



MaSP Covid-19 Risk Register
Last updated: 30th April 2020

Executive Summary

COVID-19 has affected institutions all over the world and MaSP has not been spared. To mitigate the impact of the same on MaSP, a response plan was drafted and staff are working in one week shifts at the moment. All this was to ensure that we reduce the number of people working at the office and have half of the employees operating from home. All meetings are being conducted online via zoom, skype, or WhatsApp calls and Airtel conference calls whenever necessary. Overall, staff have been supported to operate remotely from home; thereby bloating our communications budget in the process.

We have started implementing our new strategic plan from 1st of April 2020 but we do realize that elements therein may not effectively be implemented according to plan under our present circumstances. It is not without significance therefore that we mention that we are trying as much as possible to find new ways of working using technology and other means to still deliver on our targets or indeed find novel ways of working to meet the same objectives.

Though Malawi is not under lockdown, we still have preventive measures that have been imposed on the population and industries by the Ministry of Health and these must be adhered to protect our individuals as well as health workers. It must be noted therefore that the measures MaSP has taken for now will remain so until the foreseeable future.

Realizing that our situation is not unique to us, we do realize that our members are facing challenges as well and we are keen to ensure that we continue our facilitation role by providing platforms on which members can share experiences and learn from each other. To this end, we have opened a specific page on our website on which we are posting critical information on COVID-19, we are also conducting online meetings with members to learn on what they are doing and collating all information that can be shared with the Scottish Government, the MASP and other relevant stakeholders both in Malawi and Scotland.

We consider that the most significant **strategic risks internally within the MaSP to be the absence of staff** due to illness both of themselves or their loved ones, child-care, home schooling, or other caring responsibilities, and discontinuity in home-working as a result of technical problems accessing shared folders, email and physical files. This will reduce MaSP's ability to meet all targets, even with the best technologies available.

However, the MaSP is keen to emphasize that it is confident it can deliver the 2020-23 outcomes agreed with the Scottish Government, albeit with appropriate and proportionate adjustments to the outputs (in dialogue with the Scottish Government) as the situation develops in Malawi.

The most significant **operational risk within the MaSP** is that major projects and strategic plans and activities are no longer possible precisely as planned, given the new landscape we, and our members, find ourselves in.

The most significant **financial risk within the MASP** is that the Scottish Government reduces/delays or ends its core funding of the MaSP. We are very keen to avoid this. We are grateful that the Scottish Government had already indicated that they will not wish for plans to be disrupted in Malawi due to funding issues and that no staff will be rendered jobless in the initial three months while assessments are made. We are grateful for the swift payment of the first six months installment. We shall endeavor to brief the SG necessarily regarding any adjustments to planned activities within our reach from time to time.

The biggest **risks for our members** are the restrictions on movements which has crippled if not halted operations, the inability for their Scotland-based partners to raise funds for their operations in Malawi, threat of loss of employment and livelihood, inability to conduct project monitoring, inaccessibility of protective materials which include hand sanitizer due to price inflations, limited access to technology to enable them work effectively from home as well as communicate with their beneficiaries in rural and hard to reach areas across Malawi. The MaSP therefore has a key role supporting members, assisting with remote interfaces, ensuring that we liaise with the SMP on how best we can present issues for the attention of SG regarding funding modalities as well as sharing information and experiences.

The biggest **risks for our Scottish based partners**: loss of employment, travel restrictions, inability to monitor projects among others. These will most likely have a direct negative impact on partnerships within the membership.

Introduction

It is without a doubt that Covid-19 presents an unprecedented challenge for the Malawi Scotland Partnership (MaSP), like almost every other organization. It is therefore manifestly fair that MaSP accurately identifies the risk this pandemic presents and find ways on how to mitigate the same. MaSP recognizes that all decisions hence forth cannot be made capriciously and casually as they border very much on people's lives as well as business continuity for the organization as a whole. We therefore must come up with both practical and realistic approaches to find lasting and relevant solutions for the present status. It is therefore on this basis that MaSP has developed an Organization COVID-19 Response plan as well as a supplementary Covid-19 risk register which will work alongside the wider MaSP risk register throughout this year. Changes to this document can and will be made necessarily as we go along.

The risk exposure for MaSP has been categorized into three elements:

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

For each of these elements, the MaSP here:

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

Risk Register Key

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

1 WITHIN THE MaSP

1a INTERNAL (STRATEGIC):

Risk realised to date:	The MaSP's offices have not fully been closed but staff are working in weekly shifts to reduce the numbers of people at the office and also to ensure that the same is made available to resource poor institutions with all safety measures taken into account.					
Adaptive actions taken to date:	i) Development of a COVID-19 Response Plan and translating the same into other local languages ii) Access to extra airtime and accessories to enable staff working from home to have internet iii) Essential physical files in the finance department taken out to facilitate ongoing audit process happening now iv) Handwashing facilities placed in all our offices for use by staff and visitors alongside essential IEC materials v) Flexibility and support given to staff, especially those who are expectant, or those with small children out of childcare/school vi) Weekly Monday Morning meetings maintained and moved to Zoom and or skype of teleconferencing. vii) Use of various WhatsApp groups, to help keep staff in easy and frequent contact.					
Commentary:	Malawi has not gone into a lockdown yet and therefore we could not close the office 100%. As such, the Board advised that we could work in shifts taking into account all necessary preventive measures to protect employees. This move will be reviewed on a monthly basis as we along. The working from home programme is working well so far. Those with children still who are home-schooling have flexible working hours to facilitate lessons.					
Remaining risks:						
Risk:	Risk assessment AFTER mitigation steps			Mitigation:	Adaptation:	Responsible:
	Likelihood:	Impact:	Rating:			
(1a.1) Staff absence due to illness, child-care or other caring responsibilities	4	4	16	<ul style="list-style-type: none"> - Limited mitigation possible to prevent sickness beyond encouraging staff to follow government advice on social distancing and washing hands. - Recognition of the toll on mental welfare and early alert to individual pressures - Ensure key functions within the staff team (ability to make payments, ensure payroll happens on time). - Regular sharing of operational 	<ul style="list-style-type: none"> - Delegated authority for major issues set up with contingencies for staff absence - Support staff, as appropriate, to recover from illness, while following government advice regarding self-isolation. Additionally engage with medical insurance provider if need be on 	CEO (Vera), PM (Linda) and FAO (Mpha)

				information across the team in Monday meetings, to ensure everyone has a reasonable knowledge of others' work	best care available for staff - Offer flexibility, understanding and support to staff who are required to care for others and will need to work reduced hours as a result.	
(1a.2) Homeworking: discontinuity in work as a result of technical problems accessing emails and physical files.	3	3	9	- Important physical files/documentation held by CEO at home. -Key financial physical files held by FAO at home to facilitate audit - Email can be accessed remotely on laptops.	- If all work email addresses fail, could move to personal emails for a period.	CEO (Vera) and RCN (Shad)
(1a.3) Homeworking: loss of cohesive, team-working dynamics, tracking of tasks achieved and lack of clarity as to team priorities.	3	2	6	- Team consultation on concerns, reflections and priorities with strong support and flexibility in light of difficult circumstances – especially those with young children still in lower classes in school or those currently expectant. - Use of Weekly team meetings by Zoom and WhatsApp groups for formal and informal/social sharing, solidarity and support. - Increased frequency of one-to-one meetings, by Zoom, with line manager, to listen to staff and be alert to issues as they might arise. - Clear guidelines on which activities will be put on hold and which ones will be carried what using what means - Agreed strategy Implementation Plan, with named staff members	- Continue to listen to staff, in a group and through one-to-ones, and offer increased support and flexibility as required, looking for pragmatic solutions to respond to frustrations and keep staff motivated.	PM (Linda)

				responsible for all lines, and actions in this Risk Register. - Line managers to develop and track down KPIs for all staff and these to be reviewed weekly.		
(1a.4) Homeworking: staff welfare and health and safety issues.	3	2	6	- Clear H&S advice to team about correct posture and desktop positioning. - Offer (and reminders) to staff to purchase equipment to ensure a safe and comfortable workspace (monitor risers, keyboards, mouse, chairs (if necessary) etc.) - Line managers remaining alert to mental status of those they manage	- Support for staff affected, immediate improvements to workstation setups.	PM (Linda) and FAO (Mpha)
(1a.5) Scottish Government (SG) reporting not completed within deadline	2	3	6	- Keep SG updated on in-country activities and how they affect programme delivery both in the short and middle terms - If necessary, simplify and streamline reporting structures.	- Inform SG as soon as any delays become apparent. - Complete as soon as possible, maintaining close communications with SG.	CEO (Vera)
(1a.6) Payroll interrupted	1	5	5	- Maintain regular communications with AFAHR Committee members on early salary payments in necessary - Ensure funds remain available for payroll. - Ensure an additional staff, beyond the Finance and Admin Officer, are aware of protocol with payroll	- Do everything possible to ensure staff receive salaries as soon as possible.	PM (Linda) and FAO (Mpha)
(1a.7) Homeworking: data security issues and data loss, as a result of remote access systems	1	4	4	- Important physical files/documentation held by CEO at home. - Chief Executive has taken copies of key electronic files on external hard-drive she has with him, and all staff encouraged to have back-ups of key documents in their areas.	- In event of data loss, use back-up systems to recover. - In event of data security breach, take immediate advice on appropriate steps.	RCN (Shad) and FAO (Mpha)

				- Ensure computers have up to date virus and security systems.		
(1a.8) Break-in, loss or damage in office while not in use	1	4	4	- Ensure doors to offices are secured - Reinforce security in all offices if need be - Ensure the MaSP has up to date insurance on all properties.	- Claim insurance and work with landlords	<u>Landlords, Scripture Union, Phekani House and Livingstonia Synod), FAO (Mpha), Britam Insurance Company, MINET Brokers.</u>
(1a.9) Statutory reporting / compliance not completed within deadlines	1	4	4	- Ensure deadlines are known to all staff and more than one staff member is able to facilitate statutory reporting (NGO Board, CONGOMA)	- Maintain contact with relevant authority	PM (Linda) and FAO (Mpha)

1b OPERATIONAL:

Risk realised to date:	Covid-19 now in Malawi with 36 cases so far and two deaths. With no lockdown but measures in place but for essential work.					
Adaptive actions taken to date:	i) All strand meetings to be held via zoom. They will have a national representation for the first time in three years as members from other regions will link in remotely ii) Safeguarding project activities put on hold except the production of IEC materials iii) All regional engagements suspended and will be held remotely via zoom iv) Access to CRC and secretariat by members restricted to a minimum and on special arrangements too					
Commentary:	Our first digital Members Forum worked well, with around 33 participants even though over 60 had registered for participation. Most members could not access zoom and needed more time to familiarise themselves with the platform. Others did not have adequate internet or airtime to enable them to sit it for more than an hour. Strand meetings are scheduled for the month of May and they are held in Government offices in Lilongwe and chaired by Stand leaders. The challenge we have had is that only members with offices in Lilongwe could attend and we see it as a blessing in disguise now that members' outside of Lilongwe can attend at the meetings will be held online for the first time. All regions are expected to conduct at least one regional engagement in the first quarter (April to June) and these will also be held remotely. For the safeguarding project, MaSP is expected to facilitate trainings and policy development but these will be suspended until July-August 2020. For now however, we will go ahead and produce IEC materials for members in liaison with The Alliance and the SMP.					
Remaining risks:						
Risk:	Risk assessment AFTER mitigation steps			Mitigation:	Adaptation:	Responsible:
	Likelihood:	Impact :	Rating:			
(1b.1) Major projects and strategic plans are simply no longer possible, or indeed relevant, given the new landscape we, and our members, find ourselves in.	4	2	8	<ul style="list-style-type: none"> - Regularly consult members as to their needs and priorities. - Do not unthinkingly translate existing plans into digital equivalents but rather develop a Covid-19 Response Strategy, supplementary to the 2020-23 Strategic Plan, to re-prioritise and fundamentally re-think what the MaSP could and should be doing to reinvigorate internationalism. - Ensure the Scottish Government (core funders), members and key partners are well briefed as to changes to plans and commitments 	- Continue to listen to members, seeking regular feedback on our services and support, and adjust plans as necessary to ensure we remain relevant and useful.	CEO (Vera)

<p>(1b.2) Inability to hold face-to-face engagements April-July means more activities are pushed to Oct-Dec when we have major set-piece events (AGM, End of year activities and Youth Forums for Climate Change Project and MaSP), and hence have limited capacity.</p>	2	3	6	<p>- This should be mitigated by mapping capacity requirements for these larger events and ensuring no new commitments are made unless there is capacity available.</p>	<p>- Readjust plans and potentially re-allocate staff</p>	<p>CEO (Vera) and PM (Linda)</p>
<p>(1b.3) Major Events from July 2020 (AGM, End of Year event for Climate change) are not able to go ahead as planned due to continuing government restrictions.</p>	3	2	6	<p>- Little that the MaSP can do to mitigate government restrictions. - Begin early contingency planning about how/when to postpone or move to digital format.</p>	<p>- The AGM could be pushed back a few weeks but, beyond this, would need to be moved to a digital alternative to meet essential legal/governance requirements. This would be disappointing but not a fundamental problem. Some Board members will also be finishing their terms this year and it would be good that members are aware of this on time and they submit their nominations accordingly. - The end of year event for the climate change project which was expected in March was moved to July and is likely to be pushed further as well given the staff changes at 2050 - We could use digital forums to engage young people on gender, climate change and governance. These can also be</p>	<p><u>AGM</u> – CEO (Vera) <u>Climate change</u> – PC (Hendricks) <u>Youth Engagements</u> – PM (Linda) and RCN, RCS(Shad and Ruth)</p>

					grouped per region	
(1b.4) Malawi – Scotland travel no longer possible	5	1	5	<ul style="list-style-type: none"> - Little that the MaSP can do to mitigate travel restrictions. - Plan on basis that will not be able to have MaSP representative in person at SMP AGM, and vice versa, with digital alternatives to this engagement. 	<ul style="list-style-type: none"> - Have digital alternatives to in-person travel. 	CEO (Vera)
(1b.5) Major failing/fault in national digital infrastructure causes loss of key digital tools (email, WhatsApp, Zoom)	1	4	4	<ul style="list-style-type: none"> - Little that the MaSP can do to mitigate. 	<ul style="list-style-type: none"> - Change platforms where possible – for example, moving Zoom video-conferences to analogue/lower bandwidth audio-only options. 	CEO (Vera)
(1b.6) Failure of MaSP website – unable to be hosted	1	4	4	<ul style="list-style-type: none"> - Remain in contact with web-hosts, regularly asking what risks there are and how these can be mitigated. 	<ul style="list-style-type: none"> - Change platform/web-hosts 	RCN (Shad)
(1b.7) Significant restrictions on general movements and face-to-face engagements continue into 2021 and thereafter, with long-term impacts on the MaSP's plans	2	5	10	<ul style="list-style-type: none"> - Little that the MaSP can do to mitigate 	<ul style="list-style-type: none"> - MaSP to move longer-term into digital and remote delivery informed by regular member consultation. - Board to rethink 2020-23 Strategic Plan in light of changes in circumstances in Scotland and Malawi post-CoVID-19. 	CEO (Vera)

1c FINANCIAL:

Risk realised to date:	To date no immediate financial impact to the MaSP					
Adaptive actions taken to date:	i) Responded quickly, with other partners to seek clarity from Scottish Government as to continuing core funding commitments for other projects like safeguarding and youth climate change project. ii) Secured written 2020-23 Scottish Government core funding agreement (conditional in 2021/22 and 2022/23) and agreement on transfer of first six months of funding. iii) Secured the ix months funding for safeguarding project iv) maintained the restricted account with resources to support MaSP for a period of at least four months					
Commentary:	To date we have not experienced any immediate financial impact from this crisis and receiving the formal grant offer contract from the Scottish Governments, which covers the majority of our operating costs, significantly strengthens our financial security.					
Remaining risks:						
Risk:	Risk assessment AFTER mitigation steps			Mitigation:	Adaptation:	Responsible:
	Likelihood:	Impact:	Rating:			
(1c.1) Interruption to, decrease in, or end of Scottish Government core funding (2020/21 budgeted income = £129,500)	3	5	15	<ul style="list-style-type: none"> - Ensure first six months of funding is secured in early April. - Work closely with the Scottish Government officials, responding to their needs and priorities, and presenting a clear case to show how the MaSP has adapted to the new landscape and why the MaSP remains as relevant, impactful and important as ever. - Continue to work closely with all Strand Leads to ensure there remains strong Government of Malawi support to the partnership activities - Avoid unnecessary new financial commitments. 	<ul style="list-style-type: none"> - Mobilise members, government officials, parliamentarians, public, media and members with links to Scotland, calling for continued MaSP support to demonstrate its relevance in this time - Apply for other funding opportunities. - Adjust budget and scale back SG-funded activities, as required. 	CEO (Vera)
(1c.2) Project Partners unable to secure funding for projects (2050 Climate Group)	5	2	15	<ul style="list-style-type: none"> - Remain in contact with 2050 Climate Group, offering them support as they look to diversify their business and look for alternative funding avenues. - Avoid unnecessary new financial 	<ul style="list-style-type: none"> - Negotiate with project partners, if necessary, agree reduced commitment for 2020. - Adjust budget and potentially scale back MaSP-funded 	CEO (Vera)

<i>(2020/21 budgeted income = £77,734)</i>				commitments.	activities, as required.	
(1c.3) Reduced ability for members to pay annual membership fees <i>(2020/21 budgeted income = £2000)</i>	2	2	4	<ul style="list-style-type: none"> - Remain alert to members' financial challenges and offer appropriate support, promotion and advice, where possible - Think carefully, and consult members, before increasing and/or demanding fees. - Avoid unnecessary new financial commitments. 	<ul style="list-style-type: none"> - Offer one-year member fee holidays, where required, to those members unable to pay; especially those without active projects - Adjust budget and potentially scale back MaSP-funded activities, as required 	FAO (Mpha) And PM (Linda)
(1c.4) Interruption in planned project income, including Climate Change Project and Language Project	2	2	4	<ul style="list-style-type: none"> - Remain in close contact with funders, ensuring they are well briefed as to impact of Covid-19 on this work and are involved in key decisions. - Develop alternative ways of achieving outcomes and agree with funders 	<ul style="list-style-type: none"> - Adjust budget and potentially scale back MaSP-funded activities, as required. 	CEO (Vera) and PC (Hendricks)

2 WITH MEMBERS:

Risk realised to date:	Most members are now operating from home, with a few working normally and with almost all facing varying operational and financial challenges.					
Adaptive actions taken to date:	i) Used the bulletin, website and social media channels to ask members how the MaSP can assist them in relation to their membership-associated activities. ii) In liaison with the SMP seek clarity from Scottish Government as to continuing funding commitments.					
Commentary:	Many members are still adjusting to this new reality. Feedback from members so far about the MaSP's work remains positive but we will continue to be alert and responsive to members' needs and priorities.					
Remaining risks:						
Risk to member:	Risk assessment AFTER mitigation steps			Support from MASP to assist mitigation	Support from MASP to assist adaptation:	Responsible:
	Likelihood:	Impact:	Rating:			
(2.1) Projects and partnerships jeopardised by Malawi-Scotland travel restrictions	5	3	15	<ul style="list-style-type: none"> - Obtain as much information as possible from the government of Malawi on travel restrictions and share accordingly - Keep in close contact with major travel partners. - Encourage members to be conservative, ensuring they have digital alternatives for all Scotland travel plans in 2020. 	<ul style="list-style-type: none"> - Disseminate information about travel restrictions from the Government of Malawi - Support members to develop digital alternatives - Provide specific new services to members, especially school groups, not able to travel to Scotland as planned. 	CEO (Vera) and RCN (Shad)
(2.2) Loss of government funding	4	3	12	<ul style="list-style-type: none"> - With other networks, ensure government communications are clear and understood, not causing unnecessary concern or confusion. - support members in their approaches to government whether related to that: <ul style="list-style-type: none"> (a) postponing than cancellation of a project where ever possible (b) Re-purposing funds in 2020-2021, where possible and 	<ul style="list-style-type: none"> - Promote members' own fundraising appeals. - Promotion of other funding opportunities to members. 	CEO (Vera))

				appropriate, to help the response to Covid-19. (c) Encourage Scottish and Malawi governments to be supportive, show understanding and flexibility, with clear communications.		
(2.3) Members downbeat and demoralised as a result of Covid-19	5	2	10	- Create a space for members and the MaSP to share inspiring digital content (photos, videos, stories) about their Scotland-Malawi links, to keep members and the public engaged and inspired. - Aim to have a regular publication of inspiring Scotland-Malawi content.		RCN and RCS, RCC (Shad, Ruth and Koko)
(2.4) Reduced public engagement as domestic difficulties result in reduced internationalism	3	4	9	- Maximise existing and new media opportunities to share inspiring stories of Scotland-Malawi collaboration. - Pro-active social media engagement		RCN, RCS and RCC (Shad, Ruth and Koko)
(2.6) Closure of members' offices without skills/experience to homework effectively	2	4	8	- Unable to mitigate	- Offer support, information, training and advice to members about homeworking.	PM (Linda) and RCN

3 WITH SCOTLAND:

Risk realised to date:	Scotland as well as the entire UK in under lockdown. Almost all organizations are working from home including staff from the Scottish Government.					
Adaptive actions taken to date:	<p>i) MaSP has been linking in on SMPs zoom forums alongside other members to provide the Malawians perspective on the fight against the pandemic as well as measures in place by institutions and government. The forums have also provided vital information on SG priorities as well as plans by the SMP on support to members in this time</p> <p>ii) Liaised with The Alliance and the SG on their input regarding the Safeguarding Package for Malawi. This will only be shared to members after they have made their substantial comments</p> <p>iii) Revising the Youth climate change proposal to downscale on some activities</p>					
Commentary:	With Scotland in total lockdown except for essential services, it is becoming increasingly difficult to link in with personnel on critical matters especially as they are operating from home and their hours may not fully be known prior by the MaSP					
Remaining risks:						
Risk to member:	Risk assessment AFTER mitigation steps			Support from MASP to assist mitigation	Support from MASP to assist adaptation:	Responsible:
	Likelihood:	Impact:	Rating:			
(3.1) Travel restrictions, office and school closures, and social distancing within Scotland	4	3	12	- Encourage members to liaise with their Scottish partners early, building preparedness.	- Work with the SMP to offer support and advice in Malawi and Scotland for digital/remote working and collaboration. - Disseminate information, news and updates to members through social media, bulletin and website. - Establish a WhatsApp group for the informal sharing of information and reflections from key individuals across Malawi and Scotland regarding the impact of Covid-19 in	CEO (Vera)
(3.2) Healthcare workers moved to frontline Covid-19 response	4	3	12			
(3.3) Increased risk of safeguarding issues as a result of lockdown and restricted movements	3	3	9			

(3.4) Non-essential projects ended or postponed	3	3	9		Malawi. - Obtain information from SMPs website as well as SG's website on the situation in Scotland and measures put in place and discuss with members on the impact thereof	
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