



Election of Directors at 2019 AGM: Members Briefing Pack

Saturday 5th October 2019

Executive Summary:

We have eight applications and eight places on the Board at the 2019 AGM. Details about all applicants is given in this document and, at the AGM, members attending will have the opportunity to propose and second this slate of eight candidates.

Existing Board:

The MAA of the Scotland Malawi Partnership allows for a Board of up to 16 Directors. A term of office for a Director is three years, after which they must stand down but are welcome to stand for re-election should they wish.

During the last year, two Directors chose to stand down for personal reasons: Vincent Mzembe on the 23rd October 2018 and Lilian Haire on the 31st July 2019. Going into the AGM, the Partnership has a [14 Directors](#):

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|--|---------------------------|
| 1. Lady Prof Heather Cubie MBE (Chair) | 8. Mr Nicholas Gubbins |
| 2. Ms Claire Martin (Co-Vice Chair) | 9. Ms Gillian McMahon* |
| 3. Mr Jeremaya Phiri (Co-Vice Chair) | 10. Mr Tione Mtalimanja |
| 4. Mr Douglas Young (Co-Vice Chair)* | 11. Mr Colin Reilly* |
| 5. Dr Isabel Bruce OBE | 12. Mr Denis Robson |
| 6. Mr Malcolm Fleming* | 13. Rev Prof Kenneth Ross |
| 7. Prof Andrew Goudie* | 14. Mr Ben Wilson* |

** Directors marked with an asterisk are standing down at the AGM*

Departures from the Board:

At the 2019 AGM six Directors will have to stand down from the Board as they have completed their three-year term: Malcolm Fleming, Andrew Goudie, Gillian McMahon, Colin Reilly, Ben Wilson and Douglas Young.

We are delighted that Andrew Goudie, Gillian McMahon and Douglas Young have all chosen to stand for re-election to the Board. They have added significant value to the Board in, respectively: governance and higher education; safeguarding and NGOs; and youth and schools.

We are keen to take this opportunity to express our sincere thanks to Malcolm Fleming, Colin Reilly and Ben Wilson who will not be continuing on the Board. Malcolm served for one term and was invaluable to the organisation, not least his knowledge of parliament and government, and support through key negotiations. Ben and Colin have both served two three-year terms and have, similarly, been invaluable. Perhaps the greatest legacy they leave is in the SMP's youth engagement: for the last six years they have helped champion youth engagement and youth leadership. We are indebted to Colin, Ben and Malcolm.



Recruitment process:

Over recent months [all members have been invited to stand](#) for election, by email in the bulletin on the website and across various social media channels.

Every year the Board reviews its current composition prior to the AGM considering three key questions:

- Does the Board have the necessary technical skills, experience and expertise to undertake its duties?
- Is the Board broadly representative of the membership it represents?
- Is the Board sufficiently diverse?

As part of this 2019 review the Board decided:

- 1) To honour its [‘Partnership for Change’ 50/50 by 2020](#) pledge by endeavouring to encourage a gender balanced outcome from the 2019 director elections. The Board therefore actively encouraged female members to apply for the Board and will encourage Members voting at the AGM to have a gender-balanced vote if possible. If this does not result in a reasonably gender-balanced outcome, the Board will take further advice and reserves the right to have gender ring-fenced places at the 2020 AGM, as part of its commitment.
- 2) To highlight as desirable the below skills/expertise:
 - **Government/Parliament:** Someone with knowledge and insight of government/parliament at a senior level
 - **HR:** Someone with direct professional experience of HR matters (not just experience having managed a team)
 - **Media:** Someone with contacts and experience in the Scottish media landscape
 - **Safeguarding:** Someone with knowledge and experience of safeguarding
 - **Legal:** Someone with knowledge and experience of Scottish law as relates to charities
 - **Funding:** Someone with experience, contacts and time to help the SMP diversify its income, working within the very limited staff capacity
 - **Membership Organisation:** Someone with experience of a larger membership organisation which we can draw learning from
 - **Private Sector:** Someone with relevant private sector experience

And, to adequately represent the wider membership, the Board is keen to encourage applications from:

- Young people
- Higher education institutions
- NGOs, large and small
- Schools
- Local Authorities
- The Malawian diaspora community

Applicants do not have to meet one or more of these criteria but members voting at the AGM are informed of these stated priorities.

At the Board’s direction, the SMP has approached a small number of individuals, actively encouraging them to stand for election, to help ensure we have candidates who meet these priorities. However, we will not state who was approached by the SMP and who stood without encouragement.



Applications:

There is a total of eight places available on the Board at the 2019 AGM and the SMP has received eight applications. These eight outstanding candidates are listed below with a very brief summary written by the Secretariat informed by their application. All other details in this briefing pack are from the candidates themselves:

1. **Fiona Anderson**: Fiona has been an active, passionate and award-winning member of the SMP, enthusiastically representing the thriving community link between Dunblane and Likhubula for many years as the Head Teacher of Head of Muir Primary School.
2. **Charlie Bevan**: Charlie worked for the SMP for six years and remains a close friend of the Partnership. She has also supported the SMP through roles in the Parliament, with Tearfund Scotland and now at the University of Edinburgh.
3. **Chimzy Dorey**: Is a young, female Malawian resident in Edinburgh. She has only recently become involved in the SMP but the office is hugely impressed with her energy and passion and hopes she will be a strong SMP ambassador.
4. **Moira Dunworth**: A longstanding friend of the SMP, always keen to volunteer and get involved. She is a Trustee of the Mamie Martin Fund and has previously chaired the SMP's Gender Forum.
5. **Andrew Goudie**: Former Chief Economic Adviser to the SG and very senior in DFID and the World Bank, Andrew is a very respected individual with a long-term passion for Malawi. Now a senior adviser at Strathclyde University.
6. **Gillian McMahon**: Gillian has worked for Mary's Meals for 9 years, where she has built up considerable knowledge of Malawi. She has significant expertise in safeguarding and is the SMP's Board lead in this area.
7. **Rachel Phillips**: A young, passionate GP based in Edinburgh who was born in Malawi and continues to have many close friendships there, having returned more than ten times.
8. **Douglas Young**: A longstanding and committed SMP Director who has been at the heart of the SMP's youth and schools work for many years. Currently SMP Co-Vice Chair and Chair of the HR Committee.

Given there are the same number of applicants as places, there will not be a formal vote at the AGM. Rather, we will seek a proposer and seconder for the slate of eight people.

A note on gender balance:

The SMP is pleased that its call for more female applicants has been successful this year and we will continue to strive for a 50:50 gender balance in future years.

Given the gender balance of those standing (six female and two males) and the gender balance of the existing Board (three female and five male), we know the outcome of the 2019 election will leave nine female: seven male (56%F:44%M).

This will be an improvement on the 29%F:71% balance going into the AGM but we recognize that it will potentially represent a swing too far the other way.

Fiona Anderson:

Areas of expertise / attributes (boxes ticked by candidate)

- Young people*
- Schools*
- Primary and Secondary Education/Youth links
- Community engagement

** Those areas of expertise highlighted in bold are actively encouraged by the existing Board.*



In no more than 350 words please outline relevant previous experience and how you think you would add value to the Board of the SMP. Please specifically highlight if/how you meet one or more of the above stated Board priority areas:

I have held a passionate interest in Malawi for more than 15 years both through my professional career (Head Teacher) and my personal life. I have visited Malawi on four occasions, one through a British Council Connecting Classrooms programme and three times as part of the Dunblane-Likhubula Partnership. Two of these visits have also involved leading groups of young men from the Boys' Brigade to work to build and repair classrooms together with the charity Classrooms for Malawi.

As one of the Trustees of The Dunblane-Likhubula Partnership, I have seen first-hand the impact of effective and meaningful collaborative working on communities both here in Scotland and Malawi. Both communities have gained a wealth of knowledge, skills and understanding of global citizenship and our rights and responsibilities within an every changing international community. The Partnership has also extended links to schools, congregations, youth organisations and the wider communities in both countries and I believe through my role as Trustee, I have an excellent knowledge of how to engage communities effectively.

I have been a supporter of the Scotland Malawi Partnership through my various links to Malawi. I have attended numerous events including AGMs, film screenings, Presidential visits and symposiums. I believe that my participation in such events shows my support and belief in all the work that the SMP provides both here and in Malawi in partnership with MaSP.

As a Head Teacher, I have also developed skills that would support the work of the SMP. These include leading and managing teams, fundraising and supporting children and young people to see themselves as Global Citizens. My work with the Dunblane Boys' Brigade to plan and lead two trips to Malawi also supported by skills in assessing risk, programme planning would allow me to make a positive contribution to the Scotland Malawi Partnership as a Director.

Application supported by (must be an SMP member): Tony Begley

Application seconded by (must be an SMP member): Classrooms for Malawi (Seonaid Stevenson-McCabe)

Charlie Bevan:

Areas of expertise / attributes (boxes ticked by candidate)

- Government/parliament engagement*
- Member organisations*
- Diaspora*
- NGOs*
- NGO activity
- Community engagement
- Government engagement
- Diaspora engagement
- Historical links
- Cultural links



* Those areas of expertise highlighted in bold are actively encouraged by the existing Board.

In no more than 350 words please outline relevant previous experience and how you think you would add value to the Board of the SMP. Please specifically highlight if/how you meet one or more of the above stated Board priority areas.

Over the past decade I have worked within the international development sector in Scotland: at the Scottish Parliament, for Scottish NGOs and currently with the University of Edinburgh.

Through these opportunities I have built experience influencing decision-makers in the Scottish Government, with MSPs and Scottish MPs, on issues relating to visas and immigration, gender equality and climate change.

With 6 years' experience working as a member of staff for the SMP I also have strong relationships with a diverse range of Scottish and Malawian partners which has given me unique insight into some of the common challenges and opportunities related to the bilateral relationship and the power of a membership organisation to represent a collective voice.

I hope my more recent experience developing advocacy strategies would also offer a useful perspective to the board as it seeks to influence and advocate for outcomes that further strengthen partnerships between Scotland and Malawi.

Application supported by (must be an SMP member): Claire Martin

Application seconded by (must be an SMP member): Moira Dunworth

Chimzy Dorey:

Areas of expertise / attributes (boxes ticked by candidate)

- *Diaspora
- *Young people
- *Malawian culture and language
- Primary and Secondary Education/Youth links
- Diaspora engagement
- Economic Development links

** Those areas of expertise highlighted in bold are actively encouraged by the existing Board.*



In no more than 350 words please outline relevant previous experience and how you think you would add value to the Board of the SMP. Please specifically highlight if/how you meet one or more of the above stated Board priority areas:

I would like to apply to stand for election as a Director with Scotland Malawi Partnership. I believe I am very aligned with the goals of the organisation and would like to use my cultural links, Malawian culture and language to help the SMP reach its objectives and contribute to the success of the organisation.

Having grown up in Malawi until the age of 16, from a young age you are taught of the great friendship between both nations.

I am lucky enough to have experienced life as a young adult in both countries, and feel like the experiences from the two countries have helped shape the person I am today.

I am proudly Malawian, but also proudly British, having lived and worked in Scotland and England for the past 8 years. I am very keen to foster the strong bond that already exists between my two countries, and I would love to be able to make a difference to both of the countries which have nurtured me.

I would be thrilled to have the opportunity to serve on your board and put my knowledge and skills to use. I am confident you'll find me a good fit for SMP.

Application supported by (must be an SMP member): Douglas Young

Application seconded by (must be an SMP member): Heather Cubie

Moira Dunworth:

Areas of expertise / attributes (boxes ticked by candidate)

- Human Resources and employment*
- Financial management/governance*
- Government/parliament engagement*
- Member organisations*
- Schools*
- Malawian culture and language*
- Primary and Secondary Education/Youth links
- NGO activity
- Government engagement
- Historical links
- Gender equality links



* Those areas of expertise highlighted in bold are actively encouraged by the existing Board.

In no more than 350 words please outline relevant previous experience and how you think you would add value to the Board of the SMP. Please specifically highlight if/how you meet one or more of the above stated Board priority areas:

I have been involved with the Mamie Martin Fund since its formation in 1993. My professional background is Social Work Education. Now retired, I have also undertaken qualitative research during my working life, which has given me a good understanding of the need for data collection and analysis. Working as a Trustee of the Mamie Martin Fund, I've seen at first-hand some of the challenges of evaluating 'soft' outcomes when data are not as robust as we (sitting at an Edinburgh desk with permanent electricity, phone connection and internet) might wish.

In my career I've led departments of staff, both at the Open University and at The Children's Hospice Association Scotland. In both of those organisations I was part of the senior staff group and thus gained experience at an organisational level. I managed budgets and staff in both those roles.

In 2012 I worked as a member of the staff of Alison Johnstone MSP, based in the Scottish Parliament. This afforded me considerable learning about the ways in which Parliament and the MSPs worked and has been of great benefit in my charity work since then, as I have some knowledge about what to ask for and how.

The main area of expertise that I would bring to the Board of the Scotland Malawi Partnership is my understanding of a small charity working in Malawi. I have visited Malawi four times as an MMF Trustee and once, before that, on a personal holiday. I would bring some learning from the relationships made and nurtured over those years, in the context of a charity whose links with our main partner (CCAP Synod of Livingstonia) go back to the 1920s.

Supporting girls' education is my passion and one which I am privileged to pursue as a Trustee of the Mamie Martin Fund. The Scotland Malawi Partnership has always been a strong ally of ours and I would be honoured to have an opportunity to repay some of that support by serving on the SMP Board.

Application supported by (must be an SMP member): Mamie Martin Fund

Application seconded by (must be an SMP member): The Soko Fund

Andrew Goudie:

Areas of expertise / attributes (boxes ticked by candidate)

- Government/parliament engagement*
- Private sector engagement*
- Local Authorities*
- Further and Higher Education links
- Government engagement
- Governance links
- Economic Development links

Also:

- Strategic thinking and planning; relationship building; familiarity and experience with broader international development thinking, multilateral institutions and national government strategic thinking.

** Those areas of expertise highlighted in bold are actively encouraged by the existing Board.*



In no more than 350 words please outline relevant previous experience and how you think you would add value to the Board of the SMP. Please specifically highlight if/how you meet one or more of the above stated Board priority areas:

I have had a range of experiences in the field of international development over the past 30 years that have given me a set of very different perspectives:

- I worked at the World Bank for many years as Senior Economist in Southern and Eastern Africa, working primarily on Malawi and Tanzania, before specialising latterly on Mozambique;
- I was Senior Economist at the Development Centre of the OECD in Paris, focussing on conflict resolution and corruption in Africa;
- I was Chief Economist in the ODA, and then DFID, under Clare Short, with responsibilities for DFID work in the areas of economics, statistics, governance, private sector development across the whole DFID programme;
- I oversaw the Scottish Government International Development work over the 2004-11 period, being instrumental in the setting up of the programme in 2004 with the First Minister, Jack McConnell, and in the development of the Scotland-Malawi Cooperation Agreement in particular. I co-chaired the Joint Scotland-Malawi Permanent Coordination Committee that oversaw the development and implementation of the programme for many years;
- I have been on the Oxfam Scotland Advisory Board for nine years.
- I currently chair the University of Strathclyde Sustainable Development Goals Group that promotes the University's contribution to the SDGs, and am chair of the University Malawi Advisory Group and support the international development work of the University more broadly;

I hope I might add value through being able to draw on this range of experiences and on the different networks with which I have worked in the past. I hope too that my knowledge of international development, and my time in various economic roles and leadership roles might be helpful to the SMP.

Application supported by (must be an SMP member): Ben Wilson

Application seconded by (must be an SMP member): Ken Ross

Gillian McMahon:

Areas of expertise / attributes (boxes ticked by candidate)

- Human Resources and employment*
- Income generation*
- Financial management/governance*
- Legal (both charity and company)*
- Government/parliament engagement*
- Safeguarding*
- NGOs*
- Primary and Secondary Education/Youth links
- Gender equality links



** Those areas of expertise highlighted in bold are actively encouraged by the existing Board.*

In no more than 350 words please outline relevant previous experience and how you think you would add value to the Board of the SMP. Please specifically highlight if/how you meet one or more of the above stated Board priority areas:

I have been a board member of the SMP for the past three years and have very much enjoyed contributing to the SMP's work in this way.

I have volunteered and worked in international development throughout my career and have lengthy experience of programme design and delivery. I have worked at Mary's Meals - an organisation which provides school meals to over 1 million children in Malawi every school day - for nine years, initially working as Programme Officer for Malawi, and I have visited Malawi many times, meeting with children and communities to learn about their experiences.

I am currently Director of Strategic Partnerships and Policy with Mary's Meals International, leading teams working on policy, research, major-donor funding and strategic partnerships across the global organisation. This has given me strong experience in HR and I am also responsible for the organisation's overall financial management and governance as a member of the Senior Leadership Team.

I was responsible for developing Mary's Meals' first Child Protection Policy in 2010 and I believe strongly in the importance of effective safeguarding. I am currently Chair of the SMP's Safeguarding Committee as part of my role as Board Director.

I believe that the SMP has a great impact and plays an important role in ensuring effective partnership between Malawi and Scotland. I would be delighted to have the opportunity to continue to serve as a Board member.

Application supported by (must be an SMP member): Heather Cubie

Application seconded by (must be an SMP member): Mary's Meals

Rachel Phillips:

Areas of expertise / attributes (boxes ticked by candidate)

- Malawian culture and language*
- Health links
- Further and Higher Education links
- Diaspora engagement

** Those areas of expertise highlighted in bold are actively encouraged by the existing Board.*



In no more than 350 words please outline relevant previous experience and how you think you would add value to the Board of the SMP. Please specifically highlight if/how you meet one or more of the above stated Board priority areas:

I was born in Lilongwe Central Hospital in 1984 to Irish and Scottish parents who lived in Malawi from 1960s to 1990s. I left when I was 11 but like many displaced diaspora became passionate about my original home and have travelled back 11 times.

My continued interest in Malawi, Sub-Saharan Africa and politics, led me to take a couple of years out from my medical training in Edinburgh. Between my 2nd and 3rd year I chose to undertake an intercalated BSc at University College London UCL where I was awarded First Class Honours in International Health. And then later on, before my final year, I spent a year in South Africa volunteering for Treatment Action Campaign (TAC) - the largest NGO in South Africa that campaigned for a national roll out of antiretroviral medication in the public sector during a period of governmental AIDS denialism.

I am now a GP here in Edinburgh with an interest in Medical Education and Postgraduate Training in Primary Care. I have maintained personal links with Malawi but am keen to find a constructive channel for my experiences in, and passion for, the country of my birth. I would hope to add value by being a young professional female with medical, communication and educational skills and a familiarity with Malawian culture and language.

Application supported by (must be an SMP member): Heather Cubie

Application seconded by (must be an SMP member): Malcolm Fleming

Douglas Young:

Areas of expertise / attributes (boxes ticked by candidate)

- Young people*
- Schools*
- Human Resources and employment*
- Primary and Secondary Education/Youth links

** Those areas of expertise highlighted in bold are actively encouraged by the existing Board.*



In no more than 350 words please outline relevant previous experience and how you think you would add value to the Board of the SMP. Please specifically highlight if/how you meet one or more of the above stated Board priority areas:

First of all can I apologise for not being with you at this year's AGM - but I do have the best possible excuse as I will be in Malawi on the 5th of October.

I have been on the Board now for the last six years and would really appreciate your support to extend that for a further three years. Recently retired as a Headteacher I am now properly in a position to be able to offer more time to the SMP. I am currently one of the co vice-chairs and have, in the last few months, taken on additional responsibilities as chair of our HR committee. These are roles I am enjoying and I would really appreciate the opportunity to be able to continue in them.

My passion for Malawi and for opening up opportunities to allow people, especially young people, to experience and understand life and culture there is stronger than ever. In these 'challenging times' understanding what it means to be a global citizen is going to be more important than ever. As a Board member of the SMP I feel I can really help and support others in making a difference. The impact we have in Scots and Malawian society cannot be underestimated.

I hope you can find it in your gift to support my application today.

Application supported by (must be an SMP member): Nicola Barker Harrison

Application seconded by (must be an SMP member): Claire Martin