

Government of Malawi

NATIONAL VOLUNTEERING AND INTERNSHIP FRAMEWORK

MINISTRY OF LABOUR
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ABBREVIATIONS AND ACRONYMS

AU	African Union
CSOs	Civil Society Organizations
DP	Development Partners
ECAM	Employers' Consultative Association of Malawi
GIP	Government Internship Programme
KPI	Key Performance Indicators
MCTU	Malawi Congress of Trade Unions
MDAs	Ministries, Departments and Agencies
MoL	Ministry of Labour
MOU	Memorandum of Understanding
MW2063	Malawi 2063
MYP	Malawi Young Pioneers
NGO	Non-Governmental Organisation
NYS	National Youth Service
NVIF	National Volunteering and Internship Framework
SDGs	Sustainable Development Goals
SHEAMA	Strengthening Higher Education in Malawi Activity
VIOs	Volunteer Involving Organizations
VSO	Voluntary Service Overseas

FOREWORD

Volunteering, internship, apprenticeship, attachment and work readiness programmes generally, are an integral part of human capital development, hence key to the realization our national development vision articulated in the Malawi 2063. Such programmes provide an opportunity to the youth to acquire the much needed work experience for improved employability, both wage and self-employment - including entrepreneurship which can lead to the creation of more jobs in the economy. Volunteering, in addition, allows selfless individuals (both employed and unemployed) to render a service to society, thereby allowing maximum utilization of the available human resources. Individuals who have the opportunity to volunteer are, therefore, encouraged to do so and volunteer involving organisations and other not-for-profit organisations need to take advantage of the abundant idle human resources to engage as volunteers.

With the ever increasing numbers of youth new entrants into the labour market, coupled with diminishing employment opportunities, the demand for work readiness programmes keeps growing. Hence, the need for proper coordination and regulation to ensure the effectiveness of programmes and also for full protection of the beneficiary youthful population against possible abuse and exploitation becomes paramount. All this is best achieved within a framework, which is why the National Volunteer and Internship Framework (NVIF) has been developed.

Both public and private sector institutions are, therefore, urged to embrace work readiness programmes guided by the NVIF. In doing so, we will be supporting Government efforts towards enhancing human capital development required to drive the realization of the Malawi 2063 Vision of a youth-centric inclusive wealth and self- reliant nation by 2063.



Honourable Agnes NyaLonje
MINISTER OF LABOUR

ACKNOWLEDGEMENTS

The Volunteering and Internship Framework has been developed through an inclusive and highly consultative process with the participation of all key stakeholders, including the social partners (Malawi Congress of Trade Unions and Employers' Consultative Association of Malawi), Ministry of Gender, Community Development and Social Welfare, Ministry of Youth and Sports, Department of Human Resource Management and Development, Ministry of Education, Ministry of Local Government, National Youth Council of Malawi, UN Agencies, volunteer involving organisations and youth organisations . The Ministry is most grateful to them all for their valuable contributions.

Special thanks to UN Volunteers (UNV), Volunteer Service Oversees (VSO) and the United States Agency for International Development (USAID) through its Strengthening Higher Education in Malawi Activity (SHEAMA) for technical and financial support rendered hat has made the development of this Framework possible.

Lastly but not least, I would I like to thank staff of my Ministry for providing leadership and secretarial services throughout the process of carrying out this important exercise.

I trust the good cooperation and collaboration that has been demonstrated will continue as we move to the implementation phase so that the objectives of the Framework are fully achieved.



Wezi Kayira

SECRETARY FOR LABOUR

Apprentice: refers to a trainee on an apprenticeship programme.

Apprenticeship: refers to a form of education and training that enables an apprentice to acquire competences required to work in a trade or occupation.

Attachee: is a student on attachment.

Attachment: refers to the temporary placement of a student in an institution to gain practical experience in their field of study.

Employability: means the ability to secure employment., this requires one to have appropriate set of skills, knowledge, understanding and personal attitudes.

Intern: is a trainee or student who works under supervision in order to gain work experience or satisfy the requirements for an academic qualification.

Internship: refers to supervised work taking place in a workplace to enable the intern acquire practical experience, knowledge and skills in the relevant field.

Volunteer: is an individual or group of individuals who offer their time, skills or resources to provide a service by free choice for the benefit of other individuals, communities or nation without the expectation of financial gain other than reimbursement of reasonable expenses.

Volunteering: refers to the offering of an individual's or group's time, skills or resources to provide services by free choice for the benefit of other individuals, communities or nation without the expectation of financial gain other than reimbursement of reasonable expenses.

Volunteer work: refers to any unpaid, non-compulsory activity to produce goods or provide services for those in need. It entails contribution of time, effort and talent to a need, cause or mission without expecting financial benefit in return.

Scope of application of the Framework

This Framework applies to both the public and private sectors, including the informal economy. Provided that volunteering in the private sector institutions is prohibited except for not-for-profit organisations.

For the purpose of this Framework, the conditions that apply to interns also apply to attachees and apprentices, with appropriate modifications where necessary.

CHAPTER 1: INTRODUCTION

1.1 BACKGROUND

Volunteering and internship are work readiness that enable one to acquire the much-needed practical experience demanded in the labour market. Volunteering in addition, avails an opportunity to retirees and the economically active who may be out of employment to continue being productive and contributing to society and national development.

Volunteering has been practiced by communities since time immemorial. Examples in the case of Malawi include clearing communal graveyards and supporting weaker members of the community such as the elderly.

Before 1993, Malawi had vibrant youth volunteer initiatives through the Malawi Young Pioneers (MYP) which was established in 1963 with a focus on rural development work targeting the youth. Under the Malawi Young Pioneers programme, the youth were trained in various skills such as carpentry, brick laying and farming in Training Bases. The Government also set a side one week off school known as “Youth Week” to enable the youth, joined by adult members, to participate in self-help projects within their communities.

Both MYP and Youth Week ended following the advent of a multiparty democratic dispensation in 1994. They were perceived to be coercive and hence inconsistent with democracy. After this, all volunteering activities came to be organized at individual organization level. The launch of the National Youth Service in 2022 brings hope for the revival of national level organization of volunteering and the recognition of its role in national development and fostering of a cohesive society. The National Volunteering and Internship Framework (NVIF) is therefore timely in filling the gap for national level coordination of volunteering and promoting its institutionalization.

In terms of internship, the growing number of the youth completing school against few jobs being created in the economy, calls for more robust measures for running internships in order for them to serve to enhance employability of the labour force. Sustainable national development hinges on harnessing the youth potential. The Malawi 2063 (MW2063) envisions “a youth-centric inclusive wealth creating and self-reliant nation by 2063”. For this vision to be realized, the youth need to be equipped with the necessary skills and expertise. The government Graduate

Internship Programme (GIP) is one of the response measures in this regard but it is limited in scope as it only covers the public sector. The Programme rolled out in 2018 and has so far benefited over 10,000 young graduates. [1]

In the absence of a national policy or strategy to provide guidance, different institutions engaging volunteers or hosting interns apply their own internal guidelines. Thus, there is no uniformity in the management of volunteering and internship programmes which leaves room for abuse and exploitation of the volunteers and interns. Lack of coordination also affects the effectiveness of national level programmes involving volunteers or interns.

1.2 SCOPE OF APPLICATION

The NVIF shall apply to all sectors of the economy, whether public and private as well as to the informal economy.

1.3 LINKAGES WITH OTHER INTERNATIONAL AND NATIONAL FRAMEWORRKS

The NVIF is linked with the following international and national frameworks, among others:

- Sustainable Development Goals and in particular Goal number 17 (Strengthen the means of implementation and revitalize the global partnership for sustainable development)
- Human Resource Development Convention No. 142 (International labour convention)
- African Union Model National Volunteerism Policy
- Malawi 2063 - human capital development enabler
- National Employment and Labour Policy
- Education Policy
- Technical, Entrepreneur and Vocational Education and Training Policy
- National Diaspora Engagement Policy

1.3 PROBLEM STATEMENT

Malawi's population is predominantly youthful with over 46% aged below15 years. Those aged 15-29 account for more than 25% of the population. As more youths complete schooling or drop

[1] Ministry of Labour records

out, they struggle to secure employment due to limited opportunities in the labour market, resulting in growing unemployment levels. As a result, the youth potential is under-utilized and sometimes misused[2].

Since the abolition of the Malawi Young Pioneers (MYP) in 1994 which introduced the youth week programme, Malawi has had no national level volunteering programme to be identified with. There is no legislation nor national policy or strategy to guide volunteering programming. Volunteer involving organisations use their institution based procedures for managing volunteering and there is little or no Government involvement to regulate or provide oversight.

The internship situation is similar. Internship programmes are organized and managed at the level institution despite Government having the largest graduate internship programme. The large numbers of youths completing their studies each year and entering the labour market where they are not able to secure employment opportunities, whether wage or self-employment means that there is a big pool of the labour force available to participate in both volunteering and internship that needs to be harnessed but it requires proper organization, regulation and coordination.

1.4 RATIONALE FOR THE NVIF

Volunteering is largely viewed as a last option for the economically active population, meant for those who have failed to secure employment or other meaningful livelihood opportunities. This negative perception is wrong and needs to be corrected. Volunteering is dignifying and not demeaning; to the youth, it provides an opportunity for the acquisition of practical experience; and it also promotes society cohesion for example, by bring members of a community together to work on some activities within their community.

With the growing number of the unemployed youth in the labour market, the demand for internship opportunities to improve employable has grown significantly as evidenced by the high number of applications submitted by young graduates under the GIP programme which excludes the private sector. The private sector deserves to be included as the main source of jobs for the

[2] 2018 Malawi Population and Housing Census

labour and also for the business environment it offers which Government does not. The internship programme needs to include non-graduates as well.

The need to popularize and manage volunteering for national development and to organize internship as a work readiness programme in view of the limited employment opportunities in the labour market call for well managed and coordinated programmes, hence the National Volunteering and Internship Framework. Over time, a national policy and legislation will have to be developed to provide for more binding obligations on all the players.

1.5 GOAL

The goal of the National Volunteering and Internship Framework is to provide guidelines for the implementation and management of volunteering and internship in order to contribute to the national development goals in the area of human capital development and utilization.

CHAPTER 2: VOLUNTEERING

This Chapter elaborates volunteering to guide VIOs on proper utilization of the volunteers

2.1 OBJECTIVES OF THE FRAMEWORK IN RELATION TO VOLUNTEERING

The following are the objectives of the NVIF in relation to volunteering:

1. To improve coordination and policy coherence on volunteering
2. To popularize, institutionalize and regulate volunteering
3. To guide Volunteer Involving Organizations on volunteer management
4. To improve data capturing and management on volunteering and the measurement of the contribution of volunteering to national development
5. To establish regulatory procedures for international volunteers

2.2 FORMS OF VOLUNTEERING

There are various forms of volunteering from which a VIO can choose what best suits it. The different forms of volunteering are as follows:

2.2.1 Community Volunteering

This is a form of grassroots volunteering aimed at providing the missing social services in a community for free as a way of solving a community problem. It may not necessarily require high level skills and includes youth volunteers.

2.2.2 Corporate Volunteering

This is usually done under the corporate social responsibility portfolio of the sponsoring institution.

It involves well skilled corporate labour force who engage in development action to solve social problems as volunteers. It is about giving back to communities that support a business.

2.2.3 Skills-Based Volunteering

This involves teams of professionals coming together for a very short time (not more than a week) to help a community address a relatively less complex challenge. The professionals could be from anywhere – private sector, government, or civil society.

2.3 CATEGORIES OF VOLUNTEERS

Volunteers fall into the following categories:

2.3.1 Self-Help Volunteers

These are individuals who offer their time, skills and knowledge to work in response to an individual or collective need within their communities. This kind of volunteering is also referred to as informal volunteering since the activities done are not linked to a formal organization or institution.

2.3.2 Community Volunteers

These are individuals or groups of people who volunteer in their or nearby communities but are connected to a formal programme of work that is led by a local or international NGO or an institution. Examples of community volunteers include village development committees, area development committees, mother support groups, parent-teacher associations, youth groups and village beach committees.

2.3.3 National Volunteers

This category refers to individuals who volunteer within their home country but outside their community. They may be recruited by a national or international volunteering organization to volunteer for a specific project.

2.3.4 International Volunteers

They are individuals who have travelled from their home country to another country to volunteer. For example, South-south volunteers (individuals travelling from a global south

country to another global south country to volunteer). There is a growing trend for e-volunteering among international volunteers which needs promoting due to its convenience and cost effectiveness.

2.3.5 Diaspora volunteers

This involves individuals travelling back from abroad to volunteer in their country of origin. They provide focused and time bound contribution in their profession voluntarily.

2.3.6 Specialized Volunteers

These are volunteers with specialized qualifications/skills who choose to provide their time and talents for free within or outside their countries. They include senior citizens who retired from their professions.

2.4 BENEFITS OF VOLUNTEERING

Volunteering offers a number of benefits to all the players involved as elaborated below:

2.4.1 Benefits to Volunteer Involving Organizations

Organizations engaging volunteers may benefit in terms of:

(a) A more diverse range of skills, experience, and knowledge of the volunteers.

(b) Cultural diversity brought by volunteers. This helps a VIO to expand an organization's capacity to serve diverse populations, create bridges with new communities and, through direct services, increase the impact and reach of the organization's programmes which may extend even to the most marginalized communities.

(c) Innovations that volunteers can bring in a VIO.

2.4.2 Benefits to Society

(a) Marginalized groups are often the target of volunteering, hence volunteering can be an effective approach for reaching out to such populations and promote inclusive development.

(b) Where volunteers are from outside the beneficiary society, volunteering addresses critical skills gaps in a cost effective way.

(c) Where volunteers are from within a society, volunteering helps to build society cohesion and utilization of human capital that the local labour market is not able to absorb.

(d) Volunteers can spark dialogue around important public policy, advocacy and regulatory issues having a significant impact on society, including issues around social inclusion, social accountability, and gender resulting in active citizen engagement (awareness and participation) and informed public policy.

2.4.3 Benefits to Local Communities

(a) It is through volunteering that local communities have access to opportunities for building individual and collective capacity to identify and grow community assets which form the foundation for community development strategies.

(b) It also serves to enhance leadership skills among community leaders who are normally urged to lead in mobilizing their members to support the work undertaken by volunteers.

(c) More specifically, volunteering contributes to the communities by:

i. Filling in the services that are lacking and improving the quality and effectiveness of existing services

ii. Promoting inclusion by extending the reach of services to the poorest and most marginalized

iii. Promoting collaboration across multiple partners and stakeholders

iv. Strengthening local ownership and control over development activities through active community involvement approaches which in turn enhance societal cohesion

v. Presenting volunteers as role models in promoting positive social action - volunteers are known to command the respect of community members in which they serve Their actions can therefore be effective in mobilizing community participation long after they are gone.

vi. Inspiring new ways of thinking that promotes innovation and discourage entrenched norms and behaviour retarding development.

2.4.4 Benefits to Volunteers

(a) Acquiring practical experience as well as new skills, especially soft skills

(b) Building networks that enhance employability

(c) Keeping one busy and productive, especially for those who may be out of employment or retired but still energetic

(d) Getting satisfaction as volunteering can be a fulfilling undertaking

2.4.5 Individuals benefiting from services of volunteers

The benefits to individual beneficiaries include:

(a) Exposure to new developments, including new culture, languages, skills and networks;

(b) Learning about the value of volunteering;

(c) Learning about ownership of development activities, leadership and social accountability, among others. Thus, community members working with volunteers can become agents of change, to bring positive systemic change in their communities.

2.5 VOLUNTEER MANAGEMENT

Proper volunteer management is critical in order to derive maximum benefits from volunteering. Volunteer management covers a number of aspects, including eligibility and selection criteria, placement, protection and working conditions, skills acquisition and mentorship, agreements, and performance evaluation.

2.5.1 Eligibility and selection criteria

Ideally, every individual should be eligible to participate in volunteering if they have the interest and passion to contribute their time, energy, and expertise to a social cause and the development of their community or country. VIOs have different requirements, depending on their objectives, internal volunteering policies and needs. However, there are some minimum requirements that all volunteers need to meet which are as follows:

(a) Commitment to the values and principles of volunteerism

(a) Flexibility and ability to adjust to difficult living conditions

(b) Having all the necessary background and personal reference checks

(c) Integrity

(d) In the case of international volunteers, they should be in possession of skills or qualifications that are in short supply in the beneficiary country.

2.5.2 Placement

Volunteers should be placed in roles that meaningfully contribute to the institution's purpose, goals, and objectives and also that address the needs of the community they serve. The roles should also meet the interests of the volunteer. In this regard, institutions should:

(a) Have written and well defined roles (or job description) of volunteers that should be made available to them

(b) Provide applicants with all the relevant information about the VIO, including the available spaces, the recruitment and selection processes and criteria that should be objective

(c) Ensure that volunteers are selected based on knowledge, skills and interest while at the same time taking into account the principle of inclusivity and gender balance considerations

(d) Apply a screening process that ensures the best profile-work match; reduces risks and protects the service users; and protects the institution's reputation, employees, and other personnel

2.5.3 Management of Volunteer Programmes

Guidelines for the management of volunteer programmes include the following:

(a) Volunteers with little practical experience should be assigned suitably qualified and experienced mentors and supervisors

(b) VIOs should provide appropriate working equipment, tools and materials for their volunteers, including those with disabilities

(c) The workplace should be conducive to all volunteers, including those with special needs such as the disabled

(d) The Occupational Safety, Health and Welfare Act will apply to volunteers in terms of safety and health measures requirements at the workplace

(e) Hours of work and rest periods applicable to volunteers should be in accordance with the law

(f) Inspections by Government labour inspectors should cover the working and living conditions of volunteers

(g) Suitably qualified Malawians should work alongside international volunteers for the purpose of skills transfer

(h) VIOs should put in place and implement duty of care policies

(i) VIO should put in place monitoring and evaluation mechanisms of their volunteer programme

(j) Volunteering should not be used as a substitute for employment

(k) VIOs should make provision for suitable accommodation for volunteers where possible, especially international volunteers.

(l) All immigration protocols for international volunteers should be complied with

(m) A volunteer should be issued with a certificate of participation or reference letter upon successful completion of the volunteer programme in a form that may be prescribed by the Ministry responsible for labour.

(n) Every VIO should submit an annual report on the activities of their volunteer programme to the Ministry responsible for labour at the end of every year in a prescribed form.

(o) Where there are more than two volunteers, a VIO should facilitate the formation of a volunteers' committee to encourage structured and effective engagement with the volunteers on matters of mutual interest and concern.

(p) A VIO should put in place a written grievance and complaint mechanism and stipulate sanctions for contraventions of the organisation's rules and regulations. Sexual violence and harassment cases deserve adopting specialised procedures that encourage reporting and provide for effective remedies. The grievance and complaint procedure should clearly stipulate the right of a volunteer to complain outside the institution, including to complaint handling public institutions and CSOs, if not satisfied with the resolution of the internal mechanism.

2.5.4 Volunteering Agreement

Volunteering should be governed by written agreements, copies of which should be submitted to the Ministry responsible for labour for proper supervision and oversight.

2.5.5 Termination of a Volunteer Agreement

A volunteer agreement may be terminated for reasons of capacity or conduct of the volunteer, or for operational requirements of a VIO. For clarity, some grounds for termination may include the following:

(a) Unsatisfactory performance after being warned
(b) Abscondment or habitual absenteeism
(c) Disobedience to lawful instructions
(d) Engagement in criminal activities or conduct that is inconsistent with the fulfilment of the purpose of the volunteer work
(e) Operational requirements of the VIO institution e.g. loss of donor funding
(f) Resignation (for different reasons e.g. due to securing of employment or ill-treatment by management of the VIO)

Note: Where the host institution alleges incapacity or misconduct, the volunteer concerned should be accorded a hearing as required by rules of natural justice.

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The above guidelines do not apply to non-formal volunteering which is work usually done in local communities in unfunded and unstructured settings.

CHAPTER 3: INTERNSHIP

The issues presented in this Chapter are intended to guide host institutions, training institutions that supply the interns and the interns themselves to understand the concept of concept of internship for the proper management of internship programmes and the development of the interns.

3.1 OBJECTIVES OF THE FRAMEWORK IN RELATION TO INTERNSHIP

The following are the objectives:

1. To improve coordination and policy coherence on internship
2. To popularize, institutionalize and regulate internship
3. To guide host institutions on intern mentoring and management
4. To strengthen the link between training institutions and intern host institutions

3.2 UNDERSTANDING INTERNSHIP

3.2.1 Types of internships

Four types of internships are recognized in this framework, namely paid, unpaid, credit and co-operative education.

(a) Paid internship

This is internship where interns are paid an allowance or stipend. The amount paid varies from one organization to another, depending on the ability to pay and other factors. The purpose of the payment is to offer just enough for one to live on. Paid internships are common in big organizations due to their capacity to pay

(b) Unpaid internship

This is a kind of internship whereby the intern works without getting any payment from the host institution.

(c) Credit internship

This is an internship arrangement as part of the requirement for the award of a qualification under a given programme. In Malawi, this is common in the teaching and health professions. The intern may be supported with a payment.

(d) Co-operative Education Internship

It is a form of internship for students to gain professional skills over a longer period of time – usually, one year and above. A student is placed in an institution where they do work related to their major subjects. Cooperative education internship is traditionally paid. This form of internship is common for programmes requiring high levels of practical experience such as those in Engineering.

Note: There are also international interns who may fall into any one of the above categories.

3.2.2 Benefits of internship

The benefits of internship include the following:

(a) To the intern

i. Gaining practical experience and acquiring soft skills which enhance employability.

ii. Providing opportunity for networking within and across one's profession that broadens employment or business opportunities
iii. Helps to assess one's interest and abilities in the field of study and guide on career goals.

(b) To the host institution

i. Firms have a competitive advantage in securing the best young talents through pre-recruitment, prequalifying and pre-training for potential employees before the interns hit the open market.
ii. Gain innovative, fresh ideas and expertise from the interns for the benefit of the organization
iii. Can influence curriculum change to make it more relevant to the labour demands of institutions (employers)

(c) To the Nation

Internship facilitates school-to-work transition and promotes human capital development by equipping the youth with practical experience necessary for driving the national development agenda forward

3.2.3 Internship eligibility criteria

The following are the minimum eligibility requirements for the various types of internships:

i. Internship candidate should possess relevant educational qualifications from a duly accredited education or training institution
ii. Additionally, in the case of international interns, all immigration protocols must be complied with and the relevant line Ministry or regulatory authority should endorse the internship.
iii. Gender considerations should always be taken into account in order to achieve the right balance in line with national laws

3.2.4 Internship placement

Interns should be placed in roles that meaningfully contribute to their acquisition of practical experience and the following guidelines may help in in this regard.

A host institution should:

(a) Provide pre-placement orientation to those selected

(b) Have written and well defined roles of interns that should be properly communicated to the interns during pre-placement orientation. The interns should, preferably, be provided with copies of their roles, whether in the form of hard or soft copies

(c) Provide partner training institutions with all relevant information about their internship porgramme, including the recruitment and selection criterion that is applied

(d) Ensure that the interns are selected based on merit and interest shown. This entails applying an objective criterion that is also gender responsive

(e) Take in the number of interns based on the available spaces

(f) Consider allocating interns close to their place of residence if the host institution is operating in different geographical locations

(g) Place the interns in departments or sections of the institution where they will be able to acquire the right practical experience

(h) Assign each intern, a mentor and supervisor for proper delivery of practical training - the mentoring should cover both hard and soft skills

(i) Have a monitoring and evaluation system in place

(j) Provide feedback to the training institution and reports to the Ministry responsible for labour

3.3 MANAGEMENT OF INTERNS AND INTERNSHIP PROGRAMMES

3.3.1 The guidelines for internship programmes include the following:

(a) According to the International Labour Organisation, the standard practice is that internship should range from 3 to 12 months, with the exception of cooperative education internship which, by its nature, usually goes beyond 12 months. Thus, except for cooperative internship, the maximum duration for all other types of internships will be 12 months. An intern who is retained by the host institution beyond 12 months will be treated as employment with effect from the date following the expiry of the 12 months' duration

(b) A host institution should provide interns with copies of roles (job descriptions) for their internship (whether hard or soft copies)

(c) An intern should be assigned a suitably qualified mentor to provide on-job training, couching, mentoring and appraisal, and a supervisor to check on the work of the mentor

(d) Interns should be provided with a safe working environment, including protection against discrimination and sexual violence and harassment

(e) Pregnancy does not constitute a valid ground for termination of internship, unless the decision comes from the intern herself. An intern who continues serving the internship while pregnant should be afforded the protections equivalent to those for pregnant women stipulated under the Employment Act

(f) Where work arrangements involve shifts, interns should work only during day shifts and never at night or awkward times that expose them to vulnerability

(g) Where there are more than two interns, a host institution should facilitate the formation of an interns' committee to encourage structured and effective engagement with the interns on matters of mutual interest and concern

(h) A host institution should put in place a written grievance and complaint procedure that also stipulate sanctions for contraventions of the organisation's rules and regulations. Sexual violence and harassment may require adopting specialised procedures to encourage reporting and for effective redress. The grievance and complaint procedure should clearly indicate the right of the intern to complain to outside bodies, including public complaint handling bodies such as the Malawi Human Rights Commission, MCTU and CSOs

(i) A host Institution should designate a Safeguarding Officer who should be well conversant with gender issues

(j) Host institutions should ensure that they provide appropriate working equipment, tools and materials for the interns, including interns with disabilities

(k) The Occupational Safety, Health and Welfare Act will apply to the interns in terms of safety and health measures requirements at the workplace

(l) While internship may be paid or unpaid, it should as far as possible be paid in order to give equal opportunity to candidates from poorer backgrounds to participate. For paid internship, a minimum of the equivalent of the prevailing statutory minimum wage is recommended

(m) An intern required to work outside a duty station should be paid a daily subsistence allowance equivalent to the amount payable to employees who are at the intern's entry grade for employment in the institution in terms of academic qualification

(n) An intern should be issued with a certificate of completion of the internship programme or reference letter in a prescribed form, co-signed by the host institution and a representative of the Ministry responsible for labour

(o) Host institutions should submit biannual reports on their internship programme they are running to the Ministry responsible for labour in a prescribed form

(p) Internship should not to be used as a substitute for employment

(q) Host institutions should put in place a monitoring and evaluation mechanism for their internship programme

(r) Host institutions should endeavour to conclude memoranda of understanding (MoUs) with relevant education and training institutions on placement of interns. The terms of the MOU should include, among others, provision of feedback to training institutions on the relevance and effectiveness of the curriculum and harmonization of pre-placement orientation undertaken by the training institutions and the host institutions

(s) In the case of attachment and apprenticeship, the host institution should provide feedback on the performance of the attachee/apprentice to the training institution concerned even when the training institution was not involved in facilitating the placement

(t) The host institution should arrange the internship programme in such a way that it does not interfere with its normal operations

3.3.2 Termination of Internship

Internship may be terminated for reasons of capacity or conduct or operational requirements of the host institution. The grounds for termination may include the following:

(a) Unsatisfactory performance after being warned

(b) Abscondment or habitual absenteeism

(c) Disobedience to lawful instructions

(d) Engagement in criminal activities or conduct that is inconsistent with the fulfilment of the purpose of the internship

(e) Operational reasons of the host institution

(f) Resignation (reasons may include securing of employment by the intern or unfavourable environment at the host institution in which the Ministry responsible for labour will conduct an investigation and take appropriate action)

Note: Where the host institution alleges incapacity or misconduct, the intern concerned should be afforded a hearing as required by rules of natural justice.

Institution-level Performance Evaluation and Recommendation

VIOs and host institutions need to consider adopting Key Performance Indicators (KPIs) for use in the evaluation. In addition to providing measurement of success, KPIs hold volunteers and interns accountable for their performance.

Key issues for consideration on performance evaluation include:

a) Developing and operationalising a performance appraisal tool for volunteers and interns
b) Conducting performance appraisal against agreed key deliverables

CHAPTER 4: IMPLEMENTATION ARRANGEMENT

4.1 Institutional arrangements

The Ministry responsible for labour will be the secretariat of volunteering and internship in line with its mandate of developing and protecting labour and coordinating employment creation. The Ministry will coordinate the review of the Volunteer and Internship Framework periodically to take into account new developments and emerging issues.

The other institutions involved the coordination arrangement are as follows:

(a) **Tripartite Labour Advisory Council (TLAC),** which is established under section 55 of the Labour Relations Act, will provide policy direction, strategic guidance and oversight role over volunteer and internship programmes and activities.

(b) National Technical Working Group (TWG) will be responsible for coordinating the implementation of the NVIF and advising TLAC on technical matters relating to the implementation of the Framework.

Roles and Responsibilities of Key Stakeholders

4.1.1 Ministry responsible for labour

The Ministry, as the secretariat, will:

(a) Coordinate volunteering and internship programmes.
(b) Champion the formulation of laws, policies and strategies on volunteering and internship
(c) Coordinate popularization of volunteering and internship
(d) Coordinate research on volunteering and internship
(e) Maintain a data base on volunteering and internship, including establishing baseline information on existing programmes and structures on volunteerism and internship

4.1.2 Ministry responsible for youth

The Ministry responsible for Youth will:

(a) Provide guidance on the development of the full potential of the youth in relation to volunteerism and internship.
(b) Lead in mobilization and coordination of youth volunteer groups and in the monitoring and evaluation of youth volunteer and internship programmes
(c) Lead in capacity building of youth volunteers and interns
(d) Participate in popularization of volunteering and internship, through the National Youth Service programme, youth networks and youth-led organisations

4.1.3 Ministry responsible for human resources

(a) To work with the Ministry responsible for labour in determining the working conditions of interns, attachees and apprentices placed in the Civil Service
(b) To handle requests for attachments and apprenticeship in the Civil Service
(c) To determine the rate of allowances payable to interns, attachees and apprentices in the Civil Service
(d) To advise Government on human resource matters relating to the engagement of volunteers, including international volunteers, in Government institutions
(e) To extend the Public Service Training Guidelines and Procedures to cover volunteering, internship, attachments and apprenticeship and direct MDAs to include these in their Training Committees
(f) To lead in the design of the soft skills component of the trainings and provide advice to host institutions for effective delivery of this component

4.1.4 Ministry responsible for local government

The Ministry responsible for Local Government will ensure proper coordination of volunteerism and internship at council level and guide on the placement of volunteers and interns at that level.

4.1.5 Ministry responsible for finance

The Ministry will be responsible for providing adequate funding to the Ministry responsible for labour for the proper coordination of volunteering and internship programmes.

4.1.6 Ministry responsible for trade and industry

The Ministry will serve as the Government link with the private sector to ensure availability of volunteering and internship spaces

4.1.7 Ministry responsible for gender, community development and social welfare

This Ministry will ensure that gender issues are mainstreamed in volunteering and internship programmes and adhered to by VIOs and intern host institutions

4.1.8 Ministry responsible for education

(a) To align the education curricula with the demands of the industry

(b) To undertake career guidance and counselling

Ministry responsible for information and civic education

(a) To promote mind set change on the negative perceptions of volunteering and popularize volunteering among the Malawi population
(b) To popularize internship among employers and business owners

4.1.9 Ministry responsible for foreign affairs

(a) To encourage the diaspora to spare time to come back home and volunteer whenever they find an opportunity
(b) To woo international volunteers with skills that are lacking locally

4.1.10 National Youth Council

NYCOM will serve as the implementing arm of the Ministry responsible for youth

4.1.11 Development Partners (DPs), including UN agencies

Development partners have the following roles:

(a) To provide technical, financial and logistical support for the implementation of the Volunteering and Internship Framework
(b) To mainstream volunteerism and internship programmes in their country development support frameworks
(c) To support and facilitate coordination of the Working Group on volunteerism and internship.
(d) To facilitate participation of Malawi in conversations on volunteering and internship at international level

4.1.12 The Private Sector

(a) To provide spaces for interns, attaches and apprentices

(b) To partner with Government to support volunteering, internship and related programmes

(c) To provide input on curricula improvements in order to align it more with industry needs

4.1.13 Faith Based Organisations, Traditional Leaders and Socio-Cultural Groupings

These will be responsible for promoting volunteerism among communities in their various capacities, including popularizing volunteering and mobilizing members to participate in volunteer activities.

4.1.14 Non-Governmental Organizations and CBOs

The NGOs and CBOs have the following responsibilities:

a) To host interns and volunteers in their projects and programmes
b) To mobilize volunteers
c) To advocate for issues that advance the welfare of volunteers and interns
d) To provide capacity building to volunteers and interns
e) To mobilize resources for projects and programmes which engage volunteers and interns.
f) To lobby Government to provide adequate resources for volunteering and internship programmes
g) To lobby Government to institutionalize volunteering and internship

4.1.15 Malawi Congress of Trade Unions (MCTU)

MCTU will be responsible for advancing the welfare of volunteers and interns which will involve the following, amongst others:

a) To develop appropriate education materials and establish networks through which to protect the welfare of volunteers, interns and others categories of trainees in workplaces
b) To promote dialogue on volunteering and internship among stakeholders
c) To lobby Government to institutionalise volunteering and internship, including passing legislation

4.1.16 Employers' Consultative Association of Malawi (ECAM)

ECAM will be responsible for popularizing volunteering and internship among employers and promoting fair treatment of volunteers and interns. It will serve as the link between Government and employers participating in the volunteering and internship programmes

4.1.17 Higher education and training institutions

(a) To supply interns, attachees and apprentices with appropriate theoretical training
(b) To provide pre-placement orientation, including a briefing on soft skills
(c) To participate in curriculum reviews
(d) To establish cooperation agreements with the industry e.g. through MOUs

CHAPTER 5: NATIONAL-LEVEL MONITORING AND EVALUATION OF VOLUNTEERING AND INTERNSHIP

Monitoring and Evaluation are crucial in keeping track of progress to ensure achievement of the goals and objectives of the Framework.

5.1 Monitoring

Monitoring of all relevant volunteer and internship programs should be done on a continuous basis by all implementing partners. The Ministry responsible for labour shall be responsible for coordinating monitoring and evaluation and regularly reviewing implementation progress of the Framework. Stakeholder engagement and collaboration will be key for the success of the monitoring. The TWG will ensure that implementing partners submit their monitoring reports for consolidation by the Ministry for the quarterly, bi-annual and annual reports on the implementation of the programme.

5.2 Evaluation

Evaluation will take place annually and will, among others, report on overall achievements, good practices, lessons learnt, challenges and recommendations for improvement. The Ministry responsible for labour will play a leading role in the evaluation process.

5.3 Research

Research is a critical for generating data needed for evidence-based planning and programming. Government, through the Ministry responsible for labour, will champion research with support from Development Partners and stakeholders.

CHAPTER 6: RESOURCE MOBILIZATION

In order to effectively deliver on the goals and objectives of the Framework, the Ministry responsible for labour will mobilize the relevant human, financial and material resources. To this end, the Ministry will leverage on the existing synergies with development and implementing partners to compliment the funding provided by Government. A resource mobilization strategy will be developed to guide systematic mobilization of the resources.

CHAPTER 7: ADVOCACY AND AWARENESS

Both volunteering and internship are neither popular among the population nor institutionalized. It is, therefore, important to advocate for institutionalization and also to popularize them. To this end, an advocacy and communication strategy will be developed for systematic delivery of advocacy and awareness campaigns.

NOTE: The above guidelines only present minimum standards as a benchmark. Volunteer involving organizations and intern host institutions are, therefore, encouraged to adopt higher standards.