



# 2021-23 Strategic Plan



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### **Executive Summary:**

The Scotland Malawi Partnership (SMP) is the national civil society network coordinating, representing and supporting the many people-to-people links between our two nations.

This Strategic Plan, covering April 2021 to March 2023, sets out how the SMP will:

1. **Strengthen and coordinate its members' links**, through information, advice, events and forums
2. **Inform and inspire the public** about the people-to-people model of dignified partnership
3. **Celebrate and support the next generation** of young people leading the relationship
4. **Influence others & represent members' interests**, ensuring continued public & political support
5. **Develop its own organisation**, increasing our impact, efficiency, governance and effectiveness.

For each of these five strands of work, this strategy sets out what the Partnership will **continue**, what it will **consolidate**, and what it will **adapt**, to ensure it can succeed through these changing and challenging time.

This Strategy is informed by: feedback from the SMP's last full Strategic Plan (2017-20); the Partnership's 2020-23 core funding agreement with the Scottish Government; and the unique set of circumstances over the last year, including the Covid-19 pandemic, the inspiring Black Lives Matter movement, and major changes in and with the Scottish, UK and Malawian governments and parliaments.

The SMP is committed to remaining an agile organisation. Through these difficult and dynamic times this is more important than ever. This strategy therefore offers a direction of travel rather than strict step-by-step deliverables which must be adhered to: the SMP will be principally led by the evolving needs and priorities of its members and partners.

Scotland stands with Malawi, in friendship and solidarity, as both our nations navigate these testing waters.

## **Background**

### **i. About this Strategic Plan: Process followed in adapting for Covid:**

Through 2019 and into 2020 the Scotland Malawi Partnership consulted its members, partners, funders and key stakeholders, seeking input to what would have been its 2020-23 Strategic Plan. There was strong support for the SMP's existing work from all those consulted, so a three-year strategy of "continuity and consolidation" was developed and, in April 2020, was about to be signed-off just as the full force of Covid-19 pandemic was hitting Scotland.

The SMP Board made the decision not to sign-off and implement this strategy as it was clear that so much had changed for Scotland, Malawi and the SMP membership as a result of Covid-19. Instead, the Partnership developed, published and delivered an exceptional [Covid-19 Response Strategy and Covid-19 Risk Register](#), to guide the charity's work for at least the next 12 months. Through 2020-21, the SMP continued to deliver on its Scottish Government core funded commitments, albeit moving all events and engagements to digital channels, as well delivery its new Covid-19 Response Strategy.

Feedback from members and stakeholders in the end of year review was exceptionally positive, with a strong sense that the SMP had stepped-up to this unique set of challenges well, re-inventing itself as a digital network and delivering Covid-19 Coordination services praised by the President of Malawi.

The SMP Board recognises that the challenge of Covid is a very long way from being over, with almost no Scotland-Malawi travel, worryingly low vaccination rates in Malawi, immense funding challenges, schools struggling to catch-up, and the constant threat of new variants hanging over both nations. However, the Board feels it is important not to entirely forget the 2020-23 Strategy, as was, given so many in Scotland and Malawi had fed their needs, hopes and priorities into the planning.

Accordingly, in June 2021 the Board signed-off this updated strategy, covering the remaining two years of this strategic period 2020-23 (which allows us to keep our organisational planning co-terminus with our Scottish Government core funding contracts). We return to the original five strands which were agreed but never published, 12-months ago:

- 1. Strengthen and coordinate our members' links**, through information, advice, events and forums
- 2. Inform and inspire the public** about the people-to-people model of dignified partnership
- 3. Celebrate and support the next generation** of young people leading the relationship
- 4. Influence others & represent members' interests**, ensuring continued public & political support
- 5. Develop our own organisation**, increasing our impact, efficiency, governance and effectiveness.

For each, we had a set of strategic aspirations framed around the twin objectives of "continuity and consolidation". We recognise that, with so much changed and still changing, now is not the time simply for "continuity and consolidation", so we add a third section to each of the five strands: "adaptation".

This 2021-23 Strategy describes how the SMP will deliver these five strategic objectives, requested by the SMP membership. For each, this document describes what the Partnership will *continue*, what it will *consolidate*, and what *adaptation* the SMP will make to ensure we can succeed in this changing and challenging time.

Finally, the SMP Board is keen to note that it recognises that in testing times like these, it is those organisations that respond fastest, those who have the agility to re-shape themselves to adapt to changing needs, challenges and opportunities, that will succeed. Organisational agility has always been a strength for the Partnership: this is now more important than ever. The Board therefore highlights that this Strategy sets an *aspiration* for the coming 2-years, not dogma that must be followed. It encourages and expects the SMP secretariat to continue to listen to the needs and priorities of its members in Scotland and partners

in Malawi, adapting any aspect of what is here described, as required, to best support the bilateral relationship through these extraordinary times.

Recognising that the pandemic has not ended, the SMP's Covid-19 Response Strategy will continue to guide the SMP's response in this area, in conjunction with this 2022-23 Strategy.

## **ii. About the SMP:**

The [Scotland Malawi Partnership](#) (SMP) is the national civil society network coordinating, representing and supporting the many people-to-people links between our two nations. It is a Scottish Charitable Incorporated Organisation (SCIO), SC050781.

We represent a community of 109,000 people in Scotland with active links to Malawi. This is part of a shared history that dates back 160 years to the travels of Dr David Livingstone.

We believe the hundreds of partnerships which unite Scotland and Malawi represent an innovative new approach to international development. This is an approach based not on 'donors' and 'recipients' but on long-standing, mutually-beneficial community-to-community, family-to-family and people-to-people links, each on its own quite modest in scale but, together, a formidable force for progressive change.

We exist to inspire the people and organisations of Scotland to be involved with Malawi in an informed, coordinated and effective way for the benefit of both nations. We do this by providing a forum where ideas, activities and information can be shared on our [website](#), through our [online mapping tool](#), [publications](#) and through regular [forums, training events and stakeholder meetings](#). In this way, we harness experience, expertise and enthusiasm from across Scotland and help inspire each new generation of Scots and Malawians to become involved together, in a variety of innovative new ways.

The SMP is core funded by, but independent of the Scottish Government, as part of its own outstanding [Malawi Development Programme](#) and we are extremely grateful for this far-sighted investment by successive governments.

We are a membership organisation representing more than [1,200 Scottish organisations and key individuals](#), including half Scotland's local authorities, every Scottish university and most of its colleges, 250 primary and secondary schools, dozens of different churches and faith-based groups, hospitals and Health Boards, businesses, charities and NGOs, and a wide range of grass-root community-based organisations. Our work permeates almost all aspects of Scottish civil society. Any Scottish organisation or individual with a link to, or interest in, Malawi is welcome to join the Scotland Malawi Partnership. It is [quick and easy to join online](#).

By creating a single space for all organisations and individuals in Scotland currently engaged with Malawi to come together, we help reduce duplication of effort, add value to Scotland's historic civil society relationship with Malawi, and contribute towards poverty alleviation in Malawi.

A [2018 University of Edinburgh](#) study estimated that the SMP membership contributes over £49 million in time, resources and money to their links with Malawi each year. This activity directly benefits 2.9 million Malawians and 260,000 Scots annually. In total, more than 208,000 Malawians and 109,000 Scots are actively involved in links between the two countries, making the SMP one of the UK's largest cross-community networks engaged in international development.

A separate [2018 paper](#), by a University of Glasgow researcher, working from a randomly selected sample of 449 Scots, found that roughly 45% of Scots could name a friend or family member with a connection to Malawi, and more than 75% of Scots were supportive of these links, with less than 1.5% opposed. There is arguably no comparable north-south, people-to-people bilateral relationship with this degree of public engagement and support.

The Partnership continues to be buoyed by the growth in both the quantity and quality of civil society connections between Scotland and Malawi. The difference these links make in terms of combating poverty in Malawi and inspiring greater awareness in Scotland has been widely recognised from the outset as something immensely worthwhile.

As a network, we are an energetic coalition of civil society actors who believe in sustainable development through *dignified* partnership. We asked around 200 Scottish and 200 Malawian organisations to identify the principles which underpin such a partnership and were excited to find a great convergence of opinion. This has been enshrined in our eleven [Partnership Principles](#): we, and all our members, hold ourselves accountable to these published principles.

Our work is not confined by a conventional understanding of charity and international development, with donors on one side and recipients on the other. It is about partnership, joint-working and friendship. In keeping with this model, we have a sister network in Malawi (the '[Malawi Scotland Partnership](#)') that manages all coordination in Malawi and is 100% Malawi-owned and Malawi-led.

The SMP is itself non-governmental and politically neutral. We are, however, active in representing our members' work in Holyrood (where we provide the secretariat for the [Malawi Cross Party Group](#)) and in Westminster (where we provide the secretariat for the [Malawi All-Party Parliamentary Group](#)). [All 129 MSPs](#) have SMP members in their region or constituency and [All 59 Scottish MPs](#) have SMP members in their constituency. There is unshakeable [all-party political support](#) for Scotland's historic friendship with Malawi amongst Scotland's elected leaders (see overleaf).

We are led by our members and exist to support them to inspire the people and organisations of Scotland to be involved with Malawi in a way which benefits both nations. We are active in coordinating, representing and supporting two-way dignified partnerships across a diverse range of areas including: [cultural links](#); [diaspora leadership](#); [environment and renewable energy](#); [faith links](#); [further and higher education](#); [gender](#); [governance](#); [health links](#); [local authorities](#); [primary and secondary education](#); [sport](#); [sustainable economic development](#); [tourism](#); [trade and agriculture](#); [water](#); and [youth](#).

Our overall aim 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.

Our work is delivered by a small but highly effective [staff team](#), and governed by a large, experienced and committed volunteer [Board of Directors](#), elected from and by our Membership.

We work to be as transparent and engaging as possible in everything we do. Every month, we deliver an ambitious series of diverse, high impact [events and activities](#), attended by members, partners, civic leaders, policy makers and other key stakeholders. Events such as our [Youth Congress](#) are co-designed by the SMP's Youth Committee. We share information and updates with our members and partners through the regularly updated [news pages of our website](#), through a dedicated weekly electronic bulletin, and through social media ([Twitter](#), [Facebook](#), [Instagram](#), [YouTube](#)).

Every six or twelve months we publish an Activity and Impact Report detailing exactly what work the Partnership has been engaged in and what this has been achieved. The most recent such report covers [April 2018 to March 2019](#), running to 147 pages, it includes the full detailed report of our independent expert assessors, the Corra Foundation, who scrutinize all our work.

**More information on the Scotland Malawi Partnership and our work can be found on our website ([www.scotland-malawipartnership.org](http://www.scotland-malawipartnership.org)). We also recommend Rev Prof Kenneth Ross' excellent book '[Friendship with a Purpose: Malawi and Scotland for Sustainable Development](#)' (2018) which sets out the historical and contemporary context of the SMP, and the [Official Report](#) from the September 2018 High-level Conference in Malawi, which articulates Malawi's vision for the next chapter in the bilateral friendship, and updates the 2005 [Malawi After Gleneagles](#) conference in the Scottish Parliament.**

### **iii. Impact, vision, mission, values and Partnership Principles**

#### **Impact Statement:**

In 2021-23, Scotland Malawi Partnership activities will coordinate, represent, support and develop the many dignified, two-way people-to-people links that unite Scotland and Malawi, and in so doing will help reduce poverty, improve wellbeing and increase social justice in both our nations, through our members' work.

#### **Vision:**

**The SMP exists to inspire the people and organisations of Scotland to be involved with Malawi in an informed, respectful, dignified, 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 formation of practical, sustainable solutions. It is through this friendship, trust and shared understanding 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, parliaments and national institutions. The model is predicated on mutuality of benefit, enabling both nations to overcome social challenges and meet the aspirations of the United Nations' Sustainable Development Goals.

#### **Mission:**

**We aim to foster links, consistent with our [Partnership Principles](#), between the two nations, and encourage the advance of sustainable development 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 members 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, cultivating collaboration, 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.
- Providing a platform that informs 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 III, the Scottish Government's International Development Strategy and the UN Sustainable Development Goals.

## 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 – 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.
- Member-led – We seek to be keenly attentive to the needs and aims of our members, allowing their priorities to shape our direction. Paramount in all our work is provision of the highest possible quality of service to our members.
- 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.
- Visible collaboration – We understand the sector(s) in which our members are operating, both in Scotland and Malawi, and foster collaboration in order to maximise impact.
- Social Justice – 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:

**P**lanning and implementing together

**A**ppropriateness

**R**espect, trust and mutual understanding

**T**ransparency and Accountability

**N**o one left behind

**E**ffectiveness

**R**eciprocity

**S**ustainability

Do no **H**arm:

**I**nterconnectivity

**P**arity (equality):

## **S.W.O.T. Review from 2017-20:**

Below is a summary of the key points collated from various surveys and consultations of members, staff, directors and partners of the SMP, 2017-20, exploring the strengths, weaknesses, opportunities and threats behind the SMP's work in this period. All of this has been actively considered in planning for 2020-23.

### **Strengths:**

- All-party political support Holyrood & Westminster (x5)
- Youth and schools (Y&S) engagement & reach (x4)
- Agile and responsive (x3)
- Media profile & positive coverage (x3)
- SMP/MaSP relations (x3)
- Resilience with team changes (x2)
- Member support/responsiveness (e.g. visa applications) (x2)
- Cost effective
- CEO & Chair Leadership
- Lobbying of DFID Malawi, CDC, British Council
- Support & advice to Members
- Scale & enthusiasm of Membership
- Willingness to go 'above & beyond duty'
- Public affairs
- Compelling narrative, easily shared
- Reach
- New Y&S projects – HLF & Connecting Classrooms
- Youth Committee – transparency & co-design
- Respect & engagement in Malawi
- Strong new Y&S relationships e.g. with DECs
- Mutual respect - SMP & SG Gov
- Board & Staff relations
- Approach to achieve deeper engagement – local authorities
- Focused approach to engage Faith groups
- Energy and vibrancy of events
- Excellent staff team
- Ability to deliver large-scale events
- Credible well-received publications
- Additional project funding
- Banners and pop-up exhibitions
- Internal working within staff team
- Annual external review
- Direct Debits for membership fees
- Diversity of membership
- Diversification of income and events
- City Chambers offices and venue space
- Scottish Government Core Grant

### **Weaknesses (/challenges):**

- Reliance on the SG for core funding (x5)
- Capacity & stretching of staff away from core responsibilities & quality risk (x5)
- Member database not fit for purpose (x3)
- Staff retention (x2)
- Very dependent on effectiveness of CEO
- Points of vulnerability at MaSP historically
- Few members update their member profile
- Member fees administration systems
- Public campaigning
- MSO role design - juggling competing priorities projects with reactivity, admin & events
- Political landscape & Local Authority engagement
- More time needed for school engagement
- Emphasis on Events limits school strategy development
- Pressure on Teachers' time
- Risk of curricular move away from Learning from Sustainability/Global Citizenship
- Lack of clear narrative about our value-add
- Local Authorities work yet to bear fruit
- Internet within the office
- Ability to share all Scot/Malawi media stories on website
- Retention of staff & HR systems
- Chichewa classes low uptake at times
- Schools able to attend Youth Congress
- Lack of gender diversity on some panels
- Lack of 'Buy Malawian' sales impact data
- Chief Exec time is finite
- Faith-based Members not engaging
- Lack of uptake from Scot Gov for work strengthening governance



## **Opportunities:**

- More of a 'one-team' MaSP/SMP ethos/strengthen relationship with MaSP (x5)
- Governance (x3)
- Support of former Secretary State - Rory Stewart (x2)
- Membership growth & associated revenue (x2)
- Funding diversification (x2)
- New funding opportunities
- Engage new large audiences
- More school twinning for genuine two-way relationship
- Returning Government of Malawi
- Post-Brexit Commonwealth opportunities
- Funding for Youth & Schools' work
- More time for engagement with MaSP teams – Youth & Schools
- Handling of membership
- Mobilise Membership for Public Campaigning
- Direct flights

## **Threats:**

- Staff retention for career progression with succession plan (x4)
- Independence from the Scottish Government (x3)
- Risk of removal of core SG funding (x3)
- Brexit risk of decreased SG ID fund (x3)
- Use of City Chambers for offices (x2)
- UK political uncertainty, less internationalist agenda, risk to 0.7% & harder 'sell' (x2)
- Negative political developments in Malawi
- Logframes an unsuitable measurement tool
- Over reliance on quantitative research
- Others emulating SMP approach & cohorts
- Compliance around GDPR & lobbying bill
- Safeguarding - reputation for sector
- A new Board Chair
- Not all officials understanding the SMP's core function, approach and value

## What Changed in 2020/21:

The SMP recognises that it is not possible to draw learning from a SWOT analysis conducted in February 2020 without stopping to ask what changed in 2020/21 – a year of near unprecedented change and challenge.

Moreover, it is critical that our response to the COVID crisis and the devastating impact that it has had on progress throughout the low income countries – and Malawi, in particular - reflects the magnitude of the shock.

The global commitment to the UN *Agenda 2030 vision* and to the *SDGs* must steer this response: notably as we genuinely address the imperative of *Leave No One and No Country Behind*, and seek to support the *Furthest Behind First*. Malawi is unambiguously one of the *furthest behind*.

Here we identify the top factors that we feel changed in 2020/21 for the bilateral relationship and, for each, candidly identify key strategic challenges and opportunities.

<u>Covid-19:</u>	
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Endorsement of our overarching reciprocal approach – this is a crisis <i>both</i> nations experienced at same time, so uniquely valuable to have two-way learning.</li> <li>• Digital events allow far greater participation – more people, more Malawians, more senior speakers.</li> <li>• Significant mobilisations around the SMP’s covid response/coordination work, with hundreds of organisations joining these monthly Zoom meetings.</li> <li>• Closer joint SMP-MaSP working.</li> <li>• Reduced air travel, in keeping with climate commitments.</li> <li>• SMP’s position and profile enhanced, with early adoption of digital mass-participation meetings working well.</li> <li>• Digital work has made it easier to have youth leadership – Youth Festival reaching 250,000.</li> <li>• Innovative new digital media, including ‘People to People’ Podcasts.</li> </ul>	<p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>• Continuing public health risk, especially in Malawi with low vaccination levels, with potential vulnerability to new variations everywhere.</li> <li>• Almost no Scotland-Malawi travel with countless visits suspended or cancelled.</li> <li>• Many member’s projects and partnerships paused or ended.</li> <li>• No face-to-face meetings/events and considerable uncertainty about how/when will return.</li> <li>• Huge pressure on schools, with most school links dormant.</li> <li>• Some suspicions and tensions in Malawi against international partners (e.g.vax disinformation).</li> <li>• Many have less energy and bandwidth for international engagements, given pressures at home.</li> <li>• Unequal digital access in Malawi (and Scotland).</li> <li>• All SMP staff homeworking and office closed, with significant pressure on staff.</li> <li>• Some major events (e.g. David Livingstone Alexander McCall Smith Operetta) unlikely to ever take place.</li> <li>• New potential digital safeguarding risks.</li> </ul>

<u>Black Lives Matter:</u>	
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Strong alignment to the <a href="#">PARTNERSHIP Principles</a> the SMP has spent the last 9 years actively advocating.</li> </ul>	<p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>• At times, too little listening to Malawi and acting on Malawi’s priorities, instead assuming what Malawi’s priorities should be.</li> </ul>

<ul style="list-style-type: none"> <li>• Opportunity to talk about sensitive topics around power and equality.</li> <li>• Opportunity to challenge and develop the Partnership.</li> <li>• New audiences engaged and interested in learning about themes of global justice.</li> <li>• SMP and MaSP's <a href="#">joint statement on Black Lives Matter</a> widely praised.</li> <li>• Strong foundations for new work to '<a href="#">Build Back Better</a>': e.g. <a href="#">People to People Podcast</a> and <a href="#">2021 Digital Youth Festival</a> digging into themes of race and equality, and David Livingstone legacy work.</li> <li>• Samson Kambalu's commissioning for the fourth plinth in Trafalgar Square gives a positive, constructive, inspiring, Malawi-led narrative.</li> </ul>	<ul style="list-style-type: none"> <li>• At times, too much jargon – assuming the Scottish/UK zeitgeist, language and culture is understood and relevant in Malawi.</li> <li>• At times, well-meaning but over-zealous activists attempting to close-down space for Malawians to share their views, arguing they are 'not qualified'.</li> <li>• At times, more interested in apologising for the past, to the exclusion of making a more just future.</li> <li>• At times, people looking to build their credentials by criticising others, rather than working collaboratively to change and improve.</li> </ul>
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<b><u>Malawian Government &amp; Parliament:</u></b>	
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Malawi found to be only country that strengthened governance through pandemic.</li> <li>• Malawi High Court Judges given Chatham House Prize by HM The Queen.</li> <li>• Inspiring new President of Malawi, passionately committed to strengthening governance with far-sighted commitment to development for all.</li> <li>• Malawi voted <i>The Economist</i> newspaper's '2020 Country of the Year'</li> <li>• Malawi President accepted SMP Hon Co-Patron role, speaking at SMP AGM, setting Scotland three challenges – Malawi setting the agenda.</li> <li>• One former MaSP Chief Executive and one former MaSP Board Member in the Malawian Cabinet.</li> </ul>	<p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>• Very high expectations on the new government, with Covid and global economic contraction making this a uniquely difficult time.</li> <li>• Limited capacity in the Government of Malawi.</li> <li>• Variable bandwidth and internet connections continue to bias some digital engagement.</li> <li>• Negative assumptions and bias in the UK media means there is often greater willingness to report negative stories about African governments than positive ones.</li> <li>• It is not easy for those in rural and remote Malawi to engage/access central government.</li> </ul>

<b><u>Scottish Government &amp; Parliament:</u></b>	
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Principles from Scottish Governmental international development review strongly aligned to SMP's Partnership Principles.</li> <li>• Strong Parliamentary engagement (debate and committee enquiry) through Scottish Government international development review.</li> </ul>	<p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>• Scottish Government international development review created a lot of uncertainty at a critical time when charities were trying to cope with Covid.</li> <li>• Some continuing uncertainty around outcome from SG review, including degree of open,</li> </ul>

<ul style="list-style-type: none"> <li>• Manifestos of all five parties in May 2021 Holyrood election supportive of Malawi links.</li> <li>• All five party leaders fully supportive, having given quotes of support and endorsement.</li> <li>• Malawi Cross Party Group (CPG) remains active and vocal, with strong support from all parties.</li> <li>• New links between, and digital joint meetings with, Holyrood CPG and Malawi APPG in Westminster.</li> </ul>	<p>transparent grant-making, accountability and due process.</p> <ul style="list-style-type: none"> <li>• End of Scottish Government’s Small Grants Programme</li> <li>• Some members now facing financial challenges as a result of reduced funding opportunities.</li> </ul>
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<b><u>UK Government &amp; Parliament:</u></b>	
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Scotland Office eagerly engaging the SMP – very positive and constructive relations.</li> <li>• FCDO Malawi eagerly engaging the SMP with former Head of DFID Malawi now British High Commissioner.</li> <li>• UKVI responsive and helpful as the SMP supports UK Visa applications from Malawi.</li> <li>• COP26 postponed and not cancelled.</li> <li>• Strong support from Scottish MPs and Peers.</li> <li>• Malawi All-Party Parliamentary Group still strong.</li> <li>• New links and digital joint meetings with Malawi CPG in Holyrood.</li> </ul>	<p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>• DFID effectively disbanded, through merger with the FCO.</li> <li>• UK broken 0.7% GNI international development commitment (despite promises to the contrary).</li> <li>• At senior level, moral foundations of progressive internationalism appear to have been replaced with international engagement solely for domestic (economic, political, security) interests.</li> <li>• Some members now facing financial challenges as a result of reduced funding opportunities.</li> <li>• Increasing gap between UK Gov rhetoric and actions: (e.g. videos published celebrating UK Aid projects for a Ministerial visit which have actually had very significant funding cuts).</li> </ul>

## **2021-23 Strategic Plan – Structure & Theory of Change:**

### **Structure:**

The detailed consultations we have undertaken with members, partners, funders, staff and directors of the SMP indicate a high level of satisfaction with the Partnership's work and the direction of travel. We therefore had planned 2020-23 to be a period of **continuation** and **consolidation** for the SMP as we continue to find innovative new ways of strengthening and supporting the myriad historic links between our two nations. The impact of the pandemic, combined with recent cultural and political changes, means that, above and beyond this continuation and consolidation, there are also essential areas of **adaptation** which are required to achieved the stated strategic objectives. We will continue to work in an agile manner, responding quickly to our members needs and priorities, and to new opportunities as they arise.

Informed by all the feedback we have received, the SMP Board proposes five strands of activity for 2021-2023.

In 2021-23 the SMP will:

- **Strengthen and coordinate our members' links**, through information, advice, events and forums.
- **Inform and inspire the public** about the people-to-people model of dignified partnership.
- **Celebrate and support the next generation** of young people leading the relationship.
- **Influence others and represent members' interests**, ensuring continued public and political support.
- **Develop our own organisation**, increasing our impact, efficiency, governance and effectiveness.

The remainder of this document details how the SMP will advance these five strands through **continuation**, **consolidation** and **adaptation**.

### **Theory of Change:**

The principle way in which the SMP will look to communicate its strategic plans through 2021-23 is through an online, interactive [Theory of Change](#). This document, shows on a single page what the SMP is, how it is governed and managed, and how it relates with its sister network the Malawi Scotland Partnership (MaSP).

The link [[www.tinyurl.com/SMP2020-23ToC](http://www.tinyurl.com/SMP2020-23ToC)] allows viewing of the whole Theory of Change (also pasted overleaf). Clicking the green 'Play Presentation' button in the bottom left-hand corner, and then the 'next slide' (right pointing arrow) button, the different sections of the Theory of Change can be explored in detail. Many of the boxes of the Theory of Change have icons on the right-hand side of them, clicking these brings up the relevant webpage for further information.

Most significantly, the Theory of Change tracks:

Inputs > Strategic Goals > Activities > Outcomes > Impact

Each of the five strands has its own outcomes and, together, all these outcomes contribute to the overarching impact:

- 1) Increased NUMBER of Scotland-Malawi links
- 2) Increased EFFECTIVENESS of Scotland-Malawi links
- 3) Increased IMPACT of Scotland-Malawi links

...Leading to...

Improved lives, well-being and happiness of the people of Malawi and Scotland



## **STRAND ONE: Strengthen and coordinate our members' links, through information, advice, events and forums**

### **We will *continue* to:**

- **Listen** to, and learn from, members' needs and priorities
- **Energize** our members' work through a range of lively, inspiring and engaging activities
- **Inform** members about news, information, events and opportunities relevant to them
- **Support** members by answering enquiries, securing visas and funding, and through other practical assistance
- **Share** learning, experience and expertise between members
- **Strengthen** our members' work through a values-led focus on Partnership Principles
- **Connect** our members together through active networking, building new collaborations
- **Convene** member-led forums for constructive, useful discussion and planning with tangible benefits
- **Coordinate** our members' work through our online database and mapping tools
- **Reach out** beyond the central belt, meeting with our members across Scotland

### **We will *consolidate* by:**

- Developing innovative ways to **share Member expertise** and learning between members. We recognise that new contacts are often made through networking at our events and, from this, learning and expertise is often shared, but this can be an inefficient and randomised interaction. We will explore ways for members to be able to capture and share 'nuggets of expertise' in specific areas, for example through short one-minute videos, which can be collated online and searched thematically. A member with a specific challenge or question, like 'how do I make my school partnership sustainable', will be able to easily tap into a range of different experiences and learning, recognising that there is no one correct way of doing things and a highly degree of diversity within our membership.
- Having more direct **member engagements** to connect with, and really understand, our members' work and priorities. We aim to have at least 50 different meetings a year with our members, with the offer to meet new members and annual outreach visits (digital or in-person) to further afield parts of Scotland.
- Prioritising our **governance** work, including through our *Years of Governance Strengthening* programme, with consideration as to how best to continue this work beyond 2022.
- Increasing support for **members' fundraising** by our own development of relationships with key funders, disseminating more information on our website, and giving active support and encouragement for members.
- Strengthening our **Member Forums**, as our core channels for member engagement, with:
  - A dedicated webpage for each, regularly updated with news and updates, and potentially a new interface on the website allowing us to show the web-profiles of those members who attended meetings (if they wish).
  - An annual calendar of meetings set at the start of the year, thus keeping members informed and ensuring discussion continues between meetings, while remaining agile enough to schedule short-notice meetings around Malawian visitors, whenever possible.
  - Clear, visible outputs between meetings regular online updates.
  - New forums/networking activities which bring together members working in the same geographic area of Malawi.
  - Opportunities for members to set the agenda within forums and propose additional forums.
  - Strong member networks built around our forums.

- New technology used to support remote linkage and input for all meetings.
- Strengthening our communication of the **membership offer**, with a clear and compelling narrative about tangible benefits to our members.
- Improving our systems to listen to **members' needs and priorities** as we go: being able to get live feedback, with members regularly asked their views and priorities.
- Developing our weekly **Bulletin**, as our most important member communication, with active efforts to increase readership, reach and strategic outcomes, through:
  - Additional analysis and development based on what features have the most click-throughs.
  - Increased member-led content: member blogs and vlogs, 'member of the week', telling our members' stories and creating mechanisms for exchanges between members, so readers feel part of a community and not just passive consumers of news.
  - Information about what the staff team is doing each week.
  - Monthly investigation of email bounce-backs, to ensure up-to-date contact details.
  - Historical Bulletins to potentially be made available to members online.
  - Members encouraged and supported to update their web-profiles and greater interaction with, and signposting to, these profiles and the online mapping.
  - Clear calls to action.
  - A prominent advertising space for corporate partners.
  - Bulletin open to non-members, to help drive recruitment

We will **adapt** by:

- Continuing to have most **events and engagements on digital** platforms such as Zoom, to allow mass participation through continuing Covid restrictions.
- Full videos from digital events available for duration of this plan on a dedicated web-page for every past event.
- Actively invest in **building digital inclusivity**, most especially in Malawi. This means supporting those in Malawi who lack the hardware, connectivity or bandwidth, to be able to have an active and meaningful role in SMP and MaSP digital events.
- Once restrictions allow, **migrate to hybrid events** which aim to re-capture the face-to-face human element which has been lost, while keeping the advantages of digital. To make this migration in a flexible and phased way, looking to learn lessons as we go and listen actively to, and be led by, the views and experiences of our members.
- **Supporting our members hardest hit by the pandemic**, including those involved in the travel industry and those who are experiencing financial uncertainty due to Covid and Government cuts, by highlighting their needs and promoting their work.
- Actively **exploring new areas of growth** in the bilateral relationship, for example agri-business and sports for change, to help maintain energy and momentum while other areas are necessarily dormant.
- **Regularly consult members** to understand how their work with Malawi is affected by the continuing changes and uncertainty, and offer an evolving package of services to respond to these changing needs.



- Continue an active programme of **Covid Coordination**: with regular Covid Coordination Zoom meetings, linking with the key leaders in Malawi; information dissemination to our members; promotion of Covid appeals; and support for the vaccination programme.
- Make clear how the **Scottish Government international development principles** relate to the Scotland-Malawi Partnership Principles, and clearly articulate how the SMP and its members are working to both.
- Include a strong focus on **race and equality, and climate change**, in our programme of events, including new partnerships and engagements for Black History Month in 2021 and 2022.
- Actively pursue new channels which will support Scots to listen to, and be accountable to, a **range of diverse voices in Malawi**, ensuring new work is driven predominantly by priorities in Malawi.
- Increase our own **organisational transparency**, using innovative new digital tools to help our Board, partners, funders and members, see what we are doing in real time, get involved and feed in their views.

### **OUTCOMES:**

- Increased active membership
- Members' Malawi links strengthened
- Experience and expertise shared within membership
- Increased coordination and reduced duplication of effort
- Activity aligned with 11 PARTNERSHIP Principles

### **IMPACT**

These outcomes will contribute to:

- 1) Increased NUMBER of Scotland-Malawi links
- 2) Increased EFFECTIVENESS of Scotland-Malawi links
- 3) Increased IMPACT of Scotland-Malawi links

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## **STRAND TWO: Inform and inspire the public about the people-to-people model of dignified partnership**

### **We will *continue* to:**

- **Mobilise** and engage the media to raise awareness of the bilateral relationship
- **Utilise** social media channels to share our news and core messages
- **Communicate** externally the scale, value and impact of the bilateral relationship
- **Amplify** our members' own stories and voice, helping this reach a wide audience
- **Understand** and share the human impact we are having, in Scotland and Malawi
- **Unify** the many Scotland-Malawi links through a shared, member-driven narrative and brand
- **Celebrate** our 160-year shared history, our friendship, our values and our approach

### **We will *consolidate* by:**

- Doing more to tell members and the public **what the SMP stands for** and highlight the breadth and impact of our work, through the Bulletin, website, staff blogs, social media, and member involvement.
- Having a strengthened narrative on **impact**: our impact as a network, our members' individual impact and the impact of the bilateral relationship as a whole.
- Enhancing our use of **video**, with:
  - 2-3 key front-facing headline videos with animations/infographics which explain key aspects of what the SMP is, what we do and what we believe.
  - Efforts to increase the reach and audience of our video outputs on YouTube.
  - Members encouraged and supported to create and share their own video content to show their work.
  - Video production/editing training for members, staff and Directors.
  - Short, regular, snappy videos showing SMP outputs and activities.
  - Exploring novel campaign-related ideas for generating video content.
- Strengthening our **website**, with:
  - A new website on a different platform, as 'Concrete 5' is no longer updated
  - Every webpage physically signed-off as up-to-date twice a year.
  - A prominent section of the website specifically about what we are doing now, with dedicated pages for each piece of work, such as forums.
  - Scotland-Malawi news stories, contemporary and historic, on our website.
  - Specific section about Scottish Government-funded work in Malawi.
  - A prominent income-generating advertising space on the homepage and possibly paid for content in the 'visit Malawi' section.
  - Member discussion forums either re-energised or deleted.
- Doing more to engage the **media**, with:
  - Efforts to connect members with local media.
  - Develop channels to encourage and support members to tell their stories across different media, including short blogs, video blogs, photography, interviews, etc.
  - Opportunities in new media, such as YouTube channels and podcasts, explored and piloted.
  - New, quirky and, potentially disruptive, media opportunities developed, to get our core messages across in different ways, such as public challenges, campaigns or stunts which get people thinking, capture the public's imagination, mobilise members and generate media interest.

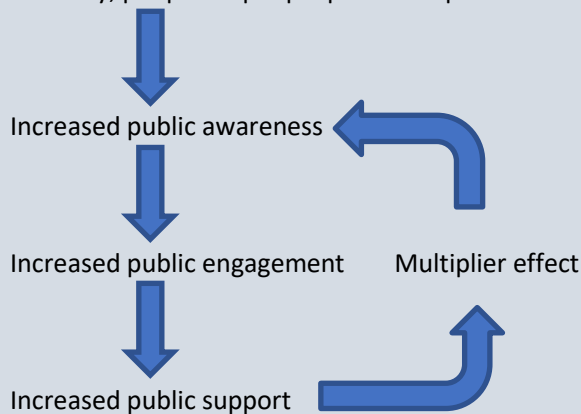
- Explore further use of SMP Ambassadors to advance our core narrative. All use of celebrity supporters must be within our core values and in support of our core narrative of *dignified partnership*.

We will **adapt** by:

- Continuing a significant investment in **digital outreach**, with appropriate events available on Zoom but also livestreamed on Facebook.
- Learn from and build on the 2020 Digital Youth Festival, which reached over 250,000 online, in planning future **mass-outreach digital engagements**.
- Challenge a political shift away from international development by supporting a **regular stream of good news stories** in the media and on social media, where possible.
- Having a '[Build Back Better](#)' webpage, outlining what the SMP is doing differently as a result of Covid and other changes, and making it easy for members, partners and the public to feed into this work.

**OUTCOMES:**

Greater dissemination of Core narrative: model of international development driven by dignified two-way, people-to-people partnerships



**IMPACT**

These outcomes will contribute to:

- 1) Increased NUMBER of Scotland-Malawi links
- 2) Increased EFFECTIVENESS of Scotland-Malawi links
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## **STRAND THREE: Celebrate and support the next generation of young people leading the relationship**

### **We will *continue* to:**

- **Support** school partnerships, with a focus on two-way educational benefits
- **Host** School Forums to support teachers and facilitate shared learning
- **Support** two-way reciprocal visits for young people
- **Inspire** more young people to become involved in the bilateral relationship
- **Listen** to young people and help to share and amplify their voices and views
- **Convene** an annual Youth Congress bringing together young people and teachers across Scotland
- **Recognise** and support the essential role of youth-leadership in environmental issues and the Sustainable Development Goals

### **We will *consolidate* by:**

- Exploring alternative modes of engagement with **schools, teachers and young people**. As we increasingly recognise that lack of funding makes it harder for teachers to attend events. Alternative modes of engagement could include:
  - The use of online forums.
  - Holding smaller regional events with delivery partners such as the local Development Education Centre.
  - Developing workshops on topics relating to Malawi to deliver in schools.
  - Making teachers aware of the SMP offer at the start of each school year allowing forward planning.
- Continuing to support teachers and school leaders in school partnerships through:
  - **Offering opportunities for networking and sharing of ideas such as the Schools Forums**, promoting the use of school partnerships and Global Citizenship Education in schools to further the inclusion of Learning for Sustainability across the curriculum.
  - **Continued partnership working** with organisations such as the IDEAS Network and the British Council, particularly through the successful delivery of the Connecting Classrooms through Global Learning programme in Scotland.
  - **Working with colleagues at MaSP** to offer a coordinated approach to support for schools in Malawi and Scotland, particularly encouraging the use of the Partnership Principles.
- Engaging and inspiring more young people to be involved and champion their own links through:
  - Using our growing base of highly engaged youth members to **encourage others to become involved**, by increasing their visibility in SMP events and campaigns.
  - Building on the co-design model used by our Youth Committee to **deliver a peer-led programme of engagement**.
  - **Promoting youth engagement** in Scotland and Malawi's progress towards the SDGs.
  - An active commitment to campaigning and acting on matter of **climate justice**.
- Amplifying the voices of young people in our membership by:
  - Including youth members in different levels of discussion offered by the SMP.
  - Maintaining a strong youth voice on our own Board of Directors: for example, by having *ex-officio* Youth Forum member participate in Board meetings
  - Using **the Youth Committee as a co-design partner** for events and campaigns.
  - Encouraging and supporting them to become activists for SDGs and **champions of their own links** to Malawi.
  - Supporting young people to create media highlighting and sharing their own experiences.

We will **adapt** by:

- Taking time to consult schools and youth groups in Scotland and Malawi to understand the pressures they are under, the priorities they have and how the SMP can best support their work in this context. Informed by this, developing a **new strategy for youth and schools engagements**, with a newly packaged offering to schools, for the autumn of 2021.
- Learning from the past three years to review how we work with the **Youth Committee**.
- Learning from the success of the 2020 Digital Youth Festival to develop further ambitious, far reaching, innovative digital mass-outreach engagements.
- Include a strong focus on race and equality, and climate change, in our revamped youth and schools work, including educational material for Black History Month in 2021 and 2022.

**OUTCOMES:**

- More young people aware of Malawi links
- More young people inspired to become involved
- Increased number of school partnerships
- Increase positive impact of school links and youth activity

**IMPACT**

These outcomes will contribute to:

- 1) Increased NUMBER of Scotland-Malawi links
- 2) Increased EFFECTIVENESS of Scotland-Malawi links
- 3) Increased IMPACT of Scotland-Malawi links

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## **STRAND FOUR: Influence others and represent members' interests, ensuring continued public and political support**

### **We will continue to:**

- **Represent** our members' work, their interests and priorities
- **Maintain** the public and all-party political support for Scotland-Malawi links
- **Engage** constructively the Scottish, UK and Malawian governments
- **Advocate** for improvements in UK visa policy and handling
- **Collaborate** with others lobbying for maintained/enhanced international development commitments
- **Provide** the secretariat of the Malawi Cross/All-Party Groups in Holyrood and Westminster
- **Brief** all 129 MSPs and all 59 Scottish MPs on our members' work in their constituencies/regions
- **Support** the constructive synergy between government, parliament and civil society
- **Inspire** the private sector to become involved for sustainable economic development
- **Prioritise** strengthening good governance at every level
- **Encourage** the wider adoption of our model of civic-led, dignified, people-to-people partnerships

### **We will consolidate by:**

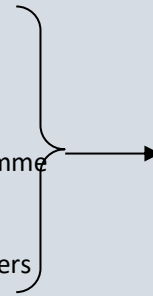
- Increasing **MSP and MP voice** in our lobbying and advocacy work, aiming to get a quote/soundbite/video from MSPs and MPs of all parties.
- Exploring facilitating **constituency meetings** for MSPs and Scottish MPs to meet with SMP members in their constituency.
- In addition to our existing Holyrood and Westminster **Constituency Mapping** documents, which disaggregate all our members across the constituencies/regions, exploring inclusion of **constituency webpages** which feed automatically from the online member directory.
- Using the **2021 Holyrood election** to advance our members' work and the Scotland-Malawi relationship, by feeding in to the manifesto-writing processes.
- Building new links with the **private sector**, including new corporate partnerships.

### **We will adapt by:**

- Join with others in standing in robust opposition to the decision by the UK Government to renege on the UK's **0.7% GNI aid commitment**, while maintaining the SMP's party political neutrality.
- Lobby the Scottish Government to re-start, in some form, its **support of smaller organisations** after the cancellation of the Small Grants Programme and hold the government accountable to its international development principles, advocating for fair, open, transparent and inclusive grant-making.
- **Positively engage politicians**, of all parties, to support and encourage a more positive engagement of the international development community.
- **Positively making the case to the public** that the Covid-19 pandemic only increases the value and importance of global solidarity and progressive internationalism, exposing the mutual dependence not least in terms of global health, and advocating against further international development cuts through times of economic contraction.

## **OUTCOMES:**

- 100% all-party political support for Scotland-Malawi links
- Members' interests and priorities represented
- Good government policy which supports Scotland-Malawi links
- Increased effectiveness and impact of Governmental Malawi programme
- Strengthened governance in Malawi & Scotland
- Increased sustainable and ethical trade, investment and tourism
- Wider adoption and emulation of the Scotland-Malawi model by others



Constructive synergy between government, parliament, business and civil society

## **IMPACT:**

These outcomes will contribute to:

- 1) Increased NUMBER of Scotland-Malawi links
- 2) Increased EFFECTIVENESS of Scotland-Malawi links
- 3) Increased IMPACT of Scotland-Malawi links

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## **STRAND FIVE:      Develop our own organisation, increasing our impact, efficiency, governance and effectiveness**

### **We will continue to:**

- **Innovate** by developing new digital ways of working which are accessible, scalable and sustainable
- **Diversify** our own funding by building new income streams and new partnerships
- **Develop** our membership diversity and inclusion, and strive for gender balance in all our work
- **Invest** in our core systems: strengthening administrative systems and supporting our staff
- **Partner** with and be led by our sister network, the Malawi Scotland Partnership

### **We will consolidate by:**

- Strengthening our operational connections with **MaSP**, while maintaining our independence, with greater sharing between the two bulletins, more reciprocal promotion, etc.
- Investing in our **core administrative systems**, including through:
  - Member Administration Officer role
  - A new member database, ideally with some form of automated linking between the bulletin distribution list and the online database/member profiles
  - Strengthened member fee billing systems
  - Improved bandwidth of internet connection
  - A re-structured and improved shared-drive with remote access
  - A re-developed image library for use by staff and members
  - Standardised electronic template documents
- Better supporting and empowering our **staff**, with:
  - Annual review for all staff with clear, SMART objectives set at the beginning of the year which are shared internally, integrated together, and feed directly into our organisational work plans.
  - All staff supported to take full ownership of their work, with a high degree of autonomy for management of their projects.
  - Ensure staff know they are valued and celebrate their successes with the team, board and membership.
  - Regular CPD opportunities and an annual staff away day.
- Improving our **diversity**, with:
  - Data sensitively captured for all our events about the gender balance of those who attend and engage.
  - Commitment to gender balance in all our work, striving as far as is possible for 50/50.
  - An increase in the number of young people, Malawians and people from different backgrounds taking part in events.
  - Increased engagement and activity outside the central belt.
- Strengthening Governance within SMP by
  - Updating our **founding documents**, including the Memorandum and Articles of Association and Standing Documents, to reflect better the work of the charity in 2020-23 and the new legal landscapes.
  - Annual review of all policies by staff and sub-committees followed by ratification by the Board
  - Providing induction training for Trustees to all new Board members within 3 months of election
  - Annual review of all Board members including the Chair



- Continuing to prioritise SMP **income diversification**, with:
  - An active and bold approach to corporate partnerships
  - Continued engagement of FCDO
  - Relationship-building with potential non-governmental funders
  - Exploration of potential new partnerships and joint-funding applications
  - A policy which ensures additional non-core work generates unrestricted funds rather than simply covering costs
  
- Strengthening **monitoring, evaluation and learning**, with:
  - More concise reporting for the Scottish Government
  - First-hand case studies showing the benefits of membership across a number of engagements, including longitudinal data
  
- Experimenting with the **innovative use of technology**:
  - Using Zoom/Teams to allow our face-to-face events/activities to reach a wider audience, with remote participation and events recorded for future reference (without stifling discussion amongst those in the room)
  - Using digital engagements with members at larger events, for example Menti, to document discussions and outcomes more fairly and make engagements as interactive as possible.
  - Exploring the development of a Scotland-Malawi app, bringing together a range of services and information of use to members.

**We will adapt by:**

- Prioritising our staff and volunteers' mental health, especially as they continue to work from home.
  
- Take a phased, flexible and pragmatic approach to the return to the office, led by each staff member's individual circumstances as well as the operational needs of the organisation and the desire for a strong team dynamic.
  
- Continue to strengthen our own governance, ensuring that digital meetings increase rather than decrease our Board's effectiveness and ability to scrutinize and support the charity's delivery.

**OUTCOMES:**

- Increased efficiency, governance, effectiveness and staff satisfaction
- Increased impact
- Increased sustainability and resilience

**IMPACT**

These outcomes will contribute to:

- 1) Increased NUMBER of Scotland-Malawi links
- 2) Increased EFFECTIVENESS of Scotland-Malawi links
- 3) Increased IMPACT of Scotland-Malawi links

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## Scottish Government Core Funding:

Despite increased income diversification in 2017-20, the SMP remains strongly reliant on continued core funding from the Scottish Government. We are indebted to successive Scottish Governments for their far-sighted support of the Partnership, which in turn supports more than 1,200 different civic links with Malawi, unleashing a powerful multiplier effect.

We are specifically grateful to the Scottish Government for their commitment to continue their core funding of the Partnership for 2020-23. However, this funding is at an entirely flat-level, based on 2019-20 and therefore represents a real-terms reduction, when inflation is considered. This presents an on-going challenge to the Partnership which it looks to mitigate by working to increase non-governmental income to help offset cost increases over this coming triennium.

We will continue to work closely with the Scottish Government through 2020-2023, helping the Government deliver its international development strategy and further strengthen its Malawi Development Programme, while maintaining our independence.

The Scottish Government has required that 2020-23 core funded activity be structured around five priorities designated by them and listed below. It has also stipulated that the Scottish Government will not fund the SMP's work outside Scotland, for example representing members in forums such as the Malawi All-Party Parliamentary Group in Westminster, or the SMP's work to strengthen governance. While we are disappointed by this position, the SMP believes these are both essential parts of the Partnership's work, so these areas will continue, funded by the SMP's own unrestricted income, such as its membership fees.

SG Priority areas		SMP Impact	SMP Outcomes	SMP Outputs			
(1) Facilitate:	interactions and coordination between the full range of individuals and organisations with an interest in the Scotland Malawi relationship	Increased knowledge of, participation in, and impact of Scotland's civic links with Malawi, with increased depth as well as breadth of that participation to ensure impact	Maintain mutual understanding, coordination, effectiveness and impact as a result of SMP-hosted activities	Programme of Member Forums and networking events delivered to support the coordination of effort, reduced duplication and shared learning.	Total Programme of SMP and SMP-partnered events and activities for the delivery of this Outcome		
	the Scottish Government's International Development Strategy, and resulting opportunities, to the general public, public and private organisations, local authorities and schools in Scotland					information which may assist Scottish based organisations develop, implement and	Maintain awareness and understanding amongst key stakeholders of governmental and civil society work with Malawi
			Members receive regular SMP e-bulletins with updates and information about Scotland-	SMP website developed and maintained as national hub for Scotland-Malawi interactions	Member and public enquiries and requests responded to helpfully		

	improve their interactions with Malawi, including best practice			Malawi links				
<b>(3) Communicate across Scotland:</b>	Scotland's links with Malawi	the role that the Scottish Government funding has in supporting Malawian communities to build a brighter future for them and their country	Public awareness and engagement across Scotland of the bilateral relationship, the role of government and civil society, and the impact of this work	Social media used effectively to raise awareness of Scotland's links with Malawi, engage key stakeholders, disseminate core messaging and raise awareness of the SG's work	Videos produced and shared by the SMP to raise awareness of the SMP, its members, the SG, and our core messaging	Local and national media used to raise awareness of Scotland-Malawi links, and SMP/SG core messaging		
	the role that Scottish based organisations have in supporting Malawian communities to build a brighter future for them and their country							
<b>(4) Provide enhanced engagement</b>	with schools in Scotland and with young people, to form and continue mutually beneficial links with their counterparts in Malawi		Continued visible and meaningful youth engagement and youth leadership in the bilateral relationship.	Strengthened Scotland-Malawi school partnerships supported by the SMP	Schools Forum hosted by the SMP for the sharing of learning	Youth Congress hosted by the SMP, bringing together Scottish schools with Malawi links	Youth Committee used to inform SMP decision making	SMP Youth membership used to support direct youth engagement
<b>(5) Assist:</b>	Scotland's International Development Alliance with building capacity in the Scottish NGO sector in support of achieving the UN Global Goals in Malawi	the Scottish Fair Trade Forum with the implementation of policies that support Fair Trade in Malawi.	A coordinated and confident sector with strong collaborations, clear mutual understanding, effective two-way assistance and common objectives, if any, identified	Bi-annual Network Forum hosted with the Alliance and Fair Trade Forum to coordinate activities	Collaborate to support member training	Support for Scottish Government International Development Strategy: assisting constructive synergy between governmental and non-governmental efforts		
	The Association of Malawians in Scotland						Collaborate to support Malawi FT products	

The above structure varies from the member and Board-led structure outlined in this document, due to inclusion of work not funded by the Scottish Government in the SMP Strategic Plan.