



WORLD STUDENT CHRISTIAN FEDERATION 2023–2026 Strategic Plan

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WORLD STUDENT CHRISTIAN FEDERATION 2023–2026 Strategic Plan

The framework for the WSCF 2023–2026 Strategic Plan developed from a long process of insightful deliberations that culminated in its unanimous adoption at the 37th General Assembly. This strategic plan serves as a shared compass for the entire Federation as it navigates its collective endeavours and represents the common direction that WSCF will pursue in this quadrennium.

The 2023–2026 Strategic Plan is an integral plan that not merely recognises but is purposely designed to benefit from the diverse contexts and traditions and unique circumstances of the national movements and federative bodies that make up the WSCF. The programs of the SCMs, the Regions and the Interregional Office are expected not just to coexist but to inform, enrich and dynamically align with one another.

The staff and boards of every region are urged to incorporate the global thematic areas into their planning processes to ensure that the Strategic Plan adapts and responds to the particular conditions and requirements of the regions and national movements: local needs, external influences, cultural dynamics, and other contextual nuances. The active involvement of the SCMs and Regions in shaping the programs and strategies is therefore both a central and critical feature of this plan.

I. Foundational Commitments

The 2023–2026 Strategic Plan is grounded on the vision, mission, identity and values that have guided and served as bases of WSCF's work through the years. This document rearticulates these foundational commitments in light of new understanding but reaffirms their essential principles.

Vision

We envision a world where justice, compassion, and the principles of liberation permeate every aspect of society and the church; and where celebrating the diversity of identities and cultural traditions fosters unity, understanding and cooperation, and promotes the pursuit of peace for all. We envision a global movement of Christian students who are empowered by faith and radical love to take on the task of challenging systemic injustices, upholding the voices of marginalised communities, and building bridges of solidarity and equity across borders.

Mission

We empower Christian students to promote justice and peace in the world, speak truth to power, proclaim a theology of inclusion and liberation, and stand in solidarity with marginalised communities. We initiate and engage in transformative actions, promote liberating education, and encourage cooperation among students of diverse identities and cultural background through interconnection, dialogue and cultivation of shared values. We strive to help build a global coalition of student movements that advocates and works towards a just and equitable society.

Identity

We are the oldest, largest and most ecumenical global coalition of Christian youth and

students in our world today, tracing our historical roots to the ecumenical and social gospel movement of the late 19th century. Our prophetic vocation is to proclaim the reign of God on earth by promoting justice and peace, ecological sustainability, youth mobilisation and ecumenical cooperation. The principles of inclusivity, social responsibility, interfaith collaboration, gender equality and environmental stewardship are integral to our ecumenical witness.

Values

Gender Justice

We value and advocate for gender justice, striving for a society where all individuals are treated with dignity and respect, free from discrimination, violence, and oppression based on sexual orientation and gender identities. We work towards dismantling patriarchal systems and promoting gender equality in all spheres of life.

Ecological Justice

We recognise the interconnectedness of humanity and the environment, and we are committed to promoting ecological justice. We strive to address environmental degradation, climate change, and unsustainable practices, seeking to protect and restore the Earth's ecosystems for present and future generations. We recognise the intrinsic relations between ecological justice and economic justice. We promote sustainability and stewardship of the Earth's resources, recognising our responsibility to care for creation. We strive to live in harmony with the environment, adopting sustainable practices and advocating for policies that protect and preserve our planet for future generations.

Ecumenical and Interreligious Cooperation

We embrace the value of ecumenical cooperation, fostering dialogue, understanding, and collaboration among Christians from diverse traditions. We seek to build bridges of unity addressed by the struggle for justice, working together towards shared goals, and recognising the transformative power of collective action rooted in our shared faith. We recognise the power of interfaith cooperation to work together for the same mission that pursues justice, sustainability of the earth and women, men and creation conviviality.

Inclusivity and Diversity

We embrace inclusivity and celebrate the diversity of human experiences, recognising that everyone, regardless of gender identity or sexual orientation, has unique gifts and perspectives to contribute to and is part of God's abundant love. We pursue the creation of inclusive spaces, affirming and respectful of all individuals, fostering a sense of belonging and self-determination.

Social Justice

We advocate for social justice, addressing systemic inequalities and working towards a more just and equitable society. We solidarity with marginalized and oppressed communities, amplifying their voices and working towards a world where justice and equity prevail.

II. Strategic Goal

The aim of WSCF's strategic endeavours during the quadrennium is expressed in the following overarching goal.

Build on WSCF's ecumenical heritage and identity, cultural and traditional diversity, broad geographical distribution, inclusive and multidisciplinary approach, and wealth of experience in movement work to empower students and young people across the globe to lead in bringing about positive change in their communities; and to enhance our global presence and the collective impact of our work in addressing justice, fostering international solidarity for transformation, upholding human dignity, and caring for creation.

III. Program Goals

The 37th General Assembly identified the thematic areas that our global programs will focus on in the next quadrennium. We expect to realise our strategic goal as we implement the objectives of these programs.

1. Climate and Economic Justice

To contribute to the pursuit of integral justice for all of creation by enabling WSCF and our SCMs to be a leading voice in foregrounding the key role of prevailing systems of power and socio-economic development models in the destruction of our oikos, lifting up transformative spiritualities and theological perspectives that respect and uphold the sacred relationship between people and nature.

2. Youth, Peace and Security – Peacebuilding

To contribute to the building of peaceful, safe and just societies where all human beings are able to live their lives to the fullest by enhancing the role of young people in SCMs as peacebuilders and agents of change in their communities, creating an environment where all people, regardless of background, work together to maintain peace and prevent wars and conflicts.

3. Democracy, Human Rights and Fundamentalisms

To contribute to the vision of building just and inclusive societies by empowering ecumenical youth and students as a potent counterforce to fundamentalist ideologies undermining the values of justice, equality and freedom by actively engaging in the protection of human rights, strengthening of democratic values and institutions, and promotion of interfaith dialogue and cooperation.

4. Identity, Diversity, Dialogue and Gender Justice

To help bring about transformed societies that resonate with the values of mutual respect and love by promoting gender justice, inclusivity and dialogue not only as advocacies but as actual lived experiences in our SCMs and the Federation and in our churches and the ecumenical movement, supplanting age-old discriminatory beliefs and practices with dialogue, understanding, and affirmation.

5. Youth Ecumenical Leadership

To empower students and young individuals by developing their leadership capabilities and capacities, with a specific focus on fostering leadership approaches that champion inclusivity, equity and the advancement of social justice, and nurturing a renewed appreciation of ecumenism and commitment to the work of the ecumenical movement for the transformation of communities, societies and the world.

IV. Strategies

To effectively implement these programs, we will employ the strategies that have been at the core of our work with youth and students worldwide. These federation-wide strategies, which cut across different programs, include:

1. **Biblical Theological Reflection**

Stimulate the study of the Bible and promote theological thinking among Christian students to help them understand the call of God in their lives and the biblical imperatives for social transformation.

2. **Youth Mobilisation and Participation**

Empower and enable Christian students and young people to organise and engage in social change processes and actions in various fora and platforms in collaboration with other movements, faith-based groups, and ecumenical partners.

3. **Advocacy and Solidarity**

Advocate for systemic change in situations of oppression and exploitation, human rights violations, conflict and violence, wars, and natural disasters, and stand firmly in solidarity with the students, communities and social movements that face these challenges around the world.

4. **Capacity Building and Strengthening of Movements**

Build dynamic SCMs that will give rise to a new generation of young Christian leaders and prophetic witnesses that will act together to renew the ecumenical movement and transform the world.

V. Organisational Alignment

We will meet the goals of this Strategic Plan to the extent that we can achieve unity, accountability, and alignment across the different levels of the Federation worldwide.

New Federative Covenant

To this end, we forged and agreed to be bound by the “New Federative Covenant”, a federation-wide pact to undertake critical measures that will enable us to work in concert in implementing, monitoring, and evaluating the mandates established by the 37th General Assembly. It represents a significant step towards strengthening collaboration and solidarity within the Federation.

Under this new covenant, we commit ourselves to the following changes and processes:

1. Assessment, adoption and promotion of **best interregional practices**
2. Establishment of a **framework for mutual accountability** and effective internal communication
3. Implementation of an **operational model** to enhance programmatic collaboration among the global staff
4. Investment in **capacity building** to sustain and empower the staff and federative bodies to meet emerging challenges effectively

ANNEX 1

GLOBAL PROGRAMS

WSCF 2023–2026 Strategic Plan

1. CLIMATE AND ECONOMIC JUSTICE

ABOUT THE PROGRAM

The **Climate and Economic Justice Program** is the result of a felt need during the 37th WSCF General Assembly to look for new ways of impacting the problem of accelerating climate change and continuing destruction of ecosystems. Building on the *Ecological Justice Program* under the previous Strategic Plan, the new program focuses on the link between the unsustainable and unjust global economic system and the disproportionate impact of the climate and environmental crises on the world's poor. Drawing attention to this relationship in the climate discourse exposes not only the main driver of these crises but also the biggest obstacle to global efforts meant to arrest the further destruction of the ecosystems that support human life.

RATIONALE

- The running of the global economy largely depends on the burning of fossil fuels, which accounts for as much as 70% of global greenhouse gas emissions, the leading driver of the climate emergency now engulfing the planet. In this global economic system, 1% of the world's population own twice the combined wealth of the planet's 6.9 billion people, of which the poorest and most vulnerable bear the greatest brunt of a climate crisis that already reached emergency proportions because of the relentless pursuit of wealth by those that hold the reins of power in the world.
- This environmental justice approach of linking the global economy and climate change clarifies the root cause of the immense inequity of the impacts of these crises and challenges both humanity's destruction of the earth and the abuse of economic and political powers that has led to poor people having to suffer the worst effects of environmental damage.
- The intersection of ecology and economy also manifests in the way the climate crisis is rooted in the conception of economy that ignores the relationship between people and nature, where nature is conceived as a mere resource to be extracted and exploited for human consumption, and environmental problems an external and not an intrinsic problem to be addressed.
- As stewards of God's creation, it is incumbent upon us to expose the link between ecological destruction and the global economy, and to promote and embody a holistic perspective and approach to the climate crisis. It is vital that we engage in in-depth multidisciplinary analysis to help young people better understand the causes and consequences of the current climate crisis and its relationship with socioeconomic injustices.

PROGRAM GOAL

Through this program, we aim to contribute to the pursuit of integral justice for all of creation by enabling WSCF and our SCMs to be a leading voice in foregrounding the key role of prevailing systems of power and socio-economic development models in the destruction of our *oikos*, lifting up transformative spiritualities and theological perspectives that respect and uphold the sacred relationship between people and nature.



STRATEGIES

Advocacy and Solidarity

Objective/s	Actions/Initiatives	Expected Outputs/ Outcomes
<ul style="list-style-type: none"> ● Raise awareness and knowledge on the causes and impact of the climate crises. 	<ul style="list-style-type: none"> ● Strengthen new and existing alliances with faith-based and civil society organizations that are working on ecological justice. ● Develop (joint) declarations on local, regional and international ecological justice issues that require awareness, visibility and prophetic denouncement of the economic and political interests that uphold them (e.g., killing/disappearance of environmental leaders/activists, displacements of farmers, mining exploitations). ● Engage in targeted advocacy efforts to influence policies and legislation that protect and promote the rights of the environment. 	<ul style="list-style-type: none"> ● The justice perspective on climate change that highlights the intersection between the ecological and socioeconomic crises, denounces their roots and consequences, and announces hope from good practices is amplified by young people from the six WSCF regions through national/regional/IRO social media and publications as well as through partners' communications channels.

Capacity Building and Strengthening of Movements

Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
<p>Enhance the capability of the Federation, SCMs and individual SCMer/s to:</p> <ul style="list-style-type: none"> ● Articulate the causes and impacts of the climate emergency from an ecological and socioeconomic justice perspective; ● Organise and engage in positive change processes and actions on ecological justice; ● Conduct biblical-theological contextual reflections on the intersections between ecological and socio-economic justice. 	<ul style="list-style-type: none"> ● Provide capability-building programs for youth on ecological-economic justice. ● Involve young people in exposure experiences to places where change is needed and/or in communities with good practices. ● Support the development of young leaders who can drive positive change and advocate for ecological and socioeconomic justice at local, national, and international levels. ● Foster mentorship programs to empower young leaders with the necessary skills and knowledge to engage in advocacy, activism, and community mobilisation. 	<ul style="list-style-type: none"> ● Youth leaders empowered with justice perspective, promoting grassroots involvement and opposing systems that generate and promote consumption, inequality and ecological destruction. ● All SCMs are involved in local actions (workshops, campaigns, etc.) related to this program. ● At least one annual interregional event organised to raise awareness and provide leadership training on ecological and economic justice. ● Frequent internal and external communication to provide updated information: <ul style="list-style-type: none"> > on recent ecological research and developments (advances and setbacks); > promoting youth participation in events related to this issue; > connecting people in solidarity with the planet (e.g., global social media campaign/action).

Youth Participation and Mobilisation

Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
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<ul style="list-style-type: none"> • Lead positive change processes on ecological justice as a Federation and together with faith-based organisations, social movements, governments and other civil society allies. 	<ul style="list-style-type: none"> • Work to ensure participation of young leaders in the COPs, World Social Forums, and other international forums and events on the climate change crisis in order to promote and advocate the Federation's perspectives on the issue. • Position young leaders in the climate crisis/ecological justice working groups of local, regional and international ecumenical organisations (e.g., WCC, WCRC, ACT Alliance), • Organise youth-led forums, workshops, and dialogues to amplify the voices of young people and encourage their active involvement in shaping policies and actions. 	<ul style="list-style-type: none"> • WSCF representatives participating from 2023 to 2026 in the COPs and other relevant national, regional and global events advocating for climate justice. • WSCF representatives in at least 15 working groups on climate justice and others related to ecological and economic justice issues. • Ecojustice volunteering and advocacy actions with interreligious, ecumenical and other civil society organisations demonstrating the joint and visible will to advocate against the further destruction of ecosystems and to contribute to their restoration wherever possible.
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Biblical and Theological Reflection		
Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
<ul style="list-style-type: none"> • Lift up transformative spiritualities and theological perspectives that celebrate the sacred relationship between nature and people and promotes the pursuit of economic and ecological justice as faith practice of stewardship of God's creation. 		<ul style="list-style-type: none"> • WSCF and SCM leaders empowered with and trained in articulating transformative spiritualities and theological perspectives that celebrate the sacred relationship between nature and people and promotes the pursuit of economic and ecological justice as faith practice of stewardship of God's creation. • Annual systematised eco-theology reflections and publications on climate justice and socio-economic justice.

2. YOUTH, PEACE AND SECURITY – PEACEBUILDING

ABOUT THE PROGRAM

The **Youth, Peace and Security – Peacebuilding Program** moves forward from the *Peace Building and Dialogue Program* under the previous Strategic Plan, stepping up WSCF's peace advocacy while placing special focus on empowering SCMs and young people to become multipliers of peace, training them in peacebuilding, conflict prevention and resolution, reconciliation, and civic engagement, which in turn can help them counter the impact of conflicts on their lives and societies using the skills they gain to shape their future. This expansion of emphasis is in response to the critical need for concrete support in local peacebuilding efforts raised by members living in conflict situations during the workshop discussions at the 37th WSCF General Assembly. As its name suggests, the program highlights the significance of peace to young people: as peace advocates, as survivors of situations of unpeace, and as peacebuilders.

RATIONALE

- According to records, over a hundred armed conflicts are going on in the world at present, most of which are in the Middle East and Africa. But aside from wars and armed conflicts such as those in Sudan, Ukraine and Palestine, generational, political, socioeconomic and gender-based violence also threaten peace across the world, such as the mass shootings in the USA, femicides in Mexico, Turkey and Lebanon, and violent far-right anti-migrant protests in many countries.
- Under intense socioeconomic disruptions in situations of conflict, the needs of young people often take a backseat, resulting in a general breakdown of support systems that help them develop resilience—decrease in employment and educational opportunities, separation of families, lack of civic engagement. The collapse of these safety nets often leads young people towards negative coping mechanisms—risky behavior, radicalisation—altogether limiting not only their prospects for the future but also the chances for peace and development in their societies.
- Young people have a critical stake in peacebuilding. Their future depends on how much their countries can recover from the ravages of war and armed conflict, a process that also lies on how they are able to overcome the psychosocial impacts of the violence they are experiencing today, not to mention the direct threats to their physical safety. It is imperative for the SCMs and WSCF, as a youth organisation with members living in contexts where violence is a daily reality, to respond to this challenge by going beyond peace advocacy and participating in the task of peacebuilding on the ground.

PROGRAM GOAL

Through this program, we aim to contribute to the building of peaceful, safe and just societies where all human beings are able to live their lives to the fullest by enhancing the role of young people in SCMs as peacebuilders and agents of change in their communities, creating an environment where all people, regardless of background, work together to maintain peace and prevent wars and conflicts.

STRATEGIES

Advocacy and Solidarity

Objective/s	Actions/Initiatives	Expected Outputs/ Outcomes
<ul style="list-style-type: none"> • Support and engage in advocacy and solidarity actions that denounce threats to peace and promote a culture of peace where diversity as a trigger for conflict is talked about and understood, and peaceful solutions explored and implemented. • Ensure WSCF's voice is heard in relevant international venues calling for peace. 	<ul style="list-style-type: none"> • Follow world developments and conflicts and issue joint statements to support peace, building on the input of the local/regional SCMs to highlight injustice, emerging conflicts and/or other threats to peace and security. • Strengthen WSCF's alliances with ecumenical and faith-based organisations to enhance the impact of our activities and create a multiplier effect in other faith communities. 	<ul style="list-style-type: none"> • A platform where young activists make their voices and concerns heard when peace and security in their communities are threatened.



Capacity Building and Strengthening of Movements

Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
<ul style="list-style-type: none"> • Provide training opportunities that will equip young people with the necessary skills and tools to serve as peacebuilders in their communities. • Adopt best practices in faith-based communities that promote a culture of peace and security. 	<ul style="list-style-type: none"> • Facilitate and support initiatives that develop peace-centered leadership in the SCMs and make the movements safe and inclusive spaces where peace is experienced on a daily basis. • Organise resilience training for young activists, to equip them with skills to be long-term leaders, avoid exhaustion and burnout, and to enable them to recover from difficulties and setbacks. • Organise psychosocial support (PSS) trainings for young people, to promote skills required to help in a crisis and encourage them to be proactive agents of change. • Develop resources and initiate activities for generational and intercultural studies to help young people better understand the communities they live in, identify potential triggers of conflict, and learn how to speak to different stakeholders and build consensus on advocacy issues within and across communities. • Monitor and tap into peacebuilding initiatives of churches and faith-based organisations for specific expertise on how to engage young people in all phases of conflict prevention, mediation, resolution and reconciliation. 	<ul style="list-style-type: none"> • Organised trainings and made available tools and resources, such as training modules and best practices, to SCMs for building resilience among young people and training youth leaders and activists in peacebuilding. • Enhanced young activists' effectiveness as youth representatives in different faith-based or civil society fora through soft skills development.

Youth Participation and Mobilisation

Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
<ul style="list-style-type: none"> • Improve WSCF's participation in events, programs, and alliances to promote peace, security, justice and reconciliation 	<ul style="list-style-type: none"> • Monitor and disseminate information on opportunities for young people to participate in international ecumenical, faith-based and human rights/NGO fora to discuss strategies and pathways to peace. • Fundraise to make sure that young people from different parts of the world get to participate in fora where WSCF has a seat. • Provide support and training opportunities for SCMerS representing WSCF in international fora to acquire the soft skills they need to effectively participate in such events: skills in public speaking, negotiation, writing motions; knowledge in the rules of procedure; networking skills to forge alliances and obtain support from other delegates. • Organise youth-led events, such as mock conferences, where young activists can train, build their confidence and safely test their skills in peacemaking and conflict mediation. 	<ul style="list-style-type: none"> • Amplified and supported peacebuilding efforts worldwide. • Ensured the involvement of young people engaged in peacebuilding at the local/national level in WSCF's participation in relevant events, programs, and alliances that promote peace, security, justice and reconciliation. • Increased youth leaders' capabilities in peacebuilding actions—conflict prevention, mediation and problem-solving—establishing themselves as reliable interlocutors.

Biblical and Theological Reflection

Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
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<ul style="list-style-type: none"> ● Enhance and support young Christians' ability to find inspiration in the scriptures in their activism and mission as peacebuilders. 	<ul style="list-style-type: none"> ● Conduct Bible studies for faith-based inspiration in the work of conflict prevention, mediation and resolution, and in promoting justice and reconciliation. ● Provide resources from youth, theology students and experts to counter the narrative of those using Christianity as a driver for conflict, disseminate knowledge about how some passages are intentionally misinterpreted to give faith-based justification for violence, exclusion and conflict. ● Maximise the interest of churches for peace in general to guide the discussion in making peace possible from the SCMs to local communities, to larger societies. ● Provide Christian meditation resources to help youth peacebuilders reduce individual or group stress and anxiety (also eco-anxiety) through prayer, music, and the practice of meditation. 	<ul style="list-style-type: none"> ● SCMer training to be peacebuilders gain knowledge on the biblical roots of non-violence and peacebuilding, and the means and ability to find inspiration in the Bible to sustain their peacebuilding work.
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3. DEMOCRACY, HUMAN RIGHTS AND FUNDAMENTALISMS

ABOUT THE PROGRAM

The **Democracy, Human Rights and Fundamentalisms Program** emerged from a workshop at the 37th General Assembly that addressed the role of the proliferation of various forms of fundamentalisms in the erosion of democratic values and violations of human rights across the world. The workshop affirmed the pressing need to initiate a global program to help counter the challenges posed by fundamentalisms to the values of justice, equality and freedom in our societies. This program benefits from the gains of the *Interfaith Dialogue Program* under the previous Strategic Plan, but defines the fundamentalism it denounces as the imposition of fundamentalist adherence to any set of beliefs (religious, political, economic, ideological) that impinges on human rights and undermines democratic principles.

RATIONALE

- Human rights violations and the emergence of fundamentalist ideologies attached to new political conservative movements and parties, economic neoliberal extremist streams and religious groups from several denominations and faiths present significant challenges to justice, equality, and freedom in our societies.
- It is essential to actively address these issues by protecting human rights, reinforcing democratic institutions, and countering ideologies undermining these values.
- Through policy development and advocacy, Capacity Building, youth participation and theological analysis, the program aims to create an environment that upholds human rights, fosters democratic practices, and promotes interfaith dialogue. These efforts are vital in creating inclusive and just societies that respect the rights and dignity of all individuals.

PROGRAM GOAL

Through this program, we aim to contribute to the vision of building just and inclusive societies by empowering ecumenical youth and students as a potent counterforce to fundamentalist ideologies undermining the values of justice, equality and freedom by actively engaging in the protection of human rights, strengthening of democratic values and institutions, and promotion of interfaith dialogue and cooperation.

STRATEGIES

Advocacy and Solidarity

Objective/s	Actions/Initiatives	Expected Outputs/ Outcomes
<ul style="list-style-type: none"> • Amplify voices that promote human rights, democracy, and the values of justice, equality and freedom, as counterforce to the rising influence of fundamentalisms. • Advocate for policies that protect and promote human rights, democratic governance and principles, and pluralism. 	<ul style="list-style-type: none"> • Engage in targeted advocacy efforts to: <ul style="list-style-type: none"> > influence policies and legislation that protect and promote human rights, democratic governance and uphold pluralism; > challenge and counter ideologies that undermine human rights and democratic institutions and the values of justice, equality and freedom. • Collaborate with national and international organisations to develop joint advocacy strategies, share best practices, and amplify the voice for human rights and democracy. • Re-launch the WSCF Advocacy and Solidary Committee in order to coordinate the Federation's advocacy and solidarity work on human rights and to accompany contextual and emergent situations faced by SCMs at the local level. 	<ul style="list-style-type: none"> • Increased influence on policy and legislation that protect human rights and democratic governance, and promote pluralism in the economic, social and political life of citizens. • Amplified voices that promote human rights, democracy, and the values of justice, equality and freedom, as counterforce to the rising tide and influence of fundamentalisms in individuals, communities and societies.



Capacity Building and Strengthening of Movements

Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
<ul style="list-style-type: none"> • Deepen the awareness and understanding of youth leaders on the intersections between human rights, democracy and fundamentalisms, and empower them to respond to and challenge fundamentalist narratives that undermine these principles and the values of justice, equality and freedom. 	<ul style="list-style-type: none"> • Develop capability-building programs to empower youth leaders, activists, and civil society organisations with the skills and knowledge necessary to promote human rights, democracy and pluralism, and to counter fundamentalist views. • Provide and support leadership programs for young people that equip them with tools they can use to actively engage in the protection of human rights and in democratic processes, and to advocate for these principles at the local, national, and international levels. 	<ul style="list-style-type: none"> • Deeper awareness and understanding among SCMs and youth leaders on the intersections between human rights, democracy and fundamentalisms. • Enhanced ability of SCMs and youth leaders to respond to and challenge fundamentalist views that undermine human rights and democratic principles and the values of justice, equality and freedom.

Youth Participation and Mobilisation

Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
<ul style="list-style-type: none"> • Empower and mobilise youth leaders and SCMs in human rights advocacy and participation in local/national/international governance processes to push for policies and legislation that uphold and protect human rights and democracy. 	<ul style="list-style-type: none"> • Create platforms that will facilitate meaningful youth participation in decision-making processes that uphold and protect human rights and democracy. • Organise youth-led forums, workshops, and dialogues to amplify the voices of young people and encourage their active involvement in shaping policies and actions. • Foster mentorship programs to empower young leaders with the necessary skills and knowledge to engage in advocacy, activism, and community mobilisation. 	<ul style="list-style-type: none"> • Youth leaders of SCMs/WSCF actively engaging in human rights advocacy and participating in local/national/ international governance processes, contributing to policy decisions and influencing global agendas that uphold and protect human rights and democracy.

Biblical and Theological Reflection

Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
<ul style="list-style-type: none"> • Foster interfaith dialogue and cooperation to promote tolerance, understanding, and respect for diverse religious beliefs while countering fundamentalism. 	<ul style="list-style-type: none"> • Conduct biblical and theological reflection to explore the intersections between human rights, democracy, and fundamentalism. • Organise seminars, conferences, and workshops that engage theologians, religious leaders, and faith communities in critical discussions on human rights issues and the role of faith in promoting social justice. • Publish theological reflections and resources that provide guidance for faith-based action in addressing human rights violations and countering fundamentalist ideologies. 	<ul style="list-style-type: none"> • Deeper understanding of the role of faith in promoting social justice and in guiding efforts to address human rights, democracy and fundamentalism, with biblical and theological analyses and reflection integral in discussions and actions on this issue.

4. IDENTITY, DIVERSITY, DIALOGUE AND GENDER JUSTICE

ABOUT THE PROGRAM

The **Identity, Diversity, Dialogue and Gender Justice Program** represents WSCF's continuing focus on gender issues, building on the significant progress achieved in the previous Strategic Plan's *Identity, Diversity and Dialogue Program* in the areas of gender justice advocacy, fostering dialogue on human sexuality, and building the Federation as an inclusive and affirming community. Based on workshop recommendations at the 37th General Assembly, WSCF will step up its work towards the inclusion, affirmation and celebration of LGBTQIA+ individuals in churches, church-related institutions and ecumenical organisations worldwide through the current program, leveraging its experience in gender justice advocacy, ecumenical identity and influential position within the ecumenical community.

RATIONALE

- The global landscape of acceptance and understanding surrounding gender and sexual orientation remains fragmented. In many parts of the world, discrimination against LGBTQ+ individuals is not only culturally ingrained but also institutionalised.
- Gender injustice is rooted in historical biases, cultural beliefs, and often, misinterpretations of religious texts. The historical exclusion and marginalisation of women and LGBTQIA+ communities by societal norms and religious institutions has led to a divide within communities. These biases lead to harmful stereotypes, discrimination, prejudice, exclusion, violence, mental health problems, economic disparities, and denial and violations of the basic rights of LGBTQIA+ individuals.
- The fight for gender justice and the rights and acceptance of LGBTQ+ individuals is not only a matter of human rights but also crucial for the holistic development and unity of society. It's imperative that institutions, particularly those with a religious and ecumenical foundation, champion this understanding and advocate for inclusivity.
- WSCF's influential position in the ecumenical community and vast experience in advocacy, training, and creating safe spaces gives the Federation a unique advantage to serve this purpose: as a beacon of change in the churches and the ecumenical movement, fostering dialogue and inclusivity, and as a bridge that connects traditional beliefs with contemporary understanding and perspectives.

PROGRAM GOAL

Through this program, we aim to help bring about transformed societies that resonate with the values of mutual respect and love by promoting gender justice, inclusivity and dialogue not only as advocacies but as actual lived experiences in our SCMs and the Federation and in our churches and the ecumenical movement, supplanting age-old discriminatory beliefs and practices with dialogue, understanding, and affirmation.

STRATEGIES

Advocacy and Solidarity

Objective/s	Actions/Initiatives	Expected Outputs/ Outcomes
<ul style="list-style-type: none"> • Launch a comprehensive campaign promoting gender justice and advocating for greater inclusion and affirmation of the LGBTQIA+ community within churches and ecumenical institutions. 	<ul style="list-style-type: none"> • Tap into the potency of events such as International Women's Day and 16 Days of Activism Against Gender-Based Violence to accentuate gender injustice, challenge discriminatory practices, and advocate for policy changes within churches and religious institutions. • Foster stronger relationships and collaborate with ecumenical partners, human rights organisations, feminist collectives, and other faith-based institutions to reinforce the impact and amplify the reach of our advocacy efforts. • Engage in intergovernmental advocacy processes such as the United Nations Commission on the Status of Women and other organisms and processes. 	<ul style="list-style-type: none"> • Greater engagement and collaboration and continuing dialogue with churches and church-related and ecumenical institutions, from the local to global level, on the issue of gender justice and LGBTQIA+ rights and their inclusion in the life and work of the churches.



Capacity Building and Strengthening of Movements		
Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
<ul style="list-style-type: none"> • Augment the capability of SCMs in their fight against gender discrimination. 	<ul style="list-style-type: none"> • Provide comprehensive training programs, workshops, and resources to equip SCM members with the knowledge, skills, and tools to advocate for gender justice, challenge discriminatory practices, and create inclusive environments within their local contexts. • Support SCM leaders in developing inclusive policies, creating safe spaces, and strengthening the movement's capability to address gender inequality. • Develop a Gender Justice and LGBTQ+ Policy for WSCF. 	<ul style="list-style-type: none"> • SCMs, empowered with resources, actively challenge and counteract gender biases and prejudices.
Youth Participation and Mobilisation		
Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
<ul style="list-style-type: none"> • Mobilise SCMs and SCMs in local, national, regional and global initiatives and processes promoting gender justice. 	<ul style="list-style-type: none"> • Empower young people to actively participate in decision-making processes, dialogue spaces, and initiatives focused on promoting gender justice, inclusivity, and interfaith dialogue. • Organise youth-led initiatives and working groups to drive change, engage in advocacy efforts, and promote gender equality within churches and religious institutions. • Promote and encourage SCM participation in global campaigns such as Thursdays in Black, 16 Days of Activism Against Gender-Based Violence, and International Women's Day. 	<ul style="list-style-type: none"> • SCMs and SCMs are actively engaged in building inclusive communities and in local, national, regional and global campaigns and processes promoting gender justice.
Biblical and Theological Reflection		
Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
<ul style="list-style-type: none"> • Foster and promote biblical and theological reflections that support inclusive interpretations of scripture. 	<ul style="list-style-type: none"> • Facilitate theological seminars, workshops, and dialogues involving theologians, scholars, and religious leaders to explore gender justice issues from a biblical and theological perspective. • Develop resources and study materials that provide alternative interpretations of scripture, emphasising gender equality, inclusivity, and affirmation of all individuals. 	<ul style="list-style-type: none"> • Communities in the SCMs, churches, and church-related institutions that are grounded in interpretations of scripture that celebrate inclusivity and equality.

5. YOUTH ECUMENICAL LEADERSHIP

ABOUT THE PROGRAM

The **Youth Ecumenical Leadership Program** emerged from a broad consensus at the 37th General Assembly to address a need for young leaders in the ecumenical movement by dedicating more time and resources on training WSCF's constituents in ecumenism, critical thinking and leadership. It also represents a desire to reflect in the global strategic plan the programmatic priorities of the regions and member movements, which have long undertaken leadership trainings to develop the ability of SCMs to carry out their work in their respective contexts and, in particular, to participate more meaningfully in the mission of the churches and the ecumenical movement at the national and regional levels.

RATIONALE

- Today, in our pluralistic global village, many young people no longer regard religion or faith as central to their lives and identity. Among Christian youth, this has meant less identification with denominational churches, leading to a general decline in youth presence in the traditional churches and a corresponding effect of declining youth participation in the leadership of the ecumenical movement.
- Despite innovative approaches to attract young people, traditional churches and the ecumenical movement and in particular their approach to youth leadership formation remain by and large adultcentric: young leaders get to participate in decision-making processes often by token representation and they are regarded not as partners but apprentices whose time for real decision-making and more important responsibilities beyond the youth agenda is not in the present but yet to come.
- As a result, many young people who are motivated by their Christian faith to live out their convictions are finding elsewhere the validation that their perspectives and vision for the world offer viable pathways for the church's mission. Many are drawn to nondenominational evangelical congregations whose continuing growth and popularity owe much to the vibrant and visible leadership of their young people—a challenge for us as these movements wittingly or unwittingly reinforce some of the worldviews and fundamentalisms that perpetuate the injustices we seek to confront and overcome. On the other hand, those who are faith-driven to make a stand for social justice find more meaningful engagement in organisations and movements where they are not only heard but also get to initiate and lead programs on issues that are pertinent not only to the youth but to society as a whole. The WSCF/SCM is one such organisation.
- The ecumenical movement thrives when young leaders are engaged as full partners in charting its direction and programs. Notably, it was the visionary zeal of the handful of students who founded the WSCF in 1895 that ushered in the modern era of ecumenism, with the World Council of Churches formed under the leadership of young people led by a former WSCF general secretary, Willem Visser't Hooft, the first general secretary of WCC.
- In the face of new challenges to the relevance of the ecumenical movement today, it is incumbent upon WSCF—as a precursor to the WCC—to elevate its ecumenical youth leadership formation initiatives into a global programmatic priority. This global focus will not only reinforce the effectiveness of our existing national and regional programs on leadership development but also reclaim and reinvigorate the role of the WSCF and SCMs as a wellspring of youthful vanguardist leadership for the work of the ecumenical movement.
- We will be embarking on this program not only as a strategy for organisational development or to contribute to the preservation of a religious institution, but as affirmation of the invaluable role and continuing relevance of the ecumenical movement in our rapidly changing world.

PROGRAM GOAL

Through this program, we aim to empower students and young individuals by developing their leadership capabilities and capacities, with a specific focus on fostering leadership approaches that champion inclusivity, equity and the advancement of social justice, and nurturing a renewed appreciation of ecumenism and commitment to the work of the ecumenical movement for the transformation of communities, societies, and the world.



STRATEGIES

Advocacy and Solidarity

Objective/s	Actions/Initiatives	Expected Outputs/ Outcomes
<ul style="list-style-type: none"> Advocate for youth leadership and representation in decision-making processes and for greater youth involvement in the initiation and running of programs in churches, church-related institutions and ecumenical bodies. Amplify the youth voice and perspectives on issues through empowered young leaders in the churches, church-related agencies and ecumenical bodies. 	<ul style="list-style-type: none"> Develop an advocacy plan for raising awareness on the importance of youth participation in the leadership of churches, church-related institutions and ecumenical bodies. Conduct preparatory orientation and post-event assessment sessions for SCM/WSCF representatives prior to and following attendance/participation in church, church-related and ecumenical meetings and programs. Draw up proposals on measures that churches, church-related institutions and ecumenical bodies can adopt to increase youth participation in their leadership and decision-making processes. 	<ul style="list-style-type: none"> Increased representation and involvement of young people in the leadership of churches, church-related institutions and ecumenical bodies and their programs. Greater awareness and action by churches, church-related institutions and ecumenical bodies to ensure increased participation of young individuals in decision-making processes and in the leadership of their programs. The youth voice and perspective on issues reflected in the policies, statements and programs of churches, church-related agencies and ecumenical bodies.

Capacity Building and Strengthening of Movements

Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
<ul style="list-style-type: none"> Empower WSCF/SCM members for greater involvement in the ecumenical movement by building their leadership capabilities and capacities through mentorships and training activities. Enhance the capability of member SCMs to foster youth ecumenical leadership by providing support and capability-building trainings and resources that can help SCM members reach their leadership potential. Nurture leadership qualities in SCM members that will also empower them to engage in direct civic action that address problems in their communities and societies. 	<ul style="list-style-type: none"> Conduct local, regional and interregional youth ecumenical leadership training activities. Develop and publish training modules and resources on youth leadership formation and ecumenism that SCMs and WSCF regions can use for their leadership training programs. Foster mentorship programs to empower young leaders with the skills and knowledge to engage in advocacy, activism, and community mobilisation. Engage with ecumenical partners, civil society groups and other faith-based organisations in conducting trainings and developing leadership formation modules. 	<ul style="list-style-type: none"> More SCMs empowered with leadership skills, discovering their potential and increasing their capacity to lead programs in their SCMs, churches, the ecumenical movement, and communities. Resources for youth ecumenical leadership training that can be adapted by SCMs and regions for use in their contexts.



Youth Participation and Mobilisation		
Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
<ul style="list-style-type: none"> • Encourage and mobilise more young leaders to participate and take initiative in the programs of churches, church-related agencies and ecumenical bodies. 	<ul style="list-style-type: none"> • Ensure the participation of young leaders in important church and ecumenical events and gatherings. • Identify church, church-related and ecumenical programs and processes where there are gaps in youth leadership participation and map out ways of addressing these gaps. 	<ul style="list-style-type: none"> • More young leaders from WSCF/SCMs participating and taking initiative in the programs of churches, church-related agencies and ecumenical bodies. • Increased number of church, church-related and ecumenical events and programs in which young leaders from WSCF/SCMs are participating and taking initiative. • More SCMs actively engaging in the programs of churches, church-related agencies and ecumenical bodies.
Biblical and Theological Reflection		
Objective/s	Actions/Initiatives	Expected Outputs/Outcomes
<ul style="list-style-type: none"> • Nurture among WSCF/SCM leaders a renewed appreciation of ecumenism and ecumenical engagement through biblical-theological reflections on the mission of the body of Christ for the transformation of the world. • Ground WSCF/SCM leaders in biblical perspectives and principles on leadership, leadership formation and organisational practices. 	<ul style="list-style-type: none"> • Incorporate biblical-theological reflections on leadership formation, leadership and organisational practices, and ecumenism in leadership training activities. • Publish resources that provide theological guidance on ecumenical leadership and leadership formation. 	<ul style="list-style-type: none"> • Deeper understanding among WSCF/SCM leaders of the biblical-theological foundations of ecumenism, leadership formation, leadership and organisational practices. • Theological resources on ecumenism, the ecumenical movement, leadership formation, leadership and organisational practices. • Increased awareness among SCMs of the need and importance of youth ecumenical leadership.

ANNEX 2

New Federative Covenant: WSCF's Affirmation of Working Together

This report highlights the WSCF's affirmation of the New Federative Covenant, representing a significant step towards strengthening collaboration and solidarity within the World Student Christian Federation (WSCF). The adoption of this new covenant, unanimously embraced during a crucial period in the federation's journey, serves as a testament to the collective commitment to working together to pursue the WSCF's mission. This report provides an overview of the critical areas of focus within the New Federative Covenant and the subsequent efforts undertaken to foster unity and enhance the collective impact of the federation.

Affirmations:

1. **Assessment of Best Inter-Regional Practices:**

The WSCF recognised the value of collaboration and shared learning, leading to a comprehensive assessment of the best inter-regional practices. This process facilitated the identification and harnessing of strengths and successes from each region. By exchanging knowledge and experiences, the federation promotes solidarity and maximises its collective impact in addressing challenges and embracing opportunities.

2. **Mutual Accountability: A Framework for Good Practice:**

Central to the New Federative Covenant is establishing a robust framework for mutual accountability. This framework is the foundation for transparent and effective communication, ensuring the proper dissemination and evaluation of the impact and changes resulting from the WSCF's work. By adhering to these good practices, the federation fosters trust and enhances its adaptability, responsiveness, and ability to effect positive change.

3. **Operative Model for Enhanced Collaboration:**

The New Federative Covenant promotes implementing an operational model intended to enhance collaboration within the WSCF through the Global Staff Team mandate. This model aims to unify and standardize the work mandates of regional executives and global program coordination, facilitating smooth internal and external communication concerning the federation's global programs under the coordination of the Intert-Regional Office. By embracing this model, the WSCF harnesses the power of teamwork and collaboration, amplifying the impact of collective efforts and transitioning from the hybrid staff model approved in 2016 to a more programmatic model that serves the three levels of the Federation.

4. **Capacity Building for Sustainability:**

The WSCF's commitment to sustainable development is emphasised in the New Federative Covenant through a focus on capacity building. This includes empowering the Staff, Executive Committee, and Boards to develop the skills and competencies necessary to address emerging challenges effectively. By investing in collective growth and nurturing leadership potential, the federation cultivates a strong foundation for future success.

Alignment with Global Strategic Plan and Programs



The New Federative Covenant seamlessly aligns with the Global Strategic Plan and Programs, providing a unified framework for the WSCF's shared vision and objectives. While allowing flexibility for regional adaptation, the covenant ensures that each regional plan contributes to the global goals and indicators established by the General Assembly. This integration of global and local perspectives fosters a powerful synergy, enabling the federation to navigate diverse cultural, political, and institutional landscapes while avoiding duplication of reporting and accountability processes.

With the New Federative Covenant as its guiding light, the federation is poised to make a lasting impact on the lives of students and young people worldwide. The WSCF affirms its commitment to justice, solidarity, and the shared values that bind it as a global community.