



Cambridge Development Initiative Welfare Policy 2019

Approved by the 2018-2019 Executive Committee of the
Cambridge Development Initiative on the 26 of July 2019

1. ABOUT THIS POLICY

1. Purpose:

- a. The purpose of this policy is to provide a framework for managing and reducing the risk of harm befalling any person involved in the Cambridge Development Initiative [henceforth referred to as CDI], to define the acceptable standards of behaviour in the organisation, and to promote the health and well-being of all those who interact with us.
- b. This policy is:
 - i. Adopted and amended only by a vote of the Executive Committee;
 - ii. In accordance with [regulatory requirements](#) set out by the Charity Commission for England and Wales.
- c. This policy will be made available:
 - i. On the CDI website;
 - ii. To all participants involved in CDI events and activities.

2. Principles and statement of commitment:

- a. Consistent with the objectives of the Cambridge Development Initiative:
 - i. CDI has zero-tolerance for any form of abuse. This Policy aims, *inter alia*, to prevent any abuse.
 - ii. CDI supports the rights and welfare of all those involved and encourages their participation in creating a safe environment in which to volunteer.
- b. All members are expected to operate in accordance with British Commonwealth Laws (including extraterritorial laws) and relevant local laws.

3. Scope and persons affected:

- a. This policy binds:
 - i. All Directors and members of CDI; and,
 - ii. All participants in any CDI event; and,
 - iii. Any organisation working in partnership with CDI to run an event or activity.
- b. Volunteers and the Executive Team are bound by this Policy at all times except when the Policy expressly otherwise provides.

4. Review:

- a. The CDI Executive Committee will review this policy at least once each year, consider changes to applicable legislation, and issue a report, including recommended changes, at a committee meeting of CDI. It is exclusively the responsibility of the Executive Committee to make any amendments to this Policy.

5. Dictionary:

- a. When used in this Policy,
The “**Executive Committee**” [henceforth referred to as ‘EC’] refers to all members associated with CDI’s non-trustee governing body including: the

Director; Deputy Director(s); Project Directors [including Health, WaSH, Entrepreneurship, and Education]; Treasurer; Publicity Officer; Fundraising Officer; Monitoring, Learning, and Evaluation Officer; Research Team Director; Alumni Officer; and Volunteer Training Officers.

“Volunteer” refers to any non-EC, temporary, unpaid person who has held student status at the University of Cambridge within the last 12 months and is engaged in contracted work with the organisation.

“The trip”, “the summer”, or “The Summer Trip” refers to the roughly two-month period of active CDI volunteer work on the ground in Dar es Salaam, Tanzania and its surrounding metropolitan area.

2. CODE OF CONDUCT:

1. At all times— including and outside of working hours unless *explicitly stated*— all members of CDI— agree that they:
 - a. Will respect the health and safety of others. This precludes acts or threats of violence, or conduct reasonably likely to endanger the physical or mental health of other persons;
 - b. Will never engage in harassment or sexual harassment in any medium (including in person, in writing, or online). Harassment is defined as any unwanted action, and sexual harassment any unwanted sexual action, that:
 - i. Involves a stated or implicit threat to the victim’s membership, office, selection, or employment status; or,
 - ii. Has the purpose or effect of interfering with an individual’s participation in activities or performance of their duties; or,
 - iii. Creates an intimidating or offensive living or work environment.
 - c. Will never engage in behaviour to shame, humiliate, belittle, or degrade others; or otherwise emotionally abuse others;
 - d. Will never, if they are over the age of 18, initiate or continue a sexual relationship (broadly defined), or place themselves in a sexual context, with any other person under the age of 18 over whom the over-age person has care, supervision, or authority;
 - e. Will refrain from discriminating against a member or participant on the basis of age, pregnancy/maternity/paternity, marriage/civil partnership, race, ethnicity, national origin, sex, gender, sexual orientation, gender identity or expression, creed or disability;
 - f. Will treat others with dignity and respect regardless of age, race, colour, sex, gender, language, religion, political or other opinion, national, ethnic or social

origin, property, disability, sexual orientation, gender identity, birth or other status, and accordingly refrain from language or behaviour that is abusive, demeaning, or culturally inappropriate;

- g. Will use any computers, mobile phones, video cameras, cameras or social media appropriately and in accordance with this policy, and never to exploit or harass anyone, particularly children, or access child exploitation material through any medium;
- h. Will refrain from stealing, damaging, defacing, or misusing the property or facilities of CDI or of others;
- i. Will remain visible when working with children, and whenever possible, ensure another volunteer is present when working in the proximity of children;
- j. Will immediately disclose all charges, convictions, and other outcomes of an offence, which occurred before or occurs during that volunteer or EC's association with CDI;
- k. Will immediately report concerns or allegations of exploitation and abuse and policy non-compliance in accordance with the procedures outlined in this policy and the law;
- l. Will be honest and truthful in dealings with CDI;
- m. Must cooperate fully and honestly with the CDI Welfare Policy, complying with all sanctions thereby imposed;
- n. Must not upload compromising images or posts to social media sites (of drunkenness, violence, or illegal behaviour) during or after the summer trip which present CDI in an unprofessional manner;
- o. Must commit themselves fully to the implementation of their allotted project, working 6 days a week (excluding the mid-trip getaway) and over the minimum hours of 9 AM to 5 PM local time, unless alternative working hours have been arranged and approved by the EC.
- p. Must not take pictures of Tanzanian infrastructure and public facilities (including ferries and bridges) as this is illegal in Tanzania;
- q. Must act according to the values and mission of CDI;
- r. Must follow the CDI Corruption Policy at all times (see attached);
- s. Must follow the CDI Child Protection Policy at all times (see attached);
- t. Must comply with all relevant British legislation and, to the best of our knowledge, comply with all relevant Tanzanian legislation;
- u. Must accept the authority of the responsible Executive to dismiss them according to the disciplinary process as outlined below, if found in breach of the Welfare Policy. This acceptance extends to being sent home at the member's own expense.

3. CODE OF CONDUCT FOR VOLUNTEERS:

1. In addition to the general code of conduct outlined in Section 2, all volunteers must:

- a. Not consume any amount of alcohol or other drugs at any time during working hours with the exception of caffeine, tobacco products, and bonafide medicine consumed (if by prescription with the knowledge of a Welfare Officer);
 - i. Except in the case of social events sanctioned by the Organisation, wherein individual discretion should be exercised by attendees in regards to alcohol and tobacco consumption;
 - ii. Consumption at the discretion of the individual is defined as that which occurs safely, responsibly and without coercion on the part of any other volunteer or EC member.
- b. Consent to the general Code of Conduct and this Code before taking part in any events or The Summer Trip;
- c. For The Summer Trip, supply the Welfare Officers with all pertinent details of any prescription medication they are presently taking, if any;
- d. Follow all reasonable instructions of the EC at events or during The Summer Trip;
- e. Be available for all working hours agreed prior to the trip unless they receive permission to leave granted by their Project Director or a Welfare Officer;
- f. Speak up if they are worried or concerned about something.

4. CODE OF CONDUCT FOR THE EC:

1. Any member of the EC cannot *knowingly* place a volunteer or other member of the EC in a position that compromises their health, safety, or wellbeing. *This duty comes before all others, including protecting the reputation of CDI.*
2. EC members must agree they will:
 - a. Advise the relevant Executive of their involvement in any situation where the EC member's actions could be misinterpreted or if that member is involved in any situation which would be likely to bring the organisation into disrepute;
 - b. Conduct themselves in a manner consistent with being a positive role model to volunteers and a representative of CDI;
 - c. Follow any reasonable instructions of the Director and Deputy Director;
 - d. Supply the Welfare Officers with all pertinent details of any prescription medication they are presently taking, if any;
 - e. Respect their obligations to keep sensitive information about delegates and other EC members' private, except as required under their mandatory reporting duties.
3. EC members must agree that they will **not**:
 - a. Consume any amount of alcohol or other drugs at any time during working hours with the exception of caffeine, tobacco products, and bonafide medicine consumed (if by prescription with the knowledge of a Welfare Officer);

- i. Except in the case of social events sanctioned by the Organisation, wherein discretion may be exercised by attendees in regards to alcohol consumption.
- b. Engage any member (whether a volunteer or member of the EC) who is directly under their line of command (see the Organisation Structure), in any form of sexual intercourse or sexual activity, or engage in any conduct involving a delegate that is inappropriate, sexually provocative, or from which a reasonable inference of a sexual relationship (broadly defined) or a sexual context could be drawn;
- c. Condone or participate in delegate behaviour that is illegal, unsafe, or abusive;
- d. Use physical punishment of any kind on anyone;
- e. Hire children for domestic or other labour;
- f. Make themselves absent at any time from the event, or activities connected with the event they have been asked to attend, without the permission of the Director, Deputy Director, or a Welfare Officer;
- g. Access or create sexually abusive images of minors;
- h. Use inappropriate language - whether of an offensive, discriminatory, demeaning, abusive, or sexual nature - when speaking with or whilst in the presence of a minor;
- i. Discriminate against or in favour of a particular volunteer to the exclusion of others, or create a perception of favouritism or a 'special relationship' toward another volunteer.

5. SPECIAL PROVISIONS FOR THE TRIP:

1. The Summer Trip takes place in Tanzania. In order to facilitate the best possible health outcomes in Tanzania:
 - a. It is required that all EC and volunteers obtain travel insurance for the duration of the Summer Trip. It will be up to the discretion of the individual to select the level of coverage. The Director reserves the right to determine that flight details will not be passed on to the volunteers until proof of travel insurance is sent to the Welfare Officer(s).
 - b. CDI recommends, but does not require, that EC and volunteers be immunised for the following diseases:
 - i. Routine vaccinations: measles-mumps-rubella (MMR), diphtheria-tetanus-pertussis, varicella (Chicken-pox);
 - ii. Main travel vaccinations: typhoid, hepatitis A&B;
 - iii. Other vaccinations: yellow fever, rabies.
 - c. CDI highly recommends that all members participating in the Summer Trip take malaria tablets given the high risk for contracting malaria.

6. KEY WELFARE PERSONNEL

1. While welfare is everyone's responsibility, specific officers in CDI have a special responsibility for promoting and advancing our welfare objectives. These are:
 - a. Welfare Officers: one self-identifying woman and one self-identifying man from the Executive Committee will undertake welfare training provided by the Cambridge University Student Union (or equivalent training) and be a point of contact for all those partaking in the trip;
 - b. Welfare Arbitrators: a committee that is given responsibility for handling any alleged breaches of the Code of Conduct and Welfare Policy 2019.

7. RECRUITING AND SUPERVISING STAFF:

1. CDI will be vigilant in its recruitment and selection of the EC and volunteers. Accordingly, all must be recruited and appointed by processes determined by the EC that includes:
 - a. Clear and comprehensive position descriptions;
 - b. Clear selection criteria, including a commitment to attract and select positive role models;
 - c. Interview plans that incorporate behavioural-based interview questions;
 - d. A clear commitment to preventing a person from working with others if they pose an unacceptable risk;
 - e. The disclosure of any criminal convictions and consent, if required, to a criminal record check being carried out.
2. After appointment, all must:
 - a. Satisfactorily complete training (whether for EC members or general volunteers);
 - b. Agree in writing to the Code of Conduct with whatever additional conditions are prescribed by the EC.
3. All members of the EC and volunteers must be aged 18 years or older unless given permission by their parents/guardians and the Executive Committee expressly consents.

8. RISK ASSESSMENT PLANS:

1. The Executive Committee prior to The Summer Trip must present the Welfare Officers with a risk management/assessment plan.
2. The risk management/assessment plan must at a minimum:
 - a. Identify risks, especially to participants' physical and mental health;
 - b. Classify any high-risk activities;
 - c. Document steps taken to reduce or remove those risks;
3. The plan must be re-assessed and modified as necessary during The Summer Trip by the EC.

4. A risk management/assessment plan, once approved, is considered to be a part of this policy and breaches of the plan shall be considered breaches of the policy.

9. DURING THE TRIP:

1. Members will select their own roommates.
2. If uncomfortable with room-sharing arrangements, individuals can request to be reassigned at any point during the summer, on the condition of speaking to a Welfare Officer.
3. CDI will:
 - a. Ensure the location of the Welfare Officers' rooms are made available;
 - b. Ensure the phone numbers of the Welfare Officers are made available.

10. PHOTOGRAPHY:

1. Members will be asked at the beginning of The Summer Trip as to whether they consent to their photos being taken for potential use at CDI events and in promotional materials.
2. The EC will ensure that photographs, films, videos and DVDs present members in an honest, dignified, and respectful manner and not in a vulnerable or submissive manner.
3. Members must refrain from taking pictures and videos of those not involved with CDI or who have not given consent for their image to be taken.

11. AFTER THE TRIP: REPORTING AND RECORD KEEPING:

1. Each EC should keep the following records and keep them for at least seven years:
 - a. All approved risk management/assessment plans;
 - b. Incident reports arising from any breaches of this policy or any other welfare-relevant problems.

12. DISCIPLINARY PROCESS AND WELFARE REVIEW COMMITTEE:

1. The Welfare Review Committee (herein referred to as WRC) is comprised of three members:
 - a. The Director and;
 - b. Two EC members nominated by the Director who are not related to each incident.
 - i. Only one Welfare Officer may sit on the WRC at any time to ensure that one Welfare Officer remains available for support.
2. In the case that the disciplinary process is against the Director, the EC will nominate three individuals to sit on the WRC by popular vote.
3. Except where otherwise stated, the WRC will reach its decisions by assent of a majority.
4. Any member of the WRC can call a WRC meeting, and any member of the EC or a volunteer can request a member of the WRC to call a meeting. In this case,

- a. All WRC decisions must be recorded, with minutes taken for each stage of WRC proceedings and meetings, and with regard to confidentiality of the individuals involved.
5. A WRC member will be recused from WRC when:
 - a. They have a personal interest in the case;
 - b. Or other WRC members find they have a conflict of interest in a case.
6. The WRC will work to:
 - a. Ensure the Welfare Policy is upheld;
 - b. Work with all members of CDI to improve the Welfare Policy;
 - c. Oversee disciplinary hearings.

13. ABOUT BREACHES, GRIEVANCES AND PROCEDURES:

1. A breach of this policy comes about when any of its provisions are violated, intentionally, or accidentally, by any person affiliated or involved with anybody in CDI.
 - a. A breach can be 'victimless' or result in victims unable or unwilling to come forward. Thus, a grievance or complaint is not required to trigger these procedures.
 - b. The process described in this section should be followed when a grievance is an allegation of a breach of this policy.
2. It must be clear, to all participants or others, to whom one can make a complaint about CDI - whether to a Project Director, Director, or Welfare Officer.
 - a. A complaint or grievance that is not an alleged breach of this policy can be handled by a Project Director in the first instance but Welfare Officers must be informed.
3. Problems affecting a project, project team, or individual volunteer must be communicated to the appropriate members of the EC. All such problems will be dealt with in a confidential manner.

14. REPORTING BREACHES AND DISCLOSURES OF HARM:

1. There shall be a Welfare Incident Report which logs and transmits to responsible parties any incidents relating to welfare that may arise in the course of CDI's business.
2. The following must be reported, initially to a Project Director or Welfare Officer, and then, after their response and an investigation is completed, to a Welfare Officer who must complete an Incident Report Form as soon as possible:
 - a. A reasonable belief or observation that a practice of behaviour of a participant may be harming a delegate or facilitator;
 - b. A disclosure by any member that they are being harmed, or have reasonable fear of being harmed by another member;

- c. A reasonable suspicion or disclosure that they are being harmed or are self-harming;
- d. Breaches of the Code of Conduct or any other part of this policy, including what action was taken in immediate response to the notice of breach (if any);
- e. Concerns expressed by any partner organisation about the behaviour of a member.

15. PRIVACY POLICY:

1. In all its activities, wherein any member in CDI requests dates of birth, medical records, or government ID numbers from fellow members or participants, CDI must:
 - a. Not request this information unless it is essential;
 - b. Keep this information in a secure form accessible only by the EC and authorised personnel;
 - c. Destroy this information (except information included in an incident report) when the purpose for which it is requested concludes.
2. No personal contact details, including emails, phone numbers, or postal addresses, may be shared with any party outside of CDI without the consent of the person to be contacted. This consent may be required in the terms and conditions of an event.
3. All records pertaining to welfare, including reports of medical emergencies, incident reports, and other sensitive records, but not risk management plans, shall not be accessed except by:
 - i. The EC;
 - ii. Any person mentioned in such a record (and/or their parents/guardians if they are a minor), with the names of all other persons redacted in the excerpt that persons receives;
 - iii. The police and other authorities upon legitimate request.
4. Volunteers are responsible for maintaining the confidentiality of all proprietary or privileged information to which they are exposed while serving as a volunteer.

16. MANAGING BREACHES:

1. When a person discovers a breach or potential breach they should do what they can to prevent that breach from continuing and then:
 - a. If they are a volunteer, report it to a Project Director or Welfare Officer;
 - i. If a volunteer reports a problem to a Project Director, the Project Director must inform a Welfare Officer.
 - b. If they are a member of the EC, report it to a Welfare Officer.
2. Breaches present a range of problems for an event, and each one should be resolved in such a fashion that the mental and physical health and safety of all participants, especially children, is protected and CDI's activities are disrupted by the minimum necessary to remedy the breach and advance CDI's welfare commitment.

3. Different steps and procedures will be followed at the discretion of the Welfare Officers, but the following provides a guideline for action taken:
 - a. The Welfare Officers must be advised as soon as possible;
 - b. For minor breaches, a meeting with the Project Director (for volunteers) or the Welfare Officers (for the committee) will take place and the breach will be monitored;
 - i. If the breach ceases, an incident report will be filed and no further action will take place.
 - ii. If the breach persists, section 16.3.c will be followed.
 - c. In the case of a more severe breach, a meeting with WRC will take place with sanctions and actions decided at the discretion of the WRC.
 - i. This will be documented.
 - ii. At the discretion of the WRC, action may be taken, with all members consenting that as a final step for severe or repeat offenders, a member may be dismissed and sent home at their own cost; however,
 - o No participant shall be the subject of sanctions who:
 - Seeks medical treatment for an alcohol- or other drug-related overdose for the sole violation of using or possessing alcohol or drugs. This also extends to another person seeking help for the intoxicated participant;
 - Brings, in good faith, notice of an alleged breach to attention and did not themselves breach the Code of Conduct;
 - Would be sanctioned in violation to the principles of natural justice.
 - vii. Sanctions should (all other things being equal) be reduced for people who have breached a policy but subsequently brought the breaches to light.
4. To ensure the process of remedying a breach does not cause further harm, the following steps will be taken:
 - a. No other persons, other than Welfare Officers and the WRC committee, unless the PD was informed by the complainant, will be present at the interview unless the interviewee requests it;
 - b. Anybody accused of breaching the Welfare Policy will be allocated a Welfare Officer (or they may choose someone else) to talk with, to offer advice, and to accompany them to a disciplinary hearing;
 - c. All people involved are supported while interviews about a breach are going on;
 - d. Any person interviewed has the right to not incriminate themselves;
 - e. All people concerned are provided a copy of this policy and an opportunity to provide their versions of events, before any sanctions are imposed upon them;

- f. The breach will be investigated and resolved with all deliberate speed;
 - g. Welfare coverage of the event will be not disrupted unduly by any investigation.
5. The subjects of sanctions may not appeal those sanctions, but may ask that they be reviewed by three members of the EC not involved in the case by writing to the EC after the conclusion of the trip.

17. APPEALS AND REVIEWS:

1. Any member may request, in writing, that a breach investigation or decision taken be reviewed. This review is always undertaken by three members of the EC (henceforth referred to as the 3EC) who were not involved in the case. These three members (nominated by the Welfare Officers) may decline a request to conduct a review.
2. In conducting a review, the 3EC shall:
 - a. Advise all those concerned that the review of the matter is being undertaken;
 - b. Give all those concerned a copy of this policy and present them with an opportunity to provide their version of events before concluding a review;
 - c. Ensure the review is completed in a reasonably timely manner;
 - d. Otherwise comply with the principles of natural justice.
3. At the conclusion of the review, the 3EC shall explain to the rest of EC and any relevant members involved the conclusions of the review as well as the requesting party. The 3EC may make recommendations in its review as to policies or personnel but it is for the Executive to take action on them.

18. CONFLICT OF INTEREST:

1. No Director, Welfare Officer, or member of the EC shall exercise any function in the WRC or the 3EC if they possess a conflict of interest. Conflicts of interest include, but are not limited to:
 - a. Any set of circumstances that creates a risk, or the perception of risk, that professional judgment or actions regarding the well-being of any delegate or CDI member will be unduly influenced by a secondary interest;
 - b. The inability of that person to be readily contacted, if the caution to be exercised is exercised at an event or in an emergency;
 - c. The implication of the person in breach of the Welfare Policy;
 - d. Being a facilitator at an international event where another facilitator of that international event is alleged to be in breach of the Welfare Policy;
 - e. The person being physically or mentally unfit to fulfil their duties.
2. When such a person becomes aware of a conflict of interest, they must identify it to the EC and recuse themselves from the activities that give rise to the conflict of interest.
3. The EC may, by popular vote, remove any person from a position described in this section, if they believe the person is subject to a conflict of interest.

4. If the recusal of a person subject to a conflict of interest occurs with sufficient time to appoint a replacement to that role, then a replacement shall be so appointed.
5. If the conflict of interest is wide-ranging and the above is not possible, then the EC should take the case to CDI's external Board for consideration.