ANIMATION PLAN

FINAL DOCUMENT



2026-2032

BEING YEAST FOR BEING FRUITFUL

ASSOCIATION OF SALESIAN COOPERATORS


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1. INTRODUCTION

Dear brothers and sisters of the Association of Salesian Cooperators:

On this 8 December, the day on which we recall the humble beginnings of the Salesian work with Don Bosco's Oratory, we present, with deep joy, gratitude and a sense of mission, the World Animation Plan 2026–2032. On this date, which is so significant for the whole Salesian Family, we renew our commitment to continue building together the work entrusted to us by the Holy Spirit, in the certainty that the seed sown by Don Bosco continues to bear fruit in every corner of the world.

This Plan is the fruit of a long, patient and synodal process. It stems from the Sixth World Congress, held in Rome in May 2026, which was not merely a one-off event nor just another gathering in our history as an association, beyond the celebration of our 150th anniversary. It was – and continues to be – a spiritual, vocational and organisational milestone, a true exercise in listening to the Spirit and in global communion. Those who took part in person and those who were unable to attend physically are all part of the same journey: the Congress belongs to the whole Association, because its fruit is for everyone and its call reaches out to us all.

A Plan that continues a journey already begun

In September 2026, we sent a first progress report to the whole Association, offering an initial summary of the programme guidelines emerging from the Congress. That text had a specific aim: to enable centres and provinces to begin planning for the 2026–2027 academic year, providing a common framework and an initial insight into what the Congress had inspired.

The document we are now presenting is the natural continuation of that preliminary report. Whilst the September text was a first draft, this Plan is now a more elaborate, in-depth and comprehensive document, the result of the joint work of the World Council, the contributions received and the discernment carried out over recent months. It has been prepared in a synodal manner, through listening, dialogue, discussion and a constant effort to focus on concrete details, so that it is not merely a collection of abstract ideas, but a real tool for animation for the whole Association.

The context that illuminates our path

We are holding the Congress in a decisive context, marked by three major horizons:

- ✓ The Association, which is celebrating its 150th anniversary and is embarking on the 2026–2032 six-year term with a desire to recall its roots, renew its identity and relaunch its mission, looking to the future with hope.
- ✓ The Church, which is continuing the process of transformation initiated by Pope Francis, now driven by Pope Leo XIV, inviting us to live out synodality as a permanent way of life.
- ✓ The world, in the midst of an epochal shift, characterised by social and cultural fragilities, growing individualism and a profound need for meaning, points of reference, depth and hope.

Against this backdrop, the Congress reminded us that our vocation is deeply relevant today. The Apostolic Life Project states that 'Salesian Cooperators feel a deep sense of solidarity with the society in which they live and in which they are called to be light, salt and leaven.' (PAL-S, art. 16). And the Gospel invites us *to be salt, light and leaven* (Mt 5:13–16), a humble yet transformative presence. The Aguinaldo 2026, with its call to *'Do whatever he tells* you', offered us four verbs that illuminate our path: **to listen, to look, to choose and to act**. These evangelical and Salesian principles resonate deeply with what we experienced at the Congress.

The motto for the six-year term: To be leaven in order to bear fruit

The Congress's motto –*'To be leaven so as to be* fruitful'– now becomes the motto for the six-year term. It is not merely an inspiring phrase: it is an identity and a mission. To be leaven means to act from within, with humility, discretion and depth; to be fruitful means to generate life, hope and transformation wherever we are. This motto expresses the essence of the Salesian lay vocation: to transform reality from within, with the power of the Gospel and the closeness of the family spirit.

A Plan that responds to the dynamics of the Congress

In his address on 9 May, the Rector Major gave us four words that we wish to make part of our associative style:

- ✓ Listening, which, to be genuine, must be humble, so that it may become docility, placing God at the centre.
- ✓ Communion: a genuine experience within the Association, in the Salesian family, and in our communities, of the family spirit that so characterises our Salesian way of life.
- ✓ Communion that is missionary – reaching out to others with apostolic boldness.
- ✓ Participation: the concrete realisation of our mission, through genuine synodal processes.

This Plan has been drawn up precisely to respond to this dynamic. Following the Congress, the World Council has begun a process of collating, discerning and synthesising everything that emerged from the assembly, the working groups and the contributions. This document brings together that work and transforms it into a clear, shared and actionable path for the next six years.

What this Plan offers

This Animation Plan 2026–2032 contains:

- ✓ Inspiration drawn from our Christian and Salesian sources, which can guide us this year as a formative resource in centres and provinces.
- ✓ A reminder of the programme guidelines put forward at the Congress itself, arising from the group sessions, presentations and discussions in the assembly.
- ✓ An in-depth development of the programme guidelines emerging from the Congress, analysed by sector and geographical area, identifying strengths and weaknesses, which will guide the life of the Association throughout the six-year period.
- ✓ The identification and presentation of the seven key lines, which will serve as a stable reference point, an element of communion and a guide for planning, evaluation and leadership.

- ✓ Processes, criteria, indicators and concrete proposals, so that the mission does not remain merely abstract ideas, but is embodied in the real life of centres, provinces and regions.

Let us look to the future with hope

We look to the future with confidence. Like Don Bosco, we want to dream, walk and propose. Like Mary, we want to look, listen and respond. As evangelical leaven, we want to be fruitful.

May this Plan be a further step on our shared journey, so that together we may live out who we are: Salesian Cooperators at the heart of the world, called to transform reality from within, with the power of the Gospel and the tenderness of the family spirit.

The World Coordinator

Borja Pérez



MOTIVAZIONE E GIUSTIFICAZIONE

MOTIVACIÓN Y JUSTIFICACIÓN

MOTIVAÇÃO E JUSTIFICAÇÃO

MOTIVATION AND JUSTIFICATION

MOTIVATION ET JUSTIFICATION

2. MOTIVATION AND JUSTIFICATION

This Animation Plan 2026–2032 stems from a deep conviction: the Association of Salesian Cooperators needs a common, clear, shared and practical vision in order to live out its vocation fruitfully in this historic moment. It is not a question of organising the internal life of the Association, nor of drawing up yet another document. It is about responding with creative fidelity to what the Holy Spirit has asked of us through the Sixth World Congress and the synodal journey we have undertaken together.

This Plan is justified by several fundamental reasons that express the Association's identity, mission and responsibility in today's world.

To translate the Congress into concrete reality

The World Congress offered us an immense wealth of insights: reflections, intuitions, concerns, certainties, proposals and dreams. But that wealth risks being diluted if it is not translated into concrete processes, clear criteria, verifiable lines of action and indicators that enable us to assess our progress.

The Congress Proceedings are necessary, but not sufficient. This Plan seeks to transform the experience of the Congress into real life, into decisions, into projects and into day-to-day outreach.

To ensure continuity and unity over the next six years

Our mission also requires clear criteria and continuity. The activities we undertake and our annual programmes are necessary, but they are not enough to sustain profound processes of formation, identity, mission and renewal.

A longer-term plan such as this enables us to:

- ✓ maintain a steady course,
- ✓ ensure global unity, in accordance with the specific reality or particular characteristics of each region
- ✓ foster communion between regions and provinces,
- ✓ and ensure that we are all moving in the same direction.

This six-year timeframe is an opportunity to consolidate processes that cannot be improvised or resolved in a single term.

To provide a common framework that facilitates participation

The Association is diverse: cultures, languages, ages, social realities, pastoral rhythms, organisational structures.

A common Plan enables everyone – local centres, provinces and regions – to participate from their own context, with creativity and freedom, but within a shared framework that guarantees communion and identity. Participation increases when the vision is clear and accessible.

This Plan is intended to be a tool that facilitates shared responsibility and the involvement of everyone.

To avoid fragmentation and focus on what is essential

The Congress generated dozens of proposals and responses. Without a clear synthesis, we run the risk of becoming scattered, of trying to take on too much and of losing sight of what is essential. That is why this Plan also identifies some key priorities, which will act as the backbone of the six-year term. This Plan does not aim to cover everything, but rather to provide guidance on what is fundamental.

The Rector Major reminded us of four words that should define our approach: listening, communion, mission and participation. This Plan aims to translate these words into concrete, realistic, achievable proposals tailored to each context. For our identity and our mission cannot remain mere abstract ideas: they must be embodied in real life, in processes, in decisions and in actions. Concretisation is a form of fidelity to the Salesian charism inherited from Don Bosco, which we are called to safeguard and share.

To respond to the current ecclesial and social context

We are living in a time of profound change. The Church invites us to synodality as a permanent way of life, and the world calls for our presence, boldness and evangelical creativity. Young people ask us for closeness, a listening ear and accompaniment.

Therefore, the Association needs a Plan to help it interpret this time, discern it and respond with hope.

To strengthen Salesian lay identity and mission

The Apostolic Life Project reminds us that the Salesian Cooperator is a leaven of the Gospel in the concrete realities in which we live. This Plan aims to help the Association live out that identity with greater depth, clarity and fruitfulness. Identity is not improvised: it is cultivated, formed, supported and celebrated. This Plan is a tool for strengthening vocational identity and the apostolic mission.

To ensure ongoing evaluation and review

Without clear criteria, we cannot evaluate. This Plan enables us to define verifiable indicators, processes and targets. This Plan aims to help us review the progress made, celebrate the fruits and make any necessary adjustments.

Our sources

And this Plan, beyond the recent 6th World Congress, draws on our enduring sources that nourish our identity and mission: the Gospel, the PAL and the Charter of Identity of the Salesian Family. Let us now see how we recognise these sources in the theme for the six-year period and in some of the programme guidelines identified therein.

The motto we have chosen for the Sixth World Congress and this six-year period 2026–2032 urges us to recognise our vocational identity and mission: we are leaven because of the reality that surrounds us, to make it fruitful as the Kingdom of God.



2.1.- "Being yeast for being fruitful"

The theme for the six-year period draws on three biblical images that clearly express the identity of the disciple and, in particular, the Salesian lay vocation: acting from within, transforming with humility and generating life.

a) *Yeast that transforms from within*. *'The Kingdom of Heaven is like yeast that a woman mixes into three measures of flour, until the whole batch is* leavened' (Mt 13:33). This verse is at the heart of the motto. Yeast works from within, quietly, without seeking the limelight, without imposing itself. Its power lies not in its quantity, but in its ability to transform the whole dough.



Such is the vocation of the Salesian Cooperator: a humble, everyday, discreet and profoundly transformative presence within the family, at work, in society, in culture and in public life. This biblical image sheds light on the Salesian lay mission: it is not a matter of occupying positions of power, but of transforming reality from within, through the power of the Gospel and the closeness of the family spirit.

b) *Fruitfulness as a sign of the disciple*. *'I have chosen you so that you may go and bear fruit, and that your fruit may remain'* (Jn 15:16). Fruitfulness is not an optional outcome: it is the sign of the disciple. Jesus does not say 'so that you may do things', but so that you may bear good fruit. Fruitfulness springs from union with Him, like the branches to the vine, not from activism or a proliferation of activities. This text sheds

light on the spiritual dimension of the motto: only those who remain in Christ, who live through prayer, discernment and listening, are fruitful. We want the Association to bear fruit, and fruit that endures.

c) *The transformative power of small things*. *'The Kingdom of God is like a mustard seed… when it grows, it becomes a* tree' (Mk 4:30–32). The Salesian charism springs from small beginnings: a courtyard, a few young people, a poor priest. This text reminds us that fruitfulness does not depend on the grandeur of the means, but on creative fidelity. What is small, when it is authentic, becomes a tree that provides shade, life and a future.

That is why the Plan focuses on simple, realistic and concrete processes: because the small, when it is in keeping with the Gospel, transforms.

Furthermore, the motto for the six-year term, *'Being yeast to be* fruitful', is deeply aligned with the Association's Project of Apostolic Life. PAL presents the vocation of the Salesian Cooperator as a path of apostolic sanctification lived out in everyday reality, in the Church and in the world, with a specific way of embodying the Gospel and participating in the mission.



The Statute reminds us that this vocation is a gift and a free choice that gives quality to life (Art. 2), and that it is lived as a life of faith engaged with the realities of everyday

life (Art. 2 §2), highlighting the dimension of 'leaven': an evangelical presence that transforms family, professional, social and cultural environments from within.

Furthermore, the PAL-Statute emphasises that the Salesian mission is directed towards the salvation and growth of young people, *"the most delicate and precious segment of human* society" (Art. 1), which expresses the dimension of fruitfulness: generating life, hope and a future wherever the Association is called to serve. This apostolic fruitfulness is sustained by pastoral charity (Articles 7 and 19), which drives an active, close and transformative presence, and by ongoing formation (Article 29), which keeps the vocation alive and allows the leaven to continue working powerfully.

The documents of the Salesian Family also bring us into harmony with the motto chosen for this time.

The **Charismatic Identity Charter of the Salesian Family** states in Article 2 that *'the initial seed has grown into a leafy tree*'. Article 5 states that *'the reference to the Holy Spirit points to the fruitfulness of our Family because it is the Spirit who, by inspiring Don Bosco, our Founder, gave him a spiritual posterity*.' For fruitfulness is not the result of human effort, but rather the work of the Spirit.



The motto for the six-year term, '*Being yeast to be fruitful*', finds a particularly significant basis in the 2023 Aguinaldo, whose central theme is the Gospel image of leaven. The Rector Major proposes to the whole Salesian Family a call to be *'yeast in*

the human family today', drawing on Jesus' parable which describes the Kingdom as a humble, discreet and transformative force that acts from within the dough. This image directly illuminates the first part of the motto: to be leaven, that is, a Gospel presence embodied in daily life, capable of transforming environments, relationships and structures according to the logic of the Gospel and the spirit of Don Bosco. The Rector Major emphasises that yeast is effective when it is alive, when it retains its inner strength, when it blends with reality and when it acts in communion. This dynamic sheds light on the second part of the motto: 'to be fruitful', because apostolic fruitfulness is not the result of activism, but of the spiritual, relational and communal quality of the Salesian presence.

Likewise, the 2023 Aguinaldo reminds us that yeast is small, yet its effect is great; it is unobtrusive, yet it transforms; it is humble, yet it is fruitful. This vision aligns with the identity of the Salesian Cooperator, whose mission is carried out in everyday life, in the simple and the concrete, generating processes of human and Christian growth that are not always visible, but which produce profound and lasting fruit. Fruitfulness, in the Salesian sense, is measured by the life it generates: young people supported, families strengthened, communities revitalised, environments transformed.

2.1.- Main programme guidelines of the Congress

As we shall see later in the section on programme guidelines, many of the key themes we propose for this six-year term relate to our Salesian identity, the central role of young people, our formation, the mission, our autonomy as lay people, communion and co-responsibility.

We propose some **biblical texts** that may shed light on these key themes.

'You are the salt of the earth… the light of the world' (Mt 5:13–14). Christian and Salesian identity is a vocation to be a meaningful presence. The identity of the Salesian Cooperator is to be a presence that gives flavour, illuminates and guides. That is why the first key theme is identity: without identity, there is no mission.

'*Grow in grace and in the knowledge of Jesus* Christ' (2 Pet 3:18). Growing in grace and knowledge means integrating spiritual life, human life and apostolic life. Formation is not a course: it is a journey, a continuous process, never-ending.

'*Let the children come to me; do not hinder* them' (Mk 10:14). Jesus places children at the centre. The Salesian mission springs from this very centrality: young people are not secondary recipients, but the heart of the vocation. '*Do not prevent* them' is a n call to remove obstacles, open up paths, accompany processes, and create environments where young people can encounter Him. This is precisely what it means to be leaven: to transform environments so that young people can grow, mature and draw closer to God.

'*To each is given a manifestation of the Spirit for the common* good' (1 Cor 12:7). Our lay autonomy stems from the gifts we have received and from shared responsibility. The Spirit gives each of us the abilities to serve. Autonomy is not acting on one's own, but taking mature responsibility for one's associative life and mission, in a fruitful balance between initiative, co-responsibility, and communion.

'May they all be one' (Jn 17:21). Communion is a prerequisite for apostolic fruitfulness. Unity is not uniformity: it is a symphony of charisms. Salesian communion is a family spirit, a shared mission and networking.



'*The harvest is plentiful, but the labourers* are few' (Lk 10:2). Participation is a response to a real need for mission. Jesus does not lament the lack of labourers: he invites us to ask for them and to become labourers ourselves. Shared responsibility is a call to get involved, to take on tasks and to participate actively.

Likewise, we find in our PAL many references in line with these same key principles:

Salesian identity. E/PAL, art. 2. *'To commit oneself as a Salesian Cooperator is to respond to the Salesian vocation and to embrace a specific way of living the Gospel and of participating in the Church's mission*.' The identity of the Salesian Cooperator is not generic: it is a specific vocation, with its own way of living the Gospel and of participating in the mission. This article establishes the key to Salesian identity as a gift that shapes one's life, guides the mission and gives form to the educational and pastoral style.

The central role of young people. E/PAL, art. 1. *'To contribute to the salvation of young people, "the most delicate and precious part of human* society"…'. This article places young people at the heart of the Salesian vocation. They are not merely another target group: they are the very reason for the mission's existence. The key to the central role of young people lies here: the fruitfulness of the charism is measured by the life, growth and salvation of young people.



Formation. E/PAL, art. 29. *'Salesian Cooperators are primarily responsible for their own human, Christian, Salesian and professional formation.'* Formation is not a one-off event, but a continuous process that sustains the vocation and guarantees apostolic fruitfulness. This article establishes the key to formation as a condition for the leaven to remain alive and be able to leaven reality.

Mission. E/PAL, Art. 2: '…by adopting a specific way of living the Gospel and of participating in the Church's mission…'. The mission of the Salesian Cooperator is educational and evangelising; it is lived out in shared responsibility with the Church as a transformative action, embodied in daily life and directed towards the salvation of young people.

Autonomy as lay people. E/PAL, Art. 2 §2. *'A distinctive way of living the faith, rooted in everyday life.'* This article expresses lay autonomy: living the faith in everyday life, within the family, at work, in culture and in society. Autonomy is not acting on one's own, but taking mature responsibility for one's associative life and mission, in a fruitful balance between initiative, co-responsibility, and communion..

Communion. E/PAL, Art. 10. *'They foster a family atmosphere in which constant dialogue, an encouraging presence, personal accompaniment and group experience help one to perceive the presence of God.'* Communion is an essential part of Salesian identity. Community life and the family spirit are the environment in which the leaven acts and where the mission bears fruit.

Shared responsibility. E/PAL, art. 4. *'in collaboration with other ecclesial forces'*. Shared responsibility arises from active participation in the educational and evangelising mission.

Finally, we also find references in line with these same key points in the **Charter of Charismatic Identity of the Salesian Family (CICFS)**.

Salesian identity is grounded in the CICFS when it states that Don Bosco gave rise to *'an original experience of evangelical* life' (Art. 1), which defines the charism as a concrete way of living the Gospel. The central role of young people springs from the heart of the Founder, *'filled with a great love […] especially for the little ones and* the poor' (Art. 1), placing young people at the heart of the mission. Formation is

understood as continuous charismatic growth, sustained by Mary, *'a help for our charismatic* growth' (Introduction), which ensures apostolic maturity. The mission is expressed in service to the Church *'especially in the vast world of young people, of working-class communities, and of the poor'* (Art. 6), demonstrating that Salesian action is both evangelising and educational. Lay autonomy is grounded in Salesian humanism, which invites us to *'value all that is positive and rooted in people's* lives' (Art. 7), the foundation of the transformative lay presence in the world. Communion is expressed in the *'exchange of* gifts' which enables the Salesian Family to live out the full extent of its spiritual wealth (Art. 10), demonstrating that unity is a source of fruitfulness. Finally, co-responsibility is rooted in the founding experience of Don Bosco, who discovered *'the strength and effectiveness of acting* together' (Art. 2), the foundation of apostolic collaboration between lay people and religious.

We have seen a series of elements that justify the proposal of this Animation Plan as **an element of communion for the whole Association**, as well as the references themselves to our Gospel, associative and Salesian sources.

In conclusion, this Animation Plan 2026–2032 is not just another document. It is a response to what the Spirit has asked of us at the Congress; a tool for communion, mission and hope; a bridge between the depth of the Congress and the daily life of the Association; an invitation to walk together, to dream together and to serve together.

BEING YEAST FOR BEING FRUITFUL

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3.- PROGRAMMATIC GUIDELINES

The programmatic guidelines for the six-year period can be presented at three different levels:

a. The conclusions of the working groups at the Sixth World Congress, presented on the final day of the Congress, which provided an initial summary of what resonated during those days in Rome.
b. The in-depth development of the programme guidelines, carried out in the weeks following the Congress, identifying strengths, weaknesses, challenges, lessons learnt and specific lines of action by areas of leadership and by geographical region.
c. The seven key guidelines, a synthesis of all the above, which will guide us over the next six years.

The conclusions of the working groups can be found in the Congress Proceedings, which contain all the Congress materials, and in the infographics attached to this document, which clearly and simply illustrate the conclusions of each stage.

We now present the other two aspects.

3.1.- Development and further exploration of the programme priorities for the 2026–2032 term

The Sixth World Congress has left us with an immense wealth of insights: intuitions, reflections, concerns, certainties, proposals and dreams that express the vitality of the Association throughout the world. The diversity of contexts, ages, cultures and experiences became a true exercise in synodality, where listening, communion and discernment enabled us to recognise what is alive in the Association, what needs to be strengthened and what must be renewed.

However, this abundance also presents us with a challenge: how to transform all that we have experienced into a clear, shared and actionable path for the next six years. The Salesian mission demands concreteness, continuity and vision. For this reason, this document seeks to offer an in-depth and unified interpretation of the essential

elements that emerged from the Congress, so that they may inspire the Animation Plan for the 2026–2032 six-year period.

1. Strengths that we must safeguard and enhance

The Association possesses a wealth of assets that constitute its deepest identity and which must be protected and developed. Among these, the following stand out:

- ✓ A strong Salesian identity, faithful to the charism of Don Bosco.
- ✓ A family spirit that fosters fraternity and a sense of belonging.
- ✓ The centrality of young people, which inspires our mission and our spirituality.
- ✓ Initial and ongoing formation rooted in the PAL.
- ✓ A living Salesian spirituality, embodied in daily life.
- ✓ A lay vocation lived out with clarity and commitment in the midst of the world.
- ✓ Communion and shared responsibility within the Salesian Family.

These strengths are the starting point. They are the foundation upon which everything else is built. Without them, any renewal would be superficial; with them, the Association has solid roots from which to grow and bear fruit. They shed light on our strengths and what we must uphold – not as something achieved without effort, but to encourage us to continue working to ensure these strengths endure.

2. Weaknesses requiring attention and transformation

The Congress also enabled us to acknowledge with sincerity the vulnerabilities affecting our life as an association. It is not a matter of pointing out shortcomings, but of embracing them as opportunities for growth:

- ✓ Difficulty in attracting and supporting new generations to bring fresh life to the Association.
- ✓ Weaknesses in ongoing formation and vocational identity.
- ✓ Occasional weakening of commitment and shared responsibility.
- ✓ Risk of activism and spiritual decline.
- ✓ Limited visibility and influence outside the Salesian environment.
- ✓ Difficulty in taking on responsibilities and exercising leadership.

- ✓ Poor communication and difficulty engaging with young people and cultural changes.

Identifying these weaknesses is an act of humility and honesty. Addressing them is an act of fidelity to the charism and of responsibility towards the future. They enable us to identify what we need to focus on in order to overcome them.

3. Lessons that must guide our path

The discernment process of the Congress has provided us with lessons that we must not lose sight of:

- ✓ A vocation can only be sustained by remaining deeply united to God.
- ✓ Formation must be ongoing, profound and transformative.
- ✓ Communion strengthens the mission.
- ✓ Concrete closeness to young people is essential.
- ✓ The Association must open itself up to new contexts without losing its identity.
- ✓ Personal and community support strengthens vocational perseverance.
- ✓ A consistent witness of life remains the most effective means of transmitting the charism.

These lessons serve as spiritual and pastoral compasses. They remind us that renewal is not merely structural: it is vocational, spiritual and communal. They point to a journey that we must neither ignore nor forget, but rather continue to build upon what we have learnt.



4. Lines of action for a fruitful journey

Based on the strengths, weaknesses and lessons learnt, as well as the challenges identified in the various regional contexts, lines of action emerge to guide life within the local, provincial and global associations. These are organised into a number of areas that reflect the entirety of our vocation and mission:

4.1. Identity

a. To strengthen the ownership of and lived experience of the Apostolic Life Project. To ensure that all Salesian Cooperators know, understand and use the ALP as a regular point of reference for discernment, formation and mission.
b. To reinforce the sense of belonging to the Association and to the Salesian Family. To promote concrete experiences of communion, co-responsibility and participation that strengthen vocational and associative identity.
c. To foster an integrated generational renewal. To bring in new generations without losing the richness of accumulated experience, whilst strengthening intergenerational encounter and dialogue.
d. To deepen spiritual life as the foundation of identity. To promote consistent paths of prayer, discernment, spiritual accompaniment and spiritual exercises that sustain the vocation.

4.2. Formation

a. To consolidate a comprehensive and ongoing formation programme. To ensure continuous formation processes that integrate human, Christian, Salesian, apostolic and vocational dimensions.
b. To train qualified leaders, counsellors and animators. To develop systematic preparation programmes for those exercising responsibilities in animation and governance.
c. Strengthen personal accompaniment throughout the entire vocational journey. Ensure processes of human, spiritual and apostolic accompaniment from the aspirancy stage through to ongoing formation.

d. To produce up-to-date training materials and methodologies. To develop shared resources that facilitate contextualised formation and the practical application of the PAL in daily life.

4.3. Young People

a. To bridge the generation gap with young people. To create spaces for encounter, listening and collaboration between Salesian Cooperators, the MJS and young adults.
b. Promote youth leadership within the Association. Involve young people in councils, working groups, discernment processes and specific leadership roles.
c. Strengthen vocational accompaniment and the transition to adulthood. Develop processes that help young people to discern their vocation and take on responsibilities within the Church and society.
d. To renew the Salesian presence in youth and digital environments. To use new languages, technologies and meeting spaces to accompany young people where they actually live and interact.

4.4. Mission

a. To increase our meaningful presence amongst young people and families. To strengthen concrete initiatives of accompaniment, listening and evangelisation, aimed at young people and families.
b. Promote apostolic initiatives specific to Salesian Cooperators. Develop sustainable projects that express the distinctive nature of the Salesian lay vocation in society.
c. To expand our presence beyond traditional Salesian settings. To foster a more active engagement in social, cultural, educational, ecclesial and community spheres.
d. To consolidate networking and the shared mission within the Salesian Family, by taking the lead in initiatives rather than merely being their recipients. To strengthen common structures and projects that foster apostolic co-responsibility amongst the various groups.

e. To strengthen pastoral care and family support. To develop specific initiatives for married couples, parents, children and new family structures.

4.5. Autonomy

a. To promote the Association's economic solidarity. To develop a culture of co-responsible economic solidarity that ensures the continuity of the mission.
b. Consolidate our own structures for leadership and management. Strengthen organisational mechanisms that enable us to act with greater autonomy and responsibility.
c. Increase the role of the laity in leadership and governance. Encourage Salesian Cooperators to fully assume the responsibilities inherent in their vocation.
d. Build more mature and co-responsible relationships with the SDB and FMA. Promote collaboration based on mutual recognition of complementary identities and responsibilities.

4.6. Other areas

a. Improve communication and links between centres, provinces and regions. Promote permanent mechanisms for exchange, support and networking.
b. Increase the Association's public and digital visibility. Raise awareness of the Salesian Cooperator's vocation and mission through up-to-date communication strategies.
c. To encourage active and committed participation from all members. To move from a primarily formal membership to effective participation in the life and mission of the Association.

5. Different geographical contexts

Within the Association, a multitude of realities and contexts coexist. As Salesian Cooperators, we are called to be a leaven in the world in which we live; whilst this world shares common elements across all geographical areas, it also presents distinct characteristics depending on local circumstances.

The different paces at which the Association operates in one place or another – a result of differing social, cultural and ecclesial realities – sometimes mean that a particular aspect is perceived as a strength in some areas and as a weakness in others.



We must recognise and understand these contexts, as our responses must be adapted to each reality in order to be a true leaven that bears fruit. This diversity of contexts and realities determines different specific approaches on each continent and in the life of the Association, which was specifically reflected at the 6th World Congress in the discussions organised by continent and region. The process was as follows:

Initially, the main challenges facing Salesian Cooperators in the different regions were identified. Alongside these challenges, the groups highlighted other important ideas which, although not always directly classifiable as difficulties, expressed concerns, insights or calls that needed to be taken into account.

At another stage of the Congress, the participants expressed the values they consider essential and which they wish to preserve as the foundation of their life as members of the Association. These contributions made it possible to identify what the Association recognises as an indispensable part of its identity.

Subsequently, work was carried out on the factors that need to be strengthened so that these values do not remain merely ideals, but can be translated into the everyday lives of the Salesian Cooperators.

Finally, each continent expressed its vision for the future of the Association. These visions offered a positive and hopeful outlook on the path towards which we wish to move.

Using these inputs from the World Congress, a cross-cutting analysis was subsequently carried out across the different categories. The challenges enabled us to answer the question: **what reality are we observing?** The key ideas helped us to recognise**: what are we sensing, or what calls are emerging from this reality?** The values revealed**: what do we wish to preserve as the foundation of our identity?** The factors indicated: **what must we strengthen in order to respond appropriately?** And the dreams allowed us to express**: where do we wish to move as an Association?**

This order is not arbitrary, but reflects the process of discernment experienced during the World Congress. The journey begins by recognising the gifts and strengths with which God has already enriched each continent; it continues with a sincere assessment of reality, identifying the challenges that arise and the intuitions that emerge from them; it pauses to consider what the Association recognises as essential and wishes to preserve, in order to subsequently discern which aspects need to be strengthened; and it culminates in the formulation of a shared vision and a strategic assessment for each continent.

By bringing together these five perspectives, alongside the analysis of the current situation that each Region had prepared and presented in the webinars prior to the Congress, it became possible to draw up a more comprehensive continental assessment. This assessment made it possible to identify, for each continent, its main strengths, its most critical challenges and the priorities that should guide the way forward during the period 2026–2032.

This continental synthesis should be understood as the condensed expression of a global endeavour. It brings together the voices of participants from different regions,

cultures, languages and ecclesial realities. Although the final text organises and summarises the content, its fundamental elements stem from the collective discernment carried out during the Congress.

CONTINENTAL SYNTHESIS

CONTINENTAL STRATEGIC PANEL: AFRICA

MAIN STRENGTHS:
A young Association, with a strong sense of belonging and great missionary dynamism.

CHALLENGES:
Structural and economic fragility; a need to strengthen identity and autonomy.

KEY IDEAS (INTUITIONS):
Personal conversion, formation and shared responsibility within the Salesian Family are crucial for the future.

VALUES TO PRESERVE:
A spirit of family, a sense of belonging, shared responsibility, synodality and formation.

FACTORS TO STRENGTHEN:
Integral formation, institutional and financial autonomy, sustainability and a shared mission.

DREAMS (VISION):
An autonomous, young Association that shares responsibility and plays a leading role in the Salesian mission.

AREAS FOR DEVELOPMENT (2026–2032):
Consolidation of the new African regions and provinces, basic formation in the PAL and the charism, support for local leaders, and the building of solid structures.

READING CONTINENTAL:
A growing continent that needs to consolidate its structures and identity to sustain its expansion.

CONTINENTAL STRATEGIC PANEL: THE AMERICAS

MAIN STRENGTHS:
An Association with a strong Salesian identity and a marked closeness to young people, families and the peripheries.

CHALLENGES:
Family and social crises; a generation gap and the need to renew lay leadership.

KEY IDEAS (INTUITIONS):
Closeness to young people, formation and networking are the way to respond to the new challenges.

VALUES TO PRESERVE:
Salesian identity, PAL, co-responsibility, a sense of belonging, family spirit and solidarity-based autonomy.

FACTORS TO STRENGTHEN:
Ongoing formation, youth leadership, support for families, communion and networking.

DREAMS (VISION):
An Association that reaches out, is synodal, close to young people and families, a sign of hope and with flexible structures.

AREAS FOR DEVELOPMENT (2026–2032):
Programmes of socio-political formation, support for families, and the promotion of lay co-responsibility within Church and societal structures.

READING CONTINENTAL:
A continent with strong missionary dynamism, called to consolidate leadership, formation and social impact.

CONTINENTAL STRATEGIC PANEL: EUROPE

MAIN STRENGTHS:
An Association with a deep Salesian tradition, a solid identity and extensive experience of communion and shared mission.

CHALLENGES:
Ageing, secularisation and a loss of visibility; a need for vocational renewal.

KEY IDEAS (INTUITIONS):
Family, identity, synodality and accompaniment are key to revitalising the mission.

VALUES TO PRESERVE:
Salesian identity, communion, co-responsibility, spirituality and shared mission.

FACTORS TO STRENGTHEN:
Integral formation, credible witness, networking and youth leadership.

DREAMS (VISION):
A young, open, missionary and visible Association, which lives out communion and evangelises through its charism.

AREAS FOR DEVELOPMENT (2026–2032):
New evangelisation, presence in culture and politics, strong public communication, vocational processes for young adults in the Salesian Youth Movement (SYM).

READING CONTINENTAL:
A continent with great charismatic richness, which needs to be renewed in order to remain relevant in a secularised society.

CONTINENTAL STRATEGIC PANEL: ASIA–OCEANIA

MAIN STRENGTHS:
A creative and diverse Association, with a strong focus on formation and shared mission.

CHALLENGES:
Multicultural and minority contexts; an ageing membership and a need for new leadership.

KEY IDEAS (INTUITIONS):
Ongoing formation and shared mission strengthen identity and make the vocation fruitful.

VALUES TO PRESERVE:
Integral formation, shared mission, communion with the Salesian Family, solidarity and the lay vocation.

FACTORS TO STRENGTHEN:
Leadership formation, spiritual growth, youth empowerment and the sustainability of the mission.

DREAMS (VISION):
A mature, autonomous, dynamic and co-responsible Association, with a vibrant presence amongst young people and families.

AREAS FOR DEVELOPMENT (2026–2032):
Salesian digital mission, formation for interreligious dialogue, strengthening of the Association's autonomy where its presence is still in its infancy.

READING CONTINENTAL:
A creative and diverse continent, called to consolidate lay leaders and respond boldly to cultural and digital challenges.

Continental diversity does not undermine associative unity but rather enriches and nourishes, drawing from the various realities, the single youth mission: *"to contribute to the salvation of young people, the most delicate and precious part of human* society" (E. PAL art. 1); in this way, the particular emphasis of the various contexts responds in a meaningful and relevant way to local realities, whilst also contributing to the joint development of the programme guidelines that emerge as one of the fruits of the World Congress.

Conclusion

The Association must cultivate values that express its deepest identity:

- ✓ Shared responsibility
- ✓ Sense of belonging
- ✓ Family spirit
- ✓ Consistent witness
- ✓ Love and closeness to young people
- ✓ Synodality and communion
- ✓ Fidelity to the charism and the Apostolic Life Project

These values are not abstract ideas: they are concrete ways of living out the charism. Similarly, for the lines of action to bear fruit, we need to strengthen the factors that act as drivers of growth:

- ✓ Integral and ongoing formation
- ✓ Youth leadership
- ✓ Networking
- ✓ Synodality and participation
- ✓ Autonomy and sustainability based on solidarity
- ✓ Human and spiritual accompaniment
- ✓ Witness of life and meaningful presence

3.2.- KEY PROGRAMMATIC GUIDELINES

The Sixth World Congress left us with an extraordinary wealth of insights: profound reflections, diverse contributions, spiritual intuitions, accurate analyses of our contexts, pastoral proposals and calls for renewal. All of this constitutes a treasure that the Association must safeguard and develop. However, this very abundance presents us with a challenge: how to transform a broad and complex body of content into a clear, shared and practical path for the whole Association.

Furthermore, the general conclusions of the Congress enabled us to jointly establish a vision that unifies, communicates and defines an associative, integral, vocational and missionary path for the coming years. This vision requires specific, integrated and solid strategies that will enable us to move towards its realisation. This vision is:

An Association **that is more missionary, visible and present in society, close to young people, families and those on the margins**, whilst at the same time **being younger, more united and capable of hope**.

For this reason, the World Council has deemed it necessary to identify seven key areas to serve as the backbone of the 2026–2032 six-year term. These areas do not replace the depth of the Congress nor do they seek to simplify its richness. Rather, they aim to make it fruitful, offering the Association a common framework that enables us to move forward with unity, clarity and hope. There are several reasons behind this proposal, which is, rather than a simplification, a move towards greater specificity:

To avoid fragmentation and distraction. The Congress generated dozens of proposals, reflections and calls to action. Without a clear synthesis, we run the risk of becoming scattered, of trying to take on too much and of losing sight of what is essential. The seven key areas help us to concentrate our energy, to prioritise and to move forward with focus.

To facilitate participation. A limited number of lines enables everyone—local centres, provinces and regions—to understand, embrace and work towards our shared path. Participation increases when the horizon is clear and accessible. The key lines are an invitation for us all to take them on as our own.

To provide a stable framework for six years. The life of the Association requires continuity. The seven key guidelines offer a stable framework, a point of reference that will guide the Association throughout the six-year term. They are not passing fads or fleeting intuitions: they are pillars that underpin the mission and identity.



To enable periodic evaluation and review. Without clear criteria, we cannot evaluate. The key guidelines allow us to define verifiable indicators, processes and targets. Thanks to them, we will be able to review the progress made, celebrate the achievements and make any necessary adjustments. Evaluation is not about control: it is about growth in fidelity to the charism.

To find common symbolic and visual languages. A limited number of guiding principles facilitates the creation of symbols, images, metaphors and communication tools that can be used worldwide. The Association needs shared languages that strengthen identity and communion.

To focus on concrete proposals. The Rector Major reminded us of four words that should define our approach: listening, communion, mission and participation. The key guidelines enable us to translate these calls into concrete, realistic, achievable

proposals tailored to each context. Without concreteness, the mission becomes diluted; with concreteness, the mission is embodied in real proposals.

To transform a profound document into a living path. The Congress Proceedings are essential: they capture the richness, depth and memory of the gathering. But the Association also needs an operational, dynamic and action-oriented tool. The seven key lines ensure that the Six-Year Plan is not merely a lengthy document, but a living proposal, capable of inspiring decisions, processes and projects.

In short, the seven key lines form a bridge between the depth of the Congress and the daily life of the Association. They are a tool for communion, mission and hope. They help us to look to the future with clarity, to walk together and to turn intuition into action, reflection into process, and the call into fruitfulness.

We present below these seven key programme lines, which bring together the fundamental aspects emerging from the last World Congress:

1. Young people at the centre

Moving from young people as recipients to young people as protagonists in mission, governance, leadership and formation processes.

Key processes

- ✓ Involving and supporting young people in local and provincial councils or other areas of leadership.
- ✓ Creating vocational pathways for young adults.
- ✓ Establishing teams of SSCC young people in regions and provinces.

2032 indicators

- ✓ Percentage of councils or outreach groups with a stable youth presence.
- ✓ Specific proposals for young adults.
- ✓ Number of teams established in the regions.

2. Spirit of family and communion

To promote relationships based on kindness, unity, closeness and collaboration, within the Association and with the whole Salesian Family, in line with the work carried out by the Salesian Family teams at regional and world level, as set out in the document 'Animation and Accompaniment in the Salesian Family'.

Key processes

- ✓ Joint activities with the SDB, FMA and lay groups.
- ✓ Active formation in associative life.

- ✓ Opportunities for prayer and shared spiritual life.

Indicators 2032

- ✓ Number of FS inter-group initiatives.
- ✓ Formative activities/meetings centred on sharing life.
- ✓ Participation in retreats and spiritual gatherings.

3. Salesian identity

To strengthen vocational awareness and the living out of the PAL as a living identity card, based on a deep understanding of Don Bosco.

Key processes

- ✓ Systematic study of the PAL from a vocational perspective.
- ✓ Training in the history, pedagogy and spirituality of Don Bosco.
- ✓ Review of the PAL (Living PAL Team 2026–2032).

2032 Indicators

- ✓ Percentage of centres with an annual training plan based on the PAL.
- ✓ Assessment of knowledge of the PAL.
- ✓ Progress in the PAL review process.

4. Shared Responsibility

Promoting a culture of lay leadership, shared mission and synodal decision-making.

Key processes

- ✓ Training programmes for Salesian leaders.
- ✓ Processes of communal discernment.
- ✓ Renewal of structures and roles, bringing new faces into leadership and governance responsibilities.

Indicators for 2032

- ✓ Percentage of leaders trained in leadership.
- ✓ Number of synodal processes implemented.
- ✓ Assessment of actual participation in collegial decision-making.

5. Integral formation

Initial and ongoing formation that is up-to-date, practical, Christ-centred and Salesian.

Key processes

- ✓ Formation plans in the various areas
- ✓ Formation of formators.
- ✓ Training in digital literacy, accompaniment and mission.

2032 indicators

- ✓ Number of trainers.
- ✓ Percentage of members on an annual training programme.
- ✓ Assessment of the impact of training.

6. Mission and capacity for influence

Greater public presence, social impact, networking and outreach to marginalised groups within youth and family settings.

Key processes

- ✓ Social and educational projects in marginalised areas.
- ✓ Public presence in culture, politics, education and the media.
- ✓ Evangelisation and support in the digital world.

Indicators 2032

- ✓ Number of projects in marginalised communities.
- ✓ Participation in public forums.
- ✓ Reach of the Salesian digital presence.

7. Autonomy and sustainability

Strategic objective

Own structures, a solidarity-based and sustainable economy, responsible management and a vision for the future.

Key processes

- ✓ Sharing best practice
- ✓ Sustainable economic plan by region.
- ✓ Clear and up-to-date autonomous structures.

2032 indicators

- ✓ Percentage of provinces with basic economic autonomy.
- ✓ Percentage of local and provincial councils that submit their annual accounts to the higher council.
- ✓ Number of projects funded (Maiorano).

SUMMARY OF PROGRAMME PRIORITIES

SCOPE AND IDENTITY	INTERNAL DIAGNOSIS	STRATEGIC LEARNING
Young people **Value:** *Love and closeness to young people* **Factor:** *Youth leadership and support*	**[+] Strength:** A focus on young people and a passion for supporting them. **[-] Weakness:** Difficulty in attracting and supporting new generations.	A genuine closeness to young people is essential for the vitality of the charism.
A spirit of family and communion **Value:** *A spirit of family and fraternity* **Factor:** *Working together and networking*	**[+] Strength:** A spirit of family, fraternity and a sense of belonging. **[-] Weakness:** A decline in commitment and shared responsibility.	Communion and walking together strengthen the mission.
Salesian identity **Value:** *Fidelity to the charism and to the Apostolic Life Project* **Factor:** *Witness of life and a meaningful presence*	**[+] Strength:** A strong Salesian identity and fidelity to Don Bosco's charism. **[-] Weakness:** Weaknesses in ongoing formation and vocational identity.	A consistent witness of life remains the most effective means of transmitting the charism.
Shared responsibility **Value:** *Shared responsibility* **Factor:** *Synodality and shared responsibility*	**[+] Strength:** Communion and shared responsibility within the Salesian Family. **[-] Weakness:** Difficulty in taking on responsibilities and exercising leadership.	Personal and community accompaniment strengthens vocational perseverance.
Formation **Value:** *Witness and consistency of life* **Factor:** *Holistic and ongoing formation*	**[+] Strength:** Initial and ongoing formation based on the Apostolic Life Project (PAL). **[-] Weakness:** Weaknesses in ongoing formation and vocational identity.	Formation must be ongoing, profound and transformative.
Mission **Value:** *Synodality and communion* **Factor:** *Human and spiritual accompaniment*	**[+] Strength:** A lay vocation lived with clarity and commitment in the midst of the world. **[-] Weakness:** Limited visibility and impact outside the Salesian environment.	The Association needs to open itself up to new contexts and forms of presence without losing its identity.
Autonomy and sustainability **Value:** *A sense of belonging and Salesian identity* **Factor:** *Autonomy and sustainability based on solidarity*	**[+] Strength:** Communion and shared responsibility within the Salesian Family. **[-] Weakness:** Difficulty in taking on responsibilities and exercising leadership.	A vocation can only be sustained by remaining deeply united to God.

CONCLUSION

The Congress has shown us that the Association is alive, that it possesses a fruitful charism and that it has a promising future. But it has also reminded us that this future is not built solely on lengthy documents, in-depth analyses or detailed assessments. All of these are necessary, but they are not enough.

We need key guidelines that are clear, simple, shared and actionable. Guidelines that prevent us from losing focus, that facilitate everyone's participation, that serve as a stable reference point for the next six years, that enable evaluation, and that help us find a common symbolic and visual language.

We need guiding principles that enable us to arrive at concrete proposals, as the Rector Major asked of us: humble listening, genuine communion, a bold mission and shared responsibility.

This document is a further step on that journey towards a present and a future that invites you to offer meaningful responses. An invitation to look to the future with hope. A call to walk together. A proposal to ensure that the Association remains what Don Bosco dreamed of: leaven in the world, a light on the peripheries, a family for young people, and the Church's presence in everyday life. We invite you to get to know it, to study it, to take it on board and to make it your own.




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4.- OUR ASSOCIATIVE CREED

We conclude this Animation Plan 2026–2032 with a concrete and simple expression of what we wish to be and live out: Our Creed.

A Creed is not a list of ideas. It is a profession of life, a declaration of identity, an act of trust. The Church proclaims her Creed to remind herself who she is and where she is heading. The Salesian Family has its Charter of Identity, which states:

'The Salesian layperson lives out the educational and evangelising mission at the heart of the world'.

And the PAL reminds us:

'The Salesian Cooperator lives out his vocation as a leaven of the Gospel in the temporal realities' (PAL, art. 4).

On the 150th anniversary, and in the light of the Sixth World Congress, we also need to proclaim who we are, what we believe, what we dream of, and what we are prepared to live out. That is why we present this Creed of the Salesian Cooperator, built upon the seven programme lines, which are our path for the six-year period 2026–2032.

CREED OF THE SALESIAN COOPERATOR

I believe in one God: the Father, the Son and the Holy Spirit.

As a Salesian Cooperator:

I believe in young people, because in them I recognise the face of the young Christ, and because Don Bosco taught me that 'it is enough that they are young for me to love them'. I believe they are called to be protagonists, not spectators, and that the Spirit speaks through them today.

I believe in the spirit of family, in the kindness that builds communion, in the joy that opens doors, in the closeness that heals wounds. I believe that fraternity is mission, and that communion is the first proclamation of the Gospel.

I believe in my Salesian identity, in the vocation God has given me, in the charism that Don Bosco also entrusted to the laity, and in the PAL as a living identity card. I believe that to know Don Bosco is to learn to look at the world through the eyes of a shepherd, an educator and an apostle.

I believe in shared responsibility, in walking together, in discerning together, in deciding together. I believe that the mission belongs not to a few, but to all of us who have been called to be 'Salesians in the world'.

I believe in integral formation, in reason that enlightens, in faith that sustains, in kindness that educates. I believe that there is no mission without formation, no formation without life, and no life without the Gospel.

I believe in mission and in the power to influence, in being salt, light and leaven (Mt 5:13–16), in transforming society from within, in being present where the future is at stake: in culture, politics, education and the digital world. I believe that the Kingdom is also built in the streets, in classrooms, on social media and on the peripheries.

I believe in autonomy and sustainability, in structures that serve the mission, in transparent and solidarity-based economies, and in the responsibility to care for what we have received. I believe that the mission needs strong roots to bear lasting fruit.

And as a member of the Salesian Family,

I believe in the Preventive System, in reason that convinces, in religion that transforms, in kindness that wins people over. I believe this is the path to Salesian holiness – that

of Don Bosco, of Mamma Margherita, and of so many lay people who have given their lives for young people.

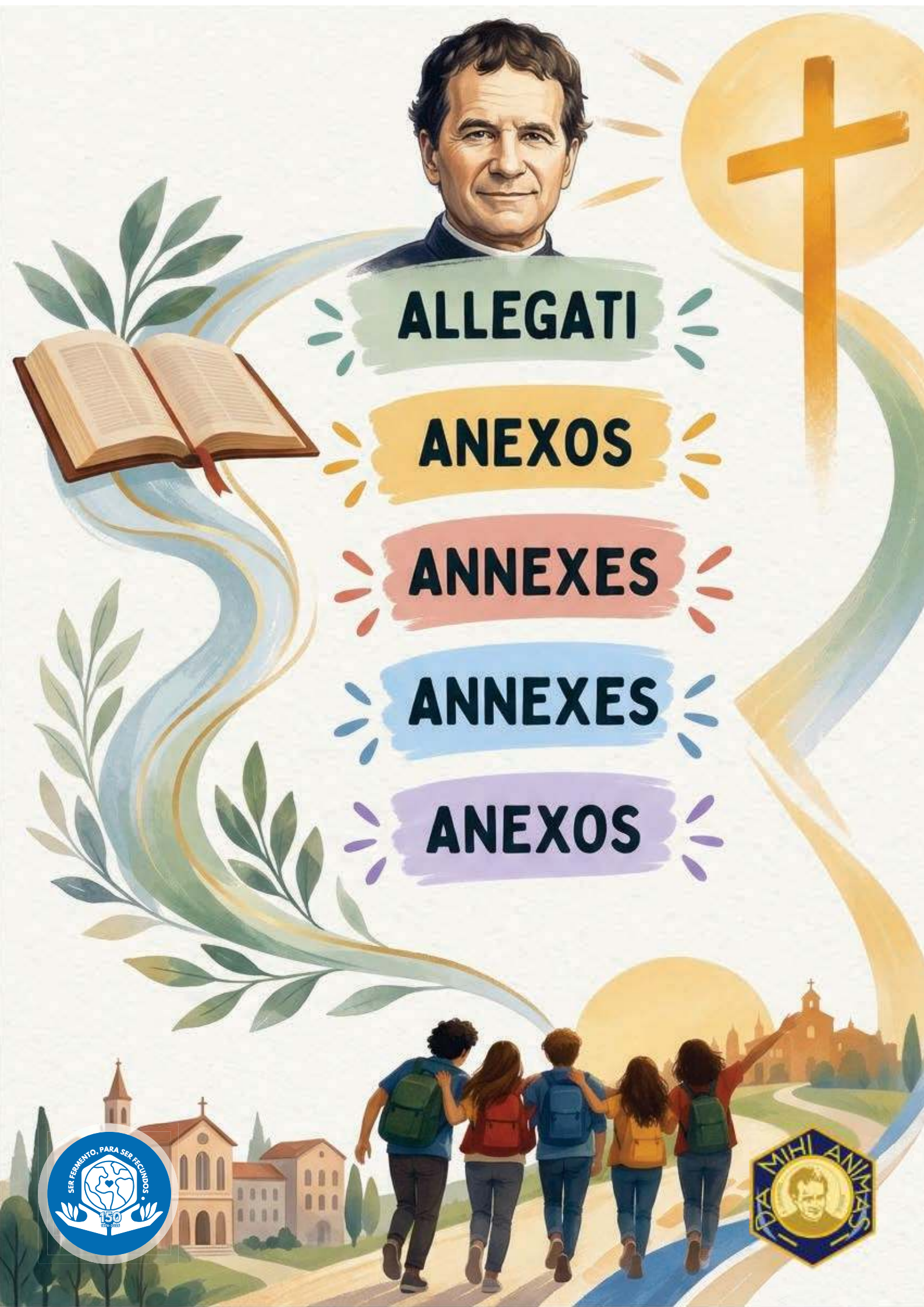
I believe in the Salesian Family, in the richness of its vocations, in the unity of its mission, in the strength of its diversity. I believe that together we are stronger, and that the Spirit calls us to walk in communion.

I believe in Don Bosco's dream, in his boldness, in his trust in God, in his passion for young people. I believe that this dream is still alive, and that today it is my turn to make it a reality.

I believe in Mary Help of Christians, Mother, Teacher and Guide, who accompanies us, protects us and sends us forth. I believe that under her mantle the Salesian mission never fades.

And finally, I believe in this time, in this 150th anniversary, in this Congress which has given us seven paths, in this six-year term which opens up as a promise. I believe that God calls us today to be leaven so that we may be fruitful, Salesian Cooperators with big hearts, open hands and a prophetic vision.

This is my Creed. This is our Creed. This is how we wish to live. This is how we wish to serve.


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Correspondence between lines of action and programmatic lines

6th World Congress of the Association of Salesian Cooperators · Six-year period 2026–2032

Working document based on "Preview of the programmatic lines 2026–2032" (pp. 6–8 and 11–12). ● Main correspondence ○ Complementary correspondence. The classification is an analytical proposal.

Matrix 1. Correspondence of the 24 action proposals

Area and action proposal	LP1	LP2	LP3	LP4	LP5	LP6	LP7
1.a. Strengthen the ownership and lived experience of the PVA			●		○		
1.b. Reinforce the sense of belonging to the Association and the Salesian Family		●	○	○			
1.c. Foster integrated generational renewal	●	○					
1.d. Deepen spiritual life as the foundation of identity			●		○		
2.a. Consolidate a comprehensive and ongoing formation pathway			○		●		
2.b. Train qualified leaders, councillors and animators				○	●		○
2.c. Strengthen personal accompaniment throughout the entire vocational journey		○	○		●		
2.d. Develop updated materials and methodologies for formation			○		●		
3.a. Reduce the generational gap between the Association and young people	●	○					
3.b. Promote youth leadership in the life of the Association	●			○			
3.c. Strengthen vocational accompaniment and the transition to adult life	●				○	○	
3.d. Renew the Salesian presence in youth and digital environments	●					○	
4.a. Increase meaningful presence among young people and families	○					●	
4.b. Promote apostolic initiatives specific to Salesian Cooperators			○	○		●	
4.c. Expand the presence beyond traditional Salesian environments						●	
4.d. Consolidate networking and shared mission within the Salesian Family		○		●		○	
5.a. Strengthen the Association's financial sustainability				○			●
5.b. Consolidate the Association's own animation and management structures				○			●
5.c. Increase lay leadership in animation and governance			○	●			○
5.d. Build more mature and co-responsible relationships with SDB and FMA		○		●			○
6.a. Strengthen family ministry and accompaniment		○				●	
6.b. Improve communication and connection among centres, provinces and regions		●		○			
6.c. Increase the Association's public and digital visibility			○			●	
6.d. Foster the active and committed participation of all members		○		●			

KEY TO AREAS (numbering of the proposals in the original document): 1 = Identity · 2 = Formation · 3 = Young people · 4 = Mission · 5 = Autonomy · 6 = Other areas. Examples: 1.a = Identity, proposal a; 2.c = Formation, proposal c; 3.b = Young people, proposal b.

PL1 Young people at the centre · PL2 Spirit of family and communion · PL3 Salesian identity · PL4 Co-responsibility · PL5 Comprehensive formation · PL6 Mission and capacity for influence · PL7 Autonomy and sustainability.

Key for reading the references: 1 = Identity; 2 = Formation; 3 = Young people; 4 = Mission; 5 = Autonomy; 6 = Other areas. The letter identifies the proposal within the area (for example, 4.d = Mission, proposal d). The main and complementary correspondences constitute an analytical proposal.

Programmatic line	Fundamental content included	Related action proposals
1. Young people at the centre	Generational renewal; intergenerational dialogue; listening and closeness to young people; youth leadership in animation and governance; vocational accompaniment; presence in youth and digital environments.	Main: Identity (1.c), Young people (3.a), Young people (3.b), Young people (3.c), Young people (3.d). Complementary: Mission (4.a).
2. Spirit of family and communion	Sense of belonging; communion within the Association; fraternal relationships; intergenerational encounter; community accompaniment; collaboration with the Salesian Family; communication among levels of the Association; participation of all.	Main: Identity (1.b), Other areas (6.b). Complementary: Identity (1.c), Formation (2.c), Young people (3.a), Mission (4.d), Autonomy (5.d), Other areas (6.a), Other areas (6.d).
3. Salesian identity	Knowledge, internalisation and lived experience of the PVA; vocational identity and identity within the Association; Salesian spirituality; fidelity to Don Bosco's charism; formation in identity; lay witness; visibility of the vocation.	Main: Identity (1.a), Identity (1.d). Complementary: Identity (1.b), Formation (2.a), Formation (2.c), Formation (2.d), Mission (4.b), Autonomy (5.c), Other areas (6.c).
4. Co-responsibility	Lay leadership; effective participation; animation and governance; shared mission; collaboration with SDB and FMA; responsibility within the Association's structures; commitment to the sustainability and life of the Association.	Main: Mission (4.d), Autonomy (5.c), Autonomy (5.d), Other areas (6.d). Complementary: Identity (1.b), Formation (2.b), Young people (3.b), Mission (4.b), Autonomy (5.a), Autonomy (5.b), Other areas (6.b).
5. Comprehensive formation	Initial and ongoing formation; comprehensive pathways; preparation of leaders and animators; human, spiritual and apostolic accompaniment; updated methodologies; practical application of the PVA; vocational discernment.	Main: Formation (2.a), Formation (2.b), Formation (2.c), Formation (2.d). Complementary: Identity (1.a), Identity (1.d), Young people (3.c).
6. Mission and capacity for influence	Presence among young people and families; distinctive apostolic initiatives; lay commitment in society; presence in new environments; evangelisation; networking; shared mission; family ministry; public and digital visibility; social impact.	Main: Mission (4.a), Mission (4.b), Mission (4.c), Other areas (6.a), Other areas (6.c). Complementary: Young people (3.c), Young people (3.d), Mission (4.d).
7. Autonomy and sustainability	Solidarity and financial sustainability; the Association's own animation and management structures; organisational autonomy; lay leadership; administrative responsibility; mature relationships with SDB and FMA; continuity of the mission.	Main: Autonomy (5.a), Autonomy (5.b). Complementary: Formation (2.b), Autonomy (5.c), Autonomy (5.d).

Note: references 1.a–6.d correspond to the six areas and their 24 proposals in the preliminary document. The main and complementary relationships are interpretative.

BEING YEAST FOR BEING FRUITFUL

2026-2032

ASSOCIATION OF SALESIAN COOPERATORS

