: The name “World Association for Christian Communication” does not effectively communicate WACC’s mission of fostering communication for all. Renaming WACC and omitting the adjective “Christian” could be perceived as distancing the organization from its Christian heritage and perspective, which may also make it more difficult to secure support from churches.

The use of the abbreviation “WACC” could be helpful in branding the organization’s identity. By adopting “WACC” alongside an appropriate tagline (e.g.

“Communication for All”), we could transition to using the abbreviation instead of the full name, reserving the full name for specific contexts and explaining WACC’s mission when necessary.

Therefore, the consensus was that rather than renaming the World Association for Christian Communication, we should switch to using the abbreviation “WACC” with a relevant tagline.

WACC-NA: The consensus was that retaining the acronym somehow, would be preferred, but we also liked World Association for Communication Rights. As in the past, there continues to be equal part concerns about losing the Christian identity of the organization and hindering the organization’s work by keeping Christian in the name. We thought both concerns could be overcome with better and coordinated donor communications. All that said, there was good agreement that we’d like to retain the global nature of the communications work, so some version of the name with World, Association and Communication embedded may be best.

WACC-Africa is not opposed to a change. We acknowledge the limitations of the present name in fully projecting WACC’s expanded aims and objective to guarantee the organisation’s future financial viability.

Our executive based on the consultation with our members would, however, prefer that the new name does not allow for anything that will deny WACC’s heritage and history or violate the original principles of the WACC and what it stands for. We have no objection to any of the suggested names as long as they capture the new focus of WACC’s programmes and projects.

6. There is no unqualified consensus around altering WACC’s name. In addition, the global geopolitical and economic scene is changing rapidly in the light of cutbacks to development assistance and humanitarian aid, and reductions in church-related revenue. WACC is also facing challenges when it comes to securing ongoing core budget and programme funding, as well as in striking up new funding partnerships. Changing WACC’s name would require constitutional and governance revisions. For these reasons, the following **Motion** is proposed:

That over the next 12 months WACC devise a model in which WACC’s three “brands” (WACC, CCR, and GMMP) are consolidated under the umbrella of “Communication Justice for All”, tying into WACC’s history and maintaining recognition with WACC’s various networks.

This overarching identity is about pursuing justice, sustainable development, and democracy through communication rights. WACC is about capacity building and local to global advocacy. CCR is about education. GMMP is about research and evidence.

This trajectory, its impact and visibility, any unforeseen constitutional and governance as well as budget implications, will be assessed within the strategic development process over the next 12 months.