



Draft Text for the 2020-23 Strategic Plan:

For discussion, input and approval at the SMP's 5th October 2019 AGM

Executive Summary:

This document sets out to the membership the SMP's latest strategic plans for 2020-23. These plans are in a late stage of development and have principally been designed around members' feedback and priorities. We hope they are to members' satisfaction and we look forward to discussing with members at the 5th October 2019 AGM, where we will seek members' final input.

The detailed consultations we have undertaken with members, partners, funders, staff and directors of the SMP indicates a high level of satisfaction with the Partnership's work and the organisation's direction of travel. We therefore see 2020-23 as a period of **continuation** and **consolidation** as we continue to find innovative new ways of strengthening and supporting the myriad historic links between our two nations.

In 2020-23 the SMP will:

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

The principle way in which the SMP will look to communicate its 2020-23 strategic plans is through an online, interactive Theory of Change. This document, which can be downloaded and printed at any time, illustrates on a single page what the SMP is, how it is governed and managed, and how it relates with its sister network the Malawi Scotland Partnership (MaSP). Most significantly, it tracks: Inputs > Strategic Goals > Activities > Outcomes > Impact.

The draft Theory of Change is available for viewing online at: www.tinyurl.com/SMP2020-23ToC.

We will continue through 2020-23 to work in an agile manner, responding quickly to our members' needs and priorities, and to new opportunities as they arise. Therefore, while we will look to publish a finalised 2020-23 Strategic Plan early in 2020, and be held accountable to this, we will continue to formally consult members annually through this period, and adjust and amend plans based on member feedback.

Contents:

Impact, vision, mission, values and Partnership Principles	Page 2
About the SMP:	Page 4
All-party messages of support for the SMP:	Page 6
S.W.O.T. Review from 2017-20:	Page 7
2020-23 Strategic Plan – <i>Structure and Theory of Change</i> :	Page 9
STRAND ONE: Strengthen & coordinate our members' links	Page 11
STRAND TWO: Inform & inspire the public	Page 13
STRAND THREE: Celebrate & support the next generation	Page 15
STRAND FOUR: Influence others & represent members' interests	Page 16
STRAND FIVE: Develop our own organisation	Page 17
Scottish Government Core Funding:	Page 19

Impact, vision, mission, values and Partnership Principles

Impact Statement:

In 2020-23, Scotland Malawi Partnership activities will coordinate, represent, support and develop the many dignified, two-way people-to-people links that unite Scotland and Malawi, and in so doing will help reduce poverty, improve wellbeing and increase social justice in both our nations, through our members' work.

Vision:

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

The Scotland Malawi Partnership promotes a people-to-people model of development, rooted in the shared history between our two countries. It focuses on active relationships between people to foster a shared understanding of the development challenges facing Malawi and to support the formation of practical, sustainable solutions. It is through this friendship, trust and shared understanding that the people of Scotland and Malawi will be able to effect real and lasting change, both through their own activity and by influencing the policies and actions of governments, parliaments and national institutions. The model is predicated on mutuality of benefit, enabling both nations to overcome social challenges and meet the aspirations of the United Nations' Sustainable Development Goals.

Mission:

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

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

Values:

Our Values describe our approach; our Vision and Mission can only be achieved if staff, directors, member organisations and associate members hold these values:

- Mutual respect – We recognise that the historic bilateral civil society relationship between Scotland and Malawi is built on trust and mutual respect and we celebrate its inherent reciprocity.
- Cooperation - We foster a spirit of cooperation, building partnerships and alliances in pursuit of our objectives, avoiding duplication and forging creative ways to work together.
- Internationalism - We stand in the tradition of Scottish internationalism, resisting isolationism and xenophobia, believing that Scotland's strength lies in building strong relationships with nations elsewhere in the world.
- Member-led – We seek to be keenly attentive to the needs and aims of our members, allowing their priorities to shape our direction. Paramount in all our work is provision of the highest possible quality of service to our members.
- Continuous improvement – We continuously strive to improve the quality of our service, as perceived by our members, to encourage viable, ethical development activity between our members and their Malawian counterparts.
- Visible collaboration – We understand the sector(s) in which our members are operating, both in Scotland and Malawi, and foster collaboration in order to maximize impact.
- Social Justice – Staff, directors and members are committed to encouraging links between Scotland and Malawi, to reduce poverty, promote justice and relieve suffering in Malawi. To achieve that, we all have a role to play in managing our own development and in being supportive of others.

Partnership Principles:

Planning and implementing together

Appropriateness

Respect, trust and mutual understanding

Transparency and Accountability

No one left behind

Effectiveness

Reciprocity

Sustainability

Do no **H**arm:

Interconnectivity

Parity (equality):

About the SMP:

The [Scotland Malawi Partnership](#) (SMP) is the national civil society network coordinating, representing and supporting the many people-to-people links between our two nations. We represent a community of 109,000 people in Scotland with active links to Malawi. This is part of a shared history that dates back 160 years to the travels of Dr David Livingstone.

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

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

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

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

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

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

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

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

We are an energetic coalition of civil society actors who believe in sustainable development through *dignified* partnership. We asked around 200 Scottish and 200 Malawian organisations to identify the principles which underpin such a partnership and were excited to find a great convergence of opinion.

This has been enshrined in our eleven [Partnership Principles](#): we, and all our members, hold ourselves accountable to these published principles.

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

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

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

We plan on a triennial basis, led by our members' priorities (to which we seek to respond on a daily basis) and our capacity to add tangible value. Tangible impacts are being delivered through our [2017-20 Theory of Change](#), and we are actively consulting members and partners for our next strategic period of 2020-2023.

Our project is to build connections and collaboration on a multi-sectoral basis between two small nations in ways that are transformational for both. There is no template for doing this. So far as we know, we are the first to develop this model of partnership.

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

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

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

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

All-party messages of support for the SMP:

"...I pay tribute to the Scotland Malawi Partnership—genuinely one of the most unique, remarkable, interesting and human inter-weavings of two nations anywhere in the world.

"There are three things from which we can learn [from the SMP]. The first is ... the civic multiplier—the way in which the Scotland Malawi Partnership, with a relatively modest amount of money, can draw on all the institutions to create a much richer partnership and be more than the sum of its parts. The second element, which has come through time and again ... is mutual respect... we can learn as much from Malawi as it can learn from us. Finally, there is the genius of co-ordination and connections. Since 2005 the work of the Scotland Malawi Partnership has been not to create the connections, but to find them and mine them—to draw them out of the soil and reveal to us that thick web of connections between two nations, essentially putting Malawians on the board. That is a very important part of the work of the Scotland Malawi Partnership.

"...What is so striking about the Scotland Malawi Partnership is that it has found ways of engaging a whole human population. Britain could do that in Malawi or in Tanzania, Uganda or Nigeria. It is a very exciting way of thinking about how to do development in the 21st century... these human connections give us the legitimacy and centre to make progress..."

"...More broadly, the big lesson from the Scotland Malawi Partnership may be for the Department for International Development itself. The Scotland Malawi Partnership shows us a great deal."

Rory Stewart OBE, MP, Secretary of State for International Development (then Minister for Africa)

"Scotland has a historic relationship with Malawi that goes back 160 years. The people of Malawi are our friends. We do a great deal of work in and for Malawi, from which we ourselves benefit. We stand with the people of Malawi ... and we will do everything possible to help."

"I am very proud of the links that exist between Scotland and Malawi and want these to be strengthened still further."

Rt Hon Nicola Sturgeon MSP, First Minister of Scotland and Leader of the SNP

"The links between Scotland and Malawi are deep, enduring and worthy of celebration. At heart, this is about friendship. Not just between governments, but between two peoples. Each year thousands of Scots and Malawians stand side-by-side and work together to achieve common goals. We should be proud of these bonds and I congratulate the Scotland Malawi Partnership for everything they do to further this cause."

Rt Hon Ruth Davidson MSP, Leader of the Scottish Conservative Party

"Scotland's strong relationship with Malawi has continued to grow over the past two centuries and I am delighted to support the Scotland Malawi Partnership and everyone involved with the organisation. The increasing number of Scots actively involved in links with Malawi through our schools and universities through to charities, hospitals and local businesses shows the kindness at the heart of the Scottish character. They should all be incredibly proud in creating one of the strongest bilateral relationships in the world. I look forward to working alongside you all as that relationship continues to grow."

Richard Leonard MSP, Leader of the Scottish Labour Party

"It is truly impressive that over one thousand Scottish organisations and key individuals have active links with Malawi. Through education, communication and engagement we are forging a lasting relationship with this fascinating and creative country at the heart of Africa. Together Scotland and Malawi can grow and prosper together."

Willie Rennie MSP, Leader of the Scottish Liberal Democrat Party

"I am delighted to see Scotland's long-standing friendship with Malawi continue to grow from strength to strength. More and more communities the length and breadth of Scotland are now involved in the people-to-people partnerships. This represents the best of Scottish internationalism, which will contribute to sustainable development and to global challenges such as equality and human rights. I congratulate the Scotland Malawi Partnership for its work coordinating these many civic links and look forward to continuing to work closely with the network."

Patrick Harvie MSP, Co-Convenor, Scottish Green Party

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

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

Strengths:

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

Weaknesses (/challenges):

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

Opportunities:

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

Threats:

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

2020-23 Strategic Plan – Structure & Theory of Change:

Structure:

The detailed consultations we have undertaken with members, partners, funders, staff and directors of the SMP indicate a high level of satisfaction with the Partnership's work and the direction of travel. We therefore see 2020-23 as a period of **continuation** and **consolidation** for the SMP as we continue to find innovative new ways of strengthening and supporting the myriad historic links between our two nations. We will continue to work in an agile manner, responding quickly to our members needs and priorities, and to new opportunities as they arise.

Informed by all the feedback we have received, and the desire to continue and consolidate our core functions from 2017-20, in 2020-23 the SMP Board proposes five strands of activity.

In 2020-23 the SMP will:

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

The remainder of this document details how, across each of these five strands, the SMP will **continue** and **consolidate** its activities across these five strands.

Theory of Change:

The principle way in which the SMP will look to communicate its strategic plans through 2020-23 is through an online, interactive Theory of Change. This document, which can be downloaded and printed at any time, shows on a single page what the SMP is, how it is governed and managed, and how it relates with its sister network the Malawi Scotland Partnership (MaSP).

Most significantly, the Theory of Change tracks:

Inputs > Strategic Goals > Activities > Outcomes > Impact

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

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

...Leading to...

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

The draft Theory of Change, pictured overleaf, is available for viewing online at:

www.tinyurl.com/SMP2020-23ToC

If you follow this link you can view the whole Theory of Change, and if you click the green 'Play Presentation' button in the bottom left-hand corner, and then the 'next slide' (right pointing arrow) button, you can fly through the different sections of the Theory of Change.

Many of the boxes of the Theory of Change have icons on the right-hand side of them, clicking these will take you to the relevant webpage for further information.

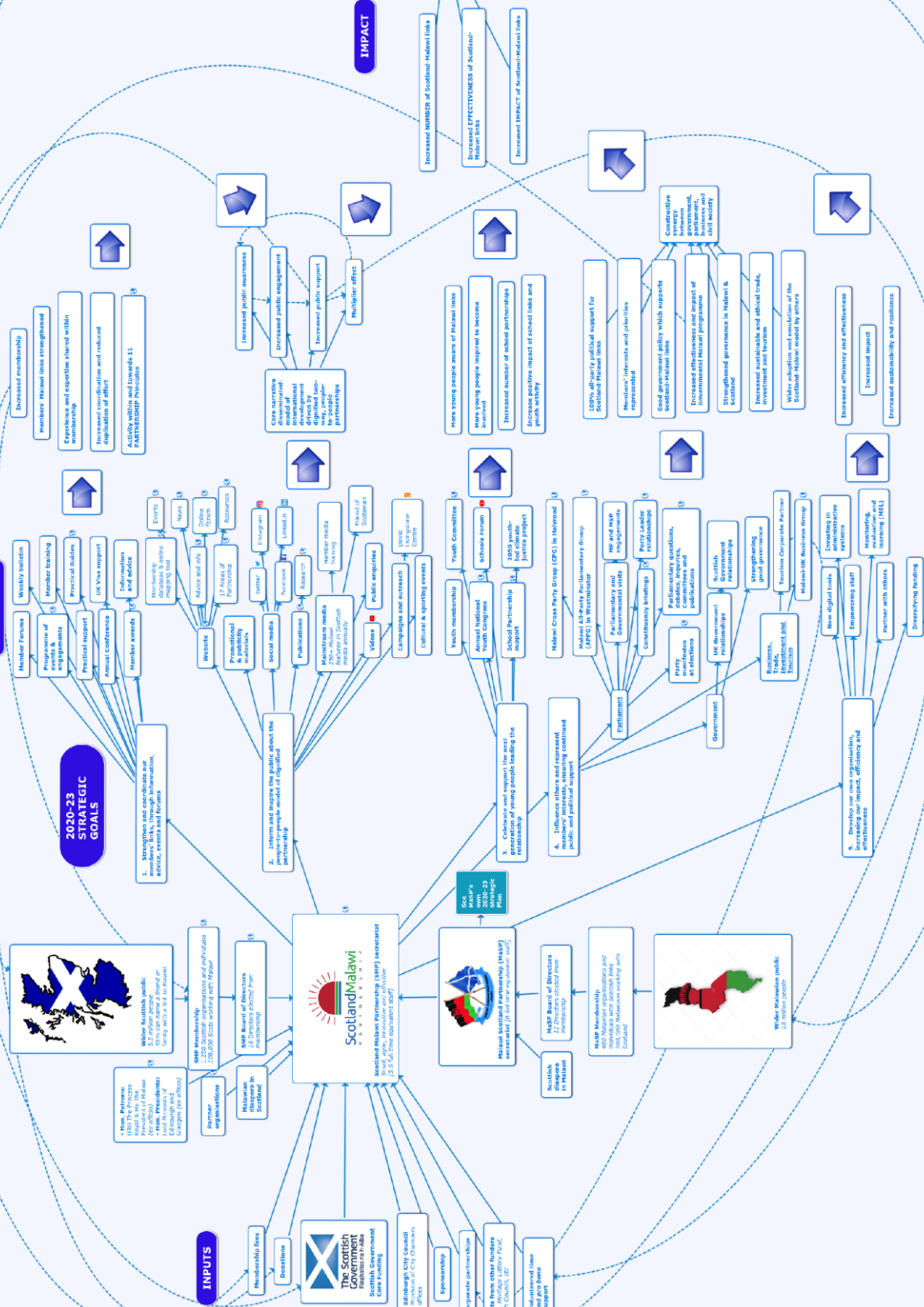
2020-23 STRATEGIC GOALS

ACTORS

ACTIVITIES

OUTCOMES

IMPACT



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

We will *continue* to:

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

We will *consolidate* by:

- Developing innovative ways to **share Member expertise** and learning between members. We recognise that new contacts are often made through networking at our events and, from this, learning and expertise is often shared, but this can be an inefficient and randomised interaction. We will explore ways for members to be able to capture and share nuggets of expertise in specific areas, for example through short one-minute videos, which can then be collated online and searched thematically. A member with a specific challenge or question, like 'how do I make my school partnership sustainable', could then easily tap into a range of different experiences and learning, recognising that there is no one correct way of doing things and a highly degree of diversity within our membership.
- Having more direct **face-to-face member engagements** to connect with, and really understand, our members' work and priorities. We will aim to have 100 individual meetings a year with our members, with the offer to meet all new members and annual trips to further afield parts of Scotland to offer meetings with more remote members. We will pilot making very short videos with each member at the end of the meeting, celebrating their work and highlighting some of the discussion points, and then promoting this on social media.
- Prioritising our **governance** work, re-energising the existing forum and potentially looking for an external funder to this important work further.
- Increasing support for **members' fundraising** by ourselves developing relationships with key funders, disseminating more information on our website, and giving active support and encouragement for members.
- Strengthening our **Member Forums**, as our core channels for member engagement, with:
 - A dedicated webpage for each, regularly updated with news and updates, and potentially a new interface on the website allowing us to show the web-profiles of those members who attended meetings (if they wish).
 - While remaining agile enough to schedule meetings around Malawian visitors, where possible, aiming to set-out meeting dates at the start of the year so we can map the year out, keep members informed and ensure discussion continues between meetings.
 - Clear, visible outputs between meetings, within the capacity of the office, with increasing member engagement and leadership and regular online updates.

- New forums/networking activities which bring together members working in the same geographic area of Malawi piloted.
 - The ability for members to propose forums and set the agenda within forums.
 - Strong member networks built around our forums.
 - New technology used to support remote input and to ensure everyone in the meeting is heard.
- Strengthening our communication of the **member offer**, with a clear and compelling narrative about the tangible benefits to our members.
 - Improving our systems to listen to **members' needs and prioritise** as we go: being able to get live feedback, with members regularly asked their views and priorities.
 - Developing our weekly **bulletin**, as our most important member communication, with active efforts to increase readership, reach and strategic outcomes, through:
 - Greater analysis and development based on what features have the most click-throughs.
 - Increased member-led content: member blogs and vlogs, 'member of the week', telling our members' stories and creating mechanisms for exchanges between members, so the reader feels part of a community and not just a passive consumer of news.
 - More information about what the staff team is doing each week.
 - More analysis and development based on when best to send out the bulletin.
 - Email bounce-backs to be investigated monthly, to ensure we have up to date contact details.
 - Historical bulletins to be made available to members online.
 - Members encouraged and supported to update their web-profiles and greater interaction with, and signposting to, these profiles and the online mapping.
 - Clear calls to action.
 - A single prominent and lucrative advertising space for a corporate partner.

OUTCOMES:

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

IMPACT

These outcomes will contribute to:

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

...Leading to...

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

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

We will *continue* to:

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

We will *consolidate* by:

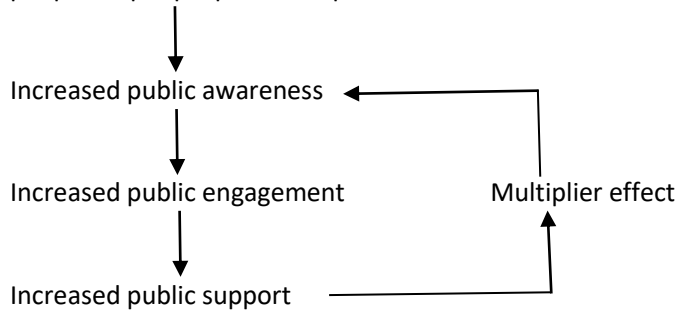
- Doing more to tell members and the public **what we are working** on and highlight the breadth and impact of our work, whether it be through the bulletin, staff blogs, the website, social media, and encourage members to get involved.
- Having a strengthened narrative on **impact**: our impact as a network, our members' individual impact and the impact of the bilateral relationship as a whole.
- Enhancing our use of **video**, with:
 - Efforts to increase the reach and audience of our video outputs on YouTube.
 - Members encouraged and supported to create and share their own video content to show their work.
 - Video production/editing training for members, staff and Directors.
 - Short, regular, snappy videos showing SMP outputs and activities.
 - 2-3 key front-facing headline videos with animations/infographics which explain key aspects of what the SMP is, what we do and what we believe.
 - Exploring quirky campaign-related ideas for generating video content.
- Strengthening our **website**, with:
 - Every webpage physically signed-off as up-to-date twice a year.
 - A prominent section of the website specifically about what we are doing now, with dedicated pages for each piece of work, such as forums.
 - Scotland-Malawi news stories, contemporary and historic, on our website.
 - A prominent, lucrative advertising space on the homepage and possibly paid for content in the 'visit Malawi' section.
 - Potentially a new web-provider and even a new web-hosting platform.
 - Specific section about Scottish Government-funded work in Malawi.
 - Member discussion forums either re-energised or deleted.
- Doing more to engage the **media**, with:
 - Efforts to connect members with local media.
 - Efforts to explore a major television commission to help tell the SMP story.
 - Opportunities in new media, such as YouTube channels and podcasts, explored and piloted.
 - New, quirky and disruptive media opportunities developed, to get our core messages across in very different ways, perhaps including public challenges, campaigns or stunts which get

people thinking, capture the public's imagination, mobilise members and generate media interest.

- Explore greater use of SMP Ambassadors to advance our core narrative. All use of celebrity supporters must be within our core values and in support of our core narrative of *dignified partnership*.
- Develop channels to encourage and support members to tell their stories across different media, including short blogs, video blogs, photography, interviews, etc.

OUTCOMES:

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



IMPACT

These outcomes will contribute to:

- 4) Increased NUMBER of Scotland-Malawi links
- 5) Increased EFFECTIVENESS of Scotland-Malawi links
- 6) Increased IMPACT of Scotland-Malawi links

...Leading to...

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

STRAND THREE: Celebrate and support the next generation of young people leading the relationship

We will *continue* to:

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

We will *consolidate* by:

- Recognising that a lack of funding means it is harder for teachers to attend events, so explore alternative modes of engagement with **schools, teachers and young people**. Alternative modes of engagement could include:
 - The use of online forums such as the pilot we ran in March 2019.
 - Holding smaller regional events with delivery partners such as the Development Education Centres.
 - Developing workshops on topics relating to Malawi to deliver in schools.
 - Making teachers aware of the SMP offer at the start of each school year making it easier for them to plan ahead.
- Continuing to offer support to teachers and school leaders in school partnerships through:
 - **Offering opportunities for networking and sharing of ideas such as the Schools Forums**, promoting the use of school partnerships and Global Citizenship Education in schools to further the inclusion of Learning for Sustainability across the curriculum.
 - **Continued partnership working** with organisations such as the IDEAS Network and the British Council, particularly through the successful delivery of the Connecting Classrooms through Global Learning programme in Scotland.
 - **Working with colleagues at MaSP** to offer a coordinated approach to support for schools in Malawi and Scotland, particularly encouraging the use of the Partnership Principles.
- Engaging and inspiring more young people to be involved and champion their own links through:
 - Using our growing base of highly engaged youth members to **encourage others to become involved**, increasing their visibility in SMP events and campaigns.
 - Building on the co-design model used by our Youth Committee to **deliver a peer-led programme of engagement**.
 - **Promoting youth engagement** in Scotland and Malawi's progress towards the SDGs.
- Amplifying the voices of young people in our membership by:
 - Encouraging and supporting them to become activists for SDGs and **champions of their own links** to Malawi.
 - Including youth members in every level of discussion offered by the SMP.
 - Using **the Youth Committee as a co-design partner** for events and campaigns.
 - Supporting young people to create media highlighting their experiences as part of the partnership
 - Maintaining a strong youth voice on our own Board of Directors

OUTCOMES:

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

IMPACT

These outcomes will contribute to:

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

...Leading to...

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

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

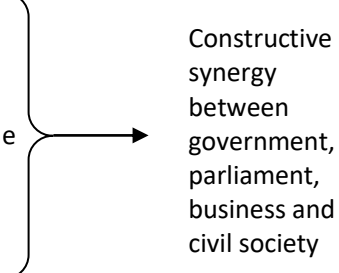
We will *continue* to:

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

We will *consolidate* by:

- Increasing **MP and MSP voice** in our lobbying and advocacy work, aiming to get a quote/soundbite/video from all 129 MSPs and MPs.
- Exploring facilitating **constituency meetings** for MPs and MSPs to meet with SMP members in their constituency.
- In addition to our existing Holyrood and Westminster **Constituency Mapping** documents, which disaggregate all our members across the constituencies/regions, exploring having dedicated **constituency webpages** which feed automatically from the online member directory.
- Using the **2021 Holyrood election** to advance our members' work and the Scotland-Malawi relationship.
- Building new links with the **private sector**, including new corporate partnerships.

OUTCOMES:

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

IMPACT

These outcomes will contribute to:

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

...Leading to...

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

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

We will continue to:

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

We will consolidate by:

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

- Continuing to prioritise SMP **income diversification**, with:
 - An active and bold approach to corporate partnerships
 - Increased engagement of DFID
 - Relationship-building with potential non-governmental funders
 - Exploration of potential new partnerships and joint-funding applications
 - All additional non-core work required to generate unrestricted funds and not just cover costs
- Strengthening **monitoring, evaluation and learning**, with:
 - More concise reporting for the Scottish Government
 - More first-hand case studies showing the benefits of membership across a number of engagements, including longitudinal data
- Experimenting with the **innovative use of technology**:
 - Using video-conferencing facilities like Zoom and Skype to allow our face-to-face events/activities to reach a wider audience, with remote participation and events recorded for future reference (without stifling discussion amongst those in the room)
 - Using digital engagements with members at larger events, for example Menti, to better democratise discussions and make engagements as interactive as possible.
 - Exploring the development of a Scotland-Malawi app, bringing together a range of services and information of use to our members.

OUTCOMES:

- Increased efficiency and effectiveness
- Increased impact
- Increased sustainability and resilience

IMPACT

These outcomes will contribute to:

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

...Leading to...

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

Scottish Government Core Funding:

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

We are specifically grateful to the Scottish Government for their early commitment to continue their core funding of the Partnership for 2020-23.

This funding has been secured at an entirely flat-level from 2017-20 and therefore represents a real-terms reduction, when inflation is considered. This obviously presents a challenge to the Partnership which it looks to mitigate by continuing to increase non-governmental income to help offset cost increases over this coming triennium.

We look forward to continuing to work closely with the Scottish Government through these coming three years, helping the Government deliver its international development strategy and further strengthen its Malawi Development Programme, while maintaining our independence.

Negotiations are still underway with the Scottish Government but it is likely the 2020-23 core funded activity will be structured around five priorities given to us by the Scottish Government:

SG Priority areas		Draft SMP Impact	Draft SMP Outcome	Draft SMP Activities					
Facilitate:	interactions and coordination between the full range of individuals and organisations with an interest in the Scotland Malawi relationship	Increased extent and knowledge of participation in, and impact and effectiveness of, Scotland's civic links with Malawi	Maintain mutual understanding, coordination, effectiveness and impact as a result of SMP-hosted activities	Focused/thematic Member Forums on regular basis as at present	Other events and activities				
Disseminate	the Scottish Government's International Development Strategy, and resulting opportunities, to the general public, public and private organisations, local authorities and schools in Scotland		Maintain awareness and understanding amongst key stakeholders of governmental and civil society work with Malawi	Dedicated web-pages	Announcements in bulletin and social media				
	information which may assist Scottish based organisations develop, implement and improve their interactions with Malawi, including best practice		Weekly bulletin	Website	Respond to enquiries	Sharing members' experience and expertise	Online directories by sector		

Communicate across Scotland:	Scotland's links with Malawi		Public awareness and engagement across Scotland of the bilateral relationship, the role of government and civil society, and the impact of this work	Social media	Videos	Media			
	the role that the Scottish Government funding has in supporting Malawian communities to build a brighter future for them and their country								
	the role that Scottish based organisations have in supporting Malawian communities to build a brighter future for them and their country								
Provide enhanced engagement	with schools in Scotland and with young people, to form and continue mutually beneficial links with their counterparts in Malawi		Continued visible and meaningful youth engagement and youth leadership in the bilateral relationship.	School partnership support	Schools Forum	Youth Congress	Youth Committee	Youth membership	
Assist:	Scotland's International Development Alliance with building capacity in the Scottish NGO sector in support of achieving the UN Global Goals in Malawi		A coordinated and confident sector with strong collaborations, clear mutual understanding, effective two-way assistance and common objectives, if any, identified	Host bi-annual network forum	Collaborate to support member training				
	the Scottish Fair Trade Forum with the implementation of policies that support Fair Trade in Malawi.				Collaborate to support Malawi FT products				

This structure is distinct to the member and board-led structure outlined in this document, in part because the wider Strategic Plan here outlined includes work not funded by the Scottish Government.

We hope to have our 2020-23 core funding arrangements confirmed with the Scottish Government by the end of December 2019.