
Scotland Malawi Partnership

ANNUAL REPORT

2014



ScotlandMalawi
P A R T N E R S H I P

SUPPORTED BY



Welcome

It is unlikely that anyone would become involved with the Scotland Malawi Partnership if they were afraid of big challenges or averse to attempting new things. Our project is to build connections and collaboration, on a multi-sectoral basis, between two small nations in ways that are transformational for both. There is no template for doing this. So far as we know, we are the first to develop this model of partnership.

At this stage it is very much work in progress but already some distinctive features can be observed:

- the priority of the relational;
- mobilisation of civil society;
- synergy of Government and people; and
- a reciprocal partnership for development.

These distinctive characteristics run like threads through an astonishing diversity of forms of engagement. They create the commonality which raises our efforts beyond a random selection of interventions towards a coherent new model of international development.



The exponentially-growing engagement between Scotland and Malawi is driven by strong ideas. Looking back over the year 2013-2014 this Report lets us see how these ideas have been articulated and exemplified.

The Report also allows us a glimpse of the impressive quality of the people who make up the Scotland Malawi Partnership – our members. What makes them truly exceptional is the relationships which link them to Malawian partners, now benefitting from the inspiration and coordination of the Malawi Scotland Partnership, our counterpart in Malawi. Read the Report as a celebration of remarkable friendship and collaboration.

I take the opportunity to place on record my gratitude to our Board members who have brought their experience and imagination to the task of shaping the vision, policy and strategy of the Partnership. A key strength of the Board lies in its diversity. It is awesome to see the quality of discussion which results from the mature perspectives of professionals with long experience in their fields being complemented by the fresh insights of younger members and the unique and invaluable analysis offered by Malawians living in Scotland. Debate can be robust at times but always in the context of the warm friendship that is the hallmark of Scotland-Malawi. We have a Board which has given superb service to the Partnership and they deserve our thanks.

However, no matter how good the planning and decision-making of the Board, little would be achieved without high-quality staff to implement the plans and follow through on the decisions.

As we prepared our application for Scottish



Government core funding in the 2014-17 triennium we recognized that the scale and complexity of the work being undertaken by the SMP had vastly grown since we began with a one-person office. We tasked our Human Resources Working Group to assess the work required in the next triennium and to determine the required staffing. They recommended an increase both in the number of posts and in the level of the senior posts. We are deeply grateful that the Scottish Government had both the imagination and the realism to recognize the validity of this proposal and to increase our triennial grant accordingly.

We were delighted that both David Hope-Jones (Principal Officer) and Charlie Bevan (Member Services Manager) accepted promoted posts, just recognition of the excellent leadership they offer. It has also been very exciting to welcome Keith

Bohannon (Member Development Officer), Jackie Farr (Media and Communications Officer), Caroline Beaton (Youth and Schools Officer, April-September 2014) and more recently Emily Mnyayi (Youth and Schools Officer, September 2014-present). Meanwhile we have benefitted enormously from the expertise which Dorte Al-Gailani (Finance and Administration Officer) has brought to the Partnership since coming into post in 2013. Already the expanded team, under David's inspirational leadership, has been demonstrating the new and higher levels of delivery which are now possible. New heights are within reach and we look forward with much excitement to the ambitious 2014-17 Strategic Plan being turned into reality.

Kenneth R. Ross,
Chair



Vision, mission and values

Vision:

The SMP exists to inspire the people and organisations of Scotland to be involved with Malawi in an informed, coordinated and effective way to the benefit of both nations.



The Scotland Malawi Partnership promotes a people-to-people model of development, rooted in the shared history between our two countries. It focuses on active relationships between people to foster a shared understanding of the development challenges facing Malawi and to support the development of practical, sustainable solutions. It is through this deeper understanding and shared human experience that the people of Scotland and Malawi will be able to effect real and lasting change, both through their own activity and by influencing the policies and actions of governments and institutions.

Mission:

We aim to foster links, consistent with our values, between the two nations, and encourage development of sustainable projects in Malawi.

Values:

Our Values describe our approach; our Vision and Mission can only be achieved if staff, directors, member organisations and associate members hold these values:

- Mutual respect
- Cooperation
- Internationalism
- Service
- Continuous improvement
- Sector understanding



over
700
members

2 million
Malawians and
300,000 Scots
benefitted
2013-14*

Facts and figures

Organised
EVENTS 53

The SMP
handled an
estimated
2500+
enquiries in
2013-14

£40
million from
members in
time, energy
and finances to
their links with
Malawi*

94,000
Scots and
198,000
Malawians
actively involved*

11 Hosted
member
forums across
Scotland

*University of Edinburgh (2014)
SMP Annual Report 2013-2014

Join the Scotland Malawi Partnership!

If you have a link with Malawi, or are looking to establish one, membership of the SMP will help develop and strengthen your work by:

- Connecting you with others passionate about Malawi;
- Keeping you informed of news from Malawi;
- Offering you advice and support through our office, at our events and forums and through practical advice guides;
- Helping you develop and strengthen your links.

We've got a few different categories of membership: organisational, individual, schools, local authorities and youth (under 14 to 24 year olds). For more information email info@scotland-malawipartnership.org or visit www.scotland-malawipartnership.org

**We'd love to have
you on board!**



Financial Report

The work of the Scotland Malawi Partnership (SMP) is funded primarily from grants, membership fees and voluntary donations.

Income

A total of **£162,354** was received in 2013/14

- £11,474 of unrestricted income was received from membership subscriptions and donations;
- £422 was raised through activities, such as the language classes;
- £90,995 core funding was received from the Scottish Government, the last instalment of a three year funding commitment;
- £58,767 was received for the development of the Malawi Scotland Partnership (MaSP), the second instalment of a three year funding commitment;
- £698 was received in bank interest

Most funding comes from a Scottish Government core grant. In 2013/14 the SMP received £90,995 core funding: the last instalment of a three year funding commitment. A further £58,767 was received for the development of the Malawi Scotland Partnership (MaSP), the second instalment of a three year funding commitment.

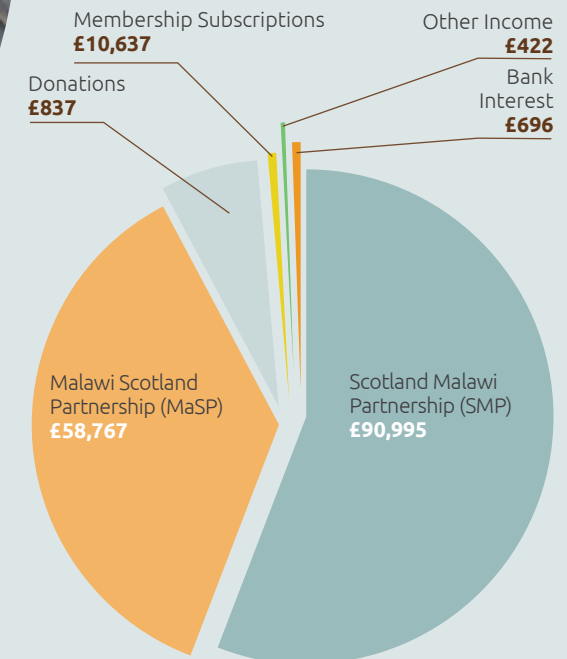
Expenditure

A total of **£260,099** was expended in 2013/14

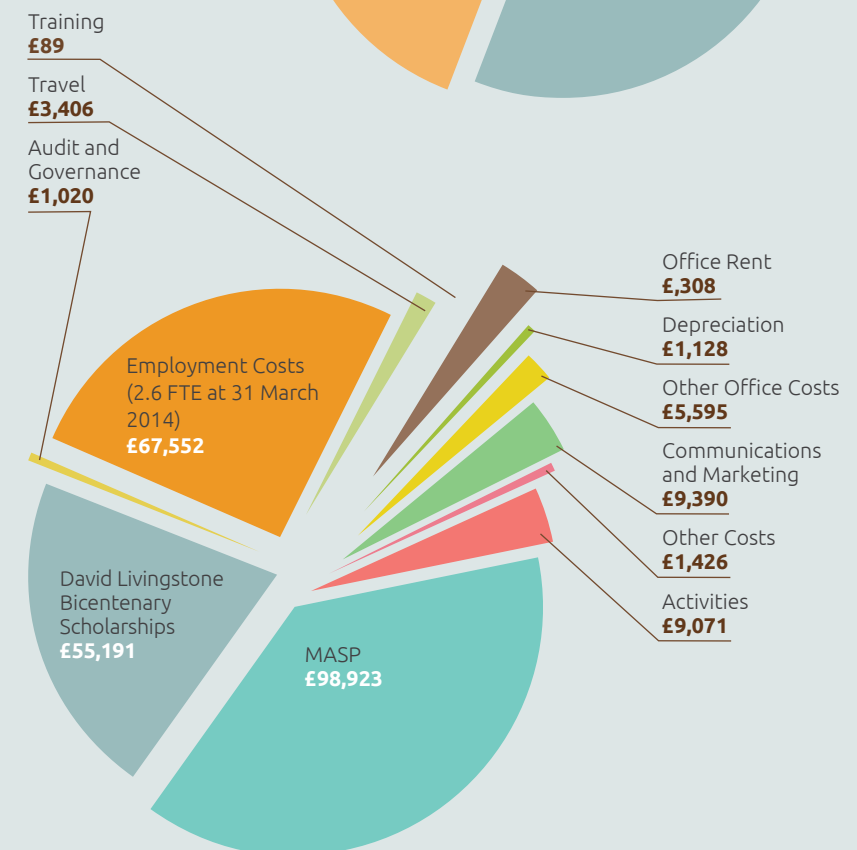
The largest areas of expenditure were:

- £98,923 for MaSP development – with all MaSP staff coming into post there was increased activity to make up for a late start in 2012/13;
- £67,552 of employment costs (which includes £9,194 paid from unrestricted funds);
- £55,191 for the David Livingstone Bicentenary Scholarships. At the end of 2012/13 the Scotland Malawi Partnership received £100,000 from the Scottish Government to fund the David Livingstone Bicentenary Scholarship programme. This is a programme to help fund under-privileged Malawi students through a Masters degree in Malawi. 37 students were awarded scholarships. Further payments will be made in 2014/15 to the students studying for two years;
- £9,071 for operational activities (which includes £4,000 paid from unrestricted funds).

Total Revenue £162,354



Total Costs £260,099



Statutory Reporting

In line with reporting regulations, in the statutory annual accounts all three years of the Scottish Government grants were included in full in the first year of funding; so in 2011/12 the SMP reported income of £264,386 core funding and in 2012/13 £192,473 was reported for MaSP development funding. This means that the statutory annual accounts show very limited income for this year, 2013/14, and indeed the overall balance is seen as a loss of -£247,507.

This is purely down to the reporting requirements put upon us, rather than a monetary issue. The Scotland Malawi Partnership is solvent and has a healthy bank balance!

For clarity and ease of understanding this report shows the actual income and expenditure for 2013/14.

The Bottom-Line

With £162,354 of actual income and £260,099 of actual expenditure in 2013/14, we can see there is a deficit of -£97,745. However, this figure includes £55,191 paid for scholarships and £34,328 of payments to MaSP. The SMP received the income for both of those in 2012/13.

The actual deficit in 2013/14 is therefore -£8,226, which is in keeping with the Board approved budget. The Board had decided to invest some unrestricted income in preparation for expansion in 2013/14, primarily on increased staffing costs and extra office space.

On the 31st March 2014 the bank balance was £88,944. This includes:

- £38,844 of unrestricted funding, and;
- £44,809 of funds for the David Livingstone Bicentenary Scholarships.

A full copy of the Report and Accounts covering the 12-month period from 1 April 2013 to 31 March 2014 is available from our website or on request.

Member Services

Throughout 2013/14 the SMP increased and improved the quality of services available to members. We have committed to providing services that connect, inform and develop members' partnerships to Malawi, as well as advocating on their behalf to strengthen links.

Connecting Members:

forums

In 2013/14 the SMP:

- organised or supported **53 events** which enabled stakeholder networking;
- These events were attended by an aggregate total of **2,913 Scottish organisations and key individuals**;
- Hosted **11 member forums** across Scotland, attended by over **200 members** and key external stakeholders;

- Highlights from the SMP Member Forums included:

- **Water, Sanitation and Hygiene (WASH) Forum:** hosting a delegation from the Government of Malawi's Ministry of Water and Irrigation, which informed member activity in the sector;
- **Primary and Secondary Schools Links Forum:** the publication of the updated Practical Guides to School Partnerships. Visit www.tinyurl.com/SchoolPartnershipGuide to download.

"I find the SMP's forums informative, enjoyable and a good networking opportunity"
Tony Begley, Classrooms for Malawi





forums

- **Further and Higher Education Forum:** examining how universities and colleges across Scotland could better support Malawian students, promoting networking using the SMP Further and Higher Education report report (www.tinyurl.com/FurtherandHigherEdReport), and managing a second year of the SMP's David Livingstone Scholarship Programme;
- **Health Links Forum:** lobbying the Scottish Government on improving support for Scottish health professionals wanting to volunteer in Malawi, promoting the small-grants programme, exploring sustainability in health partnerships and publishing guidance on *per diems*. Visit www.tinyurl.com/SMPPerDiems to download;
- **Gender Forum:** jointly publishing, with The Open University in Scotland and colleagues in Malawi, an educational resource for schools in Malawi looking at the 2013 Gender Equality Act. Visit www.tinyurl.com/SMPGEAResource to download.



SMP Youth Members:

The SMP recognises the value of the many unique and dynamic partnerships that are shared between young Scots and Malawians. Over 150 young people from across Scotland are Youth Members of the Scotland Malawi Partnership.

In 2013/14 the SMP hosted a number of events to connect young people to one another, support existing youth partnerships and to encourage and inspire more young Scots to learn more about, and become involved with, Malawi.

In autumn 2013 the SMP hosted two film screenings of Madonna's film set in Malawi "I Am Because We Are". A hotly debated film, we wanted to hear young people's views on Madonna, Malawi, international development and youth empowerment, and encourage critical thinking. Over 60 young people from Edinburgh and Glasgow attended the screenings.

The film screening was "very interesting, thought-provoking and informative" **SMP Youth Member**

In March 2014 the SMP hosted its first ever Youth Congress, attended by more than 200 young people from across Scotland. The event created a space in which the attendees debated and explored the role of young people in international development and community linking, and shared their vision for a better world.

Visit: www.tinyurl.com/SMPYouthCongress2014Film to watch a video of the event.

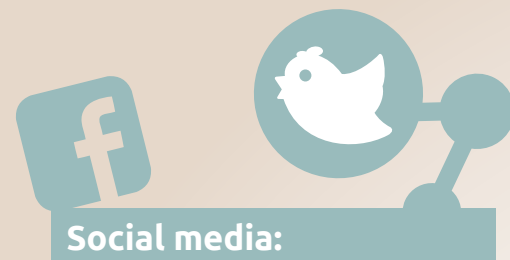
"[The SMP]...helped strengthen my links with Malawi, and put me in touch with others in Scotland who share my interest in this relationship."

**Iona Coulson,
SMP Youth Member**



INFORMING MEMBERS:

One of the SMP's most valuable member services, according to our members, is the dissemination of information: on Malawi, on activity between Scotland and Malawi, on funding opportunities and on Malawian needs and priorities.



Social media:

The Scotland Malawi Partnership uses its Facebook page (www.facebook.com/ScotlandMalawiPartnership) and Twitter (@ScotlandMalawi) to keep members informed of upcoming events, news from Malawi and member activity.

In 2013/14 the SMP successfully used its social media platforms to:

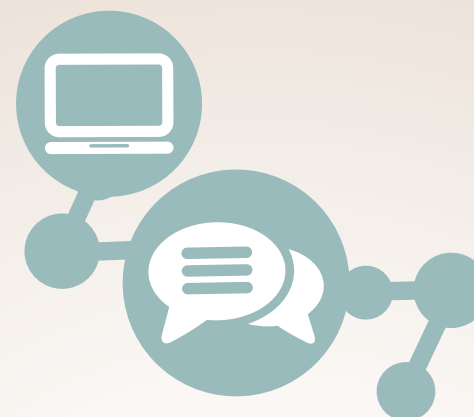
- Promote the activities of its sister organisation, the Malawi Scotland Partnership;
- Promote the SMP's Member Blog www.scotlandmalawipartnership.wordpress.com;
- Highlight member activities and events.



Bulletin:

A weekly bulletin including news from Malawi, funding opportunities and news on events and training is sent to all SMP members and key stakeholders.

- In 2013/14 80% of members used the SMP news bulletin; 100% of whom found this service "useful" and 83% "extremely useful"
- In March 2014 the SMP news bulletin was being sent to over 750 organisations and key individuals
- 49 news bulletins were disseminated between April 2013 and March 2014.



Website and online forums:

The SMP website, and its associated forums, exist to support SMP members keep informed of news from Malawi, updated on SMP events and activities and promote their work.

- In March 2014, 697 SMP Members were promoting their work with Malawi through the SMP online database and mapping tool;
- 62% of members used the SMP website and online database; 94% of whom found this service "useful" and 45% "extremely useful".

"Membership of the SMP keeps Malawian priorities at the forefront of our project. The bulletin and networking allows us to keep abreast of developments."

Maureen McKenna,
Executive Director of
Education, Glasgow
City Council



Enquiries:

The SMP team is always ready at the end of the phone or on email to offer friendly support, advice and information for members.

- The SMP handled an estimated 2,500+ enquiries in 2013/14.
- 72% of members used office support services in 2013/14; 100% of whom found this service "useful" and 60% "extremely useful".

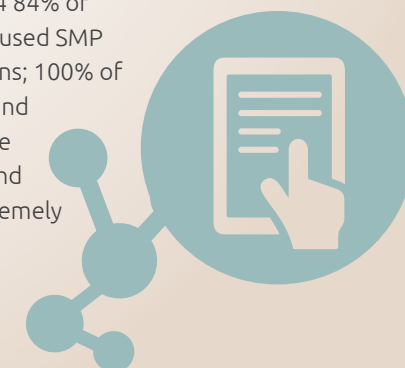
"The team is tremendously supportive and helpful in response to a wide range of enquiries."

Janey Andrews of Strathclyde University

Publications:

Each year the SMP publishes and updates practical advice for members on common areas of work and activity in Malawi.

- In 2013/14 84% of members used SMP publications; 100% of whom found this service "useful" and 55% "extremely useful".





DEVELOPING MEMBERS

Language and Cultural Workshops:

In March 2014, the SMP organised and implemented a Chichewa Language and Culture Courses in Edinburgh and Glasgow for SMP members and the general public.

Before the classes began 95% of attendees rated their knowledge of Chichewa as "poor." Following the classes 67% of attendees had upgraded their rating to "average" and 29% identified their knowledge as either "good" or "very good".

The classes also looked at Malawian culture and tradition. Prior to the classes 95% of attendees rated their knowledge of Malawian culture as "poor," but following the classes 52% recognised their knowledge to be "good" and 33% either "very good" or "excellent."

"The course has] given me confidence to speak and spur friendships by using greetings"
SMP Language course attendee

"I have really enjoyed the course and look forward to putting what I have learned into practice in September this year."
SMP Language course attendee



SCIO training for small grants:

The SMP and NIDOS assisted with an information session run by Morton Fraser solicitors which aimed to help organisations considering becoming incorporated understand the various related issues. This information session was set up particularly for organisations considering applying for the first round of the Scottish Government's International Development Small Grants Fund.

SMP Member Forums:

Through 2013/14 the SMP worked with members in each of the forums to identify the central principles at the heart of their links to Malawi. The SMP used these meetings, and consultations with members of MaSP, to develop the "Partnership Principles" framework to help develop more quality, and equal partnerships. Visit www.tinyurl.com/SMPPartnershipPrinciples to download. These have been used to facilitate greater learning by encouraging members to share what is going well, and the challenges they are facing in their partnerships.

"The Scotland Malawi Partnership is an excellent platform for inclusive North-South cooperation and capacity building. Support from the Partnership has been instrumental in the success of various activities undertaken by us and our project partners in Malawi, including organizing and attending high level fora and profile raising."
Dhanush Dinesh,
Plan Vivo

ADVOCATING ON BEHALF OF OUR MEMBERS



In 2013/14 the SMP lobbied the Scottish and UK Government on behalf of our Members on a number of issues.

Scottish Government:

- **Small grants programme:** The SMP, alongside NIDOS, was key in the design, introduction and implementation of the Scottish Government's Small Grants Programme. This programme has been extremely well received, adding significant value to the International Development Fund by engaging a greater number and range of small and medium sized Scottish organisations.
- **David Livingstone Scholarships:** The Scotland Malawi Partnership, funded by the Scottish Government and led by its Further and Higher Education Forum, has awarded 37 David Livingstone Bicentenary Scholarships for young, gifted and underprivileged Malawian students to study at a Masters level within Malawi. The programme marks the 200th anniversary of the birth of Dr David Livingstone by supporting young, gifted and underprivileged Malawian students a Masters degree in Malawi.



UK Government/Parliament:

- **Scottish Independence debate:** Following member consultation, the SMP made a submission to the UK Parliament's International Development Committee following the SMP's agreed neutral stance on the constitutional debate.
- **Visas:** The SMP recognises the strong frustration amongst many of its members who have routinely had UK visa applications for their partners summarily rejected and experienced delays as a result of applications being processed in South Africa. We continue to represent these frustrations and lobby for visa issuing to return to Lilongwe.

Post-2015 Framework:

The SMP has also been raising awareness of the post-2015 consultations and supporting our members in Scotland, and MaSP's members in Malawi, to feed in their priorities. Working in partnership and coalition with other key agencies in the sector to help coordinate Scotland's civil society contributions to the design of the post-MDG framework, facilitating input from Malawi civil society and MaSP.

WORKING IN PARTNERSHIP

Central to realising our vision, mission and values, the SMP is committed to embracing partnership working.

In 2013/14 the SMP co-hosted a number of events including: the launch of the "City of Stars" in Scotland, a conference on gender equality, ongoing work with the Malawi Scotland Partnership, support for the Malawian Diaspora and in partnership with the Scottish Parliament.

City of Stars Launch

On Thursday 30th May 2013, the City of Stars, a new festival and arts conference showcasing the best in emerging and acclaimed talent from Malawi, was launched in Glasgow. The SMP supported the event by providing a team of youth volunteers who helped manage the event.



Malawi Scotland Partnership (MaSP):

In 2013/14 the Malawi Scotland Partnership, in partnership with the SMP, ran a number of key events, including:

Regional Conferences-November and December 2013:

At the end of 2013 MaSP ran three regional meetings for their members in Lilongwe, Blantyre and Mzuzu to provide more information to Malawian members on what MaSP does, establishing regional

clusters, developing an advocacy framework for identifying advocacy priorities, and mapping out the training and member engagement programme for the year ahead.



Malawi Scotland Partnership (MaSP):

Annual General Meeting-23rd January 2014

A day of discussion, information, networking, coordination and sharing, to support Malawi's many civil society links with Scotland.

"Priorities in Partnership: CONNECTING, SHARING, LEARNING": A Symposium for Scottish Government Grant Partners- Friday 24th January 2014

The second national symposium for Malawi partners of projects funded by the Scottish Government, this day: raised awareness of who is doing what; built links between projects and their Strand Leaders in the Government of Malawi; supported collaboration and reduced duplication between projects; and connected projects with MaSP.

The Open University:

Open University event: "Livingstone's Legacy: Education and Equality"

On the 7th March 2014 the Open University in Scotland and the Scotland Malawi Partnership co-hosted a high profile conference, "Livingstone's Legacy: Education and Equality", with participation from the Governments of Malawi and Scotland, bringing the David Livingstone bicentenary year to a close. The conference was complemented by a public art exhibition about David Livingstone at the Scottish Storytelling Centre in Edinburgh, featuring work by pupils from schools in Scotland and Malawi.

To watch a video on the conference visit:
www.tinyurl.com/LivingstoneLegacyEvent2014.



The Malawian Diaspora:

As of 31st March 2014, the SMP had 34 members from the diaspora community, an increase of 17% through the year. Following a request from the Malawian diaspora community, the SMP supported their Malawi Independence Day Celebrations on Saturday 6th July 2013 in Glasgow.

Through 2013-14 the Board of the SMP had three representatives from the Malawian Diaspora.

Members of the Malawian diaspora were actively involved in all aspects of the SMP's work, including the 2013 Malawi independence day, the Gender Matters Campaign, the language and cultural classes, "partnership principles", study into FE/HE links, and the David Livingstone Scholarship Programme.

Scottish Parliament-CPG:

The SMP is secretary on the Scottish Parliament's Cross Party Group on Malawi. In 2013/14 the CPG on Malawi met four times, looking at topics including: student medical exchanges, access to justice, media and press freedom and veterinary medicines.

"The cross-party group on Malawi has done a power of work to promote links with Scotland's unofficial twin country." The Herald, 24 September 2013, www.tinyurl.com/HeraldArticlesCPG



CLOSING REMARKS



Looking back, there are a great many highlights of 2013-14 for the SMP: too many to do justice to in these closing words. It was a significant year for the Partnership, as we completed the 2011-2014 Strategic Plan and finalised ambitious new plans for our next triennium.

AGMs often serve as a useful indicator of an organisation's health and well being. The SMP's 2013 AGM was genuinely groundbreaking, with more people attending (both Members and new faces, including a great number from diaspora communities) and ever more glowing feedback. It was an engaging, innovative, informative and –most importantly!- fun afternoon in which our members, staff, Board and key partners could share their experience and drive the organisation forwards. 90% those who attended told us the afternoon had strengthened and supported their links with Malawi.


The SMP's five forums grew from strength to strength through the year, with an increasing frequency of meetings, more people attending, and ever more tangible outputs and outcomes coming from these discussions. It is clear how much members value these opportunities to share

learning, make new contacts and discuss issues important to them.

The launching of the Scottish Government's Small Grants Programme was a significant moment for the SMP: something the Partnership, representing the views of its Members, has lobbied for since 2009. It is to the immense credit of the Scottish Government that this programme has been introduced. It is often remarked that one of the key distinguishing features of the Scotland-Malawi relationship is the idea of 'government in synergy with people': perhaps nowhere was this more obvious in 2013/14 than in the launch of this innovative new programme.

It was humbling to see more and more young people commit time and energy through the year to be a part of the Partnership. The year ended with the SMP's Youth Congress – perhaps our first event to ever sell out months in advance. You simply couldn't fail to be inspired listening to these 200 youth ambassadors talk passionately of their friendship with Malawi. The future of the Partnership is in safe hands indeed.

"The interactivity of the sessions kept the energy levels high. A considerable amount of material was conveyed in a very energetic way that maintained interest" **SMP Member**



*"Fantastic event, great company,
brilliant networking."* **SMP Member**

2013/14 was also perhaps the game-changer year for our partners in Malawi, the Malawi Scotland Partnership (MaSP). Under the inspiring leadership of Dr Matthews Mtumbuka, MaSP grew to new heights through the year, achieving considerable popular uptake across the country with regional meetings through November 2013 and then a co-joined AGM and National Symposium in January 2014. These MaSP events in January coincided with a Scottish Ministerial visit, the Malawian launch of Ken Ross' excellent new book charting the history of Scotland-Malawi links, Burns Night and the arrival of the Glasgow 2014 Queens Baton Relay. For these three or four days MaSP painted Malawi tartan!

In closing, I'm keen to note that we have much to look forward to. Again thanks to the vision and commitment of the Scottish Government, 2014-2017 will be a period of very significant growth for the Partnership. Additional resourcing allows us to take on three new staff to the team, giving us new capacity and expertise to make huge steps forward in areas including: business, trade,

investment and tourism links; governance support; diaspora engagement; effective use of media and communications; and increased activity supporting school partnerships and youth engagement. This will be an exciting new chapter for the Partnership: we will be able to do more and go further in supporting our members' work; we will be able to bring yet more Scots and Malawians together in friendship and dignified two-way partnership; and we will be able to make further tangible contributions for the people of Malawi and Scotland.

We greatly look forward to this next chapter, and we are immensely grateful to all the support we receive daily from our Members, our Board, our partners and our funders which has made this possible.

**David Hope-Jones,
Principal Officer**



"I would like to commend you for all the commitment, hard work and creativity that you put into the SMP. It was all evident in the way the AGM was organised. It is incredible that so much work is done by so few people. It is always a pleasure working with you. Keep it up and all the best!"

**H.E. Bernard Sande, Malawi
High Commissioner to the UK**

Who we are

We are a friendly bunch, so if you have any questions please don't hesitate to get in touch!

David Hope-Jones:
Principal Officer:
david@scotland-malawipartnership.org

David is responsible for the management of all aspects of the Partnership's work and is managed by the Board of Directors. Specifically, much of David's time is focused on the strategic development of the organisation, engagement with the respective governments, and external partnership working.



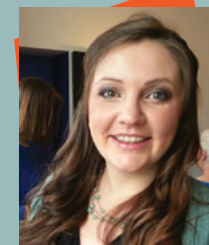
Charlie Bevan:
Member Services Manager:
charlie@scotland-malawipartnership.org



Charlie is responsible for member engagement including responding to enquiries and offering advice, managing events and forums and supporting Emily, Keith and Jackie in their roles.

Emily Mnyayi
Youth and Schools Officer:
Emily@scotland-malawipartnership.org

Emily seeks to increase the Partnership's engagement of young Scots and its support for school partnerships.



Keith Bohannon:
Member Development Officer:
keith@scotland-malawipartnership.org

Keith works to increase engagement and partnership working in our key strategic areas of: Business, Investment, Trade and Tourism; Governance; Diaspora; and Local Authorities.



Jackie Farr:
Media and Communications Officer:
Jackie@scotland-malawipartnership.org

Jackie is leading the media and communications for the Scotland-Malawi Partnership and is responsible for increasing the awareness and support for Scotland's links with Malawi.



Dorte Al-Gailani:
Finance and Administration Officer
dorte@scotland-malawipartnership.org

Dorte joined the Scotland Malawi Partnership in 2013 as Finance and Administration Officer. She is responsible for many of the internal processes of the Partnership in particular looking after the money.



