

Temwa's Strategic Plan

2021 - 2031



Our principles



We are community driven.

All the decisions we make are guided by the communities we serve. Communities decide what they need. We work with them to support the emergence of self-leadership and collective action.

We work towards self-reliance.

We work to help communities realise long-term self-reliance, so that they can develop and thrive beyond our support.

We are committed to sustainable development...

in order to meet the needs of the present without compromising the ability of future generations to meet their own needs. This means protecting and improving the natural resources that communities depend on.

We believe in inclusive communities.

This means valuing and incorporating the contributions of all members, regardless of age, gender, health or wealth. We work to ensure that the benefits of development are shared by all, leaving no-one behind.

Our relationships are built on integrity, openness, mutual accountability and professionalism.

Our donors, partners, communities and staff can depend on our commitment to these values.

Our vision is of thriving, inclusive and self-reliant communities throughout Northern Malawi that are able to transform their own futures.

Introduction

Temwa UK is a UK-registered charity, working in partnership with our Malawi sister organisation, Temwa Malawi, based in Mzuzu in Northern Malawi.

The two organisations are independently run, each with its own board of trustees, staff and volunteers. They are united by the shared common principles below, and their relationship is set out in a Memorandum of Understanding.

Temwa UK carries out fundraising and provides technical support to Temwa Malawi, while Temwa Malawi develops, delivers and monitors projects in close consultation with the communities we serve. Our work in Malawi is therefore delivered by Malawi citizens with strong links to the communities we support.

This plan sets out the aims, strategy and actions for Temwa UK for 2021 to 2031.



1. The changes the communities we work with want to see

All of Temwa's work is rooted in addressing the needs and solutions expressed by the communities we serve. We call this the Temwa Community-Driven Approach. Our role is to facilitate community decision-making and support them in achieving their goals, as set out in their local development plans. Some development actions can be carried out by communities themselves, while others need external support. The Temwa Community-Driven Approach is central to our exit strategy: by building local capacity, local communities can realise their own goals and work towards transforming their own futures, independently of Temwa's support.

The remote communities we work with have high levels of poverty and are already experiencing the impacts of climate change. Along with ending poverty and becoming self-reliant, adaptation and resilience to climate change are immediate priorities for these communities. Our vision and projects are aligned to these community priorities, each community's current stage on their developmental journey, and our capacity and capability to assist them. All our work is driven by the needs expressed by the communities, and will enable at least one of the positive, interlinked changes below.

Building climate-resilient livelihoods

- Increased food and nutrition security by using climate-adaptive agricultural methods
- Improved income security from diverse and sustainable sources
- Improved community stewardship of local natural resources
- Reduced deforestation

Improving community wellbeing and life opportunities

- Improved community health
- Improved community literacy and education levels
- Community members empowered to make informed life choices through increased knowledge

Creating accountable and inclusive local communities

- Strengthened local governance
- Improved gender equality in home and community life
- Increased participation of marginalised groups in community activities and decision-making



2. The changes we want to make as an organisation

Based on our ongoing engagement with communities, Temwa UK and Temwa Malawi have jointly agreed the following changes as our key priorities for the next 10 years.

Expand our support based on the developmental stage of communities

- Our focus will remain on building community capacity and self-reliance based on each community's needs, enabling communities to work towards transforming their own futures independently of Temwa's support.
- As the communities we work with develop and become more self-reliant, our relationships with them will change. We will support the emergence and strengthening of local governance structures, locally-run community-based organisations, cooperatives and other community structures that we can work in partnership with. Gradually, we will exit entirely from communities where we are no longer needed.
- This process will naturally expand the geographical area in which we work, with an ongoing move towards rural communities in other districts in Northern Malawi. Our focus is on communities that are requesting support; have high levels of poverty and degraded natural resources that need protection; and are not currently supported by other NGOs or the Malawi government.

Reshape our organisation and partnership

- We will create and sustain systems and processes that give Temwa Malawi autonomy and responsibility, while providing the training and support to enable them to secure funding locally and deliver the work needed.
- Temwa UK will create an organisational structure and working practices that support a highly effective fundraising process, including a flow of high-quality monitoring and evaluation data and stories to a skilled and knowledgeable fundraising team.
- We will deepen and strengthen the relationship between the boards of trustees in the UK and Malawi, building on their existing high level of expertise and professionalism.

Improve our inclusivity

- We want to embody good practice in inclusivity, both within our organisation in the UK and within the projects we support in Malawi.
- We want to be open and transparent in our efforts to improve inclusivity, talking and writing about the complex problems involved.
- We aspire to position Temwa within the development sector as an exemplar of good practice in governance, partnership and inclusion, sharing lessons learnt and practical experience.



3. How we will make change happen

For the period 2021-31, Temwa UK has identified three key challenges. Within the plan, 'short term' means 1-2 years; 'medium term' means 2-5 years; and 'long term' means 5-10 years.

3.1 Building longer-term funding and reducing fundraising costs

We want to improve the security of our funding, so that a higher proportion of annual funding is secured and reliable at the start of each budgeting period. Alongside this we want to reduce fundraising costs, increasing the proportion of our overall income that is sent to Malawi each year.

To meet these two objectives, we aim to shift our funding base towards larger and longer-term grants from trusts, foundations and institutions in the UK, Malawi and internationally; and towards increased regular funding from corporate and individual donors. We will shift our funding base away from fundraising events with lower return on investment.

To achieve this, we will improve our systems for developing community-led project proposals; support Temwa Malawi in establishing in-country partnerships; and refresh and improve communications with funders, donors and the public. We will also work to connect Temwa UK to the emerging carbon economy by offering accredited carbon offsets for sale, based on the carbon benefits of our work in Malawi. These actions will help us to connect with organisations and individuals who support our vision and are willing to commit to longer-term support.

Short term:

- Build and maintain pipelines of potential funders for trust, foundation and corporate income streams through targeted research.
- Build Carbon Balance income, continuing to reach out to potential corporate donors and running an annual campaign targeting new individual regular donors.
- Streamline Temwa UK's offering of events and community fundraising based on an analysis of return on investment.
- Implement a strong stewardship programme for all donors and funders to help ensure repeat giving, providing training to ensure that all team members work within programme guidance.
- Carry out a brand refresh exercise to develop brand visual guidelines for all Temwa communication.
- Develop and start to implement a project plan for carbon offsetting accreditation.

Medium term:

- Carry out a full review and update of the Temwa website, including redesign and new content as necessary.
- Develop and maintain a bank of project proposal concepts for use in grant fundraising, working with Temwa Malawi to ensure that proposals meet community needs and are diverse in content and scale.
- Develop and implement an annual review process for project proposals based on the seasonality of the programme strand, so that proposals are updated in good time for applications covering each new season of work.
- Register with a carbon offsetting accrediting agency and begin the process of achieving accreditation.
- Achieve full carbon offsetting accreditation via an appropriate agency such as The Gold Standard.

Long term:

- Provide appropriate fundraising training, mentoring and support to the Malawi team to enable them to improve their expertise and take a more active role in fundraising in-country and apply for large multi-year and institutional grants.

3.2 Building the effectiveness and efficiency of our organisation

We want to build the effectiveness of our work, so that our projects support lasting change in the communities that we work with. We also want to increase our efficiency, so that we can achieve more with limited resources.

To do this, we want to formalise key aspects of our relationship with Temwa Malawi. Our relationship will be codified in a Memorandum of Understanding, and all restricted funds transferred to Temwa Malawi will be managed via Specific Funding Contracts. We will improve monitoring and evaluation systems so that they support fundraising, continuous improvement and full accountability.

Alongside this, we will work to recruit, retain and support a professional and highly competent staff team, with an appropriate structure and size to meet the needs of our work. We will develop a culture of inclusivity and wellbeing, supported by clear policies and procedures. We will also improve general organisational efficiency by developing and implementing appropriate managerial, administrative and technological systems.

Short term:

- Obtain approval of Memorandum of Understanding (MoU) by Temwa Malawi board and implement all elements of the contract system set out in the MoU appendix.
- Ensure full joint implementation of safeguarding and other key policies for both organisations, including regular safeguarding training delivered in the UK and Malawi, along with ongoing improvements in safeguarding systems.
- Build capacity for budget-setting in Malawi by providing training, support, new budget templates and structured budget-setting processes.
- Consolidate and expand monitoring, evaluation and learning (MEL) tools to create a consistent and robust MEL system for use for all programme strands.
- For Temwa Carbon Balance, ensure that an audit-ready log of all activities is created and maintained including GIS / GPS data for locations.
- Support Temwa Malawi to improve their systems and skills.
- Carry out a full UK policy review to ensure that good practice in inclusivity is incorporated into all policies and procedures.

Medium term:

- Develop partnerships with universities to provide student placements to carry out impact assessments and external evaluations.
- For Temwa Carbon Balance, develop and implement a methodology that will meet the requirements of accreditation agencies.
- Ensure that the MEL system captures lessons learnt and good practices for replication by Temwa and other organisations in other areas. Share these via website, social media, sector events and umbrella groups.
- Carry out a review of past and present projects to identify potential for improvements in inclusivity and participation.

Long term:

- Bring shared systems including budget setting, proposal development, project management and MEL into a single, coherent set of documentation that includes mechanisms for monitoring system implementation.

3.3 Fully implementing the Temwa Community-Driven Approach

We want to work towards fully achieving our vision of self-reliant communities that no longer need Temwa's support.

To achieve this, we will formalise the Temwa Community-Driven Approach and work to ensure that all of our programmes are informed by the approach at every level. We will work with Temwa Malawi to develop and deliver projects that build community capacity for collective discussion, decision-making and action in an effective and inclusive way.

A key part of this approach is strengthening local governance. We support collective engagement with local governance to help community members to see its value and purpose and to increase accountability. We will also directly build the skills of the local governance structures, so that they operate in line with their mandate and are able to lead on implementing their locally owned development plans.

Temwa UK and Temwa Malawi will work together to carry out the actions below.

Short term:

- Set out the Temwa Community-Driven Approach in a practical programme manual.
- Strengthen staff skills to deliver work in line with the Temwa Community-Driven Approach.
- Build sufficient resources into all projects for initial situation analysis and inclusive biannual community consultations.
- Include training and discussion on the roles of local governance structures and the potential for community-led change within community consultations.
- Define a step-by-step process for local governance capacity development and track progress towards that with the structures that we work with.
- Ensure that all new project planning includes adequate support for the local governance structures involved.

Medium term:

- Ensure that all communities we work with have locally-owned development plans and that all of Temwa's projects are in line with them.
- Develop and deliver support to build the skills of appropriate community structures to lead on project monitoring, including supporting the development of local monitoring, evaluation and accountability systems.
- Support community structures to carry out stakeholder mapping.
- Develop and deliver projects that build community skills in local and district-level advocacy and lobbying.

Long term:

- Provide training and support to build the skills of appropriate community structures to lead on project implementation.
- Support the community structures to carry out partnership negotiations.
- Support the ongoing development of community advocacy and lobbying to reach national level.
- Build community skills to engage in independent resource mobilisation from governmental and non-governmental sources and through the establishment of community-based organisations and cooperatives.

