



communication

FOR

all

**STRATEGIC PLAN  
2012 - 2016**

World Association for Christian Communication

# Message from the President and General Secretary of WACC

The World Association for Christian Communication (WACC) has developed and adopted a new five year strategic plan that will guide our work until 2016. The plan was approved by our board of directors after an extensive consultation process with our members, partners, donors, communication experts, and others who have a stake in the future of WACC. This new plan builds on the significant achievements of WACC over its nearly 50 year history in promoting communication rights for all. Our Global Media Monitoring Project (GMMP) is world renowned for examining the portrayal of women in the media and advocating for fairer representation of women.

For the next five years, we want to use the expertise we have built up in participatory media monitoring and communications analysis to strengthen the voices of those denied the right to communicate because of status, identity or gender. Secondly, we will strengthen WACC's capacity to change policies and influence decision-makers on issues related to communication rights. Thirdly, we will build our extensive network of members and partners into a vibrant movement of change-makers who are our best asset in promoting communication rights in every region of the world.

Our strategic planning process was an opportunity to examine the new communication and justice challenges that confront us today. The world of communications has undergone tremendous change in the past decade, posing new possibilities for justice but also bringing disturbing threats that could exacerbate exclusion, poverty and conflict:

- » electronic and social media have become the predominant form of information and communication in many parts of the world. These new media could be a democratic tool for new forms of grassroots mobilization but could also further consolidate information control and censorship by governments and global conglomerates.
- » we are encouraged by the increased attention that communication rights are receiving at an international level. As new forms of communication are created, ethical and moral questions about communication are multiplying.
- » as public communications proliferate in these new forms, a new kind of media literacy is required, one that can make sense of the world of instant information, global interconnectivity, and messages that come on a variety of media platforms.
- » social movements for change are growing and demanding justice, equity, and sustainability. Communication has become a key ingredient in the success of these movements.



Dr Dennis A. Smith  
PRESIDENT



Photos by Kristin Koelbl

Rev. Dr Karin Achtelstetter  
GENERAL SECRETARY

We believe that communication is a basic human right, essential to identity, dignity and community. In the next five years, we are planning initiatives that will extend communication rights to those who are routinely denied them. At WACC, we have a vision that is both powerful and simple: communication for all. We invite you to participate in our vision and work.

Dr Dennis A. Smith  
PRESIDENT

Rev. Dr Karin Achtelstetter  
GENERAL SECRETARY

# Vision Statement

**Communication for All**

# Mission Statement

**The World Association for Christian Communication (WACC) is an international organization that promotes communication as a basic human right, essential to people's dignity and community. Rooted in Christian faith, WACC works with all those denied the right to communicate because of status, identity, or gender. It advocates full access to information and communication, and promotes open and diverse media. WACC strengthens networks of communicators to advance peace, understanding and justice.**



# 1 Strengthened public voices and participation of poor, marginalized, excluded and dispossessed people and communities in communication.

This strategic priority responds directly to WACC's primary mandate: WACC exists for those people in the world who are systematically denied the right to communication.

Mainstream media continue to project the views and reality of a limited segment of society, mainly those who wield political and economic power. WACC has developed specific expertise in participatory media monitoring as a tool to expose media bias and advocate for changes in how specific social groups are included and portrayed in the media.



"WACC exists for those people in the world who are systematically denied the right to communication". PHOTO: WACC PROJECT PARTNERS IN BOLIVIA – CECOPI (CENTRO DE EDUCACIÓN Y COMUNICACIÓN PARA COMUNIDADES Y PUEBLOS INDÍGENAS)



## Our plan for strengthened voices in communication is to:

▶ **Turn our research on women and the media into solid gains for advancing the voices of women in the media around the world.**

The Global Media Monitoring Project (GMMP), a nearly 20 year long project of WACC, is a model for what can be achieved through a network of researchers, monitors and advocates. The GMMP has provided a solid research-based platform for highlighting the under-representation of women in the mainstream media. We will continue this monitoring project and leverage the research findings into policy changes that ensure women's voices and perspectives are increasingly heard.

▶ "GMMP is a model for what can be achieved through a network of researchers, monitors and advocates."

*PHOTO: GMMP MONITORS IN BANGLADESH.*





**Offer our expertise  
in participatory media monitoring  
to advance all human rights.**

We will market our participatory media monitoring tool as a contribution to partnerships with other organizations working for the fulfillment of all human rights. We see communication rights as key to advancing other human rights and therefore see ourselves as a logical partner with more broadly mandated development and peace organizations. Our communication rights expertise will help to advance broader struggles for justice, especially with faith-based and ecumenical organizations.

*"Our communication rights expertise will help to advance broader struggles for justice."*

*PHOTO: WOMEN TAKING PART IN AN ADULT LITERACY PROGRAMME AT A REMOTE VILLAGE IN WEST BENGAL, INDIA: COMMENDATION PHOTO - WACC PHOTO COMPETITION 2010 - BY SUDIPTO DAS.*

2 Increased capacity of WACC members and partners to change policies and influence decision-makers on issues related to communication rights.

## Governance and Administration

WACC has an international Board with representatives from each of its eight Regional Associations. The Board will provide oversight for the 2012 - 2016 Strategic Plan. New leadership development initiatives, increased opportunities for Board engagement with governance tasks, and exploration of new models of governance will lead the Board to new levels of effectiveness in providing strategic leadership to WACC as we look to the future.

## Moving Forward

We invite all of our partners, members and others interested in making communication a right for all to work together in achieving the goals of our Strategic Plan.



WACC's goal is to create progressive social change towards equitable, diverse, and democratic societies. Ultimately, this involves changing the policies and behaviour of those who have political decision-making power to change the communications rights landscape. WACC's strategic advantage in advocacy is its extensive network of members, partners and allies who are willing to participate in coordinated efforts. The success of WACC advocacy will not depend on the advocacy efforts of the Secretariat but rather on the ability of the Secretariat to build the capacity of and mobilize its network. Our network will be provided with training, tools and support to undertake advocacy activities.

## Our plan for increased advocacy capacity is to:

**Increase our own internal skills and knowledge with regards to effective advocacy so that we can both direct advocacy strategies when necessary and work with members and partners to assist in the development of their own advocacy.**

We will increase the advocacy capacity of the WACC Secretariat through training and practical advocacy initiatives. We will mobilize our network by providing them with training, tools, and support to undertake advocacy activities.

**Co-develop a long-term communication rights advocacy campaign around which members and partners can coalesce and utilize their advocacy skills.**

WACC will provide leadership together with strategic partners in developing and leading an advocacy campaign at an international level. One element of this campaign will focus on the challenges of utilizing digital and social media as tools for advancing communication and other human rights.


# 3 A nourished, vibrant, responsible and accountable WACC member and partner network, with new capacity to advocate for communication rights in their own communities, institutions, churches and other spheres of influence.

The WACC network has many parts: corporate and individual members, affiliate members, the WACC Secretariat in Toronto and London, eight regional associations, regional executive committees, the WACC global Board, funding partners, field partners, and other collaborative allies.

While all these parts represent a rich diversity of cultures, experiences, initiatives, skills and perspectives, there must be organic relationships that promote a sense of connectedness and unity. In the coming years, we will develop programmes and mechanisms to create a greater sense of united purpose and more possibilities for collaboration among the WACC family.




# Our plan for a reinvigorated and vibrant member and partner network is to:



## **Deepen relationships with our Regional Associations.**

We will provide support to the eight WACC Regional Associations for their own plans of action in relation to WACC's Strategic Plan, and strengthen our function as a global hub for sharing information, best practices, tools, and resources between WACC regions.



## **Strengthen partnerships with funders and civil society organizations both North and South.**

We will move beyond administrative arrangements with our funding and field partners to strategic and programmatic collaboration involving policy and advocacy efforts. Together with our current partners, we will develop clearer understandings of what it means to be in partnership and be more intentional about mutual responsibilities and the benefits of working together.



## **Strengthen our network of members and partners.**

We will do this by providing opportunities for growth and collaboration, deeper understanding of communication rights, and facilitating common agendas for promoting communication as a process integral to human development and justice. WACC will promote reflection on Christian values and ethics in the theory and practice of communication.



*"WACC will promote reflection on Christian values".*

*PHOTO BY WACC-ASIA: INAUGURATION CEREMONY OF THE FORUM OF INDIAN CHRISTIAN COMMUNICATORS IN GURUKUL LUTHERAN THEOLOGICAL COLLEGE, 7 AUGUST 2010.*



WACC



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