



Strategic Plan 2014-2017



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



2014-2017 Strategic Plan

Impact:

In 2014-17, Scotland Malawi Partnership activities will help reduce poverty and increase well-being in Malawi and Scotland through the effective coordination and representation of, and support for, the multitude of dignified, two-way people-to-people bilateral links which unite our two nations.

Outcomes:

We will contribute towards this overall impact by achieving five core outcomes:

1. Increased **awareness** of and support for Malawi links across Scotland;
2. More Scots and Malawians **actively involved** in Scotland-Malawi links;
3. Improved **effectiveness** of Scotland-Malawi links as a result of SMP information, advice, training and support;
4. Improved **quality** of Scotland-Malawi links thanks to greater sharing and learning *between* SMP members;
5. Strengthened **impact** of Scotland-Malawi links through increased activity based around clear Malawian priorities, designed to make a sustainable economic contribution

Strands:

We will achieve these outcomes through activities and outputs spread across four strands and detailed in this Strategic Plan:

- Strand One: **SOWING THE SEEDS** by raising awareness and inspiring others
- Strand Two: **NURTURING NEW GROWTH** in priority areas
- Strand Three: **INCREASING OUR YIELD** by strengthening existing links
- Strand Four: **SHARING OUR PRODUCE** by connecting with & influencing others

By achieving this Strategic Plan we will:

- take Scotland-Malawi links to an audience of **1.4 million Scots**;
- **double awareness** of the bilateral relationship in Scotland;
- support **£4.7 million** of business, trade, investment and tourism activity with Malawi;
- support the involvement of more than **200,000 young Scots**;
- give **every school** in Scotland the opportunity to establish a link with Malawi;
- grow SMP membership to over **1,000**;
- significantly increase the **sustainability** and **effectiveness** of members' work through a focus on "partnership principles";
- make a **tangible contribution** to Government of Malawi priority areas.

Vision:

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

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

Mission:

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

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:

After consulting more than 200 members in Scotland and Malawi, we have settled on 11 key principles that we think, together, underpin true partnership:

Planning and implementing together:

Whose idea is this?

Appropriateness:

How does it fit within local and governmental priorities?

Respect, trust and mutual understanding:

How would you feel if you were at the other side of the partnership?

Transparency and Accountability:

How are challenges, issues and concerns listened to?

No one left behind:

Who is excluded from your partnership?

Effectiveness:

How do you know if your partnership is working?

Reciprocity:

What does each side contribute in the partnership?

Sustainability:

How long is your partnership for and what happens when it ends?

Do no **H**arm:

Could anyone be worse off as a result of your partnership?

Interconnectivity:

How do you connect with what others are doing in this area?

Parity (equality):

Who 'owns' the partnership? Who has the power?

Strand One: SOWING THE SEEDS by raising awareness and inspiring others

- * Website
- * Media
- * Films and Television
- * Research & demonstrating impact
- * Sharing stories



(1.1) Website

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
<p>New SMP website with greatly improved look, feel and functionality: interactive video-streaming; more user-controlled data; increased dynamic content; better profiling of the people-to-people links; better illustrating the life behind each of the links – videos etc; full graphics refresh; clear calls to action; content updated weekly.</p> <ul style="list-style-type: none"> - Website used to inform, advise, support, share, develop, represent and influence. - 15 “areas of partnership” mini-sites in: agriculture, business, culture, diaspora, environmental, faith-based, further and higher education, gender, governance, health, local authorities, primary and secondary education, sport, tourism, water, and youth - Greater sharing of personal experiences: Members’ blogs; Members’ forum; Members’ gallery; Members’ news; Members’ videos; Members’ visits; and Members’ wall - Fully embedded detailed advice and guidance about visiting and working with Malawi. - Best practice information, guidance and signposting in ‘Partnership Principles’, sustainability, transparency, effectiveness, gender equality, shipping, etc. 	New website design completed	Website reviewed	Website reviewed	60,000 page views on SMP website	80,000 page views on SMP website	100,000 page views on SMP website	Web stats	MCO
	New website piloted			20,000 sessions to SMP website	40,000 sessions to SMP website	60,000 sessions to SMP website	Web stats	MCO
	New website launched			14,000 new visitors to SMP website	17,000 new visitors to SMP website	20,000 new visitors to SMP website	Web stats	MCO

(1.2) Media

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Creating an ambitious new Communications and Media Engagement Strategy.	Communications and Media Strategy launched						Board Minutes	MCO
Building connections and developing a contacts database of local and national warm media contacts in Scotland and Malawi.	Media database updated and increased awareness of the SMP amongst the Scottish media	Media database updated and increased awareness of the SMP amongst the Scottish media	Media database updated and increased awareness of the SMP amongst the Scottish media	Number of journalists engaged (phone or email): 10 Number press releases submitted: 10 Number of Face to face meetings with journalists: 5	Number of journalists engaged (phone or email): 15 Number press releases submitted: 10 Number of Face to face meetings with journalists: 6	Number of journalists engaged (phone or email): 18 Number press releases submitted: 10 Number of Face to face meetings with journalists: 7	Media files	MCO
Increasing reactive and pro-active media work in Scotland and Malawi especially around key moment such as Malawi's 50th anniversary of independence and the SMP turning 10.	Sustained reactive and proactive media work	Sustained reactive and proactive media work	Sustained reactive and proactive media work	50 SMP-led (or SMP featured) items in the media	60 SMP-led (or SMP featured) items in the media	70 SMP-led (or SMP featured) items in the media	Media clippings archive	MCO
				SMP-led (or SMP featured) items in the media viewed by estimated 500,000	SMP-led (or SMP featured) items in the media viewed by estimated 750,000	SMP-led (or SMP featured) items in the media viewed by estimated 1,000,000	Media clippings archive	MCO
				50 positive Malawi features in Scottish media	60 positive Malawi features in Scottish media	70 positive Malawi features in Scottish media	Media clippings archive	MCO

Increasing reach of Social Media (Facebook, Twitter, Instagram and LinkedIn).	Increasing activity on Facebook, Twitter, Instagram and LinkedIn	Increasing activity on Facebook, Twitter, Instagram and LinkedIn	Increasing activity on Facebook, Twitter, Instagram and LinkedIn	Facebook likes: 800 Facebook Impressions: 100,000 Twitter followers: 1000 Twitter impressions: 200,000 Instagram followers: 20 Linked in follows: 10 Linked in impressions: 200	Facebook likes: 1200 Facebook Impressions: 120,000 Twitter followers: 1500 Twitter impressions: 250,000 Instagram followers: 60 Linked in follows: 50 Linked in impressions: 4,000	Facebook likes: 1500 Facebook Impressions: 140,000 Twitter followers: 2000 Twitter impressions: 300,000 Instagram followers: 100 Linked in follows: 100 Linked in impressions: 8,000	Social media stats	MCO
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(1.3) Films and Television:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Supporting the commissioning of TV items raising awareness of the Scotland-Malawi relationship as a “new model” of international development, and very significantly increasing public awareness and support of this work.	Met with at least three Commissioning Editors or high influence individuals, building strong relationships and awareness of SMP	Assisted with commissioning of TV item or series	Airing of SMP supported TV item about Scotland-Malawi linking			20,000 Scots increased exposure to Scotland-Malawi linking due to SMP supported TV programme	TV programming data	MCO

<p>Looking to establish a high profile high influence celebrity ambassador, used to raise the profile of members' work with Malawi and to communicate key messages to new audiences.</p>	<p>Build relationships with key high profile individuals through the "50 stories for 50 years" campaign</p>	<p>Exploring opportunities to establish formal "Scotland-Malawi Ambassador"</p>	<p>"Scotland-Malawi Ambassador" speaking publically</p>	<p>Scots increased exposure to Scotland-Malawi linking due to "50 stories for 50 years" campaign</p>	<p>Scots increased exposure to Scotland-Malawi linking due to ambassador</p>	<p>Scots increased exposure to Scotland-Malawi linking due to ambassador</p>	<p>Media clippings archive</p>	<p>MCO</p>
<p>Increasing capacity and expertise to respond to and maximise impact of key media moments.</p>	<p>Developed new systems to improve responsiveness to opportunities</p>	<p>Developed new systems to improve responsiveness to opportunities</p>	<p>Developed new systems to improve responsiveness to opportunities</p>		<p>Evidence of effective responses to two key media moments</p>	<p>Evidence of effective responses to two key media moments</p>	<p>Media clippings archive and correspondence records</p>	<p>MCO</p>

(1.4) Research & demonstrating impact:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Raising awareness of existing and new research looking at Scotland-Malawi linking.	Existing research published on new SMP website	New research published on SMP website	New research published on SMP website	10 research papers published on (or linked to from) the SMP website	Total of 12 research papers published on (or linked to from) the SMP website	Total of 15 research papers published on (or linked to from) the SMP website	SMP website	MSM
				100 people read a research paper as a result of the SMP this year	120 people read a research paper as a result of the SMP this year	150 people read a research paper as a result of the SMP this year	Web stats	MSM
Working in partnership and supporting other key researchers.	Met with researchers and built strong links with research institutions	Met with researchers and built strong links with research institutions	Met with researchers and built strong links with research institutions	Supported 2 new research outputs this year	Supported 2 new research outputs this year	Supported 2 new research outputs this year	Meeting and communication records	PO
				Direct and indirect support given to three Scotland-Malawi research initiatives	Direct and indirect support given to three Scotland-Malawi research initiatives	Direct and indirect support given to three Scotland-Malawi research initiatives	Meeting and communication records	PO
Commissioning new research to update the SMP's 2010 University of Edinburgh report.	Research commissioned, completed and published			Research results seen by 150,000 Scots	Research results seen by a total of 20,000 Scots	Research results seen by a total of 20,000 Scots	Media clippings archive	PO
Undertaking a public awareness study in 2014, 2015 and 2017, aiming to double awareness from 2014 to 2017.	Public Awareness Study phase 1 (baseline) completed and published		Public Awareness Study phase 2 (final) completed and published			20% growth in public awareness compared to year one	Public Awareness Study	MCO

(1.5) Sharing stories:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Using the new website to encourage and support members to tell their stories through videos and blogs, by offering video, photography, and post-production services;	(O1.5Y1a) Video services launched	(O1.5Y2a) Video services provided for members	(O1.5Y3a) Video services provided for members	Video services provided for four members to tell their story	Video services provided for 12 members to tell their story	Video services provided for 12 members to tell their story	Photo and video archive	MCO
				Video and raising awareness of SMP amongst 400 Scots	Video and raising awareness of SMP amongst 600 Scots	Video and raising awareness of SMP amongst 800 Scots	Web stats	MCO
...providing image library members;		Image library launched	Imagelibrary expanded		Image library used by 10members	Image library used by 15 members	Flicker stats and image library permission form	MCO
				Scots	Use of image libraries raises awareness of SMP amongst 1,500 Scots	Use of image libraries raises awareness of SMP amongst 2,000 Scots	Image library permission form	MCO
...having regular video competitions for members;	Video competition launched as part of "Partnership Principles" and "50 Stories for 50 Years" campaigns	Video competitions widened to support more members to take part, encouraged the share on social media to increase views	Video competitions widened to support more members to take part, encouraged the share on social media to increase views	4Scotland-Malawi videos produced by SMP members	12 Scotland-Malawi videos produced by SMP members	12 Scotland-Malawi videos produced by SMP members	SMP website	MCO
				Scotland-Malawi videos produced by SMP members this year watched by 400Scots	Scotland-Malawi videos produced by SMP members this year watched by 600Scots	Scotland-Malawi videos produced by SMP members this year watched by 800 Scots	Web stats	MCO
...having annual /Article competition in Malawi and Scotland.	Member Article competition to be discussed	Member article competition launched (one for youth and one for other members)	Member article competition continues (for for youth and one for other members)		20 Scotland-Malawi blogs produced by SMP members and used in Friends of Scotsman article	30 Scotland-Malawi blogs produced by SMP members and used in Friends of Scotsman article	SMP website	MCO

					Scotland-Malawi essays/blogs/articles produced by SMP members read by 300 Scots	Scotland-Malawi essays/blogs/articles produced by SMP members read by 600 Scots	Web stats	MCO	
...having annual photo competition in Malawi and Scotland.	Photography competition planned	Photography competition launched as part of 10 year anniversary of SMP	Photography competition continued		25 images submitted by members into the Scotland-Malawi gallery this year	50 images submitted by members into the Scotland-Malawi gallery this year	Photo archive	MCO	
					Images submitted by members seen by 600Scots this year	Images submitted by members seen by 700Scots this year	Web stats	MCO	
Creating local, national and global audiences by... ...providing media training and support for members – partner with media school	Media and communications training course for members designed	Media and communications training course for members delivered	Media and communications training course for members delivered		5 members trained in media and communications	8 members trained in media and communications	Training records	MCO	
					600 more Scots aware of Scotland-Malawi links in the future because of media and coms training provided	700 more Scots aware of Scotland-Malawi links in the future because of media and coms training provided	Training feedback forms	MCO	
...supporting members' events – offering promotional videos, projectors, flags, decorations etc	Launch of SMP hire of Scotland-Malawi promotional material for members' events	Hire of Scotland-Malawi promotional material for members' events	Hire of Scotland-Malawi promotional material for members' events		SMP materials hired to eight events this year	SMP materials hired to ten events this year	SMP materials hired to twelve events this year	SMP member event records	MSM
					SMP materials supported events which have engaged total of 2,000 Scots this year	SMP materials supported events which have engaged total of 2,500 Scots this year	SMP materials supported events which have engaged total of 3,000 Scots this year	Member feedback forms	MSM
...developing an SMP roadshow, or annual "trade show" as part of the AGM			SMP roadshow or trade show as part of AGM in September			700 Scots attended roadshow or trade show this year	Event records	MSM	
...developing inspiring new online TED talks with global audiences	Established contact with TED talks or equivalent	Developed relationship with TED talks or equivalent	Supported the airing of a TED talk or equivalent with a global audience			SMP TED talk or equivalent viewed by 10,000	TED web stats	MCO	

Strand Two: NURTURING NEW GROWTH in priority areas

- * Business, trade and tourism
- * Youth and schools
- * Malawi Scotland Partnership
- * Local authorities
- * Diaspora
- * Malawi Growth and Development Strategy II
- * Commonwealth Games
- * New members



(2.1) Business, trade, investment and tourism:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Supporting and promoting business links, trade relationships and opportunities.	Establish Business, Trade, Investment and Tourism forum. Use this forum to determine how best SMP can contribute.	Be led by Business, Trade, Investment and Tourism forum	Be led by Business, Trade, Investment and Tourism forum	Two meetings of BTIT forum	Four meetings of BTIT forum	Four meetings of BTIT forum	Forum minutes	MDO
				Five Scotland-Malawi business, trade, investment or tourism links strengthened/developed this year	Seven Scotland-Malawi business, trade, investment or tourism links strengthened/developed this year	Ten Scotland-Malawi business, trade, investment or tourism links strengthened/developed this year	Feedback from BTIT members	MDO
							Feedback from BTIT members	MDO
Promoting Malawian goods and building Scottish markets.	Mapping exercise completed to identify all Malawian goods available in Scotland and promoted on the new SMP website	Continue to support all Malawian products in Scotland	SMP trade fair promoting Malawian produce	2 Malawian product lines actively promoted/supported by SMP	4 Malawian product lines promoted/supported by SMP	6 Malawian product lines promoted/supported by SMP	Feedback from businesses	MDO
	Establish partnership agreement with Traidcraft to support the importing of new Mzuzu Coffee line	Continue to support Traidcraft	Built confidence with Traidcraft to the point they are making significant investments to develop new lines of Malawi		Sales of Mzuzu coffee in Scotland increased by 20% from year one	Sales of Mzuzu coffee in Scotland increased by 40% from year one	Traidcraft official sales data	MDO

			products.					
Exploring possibilities for Scotland-Malawi investment through encouraging: (1) the general public in Scotland; (2) SMP members; and (3) Scottish businesses to invest in Malawi.	Meet with key stakeholder to explore what role SMP can play in supporting investment in Malawi.	Support and promote opportunities for Scotland-Malawi investment	Support and promote opportunities for Scotland-Malawi investment		£10,000 of additional investment into Malawi as a result of the Scotland-Malawi investment activity	£500,000 of additional investment into Malawi as a result of the Scotland-Malawi investment activity	Investment data	MDO
Promoting how our members' work supports economic development in Malawi.	Explore how members' work can/does support the private sector through BITT Forum			2 case studies shared through BITT Forum and on SMP website	4 case studies shared through BITT Forum and on SMP website	6 case studies shared through BITT Forum and on SMP website	Feedback from BTIT members and BITT minutes	MDO
								MDO
Encouraging members to build links with the private sector.	Develop model of engagement with and through the BTIT Forum	Host event looking at how to connect with the private sector			Develop model through the BITT Forum	A total of 10 members developed new systems and approaches, which connect and support the private sector	Feedback from members	MDO
Promoting Malawi as a tourism destination by... ...supporting articles in Scottish Media;		Write, support the writing of or promote media	Write, support the writing of or promote media articles		Write, support the writing of or promote three articles about tourism in Malawi	Write, support the writing of or promote six articles about tourism in Malawi	Media clippings archive	MDO & MCO

		articles about tourism in Malawi	about tourism in Malawi		£5,000 of advertising revenue space generated	£10,000 of advertising revenue space generated	Media clippings archive	MDO & MCO
...promoting Malawian tourism operators in Scotland;	SMP webpage launched promoting Scotland-Malawi tourist operators	Host event/expo promoting Malawi as a tourist destination	Consult tour operators on the amount of increased Scotland-Malawi tourist revenue 2014-17		Five Scotland-Malawi tour operators promoted and supported by the SMP	A total of 10 Scotland-Malawi tour operators promoted and supported by the SMP	Feedback from tour operators	MDO
...partnering with Malawi Tourism Consortium;	Formal partnership agreement established with the Malawi Tourism Consortium	Ongoing support for the Malawi Tourism Consortium	Ongoing support for the Malawi Tourism Consortium	£5,000 of value added services offered by the SMP to the Malawi Tourist Consortium	£10,000 of value added services offered by the SMP to the Malawi Tourist Consortium	£10,000 of value added services offered by the SMP to the Malawi Tourist Consortium	Feedback from Malawi Tourist Consortium	MDO
...lobbying for better flight options from Scotland and travel discounts.	Establish contact and relationships with all major decision-makers/influencers on Scotland-Malawi travel, including airlines and Scottish airports.	Establish partnership agreements and, if possible, discounts and/or improved flight agreements	Establish partnership agreements and, if possible, discounts and/or improved flight agreements		Supported £10,000 of Scotland-Malawi travel	Supported £20,000 of Scotland-Malawi travel	Feedback from Malawi Tourist Consortium	MDO

(2.2) Youth and schools:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Managing a dedicated staff member to support direct youth engagement and school partnerships, replacing similar services which have been cut across the sector	Staff post recruited, selected, inducted and retained	Staff post maintained	Staff post maintained	Member feedback showing significant benefits of staff time	Member feedback showing significant benefits of staff time	Member feedback showing significant benefits of staff time	Feedback from youth and schools members	MSM
Supporting direct youth engagements by... ... having two SMP Directors under 25;	Recruit and support young Directors, to ensure a strong and credible youth focus in governance and strategic decision-making	Recruit and support young Directors, to ensure a strong and credible youth focus in governance and strategic decision-making	Recruit and support young Directors, to ensure a strong and credible youth focus in governance and strategic decision-making	Two SMP Board Members under 25	Two SMP Board Members under 25	Two SMP Board Members under 25	Board and AGM Minutes	PO
Support sharing of information between youth members through youth-focused bulletin, facebook group and youth forum	Establish regular youth bulletin	Maintain youth bulletin	Maintain youth bulletin	Monthly youth bulletin	Monthly youth bulletin	Monthly youth bulletin	Mailchimp	YSO
	Establish youth forum	Maintain youth forum	Maintain youth forum	Youth forum meeting 4 times a year	Youth forum meeting 4 times a year	Youth forum meeting 4 times a year	Youth forum notes	YSO
	Establish Youth forum facebook page	Maintain Youth forum facebook page	Youth forum facebook page	Twice monthly updates	Twice monthly updates	Twice monthly updates	Facebook stats	YSO
...hosting an annual youth forum/congress;	SMP Annual Youth Congress	SMP Annual Youth Congress	SMP Annual Youth Congress	100 young Scots attended SMP Youth Congress	120 young Scots attended SMP Youth Congress	140 young Scots attended SMP Youth Congress	Event records	YSO
...having a youth links road-show;		SMP Youth Links Roadshow in 3 locations	SMP Youth Links Roadshow in 3 locations		300 young Scots attended SMP Youth Roadshow	400 young Scots attended SMP Youth Roadshow	Event records	YSO
...having annual youth competitions	Youth competition launched	Youth competition	Youth competition		Annual competition entered by 50 youth members	Annual competition entered by 70 youth members	SMP website	YSO & MCO
							Web stats	YSO
...publishing a guide for youth members on “paths into international development”.		Publish guide and launch at youth			120 young people attended launch	200 young people have read the guide	Event records & web stats	YSO

		networking event						
Support School partnerships by... ...establishing contact with every Scottish school linked with Malawi every 6 months	Contact every Scottish school linked with Malawi, providing support, advice and information and collecting data on the nature of the link	Contact every Scottish school linked with Malawi, providing support, advice and information and collecting data on the nature of the link	Contact every Scottish school linked with Malawi, providing support, advice and information and collecting data on the nature of the link		10 more active school partnerships	15 more active school partnerships	School partnerships database	YSO
... developing curricula, support and promotional materials in Scotland and Malawi;	Promote and disseminate all existing Scotland-Malawi curricular activities	Support development of new Scotland-Malawi curricular materials	Support development of new Scotland-Malawi curricular materials	500 young Scots benefitting from Scotland-Malawi curricula materials	1,000 young Scots benefitting from Scotland-Malawi curricula materials	1,500 young Scots benefitting from Scotland-Malawi curricula materials	Youth and school member feedback	YSO
	Distribute Link Community Development educational resources	Distribute Link Community Development educational resources	Distribute Link Community Development educational resources	200 educational resources distributed to Scottish schools	120 educational resources distributed to Scottish schools	100 educational resources distributed to Scottish schools	Record of resources	YSO
...providing practical support and advice for school links (one-stop information point);	Providing face to face support for school partnerships	Providing face to face support for school partnerships	Providing face to face support for school partnerships	Five schools linked with Malawi received SMP face to face support	Seven schools linked with Malawi received SMP face to face support	Ten schools linked with Malawi received SMP face to face support	Training records	YSO
	Respond to requests for support from Scotland-Malawi school partnerships	Respond to requests for support from Scotland-Malawi school partnerships	Respond to requests for support from Scotland-Malawi school partnerships	Successfully provided support and advice in response to 20 school enquiries	Successfully provided support and advice in response to 40 school enquiries	Successfully provided support and advice in response to 50 school enquiries	Enquiry records	YSO
				SMP support given to schools at which estimated 4,000 young Scots are engaged with Malawi	SMP support given to schools at which estimated 8,000 young Scots are engaged with Malawi	SMP support given to schools at which estimated 10,000 young Scots are engaged with Malawi	Enquiry records	YSO

...having an innovative and interactive school linking web-page;	Design and pilot school linking web page	Launch school linking web page	Update school linking web page		300 page views on the SMP school linking web page	500 page views on the SMP school linking web page	Web stats	YSO
...using social media and online discussion forums to facilitate a two-way dialogue with teachers	Regular interactive use of social media and online forums	Regular interactive use of social media and online forums	Regular interactive use of social media and online forums	50 teachers engaged in online discussions	80 teachers engaged in online discussions	100 teachers engaged in online discussions	Web stats	YSO
...circulating a quarterly electronic newsletter to all Scottish schools with Malawi links;	Four SMP School Partnerships e-newsletters sent	Four SMP School Partnerships e-newsletters sent	Four SMP School Partnerships e-newsletters sent	Newsletter received by 150 Scottish schools	Newsletter received by 170 Scottish schools	Newsletter received by 200 Scottish schools	Communications records	YSO
								YSO
	8 news digests sent	8 news digests sent	8 news digests sent	News digests received by 150 Scottish schools	News digests received by 170 Scottish schools	News digests received by 200 Scottish schools		YSO
...hosting regional school linking conferences/forum	Host one school partnership regional conference/forum	Host three school partnership regional conference	Host three school partnership regional conference	10 schools attend SMP regional schools activity	25 schools attend SMP regional schools activity	25 schools attend SMP regional schools activity	Event records	YSO
				2000 young people engaged in school links represented at SMP regional school partnership events	4,000 young people engaged in school links represented at SMP school partnership events	4000 young people engaged in school links represented at SMP school partnership events	Event records	YSO
...using MaSP as a central hub to build links in Malawi with District Commissioners, Primary Education Advisers, District Education Managers, and the British Council	Database of Malawi education contacts shared with members	Updated database of Malawi education contacts	Updated database of Malawi education contacts	5 schools in Scotland made use of Malawi education contacts through SMP	8 schools in Scotland made use of Malawi education contacts through SMP	15 schools in Scotland made use of Malawi education contacts through SMP	Meeting and communication records	YSO
...developing a Malawi-led system to help broker new school links;	Consulted in Scotland and Malawi on the best way for the SMP to support new school links	Launch systems for brokering new school links	Maintain systems for brokering new school links		5 new school links developed, all following the SMP's essential "partnership principles"	7 new school links developed, all following the SMP's essential "partnership principles"	School partnerships database and communications records	YSO

					1,000 more Scots engaged with Malawi as a result of these new SMP brokered school partnerships	1,500 more Scots engaged with Malawi as a result of these new SMP brokered school partnerships	School partnerships database and communications records	YSO
...offering logistical support and advice for reciprocal visits;	Offering training and support for reciprocal visits	Offering training and support for reciprocal visits	Offering training and support for reciprocal visits	Supported two reciprocal school visits	Supported four reciprocal school visits	Supported six reciprocal school visits	School feedback data and communication records	YSO
				20 young Scots visiting Malawi supported	40 young Scots visiting Malawi supported	60 young Scots visiting Malawi supported	School feedback data and communication records	YSO
...updating existing, and publishing new, support materials around Scotland-Malawi school linking;	Update SMP School Partnership Guide and mainstreamed on website	Maintain SMP School Partnership Guide	Update SMP School Partnership Guide	100 downloads of the SMP School Partnerships Guide	150 downloads of SMP School Partnership Guide	200 downloads of School Partnership Guide	Web stats	YSO
...working collaboratively with the British Council, Development Education Centres and other key partners;	Build strong links with key partners	Maintain strong links with key partners	Maintain strong links with key partners	Ten meetings with key partners	12 meetings with key partners	14 meetings with key partners	Meeting and communication records	YSO
...supporting the implementation of best practice in school linking;	Host events and training at which "partnership principles" and best practice are discussed	Host events and training at which "partnership principles" and best practice are discussed	Host events and training at which "partnership principles" and best practice are discussed	50 schools received information about "partnership principles" / best practice	60 schools received information about "partnership principles" / best practice	70 schools received information about "partnership principles" / best practice	Event records	YSO
				10,000 young Scots with Malawi links at schools at which SMP has disseminated information on "Partnership Principles"	12,000 young Scots with Malawi links at schools at which SMP has disseminated information on "Partnership Principles"	14,000 young Scots with Malawi links at schools at which SMP has disseminated information on "Partnership Principles"	Event records	YSO
maintain	with YSO details and SMP website	Maintain contact details on GLOW site	Maintain contact details on GLOW site					YSO
								YSO

(2.3) Malawi Scotland Partnership:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Support core funding of MaSP beyond 2015 and integrate close SMP-MaSP working.	Sign off 2015-2018 MaSP core funding			MaSP 2015-18 core funding agreed			MaSP core funding contract	PO
Dovetailing SMP and MaSP operations.	Fortnightly SMP-MaSP teleconferences; bi-annual reciprocal visit	Fortnightly SMP-MaSP teleconferences; bi-annual reciprocal visit	Fortnightly SMP-MaSP teleconferences; bi-annual reciprocal visit	20 SMP-MaSP inter-office teleconferences and 2 reciprocal visits	20 SMP-MaSP inter-office teleconferences and 2 reciprocal visits	20 SMP-MaSP inter-office teleconferences and 2 reciprocal visits	Minutes of teleconferences	PO
Developing structures for new Malawi-led links	Database of prospective new Malawi-Scotland links published online	Database of prospective new Malawi-Scotland links published maintained	Database of prospective new Malawi-Scotland links published maintained		Five new Scotland-Malawi links generated	Ten new Scotland-Malawi links generated	MaSP website	PO
Improving two-way sharing of ideas and contacts.	Launch of MaSP website	Maintenance of MaSP website	Maintenance of MaSP website				MaSP website	PO
Exploring idea of MaSP managing a Malawi-led small grants programme.	Explore idea with SG and MaSP	Explore idea with SG and MaSP	Explore idea with SG and MaSP				MaSP records	PO
Developing video-conferencing with colleagues in Malawi	MaSP Communication and Resource Centres launched, with video conferencing facilities	Colleagues in Malawi feed into forums via video conference	Colleagues in Malawi feed into forums via video conference	5 Malawian organisations use video conferencing facilities	8 Malawian organisations use video conferencing facilities	12 Malawian organisations use video conferencing facilities	Forum minutes	MSM
Developing facilities for recording videos in Malawi.	Establish contract with Malawian videographer	Engage Malawian videographer	Engage Malawian videographer	5 Malawian videos produced by MaSP and SMP	10 Malawian videos produced by MaSP and SMP	12 Malawian videos produced by MaSP and SMP	SMP website	MCO

(2.4) Local authorities:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Developing new partnerships, at the request of Government of Malawi, between: Glasgow and Lilongwe, and Edinburgh and Blantyre;	Sign Glasgow-Lilongwe city partnership agreement	Explore partnership between Edinburgh and Blantyre city		Partnership agreement signed	Lord Provost of Edinburgh to have meeting with Blantyre City representatives		Partnership agreements	MDO
Continuing to support 14 local authorities currently members of SMP;	Meet with Local Authorities to explore what support SMP could usefully offer	Meet with Local Authorities to explore what support SMP could usefully offer	Meet with Local Authorities to explore what support SMP could usefully offer	Have met with a total of three Local Authorities	Have met with a total of seven Local Authorities	Have met with a total of ten Local Authorities	Meeting and communication records	MDO
Creating one-stop Local Authorities linking web-page;	SMP Local Authorities web-page designed and piloted	SMP Local Authorities web-page maintained	SMP Local Authorities web-page maintained		Local Authority webpage received 300 page views	Local Authority webpage received 500 page views	Web stats	MDO
Developing partnerships with Commonwealth Local Governance Forum etc;	Establish partnership agreement	Maintain partnership	Maintain partnership	Two meetings with CLGF	Two meetings with CLGF	Two meetings with CLGF	Meeting and communication records	MDO
Supporting Local Authorities to explore ways to strengthen local governance issues	Support Local Authority Malawi funding applications	Support Local Authority engagement with Governance forum	Support Local Authority Support Local Authority engagement with CLGF	Supported 2 Local Authority Malawi funding applications	Supported 2 Local Authorities sharing a governance forum	Supported 2 Local Authorities engaging with CLGF	LA records	MDO

(2.5) Diaspora:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Actively encouraging more in the diaspora community to join the SMP as members;	One specifically diaspora-targeted event	One specifically diaspora-targeted event	One specifically diaspora-targeted event	Engage 100 members of the Malawi Diaspora community	Engage 120 members of the Malawi Diaspora community	Engage 140 members of the Malawi Diaspora community	Event records	MDO
				Attract 10 new members of the Malawian diaspora as SMP members	Attract 15 new members of the Malawian diaspora as SMP members	Attract 20 new members of the Malawian diaspora as SMP members	Membership database	MDO
Supporting the African Council	Meet with African Council	Meet with African Council	Meet with African Council	One meeting this year	Two meetings this year	Two meetings this year	Meeting records	MDO
Creating a one-stop web-page signposting and supporting diaspora associations;	SMP web-page for Malawian diaspora designed and piloted	SMP web-page for Malawian diaspora maintained	SMP web-page for Malawian diaspora maintained	Diaspora webpage designed	Diaspora webpage received 300 page views	Diaspora webpage received 500 page views	Web stats	MDO
Supporting the diaspora-led Malawi Independence Day Celebrations.	Provide financing and practical support for the Malawian diaspora to be able to lead with the Independence Day Celebrations	Provide financing and practical support for the Malawian diaspora to be able to lead with the Independence Day Celebrations	Provide financing and practical support for the Malawian diaspora to be able to lead with the Independence Day Celebrations	120 members of the Malawian diaspora community engaged in the 50th Independence Day Celebrations	90 members of the Malawian diaspora community engaged in the Independence Day Celebrations	100 members of the Malawian diaspora community engaged in the Independence Day Celebrations	Event records	MDO

(2.6) MGDS II:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
At the request of the Government of Malawi, supporting the key themes with in the MGDSII	Commission research exercise with University of Dundee looking at the extraction industries in Malawi	Support Scotland-Malawi shared learning (with a focus on civil society engagement and environmental protection) on the extractive industries, and support business, trade, investment and tourism, for sustained economic growth	Support Scotland-Malawi shared learning (with a focus on civil society engagement and environmental protection) on the extractive industries, and support business, trade, investment and tourism, for sustained economic growth	Extractive industries report published and read by 50 key actors	Feedback from the Government of Malawi showing significant contribution to MGDSII	Feedback from the Government of Malawi showing significant contribution to MGDSII	Web stats	MDO
Raising awareness of the MGDSII and encouraging members to work constructively within key MGDSII areas.	MGDSII published on the SMP website and promoted in SMP communications and events	MGDSII published on the SMP website and promoted in SMP communications and events	MGDSII published on the SMP website and promoted in SMP communications and events	20 Scottish organisations working with Malawi more aware of MGDSII, and working within its themes	25 Scottish organisations working with Malawi more aware of MGDSII, and working within its themes	30 Scottish organisations working with Malawi more aware of MGDSII, and working within its themes	Member feedback forms	MDO

(2.7) Commonwealth Games:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Ensuring Malawian team is well supported to take part in the games.	Provide all possible practical and financial support, co-organising a "Malawi House" in Scotland			Team Malawi an integral part of the Commonwealth Games			Feedback from Government of Malawi and Malawi Olympic Committee	MDO
Maximising media exposure and support for Malawi team.	Organise media focused events with Team Malawi, including around the Scotland vs Malawi netball game			10,000 Scots made aware of Team Malawi's involvement in the Commonwealth Games			Media clippings archive	MDO & MCO
Developing and supporting educational materials around the games.	Support Scottish and Malawian schools to take part in the Inspire>Aspire project and publish results online			500 Scottish and Malawian young people taken part in Inspire>Aspire project			Feedback from Inspire>Aspire	YSO & MDO

(2.8) New members:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Developing membership to exceed 1,000 by 2017.	Promotion of SMP membership and improved membership application systems	Promotion of SMP membership	Promotion of SMP membership	Membership to exceed 650 by end of year	Membership to exceed 800 by end of year	Membership to exceed 1,000 by end of year	Membership database	MSM
Specific campaigns to increase membership in key areas (e.g. youth, diaspora, business, etc).	Specific membership drive in youth, diaspora and business	Specific membership drive in youth, diaspora and business	Specific membership drive in youth, diaspora and business	10% proportionate increase in youth, diaspora and business compared to year one	20% proportionate increase in youth, diaspora and business compared to year one	30% proportionate increase in youth, diaspora and business compared to year one	Membership database	YSO & MDO

Strand Three: INCREASING OUR YIELD by strengthening existing links

- * Information dissemination
- * Training & mentoring
- * Best practice & sustainability
- * Transparency
- * Member forums
- * Practical advice & support
- * Funding assistance
- * Campaigns and Projects
- * Publications
- * Networking
- * Organisational development



(3.1) Information dissemination:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Weekly Members E-Newsbulletin, including: Upcoming SMP events; SMP news; Members' news; Malawi news; Social Media highlights; New SMP members; New members' videos, blogs, news etc; Key updates from the website's discussion forums and polls; and any other relevant new information from the website	New format for E-Newsbulletin developed and launched	E-Newsbulletin distributed to members and key partners	E-Newsbulletin distributed to members and key partners	48 E-newsbulletin distributed to 700members and key partners	48 E-newsbulletin distributed to 800 members and key partners	48 E-newsbulletin distributed to 1000members and key partners	Mailchimp	MCO
Monthly non-Members E-Newsbulletin to those who have signed up on the website to receive the bulletin but who aren't yet members. A more concise version of the above.	Launch of non-members E-newsbulletin	Distribution of non-members E-newsbulletin	Distribution of non-members E-newsbulletin	Non-members E-news bulletin sent to 50 people	Non-members E-news bulletin sent to 50 people	Non-members E-news bulletin sent to 100 people	Communications records	MSM
Thematic E-Newsbulletins going out as required (perhaps 2-3 a year on average) for many of the 'areas of partnership'.	Opt-in thematic newsbulletins developed	Opt-in thematic newsbulletins distributed	Opt-in thematic newsbulletins distributed	Two thematic bulletins developed, each with an average of three-newsbulletins in the year, sent to a total of 80 members	Three thematic bulletins developed, with an average of three e-newsbulletins in the year, sent to a total of 115 members	Four thematic bulletins developed, with an average of three e-newsbulletins in the year, sent to a total of 140 members	Mailchimp	MSM

(3.2) Training:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Partnering with external organisations (e.g. SCVO, Social Enterprise Academy, ACOSVO, NIDOS) to deliver training in: funding applications; financial management; M&E; local employment; governance and reporting; Chichewa, Chitumbuka and Malawian culture; media training – telling your story.	Consult members on training needs and priorities, and develop and deliver training programme	Consult members on training needs and priorities, and develop and deliver training programme	Consult members on training needs and priorities, and develop and deliver training programme	Two member training courses delivered	Three member training courses delivered	Four member training courses delivered	Training records	MSM
				15 members attended SMP training 1 practical guide developed on member needs and priorities	22 members attended SMP training 2 practical guides developed on member needs and priorities	28 members attended SMP training 2 practical guides developed on member needs and priorities	Training records	
				Practical guide downloaded 100 times	Practical guides downloaded 200 times	Practical guides downloaded 250 times	Website	MSM

(3.3) Best practice & sustainability:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Building on the SMP's recent sustainability research and earlier consultations developing "Partnership Principles", for each of the 15 areas of partnership in which our members work. Each principle will have associated advice, experience sharing, discussions and resources, all of which will be informed by pre-existing literature on the subject, Malawian input, and member experience. It will compliment and dovetail with all existing sustainability resources. It will be practical, constructive, engaging and accessible.	Design and pilot SMP website based around the "Partnership Principles"	Launch SMP website based around the "Partnership Principles"	Maintain SMP website based around the "Partnership Principles".	15 members fed in to Partnership Principles pilot	300 page views on SMP online "Partnership Principles"	500 page views on SMP online "Partnership Principles"	Web stats	MSM
					15 members took part in Partnership Principles reflection exercise	30 members took part in Partnership Principles reflection exercise	Web stats	MSM
With members, developing bite-sized podcasts, videos and webinars on each of the "Partnership Principles", allowing members to share their own experience.	Develop bite-sized podcasts, videos and webinars on the SMP's "Partnership Principles" webpages for members to share their experience and to given information, advice and ideas	Develop bite-sized podcasts, videos and webinars on the SMP's "Partnership Principles" webpages for members to share their experience and to given information, advice and ideas	Develop bite-sized podcasts, videos and webinars on the SMP's "Partnership Principles" webpages for members to share their experience and to given information, advice and ideas	Six member organisations fed in their experience of working within the "Partnership Principles"	Ten member organisations fed in their experience of working within the "Partnership Principles"	Fifteen member organisations fed in their experience of working within the "Partnership Principles"	SMP website	MSM & MCO

Hosting one-day working conferences going through the partnership principles”, intentionally timed to coincide with a SG call, offering advice and creating a safe space for projects to share their own experiences, challenges, and ideas.	Host at least one event looking specifically at the "Partnership Principles"	Host at least one event looking specifically at the "Partnership Principles"	Host at least one event looking specifically at the "Partnership Principles"	Ten members received face to face advice, information and guidance on working within "Partnership Principles"	12 members received face to face advice, information and guidance on working within "Partnership Principles"	15 members received face to face advice, information and guidance on working within "Partnership Principles"	Training records	MSM
Publishing easily digestible one-page summaries of the 30 key writings on sustainability in international partnerships. Having these embedded on the website and linked to the “Partnership Principles”, so visitors to the website can easily dip in and out, or download the full set and read as an accessible and constructive guide to sustainability.	Draft and finalise one page summaries on 30 key writing on sustainability in international partnerships	One page summaries published on the SMP website and linked to the "Partnership Principles" pages	One page summaries published on the SMP website and linked to the "Partnership Principles" pages		More than 300 page views on the one-page summaries	More than 500 page views on the one-page summaries	Web stats	MSM
Working with independent researchers and the Scottish Government to look at previously funded projects and research what makes a project more likely to be genuinely sustainable.	Meet with the Scottish Government to agree terms of research	Conduct research and publish key findings on sustainability	Continue to disseminate key findings on sustainability		SG IDF application form developed in line with findings of sustainability research	SG IDF application form developed in line with findings of sustainability research	SG IDF Form	PO
Encouraging and supporting members to ask questions of the SMP, e.g.: - How to manage economic uncertainty in Malawi (exchange rates, inflation etc). - Best practice in employment – salary rates so as to attract and retain good staff without skewing local economies and brain drain. Per Diem advice etc.	Using SMP bulletin to listen to questions from members	Using SMP bulletin and website online forum to listen to questions from members	Using SMP bulletin and website online forum to listen to questions from members	Five members submitted questions for the SMP	Ten members submitted questions for the SMP	Fifteen members submitted questions for the SMP	SMP website	MSM
Having an Annual Needs and Impact Survey to find out most popular/useful areas for the SMP to focus on - collating information and advice, hosting	Member Needs and Impact Survey published	Member Needs and Impact Survey published	Member Needs and Impact Survey published	Twenty members took part	Thirty members took part	Forty members took part	Web stats	MSM

discussion days, etc.								
Engaging each of the existing Member Forums in the "Partnership Principles" discussions and development of advice.	All SMP member forums actively engaged "Partnership Principles"	All SMP member forums actively engaged "Partnership Principles"	All SMP member forums actively engaged "Partnership Principles"	100 Members engaged "partnership principles" through SMP forums	120 Members engaged "partnership principles" through SMP forums	140 Members engaged "partnership principles" through SMP forums	Forum minutes	MSM
Hosting an informal lunch-time lecture series, made as interesting and engaging as possible - "Join the conversation". Lectures to focus on key, and contentious, partnership issues and advice.	Lunchtime lectures programme launched	Lunchtime lectures programme expanded	Lunchtime lectures programme expanded	Two lunchtime lectures	Three lunchtime lectures	Three lunchtime lectures	Event records	MSM
				30 members attended lecture	50 members attended lectures	60 members attended lectures	Event records	MSM

(3.4) Transparency:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Giving web-capacity for smaller members who do not have their own websites to upload key documents to their SMP webpage, in order to meet best practice/IATI standards on transparency.	Design new website to enable members to upload key transparent information on the SMP members' database	Raise awareness of the value of transparency and support members to upload key transparent information on the SMP members' database	Raise awareness of the value of transparency and support members to upload key transparent information on the SMP members' database	Ten members supported to upload increased information about their work	15 members supported to upload increased information about their work	20 members supported to upload increased information about their work	SMP website	MSM

(3.5) Member forums:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Continuing existing forums in: health, , and further and higher education. Building the identity of these forums through clear branding, informative and dynamic web-pages, regular updates through bulletin, clear and tangible outputs. Increasing use of video conferencing. Live streaming and live tweeting to get input from across Scotland and Malawi.	Support regular meetings of the health and further and higher education	Support regular meetings of the health and further and higher education	Support regular meetings of the health and further and higher education	Five meetings of these two forums	Five meetings of these two forums	Five meetings of these two forums	Forum minutes	MSM
				80members attended meetings of these two forums	110 members attended meetings of these two forums	120 members attended meetings of these two forums	Forum minutes	MSM
Two new forums established in Business, Trade, Investment and Tourism, and Governance	Establish Business, Investment, Trade, and Tourism Forum	Maintain Business, Investment, Trade, and Tourism Forum	Maintain Business, Investment, Trade, and Tourism Forum	2 meetings of BITT Forum	4 meetings of the BITT Forum	4 meetings of the BITT Forum	Forum minutes	MDO
				40 members attended	80 members attended	80 members attended	Forum minutes	MDO
	Establish Governance Forum	Maintain Governance Forum	Maintain Governance Forum	2 meetings of the Governance Forum	3 meetings of the Governance Forum	3 meetings of the Governance Forum	Forum minutes	MDO
				30 members attended				
Mainstreaming a gender focus in all SMP member forums	Gender mainstreamed into all SMP member forums with a Gender Mainstreaming report published at the end of the year	Gender mainstreamed into all SMP member forums with a Gender Mainstreaming report published at the end of the year	Gender mainstreamed into all SMP member forums with a Gender Mainstreaming report published at the end of the year	All forums fed into the Gender Mainstreaming report	All forums fed into the Gender Mainstreaming report	All forums fed into the Gender Mainstreaming report	Forum and AGM minutes	MSM
Developing online support and sharing for 16 “areas of partnership”. Developing online dialogue, information and support from web-page hubs. Face-to-face	Online discussion forums established in	Online discussion forums established in	Online discussion forums established in	online discussion forums piloted by 10 members	20 members feeding into online discussion forums in these areas	30 members feeding into online discussion forums in these areas	Web stats	MSM

meetings where needed on specific topics.	these 16 "areas of partnership" and meetings as required	these 16 "areas of partnership" and meetings as required	these 16 "areas of partnership" and meetings as required					
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(3.6) Practical advice & support:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Updating all publications, offering far more up to date practical advice and support about working in/with Malawi.	Practical guidance for Scots visiting Malawi' uploaded onto the core content of the SMP website	Practical guidance for Scots visiting Malawi' reviewed annually and updated as necessary	Practical guidance for Scots visiting Malawi' reviewed annually and updated as necessary		300 page views of the SMP's practical guidance to visiting Malawi	500 page views of the SMP's practical guidance to visiting Malawi	Web stats	MSM
Increasing practical support and resources for members to use at their own events without charge (e.g. flags, promotional materials, pop-ups, lapel badges, films, video conferencing facilities, etc).	Launch service hiring Scotland-Malawi promotional material to members without charge	Maintain hiring Scotland-Malawi promotional material to members without charge	Maintain hiring Scotland-Malawi promotional material to members without charge	SMP materials hired to eight events this year	SMP materials hired to ten events this year	SMP materials hired to twelve events this year	Member event data	MSM
				SMP materials supported events which have engaged total of 500 Scots this year	SMP materials supported events which have engaged total of 700Scots this year	SMP materials supported events which have engaged total of 1000 Scots this year	Member feedback survey	MSM

(3.7) Funding assistance:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Building capacity in the sector to develop high quality IDF applications for move to triennial funding cycles.	Co-host information days around IDF calls and training for members to assist with the development of applications	Co-host information days around IDF calls and training for members to assist with the development of applications	Co-host information days around IDF calls and training for members to assist with the development of applications	40 members benefitting from SMP information, advice and support in the SG IDF application process	50 members benefitting from SMP information, advice and support in the SG IDF application process	60 members benefitting from SMP information, advice and support in the SG IDF application process	Meeting, event and communications records	PO
	Develop specific support for governance and sustainable economic development applications, as this has been the weakest strand of the Cooperation Agreement			5 new high quality governance/SED IDF applications supported by the SMP			SG IDF records	MDO

(3.8) Campaigns and Projects:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Developing strong SMP-led campaigns, such as the Gender Matters campaign.	Run the "50 Stories for 50 Years" campaign and also "Partnership Principles"	Run the "Partnership Principles" campaign	Run the "Partnership Principles" campaign	50 members fed into an SMP campaign	60 members fed into an SMP campaign	70 members fed into an SMP campaign	SMP website	MSM
Working in partnership with others to support high impact nationwide campaigns, such as the engagement of the post 2015 / post MDG agenda.	Assist with nationwide campaign to influence the post-2015, raising awareness of the Scotland-Malawi "approach" to international development	Assist with nationwide campaign to implement the post-2015 agenda, raising awareness of the Scotland-Malawi "approach" to international development	Assist with nationwide campaign to implement the post-2015 agenda, raising awareness of the Scotland-Malawi "approach" to international development	Active involvement in at least three senior national-level meetings, representing the SMP	Active involvement in at least three senior national-level meetings, representing the SMP	Active involvement in at least three senior national-level meetings, representing the SMP	Post-2015 meeting minutes	PO
Delivery of the David Livingstone Bicentenary Scholarships Programme	Support the existing students through the first year of study and launch the second year of the programme	Support both years of the scholarship programme	Support both years of the scholarship programme	Support 37 Malawian students through Masters study in Malawi	Support 67 Malawian students through Masters study in Malawi	Support 30 Malawian students through Masters study in Malawi	End of year reports from students	FAO
				Publish end of year one report on the programme and use to raise awareness of HE linking and build capacity of HE in Malawi	Publish end of year two report on the programme and use to raise awareness of HE linking and build capacity of HE in Malawi	Publish end of year three report on the programme and use to raise awareness of HE linking and build capacity of HE in Malawi	End of Year Reports	FAO

(3.9) Publications:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Developing new, and updating existing publications, including: <ul style="list-style-type: none"> - Best practice guide to sending goods to Malawi; - Practical guide for Scots working and volunteering in Malawi; - Practical guide to school partnerships - Practical guide to reciprocal visits 	Mainstream 'Practical Guide for Scots Visiting Malawi' on to the SMP website. Develop Practical Guide to Reciprocal Visits. Publish <i>Per Diem</i> guide.	Update 'Best Practice Guide to Sending Goods to Malawi'. Publish one other practical guidance document.	Publish one other practical guidance document.	SMP publications downloaded 300 times	SMP publications downloaded 500 times	SMP publications downloaded 700 times	Web stats	MSM

(3.10) Networking:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Increasing the number and quality of networking events and opportunities across Scotland and, through the MaSP, Malawi.	Design SMP forums, meetings, training courses and other events in a way as to maximise effective networking and shared learning	Design SMP forums, meetings, training courses and other events in a way as to maximise effective networking and shared learning	Design SMP forums, meetings, training courses and other events in a way as to maximise effective networking and shared learning	Host 10 events/engagements at which networking is an active part	Host 15 events/engagements at which networking is an active part	Host 20 events/engagements at which networking is an active part	Event records	MSM
				120 members taken part in networking at an SMP event	160 members taken part in networking at an SMP event	210 members taken part in networking at an SMP event	Event records	MSM

(3.11) Organisational development:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Increasing the capacity and specific expertise (e.g. media, school partnerships, local authorities etc) of the SMP Secretariat to be able to better support and facilitate this activity.	Experienced and effective staff recruited and retained, and supported and developed in their role.	Experienced and effective staff recruited and retained, and supported and developed in their role.	Experienced and effective staff recruited and retained, and supported and developed in their role.	At least one staff CPD courses attended	At least one staff CPD courses attended	At least one staff CPD courses attended	Staff development records	PO

Strand Four: SHARING OUR PRODUCE by connecting with and influencing others

- * Lobbying and advocacy
- * Government of Malawi
- * Funders
- * Scottish Government & Parliament
- * UK Government & Parliament
- * Post-MDGs
- * Partnering



(4.1) Lobbying and advocacy:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Developing a transparent advocacy strategy designed by members annually.	Members consulted and a Lobbying and Advocacy Strategy launched at the AGM	Members consulted and a Lobbying and Advocacy Strategy launched at the AGM	Members consulted and a Lobbying and Advocacy Strategy launched at the AGM	100 members informed/engaged in the Lobbying and Advocacy Strategy	100 members informed/engaged in the Lobbying and Advocacy Strategy	100 members informed/engaged in the Lobbying and Advocacy Strategy	AGM minutes	PO
Representing members and Scotland-Malawi civil society links in, for example, Independence Referendum while maintaining fastidiously neutral, non-governmental and apolitical.	Publishing annual Lobbying and Advocacy Report, outlining success against the annual Strategy	Publishing annual Lobbying and Advocacy Report, outlining success against the annual Strategy	Publishing annual Lobbying and Advocacy Report, outlining success against the annual Strategy	100 members informed/engaged in the Lobbying and Advocacy Report	100 members informed/engaged in the Lobbying and Advocacy Report	100 members informed/engaged in the Lobbying and Advocacy Report	AGM minutes	PO

(4.2) Malawi Scotland Partnership:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Build on the success of the developing Malawi Scotland Partnership.	Fortnightly SMP-MaSP teleconferences; bi-annual reciprocal visit	Fortnightly SMP-MaSP teleconferences; bi-annual reciprocal visit	Fortnightly SMP-MaSP teleconferences; bi-annual reciprocal visit	20 SMP-MaSP inter-office teleconferences and 2 reciprocal visits	20 SMP-MaSP inter-office teleconferences and 2 reciprocal visits	20 SMP-MaSP inter-office teleconferences and 2 reciprocal visits	Teleconference minutes	PO
Support MaSP funding beyond 2015	Sign off 2015-2018 MaSP core funding			MaSP 2015-18 core funding agreed			Core funding contract	PO
Establishing inter-forum links, using new technology (video conferencing, twitter, SMS systems, etc).	MaSP Communication and Resource Centres launched, with video conferencing facilities	MaSP Communication and Resource Centres maintained, with video conferencing facilities	MaSP Communication and Resource Centres maintained, with video conferencing facilities	15 Malawian organisations use video conferencing facilities	20 Malawian organisations use video conferencing facilities	25 Malawian organisations use video conferencing facilities	MaSP CRC records	PO
Establishing links for developing new partnerships from Malawian ideas/priorities.	Database of prospective new Malawi-Scotland links published online	Database of prospective new Malawi-Scotland links published maintained	Database of prospective new Malawi-Scotland links published maintained		Five new Scotland-Malawi links generated	Ten new Scotland-Malawi links generated	Membership database and communication records	PO

(4.3) Government of Malawi:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Co-hosting annual Malawi Symposium in Malawi, supporting the work of the four GoM Strand Leaders.	Co-host annual Malawi Symposium in Malawi	Co-host annual Malawi Symposium in Malawi	Co-host annual Malawi Symposium in Malawi	80 Malawian organisations attending symposium	90 Malawian organisations attending symposium	100 Malawian organisations attending symposium	Symposium minutes	PO
Working closely to support the Malawi High Commission in the UK, and the Hon. Consul in Scotland.	Maintain regular and sustained dialogue with the Malawi High Commission and Hon.Consul	Maintain regular and sustained dialogue with the Malawi High Commission and Hon.Consul	Maintain regular and sustained dialogue with the Malawi High Commission and Hon.Consul	Annual feedback from Malawi High Commissioner and Hon.Consul detailing the impact SMP work is having	Annual feedback from Malawi High Commissioner and Hon.Consul detailing the impact SMP work is having	Annual feedback from Malawi High Commissioner and Hon.Consul detailing the impact SMP work is having	Feedback from Malawi High Commissioner and Hon.Consul	PO
Supporting work by members towards priorities within the Malawi Growth and Development Strategy II.	MGDSII published on the SMP website and promoted in SMP communications and events	MGDSII published on the SMP website and promoted in SMP communications and events	MGDSII published on the SMP website and promoted in SMP communications and events	20 Scottish organisations working with Malawi more aware of MGDSII, and working within its themes	25 Scottish organisations working with Malawi more aware of MGDSII, and working within its themes	30 Scottish organisations working with Malawi more aware of MGDSII, and working within its themes	Member feedback forms	MDO

(4.4) Funders:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Developing strong links with a range of funders, including THET, DFID, Big Lottery, etc.	Regular sustained dialogue with the Scottish Government and two other funders	Regular sustained dialogue with the Scottish Government and two other funders	Regular sustained dialogue with the Scottish Government and two other funders	Information and support on three funding opportunities given to members	Information and support on three funding opportunities given to members	Information and support on three funding opportunities given to members	Communications records	PO & MSM

(4.5) Scottish Government & Parliament:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Supporting the development of the SG's Small Grants programme – offering training, mentoring and support.	Support the continued development of the Scottish Government's small grants programmes and assist members to apply	Support the continued development of the Scottish Government's small grants programmes and assist members to apply	Support the continued development of the Scottish Government's small grants programmes and assist members to apply	Practical assistance given to five SG small grant applicants	Practical assistance given to six SG small grant applicants	Practical assistance given to seven SG small grant applicants	Meeting and communications records	PO
Supporting and promoting the SG's IDF – co-hosting information days, disseminating information etc.	Co-host information days around IDF calls and training for members to assist with the development of applications	Co-host information days around IDF calls and training for members to assist with the development of applications	Co-host information days around IDF calls and training for members to assist with the development of applications	40 members benefitting from SMP information, advice and support in the SG IDF application process	50 members benefitting from SMP information, advice and support in the SG IDF application process	60 members benefitting from SMP information, advice and support in the SG IDF application process	Event records and member feedback	PO
Supporting the SG's move to a triennial IDF system – building capacity in the sector such that the SG receives three times as many high-quality, high-impact, fundable MDP applications.	Develop specific support for governance applications, as this has been the weakest strand of the Cooperation Agreement			5 new high quality governance/SED IDF applications supported by the SMP			SG IDF records	PO & MDO
Co-hosting annual Symposium conferences in Malawi and Scotland for the SG.	Co-host annual Malawi Symposium in Malawi	Co-host annual Malawi Symposium in Malawi	Co-host annual Malawi Symposium in Malawi	80 Malawian organisations attending symposium	90 Malawian organisations attending symposium	100 Malawian organisations attending symposium	Symposium minutes	PO

Exploring possibility of developing a new transparency parallel reporting structure for the SG, following the Swedish model.	Discussions with the SG	Pilot a similar model	Develop model and build popular support			Transparency parallel reporting model implemented	SG records	PO
Supporting Scottish Ministers' and civil servants' visits to Malawi.	Support and promote all Scottish and UK Ministers' visits to Malawi	Support and promote all Scottish and UK Ministers' visits to Malawi	Support and promote all Scottish and UK Ministers' visits to Malawi	Supported at least one high level visit to Malawi	Supported at least one high level visit to Malawi	Supported at least one high level visit to Malawi	Correspondence records and feedback from Scottish and UK Governments	PO
Continuing to run the Malawi Cross Party Group in the Scottish Parliament, and maintaining all party support for Scotland's links with Malawi.	Facilitate the Malawi Cross Party Group and continue regular and sustained dialogue with MSPs of all political parties	Facilitate the Malawi Cross Party Group and continue regular and sustained dialogue with MSPs of all political parties	Facilitate the Malawi Cross Party Group and continue regular and sustained dialogue with MSPs of all political parties	At least four meetings of the Malawi CPG	At least four meetings of the Malawi CPG	At least four meetings of the Malawi CPG	CPG minutes and Parliamentary records	MSM
Briefing MSP's on Malawi links within their constituencies.	Issue briefings to all Scottish MSPs about links in their constituencies	Issue briefings to all Scottish MP after the 2015 UK Parliamentary elections	Issue briefings to all MSPs after the 2016 Scottish Parliamentary elections	Briefings sent to all MSPs	Briefings sent to all MPs	Briefings sent to all MSPs	Communications records	PO

(4.6) UK Government & Parliament:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Representing Scotland's civil society links with Malawi to the UK Government and Parliament.	Continue sustained dialogue with the UK Government, most especially: the Scotland Office, DFID and the FCO	Continue sustained dialogue with the UK Government, most especially: the Scotland Office, DFID and the FCO	Continue sustained dialogue with the UK Government, most especially: the Scotland Office, DFID and the FCO	Evidence of 10 meetings and key engagements with the Scotland Office, DFID and the FCO	Evidence of 12 meetings and key engagements with the Scotland Office, DFID and the FCO	Evidence of 14 meetings and key engagements with the Scotland Office, DFID and the FCO	Meeting and communications records	PO
Maintaining all party support for Scotland's links with Malawi.	Respond to all relevant comments from Scottish MPs, Peers and MSPs about Scotland's relationship with Malawi	Respond to all relevant comments from Scottish MPs and MSPs about Scotland's relationship with Malawi	Respond to all relevant comments from Scottish MPs and MSPs about Scotland's relationship with Malawi	5 key communications to Scottish MPs, Peers and MSPs	5 key communications to Scottish MPs, Peers and MSPs	5 key communications to Scottish MPs, Peers and MSPs	Meeting and communications records	PO

(4.7) Post-MDGs:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Engaging debate and dialogue around the post-MDG agenda, representing Scotland's civil society links with Malawi.	Sit on the Scottish Post-MDG working group, representing the SMP	Sit on the Scottish Post-MDG working group, representing the SMP	Sit on the Scottish Post-MDG working group, representing the SMP	Feed into the post-MDG planning in New York, through the UK Government, promoting international dignified two-way partnerships	Raise awareness of the post MDG structures in Scotland and support implementation in Scotland	Raise awareness of the post MDG structures in Scotland and support implementation in Scotland	Post-2015 Working Group Records	PO
Disseminating information on, and encouraging and supporting members to work within, the post-MDG framework.	Sit on the Scottish Post-MDG working group, representing the SMP	Sit on the Scottish Post-MDG working group, representing the SMP	Sit on the Scottish Post-MDG working group, representing the SMP		Raise awareness of the post MDG structures in Scotland and support implementation in Scotland	Raise awareness of the post MDG structures in Scotland and support implementation in Scotland	Post-2015 Working Group Records	PO

(4.8) Partnering:

Activity	Outputs			Targets			Evidence	Staff Lead
	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)	Year One (2014-15)	Year Two (2015-2016)	Year Three (2016-17)		
Continuing to host quarterly network form meetings bringing together NIDOS, Scottish Fair Trade Forum, IDEAS, SCVO, etc in information sharing and joint planning.	Host quarterly network forum meetings with the key sector leaders	Host quarterly network forum meetings with the key sector leaders	Host quarterly network forum meetings with the key sector leaders	Four network forum meetings	Four network forum meetings	Four network forum meetings	Network Forum minutes	PO
Extending partnership working to build capacity of the sector.	Maintain existing and develop new partnerships with key organisations	Maintain existing and develop new partnerships with key organisations	Maintain existing and develop new partnerships with key organisations	One new partnership agreement developed	One new partnership agreement developed	One new partnership agreement developed	Meeting and communications records	PO