

**Scottish Government
Malawi Scotland Partnership
End of Year Report**

PLEASE READ ATTACHED GUIDELINES BEFORE COMPLETING THE FOR

1. Basic Information			
Complete the information below for management purposes. Please indicate in the relevant section whether any changes to your basic information (e.g. budget) have occurred during this reporting year. Explanations should be provided in section 3.			
1.1	Reporting Year	From: APRIL 2017	To: MARCH 2018
1.2	Grant Year (e.g. Year 1)	Year 2017/2018	
1.3	Total Budget	£108,670	
1.4	Total Funding from ID	£108,670	
1.5	Supporting Documentation Check box to confirm key documents have been submitted with this report	Proposed Revised Logical Framework/business plan, if applicable <input checked="" type="checkbox"/> yes	
	Please list any further supporting documentation that has been submitted	Other, please detail: (1) AGM Summary of Member Feedback (2) AGM Member Feedback FULL DATA (3) MaSP AGM Full Report (4) Symposium Member Feedback Summary (5) 2018 MaSP Symposium Report (6) Example of Cluster Meeting Reports (7) Delegate feedback from regional meetings (8) Example of MaSP media coverage (9) Quotes from SG funded projects (10) Report from launch of Lilongwe CRC (11) MaSP Report on Member Training with SEA	
1.6	Response to Previous Progress Reviews	Scottish Government's comments on previous reports (state which report)	Action taken since the last report:
1.7	Date report produced	29 th March 2018	
1.8	Name and position of person(s) who compiled this report	[redacted], Chief Executive Officer	
1.9	Main contact details, if changed	[redacted]	

Signed by: [redacted] Date: 29/03/18
Designation: CHIEF EXECUTIVE OFFICER

2. Progress and Results	
This narrative report on performance and results will be reviewed together with your revised and updated Logical Framework. See Guidelines (Annex 1) for details.	
2.1	Changes to Planned Activities Has the focus or delivery of your planned activities changed significantly over the

	last financial year? If so, please explain how and why, and attach copies of all relevant correspondence with the Scottish Government.	
	The MaSP 2017-20 Logframe was agreed with the Scottish Government in October 2017, no changes have been made since then. This latest logframe reduced the number of Outcomes from 7 to 5.	
2.2	<p>Changes to the Logical Framework/Business Plan</p> <p>If changes have been made to the log frame/business plan since the beginning of the financial year please describe these below. Please also provide evidence (e.g. copies of correspondence) that these changes have been agreed with the Scottish Government. If you would like to make changes to your log frame/business plan, but these have not yet been approved by the Scottish Government, please describe and justify in detail the requested changes below – and highlight the proposed changes in the revised log frame/business plan.</p>	
	Result Area/ Indicator	Proposed Change (please clarify and evidence below)
2.3	<p>Project Progress and Results</p> <p>In the table below, please provide a summary of the key areas of progress and results achieved <u>for each project output and outcome</u>. Describe in brief any delays or other challenges that you have experienced and how these have been addressed, and provide information about any unexpected results.</p>	
	Output/Outcome	Summary of Progress and Results
	(OUTCOME 1) Increased <u>awareness</u> and understanding of Malawi's links with Scotland and the role of MaSP	
	(1.1) New communications plan delivered, maximizing media engagement and social media impact	<p>MaSP developed a new Communications Plan that clearly articulates how MaSP uses mainstream and social media to engage new audiences, raise awareness, build support, and advance MaSP's core narrative.</p> <p>MaSP has been active through this period raising the profile of the network and increasing awareness of Malawi's links with Scotland, with MaSP featured 22 times in the mainstream media in the period under review.</p> <p>Additionally,</p> <ul style="list-style-type: none"> • MaSP actively engaged the local media houses to cover its events such as the AGM in July 2017, the strand meetings in November 2017, the Lilongwe CRC launch in December 2017 and the Annual Symposium in February 2018. All these events made the national news,with live interviews with Board Chairman and the CEO. • The new CEO also provided MaSP with good publicity, with three full page features in The Nation newspaper. • The February 2018 symposium was featured on

		<ul style="list-style-type: none"> • Nyasa Times • The 2017 BuyMalawian campaign received good media coverage • The CEO's subsequent participation in the international fundraising hospital sleepover event gave MaSP further good media coverage. • [redacted]'s visit for Malawi Independence celebrations in July 2017 also provided a lot of positive attention towards MaSP. and as a result of this, there was a lot of interest generated from the general public regarding the role of MaSP and how individuals and organisations can get involved with Scotland. • This publicity has resulted in the inclusion of MaSP in various key CSO platforms in Malawi. • In the period under review we tweeted 44 times which generated 41,851 Twitter impressions, had 1,227 profile visits, 111 mentions and gained 223 new followers. • We have added 168 likes on our Facebook page. The current total number of likes is 1,633 from 1,465 likes at the end of March 2017. • We had 39 Facebook posts which generated 49,059 impressions, 3,579 engagements (Post click, reactions, comments and shares). • We used social media to connect the Commonwealth Big Lunch ceremony on 12th March 2018 at the British High Commissioner's residence with the lunch in Edinburgh. • We used Facebook Live to broadcast the Dr David Livingstone's Birthday Cerebrations live Facebook feed was the most engaging post with 6, 575 Facebook impressions and 962 engagements (Post click, reactions, comments and 23 shares). Our video live-streaming has been viewed more than 1,300 times to date.
	<p>(1.2) MaSP website re-developed: more dynamic and engaging content, and more member profile info</p>	<p>MaSP undertook a review of its current website and is still working with the SMP to explore different options on how to strengthen the site by redeveloping it within the limited budget available. The website will have to be revised to make it more interactive between the MaSP and its members. The new website will ideally also include member profiles including profiles of Board Members and staff of MaSP.</p> <p>During the period under review, we had 5,696 website views which is an increase of 1,212 from 4,484 in the previous year. We also had 21,361 website hits in this year.</p> <p>The website is not as interactive as we would like at the moment, and hence the lower than anticipated figures. MaSP is confident that, with an updated website, these figures will increase.</p>

<p>(1.3) Members' stories shared and amplified, through videography, photography, case studies and social media</p>	<p>MaSP produced a number of videos that fed into SMP's events such as:</p> <ul style="list-style-type: none"> ✓ 4 videos ahead of the SMP's meeting held on 3rd August 2017 on Agriculture, nutrition, land management and food security in Malawi. ✓ 4 videos ahead of SMP's Youth Congress that was held in Scotland in February, 2018. <p>MaSP also promoted 18 member stories for its members and these also include the 3 members that won the best video challenge during the symposium (CEPEESM, OXFAM and VSO).</p> <p>MaSP also shared the story of Saint Patrick Academy's Scotland trip which was almost cancelled due to UK Visa rejections. Thanks to the timely intervention of the SMP and MaSP, the decision was reversed, the visas were issued and the delegation was able to travel to Scotland ahead of the youth congress.</p> <p>MaSP also shared and amplified the burial ceremony of the late [redacted] at Njuyu in Malawi, through videography and photography.</p> <p>MaSP also celebrated the life of Dr. David Livingstone on what would have been his 205th birthday at the Henry Henderson Institute (HHI), Blantyre. Performing at the event was [redacted], who wants to make history by being the first person to play the bagpipes in every country of the world. The SMP secured excellent media coverage from the event on TV, radio and in print.</p> <p>MaSP also produced a case study video for STEKA, a MaSP member which looks after 67 street children, as part of their plans to build a Vocational Training Center.</p> <p>Four case studies were produced in the period under review depicting two boys and two girls in both rural and urban settings in support of Scotdec's development education work in Scotland.</p> <p>MaSP also supported the Association for Midwives in Malawi by doing a recording a video for their national conference which was held in Lilongwe in March 2018.</p>
<p>(1.4) Scotland-Malawi shared history celebrated, finding new audiences</p>	<p>MaSP hosted the Dr. David Livingstone's 205th birthday celebration at HHI in Blantyre on 20th March, 2018 where [redacted] played the bagpipe with over 300 young Malawians with Scottish links, livestreaming footage to Scotland which has now been viewed more than 1,300 times.</p>
<p>(1.5) Two-way cultural sharing supported (Burns night, St Andrews, diaspora)</p>	<p>On Commonwealth Day, MaSP also supported the Commonwealth Big Lunch ceremony that was organised by the British High Commission and was held at the</p>

<p>engagement, independence day)</p>	<p>Commissioner’s residence. The [redacted]of the Royal family presided over the event as the guest of honor. The event was also attended by the Minister of Education, Science and Technology, and many students from schools around Lilongwe who are being supported by the DFID’s education support programme. MaSP was able to send photos to Scotland to be shared in real time at the Big Commonwealth Lunch in Scotland ahead of the Commonwealth Heads of Government Meeting.</p> <p>MaSP participated in the Queen’s Birthday Party celebration at the British High Commission residence in June 2017, at which MaSP was able to raise awareness of the shared history as well as contemporary cooperation, for example through the 2018 #BuyMalawian campaign.</p> <p>MaSP was active in supporting [redacted]’s visit to Malawi in July 2017, using this to support cultural links and our shared history</p> <p>MaSP supported Colin Cameron to:</p> <ul style="list-style-type: none"> • Have background information on MaSP and its work ahead of his meeting with the President of Malawi • Speak at the MaSP AGM • Visit the Mamie Martin Fund project in Mzuzu • Visit the Open Arms orphanage in Blantyre • Hold a public lecture at Ryalls Hotel in Blantyre <p>MaSP accompanied SMP Board Chair, [redacted]on a visit to Bemvu CCAP in Ntcheu where some young people are beneficiaries of the scholarship for their secondary school education in form of tuition fees and school uniforms.</p> <p>During the February 2018 Annual Symposium, MaSP’s staff wore the Scottish kilts to signify a two-way cultural sharing between Scotland and Malawi – just as SMP staff wore Malawian shirts at their AGM.</p>
<p>(1.6) Youth engaged and informed through pro-active outreach</p>	<p>MaSP has supported young people to engage have access to the Lilongwe CRC where they have access to information to know about the work of MaSP, the existing links between Malawi and Scotland and how young people can be involved. Specific youth outreach work has been with M’buka CCAP Primary school and Kawale Youth Club.</p> <p>MaSP interviewed young people rom “Mhub”, Malawi’s first technology hub with a focus on youth-invented technologies, as part of the planning and preperations for the SMP’s Youth Congress. These youth people had developed mobile Apps to find sustainable solutions to enhance Malawi’s development.</p> <p>[redacted], the SMP’s former Youth and Schools Officer, visited Malawi from the 18th to the 25th of September 2017 to</p>

	<p>support MaSP's Youth and Schools programmes. During her visit, staff were trained, new lessons and outreach programmes were designed, and pilot lessons were delivered in four schools across Lilongwe.</p> <p>The new schools workshops delivered focused on the Partnership Principles, helping Malawian schools with Scottish links explore the meaning of partnership. Feedback was very positive from these sessions, with schools appreciating the chance to talk about their link with Scotland, ask questions, and learn more about Scotland.</p> <p>In the period under review, MaSP interacted with over 1,785 young people from the northern (735), central (500) and southern (550) parts of Malawi.</p> <p>Number of school visited is 16.</p>
(OUTCOME 2) Increased <u>coordination</u> of Malawi's links with Scotland, both within MaSP membership and across wider stakeholders	
(2.1) Fortnightly news bulletin sent to members and key partners	<p>News bulletins continue to be produced in the period under review. A total of 17 news bulletins were published in this period and shared to MaSP's 536 members. Feedback from these bulletins has been very positive. We continue to consult members as to content and frequency.</p>
(2.2) Malawi-Scotland links mapped to District level	<p>MaSP is developing a mapping exercise of all SG-funded projects in all Districts. This will start with a pilot in the southern part of Malawi led by the Regional Coordinator in the south. MaSP will work closely with BaseFlow a member in the south doing a similar exercise in the water sector. When the data has been collected and analysed, we hope to produce an App to help raise awareness of SG-funded work across Malawi. MaSP hopes to then have regular regional meetings which feed into the national (Strand) Meetings.</p>
(2.3) District-level collaborations encouraged and supported	<p>District-level meetings will commence in April 2018 and will bring together members from across a District to ensure mutual awareness, reduced duplication and to encourage and support collaboration.</p>
(2.4) Quarterly regional meetings and programme of regional events	<p>A total of six meetings, two for each region, were held in the period under review. The total number of attendees for all the meetings is 283. For the northern region, meetings were held in July and December, 2017; for the southern region, meetings were held in October 2017 and January 2018; and for the central region, meetings were held in December 2017 and February 2018.</p>
(2.5) Locally elected regional clusters	<p>Three regional cluster elections were conducted, one for each region. In the Northern region the elections were</p>

<p>devolving ownership and decision-making</p>	<p>conducted on 8th December, Central region on 1st February, 2018 and Southern region on 29th January, 2018. All three clusters now have new Committees in place.</p> <p>The Committees underwent five training sessions to orient them on their roles and responsibilities and the governance of these groups.</p>
<p>(OUTCOME 3) Increased impact of members' work as a result of MaSP practical support, training and the championing of partnership values and principles</p>	
<p>(3.1) Partnership principles used to encourage a values-led approach and a different way of working</p>	<p>A total number of 110 members received training or direct support from MaSP, including on the Partnership Principles and how to write concept notes to respond to SGs call for proposals.</p> <p>Partnership Principles training was delivered to 69 members in Bemvu Ntcheu, Thyolo, Blantyre, Mzuzu and Karonga. Additionally, the Principles were highlighted during the regional meetings and in all cluster meetings. The principles are mainstreamed in all of MaSP's work and we can already see good results of how this is filtering down to members. MaSP and the SMP have developed two new school outreach workshops on the Partnership Principles which are now being delivered by MaSP in schools across Malawi.</p> <p>As part of the 2018 National Symposium, Members were invited to produce short videos about their work, structured around one of the 11 Partnership Principles. 12 organisations submitted videos as part of the Symposium, almost of whom highlighted the Partnership Principles.</p>
<p>(3.2) School partnerships supported through practical assistance, speakers, materials and partnership values</p>	<p>40 schools were visited in the in the period under review. Many of these schools had issues or challenges with their Scotland partnerships, with MaSP supporting them to develop and re-energise their link. MaSP provided basic ICT training to ten schools in Karonga which have partners in Scotland but have been experiencing communication challenges because of email issues. Four schools in the central region underwent receive Partnership Principles training as well orienting teachers and partnership committees on effective partnership management.</p> <p>On the 19th March 2018 during the commemoration of Dr David Livingstone, over 300 primary school children listened to [redacted] play the bagpipes as he taught them about Scottish culture and traditions. The HHI School already has active links with Scotland.</p>
<p>(3.3) Experience and expertise harnessed across the membership</p>	<p>MaSP members gave presentations about their work in regional cluster meetings, at the AGM, in Strand meetings and at the Symposium, highlighting their learning and creating a safe space for open Q&As.</p> <p>MaSP developed a database of expertise across its membership, to support smaller organisations to tap into expertise across the network.</p> <p>MaSP engaged Social Enterprise Academy experts in developing sustainability models for both profit-making and non-profit initiatives and organised a one-day training for</p>

	<p>MaSP members on Social Enterprise initiative skills. 40 members from central and southern region attended the trainings. This will be scaled up to the northern region where the Programs Manager and Regional Coordinator for north will facilitate trainings for the northern region members.</p> <p>The central region cluster chairman [redacted] and the co-chair for the sustainable economic development cluster [redacted] volunteered to report back for the February 2018 annual symposium. It was because of their expertise that MaSP was able to produce the Symposium report in record time without missing key issues which came from the meeting.</p>
<p>(3.4) Reciprocal visits supported through visa assistance, training, welcoming and practical assistance</p>	<p>A total number of 25 organisations and 18 individuals who needed information regarding Scotland and visa applications were assisted during this period. This included St. Patrick seminary whose trip to Scotland almost did not happen because their visas were denied. MaSP an the SMP, with Scottish MSPs and Ministers, all worked together to resolve the issue and ensure the group was able to travel to Scotland.</p> <p>MaSP and its regional offices had an average of five enquiries a week through this period regarding visa applications and issues of practical assistance. UK visa applications are done online so members frequently use MaSP's Communication and Resource Centres to access free internet in this regard.</p> <p>MaSP also provided assistance to STEKA in Blantyre who sent a student to Queen Margaret University in Scotland for further studies.</p> <p>MaSP assisted a prospective member, Water Witness Interational from Scotland, who are setting up to implement a water stewardship project in Malawi.</p> <p>MaSP also made a number of visits to its members to support different projects being implemented across Malawi. Some of the organisations visited in the period under review are: Step Kids Awareness (STEKA), Open Arms Organization, Malawi Leaders of Learning (MLOL), Chance for Change, Water for People, FEDOMA, Umodzi Consulting, Njale Primary School, and Renew n Able.</p>
<p>(3.5) Communication and Resources Centres supporting resource-poor links, and becoming regional hubs</p>	<p>Together, MaSP's three Communicatoin and Resource Centres (CRCs) had a total of 1,980 visits during this period, and hosted a total of 36 member meetings. In June 2016 the CRC in Blantyre was robbed of all computers and thus rendered internet access and access to some CRC services impossible. In January, 2018 all computers were replaced with the insurance covering all costs. Sadly, soon after being replaced the computers were again stolen, with a second break-in.. MaSP worked actively with the Malawi Police, succeeded in recovering all stolen goods within four weeks, with the guilty parties arrested and sentenced to five years in prison.</p>

	<p>The Lilongwe CRC was launched in December 2017 and it has had 100 visits in its first three months of operation. MaSP is continuing to actively raise awareness of this facility.</p> <p>MaSP has developed a schedule to involve schools and other resource-poor organisations to have access to the Lilongwe CRC on a weekly basis. So far, M'buka CCAP primary and Kawale Youth club have benefitted from this schedule.</p>
<p>(3.6) Practical support through management of day-to-day enquiries and requests for assistance</p>	<p>MaSP has been providing responses to inquiries especially from individuals and organisations looking for partners in Scotland and those who want to know more about MaSP. On average, the MaSP gets about 25 enquiries a month at secretariat level and an average of 15 inquiries per month for each of the CRCs.</p> <p>Some of the organisations assisted during the period under review include: Emmanuel International College, Civil society Coalition on Education, DAPP, Christian Heritage School, Tearfund, LSPCA, Trocaire, CHAM, CYESR and Nanjiri Orphan Care, MACOHA, KOBO, Global Concerns Trust, Zikomo foundation, and Water Aid among other organisations.</p>
<p>(OUTCOME 4) Implementation of the Scottish Government's new International Development Strategy supported in Malawi</p>	
<p>(4.1) SG-funded projects mapped and info disseminated, efforts made to look at sustainability and scaling-up</p>	<p>MaSP has been actively supporting a number of SG-funded projects through this period and worked closely with the SMP to support the call for applications that closed in January, 2016.</p> <p>MaSP met with representatives from the Scottish Police who were looking for support in terms of advocacy with the project they are implementing with the Malawi Police. A road map in this regard will be drafted but MaSP pledged to use its bi-monthly news bulletin publications to amplify the elements of the Scottish Police support to Malawi.</p> <p>MaSP is developing its systems to be able to better map SG-funded projects. It is hoped this can be included in developments of the MaSP website.</p>
<p>(4.2) Annual Symposium hosted bringing together all SG funded grant partners</p>	<p>MaSP held this year's symposium on 23rd February, 2018 under the theme: "Malawi Beyond Aid" with the sub-theme 'Harnessing locally-driven solutions'. The Symposium brought together different stakeholders from the Scottish Government, Government of Malawi, the SMP, British High Commission, Scottish Government grant holders and other key partners. The symposium registered a record 170 participants.</p> <p>The activities included displays of projects by 19 organisations, presentations representing each thematic area, motivational speeches, plenary discussions, and a debate on the topic: "Malawi will always be donor dependent". It just so happened that the opposers won the debate arguing that Malawi actually has what it takes to move out of aid.</p>

<p>(4.3) Bi-annual Strand Meetings for sustained, focused sharing between SG funded grant partners</p>	<p>In May 2017, MaSP conducted strand meetings for the Education sector (attended by 6 organisations), the Health sector (attended by 7 organisations), the Sustainable Economic Development sector (attended by 10 organisations), the Energy sector (attended by 5 organisations) and lastly for the Civic Governance sector (attended by 4 organisations).</p> <p>The second set of strand meetings were held from 13th to 16th November 2017. These strand meetings registered a total number of 79 participants across four strand meetings. Education (29 people), Health (22 people), Energy (15) and Economic and sustainable Economic Development (13).</p> <p>The November strand meetings coincided with the Scottish Government's call for proposal and were chaired by Strand Leads from the Government of Malawi and co-chaired by a network civil society organisation in that sector.</p> <p>MaSP also provided input into SMP's strand meetings which took place at the same period. MaSP was able to make videos that fed into the SMP's health strand meeting. The other strand meetings by the SMP were supported by MaSP via WhatsApp groups where questions were sent to Malawi and were responded to by various key stakeholders from Government and CSOs in real time. This was very well received in Scotland and Malawi.</p> <p>Feedback from these strand meetings, in both Malawi and Scotland, shows a number of organisations were supported to build new collaborations as part of SG-funding applications.</p>
<p>(4.4) New Cooperation Agreement supported, with active involvement from Malawian civil society</p>	<p>In August 2017, MaSP participated in a forum which was hosted by the Ministry of Foreign Affairs and International Corporation and attended by Strand Leads from the ministries of finance, energy, health and energy. Members made their input on the draft Cooperation Agreement.</p> <p>The final draft of the new Cooperation Agreement between Malawi and Scotland was sent to Scotland in November 2017 and it is envisaged that it will be signed by the two Heads of State during the Presidential visit to Scotland in April 2018.</p> <p>MaSP's responsibility in the Cooperation Agreement will be to ensure that CSOs have an active participation in sector/technical working groups in government ministries.</p>
<p>(4.5) Closer working relationship between MaSP and the Malawian Government and Parliament</p>	<p>MaSP has strengthened its relationship with government since June 2017. The MaSP CEO has had meetings with the Minister of Education, Hon. Bright Msaka, the Controlling Officer and other officials in the Ministry of Foreign Affairs and International Cooperation, Malawi's High Commission to London, the Ministry of Health, the Ministry of Energy, as well as the Ministry of Finance and Economic Development. These meetings have helped ensure the the appointment of sufficiently knowledgeable Strand Leads.</p>

	<p>Additionally, it was MaSP's intervention which prompted the Government of Malawi to take action and make comments on the Cooperation Agreement between Scotland and Malawi. MaSP had learnt that the draft document was sent to Malawi in February 2017 and until August, nothing had moved.</p> <p>While in Scotland, the MaSP CEO had various meetings in the Scottish Parliament with MSPs and representatives of the Commonwealth Parliamentary Association, discussing the three-way Government-Parliament-Civil Society relationship.</p> <p>MaSP has also succeeded in resolving its longstanding Fringe Benefit Tax issue with the Malawi Revenue Authority (MRA), which was seen MaSP significantly overcharged. These negotiations resulted in the MRA refunding MaSP MK2,715,282.</p>
<p>(4.6) The SG's capacity building programmes supported by MaSP</p>	<p>The SG released its MDP 2018-22 call for applications in November 2017 which was shared widely among MaSP members. The strand meetings, cluster meetings, social media and all other forums were used to disseminate this information. MaSP also provided support by responding to all enquiries made in relation to this call.</p> <p>MaSP also met with Police Scotland offering advice and support for their partnership with the Malawi Police. MaSP has helped to promote this new link and is offering advocacy support.</p>
<p>(OUTCOME 5) Enhanced sustainability and impact of MaSP through organizational development</p>	
<p>(5.1) MaSP's mission and core focus clarified and emphasised</p>	<p>This was done in October during the CEO's visit to Scotland and subsequent meetings with the SMP and the SG where the mission and core focus of the MaSP was clarified and emphasized.</p>
<p>(5.2) MaSP becoming a champion of partnership principles and values, challenging established norms</p>	<p>The Partnership Principles continue to be the bedrock of MaSP's existence and work. All staff are expected to champion the same as well as Board members and members on the ground.</p>
<p>(5.3) Increased remote participation through innovative new modes of communication and technology</p>	<p>We have developed innovative new ways of working in this period, recording video inputs for key meetings in Scotland and developing Malawi expert WhatsApp groups for remote two-way Q&A sessions. This new use of technology has been very well received in both countries.</p>
<p>(5.4) Income diversified through innovative resource mobilization strategy, looking at social enterprise model</p>	<p>In September 2017 MaSP moved into its new office building where it is renting out extra office spaces as part of its resource mobilization strategy.</p> <p>MaSP is exploring other possible income generation sources, including the sale of Scottish-related goods.</p>
<p>(5.5) Staff capacity and impact increased</p>	<p>Following the resignation of the part-time Finance Manager, [redacted] the Finance and Administration Officer</p>

<p>through CPD training, support and performance management</p>	<p>underwent a 6-month training course in QuickBooks which commenced in August 2016. He has also been trained by [redacted], a member of the SMP's Audit and Finance Committee.</p> <p>The CEO was recruited in June and started work on 15th June 2017. Her visit to Scotland was a key part of her induction, with a series of meetings with members, partners, the government and parliament, as well as several days of discussion and planning with the SMP.</p> <p>[redacted] week in Malawi was structured to build MaSP's capacity to deliver youth and schools outreach work, supporting Malawian schools with links to Scotland. MaSP now has trained staff in all three regions to deliver this outreach work.</p> <p>[redacted] visit during the Annual Symposium, included meetings with each MaSP staff member which further built confidence, support and capacity in the staff.</p> <p>Staff performance appraisals were conducted twice in this period under review. In October, for the period between April 2017 and September 2017 and again in February for the period between October 2017 to February 2018. The results indicate that all staff performed well with each one having specific recommendations to be followed in order to further improve on their performance.</p> <p>The Programme Manager, [redacted] attended a borehole forensic field demonstration that was facilitated by University of Strathclyde in partnership with Baseflow.</p> <p>Board members underwent a Board orientation workshop which was facilitated by the NGO Board. This was organised to increase understanding of roles between the Board and the secretariat, and ensure clarity on key governance structures. The SMP's Board chairman [redacted] attended the Board orientation session to offer support.</p>
<p>(5.6) MaSP AGM developed as energetic annual conference celebrating Scottish links and partnership principles</p>	<p>The MaSP AGM was held on the 8th July 2017, and it was attended by 60 members from across Malawi. The AGM provided a forum for interaction, networking and learning among members, and space to get involved with Scotland for non-members. The Scottish input was delivered [redacted] who was in the country on the invitation of the Government of Malawi as part of the Independence Celebrations. The AGM bid farewell to Three Board members and ushered in three new ones.</p> <p>The next AGM is expected to be held in July, 2018.</p>
<p>(5.7) Targeted core membership growth, actively managing expectations and focusing on core purpose</p>	<p>From July 2017 to date, MaSP has added 22 more new members all of which have links with Scotland bringing the total number of membership from 365 to 387.</p> <p>The plan is to work closely with the SMP and the SG to ensure that all their members with links to Malawi have those partners in Malawi as MaSP members as well. We will also keep advertising for members especially individual ones</p>

		<p>who have links to Scotland to join the partnership and get involved.</p> <p>There is increased interest in Malawi to become MaSP members but as a secretariat we are careful to manage such expectations in a strategic manner while focusing on our core purpose. Our first priority is prospective members who already have links with Scotland, as we have limited capacity to broker new links.</p>
	<p>(5.8) Increased member ownership through regular feedback, regional clusters and clarity over shared vision</p>	<p>The Regional meetings have helped increase a sense of member-ownership but the secretariat will continue to provide direction on how expectations can be managed. Many members still do not have links with Scotland and this is frustrating as they expect MaSP to do that for them.</p> <p>Many members are now more confident to talk to each other and organise meetings without the direct support of the Secretariat. For instance, Chance for Change has been able to connect and collaborate with another member and they are now working on a joint project together. Members implementing various civic governance projects have been supported to meet on their own, even in the absence of a Strand Lead in that regard.</p>
	<p>(5.9) Monitoring, evaluation and learning structures established and agreed with funder</p>	<p>Monitoring and evaluation data is collected for every MaSP activity and program done at district level, regional as well as national level, with over 94% of participants completing the evaluation forms. This includes: district meetings, cluster/regional meetings, strand meetings, AGM and symposium. Feedback forms are distributed during all these forums and the data is analyzed and becomes a basis for future decision-making. For instance, most members feel that the Symposium must be held over a two day period to provide ample time for strand discussions and to give room to strand leads to consult and address issues.</p> <p>The MEL tool is still under developed and will be agreed with the SMP based on the latest logframe by end of April 2018.</p>
	<p>(5.10) Increased connections and collaborations with other networks</p>	<p>In the period under review, MaSP has reached out to other key national networks in the four thematic areas, some of which already have links with Scotland.</p> <p>Through this period MaSP has been working especially closely with:</p> <ul style="list-style-type: none"> • Network of CSO leaders in Malawi • Malawi Health Equity Network (MHEN) • Civil Society Education Coalition • Malawi Economic Justice Network (MEJN) • Africa Green Economy • Association of People with Albinism (APAM) • Water services Association of Malawi (WASAMA) <p>MaSP has had several engagements with members and other partners. This is through meetings, and events organised by members and other partner organisations. This shows that MaSP has managed to increase connections with other organisations. Some of the notable meetings are:</p> <ul style="list-style-type: none"> • DISHE project launch by [redacted]

		<ul style="list-style-type: none"> • Annual Policy Conference for the Civil Society Agriculture Network (CISANET) • Meeting on Malawi's tax treaties with other countries by Action Aid • Commonwealth Young leaders event at BHC residence • Water Stewardship project launch by Water Witness international • Ending Violence against Girls and women by OXFAM • Interdisciplinary Symposium on Trafficking in persons hosted by Ministry of Home Affairs and Internal security • National NGO draft policy meeting • East and Southern Africa Commitment meeting by UNESCO <p>MaSP staff went to Dedza to follow up on allegations levelled against United Purpose on a project that UP is implementing. The findings showed that the project in question was running well and benefitting the villagers. United Purpose is a MaSP member and the trip was fully funded by them.</p> <p>The MaSP Board had been experiencing a number of challenges, exacerbated by the exit of the former National Coordinator and the resignation of the part-time Finance Manager. In part as a result of these challenges and resultant confusion, the July 2017 Board meeting did not take place as the meeting was not quorate. The November 2017 Board meeting did go ahead and saw progress. With support from [redacted], the March 2018 meeting was well attended, showed the positive impact of the January 2018 Board orientation sessions were already being felt.</p> <p>The Board sub-committees had had a low level of operation and effectiveness until November 2017 when the Board decided to reduce the number of committees to two. So now there are only two subcommittees namely: Audit, Finance, Admin and HR subcommittee and the Strategy and Resource Mobilization subcommittee.</p> <p>The board has met four times in the period under review.</p>
--	--	--

2.4	<p>Risk Management</p> <p>If progress towards delivering activities and outcomes is slower than planned or there have been delays in delivery, please explain: a) What the issues have been?</p>
-----	---

b) What actions have been taken in response to these issues?		
Issue/ Risk	Action Taken	Outcome
Lack of interest from Malawian Media on the partnership	Active engagement of media practitioners on the partnership and its work	So far, whenever we send out invitations, media practitioners show up and most times they do not ask for additional literature and they clearly understand what the partnership is out to accomplish.
Loss of key equipment as was the case in the Blantyre CRC	Active engagement with the police as well as supporting the same logistically	All stolen items were fully recovered and we have secured a conviction of the suspects
Seeming lack of interest from Scots in Malawi which resulted in the cancellation of Burns Night	Engagement of individual scots associated with the SMP and MaSP in Malawi and leveraging them to interest their friends to be involved with the partnership	Most scots attended the annual symposium in February 2018 and we anticipate that they will be available for St Andrews celebrations.
Difficulties for MaSP's satellite offices to reach out beyond the CRC because of transport costs and limitations, this has especially impacted regional school outreach work.	An analysis of monthly activities at regional level which is in sync with the annual work plan	From April, CRCs will be allocated modest amounts to support them on transport to schools and other places so they could provide their support and outreach
Inability to obtain information on SG funded projects	District mapping on all SG funded projects	Yet to be seen as the exercise just started
Low participation of government of Malawi personnel in SG funded projects and MaSP's work	Active engagement of strand leads and constant feedback and reporting to them on issues coming from district, regional and national levels	MaSP currently has a positive working relationship with the Government of Malawi
Lack of active engagement from the MaSP Board, with meetings not quorate	Active re-engagement programme; Board orientation sessions; and support from the SMP.	Very significant progress made, with Directors more actively engaged with a deeper understanding of MaSP and their role.
Slower income diversification: £2905 raised in 2017/18 against budget of £5645 in part due to delay in moving into new office	New office secured and tenants quickly found. Exploring other income generating options.	Good progress being made.

3. Financial Report

The narrative report below should be provided in conjunction with the Budget Spreadsheet report (see Annex 2). Please fill in the Budget Spreadsheet to: (a) confirm actual spend for

the year and justify any significant disparities between programmed expenditure and actual expenditure within the financial year.

3.1 **Underspend**

Please note where your organisation anticipates a significant underspend, and where you intend to request that some funds are carried forward with the agreement of the Scottish Government. Please provide justification for this underspend below. Please note that any carry-over of funds to the next financial year should be agreed with the Scottish Government by January 31st of the current financial year.

MaSP has spent £100,473 of the £108,671 Scottish Government core funding grant, with an underspend of £8,198 (7.5%). Almost all of this results from the salary savings resulting from the employment gap with the Chief Executive (£3,892) and the agreement that the governance work (£2,852) be stalled until SG agreement reached. The rest is purely phasing, with expenditure due to take place early in 2018/19.

Notable areas of underspend include:

- Chief Executive salary was £3,892 under budget due to a gap in employment, with **[redacted]** starting on 15th June 2017.
- Internet connectivity was £1,185 under budget due to savings made on the new office move. It is likely this will increase next year as MaSP looks to increase the bandwidth of the service.
- The new website is still under tender and hence the £1,796 budget for 2017/18 has not yet been spent. We are confident this will be delivered in 2018/19.
- MaSP received strong media coverage in this period so it was not necessary to issue 'advertorials' saving £457 from the budget
- We have not yet reached agreement on the governance work and hence the £2,024 for the 'national event' and the £828 for 'satellite events' has not been spent. It was agreed that we would have a second pilot event (which took place in April 2018) and from this we would agree next steps with the SG for these funds.

Notable areas of overspend include:

- The Annual Symposium had record attendance, this meant the catering and venue costs were higher than expected, £1,519 over budget