



# Common Challenges: Shared Learning



***An open learning space for the sharing of  
experience in the development of new  
Scotland-Malawi projects.***

# Background:

## The Scotland Malawi Partnership:

The Scotland Malawi Partnership (SMP) is the national umbrella organisation supporting, representing and coordinating the many historic people to people links between Scotland and Malawi. According to the University of Edinburgh<sup>1</sup> the SMP's 700 members represent a community of more than 94,000 Scots and 198,000 Malawians actively involved in this unique bilateral relationship each year, contributing in excess of £40 million, and benefitting more than 300,000 Scots and 2 million Malawians a year.

Any Scottish organisation or individual with a link to Malawi, or looking to establish one, can become a member and benefit from:

- the weekly information briefings on all the things Scotland-Malawi;
- the opportunity to share information on their link using the SMP's searchable [online database](#) and [mapping tool](#) (the SMP's website receives over 2 million hits a year);
- tap into a huge network of experience, enthusiasm and expertise;
- invites to forums, training, advice, networking and information days to support and celebrate your link with Malawi.

Put simply, if you're reading this you should be a member of the SMP! Join at:

[www.scotland-malawipartnership.org/membership.html](http://www.scotland-malawipartnership.org/membership.html)

We also have a sister, Malawi-led and Malawi-owned, organisation in Malawi: the "Malawi Scotland Partnership" (MaSP). We highly recommend all our members' partners in Malawi become active members of MaSP. Find out more at: [www.malawiscotlandpartnership.org](http://www.malawiscotlandpartnership.org)

## This document, and how to use it!:

For almost ten years now the SMP has been advising and supporting new and existing links between Scotland and Malawi, using its forums, events, news bulletins and publications to collate and share members' experience.

Following member requests, the SMP has started producing this "Common Challenges: Shared Learning" document, in partnership with its Members and MaSP in Malawi. This document is based around the most

frequently cited challenges SMP members have experienced with their Malawi projects and partnerships, offering points for consideration and ideas of how some of these challenges could be constructively addressed – all based on the proven experience of our members over the last decade.

While arguably the catalyst for starting this work now is the Scottish Government's current call for funding applications, this document is not focused exclusively on those developing SG funding applications. If successful, it should be relevant and of use to all those working with Malawi.

This document should not be seen as authoritative guidance but rather a series of points for consideration and reflection: a mélange of experience from a diverse community of actors. It does not seek to replicate any existing advice and information out there, so there's lots of signposting on to great existing resources. Nothing contained in this document constitutes technical, financial or legal advice, and the SMP has no ongoing responsibility for those following recommendations given in this report.

This document will never be "finished". It is a central hub for the collected experience of Scotland-Malawi projects. To be successful, members and our friends in Malawi must submit their own reflections, edits and additions. New challenges can be added, proposed solutions can be challenged, and new ideas brought to the fore.

To feed into this document just email [david@scotland-malawipartnership.org](mailto:david@scotland-malawipartnership.org) at any time.

This document will almost never be printed. Rather, the latest version will always be available online at [www.tinyurl.com/SMPCCSL](http://www.tinyurl.com/SMPCCSL)

Those wanting to be kept up to date of developments can email [david@scotland-malawipartnership.org](mailto:david@scotland-malawipartnership.org) and request auto-alerts – a quick email to let you know when a significant update to this document has been made, flagging up what's new.

The SMP is ready to support its members in any aspect of their work with Malawi. If you would like to discuss anything contained in this report, please don't hesitate to contact [david@scotland-malawipartnership.org](mailto:david@scotland-malawipartnership.org).

Equally, if you think it would be beneficial for the SMP to offer training on any topic covered here, please just ask.

<sup>1</sup> Anders, G.; PhD, LL.M (2014) [The Value of Scotland's Links with Malawi: Building on the Past, Shaping the Future:](#)

# Project design:

## Understanding each other:

Over the last decade it's become increasingly obvious that the best way to ensure success with a Scotland-Malawi project, and to avoid the most frequently cited challenges, is to commit real time and energy to open and honest dialogue before any planning really starts.

This dialogue should be based around listening, really *genuinely* listening, to both parties - their needs, expectations, concerns, and priorities.

Mutual understanding is key to success.

Too often excitement, a zeal to get started and an impending funding deadline mean this listening and this dialogue never really happens, or happens after the key decisions are made. Too often we go into this dialogue with questions like "would it be useful if..." or other leading questions, instead of simply asking "tell me about...".

Our experience is that even the most seemingly thorny challenge can easily be resolved through clear, open and honest dialogue at the start.

## Partnership agreements:

Members' experience suggests there's huge value in filling in a partnership agreement during your early discussions with your partner. Perhaps as many as 80% of members who have issues and challenges during implementation say that these could probably have been avoided if they had had a really clear, honest and transparent partnership agreement from the outset.

There are loads of partnership agreement templates out there<sup>2</sup>. We've gone through lots of them and designed one which we feel has all the important question (given in Appendix One). Please feel free to use this.

It might look quite long and wordy but it's all in lay-man (non-jargon) terms – although we also give the more

technical associated term in brackets and italics in case this later helps with funding applications etc.

This template Partnership Agreement asks all the key questions our members think are of use at the start of a new project to avoid the most common challenges further down the road, for example:

- Who is the *secondary* contact at each side in case the first contact leaves?
- What are each sides' priorities, expectations and concerns?
- How are you going to communicate through the partnership?
- When will it end, and what happens after that?

## Partnership Principles:

Over the last three years we've asked around 200 Malawian and 200 Scottish organisations what partnership principles underpin and define their links together. We got a huge amount of data and were delighted to see great synergy between the two sides of the partnership - some common themes were immediately obvious.

All of the SMP's advice, support and information in the coming years will be framed by these essential principles.

We're keen to support our members by communicating these principles in a really easy to understand (jargon free!), simple, memorable and engaging way, so we've created an anagram of the word PARTNERSHIP.

Rather than give strict advice against each of these partnerships, for now we're setting out a handful of quick and easy questions for each, which members can use for active self-reflection.

We encourage all our members to ask themselves these questions and discuss them, from the outset, with their Malawian partners.

See overleaf for the 11 P.A.R.T.N.E.R.S.H.I.P. Principles

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<sup>2</sup> If our template in Appendix One isn't right for you there are plenty of others available, for example at:

[VSO](#), [THET](#), [NIDOS](#)

# Partnership Principles

## **Planning and implementing together:**

- **Whose idea is this?**
- What do you want to achieve, and why?
- Who was involved in the planning?
- How do you communicate with your partners?
- Is this an equitable, and effective two-way dialogue?
- Are roles and responsibilities clear?
- Are expectations clear at both sides?
- Do you have a partnership agreement?
- Who manages the partnership?

## **Appropriateness:**

- **How does it fit within local and governmental priorities?**
- Does this partnership fit within local culture and customs at both ends?

## **Respect, trust and mutual understanding:**

- **How would you feel if you were at the other side of the partnership?**
- How well do you know your partners, and how are you improving your knowledge and understanding?
- What are the biggest issues at each side, and how does the partnership work effectively in this context?
- How is basic human dignity safeguarded?
- How do you know if respect, trust or understanding have been compromised, and what then happens?
- What do you do when the two sides don't agree?

## **Transparency and Accountability:**

- **How are challenges, issues and concerns listened to?**
- How do you share information about your partnership?
- Who is your partnership accountable to?
- How do you communicate with these people?
- If an NGO, have you IATI registered your work?

## **No one left behind:**

- **Who is excluded from your partnership?**
- Who precisely is your partnership with?
- How are the marginalised in the community at both sides engaged?

## **Effectiveness:**

- **How do you know if your partnership is working?**
- Who is involved in evaluating the partnership?
- How do you use your monitoring and evaluation to learn, and develop the partnership?

## **Reciprocity:**

- **What does each side contribute in the partnership?**
- Is it genuinely a two-way partnership?
- Who benefits from the partnership?
- Are opportunities, like travel, open to both sides of the partnership?

## **Sustainability:**

- **How long is your partnership for and what happens when it ends?**
- How can you be sure your partnership isn't creating dependencies?
- Is your partnership building capacity at both sides?

## **Do no Harm:**

- **Could anyone be worse off as a result of your partnership?**
- What impact is your partnership having on: the local economy; gender equality; food security; local culture;
- climate change; democracy, governance and local planning;
- Are you compliant with all relevant legislation?

## **Interconnectivity:**

- **How do you connect with what others are doing in this area?**
- How do you learn from others and share your experience?
- Are the local diaspora community at both sides engaged?

## **Parity (equality):**

- **Who 'owns' the partnership? Who has the power?**
- Who benefits from this partnership?
- How is each side treated through this partnership?
- What rights and responsibilities does each side have?

## Sustainability:

We always encourage our members, before embarking on any new project with Malawi, to read and reflect on some of the texts most critical of the international development “industry”.

Dambisa Moyo for example has gone so far as to argue: *“More than US\$2 trillion of foreign aid has been transferred from rich countries to poor over the past fifty years—[with] Africa the biggest recipient by far. Yet regardless of the motivation for aid-giving – economic, political or moral – aid has failed to deliver the promise of sustainable economic growth and poverty reduction.”*<sup>3</sup> Moyo argues that aid creates a vicious cycle: *“The cycle that chokes off desperately needed investment, instils a culture of dependency, and facilitates rampant and systematic corruption, all with deleterious consequences for growth. The cycle that, in fact, perpetuates underdevelopment, and guarantees economic failure in the poorest aid-dependent countries.”*<sup>4</sup>

This makes sobering reading for anyone looking to develop a new international partnership which they hope will have developmental impact. However, the good news is that by seriously prioritising the 11 partnership principles from the outset, we’re confident members can be a part of the solution and not the problem.

Critical to this is an active awareness of the realities on the ground in Malawi; a commitment to doing no harm (for example, being aware of possible domestic economies your project could be undermining); and an investment in sustainability from the start.

“Sustainability” is used (and mis-used) in all manner of different ways. It’s essential language for any successful funding application but one of the rarest of things to see on the ground. There has been lots written on designing effective exit strategies<sup>5</sup> and some great advice for building up your sustainability<sup>6</sup>.

For us, listening to our members, the key question is ‘what happens when the cash stops flowing?’ It’s easy to achieve incredible things while funds and resources are being donated but the absolutely essential challenge,

the thing that really matters, is what change can your partnership continue to effect when the funds stop flowing.

It seems strange, even uncomfortable, to talk about when and how a partnership’s going to end, before it’s even started. However, we think it’s absolutely essential, both to manage expectations and to plan for real sustainability.

In the template Partnership Agreement (appendix one) we encourage members to discuss and agree with their partners when the partnership/project will end and what they expect to see *still* happening six months, one year, two years, five years and ten years after the funds have ended.

This focus might result in a perceived or actual reduction in activity in the short to medium term (as you build capacity and prepare for the long term). It might also move partnerships into thinking about different sorts of work together, like income generating activity, that might seem less obvious, less urgent or less “charitable”. This should all be encouraged.

By always focusing your gaze, through planning and implementation, on this long-term horizon (after the money has ended), you’re far more likely to have a genuinely sustainable project and partnership.

### Quick SMP Member Case Study: Malawi Fruits

[Malawi Fruits](#) is a relatively new (2012) Scottish charity aiming to stimulate economic development in the North of Malawi. It grew out of a different charitable endeavour which focussed predominantly on the sending of material aid –unwanted or donated Scottish goods- to Malawi. Moving away from this model, and choosing to not try to have a *direct* short-term impact on, for example, health and education in the communities they are partnered with, Malawi Fruits instead now looks to support sustainable economic development with the aim of offering *indirect* long-term and sustainable support on issue of health and education locally. They have partnered with Myika Food Trust, based in Mzuzu, and are working with them on business planning for a medium sized enterprise based in Phwezi. They worked with Imani Development to conduct a Feasibility Study beginning in Autumn 2012 and, on the back of this, have secured a small grant to build the capacity and expertise of local subsistence farmers to grow Paprika as a cash crop with a guaranteed local fixed-price buyer. This income generating activity is self-sustaining and fuels wider community enrichment.

For more information and contact details, visit: <http://malawifruits.org.uk>

<sup>3</sup> Dambisa Moyo, *Dead Aid: Why Aid Is Not Working and How There is Another Way for Africa*, London: Allen Lane, 2009, p. 28.

<sup>4</sup> Moyo, *Dead Aid*, p. 49.

<sup>5</sup> See, for example, C-SAFE’s [“What we know about exit strategies: Practical Guide for Developing Exit Strategies in the Field”](#) (2005)

<sup>6</sup> See, for example, NIDOS’ excellent [Effectiveness Tool](#)

## Understanding cultural differences:

There are, of course, many cultural differences between Scotland and Malawi. This is precisely why our partnerships together are so vibrant, rewarding and fun! These differences aren't necessarily an issue – unless either side of the partnership fails to recognise, understand, respect and plan around these differences.

As the Partnership Principles suggest, a really useful question to ask yourself here is “how would I *feel* if it were the other way around”: how would I feel if someone came to Scotland, made little effort to understand Scottish culture and seemed intent on imposing another country's culture and way of working.

As a small contribution here we share a few of the most commonly cited cultural differences and misunderstandings cited by members. Every year the SMP runs Chichewa and Chitumbuka language classes run by the Malawian Diaspora community – these also include sessions on cultural differences and we really recommend members take part in these courses to increase their awareness.

Members tell us that:

- They are often **treated 'like royalty'** when they visit their Malawian partners - being told to sit on a chair (often the only one) whilst much older members of the community sit around on the ground. This can often be uncomfortable given our cultural mind-set. As embarrassing as it may be, it's important to be seen to formally accept this hospitality in order to show your respect to your hosts. Once the formalities are over, it's often acceptable to share values and offer the seat to an older member of the group, with the polite explanation that in Scotland we like to check our elder guests are comfortable before ourselves- sharing culture and care without offending.

- **Hierarchies** are usually fairly clear in Malawi – sometimes more outwardly visible than Scots are used to or comfortable with. It's important to understand and respect this, and not to assume that this is unhealthy or should be challenged.

- **Differing gender roles** and expectations are often very visible when working in Malawi for the first time. A serious commitment to gender equality is important in any project; however, this should always be done in a culturally aware and sensitive manner. Through open and honest dialogue at the start you can learn more about why, for example, it is common to see women carrying heavy loads alongside men who are empty handed. By talking about it in a respectful and understanding way, it

is possible to learn more about the local context, culture and customs – from both the perspective of men and women. You can then share (but not automatically impose) your views and values as a partner and discuss how gender will be a part of your work together.

- Some Scottish organisations can become frustrated at seemingly **slow progress** towards stated objectives through a partnership. Sometimes there is insufficient understanding of the different competing priorities at the Malawian end. Often a project coordinator in Malawi might also be doing two or three other jobs and have as many as 20-30 dependents who they are trying to provide for. It's important to be clear on mutual expectations – how much time each side envisages it will take up for key staff - and to be responsive if this is significantly exceeded.

- We often think it is very British to **not discuss salaries** – this is often even more so in Malawi where workers can have dozens of dependents and are keen for the wider community to not know their earnings (there is often a sense of entitlement if a family or community member is earning more than you).

- Allowance, or **per diem**, culture remains very visible in Malawi. Partly the result of norms that were established under colonial then one-party rule, there is often a very strong sense of entitlement to what is seen as the going rate. Scottish partners must remember the financial constraints their partners are often under – for example, that teachers and healthcare professionals (who can regularly not be paid their salary for months on end) are often absolutely reliant on these *per diems* from conferences etc to support their families. However, overwhelmingly our experience is that such payments can undermine all a partnership hopes to achieve by creating false incentives for involvement. We give more information and advice in the SMP's separate publication on this.

- **Meetings can be surprisingly formal** (although frustratingly unpunctual) affairs. Scots can sometimes be frustrated by the rigid adherence to protocol over a more common-sense led approach to dialogue. Again, this needs to be understood and respected – with meetings and itineraries designed around an awareness that meetings might not start or finish on time, might have rigid agendas and might include considerable formalities.

- A number of Scots get extremely frustrated **at tardy email correspondence** from their Malawian partners. Thankfully, the West's recent 24/7 'always on' culture has not made it to Malawi. Emails are often seen as less urgent in Malawi than in Scotland, with proportionately



more priority given to the face to face than remote correspondence. There are often practical, as well as cultural considerations, with power, connectivity and bandwidth still limited and sporadic across most of Malawi. Sometimes whole servers can go down in institutions like universities or big departments wiping out all electronic correspondence for weeks (or else requiring staff to use their own hotmail or gmail accounts in internet cafes or similar when opportunity allows).

- It is usual to preface *all* face to face conversations with “**how are you**” in English, Chichewa or Chitumbuka. It is also customary to touch your right elbow with your left hand if shaking hands with someone more senior to you.

It’s easy to be dismissive of the above reflections and suggestions by members but we shouldn’t underestimate how much these seemingly small cultural considerations and possible misunderstandings can cause much upset and potentially de-stabilize a new partnership.

## Employment:

*In the coming weeks this section will be greatly expanded with more information and advice from Malawi, including recommended remuneration rates.*

### Recruitment:

Recruitment is a big challenge for many Scotland-Malawi partnerships, with many projects very significantly delayed due to key staff not being in place.

In collating our members’ experience and advice we suggest having detailed dialogue with Malawian partners at the outset on the details of recruitment, including timescales, process and budgets, explaining that this is very often a challenging and problematic area for such work.

There are a great many extremely talented and competent professionals in Malawi desperate to find paid work. The frustration can be finding the right people.

It is the norm in Malawi to advertise posts in one or both the national daily papers (the Daily Times and The Nation). This is not excessively expensive (far cheaper than in the UK) and is best organised locally. For assistance with this, please contact the SMP. Usually in Malawi the advertiser would not state the salary for a job being advertised, give only limited information about the specific qualification and capabilities required, and application forms are rarely used.

A number of SMP members have had frustrating experience recruiting staff in Malawi as, without application forms or detailed information on the experience required, they are overwhelmed with hundreds of applicants sending CVs (which, in Malawi, can run to 20 pages) speculatively. It is then extremely hard to meaningfully collate, compute and compare all this information to make informed selection.

Furthermore, it is unusual to discuss salaries until after the selection process is concluded. This can often mean that, when offered the post, the highest scoring candidate declines the terms, leaving the organisation scrabbling to make offers to the fifth or sixth candidate.

It is important to understand *why* these norms are there in Malawi. It’s usually because applicants do not want the wider community to know their salary, should they be successful with their application – as they would if the organisation had stated the salary banding in the advert. However, it is usually acceptable for salary ranges to be given to individual applicants, through direct private communications (an email), between application and selection. This can be a way for partnerships to respect the reasons for these cultural norms while managing a recruitment process which is likely to be successful – ensuring those interviewed are aware of the basic terms and conditions prior to selection.

A new website <http://myjobo.com> was launched in July 2014 specifically dedicated to free advertising of jobs in Malawi.

### Employment Law:

We are in the process of collecting more information from Malawi on employment law but, in the meantime, this website provides some useful insight: [www.mywage.com/main/labour-law/labourlawMalawi](http://www.mywage.com/main/labour-law/labourlawMalawi)

The Malawi Revenue Authority (MRA) has excellent information on legal PAYE requirements in Malawi at: [www.mra.mw/domestic/domestic.php?cdoid=2](http://www.mra.mw/domestic/domestic.php?cdoid=2)

With effect from 1st July 2013, the applicable rates for PAYE on a monthly basis are as follows:

- The first K20, 000. 00 at 0%
- The next K5, 000. 00 at 15%
- The excess of K25, 000. 00 at 30%.

## Remuneration:

As noted above, there are often sensitivities in Malawi (as in the UK) around sharing information on salaries. Members also frequently have issues determining the correct level of remuneration necessary to recruit and retain the right staff.

It is not uncommon to seek advice from a range of credible sources in Malawi and receive wildly varying answers on correct remuneration levels. A key determining factor can be how the organisation is viewed in Malawi, as “international NGOs” (most notably the largest multi-lateral NGOs) can pay ten times what a “Malawian NGO” would pay.

While projects, understandably, want to attract the best possible staff to ensure delivery, it is important to invest considerable time and energy in consulting locally to ascertain appropriate remuneration levels. An organisation that pays excessive salaries can dramatically skew local economies, pulling staff from other NGOs and undermining a great many local projects. This is perhaps most acute, and most disastrous, in the healthcare profession where trained doctors are pulled from public practice (where there is about 50,000 Malawians to a doctor compared to Scotland’s 300) to work for NGOs and private clinics.

Inflation is also an important consideration. Inflation in Malawi is currently at 22.5% with food inflation at 19.9% (July 2014). It has fluctuated between 21.7% and 25.9% in the last 12 months<sup>7</sup>. In the year before this Malawian inflation reached a high of 37.9% in March 2013. See page 11 for more details on this.

When developing a multi-year project budget, we always recommend you factor in inflation based on a 1-2 year historical average.

Without this consideration, projects often find themselves hemorrhaging good staff after year one, as the cost of living drastically outstrips wages. Given projects may need to budget for staff annual salary uplift of 20-30%, it is important to provide a clear, detailed and persuasive narrative on this to the funder/grant assessor as they might otherwise find this concerning. The more independent data you can include in your application the better.

Another consideration is what currency salaries are paid. Some large NGOs are able to avoid the worst implications of local inflation by paying in foreign currency rather than kwacha. This obviously has a number of advantages for projects who receive funding in GBP or USD, avoiding much of the uncertainty; however, projects must themselves ensure that it is legal and appropriate to pay staff in forex. Further information on this can be found with the Malawi Revenue Authority (MRA): [www.mra.mw](http://www.mra.mw).

Most employees receive formal benefits separate to their salary. This can often include housing benefits, access to a vehicle, subsistence allowance, health insurance and a pension (with these last two being legal requirements). For the avoidance of confusion contracts should clearly state what additional non-salary benefits are, and are not, eligible.

## Retention:

While, given the prevailing inflation rates, remuneration is likely a key determinant of successfully recruiting staff in Malawi, there are of course other considerations to be aware of.

The key principles of best practice in the management of staff in Malawi are largely comparable to those in Scotland. You will need to provide a satisfying and rewarding employment to retain the best staff, offering continual professional development and all necessary support and supervision.

Generally, Malawian employers and employees are well accustomed to having detailed HR policy guidance – often more so than in Scotland.

One point of note which has come from a number of members is support to attend funerals. Perhaps unlike in Scotland, it is the cultural norm for Malawians to attend many funerals, even of those they did not know well. This cultural norm, combined tragically with the mortality rates resulting still from the HIV epidemic, mean employers in Malawi can expect a far greater number of days absence of their staff for compassionate reasons. This should be well supported and factored in to plans from the outset.

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<sup>7</sup> See: [www.tradingeconomics.com/malawi/inflation-cpi](http://www.tradingeconomics.com/malawi/inflation-cpi)



# Economics:

NO PART OF THIS DOCUMENT CONSTITUTES TECHNICAL, LEGAL OR FINANCIAL ADVICE.

## Exchange Rates:

Whether funds have been raised at a community level in Scotland or awarded as grants from funders like the Scottish Government or DFID, many Scotland-Malawi partnerships have funding in GB Pounds (GBP) with delivery in Malawi Kwacha (MK). This obviously means there is some risk and uncertainty as the Kwacha is a little-traded and hence relatively volatile currency.

Since December 2013 (to August 2014) the Kwacha has remained relatively stable, trading at 650 - 717 MK:1GBP for most of this period. Often the kwacha strengthens significantly between May and September, as the tobacco auctions bring forex into the country, with a dip the rest of the year. However, this general seasonal oscillation is often eclipsed by sudden and seismic shifts. For example, in May 2012 the Government of Malawi devalued the Kwacha by almost 50% and in May 2013 the kwacha gained almost 30% in a matter of days due to news on the tobacco season.

Members also note that official exchange rates are not always available locally; this can be the result of geographical variations or simply the amount of forex in the country. Around 2010-12 the Kwacha was significantly overvalued, resulting a chronic lack of forex country-wide. This meant there was a huge variance between the official rates and the parallel market. While the situation has improved significantly since then, members should be aware of this reality, be alert to future forex shortages, and have as many different sources of information on the ground as possible.

There is no sure-fire way of avoiding all currency risk, although members have generally had good experience following the below suggestions:

- Have two local accounts: one MK and one GBP ("Foreign Currency Delineated Account" - FCDA). Transfer funds from your UK account to the FCDA account in Malawi. Only make transfers from the local FCDA to the local Kwacha account as required. Try to avoid transferring GBP to MK while the Kwacha is strong (often May-October).
- Get as much information as possible locally to inform your budgeting.
- In consultation with your partners in Malawi decide an estimated average exchange rate for the duration of your budget/funding application. This should be informed by historical rates, perhaps a conservative calculation based on the last two years.
- Make very clear in any planning or funding applications the rate you have used, the reason for this and the risks and uncertainties involved. Give evidence for your decisions.
- Register the risk of unforeseen fluctuations in the exchange rates in your risk register, setting down plans to mitigate this risk (reduce the chance of it occurring) and adapt effectively to it, should the risk occur.
- Have good systems to monitor exchange rates (both official and on the ground). The SMP briefs its members on exchange rates weekly through its news bulletin.
- Keep in ongoing contact with your funders. Agree levels of variance (up or down) beyond which you would notify your partner, funder and/or other stakeholders, and proposed actions in various different scenarios.
- If the exchange rate tilts one way and you find yourself with additional funds at one point in the project, notify your partners, funders and key stakeholders. Most funders will have a stated policy on this – you will likely not have any automatic entitlement to this underspend. We recommend you work closely with your funder, requesting that these funds be held as a strategic reserve, a buffer, should the exchange rate tilt the other way.

## Historic exchange rates (source: xe.com)

### GBP:MK in the last year

MWK per 1 GBP

26 Aug 2013 00:00 UTC - 26 Aug 2014 15:04 UTC  
GBP/MWK close: 656.54874 low: 495.95200 high: 718.25599



### GBP:MK in the two years

MWK per 1 GBP

26 Aug 2012 00:00 UTC - 26 Aug 2014 15:04 UTC  
GBP/MWK close: 656.54874 low: 422.53951 high: 718.25599



### GBP:MK in the five

MWK per 1 GBP

27 Aug 2009 00:00 UTC - 26 Aug 2014 15:04 UTC  
GBP/MWK close: 656.54874 low: 214.40340 high: 718.25599



## Inflation:

At the time of writing (August 2014) Inflation in Malawi is currently at 22.5% with food inflation at 19.9%. It has fluctuated between 21.7% and 25.9% in the last 12 months<sup>8</sup>. In the year before this Malawian inflation reached a high of 37.9% in March 2013.

Probably the best source of information on contemporary and historic inflation rates in Malawi include:

- Trading Economics:  
[www.tradingeconomics.com/malawi/inflation-cpi](http://www.tradingeconomics.com/malawi/inflation-cpi)
- Reserve Bank of Malawi:  
[www.rbm.mw/inflation\\_rates\\_detailed.aspx](http://www.rbm.mw/inflation_rates_detailed.aspx)

When developing a multi-year project budget, our members recommend you factor in inflation based on a 1-2 year historical average. Without this consideration, projects often find themselves losing staff and failing to meet planned delivery levels as the cost of local goods and the cost of living outstrips operational budgets and staff salaries. Given inflation levels may require projects to develop budgets which increase 20-30% annually, it is important to provide a clear, detailed and persuasive narrative on this to the funder/grant assessor as they might otherwise find this rather alarming. The more independent data you can include in your application the better.

Obviously if paying for goods, services or salaries in forex rather than Kwacha, members might avoid the worst uncertainties of inflation and exchange rates. However, technical and legal advice would need to be sought locally from the Malawi Revenue Authority on this: [www.mra.mw](http://www.mra.mw)

It is important to remember that formally published figures on inflation and exchange rates do not necessarily precisely replicate the situation on the ground. This is partly the result of geographical variations, limitations in the collection of robust data, and the effect of the parallel/informal market. Good local information, from a range of sources is important.

One very useful source of information members might choose to use to assess the cost of living is the excellent Basic Needs Basket (BNB) data which is collated and disseminated by the Centre for Social Concern (CFSC).

The monthly BNB has data on the cost of living for people living in Malawi's medium and high-density urban areas, including: Lilongwe, Blantyre, Mzuzu and Zomba, with data collected from a sample of 7 to 10 markets and

retail outlets (in each of the cities), as well as from selected households from each of the sampled areas. It includes both essential food and non-food items required for an average family of six to acquire a minimum standard of living each passing month. It is a useful marker to assess salaries against. Later this year the BNB will extend to selected rural areas.

The urban BNB is published every month in Malawi's two national daily newspapers (The Daily Times and The Nation) and circulated via e-mail to various organisations, including selected government ministries, and individuals. Two radio stations in Mzuzu and Lilongwe are also planning to have radio programmes using the BNB.

The SMP circulates the BNB to its members through the weekly bulletin.

For more information on the BNB see:

[www.cfscmalawi.org/bnb.html](http://www.cfscmalawi.org/bnb.html)

Appendix two gives the July 2014 BNB for Lilongwe, Blantyre, Zomba and Mzuzu.

However members choose manage the challenge of inflation rates in budgeting for multi-year projects we recommend that:

- Every possible effort is made to secure the best possible information on which to make a decision.
- The rationale behind your decision is evidence-based and clearly explained in any funding application.
- You register the risk of unforeseen changes in inflation rates in your risk register, setting down plans to mitigate this risk (reduce the chance of it occurring) and adapt effectively to it, should the risk occur.
- Have good systems to monitor inflation rates (both official and on the ground indicators like the BNB). The SMP regularly briefs its members through its news bulletin.
- Keep in ongoing contact with your funders. Agree levels of variance (up or down) beyond which you would notify your partner, funder and/or other stakeholders, and proposed actions in various different scenarios.

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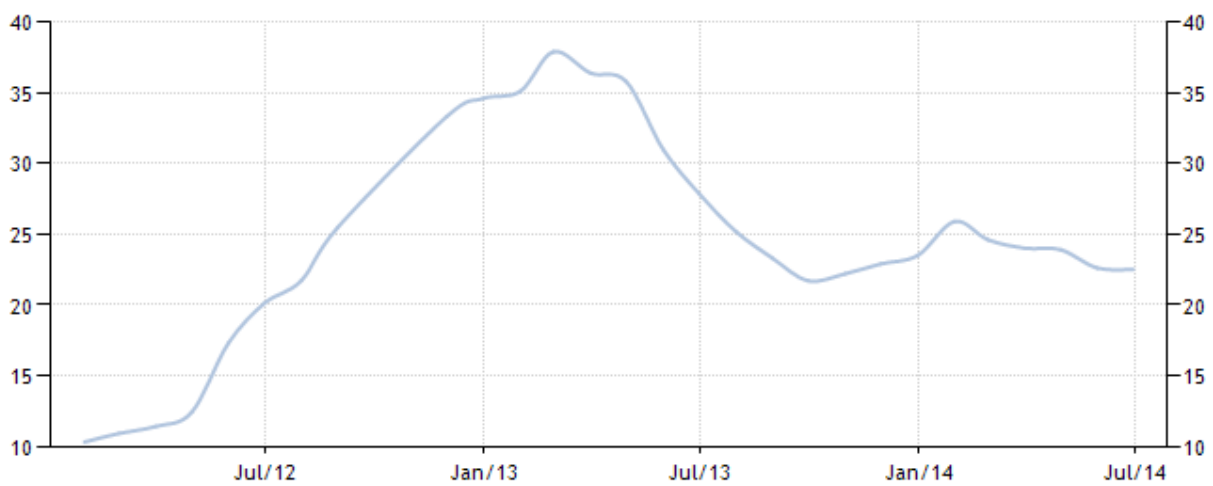
<sup>8</sup> See: <http://www.tradingeconomics.com/malawi/inflation-cpi>

## Historic inflation rates (source: Trading Economics – Reserve Bank of Malawi)

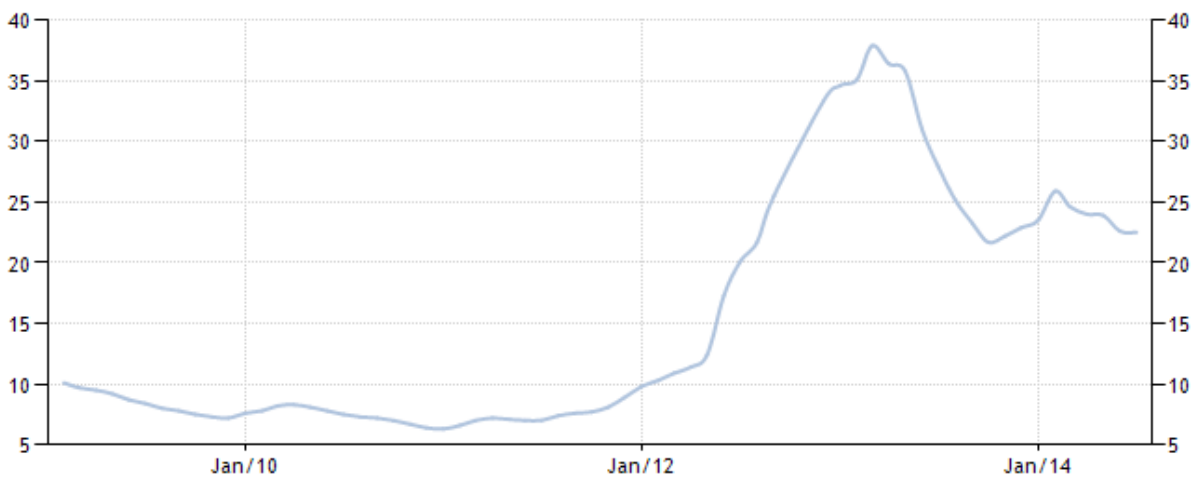
Last year:



Last 2 years:



Last 5 years:



## Exchange of Funds:

Before transferring any funds to Malawi there should be 100% clarity on the use, management and safeguarding of funds.

Most members have found that they can satisfactorily make financial transfers direct from their Scottish bank. You will usually require at least the below information on the recipient account in Malawi (this will likely vary between banks):

- The recipient's name and address;
- Name and address of the bank in Malawi;
- The SWIFT code (BIC) for the Malawi Bank (SWIFT codes are normally 11 digits, but can be 8 in which case the GB bank sometimes adds XXX at the end);
- Account number.

Alternatively, Western Union offer a fast and effective service which does not require a bank account in Malawi; however, this comes at a very significant per transaction and percentage cost – probably too much for almost all ongoing projects in everything other than an emergency.

At the other end of the scale, there are a large number of companies which offer a range financial services purporting to offer savings for those making large, regular transactions. Almost all Scotland-Malawi projects are not operating at a scale where paying such an agent would be beneficial.

Members should ensure any company they engage on their behalf is regulated in the UK by the [Financial Services Agency](#) (FSA) and working within the relevant laws of Malawi (contact the [Malawi Revenue Authority](#) – MRA).

Many projects choose to have two local accounts in Malawi: one MK and one GBP (“Foreign Currency Delineated Account” FCDA). They then transfer funds from the UK account to the FCDA account in Malawi and only make transfers from the local FCDA to the local Kwacha account as required. If doing this, many members try to avoid transferring GBP to MK while the Kwacha is strong (typically May-October).

When making a bank transfer Scottish organisations are usually asked whether they want to accept the charges; however, this does not usually cover banking costs incurred within Malawi and hence the Malawian partner may still have charges locally applied.



# Engaging the Government of Malawi:

## Policies and priorities:

We strongly recommend that all members' work within and towards stated policy of central and local Government in Malawi.

### Malawi Growth and Development Strategy II:

At the national level, there are a number of key policies to be aware of. Probably most significantly is the overarching Malawi Growth and Development Strategy Two (MGDS II). The MGDS II covers the period 2011-2016. It is the overarching medium term strategy for Malawi designed to attain Malawi's long term development aspirations.

The MGDS II identifies six broad thematic areas, namely:

1. Sustainable Economic Growth;
2. Social Development;
3. Social Support and Disaster Risk Management;
4. Infrastructure Development;
5. Governance; and
6. Gender and Capacity Development

Within these six thematic areas, the MGDS II isolates nine key priority areas (KPAs), namely:

1. Agriculture and Food Security;
2. Transport Infrastructure and Nsanje World Inland Port;
3. Energy, Industrial Development, Mining and Tourism;
4. Education, Science and Technology;
5. Public Health, Sanitation, Malaria and HIV and AIDS Management;
6. Integrated Rural Development;
7. Green Belt Irrigation and Water Development;
8. Child Development, Youth Development and Empowerment; and
9. Climate Change, Natural Resources and Environmental Management.

The selection of the key priority areas is meant to sustain and accelerate economic growth within the available resources. Through the nine priorities within priorities and the thematic areas, the MGDS II maintains a balance among economic, social and environmental components of the economy. This will in turn reduce poverty and bring about prosperity in the medium term while accelerating attainment of the Millennium Development Goals (MDGs). Just like its predecessor, the process of developing MGDS II was highly participatory and consultative involving the Executive, through Central Government Ministries and Departments and local

authorities across the country; the Legislature; Civil Society Organizations; Donors and Cooperating Partners; Non-Governmental Organizations; Private Sector; the Academia; Youth; Children; Women Groups; Faith Based Organizations and the general public.

The full MGDSII is [available online](#).

### Economic Recovery Plan

The Malawi Economic Recovery Plan (ERP) was introduced by President Joyce Banda in 2013. It is available in full [online](#). At the time of writing (August 2014) the SMP understands **this policy is no longer being implemented** by the new Government of Malawi under President Peter Mutharika.

### National Education Sector Plan:

Malawi's National Education Sector Plan (NESP) draws on the first and second education development plans, PIF and the Long-term Development Perspective for Malawi (Vision 2020). Subsequent to these development policies, it is also drawn from the current medium – term national development strategy (the Malawi Growth and Development Strategy - MGDS).

Furthermore, the NESP reflects the Government of Malawi's commitment to both regional (Southern African Development Community and the African Union) and international (the Millennium Development Goals) targets and priorities, and it incorporates the ideals Education For All (EFA) National Plan of Action, in order to respond to the Fast Track Initiative. Consistent to the above and based on the Paris declaration on donor assistance, the NESP paves the way towards a Sector Wide Approach (SWAp) to planning, development and financing of the education sector. In essence, the detailed NESP is the long-term programme from which the MTEFs, District Education Plans (DEPs) and Annual Implementation Plans (AIP) will be drawn. The NESP operationalizes the MGDS broad educational development priorities, which recognizes education as a catalyst for socio-economic development, industrial growth and an instrument for empowering the poor, the weak and the voiceless. It is also cognizant of the positive role of education in enhancing group solidarity, national consciousness and tolerance of diversity. Furthermore it ratifies the facilitating role of education in the development of a culture of peace, which is conducive and critical for socio-economic, political and industrial development and appraises education as being critical and necessary for economic and industrial growth and development.

Precisely the broad national goals in the MGDS are:

- i. To equip students with basic knowledge and skills to enable them to function as competent and productive citizens in a free society,
- ii. Students with disabilities are able to live an independent and comfortable life,
- iii. To provide the academic basis for gainful employment in the informal, private and public sectors, and
- iv. Provide high quality professionals in all fields.

The NESP is available [online at the SMP website](#).

### Health Sector Strategic Plan

The Malawi Health Sector Strategic Plan (HSSP) covers the period 2011-16 and succeeds the 2004-2011 Program of Work (PoW). The policy aims to improve the quality of life of all the people of Malawi by reducing the risk of ill health and the occurrence of premature deaths. It is [available online](#).

### Local District Development Plans:

Each of Malawi's 28 Districts should have a Socio-Economic Profile and a District Development Plan, these both arose from the [decentralisation programme](#) finalised in 2001. However, in reality not all of these documents are publically available or have been kept up to date. We recommend that members consult the local District Development Committees for the latest local information.

## Government of Malawi contacts:

The Ministry of Foreign Affairs and Cooperation coordinates and leads with all international links within the Government of Malawi.

There are also four Strand Leads, one in each of the four strands of the Scotland-Malawi Cooperation Agreement (Health, Education, Civic Governance and Society, and Sustainable Economic Development), who coordinate activity within their respective Ministries:

Title	Name	Role	Email
Ms	Grace Varela	Governance Strand Leader	<a href="mailto:grace.varela@democracy.mw">grace.varela@democracy.mw</a>
Ms	Rebecca Phwitiko	Education Strand Leader	<a href="mailto:rebeccaphwitiko@gmail.com">rebeccaphwitiko@gmail.com</a>
Mr	Adwell Zembele	Sustainable Economic Development Strand Leader	<a href="mailto:zembeleadwell@yahoo.com">zembeleadwell@yahoo.com</a>
Dr	Dr. Rabson Kachala	Health Strand Lead	<a href="mailto:mbewekachala@gmail.com">mbewekachala@gmail.com</a>
Mr	Mike Mwanyula	Assistant Director, Ministry of Foreign Affairs	<a href="mailto:mmwanyula@gmail.com">mmwanyula@gmail.com</a>

## Practicalities:

### Managing Risk:

Almost all funders require a risk assessment/risk register. This can seem a very bureaucratic piece of work. It's not.

Our members tell us a good risk assessment, coming out of genuine, honest dialogue with their Malawian partners is invaluable further down the road, whether you have to do it or not.

The best way to think about risk is to, with your partners, make a list of all the things your partnership is reliant on to be successful and, from this, to think about what could possibly undermine each of these.

Usually a risk register will give a score to each risk, calculated as the likelihood that the risk happens multiplied by the seriousness if it does. This allows you to take sensible, proportionate steps to manage the risk.

It's good to think about how you will avoid the risk happening in the first place (mitigation) and, should this fail, what you would do to reduce the severity of the risk if it occurs (mitigation).

Risk assessments should NOT be copy/pasted from other sources (no matter how tempting), as they specific to each project/partnership.

Here are a few general considerations you should think about when developing your risk assessment. This *isn't* exhaustive and doesn't include the large number of project-level considerations which should also be included:

#### Infrastructural:

- Transport and road infrastructure
- Communications
- Availability of fuel (thankfully, less of an issue since 2011)
- Technology
- Power

#### Economic:

- Exchange rates
- Inflation
- Interest rates
- Lack of foreign exchange (thankfully, less of an issue since 2012 when the Kwacha was devalued)
- Parallel Market
- Market
- Theft and fraud
- Insurable

#### Legal and regulatory:

- Laws that could disrupt your work (remember you will likely have to be compliant to both Malawian and UK law – e.g. UK Bribery Act)
- Liabilities

#### Environmental:

- Rains, drought, flood, famine, earthquakes etc

## Communications:

An incredible number of members tell us they only established genuinely regular channels of communication with their Malawian partners *after* incurring challenges along the way.

Regular and sustained communication is probably the single most effective way of avoiding the kind of misunderstandings that can so easily undermine a project: it is integral to effective partnership. While the value of face to face dialogue through reciprocal visits cannot be overstated in a people-to-people relationship, it is also essential to have regular sustained remote dialogue. Often visits can become quite formal with one side or other, or both, reluctant to talk about the messy realities at their side: sometimes these are more likely to come out through regular informal communication.

#### Political:

- Malawi has had a couple of pretty seismic political changes in the last few years

#### HR:

- Recruitment (hopefully page 8 is useful)
- Retention (hopefully page 8 is useful)
- Staff absence
- Health and safety

#### Health and security:

- Of staff, partners and community

#### Community:

- Buy-in / up take

#### Reputation:

- Organisation, individuals, partners, funders

Good resources for thinking about risk include:

- FCO's [Know Before you go - Malawi](#) – **We strongly recommend all members sign up to these auto alerts**
- BOND's online [Risk Assessment Guidance](#)
- DFID's [Tools for Development](#) Chapter 5 (p55) "Risk Management"
- Prevention Web's [Economic Vulnerability and Disaster Risk Assessment in Malawi and Mozambique](#)
- Famine Early Warning System [Malawi](#)

Email is the norm for us at this side; it's within our comfort zone and is simply how we do business. This is not always the case in Malawi, for both practical and cultural reasons. Our members tell us they have had the most success when they establish agreed communication channels such as:

- Regular two-way email traffic as required dealing with the day to day;
- Scheduled weekly or fortnightly quick catch-up calls/Skypes;
- Monthly exchange of operational and financial information using a pro-forma; and
- Bi-annual or annual reciprocal visits

Our members tell us, of these, probably the most important is the weekly or fortnightly scheduled exchange. It gives space for a quick updates on progress,

challenges and opportunities. Some members record these meetings (no more than a page of bullet points), others prefer to keep as an informal and unrecorded exchange.

Skype is usable in much of Malawi but quality can be very poor at busy times and the bandwidth required can be prohibitively expensive (with endless trips to buy top up cards). It works well for many partnerships – especially those with their own strong internet connection – but for all members we recommend having back-up channels: a plan ‘B’, plan ‘C’ etc. It is common to have a number of alternative phone numbers you can reach your partners on (almost all Malawians have at least two mobiles), so good to agree which numbers and which emails to use and in which order, and regular check this is up to date.

## Connecting with others:

All Scotland-Malawi links benefit from sharing their experience with others now and then. This document serves as a basic exchange of information and experience but cannot replace the face to face.

Membership of the SMP in Scotland and MaSP in Malawi is the best way to connect with others engaged in similar work. Both organisations run a large number of different networking, training, support and information events across their respective countries: some are thematic and some are geographically clustered.

In Scotland, at present the SMP has five active forums which meet regularly to update members, share experience and support active networking and learning:

- Business, Trade, Investment and Tourism;
- Governance;
- Health;
- Primary and Secondary Education; and
- Further and Higher Education.

For details on these forums, please contact Charlie Bevan ([charlie@scotland-malawipartnership.org](mailto:charlie@scotland-malawipartnership.org)).

SMS texts can be a useful tool for communication in rural areas. The vast majority of Malawi has access, in some form, to a mobile phone. If not, local low-tech phones can be bought for just a few pounds. Almost all Malawian mobile phones are pay-as-you go, with credit sold on the street - often in incredibly low increments – enough for a text message!).

MaSP has now opened Communication and Resource Centres in Mzuzu, Blantyre and Lilongwe. These are basic rooms, usually in other institutions like universities, in which MaSP members can use a laptop with the internet and a phone to communicate with their partners in Scotland. It's a free service and membership of MaSP is free. For full details please contact Happy Edward Makala

([hmakala@malawiscotlandpartnership.org](mailto:hmakala@malawiscotlandpartnership.org)).

In Malawi, MaSP has Strand Forums in:

- Health;
- Education;
- Civic Society and Governance; and
- Sustainable Economic Development.

They also have locally coordinated regional clusters in the northern, central and southern regions.

Another great way to connect with others working locally (for example to buy or sell equipment, to make new contacts, or even hitch a ride somewhere) there are a number of online forums popular with the ex-pat community, including:

- [Blantyre Chat](#)
- [Zomba Chat](#)
- [Classifieds Nationwide](#)

There is also a Lilongwe Chat group which you can join by emailing:

[lilongwe-chat-subscribe@yahogroups.com](mailto:lilongwe-chat-subscribe@yahogroups.com)

There are a number of closed Facebook groups as well, like ‘Malawi Classifieds’ which can easily be found with a quick search. It's usually very easy to join these groups.

# Appendix One:

## Template partnership agreement:

Hopefully this is a useful resource as you develop your partnership between Scotland and Malawi. We recommend that this is completed face to face wherever possible, with both sides first having had access to the document so they can start developing ideas.

Don't see this as an administrative or bureaucratic exercise but rather a chance to listen to each other, learn more and discuss and agree really key parts of your partnership.

### Details of Malawian Organisation:

Name of Malawian Organisation:	
Why does your organisation exist? <i>(What is your vision and mission?)</i>	
What does your organisation <u>do</u> ?	
What does your organisation believe? <i>(What are your core values/principles?)</i>	
How is your organisation governed? <i>(Do you have Board of Directors?)</i>	
Who regulates your organisation? (Government, CONGOMA, NGO Board?)	

Who is the primary Malawian contact?	
Email:	
Telephone:	
Address	

Who is the secondary Malawian contact?	
How will this person be engaged from the outset?	
In what circumstances would this person take over as primary contact?	
Email:	
Telephone:	
Address	



**Details of Scottish Organisation:**

Name of Scottish Organisation:	
Why does your organisation exist? <i>(What is your vision and mission?)</i>	
What does your organisation do?	
What does your organisation believe? <i>(What are your core values/principles?)</i>	
How is your organisation governed? <i>(Do you have Board of Directors?)</i>	
Who regulates your organisation? <i>(Government, OSCR?)</i>	

Who is the primary Scottish contact?	
Email:	
Telephone:	
Address	

Who is the secondary Scottish contact?	
How will this person be engaged from the outset?	
In what circumstances would this person take over as primary contact?	
Email:	
Telephone:	
Address	

Are there any other key organisations/individuals involved?		
Name of organisation	Name and contact details	How are they involved?

**Listening and understanding each other:**

What are the needs/priorities of the Malawian partner?	
What are the expectations of the Malawian partner?	

What are the needs/priorities of the Scottish partner?	
What are the expectations of the Scottish partner?	

**Planning together:**

In one sentence, why are you starting a partnership together?	
---	--

What will your partnership <u>do</u> ? <i>(These are the outputs/activities)</i>		
Activity:	Scottish Partner’s responsibilities:	Malawian Partner’s responsibilities:

What change will this activity contribute towards? <i>(These are the outcomes/impact)</i>	
--	--

## Understanding the challenges

What are the concerns of the Malawian partner?	
What are the concerns of the Scottish partner?	

What could go wrong with your partnership plan?		
What could go wrong? <i>(These are the risks)</i>	How will you try to avoid this? <i>(This is your mitigation plan)</i>	What will you do if this happens? <i>(This is your adaptation plan)</i>

Could anyone be worse off as a result of the partnership?		
Who?	Why?	How do you avoid this?

## Communicating together:

When and how frequently will you communicate?	
How will you communicate (phone, text, email, Sykpe?)	
How will your regular communications be structured and recorded?	

## Reviewing your success together:

	What do you expect to have achieved together by this point?	What will you each do if this is not achieved or if there are delays?
Six months		
One year		
Five years		
Ten years		

When and how will you stop to assess if your partnership is succeeding?	
How does each partner raise concerns, issues or challenges during the partnership?	
When and how are you going to review and update this agreement?	

**Agreeing the finances:**

What benefits will individuals on the Scottish side receive during this partnership?	
What benefits will individuals on the Malawian side receive during this partnership?	
<i>Include here details about all possible remuneration and reward, including all allowances etc and agree that anything not agreed here cannot later be added to the budget without both sides agreeing.</i>	

What will the Scottish side contribute to the partnership?	
Financial contribution?	Non-financial contribution ( <i>in kind</i> )

What will the Malawian side contribute to the partnership?	
Financial contribution?	Non-financial contribution ( <i>in kind</i> )

Is your plan reliant on other contributions (e.g. external funding?)	
What will happen if you do not receive this external contribution?	

How will you decide what to spend money and resources on?	
How will you manage and safeguard money and resources on?	

## **Ending the partnership:**

When and how will the partnership end?	
--	--

What will happen after the partnership has finished? <i>(This is your sustainability)</i>			
	What do you expect to see by this point?	During the project, what will you do to help ensure this happens?	After the project what could be done (and by who) if this doesn't happen?
Two months after end			
Six months after end			
One year after end			
Two years after end			
Three years after end			
Four years after end			
Five years after end			

## **Reflecting on our PARTNERSHIP PRINCIPLES:**

Hopefully the above questions will have triggered discussions covering all 11 of the Scotland-Malawi 'Partnership Principles'. However, we recommend you make time (maybe over a green at the end of the day!) to look back over the 11 principles and use this space to jot down any quick reflections:

You might want to refer back to page 4 to see the questions for self-reflection against each of these principles.

	Reflections from Malawian partner:	Reflections from Scottish partner:
<b><u>P</u>lanning and implementing together:</b>		
<b><u>A</u>ppropriateness:</b>		
<b><u>R</u>espect, trust and mutual understanding:</b>		
<b><u>T</u>ransparency and Accountability:</b>		
<b><u>N</u>o one left behind:</b>		
<b><u>E</u>ffectiveness:</b>		
<b><u>R</u>eciprocity:</b>		



<b>Sustainability:</b>		
<b>Do no Harm:</b>		
<b>Interconnectivity</b> (joining up with others)		
<b>Parity</b> (equality)		

**Signed:**

	Signature	Date
Primary Malawian Contact		
Secondary Malawian Contact		
Primary Scottish Contact		
Secondary Malawian Contact		

# Appendix Two:

## Centre for Social Concern Basic Needs Basket

### July 2014

For all BNB since Jan 2008 visit: [http://www.cfscmalawi.org/press\\_rev.html](http://www.cfscmalawi.org/press_rev.html)

#### CFSC BASIC NEEDS BASKET: LILONGWE, BLANTYRE, ZOMBA & MZUZU JULY 2014

##### (A) COST OF BASIC FOOD ITEMS FOR A HOUSEHOLD SIZE OF SIX PEOPLE IN

Commodity – Quantity	Lilongwe		Zomba		Blantyre		Mzuzu	
	Kwacha	Total	Kwacha	Total	Kwacha	Total	Kwacha	Total
Maize (50 Kg Bag) - 2 bags	4,786	9,572	3,550	7,100	4,833	9,666	5,800	11,600
Milling (Including Grinding) - 14 Tins	179	2,506	250	3,500	150	2,100	200	2,800
Beans (0.8kg/day) 8 days - 6.4 Kgs	521	3,334	735	4,704	1,266	8,102	758	4,851
Usipa (250g/day) 4 days - 1 Kgs	3,036	3,063	3,714	3,714	5,143	5,143	3,586	3,586
Dry Utaka (200g/day) 4 days - 0.8 Kgs	3,813	3,050	4,071	3,257	5,600	4,480	3,625	2,900
Kapenta (200g/day) 4 days - 0.8 Kgs	3,800	3,040	1,167	934	5,333	4,266	5,933	4,746
Beef (1 kg/day) 4 days - 4 Kgs	1,508	6,032	1,700	6,800	1,400	5,600	1,500	6,000
Eggs (12/day) 4 days - 48	69	3,312	70	3,360	66	3,168	72	3,456
Vegetable (rape) (750g/day) 30 days - 22.5 Kg	254	5,715	240	5,400	211	4,748	368	8,280
Tomato (0.5 kg/day) 30 days - 15 Kgs	338	5,070	436	6,540	397	5,955	529	7,935
Onion (116g/day) 30 days - 3.5 Kgs	565	1,978	420	1,470	458	1,603	753	2,636
Fresh Milk (250mls/day) 30 days - 15x500 ml pkt	200	3,000	250	3,750	205	3,075	252	3,780
Kazinga Cooking Oil - 3x 1 Litters	1,307	3,921	1,556	4,668	1,364	4,092	1,442	4,326
Bread (5 bkfts/week) 20 days - 20 Loaves	244	4,880	250	5,000	246	4,920	250	5,000
Sugar (2 kgs/week) - 8 Kgs	484	3,872	500	4,000	470	3,760	497	3,976
Kitchen Salt - 1 Kg	169	169	160	160	156	156	257	257
Tea (Chisangalalo) - 40 x 25g	29	1,160	49	1,960	18	720	49	1,960
Cassava (2kgsx2bkfsts/wk) - 16 Kgs	99	1,584	142	2,272	104	1,664	50	800
<b>Sub-total (food items)</b>		<b>65,258</b>		<b>68,588</b>		<b>73,218</b>		<b>78,889</b>

##### (B) COST OF ESSENTIAL NON-FOOD ITEMS

Charcoal (50 Kgs) - 2 Bags	5,357	10,714	5,000	10,000	9,643	19,286	5,000	10,000
Protex - 10 Tablets	293	2,930	334	3,340	301	3,010	386	3,860
Boom - 8 Packets	208	1,664	216	1,728	219	1,752	243	1,944
Clere Body Lotion - 2 x 400 mls	301	602	319	638	301	602	350	700
Vaseline Blue Seal - 2 x 100 mls	414	828	624	1,248	481	962	525	1,066
Electricity (Meter) - Average/Month	8,855	8,855	5,850	5,850	5,876	5,876	1,363	1,363
Running Water (Meter) - Average/Month	3,444	3,444	3,017	3,017	3,526	3,526	1,453	1,453
Housing (3 Bed roomed) - Rent/Month	30,208	30,208	18,531	18,531	23,313	23,313	13,932	13,932
<b>Sub-total</b>		<b>59,245</b>		<b>44,352</b>		<b>58,327</b>		<b>34,318</b>
<b>Total for Basic Needs Basket</b>		<b>124,503</b>		<b>112,940</b>		<b>131,545</b>		<b>113,207</b>

##### (C) SOME OTHER ADDITIONAL COSTS

	Lilongwe	Zomba	Blantyre	Mzuzu		
Education (per year)					Fuel (cost at the pump)	
Secondary (fees)	5,657	8,250	6,000	3,350	Diesel (per litre)	K853.40
Primary (GPF)	1,525	850	700	1,200	Petrol (per litre)	K839.20
Uniform/shoes (Primary)	1,550	2,920	3,200	2,100	Paraffin (per litre)	K171.00
Uniform/shoes (Secondary)	2,280	5,100	4,000	4,400		
Other (pens, books, etc.)	1,044	3,900	2,600	2,700		

Minibus fare to town and back LL: MK400 – MK1000; BT: MK400; ZA: MK200 – MK240; MZ: MK200 – MK350

NB: 1 USA dollar (\$) = K379 Malawian Kwacha (MK)

The Social Conditions Research Program of the Centre for Social Concern  
 Conducted these surveys from 22<sup>nd</sup> to 23<sup>rd</sup> July, 2014 in the cities of Blantyre, Zomba, Lilongwe and Mzuzu.

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