

WACC Strategic Plan 2027-2031

Proposed Process:

1. June: Draft prepared by WACC Secretariat
2. July: Presentation to WACC Board
3. July – September: Input requested from directors, regional executive committees and associations, and key stakeholders. A global online consultation is envisioned as one step.
4. October: Plan revised and presented to Board for approval*
5. November – December: Communication planning for launch of strategic plan and initial Secretariat work plans outlined.

**Note: WACC is currently considering a change of name. If a change of name is approved, this plan would be revised not only to use the new name, and potentially new vision and mission statements, but to reflect the motivation for the new name and articulate the transition process.*

Draft 14 July 2026

PREAMBLE

WACC works toward a people-centred, inclusive, and rights-based global communication order. This overarching vision of communication justice reflects our conviction that communication is not merely a technical or commercial matter but is the foundation of human dignity and social justice.

Since its founding in 1968, the World Association for Christian Communication (WACC) has sought to bring about societies in which everyone is able to engage in transparent, informed, and democratic conversation and debate. WACC's Theory of Change articulates how a focus on communication – as a right, as a practice, as a skill, and as a profession – is fundamental to achieving dignity, inclusion, and informed and active participation. It is essential to sustainable development and to just and peaceful communities.

This vision of communication for all is underpinned by Principles of Communication, which WACC seeks to express among its members and network and through its programme and action:

- Communication is a spiritual exercise
- Communication builds and shapes community
- Communication enhances participation
- Communication promotes freedom and demands accountability
- Communication celebrates cultural diversity
- Communication builds connectedness
- Communication affirms justice and challenges injustice

I. VISION AND MISSION

**Wording to be revised.*

Vision:

Mission:

II. THE WORLD WE WORK IN

The world is facing multiple, overlapping political and economic crises. Misinformation and disinformation are fostering systemic mistrust. Development aid has been slashed. Violent conflict between nations is intensifying. Meanwhile, the rapid expansion of artificial intelligence is diverting global funding and attention away from urgent human needs.

Institutions established to champion women's rights are being deprioritized or defunded, undermining long-established civil society advocacy partnerships. This directly threatens the sustainability of women's communication rights work and the movements that WACC has nurtured over three decades at least.

The consequences are already visible. Digital platforms are enabling increasing abuse against women and girls, silencing voices online and fuelling mental and physical violence offline. Some governments are reversing hard-won measures to address climate change and gender equality. The exponential growth of AI systems – with their vast demands on energy, water, and natural resources – is compounding these harms, falling hardest on communities already living in poverty and vulnerability. Political polarization prevents effective governmental response to all of these challenges.

At the centre of these crises lies a common thread: the denial of communication rights. WACC understands the fulfilment of communication rights – such as freedom of expression, access to information, freedom of the press, the right to use one's own language – as essential for human dignity, social justice, and meaningful participation in public life. When communication rights are denied, people are excluded from decision-making, cut off from reliable information, and rendered invisible. This deepens inequality, heightens mistrust, and erodes the foundations of democratic society.

What others now call "localization" and "decolonization", WACC has practiced for decades. Our work is built from the ground up. We support grassroots initiatives that are led by the needs communities themselves identify, trusting locally defined solutions, providing guidance and expertise where helpful, and connecting partners across regions to learn from one another. Local voices do not just receive our support – they shape international advocacy, ensuring that global policy is grounded in lived reality.

Our research methods are participatory: communities collect and analyse information and media trends to power their own activism. By pooling local data, WACC generates robust, evidence-based advocacy with international reach. This same locally-rooted knowledge informs the educational resources we develop – resources that address the pressing communication challenges of today and build solidarity across regions and sectors.

WACC's goal is communication that is inclusive, democratic, and empowering. When communication rights are respected, people can learn, organize, advocate, and transform their societies for the better.

III. STRATEGIC DIRECTIONS 2027-2031

To achieve its goal of a people-centred, inclusive, and rights-based global communication order, WACC will strengthen its unique role as a bridge builder and connector bringing different sectors – faith-inspired organizations, local communities, human rights advocates, media development actors, technical developers, and policy makers – together in common cause towards more just and sustainable development through communication.

We will focus on three critical and inter-connected issues: digital justice, gender justice, and climate justice. Our research, education, capacity-building and advocacy on these issues builds on decades of working with southern partners and movements and linking local partners, regional networks, and multilateral platforms for greater impact.

We will strengthen our identity as a regionally led alliance and enhance the visibility of local experience and expertise. Through our members and partners, we will expand knowledge of communication rights challenges and successes and inspire wider engagement in a transformative movement for communication justice.

We will use our own human and financial resources efficiently, inviting individuals and organizations to join with us to ensure the sustainability of our work together.

A. BUILDING BRIDGES IN A DIVIDED WORLD

Our Aim: Local to global actors from diverse sectors are connected to strengthen our common action towards communication justice.

WACC will leverage the diversity of its global membership, regional associations, and local to global partners as a movement towards a people-centred, inclusive, rights-based global communication order. WACC's unique capacity to create bridges from local, marginalized communities to international faith-based and secular organizations enables us to promote mutual learning and solidarity across sectors and geography, foster relationships and shared analysis, and develop long-term collective action.

WACC will prioritize:

- * Fostering spaces for cross-regional exchange and learning, especially linking gender, digital and climate actors to work on interconnected issues
- * Ensuring visibility for local and marginalized communities in global governance spaces, so that those most affected by digital and climate transitions contribute to the decisions affecting them
- * Connecting ecumenical and civil society engagement in digital and communication policy reform
- * Ensuring arguments made in policy spaces are rooted in the real conditions, needs and opportunities as named by the communities themselves.
- * Supporting the engagement and activities of its regional associations to address critical communication issues in their own contexts.

B. OUR PRIORITY ISSUES

1. Digital Justice

Our Aim: Digital transformation that advances equality and democratic participation

The rapid expansion of digital technologies has transformed communication, but access alone is not enough. The digital sphere is plagued by disinformation, surveillance, corporate monopolies, and online harassment – especially targeting women and minorities.

WACC will work to ensure that digital transformation serves democracy, inclusion, and equality. Our priorities in this area will include:

- * Promoting digital literacy so individuals and communities can use tools effectively and safely.
- * Advocating policies that ensure accessibility, affordability, diversity, and accountability.
- * Monitoring misogyny on social media to address tech-facilitated gender-based violence.
- * Defending civil society space online against censorship and surveillance.
- * Ensuring that existing human rights apply equally in digital spaces.

2. Climate Justice

Our Aim: Climate-affected communities shape ecological futures and policy

Communities most affected by climate change are too often absent from the decisions that determine their futures. WACC works to ensure that marginalized and climate-impacted communities are seen, heard, and able to participate meaningfully in climate decision-making processes. We hold that communication rights enable climate-affected communities to influence adaptation policies and shape ecological futures rooted in local knowledge and lived experience.

WACC's climate justice work will include:

- * Supporting citizen journalists and community media to report on local climate impacts.
- * Promoting traditional ecological knowledge in sustainable solutions.
- * Building communication capacity to organize for change and protect ecosystems.

3. Gender Justice

Our Aim: Women, girls, and gender-diverse people participate fully and safely in public life.

Gender equality in communication is essential to sustainable development, democratic participation, and the full realization of human rights. WACC works to ensure that women and gender-diverse people are not only present in public communication, but that they can participate fully and safely – free from harassment, exclusion, and misrepresentation. We recognize this not as a secondary concern but as a foundational condition for any just communication order.

In addition to working on gender justice-specific programming, WACC will embed gender justice in all priority issues, focusing in particular on:

- * Advancing women's digital rights through leadership and collaboration in key policy making spaces, including initiatives for digital infrastructure and platform governance.
- * Positioning WACC as a global thought leader on, and enabler of, Enabling critical digital literacy with a gender lens.
- * Combatting tech-facilitated gender-based violence through tools to build awareness, strengthen empirical data, and call for platform accountability and regulatory reforms.
- * Strengthening feminist and feminist-informed communication networks through South-South exchanges and coalition-building initiatives.
- * Applying and strengthening the Global Media Monitoring Project's legacy of research, advocacy, and network-building to address new and continuing challenges to gender equality in the media.
- * Ensuring that all of WACC's programmes and projects apply a critical gender lens and centre the voices of women and gender-diverse people most affected by injustices and inequality.

C. COMMUNICATING SOLIDARITY AND ACTION

Our Aim: A strengthened alliance engaged and inspired to speak and act for communication justice

WACC's strategic communication raises the visibility of our vision and engages people and partners to join in our mission towards communication justice. Our communication models the rights we promote, demonstrating participation, inclusion, diversity, accountability, and transparency. Rapidly changing communication platforms – increasingly impacted by artificial intelligence – raises capacity challenges that require focus and expertise internally, and broad ownership and engagement among WACC's network.

In this period WACC will prioritize:

- * A strategic rebranding to clarify WACC's identity and mission, consolidating and sharpening communication channels and messaging.
- * Mapping our local to global network to highlight our bridge-building role and the leadership of local and regional voices.
- * Integrating communication planning within programme, research, and educational initiatives to ensure both visibility and wider engagement.
- * Strengthening information and resources for members and regional associations to enable their outreach to new members and partners.
- * Coordinating WACC publications and communication to ensure quality and alignment with WACC's vision and mission.

IV. OUR ORGANIZATIONAL MANAGEMENT AND RESOURCES

A rapidly changing and challenging environment demands efficient, flexible, and responsive organizational and management systems. WACC's goals are profound and ambitious, and only achievable with committed staff, members, and volunteers; supported by effective management systems and sustained through the financial support of its members and partners.

WACC aims to strategically adapt and strengthen its systems and structures 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:

Management and Operations

- * Implementing improvements in office systems and staff roles identified in WACC's 2025-2026 strategic development process.
- * Reviewing human resource needs in line with this Strategic Plan to ensure expertise and to make best use of individual skills and interests.
- * Auditing our current IT systems to ensure the technologies best serve our operations.
- * Continuously reflecting on new technologies or creative partnerships to enhance efficiency and expertise.

Fundraising

- * Maintaining and strengthening mutual collaboration and support with existing partners.
- * Expanding contacts and partnerships to diversify our support base.
- * Supporting member outreach by regional associations to enhance regional engagement and financial resources.
- * Exploring new funding streams through educational and/or consultative services and resources.

- * Equipping board members and key friends to participate and enhance WACC's fundraising outreach.

Governance

- Reviewing WACC's governance and secretariat structures in line with our commitment to be regionally led as well as political and economic realities with the aim of bringing any recommendations for significant change to the Board in 2028.