



# Malawi Graduate Fellowship Handbook 2020-2021 Cycle

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*Through a unique collaboration, the University of Dayton and the Karonga, Malawi-based NGO, Determined to Develop (D2D), established the Malawi Graduate Fellowship in 2017. The fellowship gives a graduating UD fourth-year students or recent UD graduate the opportunity to gain field experience as a Program Officer in Chilumba, Malawi followed by admission to a Master's program at the University of Dayton through a yearlong Graduate Assistantship in the Human Rights Center.*

*This handbook is intended to provide an overview of the Graduate Fellowship, including the program cycle: applications and interviews, pre-departure, life in Malawi, and graduate school/graduate assistantship upon return, as well as expectations of the fellow.*

***\*Note: This handbook is a working document, subject to continued updates and amendments by the Human Rights Center.***

## Program Cycle

### **Fall 2019/ Spring 2020: *Recruitment***

**Dec. 15, 2019:**  
Fellowship  
applications due.

**Week of Jan. 13,  
2020:** Interviews.

**Week of Jan. 20,  
2020:** Fellowship  
offered to selected  
candidate.

**Week of Jan. 27,  
2020:** Deadline for  
candidate to  
accept the offer.

### **Spring 2020: *Pre-departure***

Participate in  
pre-departure course  
on research and  
cultural preparation.  
Enroll in a graduate  
program at UD to begin  
upon completion of  
fieldwork.

### **Summer 2020 - Summer 2021: *Fieldwork***

Travel and conduct  
duties as a Program  
Officer position for  
D2D.

### **Fall 2021 - Fall 2022: *Return to UD***

Participate in  
graduate program of  
choice while working  
as GA at the Human  
Rights Center.

## **Chapter 1: Program Cycle and Overview**

### **Phase 1: Fall 2019 - Recruitment**

#### **Recruitment Process**

##### **A. Timeline**

The recruitment timeline for the Malawi Practicum flows as follows:

- Applications Open: Nov 11, 2019
- Application Deadline: Dec 15, 2019
- Interviews will take place during the week of January 13, 2020
- Fellowship offered to selected candidate: week of January 20, 2020

##### **B. Application**

In November of the fall semester, applications will be released. Applications are open to graduating seniors or recent University of Dayton graduates.

**To apply:** <https://forms.gle/aa78nMVfSjR4WUW49>

*Application can also be found at [go.udayton.edu/hrc](http://go.udayton.edu/hrc)*

##### **C. Interviews**

Interviews will take place in the week of January 13, 2020.

##### **D. Fellow Selection and Participation**

Upon conducting all interviews, the committee meets to vote and select the fellow. Upon being offered the position, the applicant will be given a week to decide before committing to the program.

### **Phase 2: Spring Semester Pre-departure Course POL 300-05**

The participant in the Malawi Graduate Fellowship will begin preparation for their fieldwork and travel by *enrolling* in a pre-departure course in the Spring Semester, which they will take with members of the Malawi Undergraduate Practicum. Enrollment in the pre-departure course is highly recommended.

Students would enroll in the POL 300-05 course upon acceptance of the scholarship and make necessary arrangements to add it to their curricular calendar.

The pre-departure course consists of modules and sessions focusing on human rights practice and international development, cultural orientation sessions, and necessary travel and logistical

preparations for the experience. Throughout the course, students will get a better understanding of the work of Determined to Develop and the research projects conducted by UD students in the area, as well as spend time working closely with the returning Fellow and the faculty leading the program to better prepare for their year of fieldwork.

### **Spring 2020 Course Details**

POL 300-05 Permission Only

Instructor: Farhat

Meeting times: Thursdays 6:00-8:40 p.m.

Meeting space: St. Joe's Hall Room 209

### **Graduate Program Registration & GRE Completion**

The fellow will choose a master's program to pursue after finishing the fieldwork component of the fellowship. The fellow must take the GRE and receive sufficient scores to enroll in their selected graduate program *before departing for Malawi*.

### **Phase 3: Summer 2020-Summer 2021 - In Malawi**

The fellow will travel to Malawi in July 2019. The program spans one year, from July 2020-July 2021. During this time, the fellow will serve as Program Officer under the supervision of Matt Maroon, founder and executive director of D2D and is expected to fulfill the responsibilities of the position.

*Please refer to Chapter 4 for full information about life in Malawi and Program Officer position description.*

### **Phase 4: Fall 2021- Fall 2022 - Return to UD**

Returning to campus after their fieldwork, the fellow will pursue their selected graduate program while working as a graduate assistant at the Human Rights Center.

Appointment as a graduate assistant includes tuition remission and stipend for the 2021-2022 academic year, to be renewed for the following academic year contingent upon work and academic performance. *The university reserves the right to terminate assistantships at its discretion for reasons including but not limited to lack of funding, poor work/academic performance.*

*Please refer to Chapter 5 for information about the graduate assistantship.*

## **Chapter 2: Terms and Conditions**

### **Section I: University of Dayton Terms & Conditions**

#### **General Expectations**

1. Enrollment in the Malawi Practicum pre-departure course (POL 300, Spring 2020) along with the 2020 undergraduate Malawi Practicum cohort.
2. Completion of one year of field work as a Program Officer with D2D in Chilumba, Malawi: July 2020-July 2021. Matt Maroon, D2D executive director, will be the direct supervisor.
3. Assisting with the administration of the Malawi Research Practicum during period of appointment.
4. Enrollment in a Master's program at the University of Dayton prior to departure with the expectation to begin classes Fall 2021.
5. Appointment as a Human Rights Center graduate assistant in Fall 2021 upon successful enrollment and completion of field work in Malawi. Appointment as a graduate assistant includes tuition remission and stipend for the 2021-2022 academic year, to be renewed for the following academic year contingent upon work and academic performance. *The university reserves the right to terminate assistantships at its discretion for reasons including but not limited to lack of funding, poor work/academic performance.*
6. Completion of all duties and responsibilities as assigned during period of graduate assistantship at the Human Rights Center.

#### **Financial Terms**

Basic benefits to fellow will include the following:

- Travel from the fellow's nearest home airport to Malawi, and return travel; excludes funds for additional and overweight baggage.
- International SOS (not insurance) provided by the University of Dayton through the Center for International Programs.
- Living allowance of \$150/mo. (in Malawi Kwacha) to cover food, transport, utilities, and other living expenses. Fellow must pay for their own facilities costs, including water and electricity, which is included in living allowance.
- Housing
- Appointment as a graduate assistant includes tuition remission and stipend for the 2021-2022 academic year, to be renewed for the following academic year contingent upon work and academic performance.

Students are responsible for passport and Visa costs including personal expenses.

*Please refer to Chapter 5 for information about the graduate assistantship.*

### **Travel and Transportation**

Fellow will receive round-trip flight from the airport nearest to their home to Malawi. Upon landing in Lilongwe, Matt Maroon/D2D will arrange travel from the airport to Maji Zuwa.

Fellow is permitted to engage in personal travel prior to, during, or following their time in-country. All personal international/domestic travel during the program is the sole responsibility of the fellow.

### **Early Departure/Late Return**

While it is highly encouraged that fellows follow the suggested timeline for travel and return, early departure/late return can be explored on a case by case basis.

### **Grounds for Revocation or Termination**

The Human Rights Center and Determined to Develop program reserves the right to withdraw fellow from the program before departure or while in Malawi or upon return if such an action would be in the fellow's best interest and in the best interest of the program.

Grounds for revocation or termination include, but are not limited to:

- failure to comply fully with University of Dayton terms and conditions;
- failure to comply with Determined to Develop terms and conditions;
- failure to complete Program Officer expectations or job requirements;
- violation of any laws of the United States or Malawi;
- any act likely to give offense to Determined to Develop and Malawian culture because it is contrary to the spirit of mutual understanding;
- engagement in any unauthorized income-producing activity in Malawi;
- any conduct which may have the effect of University of Dayton, the Human Rights Center, and Determined to Develop into disrepute;
- Unauthorized departure from the program.

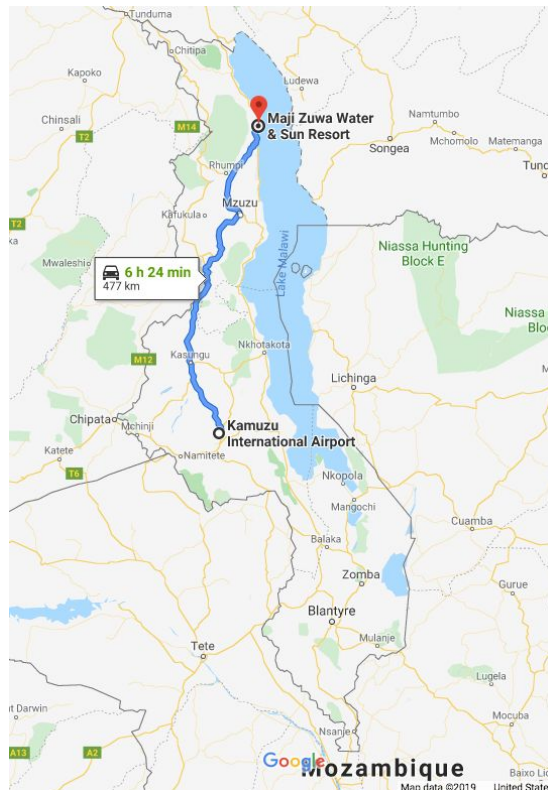
*See Appendix A for Determined to Develop full terms & conditions.*



## **Chapter 3: In Malawi**

### **Section I: Arrival, Orientation, and Cultural Preparation**

Upon arrival to Malawi, a D2D representative will pick you from the airport in Lilongwe and begin the drive north to Chilumba (8 hours). You should be mentally prepared for this trip. Given the length of the journey, you will arrive at D2D during nighttime hours, but should be mindful that the unfamiliarity of the new surroundings will only be temporary.



The following day, Matt and D2D staff will have a thorough orientation on-site discussing health, safety, and culture in order to prepare you for your stay. These sessions will discuss the Malawi Country Risk Assessment and Youth Protection Training as well as cultural considerations to help facilitate your smooth transition.

Upon arrival, you will overlap with the existing Program Officer/fellow and the 2020 Undergraduate Practicum cohort in the final weeks of their stay. During this time, you will

work closely with the existing Program Officer who will guide you through training and handover materials.

## **Section II: Malawi Country Description**

Malawi is a small landlocked country in southeastern Africa. One of the smallest countries in Africa, it is tucked between Tanzania, Mozambique and Zambia.

Malawi's history is rich. It is in this region of Africa where the earliest humans lived, establishing the roots of language and storytelling. Many of today's Malawians are descendants of the Bantu people who moved across Africa for hundreds of years before national borders were established. Evidence of complex trade networks can be seen today in the strong Islamic influence which preceded Christianity, introduced to the region by missionaries like David Livingstone. During the colonial period, the country was incorporated into the Federation of Rhodesia and Nyasaland. Nyasaland achieved independence in 1964, renaming itself Malawi.

Malawi is referred to as "The Warm Heart of Africa" by both locals and visitors for its friendly spirit and welcoming people. With a population of over 19 million, Malawi is one of the more densely populated countries in Africa. Most of its people live in rural villages and practice subsistence farming. There is a diverse mix of cultures, with the Chewa being the most populous tribe. Other tribes include the Yao, Nyanja, and Tumbuka. Dance is a central tradition within each tribe, the best known being the Chewa's Gule Wamkulu.

Despite its small size, the scenery of Malawi is diverse, including everything from river valleys, to lush green plateaus, to forests, to grasslands. The highest peak, Mulanje Mountain, is an astounding 10,000 feet, while the lowlands are barely above sea level. Malawi's nine National Parks and Wildlife Reserves contain a diversity of flora and fauna, in addition to animals like elephants, lions, and zebras. Perhaps its greatest natural feature is the famous Lake Malawi, Africa's 3rd largest lake. This "Lake of Stars" makes up 1/5 of the country's area and is critical to the economy. Resembling a real-life aquarium, it contains over 1,000 species of tropical fish, many unique to the lake.

Despite the country's beauty and natural resources, poverty continues to be chronic and widespread in Malawi, ranked 170 out of 188 countries on the Human Development Index. Malawi's development is hindered by a fast growing population, limited arable land, natural disasters, food insecurity, HIV/AIDS, and a high incidence of malaria. Almost 50% of the population is under the age of 15, and a large number of these young people are living in poverty. Poverty threatens an individual's most basic rights to survival, health, nutrition, and protection from exploitation. In addition, poverty threatens access to education.

(<https://determinedtodevelop.org/why-malawi/>)

## Section III: Site Description

### A. Determined to Develop NGO

Determined to Develop (D2D) is a grassroots, nonprofit organization using education as a primary tool to break the cycle of extreme poverty in Malawi, Africa. It is registered in Malawi and in the United States as a 501(c)(3) tax-deductible organization.

Its founder, Matt Maroon, was inspired to assist in development initiatives like those in which he had been a part of during his two years volunteering in Malawi from 2006 to 2008. In 2009, after finishing his graduate degree, Matt moved to Chilumba in Malawi's Northern Region, where he began laying the foundations for what would soon become Determined to Develop (D2D). Matt and a small team consisting of three former students, Geoff Mzembe, Frank Kasanda, and Ken Mwakalenga, and former colleague, Lupashiko Mulenga, spent their first year building the infrastructure needed for the project. At the same time, they held meetings with chiefs, village development committees, women's groups, civil society leaders, government stakeholders, and even the kings of tribes to discuss shared goals for development. These meetings established education, women's empowerment, environment, and health as the area's top development priorities and solidified our strong partnership with the community.

As it gained contributions from outside donors, D2D was able to start implementing development projects in the Chilumba area. As donations increased, so too did its number of beneficiaries. Maintaining its commitment to incorporating community members in all aspects of project-development, it has been able to expand its programming to benefit thousands of people in Northern Malawi and beyond.

As the organization grew, staff members were added to the team and programming expanded. Although progress was being made in each of the development sectors, (see [D2D Think](#) for more information) it was the educational programming that was having the most significant impact. Meanwhile, meetings with community stakeholders and a thorough needs assessment concluded that education was the top development priority for the region. In 2017, D2D received support from its Board of Directors to transition to an organization rooted in education. Other projects were either phased out or taken up by other organizations. Feed the Children took over the primary school feeding initiative, for example, and the women-run business groups took complete ownership of their operations. This allowed D2D to focus its programs on youth education.

(<https://determinedtodevelop.org/history/>)

## **B. Maji Zuwa Lodge**

Maji Zuwa is a lodge and social entrepreneurship venture created to generate revenue for D2D. It shares a campus with D2D office, residential youth home, and other facilities.

Life at Maji Zuwa is beautiful yet simple. It is a dynamic campus with many people and programs continually revolving through, including staff, village members, beneficiaries, youth from the surrounding community, women's groups members, and tourists staying at the lodge.

## **Section IV: Living Accommodations**

The fellow will stay in D2D's volunteer house, located on the D2D campus, with up to four other D2D staff members/long-term volunteers. The house is simple yet comfortable and spacious and includes a kitchen (refrigerator, sink, and stove), bathroom (shower, toilet, and sink), five bedrooms, and veranda. The fellow will have their own bedroom and will share the rest of the common space with housemates. Residents of the volunteer house must pay for their own facilities costs, including water and electricity, which is included in monthly living allowance. The fellow is responsible for preparing their meals, funds for which are included in monthly living allowance.

*See Appendix B for full Program Officer job description.*

## **Chapter 4: Return to UD**

### **Section I: Graduate Program**

Upon your return to the university, you will begin your graduate studies in your selected program, while working as a Graduate Assistant at the Human Rights Center.

### **Section II: Graduate Assistantship Position Description**

#### **Fall 2021**

##### *Program Management*

- Recruitment for Malawi Practicum and Graduate Fellowship
  - Coordinate new research theme with D2D, update and create application process and timeline, conduct class visits and info sessions, update student handbooks, coordinate with stakeholders recruitment information including social media and website updates, and facilitate communication with applicants, schedule and conduct interviews
- Maintain communications with existing D2D program officer through monthly check-ins and disseminating reciprocal updates to stakeholders
- Coordinate and provide updates for D2D regarding recruitment and re-entry progress

##### *MarComms and Events*

- Social Media: provide content and imagery pertaining Malawi programs
- HRC Website: edit and review blog content and assist the Communications Coordinator as needed
- Event planning: D2D's visit to campus in the fall (coordinate schedule, e.g. class visits, meetings with faculty)

##### *Research and Teaching*

- Re-entry for returning cohort
  - Attend the re-entry classes with the cohort, assist students in research paper writing process (review, provide comments, editing suggestions, proof-reading, and scheduling 1:1 meetings as needed)
  - Organize student presentations and engagements at conferences such as Social Practice of Human Rights, Roesch Social Sciences Symposium, Stander Symposium, Notre Dame Human Development Conference and other engagements.
- Pre-departure Course preparations for new cohort

- Assist in designing the syllabus for the course, gathering reading and research materials pertaining to the new research topic (sources including content from D2D), update existing and create new modules for pre-departure course to be taught

*Additional Commitments*

- Attend weekly HRC meetings: with staff, student interns, and with executive director and faculty lead
- Support HRC with additional tasks and activities

**Spring 2022**

*Program Management*

- Malawi Practicum and Graduate Fellowship
  - Coordinate travel dates, visa applications, travel itineraries,
- Coordinate and provide updates for D2D regarding recruitment and course engagement
- Maintain communications with existing D2D program officer through monthly check-ins and disseminating reciprocal updates to stakeholders

*MarComms and Events*

- Social Media: provide content and imagery pertaining Malawi programs (photos of the cohort pre and during travels)
- HRC Website: edit and review blog content and assist the Communications Coordinator as needed
- Event planning: plan student presentations and engagements at Spring conferences

*Research and Teaching*

- Attend the pre-departure classes with the new cohort, assist students in research development (finding articles, general guidance on design, 1:1 meetings as needed)
- Teach the modules developed in the Fall semester
- Maintain regular communications with the new graduate fellow and facilitate communications with to provide relevant pre-departure information

*Additional Commitments*

- Attend weekly HRC meetings: with staff, student interns, and with executive director and faculty lead
- Support HRC with additional tasks and activities

## ***Appendix A: Determined to Develop Terms & Conditions***

The following terms and conditions of service apply to someone working with Determined to Develop in Malawi, in any capacity.

Types of Staff:

- a) Malawian National – A paid, registered Malawian staff member working with D2D in Malawi
- b) Malawian Volunteer Staff – Malawians working with D2D but not officially employed (such as attachment / intern students, volunteers, those gaining work experience)
- c) Expatriate Employee / Contractor – A paid expatriate staff member working within Malawi for D2D; This includes external contractors
- d) Expatriate Volunteer – A non-paid expatriate volunteer in Malawi assisting with D2D

All types of staff, regardless of payment or not, will be required to sign and adhere to these terms and conditions of employment. For the purposes of this document, all staff (employees and volunteers) will be referred to as “staff” or “staff member(s)” in this document.

### **1.0 Recruitment of Staff**

The recruitment of staff shall be at the discretion of the Executive Director (ED). All hiring decision at the executive level will pass through the Board of Directors.

### **2.0 Hiring Procedures**

2.1 All staff shall sign these conditions of service prior to being taken on board. By signing these conditions all staff agree to the conditions herein and are bound by such conditions.

2.2 Staff shall also sign Schedule 2 which identifies their personal details and any remuneration, as well as other details, prior to starting work.

#### **2.3 Personal File**

A personal file for each staff member shall be opened and maintained by the organization and shall contain:

- Copy of staff member’s completed application form/letter
- Current and up-to-date curriculum vitae;
- Completed employment record form;
- Certified copies of documents relating to staff member’s educational and professional qualifications;
- These Terms and Conditions and the Schedules attached to them;
- Letter of confirmation in appointment;
- Home address and contact details of the next of kin.

#### **2.4 Probation & Confirmation**

The Probation period for this contract shall extend for six months from start date for non-volunteer staff.

Before the end of the probationary period, the ED shall appraise the staff member's performance and take appropriate action. Should the staff member's performance be considered satisfactory, the appointment may be confirmed. The ED shall communicate confirmation of appointment in writing.

Should the staff member's performance be found to be unsatisfactory, the ED may extend the probationary period for a further period not exceeding three months to give the probationer another chance to improve on work performance but, the ED may also, at his discretion, deem that the employee is not a good fit and the employee may be dismissed during the probationary period on 1 week's notice or payment in lieu of.

Satisfactory completion of the probationary period shall not give rise to any entitlement to an adjustment in salary or benefits

### **3.0 Hours of Work**

3.1 Normal working hours are (40) hours per week based on (8) hours per day, but include Saturdays. Specific hours are at the discretion of the ED and may vary day to day or week to week. The staff member agrees to work hours which are not within a normal working day and/or exceed normal working hours when they are required to do so by the ED to meet the responsibilities of the staff member's role.

3.2 There is no entitlement to be paid overtime for hours worked beyond normal working hours and the employee shall not be paid for over time but instead, will be "flexed" out for hours worked outside the normal working day such that they will be entitled to an equivalent number of hours off in lieu. If an employee feels that he or she is overworking beyond what the laws of Malawi require, the employee should immediately contact the ED in writing to state the concern so that the ED can work with the employee to reduce such hours. At no time should the employee work outside of the required hours but, if the employee chooses to do so, they will be doing so at their own election and accepting that they will not be entitled to either additional pay or time off in lieu as a result of working such hours.

3.3 Employees are expected to work weekends and other holidays as needed because of specific programs and the nature of the job, including supervision of volunteers or youth.

3.4 Some positions are such that hours of work may not be regular from day to day and the employee understands he shall be "on call" with a working phone number during times when s/he is off-duty but still directly responsible for programming or youth/beneficiaries. As such it is the employee's responsibility to have a working cell phone which is available during times which should be a smart phone and include apps which are designated by the ED as essential to the work (such as WhatsApp for communication). Costs for these items are the responsibility of the staff member.

3.5 In some cases, staff may be required to work outside of their duty station, including travelling. In such cases, staff are considered on-duty during normal working hours or whilst directly involved in programming within the trip. If an employee decides to engage in their own activities whilst on a work trip, and/or these activities happen "after hours" or on their own time (such as when they have an off-day in-between travel), the employee is considered off the clock and is not at that point working. As such, any legal protections which may derive from the employment relationship for the staff member do not apply at that time. For example, if a staff member is escorting a group of volunteers to Lilongwe,



finishes the job that day, and decides to go out to the pub, he or she is on their own time and not operating within the work environment or with the protections of work. Similarly, if an employee is shopping in Mzuzu, must stay overnight for the organization, but the staff member goes out socializing that evening the staff member is considered to have finished work and no longer covered by the legal protections which may derive from the employment relationship.

3.6 Alcohol must not be consumed unless the employee off-duty and the employee will not be covered under any employment protections.

#### **4.0 Location, Job description and Duties**

4.1 The staff member's job description and a non-exclusive list of duties are as set out in Schedule 1.

4.2 The staff member will be employed in Malawi. Although the staff member may from time to time have contact with D2D in the USA, this employment shall not constitute employment in the USA whatsoever.

4.3 The staff member will be based in Sangilo, Chilumba, Malawi based at Maji Zuwa Lodge. Accommodation offerings are listed in Schedule 3, if any. If the staff member wishes a higher standard than that which is offered, said staff member will have to supply this him or herself.

4.4 All staff members shall be required to perform their duties with diligence, efficiency and loyalty. Staff members shall conform to and comply with all existing D2D and other legal regulations and any changes of such regulations

4.5 Staff members shall be take on reasonable extra responsibilities not in their job description where they are reasonably directed to do so by the ED. Extra payment shall not be made for such additional responsibilities.

4.6 Staff members are responsible and answerable to the ED as well as their line managers.

4.7 Employees understand that they may be entrusted with large cash financial floats and agree that they are responsible for safeguarding and maintaining these cash floats. Further, employees understand that the protection of cash resources is paramount and agree to safeguard monies entrusted by using best financial practices (such as not carrying around cash, not keeping cash on their person when not required, not keeping cash at the home). Cash should be always banked. Loss of cash because of poor judgement by the employee may be considered the result of misconduct by the employee even if the immediate situation was outside of the employee's control (ie: they were robbed when carrying more cash than required at that time by the job). If the employee is carrying a large amount of cash, more than K200,000 at a time, he or she should first get approval through the ED in writing (email). Without this approval, the employee will be responsible for any loss.

#### **5.0 Leave / Vacation Entitlements**

5.1 Staff members are eligible for leave in the following categories:

- a) Malawian National – Leave as stipulated in Malawian Labor Laws
- b) Expatriate Employee / Contractor – Leave of 15 working days per year of working (not including Malawian public holidays which are granted free and/or flexed out). Leave does not include foreign (non-Malawian) holidays.
- c) Any other staff – None guaranteed, but by arrangement with the ED

5.2 Leave may be granted by the ED or line manager at any time that does not conflict with responsibilities for delivering the program and any leave must be approved at least one month prior by the ED.

## **6.0 Medical Areas**

6.1 If a staff member is sick, they should not report to work.

6.2 D2D does not fund private medical costs and has no insurance scheme for staff members. Staff are encouraged to use the public system in event of illness.

6.3 Expatriate staff members must have an independent insurance policy to cover catastrophic medical occurrences, including emergency evacuation if necessary. This expense is to be borne by the staff member solely. Proof and a copy of this policy must be supplied to our office by the staff prior to arrival in Malawi.

6.4 Expatriate staff members must take malaria prophylaxis during the entire time they are in Malawi with the cost borne by the volunteer. They must also be current in all vaccinations necessary with the costs borne by the volunteer.

6.5 Expatriate staff members who are continually ill and miss an inordinate amount of work may be asked by the ED to cease their contract and return home, without notice, so that they may be better served.

6.6 A full-time Malawian staff member shall be entitled to pay during sick leave after having worked with D2D for at least 6 months.

6.7 After 6 months, in any rolling period of 12 months, Malawian staff members are eligible for up to four weeks sick leave on full pay and eight weeks sick leave on half pay. Documentation from a qualified health professional satisfactory to and approved by D2D confirming that the staff member is unable to work by reason of sickness will be required.

6.8 All staff members may assume that D2D will try in its best capacity to assist with any medical emergency.

## **7.0 Safety**

7.1 The staff member agrees to abide by safety outlines presented by D2D, including acting in accordance with local safety practices.

7.2 The staff member agrees to be bound by D2D within safety directives and defers to the judgement of the Executive Director in matters of safety relating to both official and unofficial duties and conduct.

### **8.0 Most Serious Acts of Misconduct**

Any staff member may be dismissed on the spot without consideration if he or she is involved in any of the following Most Serious Acts of Misconduct:

8.1 Inciting co-workers to riot, revolt or strike or demonstrate illegally

8.2 Acting against the laws of Malawi at work or on one's own time

8.3 Drunkenness or use of drugs on duty especially where it may affect one's ability to do one's job.

8.4 Failure or refusal to carry out instructions given by a superior

8.5 Being found guilty of a criminal offence and/or attracting the attention of the police

8.6 Sexual activity with any wards, guests, or staff members under one's charge, including Malawian and foreign staff members. This includes sexual activity with the local population, surrounding villages and villagers, sexual activity with any sponsored youth, flirting or over-friendliness of a sexual nature, or encouragement of such behavior by sponsored youth. In this case, no proof is necessary by D2D to dismiss a staff member on these grounds. It is important to note there will be no warning in this area.

8.7 Disclosure of confidential information to fellow staff members or outsiders who are not to have access to such information

8.8 Theft or fraud of any resources of D2D no matter how small or large

8.9 Assaulting another person on or off work or fighting on duty or in front of staff members whether physical or verbal

8.10 Fraud through falsification or receipts / signatures

8.11 Using obscene or abusive language

8.12 Failure to account for monies entrusted to the staff member for official business

8.13 Accepting gifts without authorization by the ED to do so.

8.14 Violating any part of D2D's Youth Protection Policy.

### **9.0 Acts of Misconduct**

The ED reserves the right to classify any of the “Most Serious Acts of Misconduct” as more simple “Acts of Misconduct” (which means the staff member will not necessarily be dismissed immediately) depending on circumstances and the judgment of management.

The following shall be categorized as “Acts of Misconduct”:

- 9.1 Absenting oneself from duty or reporting late for duty without permission
- 9.2 Acting in a way that shows lack of judgment or thinking toward the job responsibilities of the position.
- 9.3 Acting in one’s own interests and not the interests of the organization.
- 9.4 Laziness or failure to heed repeated direction by ED or other superiors.
- 9.5 Sleeping while on duty
- 9.6 Failure to document or collect receipts for official business
- 9.7 Becoming unavailable or uncontactable (through phone) during important times
- 9.8 Other behaviors or actions that have previously been communicated to the staff member for correction or revision which the staff member has disregarded.
- 9.9 Behavior which is contrary to the culture of the local area / Malawi as determined by the ED or local staff.

#### **10.0 Disciplinary and Grievance matters**

- 10.1 For “Most Serious Acts of Misconduct” the employee may be dismissed without notice.
- 10.2 For “Acts of Misconduct” staff members, will expect to follow the normal disciplinary system with the following steps: (1) A verbal warning, then (2) A letter of reprimand which will be discussed and filed in the staff members file, and finally (3) A letter of dismissal depending on the severity or continuation of the situation.
- 10.3 Aside from dismissal, the management reserves the right to commute dismissal to any other penalty including but not limited to demotion (of position, pay or both) or, suspension (without pay).
- 10.4 If the staff member is dismissed for stealing funds/resources or for causing a loss to the organization for which his/her negligence was solely responsible, D2D reserves the right to collect all or part of the money to pay for such restitution through the staff member’s pay or pension scheme.
- 10.5 Interest at the prevailing personal loan rate at the National Bank of Malawi shall apply to recovered monies, including in criminal prosecutions where monies are to be repaid. This interest shall be compound and begin being accrued from the moment the theft is discovered to have taken place (not

when the case is filed), whether or not the employee has yet to be dismissed. In cases where the employee is not dismissed, the same repayment shall apply with interest as stated above.

10.6 Should a staff member have a grievance regarding their employment disciplinary process, he or she should refer it to the ED in writing copying the chairperson of D2D's Board of Directors. The employee will then be advised of the process by which it is proposed that their grievance will be considered.

## **11.0 Remuneration**

11.1 All staff members shall be remunerated as indicated in Schedule 2.

11.2 Proper deductions of taxes and pensions for Malawian employees will be processed by the office in accordance with the Laws of Malawi.

11.3 Salary advances shall be granted only by the ED in exceptional circumstances, and shall not exceed more than half of take home pay per month and will be recoverable from the following months' pay.

## **12.0 Allowances & Visas**

12.1 The staff member understands that travel outside of one's normal duty station may be a part of this job. As such, D2D does not pay allowances for travel outside one's duty station.

12.2 D2D will be responsible for reasonable expenses associated with working outside of one's duty station provided they are properly receipted.

12.3 For staff members a listing of financial responsibilities are indicated in Schedule 3.

## **13.0 Community Interaction**

13.1 The staff member must realize that the organization operates in a rural area of Malawi and as such specific conditions may attach themselves to the work.

13.2 The staff member must recognize and respect the fact that they are not a guest at the lodge (in a tourist sense) of Maji Zuwa (the location of D2D) and must have a higher level of cultural competence in dress, behavior and personal conduct. Revealing clothing, worn by tourists, for example, would not be tolerated for a member of staff / staff member, nor would excessive drinking or inappropriate behavior.

13.3 Staff members should realize that D2D has complex relationships with several outlets. As such, staff members with D2D must recognize that partnering organizations have visitors as clients served by our organization and our partner organizations. As such, staff must keep a social distance with these visitors.

## **15.0 Resignation / Termination / Redundancy / Absconding**

15.1 A staff member agrees to give the D2D ED at least four weeks' notice of their intention to resign if this happens before the end of the contract period.

15.2 In cases of redundancy or otherwise, D2D will give the staff member at least four weeks' notice (or the minimum period of notice otherwise required by the laws of Malawi if it is greater than four weeks) or pay the staff member his or her allowance in lieu of notice.

15.3 In all cases of resignation or termination by the employer, the staff member must settle any outstanding issues, including financial issues or possession of materials, within one week or before leaving the organization.

15.4 If the staff member absconds or is in any other way uncontactable, the staff member understands that D2D will contact the emergency contacts and may reveal confidential information regarding the staff member to those emergency contacts to the extent that D2D believes necessary to resolve any outstanding issues.

#### **16.0 Items Not Covered/ Conflicts / Amendment**

16.1 All staff members will be required to have on file next of kin / emergency contact details as indicated in Schedule 4.

16.2 Insofar as this contract does not cover any entitlement of the employee or the employer regarding the employment relationship, the minimum entitlement provided for by the laws of the Republic of Malawi shall apply.

16.3 Insofar as the provisions of this contract conflict with or do not meet the minimum entitlements of an employee or employer provided for by the laws of the Republic of Malawi, those minimum entitlements of an employee or employer provided for by the laws of the Republic of Malawi shall apply.

16.4 No collective agreements apply to the employee's employment or are incorporated into the terms and conditions of employment of the employee.

16.5 Staff members will be required to sign a limitation of liability form before their first start date in order to bring this contract into effect.

16.6 Further amendments to this contract may only be made with the written agreement of both management and the employee.

## *Appendix B: Program Officer Job Description*

### A) PARTICULARS

<b>Job Title:</b>	<b>Program Officer</b>
<b>Type of Staff:</b>	<b>Expatriate Volunteer</b>
<b>Location:</b>	<b>Sangilo, Chilumba (Karonga District); MALAWI</b>
<b>Reporting to:</b>	<b>The Executive Director</b>
<b>CONTRACT START DATE:</b>	<b>07 July 2019</b>
<b>CONTRACT END DATE:</b>	<b>Around 22 JULY 2019</b>
<b>CONTRACT DURATION:</b>	<b>12.5 MONTHS</b>

### B) REMUNERATION

D2D agrees to accept **Fellow** (not an employee) at a rate of:

USD \$ 150 per calendar month (paid ahead by University of Dayton through D2D and distributed monthly to the volunteer ). Paid in Malawi kwacha equivalence monthly.

**Fellow** further understands that they are a volunteer (not employee).

### C) KEY DUTIES

#### Job Summary

The role of the Program Officer encompasses media, donor outreach, curriculum development, and assisting with the implementation of a variety of education projects in the Chilumba area. The job is dynamic and will change based on the time of year (revolving around school terms and holidays), and where help is most needed. Areas of project assistance may include, but are not limited to, the main areas of D2D's work: school sponsorships, female empowerment initiatives, extended learning opportunities for youth, and school partnerships.

The Program Officer is also responsible for donor outreach through social media. D2D utilizes its media platforms to connect with stakeholders and disseminate its mission to a wider

audience. The Program Officer will create and post relevant and interesting content to highlight D2D's work and its partners.

Another central aspect of the Program Officer's role is to assist the University of Dayton's Undergraduate Human Rights and Development Practicum students' research. The partnership between the University of Dayton and D2D allows for fieldwork informing the direction of D2D's projects, and the Program Officer is critical to the success of the students' research.

## Professional Expectations

### *Work Day*

The Project Officer is expected to arrive to the office and be prepared to start work at 8:00am. Individuals are expected to communicate with the Assistant Executive Director if they require accommodations on an individual day.

### *Timeliness*

It's important to note that when scheduled to lead or attend an activity that the staff member is available at least 15 minutes before the activity begins so that all is prepared and the activity runs on schedule. This includes meetings, sessions, and workshops.

### *Dropbox and Internet Usage*

The Project Officer is required to frequently sync their Dropbox files to be shared with others – this includes but is not limited to reports, student files, and curriculums. They are responsible for their internet usage, understanding that it is solely for the purpose of updating Dropbox or researching needs. Uses other than for D2D purposes are forbidden.

### *Attire*

The Project Officer, and all staff members, are to maintain a professional appearance at all times while at work.

### *Performance Reviews*

The Project Officer will be reviewed on performance annually each March, with quarterly check-in meetings.

(See Code of Conduct for a comprehensive list)

## Responsibilities of the Position

The duties of the Program Officer include, but are not limited to the following. See the below tables for more details.

University of Dayton Practicum



- Work to prepare incoming University of Dayton students for their stay in Malawi
- Assist the Executive Director in guiding practicum student research and assist with logistical challenges
- Collect all research and add to both D2D Think and Dropbox post departure
- Use research findings to improve D2D's programming

#### Assist Ongoing Programs

- Assist the Girls' empowerment Initiatives Manager (GEIM) in implementing girls' empowerment projects, including facilitating regular Girls Club, Female Mentorship, and Girls Income-Generating Activity meetings (if female)
- Assist the School Sponsorship Program Manager with communication between donors and sponsored students
- Support D2D staff members with organizing and successfully implementation all D2D ongoing programs and special projects
- Act as a positive and motivational role model of all students
- Offer assistance in the monitoring and evaluation of all D2D programs

#### Media and Donor Outreach

- Write creative and informative blog posts about D2D's work to be posted online every other week
- Manage all D2D social media platforms
- Generate new and interesting media content
- Compile Newsletters twice yearly
- Maintain and update D2D website
- Organize and lead a yearly crowdfunding campaign
- Assist with the creation of an Annual Report
- Oversee yearly letter writing campaign to D2D's top donors

### *University of Dayton Practicum*

Responsibility	Specific Tasks
Work to prepare incoming University of Dayton students for their stay in Malawi	<ul style="list-style-type: none"> <li>- Organize Skype calls between practicum students, UD faculty members, and D2D.</li> <li>- Point of contact for any questions that the students have before they arrive in Malawi.</li> </ul>
Monitor and guide practicum research and assist with logistical challenges	<ul style="list-style-type: none"> <li>- Attend weekly check-in meetings with practicum students and D2D staff to mitigate any challenges and guide research.</li> </ul>
Collect all research and add to both D2D Think and	<ul style="list-style-type: none"> <li>- Collect final project research from practicum students once they have returned to Ohio and completed their papers.</li> </ul>

Dropbox post departure	<ul style="list-style-type: none"> <li>- Add all research papers to D2D's UD Dropbox folder.</li> <li>- Collect all of the relevant abstracts and add them to D2D think.</li> </ul>
Use research findings to improve D2D's programing	<ul style="list-style-type: none"> <li>- Compile and communicate the results (including all suggestion) of the research to D2D staff.</li> <li>- Create a proposal for implementing the researchers' suggestions and submit to the Executive Director.</li> </ul>

<i>Assist with D2D's Ongoing Programs</i>	
Responsibility	Specific Tasks
Assist the Girls' empowerment Initiatives Manager (GEIM) in implementing girls' empowerment projects, including facilitating regular Girls Club, Female Mentorship, and Girls Income-Generating Activity meetings (if female)	<ul style="list-style-type: none"> <li>- Ensure that the club meetings are always a safe environment for the girls attending.</li> <li>- Prepare necessary materials and supplies before each meeting.</li> <li>- Meet with all facilitators before each meeting to prepare for each lesson.</li> </ul>
Assist the School Sponsorship Program Manager with communication between donors and sponsored students	<ul style="list-style-type: none"> <li>- Review all Welcome Packets before they are sent to donors, make edits as necessary.</li> <li>- Compile a list of potential topics for students to discuss in their letters to donors.</li> <li>- Help students revise their letters to donors and suggests edits.</li> </ul>
Support D2D staff members with organizing and successfully implementation all D2D ongoing programs and special projects	<ul style="list-style-type: none"> <li>- Carry out organizational planning, proposal writing, lead sessions, attend meetings, and any other duties that staff members need assistance with.</li> </ul>
Act as a positive and motivational role model of all students	
Offer assistance in the monitoring and evaluation of D2D programs	<ul style="list-style-type: none"> <li>- Assist in collecting data and editing project reports at the end of each school year.</li> <li>- Offer suggestions for ways to improve projects following evaluation.</li> <li>- Update program curriculums yearly (Girls Club, Female Mentorship, Nursery School).</li> </ul>

### *Media and Donor Outreach*

Responsibility	Specific Tasks
Write creative and informative blog posts about D2D's work	<ul style="list-style-type: none"> <li>- Write bimonthly blog posts about relevant D2D programs and events.</li> <li>- Take a photo to correspond with the post.</li> <li>- Write a condensed version of the blog to be posted on Facebook, including a link to the full post.</li> </ul>
Manage all D2D social media platforms	<ul style="list-style-type: none"> <li>- Create and post content on D2D's Instagram, Facebook, and YouTube accounts according to the social media schedule.</li> <li>- Ensure media is in accordance with the D2D Media Policy.</li> <li>- Vary content of posts, e.g. avoid posting two pictures/a picture and video in a row of the same program.</li> <li>- Monitor social media outreach and engagement. Invite all people liking Facebook posts to follow the page.</li> <li>- Ensure accounts being followed on Instagram are appropriate, apolitical, and in-line with D2D's mission.</li> <li>- Promptly respond to any personal messages received on the social media platforms.</li> </ul>
Generate new and interesting media content	<ul style="list-style-type: none"> <li>- Take photos and videos of relevant programs and events on and off campus.</li> <li>- Create new content and take photos for the annual report, newsletters, website, and fundraising campaigns.</li> <li>- Be aware of relevant Malawian and international holidays to write posts about, e.g. World AIDS Day, International Women's Day, International Day of the Girl Child.</li> </ul>
Compile Newsletters twice yearly	<ul style="list-style-type: none"> <li>- The goal: create a newsletter summarizing D2D updates to be sent to all donors via email/platinum donors via mail.</li> <li>- Choose the 5 best/most representative/diverse blog posts written since the previous newsletter. Cut them down to about 160 words/1,060 characters each.</li> <li>- Collect a note from Executive Director (limit 200 word count).</li> <li>- Write a new "Thank you donors" section.</li> <li>- Update the staff and board members list.</li> <li>- Choose a cover photo.</li> <li>- Send to board member in charge of media production to format info into the newsletter.</li> </ul>
Maintain and update the D2D website	<ul style="list-style-type: none"> <li>- Ensure that all information and statistics are up-to-date.</li> <li>- Regularly seek out and find new D2D success stories to be added to the website.</li> </ul>
Organize and lead a yearly crowdfunding campaign	<ul style="list-style-type: none"> <li>- Propose a project to be the focus of the campaign, including projected money to be raised, and submit to the Executive Director for approval (June).</li> <li>- Create a campaign program and delegate tasks to staff members (July).</li> <li>- Oversee the implementation of a crowdfunding campaign (August).</li> </ul>

Assist with creation of the Annual Report	<ul style="list-style-type: none"> <li>- Collect photos, relevant data, and statistics to be compiled into D2D's annual report highlighting current projects and successes.</li> </ul>
Oversee yearly letter writing campaign to D2D's top donors	<ul style="list-style-type: none"> <li>- The goal: to send letters to each Platinum D2D donor expressing gratitude and acknowledgement for their generosity and support of D2D programming. These donors are large contributors but do not often receive updates from Malawi like the student sponsors do. Each donor should receive an envelope sent from Malawi post including 1 handwritten letter from the Executive Director and a handwritten letter from 3 others in Malawi, whether it be a staff member, Nursery School teacher, student, or community member. The letter writers (apart from the Director) should be different each year.</li> </ul> <p>1<sup>st</sup> week of December:</p> <ul style="list-style-type: none"> <li>o Collect the Platinum donor names and addresses from the Assistant Director.</li> <li>o Check with Exec. Director to see if any of the donors will be comparing letters (e.g. Burgoons). If so, find different letter writers for these donors so they are not receiving duplicate letters.</li> <li>o Choose 3 letter writers. Explain the intention of these letters and help them to complete a draft of the letter. Letters should be concise, as they will need to be written out several times. See Dropbox &gt; Fundraising &amp; Donors &gt; Donor Contact Calendar Letters for examples. Save this draft to Dropbox for future reference and print 1 copy for the letter writer to reference when hand writing. Provide them with the necessary paper and pens for writing. Be sure to instruct them that final copies should be written in legible handwriting and free of errors, e.g. <del>crossed-out words</del>, spelling/ grammar errors.</li> </ul> <p>1<sup>st</sup> week of January:</p> <ul style="list-style-type: none"> <li>o Collect and check the written letters.</li> <li>o Address envelopes, inserting 3 letters into each, and present to the Director.</li> </ul> <p>2<sup>nd</sup> week of January:</p> <ul style="list-style-type: none"> <li>o Collect money for postage from the Accountant.</li> <li>o Collect the envelopes with completed Director letters inside. Take to the post office and send.</li> </ul>