



## **SMP Covid-19 Risk Register**

*V5.3: Last updated 16<sup>th</sup> April 2020*

### **Executive Summary:**

Overall, at the time of writing, the SMP has responded quickly to fast-moving events and, as a result, it is well positioned to mitigate the worst of the risk, and adapt to this new, challenging landscape. The SMP office has been closed and all staff are home-working, with new systems for remote access to shared files and emails, all working well. New communications tools like Zoom and WhatsApp are being supported by staff and well-used. The staff team is supportive of each other and is communicating, internally and externally, daily. The SMP has already had one Member Forum take place digitally, with the technology working well, allowing around 50 participants across Scotland, Malawi and beyond to take part. The SMP now has a high degree of preparedness to weather an extended period of home-working.

The SMP is working on the basis that it is likely the office will remain closed, and all events either postponed or taking place digitally, until July-August. It is hoped that key events like the AGM, the Youth Congress and the SMP Alexander McCall Smith operetta will all be able to take place as planned Oct-Dec, but these can be further postponed, or moved to digital platforms, if required.

The most significant risks **internally within the SMP** are staff absence due to illness, child-care or other caring responsibilities, and discontinuity in home-working as a result of technical problems accessing shared folders, email and physical files.

The most significant **operational risk within the SMP** is that major projects and strategic plans are simply no longer possible, or indeed relevant, given the new landscape we, and our members, find ourselves in – although it is hoped this is largely mitigated by having a dedicated Covid-19 Response Strategy, as a supplementary one-year component of the 2020-23 Strategic Plan.

The most significant **financial risk within the SMP** is that the Scottish Government reduces, delays or ends its core funding of the SMP. Already, significant steps have been taken and the SMP now has a 2020-23 contract in place, and has received the first six months of funding. However, it is critical that the SG is well briefed through the coming months, so it is aware of the important role the SMP is playing and can continue to play, in this new landscape, supporting members, their partners and the bilateral relationship.

The biggest **risks for our members** are Scotland-Malawi travel restrictions, loss of governmental funding, and a generally down-beat and demoralised outlook. The SMP therefore has a key role supporting members, assisting with remote interfaces, maintaining government funding, and sharing inspiring case studies.

The biggest **risks for our members' Malawian partners**, and projects in Malawi, include: loss of employment, livelihood or life; travel restrictions; office and school closures; and social distancing. These will likely cause a number of projects and partnerships to be suspended, and some will risk losing funding as a result.

## Introduction:

Covid-19 presents an unprecedented challenge for the Scotland Malawi Partnership (SMP), like almost every other organisation. It is important that the Partnership is able to understand the risks presented in this new landscape, so it is able to work to mitigate and adapt to these risks.

In this exceptional situation, the Partnership has developed this new supplementary Covid-19 risk register which sits alongside the wider SMP risk register through 2020. This is a live document which will be regularly updated and shared with key stakeholders.

Given the SMP is a network of members, each of whom have their own links with Malawi, it is important to understand the SMP's risk exposure across three categories:

- (1) Risk **within the SMP**, where the SMP has *direct* risk exposure. This can be broken down into: **(1a) internal** risks, **(1b) operational** risks, and **(1c) financial** risks.
- (2) Risk **with Members**, where the SMP has *indirect* risk exposure. It is still important for the SMP to understand this risk as it works to support members.
- (3) Risk **with Malawi**, where the SMP has *indirect* risk exposure. It is still important for the SMP to understand this risk as it works to support members' partners.

For each of these five areas, the SMP here:

- describes the risks which have, at the point of writing, already been realised;
- summarises the adaptive actions already taken;
- gives a commentary on the current situation – how well these actions have protected the SMP; and
- identifies further risks, not yet materialised, and for each of these outlines:
  - o the level of risk – as calculated as the likelihood (out of five) multiplied by the impact (out of five), AFTER the described mitigating steps have been taken
  - o how the SMP will work to mitigate this risk (or how it will support its members to do so)
  - o how the SMP will work to adapt is this risk is realised (or how it will support its members to do so)
  - o which staff member is primarily responsible

### Risk Rating Key:

Likelihood of Risk	<b>High (5)</b> <i>Very unlikely</i>	<b>Amber (5)</b> Should be reviewed regularly – could have implications for service delivery	<b>Amber (10)</b> Potentially significant risk – could adversely affect service delivery	<b>Red (15)</b> Serious risk – could disrupt or damage service delivery	<b>Red (20)</b> Major risk – poses potential threat to service delivery	<b>Red (25)</b> Critical risk – poses a real and serious threat to service delivery
	<b>Upper medium (4)</b>	<b>Amber (4)</b> Should be reviewed regularly – could have implications for service delivery	<b>Amber (8)</b> Should be monitored carefully – could have potential impact on service delivery	<b>Amber (12)</b> Potentially significant risk – could adversely affect service delivery	<b>Red (16)</b> Serious risk – could disrupt or damage service delivery	<b>Red (20)</b> Major risk – poses potential threat to service delivery
	<b>Medium (3)</b>	<b>Green (3)</b> Potential vulnerability but not a current concern	<b>Amber (6)</b> Should be reviewed periodically – needs to be properly managed	<b>Amber (9)</b> Should be monitored carefully – could have potential impact on service delivery	<b>Amber (12)</b> Potentially significant risk – could adversely affect service delivery	<b>Red (15)</b> Serious risk – could disrupt or damage service delivery
	<b>Lower medium (2)</b>	<b>Green (2)</b> Little action required	<b>Green (4)</b> Potential vulnerability but not a current concern	<b>Amber (6)</b> Should be reviewed periodically – needs to be properly managed	<b>Amber (8)</b> Should be monitored carefully – could have potential impact on service delivery	<b>Amber (10)</b> Potentially significant risk – could adversely affect service delivery
	<b>Low (1)</b> <i>Extremely unlikely</i>	<b>Green (1)</b> No action required	<b>Green (2)</b> Little action required	<b>Green (3)</b> Potential vulnerability but not a current concern	<b>Amber (4)</b> Should be reviewed regularly – could have implications for service delivery	<b>Amber (5)</b> Should be reviewed regularly – could have implications for service delivery
	<b>Low (1)</b> <i>Negligible impact</i>	<b>Lower medium (2)</b>	<b>Medium (3)</b>	<b>Upper medium (4)</b>	<b>High (5)</b> <i>Severe impact</i>	
	<b>Impact of Risk</b>					

# 1 WITHIN THE SMP

## 1a INTERNAL:

<b>Risk realised to date:</b>	The SMP's offices in the City Chambers have been closed due to government-imposed restrictions.					
<b>Adaptive actions taken to date:</b>	<ul style="list-style-type: none"> <li>i) New remote access systems for the shared drives installed for all staff</li> <li>ii) All staff consulted early on their ability to work from home, asking what support required</li> <li>iii) Essential physical files and shared drive back-ups taken out of offices, and offices locked.</li> <li>iv) All staff supported to work from home and supported to purchase necessary equipment to ensure safe and comfortable homeworking</li> <li>v) Flexibility and support given to staff, especially those with children out of childcare/school</li> <li>vi) Weekly Monday morning team meetings maintained and moved to Zoom.</li> <li>vii) Use of various WhatsApp groups, to help keep staff in easy and frequent contact.</li> </ul>					
<b>Commentary:</b>	Overall, we responded quickly in this first phase. The move to homeworking has worked well, with all systems -to date- fully functional, including remote access to the shared drives. Zoom and Whatsapp are providing invaluable communication tools to keep the team together and spirits up. Some staff have had backpain due to working on sub-standard chairs etc, and have been supported to buy screen risers, keyboards, etc. Those with children are having to work reduced hours due to childcare: they are supported to find the right balance themselves, with their family and partner.					
<b>Remaining risks:</b>						
Risk:	Risk assessment AFTER mitigation steps			Mitigation:	Adaptation:	Responsible:
	Likelihood:	Impact:	Rating:			
<b>(1a.1)</b> Staff absence due to illness, child-care or other caring responsibilities	4	4	16	<ul style="list-style-type: none"> <li>- Limited mitigation possible to prevent sickness beyond encouraging staff to follow government advice in social distancing and washing hands.</li> <li>- Recognition of toll on mental welfare and early alert to individual pressures</li> <li>- Ensure key functions within the staff team (ability to make payments, ensure payroll happens) can be undertaken by more than one staff member.</li> <li>- Regular sharing of operational information across the team in Monday meetings, to ensure everyone has a reasonable knowledge of others' work</li> </ul>	<ul style="list-style-type: none"> <li>- Delegated authority for major issues set up with contingencies for staff absence</li> <li>- Support staff, as appropriate, to recover from illness, while following government advice regarding self-isolation.</li> <li>- Offer flexibility, understanding and support to staff who are required to care for others and will need to work reduced hours as a result.</li> </ul>	DHJ and Stuart Brown (Deputy Chief Executive)

<b>(1a.2)</b> Homeworking: discontinuity in work as a result of technical problems accessing shared folders, email and physical files.	3	3	9	<ul style="list-style-type: none"> <li>- Off-site back-ups of shared drives automatically taking place every 24 hours.</li> <li>- Important physical files/documentation held by Chief Executive at home.</li> <li>- Chief Executive has taken copies of key electronic files on external hard-drive he has with him, and all staff encouraged to have back-ups of key documents in their areas.</li> <li>- Email can be accessed by remote desktop system or webmail.</li> </ul>	<ul style="list-style-type: none"> <li>- If lose remote desktop connection to computers in the office, have mobile phone number for manager of City Chambers, to arrange access.</li> <li>- Use IT support to re-establish systems.</li> <li>- If all work email addresses fail, could move to personal emails for a period.</li> </ul>	David Hope-Jones (Chief Exec)
<b>(1a.3)</b> Homeworking: loss of cohesive, team-working dynamic and lack of clarity as to team priorities.	3	2	6	<ul style="list-style-type: none"> <li>- Team consultation on concerns, reflections and priorities with strong support and flexibility in light of difficult circumstances – especially those with young children in small flats.</li> <li>- Use of Weekly team meetings by Zoom and WhatsApp groups for formal and informal/social sharing, solidarity and support.</li> <li>- Increased frequency of one-to-one meetings, by Zoom, with line manager, to listen to staff and be alert to issues as they might arise.</li> <li>- Clear Covid-19 Response Strategy published, to make clear what work will be put on hold and what will be prioritised.</li> <li>- Agreed strategy Implementation Plan, with named staff members responsible for all lines, and actions in this Risk Register.</li> <li>- Use of online platform (Basecamp) to track implementation, reviewed weekly.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to listen to staff, in a group and through one-to-ones, and offer increased support and flexibility as required, looking for pragmatic solutions to respond to frustrations and keep staff motivated.</li> </ul>	Stuart Brown (Deputy Chief Executive)
<b>(1a.4)</b> Homeworking: staff welfare and health and safety issues.	3	2	6	<ul style="list-style-type: none"> <li>- Clear H&amp;S advice to team about correct posture and desktop positioning.</li> <li>- Offer (and reminders) to staff to purchase equipment to ensure a safe and comfortable workspace (monitor risers, keyboards, mouse, etc)</li> <li>- Line managers remaining alert to mental status of those they manage</li> </ul>	<ul style="list-style-type: none"> <li>- Support for staff affected, immediate improvements to workstation setups.</li> </ul>	Stuart Brown (Deputy Chief Executive)

<b>(1a.5)</b> Scottish Government (SG) reporting not completed within deadline	2	3	6	<ul style="list-style-type: none"> <li>- Start monitoring, evaluation and reporting early, with clear understanding of what is required and when, from each staff member.</li> <li>- If necessary, simplify and streamline reporting structures.</li> </ul>	<ul style="list-style-type: none"> <li>- Inform SG as soon as any delays become apparent.</li> <li>- Complete as soon as possible, maintaining close communications with SG.</li> </ul>	David Hope-Jones (Chief Exec)
<b>(1a.6)</b> Payroll (delivered by SCVO) interrupted	1	5	5	<ul style="list-style-type: none"> <li>- Maintain regular communications with SCVO regarding business continuity.</li> <li>- Ensure funds remain available for payroll.</li> <li>- Ensure two staff, beyond the Finance Officer, are aware of protocol with SCVO payroll</li> </ul>	<ul style="list-style-type: none"> <li>- Do everything possible to ensure staff receive salaries as soon as possible.</li> </ul>	Stuart Brown (Deputy Chief Executive)
<b>(1a.7)</b> Homeworking: data security issues and data loss, as a result of remote access systems	1	4	4	<ul style="list-style-type: none"> <li>- Off-site back-ups of shared drives automatically taking place every 24 hours.</li> <li>- Important physical files/documentation held by Chief Executive at home.</li> <li>- Chief Executive has taken copies of key electronic files on external hard-drive he has with him, and all staff encouraged to have back-ups of key documents in their areas.</li> <li>- Ensure computers have up to date virus and security systems.</li> </ul>	<ul style="list-style-type: none"> <li>- In event of data loss, use back-up systems to recover.</li> <li>- In event of data security breach, take immediate advice on appropriate steps.</li> </ul>	Stuart Brown (Deputy Chief Executive)
<b>(1a.8)</b> Break-in, loss or damage in office while not in use	1	4	4	<ul style="list-style-type: none"> <li>- Ensure doors to offices are locked.</li> <li>- Ensure the SMP has up to date insurance.</li> </ul>	<ul style="list-style-type: none"> <li>- Claim insurance and work with City Chambers.</li> </ul>	<u>City Chambers liaison</u> - Stuart Brown (Deputy Chief Executive)  <u>Insurance</u> – Alan Laverock (Finance Officer)
<b>(1a.9)</b> Statutory reporting / compliance not completed within deadlines (OSCR, Companies House, Scottish Parliament)	1	4	4	<ul style="list-style-type: none"> <li>- Ensure deadlines are known to all staff and more than one staff member is able to facilitate statutory reporting (OSCR, Companies House, Scottish Parliament)</li> </ul>	<ul style="list-style-type: none"> <li>- Maintain contact with relevant authority</li> </ul>	Alan Laverock (Finance Officer)

## 1b OPERATIONAL:

<b>Risk realised to date:</b>	Covid-19 now widespread across UK, with total lockdown for all but essential work. COP26 has been moved from November 2020 to 2021.					
<b>Adaptive actions taken to date:</b>	i) SMP Alexander McCall Smith David Livingstone operetta postponed to the autumn. ii) Health Forum moved to online meeting, using Zoom. iii) <i>Malawi at COP26</i> work pushed back six months, with lead volunteer offered new project					
<b>Commentary:</b>	Our first digital Members Forum worked well, with around 50 participants across Scotland, Malawi and beyond. The national digital infrastructure has coped well with the significant increase in broadband use so far. Fortunately, Jan-March was an intense period of delivery for the SMP in terms of member engagements, will all Forums having met at least once in this quarter. We usually have fewer such events through June-August, so a break from face-to-face events between April-August can be managed, allowing us to prioritise CoVID-19 response efforts. We are working on the assumption there will be no face-to-face events until at least July but we hope our major autumn events can go ahead.					
<b>Remaining risks:</b>						
Risk:	Risk assessment AFTER mitigation steps			Mitigation:	Adaptation:	Responsible:
	Likelihood:	Impact:	Rating:			
<b>(1b.1)</b> Major projects and strategic plans are simply no longer possible, or indeed relevant, given the new landscape we, and our members, find ourselves in.	4	2	8	<ul style="list-style-type: none"> <li>- Regularly consult members as to their needs and priorities.</li> <li>- Do not unthinkingly translate existing plans into digital equivalents but rather develop a Covid-19 Response Strategy, supplementary to the 2020-23 Strategic Plan, to re-prioritise and fundamentally re-think what the SMP could and should be doing to reinvigorate internationalism especially for LMIC in a post-COVID-19 world.</li> <li>- Ensure the Scottish Government (core funders), members and key partners are well briefed as to changes to plans and commitments</li> </ul>	- Continue to listen to members, seeking regular feedback on our services and support, and adjust plans as necessary to ensure we remain relevant and useful.	David Hope-Jones (Chief Exec)
<b>(1b.2)</b> Inability to hold face-to-face engagements March-July means more activities are pushed to Oct-Dec when we have major set-piece events (AGM, Youth Congress, Operetta), and hence have limited capacity.	2	3	6	<ul style="list-style-type: none"> <li>- This should be mitigated by mapping capacity requirements for these larger events and ensuring no new commitments are made unless there is capacity available.</li> <li>- Use of Basecamp (digital tool) to manage staff capacity and prioritise work and upcoming plans.</li> </ul>	- Readjust plans and potentially re-allocate staff	Stuart Brown (Deputy Chief Exec)

<b>(1b.3)</b> Major autumn events (AGM, Youth Congress and David Livingstone Operetta) not able to go ahead as planned due to continuing government restrictions.	3	2	6	<ul style="list-style-type: none"> <li>- Little that the SMP can do to mitigate government restrictions.</li> <li>- Begin early contingency planning about how/when to postpone or move to digital format.</li> </ul>	<ul style="list-style-type: none"> <li>- The AGM could be pushed back a few weeks but, beyond this, would need to be moved to a digital alternative to meet essential legal/governance requirements. This would be disappointing but not a fundamental problem.</li> <li>- The Youth Congress and the David Livingstone Operetta would be hard to move online, as is, and would likely have to be pushed to 2021.</li> <li>- There are alternative digital youth and schools engagements we are developing which could be further ramped up if postponing the Youth Congress.</li> </ul>	<p>AGM – David Hope-Jones (Chief Exec)</p> <p><u>Operetta</u> – Stuart Brown (Deputy Chief Exec)</p> <p><u>Youth Congress</u> – Gemma Burnside (Youth &amp; School Manager)</p>
<b>(1b.4)</b> Scotland – Malawi travel no longer possible	5	1	5	<ul style="list-style-type: none"> <li>- Little that the SMP can do to mitigate travel restrictions.</li> <li>- Plan on basis that will not be able to have MaSP representative in person at SMP AGM, and vice versa, with digital alternatives to this engagement.</li> </ul>	<ul style="list-style-type: none"> <li>- Have digital alternatives to in-person travel.</li> </ul>	David Hope-Jones (Chief Exec)
<b>(1b.5)</b> Major failing/fault in national digital infrastructure causes loss of key digital tools (email, WhatsApp, Zoom)	1	4	4	<ul style="list-style-type: none"> <li>- Little that the SMP can do to mitigate.</li> </ul>	<ul style="list-style-type: none"> <li>- Change platforms where possible – for example, moving Zoom video-conferences to analogue/lower bandwidth audio-only options.</li> </ul>	David Hope-Jones (Chief Exec)
<b>(1b.6)</b> Failure of SMP website – unable to be hosted	1	4	4	<ul style="list-style-type: none"> <li>- Remain in contact with web-hosts, regularly asking what risks there are and how these can be mitigated.</li> </ul>	<ul style="list-style-type: none"> <li>- Change platform/web-hosts</li> </ul>	Gemma C-S (Media and Coms Officer)
<b>(1b.7)</b> Significant restrictions on general movements and face-to-face engagements continue into 2021 and thereafter, with long-term impacts on the SMP's plans	2	5	10	<ul style="list-style-type: none"> <li>- Little that the SMP can do to mitigate</li> </ul>	<ul style="list-style-type: none"> <li>- SMP to move longer-term into digital and remote delivery informed by regular member consultation.</li> <li>- Board to rethink 2020-23 Strategic Plan in light of changes in circumstances in Scotland and Malawi post-CoVID-19.</li> </ul>	David Hope-Jones (Chief Exec)

## 1c FINANCIAL:

<b>Risk realised to date:</b>	To date no immediate financial impact to the SMP					
<b>Adaptive actions taken to date:</b>	i) Responded quickly, with other core funded networks, to seek clarity from Scottish Government as to continuing core funding commitments. ii) Secured written 2020-23 Scottish Government core funding agreement (conditional in 2021/22 and 2022/23) and agreement on transfer of first six months of funding. iii) Offered support to, and remained in contact with, Orbis Expeditions as Corporate Partners.					
<b>Commentary:</b>	To date we have not experienced any immediate financial impact from this crisis and receiving the formal grant offer contract from the Scottish Governments, which covers the majority of our operating costs, significantly strengthens our financial security.					
<b>Remaining risks:</b>						
Risk:	Risk assessment AFTER mitigation steps			Mitigation:	Adaptation:	Responsible:
	Likelihood:	Impact:	Rating:			
<b>(1c.1)</b> Interruption to, decrease in, or end of Scottish Government core funding (2020/21 budgeted income = £242,536)	3	5	15	<ul style="list-style-type: none"> <li>- Ensure first six months of funding is secured in early April.</li> <li>- Work closely with the Scottish Government officials, responding to their needs and priorities, and presenting a clear case to show how the SMP has adapted to the new landscape and why the SMP remains as relevant, impactful and important as ever.</li> <li>- Continue to work closely with all political parties to ensure there remains strong all-party political support for Scotland's links with Malawi.</li> <li>- Avoid unnecessary new financial commitments.</li> </ul>	<ul style="list-style-type: none"> <li>- Mobilise members, public, media and all-party political supporters of Scotland's links with Malawi, calling for continued SMP funding.</li> <li>- Apply to the Third Sector Resilience Fund.</li> <li>- Make a public appeal.</li> <li>- Build links with prospective new funders.</li> <li>- Apply for funding opportunities.</li> <li>- Adjust budget and scale back SG-funded activities, as required.</li> </ul>	David Hope-Jones (Chief Exec)
<b>(1c.2)</b> Corporate Partners, including Orbis Expeditions, unable to make agreed donations (2020/21 budgeted income = £10,000)	5	2	15	<ul style="list-style-type: none"> <li>- Remain in contact with Corporate Partners, offering them support as they look to diversify their business and respond to members' needs.</li> <li>- Avoid unnecessary new financial commitments.</li> </ul>	<ul style="list-style-type: none"> <li>- Negotiate with Corporate Partners and, if necessary, agree reduced commitment for 2020, to help keep their business solvent.</li> <li>- Adjust budget and potentially scale back SMP-funded activities, as required.</li> </ul>	David Hope-Jones (Chief Exec)

<p><b>(1c.3)</b> Reduced ability for members to pay annual membership fees (2020/21 budgeted income = £16,000+)</p>	2	2	4	<ul style="list-style-type: none"> <li>- Remain alert to members' financial challenges (see section 2) and offer appropriate support, promotion and advice, where possible</li> <li>- Work with Scottish Government and other major funders in this area, encouraging continued funding to international development</li> <li>- Think carefully, and consult members, before increasing fees.</li> <li>- Avoid unnecessary new financial commitments.</li> </ul>	<ul style="list-style-type: none"> <li>- Offer one-year member fee holidays, where required, to those members unable to pay.</li> <li>- Adjust budget and potentially scale back SMP-funded activities, as required</li> </ul>	<p>Alan Laverock (Finance Officer)</p> <p>And</p> <p>Stuart Brown (Deputy Chief Executive)</p>
<p><b>(1c.4)</b> Interruption in planned project income, including David Livingstone Centre legacy video project and British Council Connecting Classrooms, if unable to deliver as planned. (2020/21 budgeted income = £15,000)</p>	2	2	4	<ul style="list-style-type: none"> <li>- Remain in close contact with funders, ensuring they are well briefed as to impact of Covid-19 on this work and are involved in key decisions.</li> <li>- Develop alternative ways of achieving outcomes and agree with funders</li> </ul>	<ul style="list-style-type: none"> <li>- Adjust budget and potentially scale back SMP-funded activities, as required.</li> </ul>	<p><u>David Livingstone Centre</u> - Stuart Brown (Deputy Chief Executive)</p> <p><u>British Council</u> – Gemma Burnside (Youth and Schools Manager)</p>
<p><b>(1c.5)</b> Reduced public donations (2020/21 budgeted income = £5,000)</p>	4	1	4	<ul style="list-style-type: none"> <li>- Unable to mitigate general economic contraction.</li> <li>- Increase fundraising activities and prominence of ask.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase fundraising activities and prominence of ask.</li> <li>- Adjust budget and potentially scale back SMP-funded activities, as required</li> </ul>	<p>Stuart Brown (Deputy Chief Executive)</p>

## 2 WITH MEMBERS:

<b>Risk realised to date:</b>	Almost all members are now at home, with many facing serious operational and financial challenges.					
<b>Adaptive actions taken to date:</b>	i) Used the bulletin, website and social media channels to ask members how the SMP can assist them in relation to their membership-associated activities. ii) Responded quickly, with other core funded networks, to seek clarity from Scottish Government as to continuing funding commitments.					
<b>Commentary:</b>	Many members are still adjusting to this new reality. Feedback from members so far about the SMP's work remains positive but we will continue to be alert and responsive to members' needs and priorities.					
<b>Remaining risks:</b>						
Risk to member:	Risk assessment AFTER mitigation steps			Support from SMP to assist mitigation	Support from SMP to assist adaptation:	Responsible:
	Likelihood:	Impact:	Rating:			
(2.1) Projects and partnerships jeopardised by Scotland – Malawi travel restrictions	5	3	15	<ul style="list-style-type: none"> <li>- Have FCO auto-alerts and encourage members to do likewise.</li> <li>- Keep in close contact with major travel partners.</li> <li>- Encourage members to be conservative, ensuring they have digital alternatives for all Malawi travel plans in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>- Disseminate information about travel restrictions and FCO advice</li> <li>- Support members to develop digital alternatives</li> <li>- Provide specific new services to members, especially school groups, not able to travel to Malawi as planned.</li> </ul>	David Hope-Jones (Chief Exec)
(2.2) Loss of government funding	4	3	12	<ul style="list-style-type: none"> <li>- With other networks, ensure government communications are clear and understood, not causing unnecessary concern or confusion.</li> <li>- Continue to make a positive case to the UK and Scottish governments as to the importance of maintaining international development commitments, and the 160-year old partnership with Malawi, even in times of significant economic contraction.</li> <li>- Continue to maintain and mobilise all-party political support in Holyrood and Westminster, through the CPG and APPG, in support of Scotland's work with Malawi.</li> <li>- support members in their approaches to government whether related to</li> </ul>	<ul style="list-style-type: none"> <li>- Promote members' own fundraising appeals.</li> <li>- Promotion of Third Sector Resilience Fund and other funding opportunities to members.</li> <li>- Promotion of wider advice and support available, including from SCVO, to members</li> </ul>	David Hope-Jones (Chief Exec)

				that: (a) pausing rather than cancellation of a project where ever possible (b) re-purposing funds in 2020-2021, where possible and appropriate, to help the Malawian response to Covid-19. (c) encourage government to be supportive, show understanding and flexibility, with clear communications.		
<b>(2.3)</b> Members downbeat and demoralised as a result of Covid-19	5	2	10	- Create a space for members and the SMP to share inspiring digital content (photos, videos, stories) about their Scotland-Malawi links, to keep members and the public engaged and inspired. - Aim to have a regular publication of inspiring Scotland-Malawi content.		Gemma Conley-Smith (Media and Coms Officer)
<b>(2.4)</b> Reduced public engagement as domestic difficulties result in reduced internationalism	3	4	9	- Maximise existing and new media opportunities to share inspiring stories of Scotland-Malawi collaboration. - Pro-active social media engagement		Gemma Conley-Smith (Media and Coms Officer)
<b>(2.5)</b> Loss of donations and public giving	3	3	9	- Continue to actively engage the media, maintaining public interest, engagement and support, and pro-actively making the case for Scotland's friendship with Malawi as a defining aspect of Scottish internationalism and identity.	- Promote members' own fundraising appeals. - Promotion of Third Sector Resilience Fund and other funding opportunities to members. - Promotion of wider advice and support available, including from SCVO, to members.	David Hope-Jones (Chief Exec)  Gemma Conley-Smith (Media and Coms Officer)
<b>(2.6)</b> Closure of members' offices without skills/experience to homework effectively	2	4	8	- Unable to mitigate	- Offer support, information, training and advice to members about homeworking. - Promote other advice and support elsewhere in the sector, incl. SCVO.	Stuart Brown (Deputy Chief Executive)

### 3 WITH MALAWI:

<b>Risk realised to date:</b>	On the 2 <sup>nd</sup> April the President announced three confirmed cases of Covid-19 in Malawi. Schools and universities have been closed and mass gatherings banned.					
<b>Adaptive actions taken to date:</b>	<p>i) The 31<sup>st</sup> March Health Forum, which took place on Zoom, was restructured to be primarily focussed on preparedness for a Covid-19 outbreak in Malawi. Almost 50 members and key individuals joined this meeting, including senior figures from the Ministry of Health, College of Medicine, Government of Malawi, MaSP, Scottish Government and DFID.</p> <p>ii) Circulated an online survey to those that took part in the Health Forum, asking for their feedback but also their reflections and priorities as to how the SMP could most usefully support Malawi.</p> <p>iii) Upgrading time spent on accessing Malawian information and disseminating to members ( such as President’s letter of 4<sup>th</sup> April)</p>					
<b>Commentary:</b>	With more than a million people per intensive care bed / ventilator, it is likely that Malawi will be significantly affected by the virus. Many of our members’ partners, and the SMP’s own sister organisation – the Malawi Scotland Partnership (MaSP), will be operationally affected by this. It is likely that a number of our members will have projects or partnerships suspended as a result of Covid-19 in Malawi, making it difficult to meet original targets and a number will risk losing funding completely as a result.					
<b>Remaining risks:</b>						
Risk to member:	Risk assessment AFTER mitigation steps			Support from SMP to assist mitigation	Support from SMP to assist adaptation:	Responsible:
	Likelihood:	Impact:	Rating:			
<b>(3.1)</b> Travel restrictions, office and school closures, and social distancing within Malawi	4	3	12	- Encourage members to liaise with their Malawi partners early, building preparedness.	<ul style="list-style-type: none"> <li>- Work with MaSP to offer support and advice in Malawi and Scotland for digital/remote working and collaboration.</li> <li>- Disseminate information, news and updates to members through social media, bulletin and website.</li> <li>- Establish a WhatsApp group for the informal sharing of information and reflections from key individuals across Malawi and Scotland regarding the impact of Covid-19 in Malawi.</li> </ul>	David Hope-Jones (Chief Exec)
<b>(3.2)</b> Healthcare workers moved to frontline Covid-19 response	4	3	12			
<b>(3.3)</b> Increased risk of safeguarding issues as a result of lockdown and restricted movements	3	3	9			

<b>(3.4)</b> Non-essential projects ended or postponed	3	3	9		- Maintain a dedicated web-page (potentially curated by a volunteer with relevant expertise) giving regular updates and information about the situation in Malawi - If practical and useful, have monthly Health Forum meetings by Zoom, looking specifically at Covid in Malawi.	
<b>(3.4)</b> Danger we are listening to and amplifying reassuring central messages from the Ministry of Health and the College of Medicine, and not those involved in the reality in rural and remote areas	4	2	8		- Create channels for members to share information from their partners on the ground including, for example, updates, reflections and concerns from different partners across Malawi.	David Hope-Jones (Chief Exec)
<b>(3.5)</b> Reduced interest in international cooperation in Malawi	1	4	4		- Support MaSP to use media and social media to disseminate positive messaging and case studies about Malawi-Scotland collaboration.	David Hope-Jones (Chief Exec)