



2017-20 Strategic Planning

DRAFT v5 Last updated 4th October 2016 – for SG initial review and AGM

SECTION 1: Strategic Planning Process:

The Scotland Malawi Partnership undertakes strategic planning on a triennial basis, co-terminus with the core funding received from the Scottish Government. We are now in the final six months of our current funding cycle (2014-17) and are nearing the final stages of our planning for 2017-20. This document sets out the 2017-20 plans as they stand, for presentation to members at our 2016 AGM and for initial discussion with the Scottish Government.

Our sister organisation, the Malawi Scotland Partnership (MaSP) has been through a parallel, but entirely Malawi-led, process and is now at the same point as ourselves. Having the two planning processes taking place in parallel has allowed us to retain mutual independence while developing plans that dovetail together and complement each other well.

As a member-led organisation, we have had a lengthy process of member consultation and discussion, informing our strategic planning process to date, including:

- Input from, and discussion at, the six SMP member forums (Business, Trade Investment and Tourism; Health; Primary and Secondary Education; Further and Higher Education; Governance; and Youth);
- Six-month SMP member online survey;
- Consultation of key partners;
- Detailed online survey of SMP Directors;
- Consultation of members throughout the SMP 2016 Road Trip, with events at Glasgow, Edinburgh, Dumfries, Oban, Inverness and Aberdeen;
- SMP staff team away day;
- Board Strategy Day;
- Strategic Plan Outline Concepts drafted;
- Board Meeting to approve Outline Concepts and direction of travel;
- Development of more detailed Outputs, Outcomes and Theory of Change.

The office has collated all the key points from the initial input we received from members, the Board and the office, to inform the collated SWOT analysis here in section two. This has then been used to inform the strategic recommendations given in sections three (preamble), four (outputs), five (outcomes) and six (theory of change).

Once these strategic aspirations are agreed with the membership and the Scottish Government (as our core funder), the SMP Board and its Audit and Finance Committee and HR Committee will look to develop the necessary budget and staffing structures to deliver these aspirations. To assist with this process, the HR Committee has already contracted a respected independent HR consultant to conduct an entirely independent review of the SMP's terms of employment.

We hope to move quickly after the 8th October AGM, with a final Strategic Plan agreed and a core funding contract signed by early November 2016.

SECTION 2: Collated SWOT analysis and organisational learning:

Successes:

- Dynamic, pro-active and responsive mode of working – quick to make effective use of opportunities as they arise
- Very committed staff team with strong Malawi knowledge - good staff retention
- Strong leading role in the sector in Scotland
- Strong support from the membership
- Good awareness in the media
- Greatly improved website
- Strong social media presence
- Regular media coverage and productive partnership with the Scotsman newspaper
- Good communications and strong brand identity
- Success in building Scottish markets for Malawian products (e.g. Kilombero Rice, Mzuzu Coffee, Malawi Gin, etc)
- Supporting school partnerships has worked well: not just increasing the quantity but supporting quality educational outcomes for both sides
- Very significant advances in lobbying and advocacy: representing the concerns and priorities of our members to influence policy (e.g. UK visas for Malawians invited to Scotland; UK-Malawi Tax Treaty; UK investment in Malawi). Engaging every Scottish MP and MSP – cross party support
- Membership growth has exceeded expectations – now over 1,000 members. Continuing to attract large high-influence Scottish organisations into the network as they start their own new Malawi links.
- Good at listening to members – working to *their* agenda, not *ours*
- Excellent campaigns – e.g. Global Goals (SDGs) work – pop-up exhibition has worked well – good branding and promotional materials – good model of supporting members to host *their* own events rather than just ourselves having a conference for the same old people
- Strong ability to partner well with other organisations (e.g. ActionAid tax treaty)
- Good reputation for high impact, energetic, fun events
- Reciprocal SMP-MaSP staff visits have been an excellent way of building MaSP capacity, increasing mutual awareness, and dovetailing operations
- Strong core narrative around dignified people-to-people partnerships
- Nationwide geographical reach with the Road Trip (getting out of the central belt)
- Clear understanding amongst all staff of their responsibilities regarding delivery and MEL, and how their work fits into the overarching Strategic Plan
- Production of videos in Malawi and Scotland to help our members tell their stories, and building MaSP's capacity for in-house videography

Weaknesses/Challenges:

- Direct youth engagement – while engagements with schools have seen significant growth, it can be harder to have direct engagement with young people
- There often remains significant sensitivities when working with representatives of the diaspora community
- Communications with schools – we still lack personal contact details at a number of schools, this is often due to high teacher turnover
- Hard to get members to update their membership details online – much of the information we have on our website is a number of years old
- Getting the technology right to allow live Malawi input at events and meetings can still be problematic
- Can be same people coming to forum meetings
- Forums can sometimes be too broad, lacking focus and tangible outcomes
- Some technical limitations with the news bulletin - can't currently go to generic email addresses in schools and churches (e.g. admin@)

- Given the breadth of our work, members don't always know everything we're doing and what we can offer
- Danger we take on too much at times – some areas of slower delivery due to sheer volume of work. Given the number of day-to-day enquiries (at least a third of our capacity is just responding to day to day enquiries and calls for assistance), can be hard to progress strategic longer-term projects
- Our MEL systems have been cumbersome at times: reporting quarterly against 155 lines of operation, each with pre-described outputs and targets. The end result can be unreadable and at times of limited value, it can also inhibit pro-active, agile and responsive working (where the SMP performs best).
- Given the responsive *modus operandi*, rarely have a detailed programme of upcoming events. Small and medium engagements are usually planned 6-8 weeks in advance, meaning it is hard to promote a full season of events.
- It has been hard at times to actively engage Local Authorities due to their finance and staffing pressures

Opportunities:

- Governance collaboration building on pilots in 2016 - partnerships with think tanks and Royal Colleges/Societies – could support civic governance, leadership, rule of law, access to justice, etc. Strong support from Malawi.
- Technology (video and tele conference) making it easier to have remote engagements
- Technology to assist scaling up member training
- Malawi Student societies – our 2016 pilots seem to have been well received by Scottish universities
- Transparency – clarity on everything we're doing, what we're doing each week and what services are available to members
- Production of videos in Scotland of our members' work
- SDG's – show how Scotland working in these areas
- Engaging young Scots and the diaspora through social media
- MaSP-SMP staff visits
- 'Safe space' discussions with members to facilitate the honest two-way sharing of learning – Chatham house rules – at forum meetings and one-to-one
- Brexit – more HMG Commonwealth engagement?
- More regional activities
- Have an SMP shop to bring together all Malawian items available in Scotland
- We have had a surge in youth membership – this could be an area for investment.

Threats:

- Staff retention
- Food security in Malawi
- Political shifts
- Negative Malawi-related news cycles (albinism, corruption, homophobia, DAPP Malawi) could erode public confidence if sustained
- Key staff with young family, less time for working beyond contracted hours
- Danger of SMP biting off too much – risk of staff burning out
- Spend so long on new events and outreach work that not enough time for consolidation and organisation development
- MaSP - uncertainties inherent of working in Malawi – economic, political and social instability, limited pool of skilled labour
- Danger that expectations are so high that it will be hard to continue the growth and increased impact on the current trajectory
- Climate change and food insecurity in Malawi – could jeopardise other work
- Limited space for growth within the current three offices in the City Chambers
- Governance challenges, especially in Malawi
- Sustainability continues to be a challenge for many in the sector.

Learning:

- Where looking to expand services into a new strategic area we have seen stronger outcomes where we have worked through partnership rather than trying to go it alone. This requires time to be invested in identifying the requisite skills, experience, expertise and contacts, and targeting appropriate individuals and organisations with these to form strategic partnerships with.
- Offering meaningful support for school partnerships can be time intensive and requires staff with experience and knowledge of not just Malawi but also the pressures schools are under in Scotland.
- It is almost impossible to get a new product onto supermarket shelves from scratch, no matter how strong the potential market. It takes time and products trade on their reputation: to get into a large supermarkets products need to have proven to sell well in smaller supermarkets. We now have a good route to market, where products can be launched in smaller supermarkets before progressing to larger chains.
- Looking at the sector, the importance of staff retention is clear. Losing a key staff member can set an area of operation back 5-10 months, losing operational momentum and institutional knowledge. Knowledge of Malawi, our membership and cultural sensibilities are essential for most staff roles: there is a limited pool of people with the experience to perform well in these roles.
- The SMP works best where it able to move quickly to pro-actively respond to opportunities that arise: allowing this flexibility in the planning is essential. It can be very inhibiting to get locked into a prescriptive and dogmatic log-frame, more interested in finding outputs to count and reporting against rather than thinking meaningfully about change and impact. Better to be led by targets for outcomes than outputs, and best to not strive to quantify the inherently qualitative.
- While very encouraging to have an increase in the number of youth members, it has been hard at times to have a sustained engagement with young people beyond the existing school partnerships engagements. We will need to look in this next period at what young people get from their SMP membership and how we are able to engage young people directly.

SECTION 3: Strategic Plan – Organisational Preamble:

Impact Statement: *(minor change from 2014-17 – insertion of “supporting” and “developing”)*

In 2017-20, Scotland Malawi Partnership activities will help reduce poverty and increase well-being in Malawi and Scotland by coordinating, representing, supporting and developing the many dignified, two-way people-to-people bilateral links which unite our two nations.

Vision: *(no proposed change from 2014-17)*

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: *(no proposed change from 2014-17)*

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

- Informing and inspiring civil society in Scotland about the work of the Partnership, the unique shared history between Scotland and Malawi, and the development challenges facing Malawi, in order to increase public support for extending and enriching the relationship between the two nations.
- Seeking to employ an alternative model of international development, based on mutually beneficial civil society partnerships and links, and advocating its wider employment elsewhere.
- Acting as a forum for encouraging best practice amongst member organisations through the provision of training and the sharing of ideas, processes and information.
- Encouraging a reduction in the duplication of effort in Malawi by facilitating networking, promoting shared learning and raising awareness of existing initiatives.
- Developing support mechanisms which can lead to an exchange of people and/or advance cultural, political or economic understanding between Scotland and Malawi.
- Informing our members of activities, opportunities or items of significance arising in either Scotland or Malawi.
- Demonstrating the relevance of Scotland’s civil society contribution to the attainment of the Government of Malawi’s Growth and Development Strategy and the Millennium Development Goals.

Values: *(no proposed change from 2014-17)*

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** – We recognise that the historic bilateral civil society relationship between Scotland and Malawi is built on trust and mutual respect and we celebrate its inherent reciprocity.
- **Cooperation** - We foster a spirit of cooperation, building partnerships and alliances in pursuit of our objectives, avoiding duplication and forging creative ways to work together.

- Internationalism - We stand in the tradition of Scottish internationalism, resisting isolationism and xenophobia, believing that Scotland's strength lies in building strong relationships with nations elsewhere in the world.
- Service - Paramount in all our work is provision of the highest possible quality of service to our members. We strive to meet their expressed needs by offering relevant information, advice, training and resources.
- Continuous improvement – We continuously strive to improve the quality of our service, as perceived by our members, to encourage viable, ethical development activity between our members and their Malawian counterparts.
- Sector understanding – We understand the sector(s) in which our members are operating, both in Scotland and Malawi, and respond positively to situations which can advance developmental aspects of the Partnership.
- Development – Staff, directors and members are committed to encouraging links between Scotland and Malawi, to reduce poverty, promote justice and relieve suffering in Malawi. To achieve that, we all have a role to play in managing our own development and in being supportive of others.

Partnership Principles: *(no proposed change from 2014-17)*

Planning and implementing together

Appropriateness

Respect, trust and mutual understanding

Transparency and Accountability

No one left behind

Effectiveness

Reciprocity

Sustainability

Do no **H**arm:

Interconnectivity:

Parity (equality):

Our Ten Commitments!: *(Proposed new development for 2017-20)*

- | | |
|----------------------------------|--|
| 1. Partnership principles | - to which we hold ourselves and our members accountable |
| 2. Malawi input | - in every SMP discussion |
| 3. Gender equality | - aiming to never have less than 30% of either gender |
| 4. Engaging new people | - aiming to have more than 20% of new faces at every event |
| 5. Impact-led | - every engagement to have a SMART impact against which success is measured |
| 6. Self-scrutiny and improvement | – inviting scrutiny and challenge |
| 7. Transparency | - every engagement and activity made public |
| 8. Learning organisation | - every year publically stating how we have responded to feedback and experience |
| 9. Organisational development | - every year publically stating how we have strengthened the organisation |
| 10. Independence from government | – guaranteeing our independence |

SECTION 4: 2017-20 Strategic Outputs:

STRAND ONE: Communicating our message

1.1 Media: Pro-actively and re-actively engaging the media to raise awareness of the SMP and Scotland's links with Malawi, and to advance our core messaging.

1.2 Social media: Engaging a range of social media platforms to:

- (a) Raise awareness of Scotland's links with Malawi amongst a wider external audience.
- (b) Showcase SMP activity – projecting the SMP as a dynamic and pro-active network adding value across a number of areas.
- (c) Advance the SMP's core messaging around dignified partnership and the role of wider civic society.
- (d) Engage and influence key stakeholders and decision-makers.
- (e) Connect with, and collect information from, a broad range of key sources and contacts, ensuring the SMP is well networked and kept up to date with key developments.

1.3 Bulletin: Disseminating news to our members and key partners through a weekly newsbulletin. Conducting a strategic review of the bulletin and investing in the development of the format informed by this review, to ensure we are making best use of new technologies.

1.4 Videos: Producing ten x 2-minute videos a year, each focusing on one of our members' links and advancing our messaging. Using these videos to help our members tell their stories, and to present engaging and sharable case studies advancing our core messaging and showing demonstrable mutual benefit at a community level.

1.5 Website: Developing our current website to make it as dynamic and interactive as possible, with more structure around the SDGs, more videos embedded and more regularly updated information about our members' links.

1.6 Malawian voice: Investment in creating channels for many different grass-root Malawian voices to reach a wider audience; offering a range of Malawian views about the partnership. This could be through increased facility for MaSP Communication and Resources Centres to be able to record short videos, with these streamed on to a dedicated YouTube channel, embedded on the website, and regularly tweeted.

1.7 Transparency and member engagement: Ensuring every SMP event/engagement has a photo or video tweeted, to raise awareness of our activities. Having a section on the website, updated by each staff member weekly, summarising key areas of activity that week, so we can be transparent about what we're working on and always encourage member and Malawian input.

1.8 Membership database: Invest staff time in updating the membership directory, supporting our members to themselves keep this public information up to date and encouraging them to upload photos and videos to the website, such that the database stays relevant, up to date and in daily use to coordinate work.

1.9 Media training: Help members tell their own story by offering free media and social media training, providing media mentoring and consultancy services for members, and encouraging and supporting members to produce videos of their links.

1.10 Seeking new platforms to engage external audiences: Rather than hosting our own lecture series, which might be attended largely by our existing members, look for partnership opportunities to co-host lectures for our members to speak through other platforms: e.g. Politics Festival, Just Festival, think tanks, Royal Societies, and Ted Talks.

1.11 Responding to public enquiries: Offering a one-stop shop for public enquiries relating to Malawi and Scotland's links with Malawi.

1.12 Publications and design: Investing in key publications and design work, such as info-graphics to help communicate the scale, reach and impact of Scotland's links with Malawi to external audiences.

STRAND TWO: Understanding our impact

2.1 Commissioning external research: Commissioning or supporting credible external research exploring Scotland's overarching impact in and with Malawi.

2.2 Member impact: Supporting our members to think about, assess and communicate their own impact in and with Malawi.

2.3 Monitoring, evaluation and learning (MEL): Developing a new SMP MEL strategy that is able to meaningfully, and externally verifiably, assess the impact the SMP has in supporting the bilateral relationship. Every SMP engagement to be designed around specific SMART objectives, against which success is tested: for example, each forum meeting would be called to achieve a stated purpose and, before leaving, members would feedback the extent to which they feel these aims were met.

2.4 Member impact videos: At each SMP engagement, have a team member with a video camera, inviting members to record quick informal 30-second testimonial videos speaking about the impact that engagement has had for them. These would be shared on twitter and embedded on the relevant 'past event' web-page: they would help us ensure all our activities were meeting specific need, and help us promote attendance at future forums etc, highlighting how these engagements support and strengthen members' links with Malawi.

2.5 Member Impact Awards: Have annual Member Impact Awards, highlighting and supporting best practice which is having the greatest impact, and encouraging members to think about their own impact in Malawi and Scotland.

STRAND THREE: Strengthening our partnership:

3.1 Partnership: Seeking new ways to encourage and support our members to work within and towards the 11 [Scotland-Malawi Partnership Principles](#) which have come from significant consultation across both countries.

3.2 Transparency: In addition to increased transparency in the SMP's own work (see 1.7) the SMP will support its members and partners to feed data into existing aid transparency platforms, including IATI, and support members to access and use data on these platforms for increased collaboration and decreased duplication of effort.

3.3 Sustainability: Develop a Working Group of Scots and Malawians looking specifically at the question of sustainability – examining key sustainability challenges in the bilateral relationship and proposing specific actions the SMP and members could take to strengthen sustainability.

3.4 Food Security: Supporting members to design food security support into Malawi partnerships at every level, informed by expert advice from WFP, DFID, NASFMAM etc. Partner communities in Malawi supported to increase local agricultural produce and decrease dependence on rain-fed irrigation, in response to a changing climate.

3.5 Governance: *[As this is a relatively new area of work, a separate 11-page paper has been developed with more detail]*

- **3.5i** Developing an Open Governance Forum for the two-way sharing of learning between Malawi and Scotland, starting with the development of a **Consortium of Partners**, across a range of key organisations in Malawi and Scotland, to help design and co-host activities.
- **3.5ii** Hosting one major **Open Governance Forum** event each year in Scotland (and one in Malawi) with a high profile public figure from Malawi and Scotland sharing experience on good governance and leadership from each country, with active audience engagement, lively discussion and debate, and visible media coverage. Hosting five regional satellite events each year (one in Scotland and four in Malawi) in which attendees watch the video recordings of the talks and take part in their own regional discussions and debate.

- **3.5iii** After each Open Governance Forum, facilitating a **six-month Programme of Ongoing Discussion and Action Planning**, with: a Chatham House Rules Working Group meeting immediately after the event; the development of an event webpage with videos of the talks; media and social media coverage; the collection of short written and video responses from partners; and finally –after six months- an Outcomes and Learning meeting at which a final report is launched bringing together the submissions and making tangible recommendations.
- **3.5iv** Develop and deliver a **series of governance training courses** offering advice, information and support around governance best practice. For reasons of scalability and sustainability, these courses will be composed of a series of accessible video modules which can be undertaken either as a group, facilitated by MaSP, or by individuals remotely. Each unit will have peer learning, mentor support and tangible learning outcomes. Content will be agreed by a panel of Scots and Malawians, identifying common challenges which have been identified amongst small and medium sized organisations. Topics, for example, could include: the role of a Board, community-owned development, project design, financial management and oversight, etc.

STRAND FOUR: Supporting sustainable economic development

4.1 Supporting Malawian exports in Scotland: Continuing to build Scottish markets for a range of Malawian exports, including:

- Working with Scottish importers and Malawian producers to develop Malawi's reputation as a producer of ethically-produced, fairly-traded, quality products.
- Looking for innovative ways to support existing members in this area.
- Developing the commercial value of the SMP brand to support Malawi products in Scotland (built on shared history, over 1,000 members, 94,000 Scots actively involved, etc).
- Investing time in developing strategic partnerships and working relationships across the private sector in Scotland ('networking plus') - e.g. Scotland Street Coffee.
- Exploring the possibility of developing a dedicated 'virtual' Scotland-Malawi online shop – a one-stop-shop for all Malawian products available in Scotland.

4.2 Supporting investment in Malawi: Working alongside the Scottish Government and others to encourage and support investment from Scotland to Malawi in areas of sustainable enterprise.

- Research to better understand the current challenges around investing in Malawi (e.g. 'ease of doing business', risk management, good governance and accountability).
- Developing stronger links with MITC and other key stakeholders in Malawi.
- Dedicated activity to address some of the points identified above (e.g. compiling case studies on positive examples of investment in Malawi capturing lessons learnt and best practice).
- Undertaking research on the 'ethical' investment movement.

4.3 Supporting Scottish tourism in Malawi: Working with partners to promote Malawi tourism in Scotland.

- Expanding the members and focus on the SMP's existing Tourism Working Group.
- Facilitating the further development of a capacity building relationship between key institutions/stakeholders in Scotland and Malawi (e.g. Visit Scotland).
- Developing a niche marketing approach tailored for the Scottish market (e.g. birdwatching).
- Investing time in developing strategic partnerships and working relationships across the tourism sector in Scotland e.g. with Scottish travel agents.
- Build links with the airline industry to lobby for more direct flight options from Scotland to Malawi.

4.4 Supporting private sector engagement: Encouraging members to engage the private sector in Scotland and Malawi, to support the Malawian economy and increase sustainability.

- Informing members of the different opportunities / approaches to engage with the private sector (e.g. developing a CSR relationship, working with social enterprises,
- Looking for new ways to pro-actively reach out to the private sector to engage them in the partnership (e.g. attending private sector events, joining the Chamber of Commerce).

STRAND FIVE: Inspiring the next generation:

5.1 School Partnerships: Supporting School links with Malawi by providing:

- A School speaker network, including Malawians visiting Scotland
- CLPL (Career-long Professional Learning) teacher training sessions on school partnerships, creative approaches to Global Citizenship etc.
- Schools Forums
- Regular school partnership bulletins and news digest
- Malawian language and culture sessions in schools
- Youth and Schools Roadshows

5.2 Responding to Schools and Youth enquiries: Functioning as a one-stop information point for school links, youth members and logistical advice for visits.

5.3 Strategic partnerships for schools engagement: Working closely with a range of organisations working in Scotland to promote development education, school partnerships and supporting global citizenship as a core part of the curriculum.

5.4 Publishing relevant support resources: Guides, lesson ideas, research and support materials for school partnerships, reciprocal visits and youth members

5.5 Youth members: Providing ongoing support, information and inspiration for young Scots engaged in, or interested in, Malawi links through:

- Youth forums
- Regular Youth Bulletins
- Youth guides

5.6 Youth Congress: An annual conference bringing together c300 young Scots to network, celebrate Malawi links, develop understanding and access support for future plans

5.7 Strategic Partnerships for youth engagement: Developing strategic partnerships with organisations like Young Scot for direct youth engagement beyond formal education. Specifically engaging the Youth Parliament in both Scotland and Malawi as part of the Open Governance Forum (*see 3.5*).

5.8 Malawi Student Societies: Establishing Malawi Societies in Scottish universities, to continue Malawi

5.9 Working in partnership with MaSP:

- Supporting MaSP to develop increased outreach activity engaging schools and young people in Malawi
- Encouraging MaSP to feed in to Schools and Youth forums held in Scotland

STRAND SIX: Practical support and sharing:

6.1 Member Forums: Re-formatting the five existing Member Forums (Further and Higher Education; Primary and Secondary Education; Health; Youth; and Business, Trade and Investment) with meetings structured around two principal aims:

- (i) To share information about who is doing what as widely as possible, with the hope of reducing duplication of effort and increasing collaboration. Members will be invited to give short presentations about their work, these will be filmed and shared on social media and embedded on the website.
- (ii) To create a safe space for the honest two-way sharing of learning between projects. This section of the meetings would be under strict Chatham House rules, with presenters talking about key learning, flagging up what perhaps hasn't worked so well or has been harder to achieve. The aim is to create a strong network of peer support and learning, allowing projects to build on the experience of others.

6.2 Member Working Groups: Establishing outcome-led, time-limited Working Groups as required. The office, Board and Member Forums would each be able to propose the establishment of a Working Group. Each

Working Group must have a clearly agreed mission statement, against which success can be measured, and a clear list of lead members, ideally with specific roles agreed from the outset.

6.3 Practical Member Support: The office will continue to offer on-request practical support services for its members across a number of areas including, *inter alia*: visa application support; promotion of events, campaigns and activity; speakers at events; problem solving support in Scotland and Malawi; representation to funders and government; etc.

6.4 Member Training, Consultancy and Mentoring: Offering a needs-led package of free training, consultancy and mentoring support services for members in areas including: Chichewa, Chitumbuka, cultural training, media, social media, project design, project sustainability, managing finances, etc.

6.5 Regional outreach: While most day-to-day SMP events will take place in the central belt, where most of our members are based and where it is easiest to get to by public transport, following the success of the 2016 Road Trip we will have an annual regional outreach programme, with events across more remote and rural areas of Scotland.

6.6 Embracing communications technology: We will make specific commitments to invest in developing the SMP's capacity to use appropriate communications technology to assist live Malawi input at SMP events and meetings.

6.7 Active networking: Finding new and innovative ways to encourage and support our members to make new connections across the network, to: reduce duplication of effort; increase shared learning; and increase collaboration.

STRAND SEVEN: Integrating and influencing

7.1 Sustainable Development Goals (SDGs): Finding new and innovative ways of continuing to raise awareness of the SDGs in Scotland, and encouraging members to align work within this framework. We will also develop online systems to be able to showcase how our members' work is contributing to each of the 17 goals.

7.2 Influencing: Maintaining cross-party support for Scotland's civic links with Malawi: facilitating the Malawi Cross Party Group in Holyrood and supporting the Malawi All-Party Parliamentary Group in Westminster. Developing and maintaining working relationships with each Scottish MP and MEP, and every MSP, briefing them on Malawi links in their constituency/region, and connecting them with local members.

7.3 Integrating: Making a sustained and constructive contribution to national groups and supra-networks, looking to coordinate a Scotland-wide approach on key issues. For example, sitting on the Executive Committee of the International Development Education Association (IDEAS), on the Core Group of the Scottish Global Health Collaborative and on the SDGs Scotland Implementation Group, and hosting the Scottish Third Sector Networks Forum.

7.4 Partnering: Maintaining existing and developing new formal strategic partnerships with relevant organisations, including, *inter alia*: NIDOS, Scottish Fair Trade Forum, Association of Malawians in Scotland, Young Scot, Royal Society Edinburgh, various Scottish universities, the British Council etc.

7.5 MaSP: Maintaining a constructive synergy with MaSP, dovetailing the work of our two national networks for maximum impact and sustainability. To include regular SMP-MaSP reciprocal visits for joint-planning, mutual understanding, support and capacity building.

SECTION 5: 2017-20 Strategic Outcomes:

1 Communicating our message

Effective **internal** (SMP and MaSP members, Board, Secretariat) communication channels developed and maintained such that:

- Members are kept informed and up to date of key developments.
- Our work, and that of our members, is led by Malawian needs, events and priorities.
- We are always transparent as to SMP activities; driven by and accountable to members' priorities.
- Members' work is well coordinated: learning shared and strategic links made between members, for active collaboration, reduced duplication and increased impact.

Effective **external** (public, media, partners, government and key influencers) communication channels developed and maintained such that:

- There is strong public awareness of and support for:
 - Scotland's links with Malawi
 - The work of SMP members
 - The work of the SMP
 - The SMP's core messaging around dignified partnership and the role of wider civic society.

2 Understanding our impact

Increased **internal** (SMP and MaSP members, Board, Secretariat) understanding and critical thinking about social, economic and environmental impact in both countries. With members seeing the importance of this critical thinking and able to communicate impact messaging and feedback learning into the design of future work.

Increased **external** (public, media, partners, government and key influencers) awareness and understanding of the sustainable impact of:

- Scotland's links with Malawi
- The work of SMP members
- The work of the SMP

3 Strengthening our partnership:

Increased **internal** (SMP and MaSP members, Board, Secretariat) understanding of and support for:

- How to work through genuinely two-way partnerships.
- How to build transparency and how to access and engage international transparency platforms (such as IATI).
- How to make Scotland-Malawi links genuinely more sustainable.
- How to support partner communities to expand sustainable food production locally.
- How to strengthen governance within Scotland-Malawi links, and how to use these links to support the strengthening of wider governance systems in both countries.

Increased **external** (public, media, partners, government and key influencers) awareness of:

- The benefits of working through partnership as opposed to simply charity.
- The importance of transparency at every level.
- Critical thinking about sustainability.
- The importance of building local resilience in terms of food security.
- The nature of good governance and effective leadership. With governance in both Scotland and Malawi strengthened through a process of bilateral shared learning and collaboration, specifically:

- Scotland and Malawi supported to deliver their respective Open Government Partnership commitments.
- Malawi and Scotland supported to deliver the UN Sustainable Development Goals, including governance targets relating to SDG16.
- Democratic systems strengthened in both Scotland and Malawi in advance of the May 2019 Malawi elections and May 2021 Holyrood elections.

4 Supporting sustainable economic development

Increased **internal** (SMP and MaSP members, Board, Secretariat) recognition of the importance of engaging the private sector to support sustainable pro-poor economic development in Malawi, and understanding of the role members can play to this end, with:

- Increased support of Malawian exports commercially available in Scotland.
- Increased tourism from Scotland to Malawi.
- Increased investment from Scotland to Malawi.
- Increased sustainable pro-poor income generating activity in Malawi, including embedded within existing and new Scotland-Malawi links.
- A continuing narrative shift, from Malawi as “vulnerable aid recipient” to Malawi as “vibrant place to do business and a beautiful country to visit”.

Increased **external** (public, media, partners, government and key influencers) recognition of the role civic cooperation can play in supporting sustainable pro-poor economic development, and:

- Increased wider private sector sharing and collaboration between Malawi and Scotland.
- New Malawi export lines available in Scotland and a sustained increase in sales of existing lines.
- Increased private sector capacity and expertise within Malawi.
- Increased investor confidence with Malawi.
- A sustained narrative in the media highlighting success stories in Malawian business, trade, investment and tourism.
- A new UK-Malawi Tax Treaty signed, with a greater proportion of tax generated between the two countries remaining in Malawi.
- Other areas of trade injustice in the bilateral relationship addressed as the UK looks to renegotiate international trade links post-Brexit.

5 Inspiring the next generation

Increased **internal** (SMP and MaSP members, Board, Secretariat) awareness of the value of youth-led initiatives with:

- Increased number of Scottish schools with Malawi partnerships.
- Greater support for school partnerships with increasing educational impact, effectiveness and sustainability in both countries.
- Increased sharing and learning between Scottish schools with Malawi links.
- Increased numbers of young Scots actively and meaningfully engaged in Malawi links now and as they continue into adult life.
- Active engagement of young Scots and Malawians in serious conversations about good governance, civic engagement and effective leadership.

Increased **external** (public, media, partners, government and key influencers) awareness of Scotland’s links with Malawi, the SMP, and the SMP’s core narrative of dignified partnership amongst the wider population of young Scots and Malawians, who then go on to inspire others. With young people seen as an integral part of key national discussions around good governance and national development.

6 Practical support and sharing:

Increased **internal** (SMP and MaSP members, Board, Secretariat) support for links with Malawi, with:

- Increased awareness of who is doing what across Scotland's links with Malawi.
- Increased open and honest two-way shared learning between members.
- Increased capacity, expertise and effectiveness within Scotland's links with Malawi.
- Increased Malawian insight, knowledge and perspective within Scotland's Malawi links.
- Increased number of connections and collaborations between SMP members, for greater impact.
- Increased active involvement of SMP members out of the central belt.
- Increased success rate of Scotland-Malawi collaborations.

Increased **external** (public, media, partners, government and key influencers) awareness and recognition of the role the SMP and MaSP play in supporting the bilateral relationship, and increased overall impact of Scotland-Malawi collaboration.

7 Integrating and influencing

Increased **internal** (SMP and MaSP members, Board, Secretariat) involvement in integrating and influencing, with SMP members having:

- Increased awareness and engagement of the SDGs.
- Increased access to and engagement of parliamentarians, political leaders and policy-makers.
- Increased engagement of MaSP and MaSP members.

Increased **external** (public, media, partners, government and key influencers) influence for the SMP, with:

- Scotland-Malawi civic-led cooperation being welcomed as an innovative and effective model in the delivery of the UN SDGs.
- Increased awareness of, support for and engagement with Scotland's links with Malawi amongst all Scotland's elected representatives.
- Scotland Malawi Partnership having an influential role within key structures across Scottish civic life, and using this positioning to advance the Partnership's core narrative around dignified partnership.
- The Scotland Malawi Partnership and its members heralded as a model for inclusive community-led development and collaboration, which others can follow.

SECTION 6: 2017-20 Theory of Change:

