

A better world is possible for all...



Hirit (middle)
and friends, Ethiopia

Foreword From Our Bishop President and Chief Executive

The world is sliding further into poverty, conflict, inequality, and an intensifying climate crisis. Now, more than ever, the Gospel calls us to be instruments of justice, peace, and hope. The communities we serve face immense challenges that demand a visionary approach to sustainable development, one that embraces innovation, fosters ambition, and acts with agility to build a future where every person can flourish.

For sixty years, SCIAF has stood alongside the world's poorest and most marginalised, saving lives, tackling poverty and promoting social justice. We serve people of all faiths and none. Our legacy is rooted in the resilience and courage of the communities we work with, and in the generosity and solidarity of the people of Scotland. Our commitment to dignity, fairness and justice remains firm. This strategy builds on that legacy while responding to the realities of a rapidly changing world.

Our approach is inspired by the parable of the Good Samaritan, a call to cross boundaries of fear and indifference and to bring compassion and care. Wherever we serve, we seek to embody that neighbourly spirit: walking alongside those who suffer, speaking out for justice and building bonds of solidarity that transcend borders.

We believe lasting change happens when communities lead their own development. By promoting local leadership and amplifying their voices, we empower communities to shape solutions rooted in their culture and wisdom. The future of development depends on shared voices and shared journeys. Pope Francis' vision of Synodality offers a powerful lens for this journey. It calls us to listen deeply, discern together and act in communion with those we serve. As he reminds us: *"Everyone, everyone, everyone! Nobody left outside."* Recognising the dignity and wisdom of local communities means co-creating solutions that are not only transformative but truly sustainable.

Over the next decade, we will strengthen partnerships, invest in locally led solutions and harness innovation to deliver effective, accountable support. We will protect life and reduce suffering in times of crisis, help people recover with dignity and build resilient livelihoods where peace and fairness thrive. We will stand with those most affected by inequality and climate change, driving progress towards social and climate justice so that everyone can live safely and sustainably.

This is our moment to reimagine what is possible – to lead with compassion, act with courage and build a future rooted in equity, dignity and shared progress. A future where every person is seen, heard and valued. Our new strategy, *A Better World is Possible*, is more than a vision. It is a call to hope and a commitment to action. When SCIAF stands united with supporters, local partners and communities, walking together in solidarity, we unlock the power to create lasting change.

Together, we will build a world where dignity is upheld, voices are heard, and flourishing becomes the norm in every corner of the globe.



Bishop Brian McGee



Lorraine Currie

+ Brian McGee
Lorraine Currie.

Welcome to the SCIAF family

Who are we?

SCIAF is the official international charity of the Catholic Church in Scotland. We work with people of all faiths and none, providing support to survive times of crisis, helping them build brighter futures where they can thrive, and campaigning for a world free from poverty and injustice where all can flourish.

What do we do?

In the world's poorest places, SCIAF stands with communities as they build a better, safer and more secure future.

Working alongside trusted partners in Africa, Asia, Latin America and Europe, SCIAF provides emergency relief when disaster or conflict strikes, and implements long-term solutions to hunger, water insecurity and gender-based violence. As part of the Caritas Internationalis network, the world's second largest humanitarian network, SCIAF has over 160 sister agencies across 200 countries and territories. Cumulatively, in 2025, we helped support over 985,000 people to have a brighter future across 17 different countries.

Here in Scotland, we challenge injustice by raising awareness of global issues and mobilising people to act. From climate change and aid cuts to the burden of international debt, we campaign for change and advocate at every level of government – pushing for policies that uphold the common good, protect the environment, and advance peace and justice.

Who do we serve?

We recognise that real transformative change requires placing the most vulnerable and excluded at the heart of our mission. We embed gender equality, inclusion of persons with disabilities, and the meaningful participation of other marginalised groups across all our work.

When we say all people, we mean everyone who may be affected by, take part in, or benefit from our work – regardless of gender, age, ability, background or circumstance. Everyone's rights, needs and dignity must be recognised, respected and actively included.



Our Vision, Mission and Guiding Values

Looking ahead, **our vision** remains clear: a world free from poverty, where all people flourish and live in harmony with one another and with creation.

Our mission is both pressing and enduring: to walk with the poor and marginalised in the footsteps of Christ, reaching out across the globe in solidarity with those suffering from war, disasters, poverty, or injustice, and working together to build God's Kingdom here on Earth.

Flowing from this vision and mission are our five organisational **guiding values** that will continue to guide our actions over the next decade. Rooted in Church and Catholic Social Teaching, yet resonating with all peoples, these values inspire us to act with courage, compassion, and hope. Here are the values we commit to:

Dignity: We honour the God-given worth of every person, treat all people with equal respect, love and compassion, and seek a world where everyone's dignity is recognised.

Solidarity: We walk alongside those who suffer poverty, exclusion and injustice, standing with them in love and action, as one global family.

Hope: We believe in the possibility of a better world and do all we can to bring it about – even in the face of crisis and despair.

Stewardship: We care for creation and all we've been entrusted with – using resources wisely, acting with integrity, and honouring the generosity of our supporters. Every gift we receive is treated with respect and used to bring about lasting change.

Partnership: We place the communities we serve at the heart of our work, ensuring they lead decisions that affect their lives. We work with local partners to strengthen local leadership, remain accountable, and support communities in shaping a future where their voices are heard, their aspirations valued, and their rights respected.

Our Three Pillar Approach

Our strategy is guided by a three – pillar integrated approach, illustrated below. At its core is holistic development, supported by strong partnerships that connect local and global efforts. Empowered communities, with women and girls playing a central role in driving action on the ground, are supported by advocacy that works to transform systems. Together, these pillars reflect our commitment to saving lives, fighting poverty, and achieving social and climate justice.

Locally Led

We work across global, national, and local networks to amplify local agency, voices and influence, strengthen capacity, and support sustainable, community-led initiatives.

By championing community leadership and decision-making, we empower women, girls, and men and boys to create solutions that truly serve them. Guided by the spirit of synodality, we walk together, listen deeply, and discern a shared way forward, ensuring every voice helps shape the community's future.

Advocacy for Justice

We engage in advocacy that address the root causes of poverty and inequality.

By influencing policies, promoting social justice, and driving structural change, we create environments where communities can flourish, ensuring that development gains are not temporary but transformative

Integral Human Development

We place the holistic well-being of individuals at the centre of our work, supporting development that is social, economic, cultural, spiritual, and environmental.

By upholding human dignity and strengthening resilience, we help communities thrive and sustain their own growth.

SCIAF's THREE PILLAR APPROACH

"Integral human development is not a slogan. It is the Gospel lived in the language of food, freedom, and fraternity."

Pope Leo

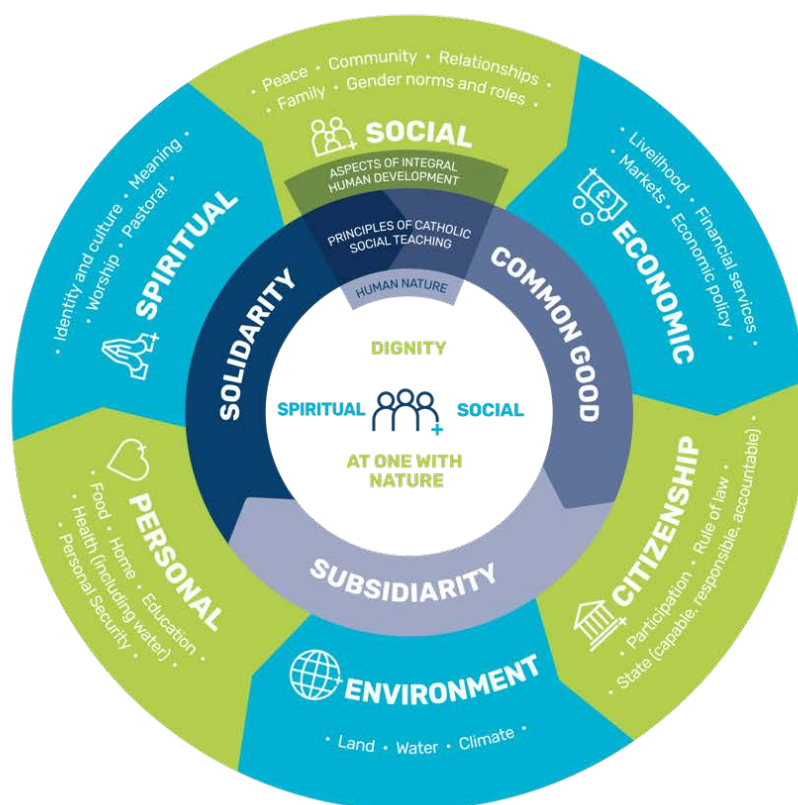


Integral Human Development

Delivering change with dignity

Our model of international development supports the whole person, including their spiritual wellbeing, political voice, and cultural and community life. This philosophy is grounded in Catholic Social Teaching and is called Integral Human Development (IHD).

Our new ten-year strategy builds on our successful IHD work to date. We have now strengthened the model by integrating a Triple Nexus approach that links humanitarian aid, development and peacebuilding.



THE TRIPLE NEXUS

HUMANITARIAN

DEVELOPMENT

PEACE & JUSTICE

Each area of needs (the outer ring) must be considered from the point of view of:

Communities' need, capacities and assets

Systems and structures (the institutions, rules and social norms that we work with e.g. Church, government, market systems, gender roles etc)

Gender Equality, Disability and Social Inclusion should be considered at each state

At SCIAF, we believe that everyone must have agency over their own lives and that any project must be formed by the participants themselves, accompanied by our staff. Our programmes promote the development of the whole person, in every aspect of life.

In essence, IHD promotes the dignity of the human person, and ensures that the poor are not treated as objects to be exploited.

Our 2026 – 2035 Goals

GOAL 1 **All people can survive and recover from humanitarian disasters**

Goal 1, which focuses on helping people **survive and recover from humanitarian crises**, provides the essential starting point for all the other goals. When people's immediate needs are met safely and with dignity, they are in a stronger position to rebuild their lives and take part in longer-term change. Without this foundation, progress in any other area becomes far more difficult.

Goal 2 builds directly on this by helping people **thrive in just, green and peaceful communities**. Once basic safety is secured, families can work towards stable livelihoods, better food security and greater participation in society. This stability strengthens communities and makes them more resilient to future shocks, linking back to the protection offered in Goal 1.

GOAL 2 **All people can thrive in just, green and peaceful communities built on resilient livelihoods**

GOAL 3 **All people can flourish in sustainable communities rooted in climate and social justice**

Goal 3 extends this progress by working for **sustainable communities rooted in climate and social justice**. Stronger laws, fairer policies and collective action help tackle the deeper causes of poverty, conflict and climate change. This protects the gains made through Goal1 and Goal2, ensuring that improvements in people's lives are long-lasting and not easily undone.

Goal 4 supports all the others by ensuring SCIAF is a **high-performing, values-led** organisation. A skilled workforce, strong governance and effective use of resources make it possible to respond well in emergencies, strengthen livelihoods and influence wider systems. Without this organisational strength, none of the other goals could be achieved as effectively.

GOAL 4 **SCIAF is a high-performing and values-led organisation driven by excellence and innovation**

Development Education

Here in Scotland, we aim to make people aware of – and increase their understanding of – global poverty and its causes. Education will be integrated across our work as a key driver of transformation. We will offer a holistic, faith-informed learning experience that supports critical thinking, compassion and spiritual reflection.

Through schools, parishes, campaigns and community settings, we will enable people to engage critically with global justice issues and respond through informed reflection and values-driven decisions.



Working in collaboration

Meeting the scale of today's crises demands bold innovation, deeper collaboration and new forms of partnership. Building on the solidarity that defines our work, we will strengthen cooperation across our global family, including Caritas Internationalis, CIDSE, sister agencies, and national and local partners and allies, to share learning, coordinate action, avoid duplication and deliver the highest quality work.

The SCIAF Family

United in a common objective, we will continue to encourage SCIAF employees to focus their energies on delivering our mission and strategy. To bring about change in the world, we need to maximise our resources and use them wisely. We must invest in the people who work for us, as well as in our systems. This will ensure we can meet our goals together.

We also want to invest in the wider SCIAF family, both in Scotland and further afield. We will treat supporters as partners in our mission and offer them opportunities to help which also satisfy their thirst for justice and service – either through prayer, by offering their time to campaign or volunteer, or via financial support.



Kahsa's Story

It's breakfast time in Ethiopia and Kahsa's young daughter is hungry. Fortunately, Kahsa has hundreds of freshly laid eggs at her fingertips – so out comes a pan, on goes the stove, and so begins the scrambling!

"Hi, my name is Kahsa. I am 45 years old and the mother of eight children. And, today, I'm in a very good place.

"During the war, however, lots of our cattle were stolen. I was left with nothing. Thankfully, we were identified by SCIAF's partner ADCS as a vulnerable family in need of support.

"Initially, I received food and water, alongside psychosocial therapy, which has helped my mental health fully recover."

This emergency relief was followed up with longer-term support to help Kahsa rebuild her life. She received 20 chickens, tools, feed and was encouraged to learn new skills to build a successful farm business.

"With the income I earn, I can feed my family and send my children to school. My daughter Bethel, who is 7 years old, now has opportunities I didn't dream of before."

"The help I received changed my life."

Kahsa with her
daughter, Ethiopia



What we will achieve by... **2035**

Distribute **£4 million**
of cash to support people's basic needs



Provide food and essential non-food items
to at least **1 million people** affected
by humanitarian crises



1.6 million
women and girls will experience
greater gender equality

Ensure that every school in Scotland engages with
SCIAF's educational resources each year



Increase yield and crop diversity for
1.7 million farmers

Provide savings and borrowing services for **1 million people**



Enable **20,000 people** to take campaign
actions calling for political and systemic change

Generate **£45 million**
in income from our supporters

