



International Movement of Catholic Students
IMCS-MIEC Pax-Romana

STRATEGIC PLAN 2021 - 2026

YOUTH LEADERS-IN-ACTION
JOIN US IN BUILDING
BRIDGES OF HOPE

TABLE OF CONTENTS

PREAMBLE _____	1
LINK BETWEEN THE STRATEGIC PLAN AND THE OPERATIONAL ORGANIZATIONAL PLAN _____	2
STRATEGIC PRIORITIES (2021 -2026) _____	4
MISSION, VISION & VALUES _____	4
GOVERNANCE: POLICIES - ROLES AND RESPONSIBILITIES – ETHICS _____	5
PROGRAMS & ACTIVITIES _____	6
ADVOCACY CAMPAIGNS _____	8
IMPLEMENTATION _____	9
CONCLUSION _____	9
APPENDIX _____	10
CONTRIBUTION & ENDORSEMENT _____	11

PREAMBLE

This IMCS Strategic Plan is a product of a synodal process of dedicated, engaging and collaborative team-work of Students and Animators of the Movement. The outcome is a brief, high-level plan with a renewed vision, mission, values, and strategic priorities for transformative actions over the next five-years.

Our goal in this collective and participatory process to prepare the strategic plan is to provide us a common direction to revitalize our movement at the national, regional and international levels. We are cognizant that our strategic objectives can only be achieved through the active participation of student and youth members of our movement, participating in concrete actions for societal transformation. Beginning with our national movements and current realities of students and youth in tertiary education campuses around the world, who are at the heart of our regional and global movement, this strategic plan will help us build interrelationships and interconnections that bridge our diversities of languages, cultures, genders, socioeconomic realities to learn, act and grow together as caring, respectful and responsible global citizens. Our common faith experiences and the social teachings of the Church give us inspiration, guidance and hope in the present and for the future. We have consulted with the students and youth representing our diverse regions of Africa, LatinAmerica, Asia Pacific, the Middle East, Europe and North America.

The IMCS International Team coordinated this initiative with the strategic accompaniment of the planning process and framework, provided by Iris Almeida-Côté, our alumna and former International President of IMCS Pax-Romana (1982-86). In this process of establishing our strategic plan, we discovered the history, the experiences of present and past student and youth movements, and their best practices and learnt about each other and our power in collective and united actions. We undertook an environmental scan, an analysis of our strengths, weaknesses, opportunities & threats, and we shared our learnings on the key messages of our Catholic Church encyclicals. We also reflected on our brand identity and our human and financial resources. In addition, we brainstormed and exchanged ideas on effective advocacy, strategic communications & the contributions of our elders including our chaplains, lay animators and alumni. We were also offered the opportunity to

connect with the United Nations through daily Web TV. We learned a few techniques to develop our case for support and our call to action for our students/youth mobilization, fundraising and philanthropic efforts.

As outcomes we developed policy frameworks to guide us in our onward journey. We also established mechanisms to facilitate our inter-cultural, interdisciplinary, inter-generational and earth sensitive communications and advocacy campaigns. To assist us in implementing this strategic plan of action, we adopted a mechanism of Work-in-Commissions to renew and revitalize our movement over the next five-years 2021-2026.

We wish to acknowledge and graciously thank Dr. Victor Karunan, our alumnus and former IMCS Asia-Pacific Coordinator (1979-82) for sharing a historical perspective on the student movement, Marina D'Costa, our alumna from IMCS India (AICUF) for her unfailing support and expertise as well as our translators Raoul Funtchue, Timothée Hermand (former member JEC France), Walter Prysthon, our alumnus and former IMCS Secretary General (1995-99), Raphi Acosta (UNEC Peru), Paula Yelima (JEC Spain National Team) and Rory Ong (Malaysia) our Graphic Designer who generously offered us their wisdom and expertise pro-bono, to the IMCS movement to ensure the success in our efforts.



LINK BETWEEN THE STRATEGIC PLAN & THE OPERATIONAL ORGANIZATIONAL PLAN

The primary modus-operandi for effective implementation of this plan is our key guiding policies as well as our Work-in-Commissions.

1. Code of Conduct
2. Confidentiality & Respect for Privacy
3. Diversity & Inclusion
4. Membership Teamwork

OUR COMMISSIONS INCLUDE

GOVERNANCE
POLICIES
COMMISSION

RESEARCH
ACTION
COMMISSION

SKILLS
TRAINING
COMMISSION

LEARNING &
DEVELOPMENT
FOR YOUTH

STRATEGIC
COMMUNICATIONS
& PUBLIC AFFAIRS
COMMISSION

ADVOCACY
CAMPAIGNS
COMMISSION

PHILANTHROPY,
FUNDRAISING &
RESOURCES
MOBILIZATION
COMMISSION

CHAPLAINS,
LAY ANIMATORS
& ELDERS
COMMISSION

INDIGENOUS
PEOPLES'
YOUTH
COMMISSION

WOMEN
EMPOWERMENT
& GENDER EQUITY
COMMISSION

LAUDATO SI'
COMMISSION

Each commission will include a team of at least 5-10 IMCS student, youth members representing diverse perspectives/regions/nationalities. When useful and necessary, the Commission members may decide to invite some alumni, mentors, animators and experts who are able and willing to contribute to the success of the commission. The criteria for participation includes but not limited to:

- Able to dedicate time and be willing to meet at regular intervals.
- Have some understanding & experience of the movement (including for alumni, lay animators, chaplains & friends of IMCS).
- Able to understand the global context of IMCS and its modest financial resources.
- Openness to participate in the search for creative solutions and become pro-active in the search for alternatives.
- Willing to collaborate and work as a team.

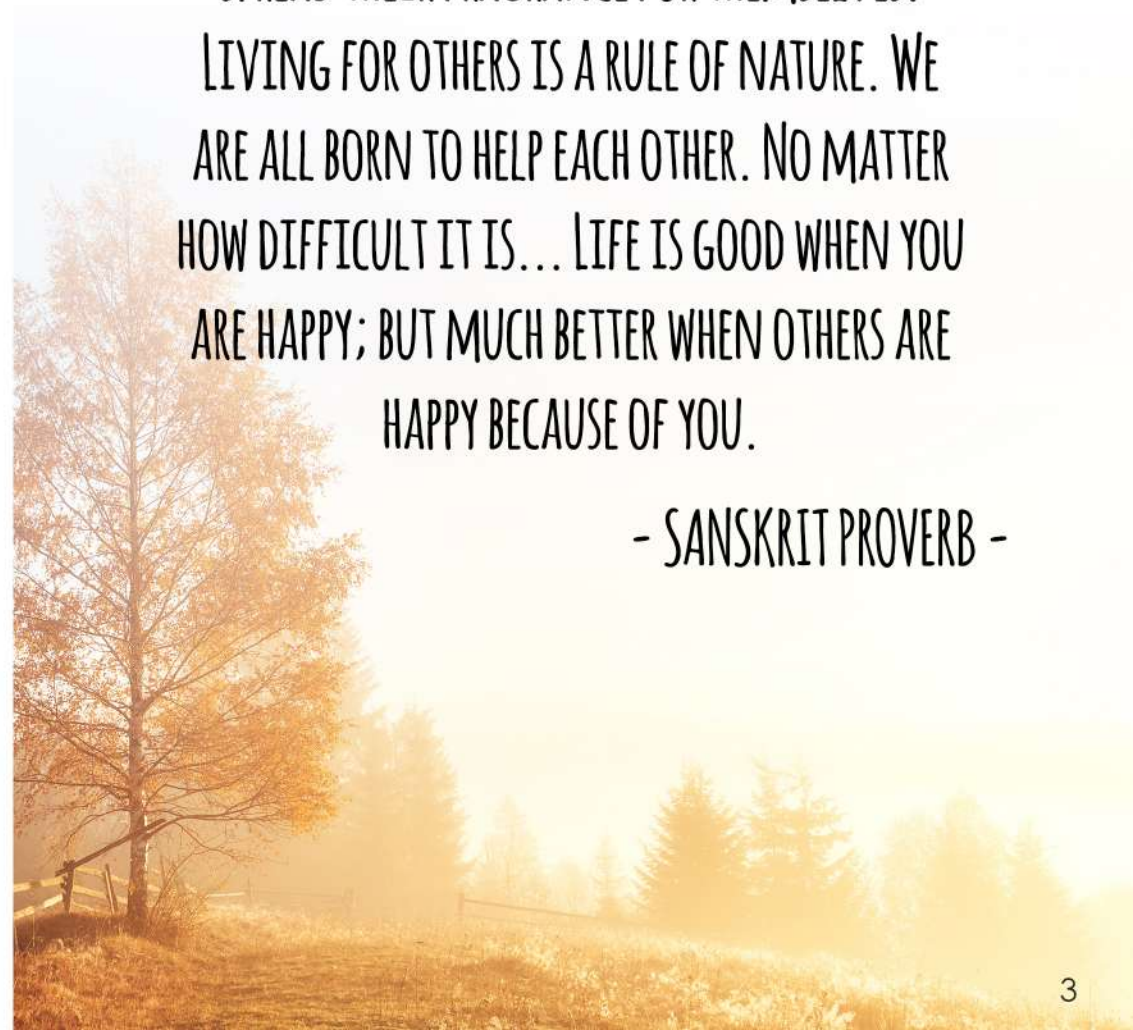
We are committed to ensure that our actions to implement this strategic plan and achieve measurable results will require courage, coherence and consistency in the actions of each one of us. We firmly believe that this strategic plan will help position the IMCS in the community of University students, the Catholic Church and civil society organizations, as well as national and international partners and donors.

In addition, IMCS will establish an International Board of Directors focused on Financial and Operational Sustainability. It would be convened by the International Team and comprise experienced regional and international leaders who are able and willing to provide the IMCS with strategic advice and assistance in supporting the movement's long-term sustainability.



RIVERS DO NOT DRINK THEIR OWN WATER; TREES
DO NOT EAT THEIR OWN FRUIT; THE SUN DOES
NOT SHINE ON ITSELF AND FLOWERS DO NOT
SPREAD THEIR FRAGRANCE FOR THEMSELVES.
LIVING FOR OTHERS IS A RULE OF NATURE. WE
ARE ALL BORN TO HELP EACH OTHER. NO MATTER
HOW DIFFICULT IT IS... LIFE IS GOOD WHEN YOU
ARE HAPPY; BUT MUCH BETTER WHEN OTHERS ARE
HAPPY BECAUSE OF YOU.

- SANSKRIT PROVERB -



STRATEGIC PRIORITIES 2021-2026

IMCS is a knowledge-based and a learning organization on the path to strengthening our international movement to ensure we are mission-focused and results-oriented. Our actions are results oriented for societal transformation and impact and our goal is to actively participate in national, regional and international processes and partner with like-minded organizations committed to building a peace, just, inclusive and greener world. Our strategic plan provides us a common direction to achieve our goal. As tertiary students and youth who are fortunate to have access to knowledge and education, we remain committed to using evidence-based research and experiential-learning to guide us in our reflection-action-reflection as actors for an inclusive and sustainable world.

BUILD

To build our organizational effectiveness at the national, regional & global level. (Agile, well-run & effectively coordinated.)

PROMOTE

To promote awareness, mobilization & engagement of our movement's youth leaders-in-action on campus and in society.

ORGANIZE

To organize programs by and for youth that contribute to sustainable communities and societal transformation.

MISSION

Organize, train and mobilize young women and men to use their education and learning to become global transformational leaders

VISION

Building a Peaceful, Just, Inclusive and a Green World.

VALUES

1. RESPECT & INTEGRITY
2. TRUST & SOLIDARITY
3. DIVERSITY & INCLUSIVITY
4. TRANSPARANCY & ACCOUNTIBILITY

MISSION, VISION & VALUES

GOVERNANCE

POLICIES - ROLES AND RESPONSIBILITIES – ETHICS

IMCS will draft a Policies and Procedures Handbook to guide the work of the movement. As a first step, we have six policies to which we will ensure consistent application. Each member of our movement as well as our national, regional and international teams will sign on to them.



PROCESS OF SYSTEMATIC ADHERENCE TO POLICY DEVELOPMENT, ADOPTION & IMPLEMENTATION.

Involve IMCS student members (team of at least 10) representing different regions to undertake the research, consultation and drafting of the policies.

Undertake evidence-based research and learn from best practices of other youth organizations and experts.

Integrate our values in all our policies, procedures, programs and coordination activities.

Focus on Students/Youth who are at the center of all our work.

Seek our inspiration-to-action in our communities from the Social Teachings of the Catholic Church and our concrete realities.

IMPORTANT NOTE

All policies are applicable to National Movements affiliated, to students, chaplains and lay animators, to our Regional Coordinators, our International Team as well as our formally delegated representatives to the United Nations (ECOSOC), the Holy See, the Dicastery for the Laity, Family and Youth, and other relevant global platforms for the period of their engaged in the IMCS Pax-Romana Movement. Our duty to care and the duty of loyalty to the IMCS Pax-Romana Movement will be upheld in all actions to implement the strategic plan.



PROGRAMS & ACTIVITIES

SKILLS TRAINING - LEARNING & DEVELOPMENT

1. Undertake an analysis on the presence and actions of our movements in colleges and universities and propose actions to build youth transformative leadership.
2. Identifying at least ten organizations, globally, with best practices that are successful in skills training for learning & development, learn lessons & seek collaboration with them.
3. Identify areas of concrete support that can be obtained from the church, in particular the Dioceses and Episcopal Conferences in countries where IMCS is currently present and particularly muster their support in situations which offer potential to strengthen our movement.
4. Ensure IMCS Pax-Romana delegations of Students and Alumni are strategically chosen and represent us in learning and sharing expertise and experience in UN fora, the Dicastery for the Laity, Family and Youth and other events for global exchange and networking and bring back the experiences to our members.
5. Ensure gender diversity and inclusion in our training content, participation and representations and facilitate inter-cultural, intergenerational and inter-continental exchanges.
6. Analyse a selection of countries in which we currently have a weaker presence and identify why and what can be done to revitalize movement there.

EXAMPLE OF OUR TRAINING PROGRAMS

Leadership development – Discovering our talents and how to use them for societal impact.

How to conduct strategic communications

How to build effective Advocacy campaigns and measure effectiveness/impact.

Promoting and mainstreaming Gender equality

Indigenous youth leadership – including UN Youth Forum

Career development, mentoring and work-internships

Ways and means on how to express youth engagement and solidarity for societal transformation.

IMPORTANT NOTE

The detailed annual work-plan to be established will emphasize students or youth needs, experiential learning, mentoring, internships, scholarships and networking opportunities to develop transformative leaders, engaged in our national/regional/international movement and in societal change.

This IMCS Commission will undertake a Need Assessment and analysis of our diverse students/youth situations.

STRATEGIC COMMUNICATIONS & PUBLIC AFFAIRS

Given the rich history of our movement, our presence around the world, our diversity of perspectives and realities – economic, social, cultural and linguistic as well as our very modest financial means, our plan will focus on being clear, concise, realistic and have impact.

Online meetings and interactive communications are possible with creative use of technologies to foster dialogues & collaborations.

1. Brainstorming meetings at international level at least monthly.
2. Facilitate exchanges by co-creating the opportunity to students and alumni to directly contact each other and others at the international level.

Importance of language and messaging.

1. Organize language trainings for future leaders.
2. Establish a structure to select people for IT who know/or are willing to learn through on-line or in-person intensive language training (short timeframe) at least 2 out of 3 official languages.
3. Organize language training every 4 years when thematic meetings are held at the international level.
4. Organize exposure/exchange programs to use the language as a vehicle for sharing social issues, values, lifestyle and culture (also inside the same region/country).
5. Recruit language students for document translations and interpretation during meetings.

Database

Build a robust and well managed database that would be essential to grow the movement nationally, regionally and internationally. This database will be updated annually to remain relevant and will be protected with confidentiality, integrity and accessibility. The database will focus on at least eight categories of IMCS stakeholder.

Please refer to Appendix I in page 10 for the Categories of IMCS stakeholder for Database.

Value Proposition of our Movement to inspire and engage students on campus

1. Sharing inspiring stories of commitment and impact from our alumni.
2. Using our UN ECOSOC consultative status to advocate and conduct campaigns that connect our local and the global actions
3. Use channels like music/ theater/ videos/ comedy/ creative writing/social media messaging to celebrate our cultures, traditions and diversity of thought and action.



ADVOCACY CAMPAIGN

Build from existing experience of IMCS on Financing for Development, Disaster Risk Reduction, Clean Water & Sanitation, Quality of Education & Decent Work and Economic Growth, we will build our research and advocacy in relevant national, regional and international fora on:



Our focus will be to survey our membership in national movements to seek their views and contributions. In this process, we will also identify the appropriate students and youth leaders across diverse geographies, cultures and languages within our movement as well as provide training and strategic accompaniment to carry out this important work.

The Asia-Pacific Regional Advocacy Training, the Sub-Regional Advocacy Training for West and Southern Africa trainings' will serve as a launch for our renewed commitment to effective advocacy. This will help provide rich inputs to the work in other regions and all the IMCS Global Advocacy Training sessions.

Establish interactive real time channels to mobilize the members of our movement in the campaigns and share back with them the results and best practices from our actions and experiences in advocacy.

Our ECOSOC Consultative Status credentials provides us the opportunity to choose appropriate student and youth leaders and representatives and mandate them officially to speak on our behalf and share our movement's positions in events, meetings and policy deliberations or negotiations. IMCS will provide our representatives with a clear mandate and resources, over a fixed period which will be subject to periodic review of results.

Our uniqueness as a university students' movement, a youth movement and a Church movement is highly valued and our effectiveness to achieve and document our results will assist us to ensure our reputational credibility and to undertake succession planning as we prepare our next generations of youth leaders to occupy these spaces where decision-making is done including some of the following:



Please refer to Appendix II in page 10 for the Metrics: Key Performance Indicators.



IMPLEMENTATION

All Appendixes on the Organizational Operations Work-plan (Work of the 10 Commission) are available on request. Should you wish to contribute and learn more on the implementation of the strategic plan, monitor progress, measure results and share best practices with our members, alumni, chaplains, strategic partners, donors and our Catholic Church leaders, kindly contact the international secretariat and regional coordination's teams for information and guidance as you carry out the next steps.

Detailed action plans on working with Chaplains, Indigenous Youth, Philanthropy & Fundraising, Women, and Financial Sustainability (Foundational Base for Future Generations Investment Fund) to ensure continuity of our youth leaders education, training and mobilization to action of the movement along with other important collaborative initiatives in progress will provide the impetus for the growth and success of IMCS Pax-Romana, over the next five years.



CONCLUSION

We are confident that our efforts to implement our strategic plan 2021-2026 will revitalize, reinvigorate and truly strengthen our Movement as we launch our 100th Anniversary year-long celebration of IMCS and our Pax-Romana movement.

OUR CALL TO ACTION

YOUTH LEADERS-IN-ACTION

JOIN US IN BUILDING BRIDGES OF HOPE

Inviting Members, Alumni, Animators, Chaplains and Friends of IMCS to contribute your talents, ideas, financial and operational resources in our journey onwards.

This IMCS Pax-Romana Strategic Plan 2021-2026 (Summary on the process and outcomes document) was prepared by Iris Almeida-Côté ICD.D., IAS.A., LL.M., M.A., IIA-CGAP.

APPENDIX

I CATEGORIES OF IMCS STAKEHOLDER FOR DATABASE.

1. Current students – youth members (mobilize the cooperation and support of national movements & the regional coordinators).
2. Coordinators – National, Regional and International (paid or volunteer staff/teams).
3. IMCS- Commissions of Work – Implement the Strategic Plan of Action.
4. Chaplain's and Lay Animators (National/ Regional/ International).
5. Alumni (former IMCS leaders) International Teams, Regional Teams and Leaders/Active Professional/Retirees who have benefitted from the IMCS Movement, and are inspired, are able & willing to contribute in legacy building efforts of our Movement.
6. Philanthropic organizations/ foundations/ donors – who would potentially consider supporting our projects and/or core administrative coordination financial cost of the Movement.
7. Strategic Partners – Other youth, students & like-minded social action movements and organizations nationally/ regionally/ internationally we want to keep learning from, working with and sharing ideas, research and advocacy campaigns/ activities with our Movement.
8. International Organizations – UN related, Holy See, Diplomatic missions/Embassies that support youth leadership and engagement.

II METRICS: KEY PERFORMANCE INDICATORS

1. Youth participation. (Quality and numbers of the members of our national movements members involved.)
2. Our Values-driven Teamwork.
3. Evidence based research. (Science, Rigour and/or Experiential.)
4. Intrinsic link between theory to action.
5. Inter-cultural, inter-subregional and regional cooperation, international collaboration.
6. Consistent implementation of governance policies – code of conduct.
7. Ability to increase Church & episcopal support and contributions.
8. Alumni mobilizations and contributions.
9. Mainstreaming gender consciousness and equity in all programs.
10. Ability to muster financial resources from donors, students and alumni, church bodies to carry out programs and activities.
11. Prudent use of operational, human and financial resources.



IMCS PAX ROMANA STRATEGIC PLAN IS BEING CONTRIBUTED & ENDORSED BY

1. Ravi Tissera - President (Sri Lanka)
2. Fr. Jojo Fung, SJ - Ecclesiastical Assistant (Malaysia)
3. Aurelie Monganzimbi - Pan African Coordinator (DR Congo)
4. Fasika Lachore Laba - Pan African Coordinator (Ethiopia)
5. Eirini Freri - European Coordinator (Greece)
6. Karin Idrogo Estela - Latin American Coordinator (Peru)
7. William Nokrek - Asia Pacific Coordinator (Bangladesh)
8. Law Lap Man - Asia Pacific Chaplain (Hong Kong)
9. Marina D'Costa - Lay Animator (India)
10. Sameh Kamel - Advocacy Team Coordinator (Egypt)
11. Victor Kweku Ayertey - Advocacy Team Member (Ghana)
12. Tegemeo Patrick - East African Sub regional Coordinator (Tanzania)
13. Tuntufye Swimamba - Southern African Sub Regional Coordinator (Malawi)
14. Raphael Lichtenberger - KHJO President (Austria)
15. Patrick Drishya - BCSM President (Bangladesh)
16. Teresa Gutiérrez - Secretary General (JEC Spain)
17. Anali Virginia Marca Castillo - Coordinator (MUC Bolivia)
18. Coello Peralta Ariel - Coordinator (JEC Ecuador)
19. Federica Demattè - External Affairs officer of AKH Germany (Italy)



International Movement of Catholic Students
IMCS-MIEC Pax-Romana
www.imcs-miec.org

SIRET No : 32409550400027



info@imcs-miec.org



Pax Romana IMCS – MIEC



[PaxRomanaIMCS](#)



[paxromanaimcs](#)



International Movement of Catholic Students (IMCS/MIEC) Pax Romana