The Mandela Washington Fellowship is a program of the U.S. Government and is supported in its implementation by IREX.
# Table of Contents

## Section 1: Fellowship Overview
- About YALI ........................................................................................................... 1
- Mandela Washington Fellowship Components ..................................................... 3
- Fellowship Provisions .......................................................................................... 5
- Fellowship Expectations ....................................................................................... 10

## Section 2: Pre-Departure Information
- Pre-Departure Checklist ....................................................................................... 12
- Packing Tips ........................................................................................................... 13
- Entering the United States ..................................................................................... 17

## Section 3: J-1 Visa
- Overview ............................................................................................................... 19

## Section 4: Academic and Leadership Institute Overview
- Institute Components ............................................................................................. 20
- 2017 Institutes ....................................................................................................... 22

## Section 5: U.S. Culture and Communication
- Cultural Norms in the United States ..................................................................... 25
- Diversity in the U.S. ............................................................................................... 25
- Gender Relations in the U.S. and Sexual Harassment .......................................... 26
- Cultural Adjustment ............................................................................................... 27
- Food ....................................................................................................................... 27
- Communication and Networking .......................................................................... 29

## Section 6: Leadership and the Essential Question
- Leadership Development ...................................................................................... 32
- The Essential Question ......................................................................................... 32

## Section 7: Sharing Your Fellowship Experience
- Share Your Experience at the Beginning ............................................................... 34
- Share Your Experience as it Happens .................................................................... 34
- Share Your Experience Once You Return ............................................................. 36

## Section 8: The Mandela Washington Fellowship Summit
- Summit Activities ................................................................................................ 38

## Additional Resources
- Emergency Contact Information ......................................................................... 39
- Copy of Fellowship Terms and Conditions ......................................................... 40
Section 1: Fellowship Overview

Congratulations on being selected as a 2017 Mandela Washington Fellow! We hope you are excited and ready to begin this rigorous and rewarding professional development program.

In this handbook, you will find information about the Mandela Washington Fellowship for Young African Leaders and tips to ensure that you are prepared to get the most out of your experience in the United States. We strongly recommend that you read through each section of this guide as you prepare for the Fellowship. Please contact the Mandela Washington Fellowship Team at IREX at MWF2017@irex.org with any questions.

About YALI

The Young African Leaders Initiative (YALI) was launched in 2010 to recognize and support the critical and increasing role of African youth in strengthening democratic institutions, spurring economic growth, and enhancing peace and security in Africa.

YALI has three main components:

- **Mandela Washington Fellowship**: The Fellowship, which began in 2014, is the flagship program of the Young African Leaders Initiative, which empowers young Africans through academic coursework, leadership training, and networking. The Fellowship includes Academic and Leadership Institutes at a U.S. university or college, a Summit, an optional U.S.-based Professional Development Experience, and Africa-based support following the conclusion of the Institutes. From 2014 to 2016, nearly 2,000 Mandela Washington Fellows participated in the Fellowship. Through the Fellowship, young African leaders gain skills and connections that accelerate their career trajectories and strengthen democratic institutions, spur economic growth, and enhance peace and security in Africa. A key goal of the Fellowship is to create unique opportunities for Fellows to put this new knowledge to practical use in their careers, communities, and countries. For more information, please visit yali.state.gov/washington-fellowship.

- **YALI Network**: Open to all Africans, the YALI Network provides virtual resources and vibrant physical spaces to equip young African leaders with the skills and connections they need to foster change in their communities and their countries. For more information, please visit yali.state.gov/beinvolved.

- **Regional Leadership Centers**: Started in 2015, these Centers build on existing institutional capacity in Africa to provide high quality training, mentoring, and networking support to a greater number of young leaders than can be reached through the Mandela Washington Fellowship. The Centers connect with exceptional young leaders between the ages of 18 and 35 from a wide range of backgrounds and diverse experiences. For more information, please visit yali.state.gov/regional-leadership-centers.
Key Stakeholders and Implementers

The Mandela Washington Fellowship for Young African Leaders is a program of the U.S. government.

- The **U.S. Department of State**:
  - The Bureau of Educational and Cultural Affairs (ECA) designs and manages the U.S. component of the Fellowship. Responsibilities include Fellow selection, implementation of the Academic and Leadership Institutes, Professional Development Experiences, the Mandela Washington Fellowship Summit, and some alumni activities.
  - The Bureau of African Affairs (AF) coordinates with U.S. embassies abroad to oversee Fellow recruitment and interviews in Africa.
  - U.S. embassies take the lead on Fellow recruitment, interviews, pre-selection, pre-departure orientation, visas, and alumni activities.

- The **U.S. Agency for International Development** (USAID) manages one year of follow-on programming in Africa for Fellows as well as the YALI Regional Leadership Centers. Fellowship follow on activities include regional alumni conferences, professional development, mentoring, and seed funding. These follow-on activities are not discussed in detail in this document but you will receive more information about follow-on during the Summit.

- **IREX** (the International Research and Exchanges Board) is a U.S. non-governmental organization that implements the U.S.-based Fellowship through a cooperative agreement with ECA of the State Department. IREX also implements the USAID programming through a separate grant with USAID.

The Mandela Washington Fellowship Administration

![Images of various stakeholders and implementers associated with the Fellowship.](image-url)
Mandela Washington Fellowship Components

Academic and Leadership Institutes

June 16 – July 30, 2017 (6 weeks)

During the six-week Academic and Leadership Institutes, you will be placed in cohorts of 25 Mandela Washington Fellows at a U.S. institution of higher education (college or university). Your Institute will focus on skill development in one of the following tracks:

- **Business and Entrepreneurship Institutes** will cater to the range of aspiring entrepreneurs who hope to take on leadership roles within the private sector or start their own business ventures on the continent. Business and Entrepreneurship Institutes will expose participants to business and entrepreneurial approaches in the United States. Business and Entrepreneurship Institutes will also build technical and leadership capacity in areas such as strategy, operations, supply chain management, business ethics, social entrepreneurship, microfinance, organizational development and management, marketing, innovation and technology, emerging markets and risk analysis, strategic business planning, and corporate social responsibility. The Institutes will focus on developing participant skills in business and entrepreneurship while examining the development, history, challenges, and successes of U.S. enterprises and social enterprises. The Institutes focus on leadership development and best business practices.

- **Civic Leadership Institutes** will be oriented to young Africans who are civically engaged and serving the public through non-governmental organizations, community based organizations, or volunteerism. Civic Leadership Institutes will expose participants to the meaning of civic leadership in the United States while building technical and leadership capacity in areas such as citizenship, community building, economic development, grassroots activism, political organizing and leadership, and volunteerism. Institutes on Civic Leadership will provide participants with an overview of how citizens have shaped the United States both as individuals and groups. The Institutes will focus on U.S. case studies to provide Fellows with best practices and lessons learned that they can then use to develop solutions within their own contexts. In order to define the content of the Institute and enhance the academic experience, programs may focus on a specific theme or sub-themes such as organizational management, strategic planning, fundraising, community relations and outreach, advocacy, monitoring and evaluation, media, and coalition-building.

- **Public Management Institutes** will be tailored to young Africans who work or aspire to work in all levels of government agencies, regional organizations such as the African Union, international organizations such as the United Nations, or other publicly-minded organizations or think tanks. One Institute will also have a sub-focus on Energy Policy (more information available below). The Institutes on Public Management will provide participants with an overview of public management and leadership including economic development, workforce development, financial management in public organizations, and planning. Public Management Institutes will expose participants to U.S. public management models and best practices, while building technical and leadership capacity in areas such as transparency, procurement, public financial management, government tender processes, legislative/executive collaboration, citizen engagement and outreach, human resource management, program implementation, and policy formulation. Within the broader frame of the public policy process, Fellows will be exposed to specific public management questions on topics such as public finance, rule of law, education, public health, environment, and foreign policy.

- The **Public Management Energy Policy Institute** is designed for Fellows wishing to better understand how energy policy can encourage energy access, infrastructure development, and financing in Sub-Saharan Africa. In addition to leadership training, the Energy Institute will focus its academic sessions on creative
and pragmatic energy policies and legal practices which foster efficient markets for energy without sacrificing the environment. Fellows will hone their awareness of the global energy system and how energy policies and laws can encourage or thwart innovation and financing. The Energy Institute will focus on themes such as innovation and technology that provide scalable, secure, and environmentally sustainable energy; policymaking (topics may include government accountability to its citizens, evaluating the environmental sustainability of policies, and international legal frameworks); and financial management (topics may include using the energy sector to grow African economies, ethical stewardship of public funds, and engagement of private sector for infrastructure investment).

The Institutes consist of intensive academic coursework, site visits tailored to your track, leadership training, community service activities, and cultural events. Generally, the Institutes will focus on American, not African, case studies and best practices from which you can draw. Each of the Institutes will have a unique academic curriculum. While the Institutes’ curricula will address a variety of topics and interest areas within the track, each session may not apply directly to your specific area of expertise. While in the United States, you will also have a unique opportunity to expand your networks and develop lasting connections and friendships with Americans and other Fellows. You will also have time to explore American culture both through formal and informal activities sessions and free time. Please note: Fellows should not expect that Institute staff will help them identify funding opportunities during the Institutes or Summit. For more information on the Mandela Washington Fellowship Institutes, see Section 4: Academic and Leadership Institute Overview.

Mandela Washington Fellowship Summit
July 31 – August 2, 2017

At the conclusion of your Institute, you will travel to Washington, D.C., to participate in a three-day Summit. The Summit will include networking events, panels, and opportunities to collaborate with other Fellows in leadership exercises, “meet-ups,” and forums. You will also have the opportunity to meet leaders in key industries and interact with Fellows from all of the Mandela Washington Fellowship Institutes. For more information, see Section 8: The Mandela Washington Fellowship Summit.

U.S. Professional Development Experience
August 3 – September 16, 2017 (6 weeks; optional)

One hundred Mandela Washington Fellows have been competitively selected for a six (6) week U.S.-based Professional Development Experience (PDE) at a U.S. company, NGO, or government agency. This professional development component of the Fellowship will assist selected Fellows in honing transferable skills and expanding their professional networks. PDEs are designed to offer Fellows new perspectives on industries and issues through the lens of the American workplace. Fellows selected for a PDE will be placed at organizations that relate to the Fellow’s professional interests and goals but may not be an exact match to the Fellow’s current job. Please see the Professional Development Experience Handbook, which will be distributed to PDE Fellows electronically, for more information on what to expect during this part of the Fellowship.
Africa-Based Activities

August 2017 - 2018

Mandela Washington Fellows’ U.S.-based program is only the beginning of the United States’ long-term investment in you. Administered by USAID and the U.S. Department of State, activities in Africa aim to advance Fellows along your personal leadership trajectories. Upon returning to your home countries, you will continue to build the skills you have developed during your time in the United States through regional conferences, professional practicum experiences, grants, and mentoring and networking opportunities. In addition, because of your participation in the Mandela Washington Fellowship, you are eligible for membership in the U.S. Department of State’s International Exchange Alumni online community (alumni.state.gov), which provides you with a database of funding opportunities and allows you to connect with fellow alumni from around the world. Fellows may also apply for their American partners to travel to Africa to continue project-based collaboration through the new Reciprocal Exchange component.

The U.S. embassy or consulate in your home country is looking forward to welcoming you back home, hearing about your Fellowship, and supporting your personal and professional development. Stay in touch with U.S. embassy officials to learn about events and resources available to alumni, including special opportunities for Mandela Washington Fellows.

More information about Africa-based activities will be provided at the Summit in Washington, D.C.

Fellowship Provisions

The U.S. Department of State is committed to ensuring that all Mandela Washington Fellows, regardless of socioeconomic status, can fully participate in the Fellowship. This means that the U.S. Department of State, IREX, your Institute, and your Professional Development Experience hosts will not charge you for any part of your participation in the mandatory program activities. This includes travel to and from your country to the United States, program-related travel within the United States, and meals and lodging during the Fellowship. The U.S. Department of State, IREX, Institutes, and/or PDE hosts will NOT provide funds to cover your salary while you are away from work or funds for personal purchases such as gifts for family.

The provisions for your Mandela Washington Fellowship include:

- **J-1 visa support**, so that you may legally enter the United States and participate in this exchange program
- **A Pre-Departure Orientation** held at the U.S. embassy or consulate in your home country or country of residence
- **International Travel Arrangements**

  IREX will arrange your international travel. This includes round-trip international travel from your home country to the United States, U.S. domestic travel from your host institution to the Summit in Washington, D.C., and to your Professional Development Experience location, if applicable. A representative from IREX

After his professional practicum with Accountability Lab in Liberia, 2015 Fellow Kondo Moussa was inspired to start a new branch of Accountability Lab in Mali and create “Integrity Idol,” a campaign to recognize Malian public servants fighting corruption.
Travel Support will send you a copy of the electronic ticket for your international travel. If you live outside of the capital or major city, the U.S. embassy in your home country will arrange your domestic travel to the city with your international airport.

You should note the following:

- **Do not make your own travel arrangements for your travel to and from your home countries to the United States.**

- Per the Mandela Washington Fellowship’s Terms and Conditions, you must arrive in the U.S. by the start date of the Mandela Washington Fellowship, June 16, 2017, which will require you to depart your home country on or around June 13 or 14. Tickets will be purchased for a return date promptly at the conclusion of the Summit on August 3, 2017, or, if applicable, the Professional Development Experience on September 16, 2017. If you choose to extend your stay in the U.S., any costs associated with changing airline tickets are your responsibility and will not be paid by IREX, the U.S. Department of State, or your Institute. You must also notify IREX of any changes to your travel itinerary as soon as they are finalized. Please see the Fellowship Terms and Conditions for more specific information and Section 3: J-1 Visa for visa rules.

- Program rules prohibit Fellows from bringing their children or other family members with them to the U.S. No dependent visas will be issued.

- Some Fellows will receive a domestic baggage fee allowance from IREX after their arrival at their Institute. The baggage fee allowance is only to be used for baggage fees charged by the airline when you fly to Washington, D.C. for the Summit, and the Professional Development Experience, if applicable. It is your responsibility to save this money. You will NOT be provided additional funds by the State Department, IREX, or your Institute to cover baggage fees.

These baggage allowances may include:

- $100 for Fellows who will need to fly from their Institute to the Summit
- $100 for Fellows participating in the Professional Development Experience

- Fellows at Institutes within driving distance of Washington, D.C. (for instance Appalachian State University, Bowling Green State University, Case Western Reserve University, Drexel University, Duquesne University, Howard University, Lehigh University, The Ohio State University, The Presidential Precinct, Syracuse University, Rutgers, the State University of New Jersey, the University of Delaware, and Wagner College) will not receive a baggage fee allowance as they will not be required to fly to the Summit.

- The domestic baggage fee allowance is sufficient to cover domestic flight baggage fees for your first two pieces of luggage. It does not cover additional bags or overweight bags. Any overweight luggage fees or fees for more than two pieces of luggage are your responsibility. Please plan accordingly to avoid discarding items at the airport.

- **Domestic Travel**

Some Institutes include travel within the United States as part of the program agenda. All travel that is part of required Institute activities will be arranged and paid for at no expense to you. For information on
non-required travel during your Fellowship, please refer to the travel policy in your Terms and Conditions agreement.

- **Institute Program Fees**

  The Mandela Washington Fellowship Institutes do not require you to pay for course fees, tuition, or required readings related to the program at your host institution. These will be provided to you from your Institute. For more information on the Academic and Leadership Institute, please see Section 4: Academic and Leadership Institute Overview.

- **Housing**

  **At your Institute:** Your Institute will arrange housing for you. Housing will vary from one college or university to another, and may even vary within a college or university. Please be prepared to stay in an on-campus dormitory and share a bedroom and/or common space with one or more Mandela Washington Fellows. Linens and towels will be provided, and you will be responsible for doing your own laundry and for keeping your accommodations clean and tidy for the duration of your stay. Note that you will never share a room with someone of the opposite gender. Please contact IREX at mwf2017@irex.org if you have concerns about this housing arrangement.

  **At the Summit:** The majority of Mandela Washington Fellows will be housed in the hotel venue where the Summit will take place. Some Fellows will stay at a nearby hotel that is a short (less than 5 minutes) walk from the main Summit hotel. You will be in a shared hotel room with a Mandela Washington Fellow of the same gender. You will not be allowed to book your own room at either Summit hotel. Additional details will be provided after you have arrived at your Institute.

  **During the Professional Development Experience:** Mandela Washington Fellows will be housed in furnished apartments or in extended-stay hotels. Please be prepared to share a common space with one or more Mandela Washington Fellows. More information on accommodations during the Professional Development Experience can be found in the Professional Development Experience Handbook.

- **Illness and Accident Benefits**

  You will be enrolled in the ECA Accident and Sickness Program for Exchanges (ASPE). ASPE is a health benefit designed to provide support to Fellows’ health and well-being while on the program. It is not an insurance plan or designed to cover routine checkups, pre-existing conditions, and other non-emergency health issues. While in the United States, you should carry your ASPE card with you at all times. In the event you need medical care, you will need to present your card to the healthcare provider. To learn more about what is and is not covered by ASPE, please see below and visit usdos.sevencorners.com.
o ASPE does cover...

✔ Emergency medical coverage to a Fellow who becomes ill or injured while in the U.S.

o ASPE does NOT cover...

✖ Routine health examinations
✖ Routine eye examinations, eyeglasses, and contact lenses
✖ Allergy tests
✖ Routine dental cleaning and dental work
✖ Treatment for pre-existing conditions
✖ Over-the-counter (OTC; i.e. no prescription needed in the U.S.) medications

If you are currently taking any medication on a regular basis, you should bring sufficient supplies for the duration of the Fellowship with you and pack them in your carry-on bag. You may not be able to obtain additional quantities of the medication you need while in the United States. It is not likely that you will find brands that you are familiar with in the United States, and some medications that you can purchase without a prescription in your home country may require a prescription in the United States, and vice versa.

Charges for Doctors Visits in the U.S.

If you visit a doctor, you will be required to pay a minimum of a $75 co-pay per office visit. Co-pays for Urgent Care visits, Emergency Room visits, or hospitalization are typically $75 or more per visit. As stated in your signed Terms and Conditions, you are responsible for all payments associated with medical treatment and for costs of any medical care which is not covered under ASPE. The ASPE policy will only cover you in the United States during the Fellowship and Professional Development Experience, if applicable (the dates listed on your DS-2019).

Immunizations

Many colleges and universities in the U.S. require immunizations for those studying or working on their campuses. Every college or university has different requirements and policies. You may be required to provide a copy of your immunization record and/or get additional immunizations upon arrival in the U.S., which would be provided at no cost to you. Your Institute will follow up with you directly regarding immunization regulations in advance of your travel.

• Meals

While each Institute will handle meals differently, most of your meals will be provided either at campus dining facilities or restaurants. Please check with your Institute for specific information on meals, and note that American food is different from what you may be used to and African food will most likely not be available. Please be prepared to be open-minded and flexible when it comes to snacks and meals. For Fellows participating in the Professional Development Experience, please see the PDE Handbook for information on your meal allowance during that part of the Fellowship. More general information on food in the U.S. is available in Section 5: U.S. Culture and Communication.
• Incidentals Stipend

You will receive $450 at the beginning of the Institute to cover any incidental expenses that you personally incur over the course of your Institute (budgeted at $75 per week). Often exchange participants use these funds for purchasing additional toiletries, snacks, or phone cards. This stipend is meant for your personal use only and is not meant to subsidize your salary. **It is important to budget these funds appropriately, so that they last the duration of the Fellowship.**

• Book and Cultural Allowance

You will receive a $200 allowance at the beginning of your Fellowship. This allowance is intended to enable you to purchase materials relevant to your academic studies (required readings will be provided to you, but professors may recommend other books). It can also be used to attend cultural activities, such as a concert or festival. Please note that the $200 is a one-time allowance, so you should plan your book and cultural purchases carefully.

• A Mobile Phone and International Calling Card

Upon your arrival in the United States, you will be provided with a mobile phone with a basic U.S. domestic phone plan. If you have an unlocked mobile phone you would like to bring with you from Africa, IREX can provide just the SIM card for your use. IREX will send a questionnaire prior to your arrival to confirm your preference. If you need a different SIM to fit in your own device, you will be able to exchange the IREX SIM for a SIM that will fit your phone. This mobile phone should be used to communicate with your U.S. hosts and to coordinate among your peers. While you may provide the number to your family, please note that you will need to use a calling card to call internationally from this mobile phone.

You will also receive one international calling card with a limited number of minutes upon your arrival in the U.S. This calling card is not meant to cover the entire duration of your stay, but rather to allow you to alert your family that you have arrived safely in the U.S. You may purchase more minutes or utilize other options to contact your family, such as Skype credit or VOIP.

Please note that the Fellowship provisions do NOT include the following:

- ✗ Baggage fees in excess of what is outlined in “Fellowship Provisions” above
- ✗ Medical co-payments and medical expenses not covered by ASPE (such as fees for a visit to the doctor, coverage for pre-existing conditions, and any routine doctor’s visits)
- ✗ Funds to purchase gifts and souvenirs for family members and friends
- ✗ High-tech devices, such as tablets, high-end smartphones and laptops
Fellowship Expectations

The U.S. Government is making a significant investment in you through the Mandela Washington Fellowship. We are excited about your potential and we are committed to investing in your future by assisting you in building a network of peers across the African continent. We expect that you will return home and lead with creativity and compassion. We also expect that you will help lift others up, both individually (through mentoring, community service, etc.) and collectively.

During and after the Fellowship, we hope that you will share your experience in the U.S. and key information, ideas, and approaches that you gathered during the Fellowship. We also hope that the relationships you build during the program, both with Americans and with other Africans, will continue. This is an unparalleled opportunity to promote mutual understanding between your country and the U.S., and we encourage you to be proactive and make the most of it.

The Mandela Washington Fellowship is meant to expose you to multiple overarching themes that will enable you to expand your skill set and be more knowledgeable about a wide range of topics. As a leader, it is important that you are open to learning from other points of view and approaches. You are expected to be respectful of opposing viewpoints and be able to diplomatically and tactfully communicate with others who do not share your beliefs.

Overall, the Institutes are designed to provide you with background on U.S. practices and help you to expand your network. You should be prepared to examine U.S. case studies and approaches to challenges and relate them to the African context. Institute instructors may not be specialists on African subjects, and they will likely focus on U.S. examples and case studies. As leaders, you should be prepared to think about what elements of the U.S. approach might be useful in your own context and be able to apply lessons learned to your experience, even if they are not directly related to your work. While you will likely make important connections with Americans, please note that the Fellowship is not designed to help you identify funding for projects or organizations.

As part of the Fellowship, you are required to attend and fully participate in all sessions and program activities designed by your Institute. During the course of the Fellowship, you are encouraged to build your networks and connections by reaching out directly to Americans in your host communities. However, this should not interfere with your mandatory Institute program activities. As noted in the Terms and Conditions document, you are required to fully participate in the Fellowship. Please refer to that document for more information.
Best Practices During the Fellowship

Additionally, please keep the following best practices and guidelines in mind regarding your time at your Institute:

- **Be proactive.** The Fellowship is a fantastic opportunity to build your network, learn from your peers and experts, and make lifelong connections. It is up to you to make the most of the experience.

- **Keep an open mind about the variety of site visits, academic sessions, and community service activities that are scheduled during the Institute.** While not every activity will relate directly to your work, there are transferable skills and knowledge that can be gained from each experience.

- **Be tolerant and respectful.** During the Fellowship, you will encounter colleagues from many different backgrounds, professions, and systems of belief. Fellows are to be tolerant of others’ opinions at all times. All Fellows should be respected regardless of their religion, race, disability, sexuality, or socioeconomic status. For more information on diversity in the U.S., see Section 5: U.S. Culture and Communication.

- **Administrative services will not be provided during the Institutes.** You are responsible for your own note-taking during classes and events, as well as printing all of your own academic materials. Reasonable accommodations will be made for Fellows with disabilities on a case by case basis.

- **Fellows are responsible for their own transportation during free time.** Institutes will not have personal drivers available. You will be shown how to use public transportation in your Institute cities.

- **Fellows are responsible for keeping their personal and communal housing accommodations clean and tidy.** Cleaning services will not be provided.

- **Fellows are responsible for doing their own laundry.** Institute staff will provide guidance on how to use washing machines to do laundry. Linens and towels will be provided by the Institute. Professional laundry services may be available on campus, but they are typically costly.
Section 2: Pre-Departure Information

Pre-Departure Checklist

The following checklist will help you complete all the necessary preparations for travel to the United States in June 2017. You should read through all of the sections of this handbook for more detailed information.

<table>
<thead>
<tr>
<th>Activity to be Completed:</th>
<th>For more information, please see:</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Complete all four (4) Fellowship Modules on Oba including: ● Fellowship Components ● Networking in the U.S. ● Gender Interactions and Sexual Respect ● Respect and Diversity</td>
<td>Section 3: J-1 Visa</td>
</tr>
<tr>
<td>☐ Apply for and receive your J-1 visa. The U.S. embassy in your country will assist you with this process.</td>
<td>Section 1: International Travel Arrangements You will also receive an email with your flight itinerary attached.</td>
</tr>
<tr>
<td>☐ Familiarize yourself with your international flight itinerary.</td>
<td>Section 2: Packing Tips</td>
</tr>
<tr>
<td>☐ Check the luggage weight requirements for your airline(s), and label all bags with your name and the address of your host institution.</td>
<td>Section 2: Packing Tips</td>
</tr>
<tr>
<td>☐ Make sure that you have your passport and original DS-2019 form in a safe and accessible place during travel.</td>
<td>Section 2: Packing Tips</td>
</tr>
<tr>
<td>☐ Make copies of all your important documents (DS-2019, passport photo page, J-1 visa, medical forms) and store in a safe place in your hand luggage/carry-on bag.</td>
<td>Section 2: Packing Tips</td>
</tr>
<tr>
<td>☐ Review procedures for entering the United States. Know what to expect when passing through U.S. security, customs, and immigration.</td>
<td>Section 2: Passing through U.S. Customs and Immigration</td>
</tr>
<tr>
<td>☐ Make a note of the IREX emergency contact numbers.</td>
<td>International: 001-202-365-4675 Inside the U.S.: 1-888-409-6605</td>
</tr>
<tr>
<td>☐ Pack all essential documents, prescription medications, and electronics (with a compatible U.S. adapter) in your carry-on bag.</td>
<td>Section 2: Packing Tips</td>
</tr>
<tr>
<td>☐ Verify U.S. customs regulations to make sure your suitcase does not contain any prohibited items.</td>
<td>Section 2: Passing through U.S. Customs and Immigration</td>
</tr>
</tbody>
</table>
Packing Tips

Whether this is your first time flying overseas or you have been abroad before, the information below will help you make your final travel preparations. Following these tips will help ensure that you have the smoothest and most comfortable trip possible.

Carry-On / Hand Luggage

You may bring 2 pieces of carry-on or hand luggage with you on board the airplane: one small piece of carry-on/hand luggage and one backpack, laptop bag or handbag. Please visit [www.tsa.gov/traveler-information/3-1-1-liquids-rule](http://www.tsa.gov/traveler-information/3-1-1-liquids-rule) for carry-on regulations in the U.S. You are responsible for reviewing your airline’s size restrictions for carry-on bags (usually not exceeding 114.3 cm in height, width and depth). Any carry-on bag that exceeds the airline’s weight and size requirements will have to be checked, which may result in additional charges. Additionally, each piece of luggage (both carry-on and checked) should have at least one luggage tag attached to it with your name, international phone number, and the address of your host institution.

We recommend packing into your carry-on bag the following:

- All important documents (see below).
- One or two changes of clothes, in case there is a delay in obtaining your checked baggage.
- Toiletries, such as a tooth brush and small tube of tooth paste. (Follow TSA guidelines for the amount of gels or liquids allowed in a carry on—please note that 3.4 ounces is approximately 100 milliliters).
- Chargers (and applicable adapters or voltage converters) for mobile phones and/or other electronics you may need during travel.
- Any medications you take on a regular basis.

Important Documents

Keep the documents listed below with you at all times during your travels. If you lose them, there is no guarantee that you will be able to successfully enter the United States. Please contact IREX’s emergency hotline at +1-202-365-4675 (outside the U.S.) or +1-888-409-6605 (inside the U.S.) immediately if they are misplaced.

Passport

- To participate in the Mandela Washington Fellowship, you must hold a passport valid until February 28, 2018, or March 31, 2018, if participating in the PDE.
- Keep your passport with you at all times during travel. You will present it when checking in for your flight, passing through security, passing through immigration in the United States, and potentially at other points during your trip.
- The name printed on your boarding pass must match the name in your passport.
- You must enter the U.S. on the passport that contains your J-1 visa.
Your passport must be signed in order for you to receive your J-1 visa and enter the U.S.

**DS-2019 Form**

- The DS-2019 form or "Certificate of Eligibility for Exchange Visitor (J-1) Status" permits a prospective exchange visitor to seek an interview at a U.S. embassy or consulate to obtain a J-1 visa to enter the United States.
- Your DS-2019 form will be issued by IREX. It must be presented to the Department of State Consular office when you go for your visa interview.
- Please note that there is a section of this form that indicates a monetary support amount. This is the amount of money that the U.S. government is spending on your academic program; it is not the amount of money that you will receive when you arrive. Information on funds you will receive can be found in the “Fellowship Provisions” segment of Section 1: Fellowship Overview.
- You must keep the original copy of the DS-2019 form with you at all times during travel and present it to the U.S. Customs and Border Protection Officers upon entry into the United States.

**J-1 Visa**

- You must hold a valid J-1 visa to participate in the Mandela Washington Fellowship.
- The visa document will be attached to a page of your passport. The passport containing the J-1 visa should be presented to the U.S. Customs and Border Protection Officer upon entry into the United States to ensure that you enter on the correct type of visa to participate in the Mandela Washington Fellowship.

Make multiple photocopies of your international passport, J-1 visa page, and DS-2019 and pack them in multiple locations in both your carry-on and checked luggage!

These documents will be checked frequently by Customs and Border Patrol and airport personnel during your travels, so store the originals in a safe and accessible place. We also recommend keeping scans or photos of the below documents on hand, as well as giving a copy to a relative or friend for safe keeping prior to leaving your home country:

- Mandela Washington Fellowship selection emails from the U.S. Department of State, IREX, and your Institute hosts
- Additional form of photo identification (government ID card or driver’s license)
- Copy of your international travel itinerary
- Copy of your Fellowship Terms and Conditions document and Professional Development Experience Terms and Conditions document (if applicable)
- Copy of your medical history form
Additional Carry-On Packing Tips

Electronics

- Make sure all devices have a plug-in adaptor (120V) or a U.S.-friendly plug.
- Pack valuable electronics in your carry-on bag. Be prepared to have them examined when you pass through security at the airport. All electronics should be fully charged before you leave on your trip so that you may turn them on if asked by airport security.
- Cameras are useful, but optional. You may opt to use your personal smartphone to take photos and share on social media.

Electrical outlets in the U.S. will likely be different from those in your home country. If possible, we recommend acquiring outlet adapters and voltage converters prior to coming to the U.S. so that you can charge devices while on your way to your Institute. You may opt to buy some electronics or appliances, like hair dryers and irons, in the U.S.

Medications

Please pack enough medications to last the entire duration of the program. Medications are very expensive in the U.S. What may cost a few dollars at home could cost several hundred dollars in the U.S. Please see Section 1 for more information on health coverage in the U.S.

Checked Baggage

Many airlines allow two checked bags for international travel, but policies vary; check with your airline before you begin packing. There may be baggage fees associated with air travel. These fees differ between countries and airlines. It is your responsibility to know the baggage fees and weight limits for luggage for the airline that you are flying and to pack accordingly. Typically, you can find out information about specific baggage fees and policies by logging onto your airline’s website in advance of travel. Label all luggage with your name and your Institute’s contact information.

We recommend packing:

- A few outfits for different occasions (examples on next page):
  - Casual: Jeans, shorts, t-shirts, etc.
  - Business Casual: Trousers, button-down shirt, skirt, dress, etc.
  - Business Formal: Trousers, suit jacket, button-down shirt, blouse, skirt, dress, dress shoes, etc.
  - Traditional dress or clothing made from African prints for the Summit and other special events
  - Your Institute can provide additional guidance on appropriate attire for the Fellowship
- Comfortable walking shoes
- Sportswear for the gym and a swimming suit for the pool for exercise during free time (optional)
- A small purse/pouch to carry your passport and tickets during your flight
- Extra pair of eyeglasses and/or contact lenses if needed
- Some toiletries (you will have the opportunity to buy more when in the United States)
- Temperatures will be very warm outside (20-30+ degrees Celsius); however, most buildings will be air-conditioned and may be cold. Layers of clothing are recommended.
- **Limit your packing to no more than two bags; most airlines have high fees for extra and overweight baggage. These extra baggage fees will NOT be paid by the program and will be your personal responsibility.**

Please do **not** bring:

- Pots, pans, dishes and other cooking utensils. These items will be provided by the Institute if kitchens are available *(and PDE housing provider, if applicable).*
- Linens and towels – these items will be provided by the Institute *(and PDE housing provider, if applicable).*
- Soap, laundry detergent, cleaning supplies and other similar heavy items. You can buy them in the U.S. and share them with housemates.
- All prohibited items, including fruits, vegetables and other food items. For a complete list visit: [www.tsa.gov/sites/default/files/assets/prohibiteditems_brochure.pdf](http://www.tsa.gov/sites/default/files/assets/prohibiteditems_brochure.pdf)
Entering the United States

On the plane to the United States, you will be given a Customs Declaration Form. You will need to have this filled out (recommended to fill it out on the airplane) before going through U.S. Customs and Immigration. Please follow these directions to ensure smooth entry into the United States.

Fill out a U.S. Customs Declaration Form

The flight attendant should give you a Customs Declaration Form to fill out on the plane. Complete the front and back of this form and make sure to sign it. Keep the completed form with you when you exit the plane. You will need to hand this form to the customs inspector after you claim your suitcase. The customs declaration form is meant to verify the materials you are bringing into the country.

- You must write your first name, family name, birth date (formatted MM / DD / YYYY), and country of citizenship so that it exactly matches the information on your U.S. J-1 visa.
- For your “Address while in the United States,” please use your host institution’s address.
- The primary purpose of the trip is business. Check “Yes” here.
- On the back of this form, list any agricultural/wildlife products, currency, and merchandise (items to sell) that you are bringing into the U.S. and their value in U.S. dollars. Please note that you are not allowed to sell anything in the United States, per the terms of your visa, and that many items are prohibited (see previous page for a link to the list of prohibited items).
- Each traveler may bring up to $100 U.S. dollars’ worth of gift items.
- Fellows may bring any reasonable amount of personal effects (clothing, toiletries, jewelry) as well as equipment such as sporting goods, cameras, and radios provided they are for their own use (i.e. nothing you intend to sell).
- **Do not bring narcotics, meats, fruits, vegetables, or plants.** These are not allowed (see previous page for a link to the list of prohibited items).
- Each traveler over 21 years of age may import one liter of alcohol and up to 200 cigarettes.
Passing through U.S. Customs and Immigration

After you exit the plane, you will go through U.S. Customs and Immigration. This will happen at your first point of entry, as the U.S. has many international airports. If you have a connecting flight after you arrive in the United States, you will need to collect and then re-check your luggage for your subsequent flight(s).

Please note going through U.S. Customs and Immigration can be a lengthy process, so please be prepared to be patient, as there may be a significant amount of waiting time. You will be asked to show your signed, original DS-2019 form at Immigration when you enter the U.S along with your passport. Please also have a copy of your acceptance email from the U.S. Department of State, IREX, and your host institution in case you need to show this at U.S. Customs. Read more about the process of entering the United States here: www.dhs.gov/xlibrary/assets/usvisit/usvisit_edu_traveler_brochure_english.pdf

An Institute representative will be waiting for you in the baggage claim area of your final destination. Your Institute will share more details regarding who and where to meet in the airport. Once you collect your bags, a bus or vehicle will be waiting to take you to the host institution.

If for some reason you cannot find the representative, please stay at the airport and call the IREX emergency number at +1-888-409-6605 (number for inside the U.S.) or your Institute emergency contact. Please do not attempt to take a taxi to your host institution.

Mandela Washington Fellows arrive in the U.S. and are greeted by their Institutes’ staff.
Section 3: J-1 Visa

Overview

As a guest of the U.S. Government, you must enter the United States on a J-1 visa in your African passport. If you have multiple passports, you must use the one that contains your J-1 visa issued for the Mandela Washington Fellowship. If you have questions about obtaining your J-1 visa, please contact the U.S. embassy.

You have been selected to participate in the Mandela Washington Fellowship for Young African Leaders for the period specified on your DS-2019 form. Your J-1 visa status requires you to participate fully in this program. You may not leave the Mandela Washington Fellowship without formal approval from the host institution, IREX, and the Department of State’s Bureau of Educational and Cultural Affairs. Because of the intensive academic nature of the Mandela Washington Fellowship, you may not be accompanied by family or friends.

As a Mandela Washington Fellow, you are sponsored by the U.S. Department of State and the U.S. Government. Therefore, you are subject to the two-year home-country physical presence (foreign residence) requirement. This essentially means you must return to your home country for a cumulative total of two years at the end of your exchange visitor program. You are not prohibited from traveling to the United States but may not benefit from certain employment-based or family-based visas until the foreign residency requirement is satisfied. This requirement under U.S. immigration law is based on Section 212(e) of the Immigration and Nationality Act. In addition, per the rules of the J-1 visa, you may opt, at your own expense, to stay for a maximum of 30 days after the conclusion of the Fellowship. Should you choose to extend your stay in the United States, you will be responsible for all financial and logistical burdens relating to flight changes, accommodation, food, and healthcare after the formal program ends on August 3, 2017 or September 16, 2017 (Fellows with PDEs only). IREX will book all flights to leave promptly after the program ends; any fees for changing your airline ticket to extend your stay in the U.S. are also your responsibility and will not be paid by the U.S. Department of State, IREX, or your Institute. Please contact IREX at MWF2017@irex.org with any questions on this policy.

For more information on the J-1 visa and the two-year home-country requirement, please visit j1visa.state.gov and travel.state.gov/content/visas/en/study-exchange/exchange.html. Additionally, your local U.S. embassy is able to provide information on both of these subjects.
Section 4: Academic and Leadership Institute Overview

You have been placed at one of 40 designated Mandela Washington Fellowship Institutes. The U.S. Department of State and IREX have made Institute placements based on many factors including your interests and professional goals, and have also tried to achieve diversity within each Institute cohort. Each of the Mandela Washington Fellowship Institutes is unique in its own way. Your Institute placement is final and cannot be changed.

Institute Components

Academic Coursework

Mandela Washington Fellowship Academic and Leadership Institutes are comprehensive executive-style programs for professionals in Business and Entrepreneurship, Civic Leadership, Public Management, and one Public Management Institute focused on Energy Policy. Academic content is designed for adult learners using adult learning principles and delivered by both host institution faculty and local practitioners. The intensive six-week Institute model includes linkages between academic sessions, site visits, community service, and organized cultural/civic activities to maximize learning and retention of new concepts and ideas. Fellows should gain both theoretical knowledge and practical skills during the Institutes.

You are required to attend all academic sessions, complete readings and assignments on time, and contribute to group discussions, workshops, and projects. Coursework will be rigorous, and you should expect to devote your full time to the Institute during the six weeks you are at your Institute.

Leadership Training

Each Institute will include unique leadership development programing that draws on the institution’s expertise and resources. You will have weekly leadership sessions and work on your Leadership Development Plan (LDP) throughout the Institute. See Section 6: Leadership and the Essential Question for more information.

Site Visits

You will visit a variety of experts and organizations during your Institute, which will offer you the opportunity to learn from professionals working in your track of study. Some site visits may include trips to area businesses, government offices, and local non-governmental and non-profit organizations. While each trip may not relate directly to your line of work, all site visits are learning opportunities and offer transferable concepts and
strategies. Come prepared with questions and ready to share your insights on how their work could be applied to your home country.

Community Service

Through community service activities, you will have the opportunity to engage with diverse groups in your American host community. Service activities will be held about once a week and may be held in both large and small groups. Through service, you will have the opportunity to learn about what various organizations are doing in your host community.

Cultural Visits

Through local cultural visits, you will have the opportunity to experience local American culture and learn more about the community. The U.S. is culturally diverse, and through activities like sporting events, festivals, concerts, and visits to historical sites, you will learn about what makes your host community in the U.S. unique. You are also encouraged to share your culture with your host community, both in everyday settings and through special occasions, like cooking a traditional meal or sharing a holiday from your home country.

Peer Collaborators

You will have the opportunity to engage with a local professional and network, share your experiences, and build an international relationship through engagement with Americans, or “peer collaborators.” Be proactive and take advantage of this unique opportunity. Keep in mind that each relationship will develop differently, and it is up to you to set the tone and make the most of it.

Unscheduled Time for Networking

Institutes have built some free time into their weekly schedules to allow you to pursue your professional interests. While Institute staff may be able to help you connect with their networks, it is up to you to take initiative and use this time wisely. You may want to use it to set up meetings with professionals in your field or take advantage of campus and community resources, like the college or university library and research assets. Please keep in mind that you may not take time off from mandatory activities for personal meetings or travel. Setting up teleconferences and Skype meetings is a great way to connect with Americans outside of your host community.
2017 Institutes

Business & Entrepreneurship

Clark Atlanta University (6)
Atlanta, Georgia
www.cau.edu

Northwestern University (17)
Evanston, Illinois
wwwnorthwestern.edu

Dartmouth College (7)
Hanover, New Hampshire
www.dartmouth.edu

Oklahoma State University (19)
Stillwater, Oklahoma
go.okstate.edu

Drake University (8)
Des Moines, Iowa
www.drake.edu

Purdue University (21)
West Lafayette, Indiana
www.purdue.edu

Lehigh University (16)
Bethlehem, Pennsylvania
www1.lehigh.edu

Rutgers, the State University of New Jersey (22)
New Brunswick, New Jersey
www.rutgers.edu
Skyline College (23)
San Bruno, California
www.skylinecollege.edu

University of Iowa (28)
Iowa City, Iowa
www.uiowa.edu

University of Nevada, Reno (32)
Reno, Nevada
www.unr.edu

University of New Mexico (33)
Albuquerque, New Mexico
www.unm.edu

University of Notre Dame (34)
South Bend, Indiana
www.nd.edu

University of San Diego (35)
San Diego, California
www.sandiego.edu

The University of Texas at Austin (36)
Austin, Texas
www.utexas.edu

Civic Leadership

Appalachian State University (1)
Boone, North Carolina
www.appstate.edu

Arizona State University (2)
Phoenix, Arizona
www.asu.edu

Bowling Green State University (3)
Bowling Green, Ohio
www.bgsu.edu

Drexel University (9)
Philadelphia, Pennsylvania
www.drexel.edu

Duquesne University (10)
Pittsburgh, Pennsylvania
www.duq.edu

Indiana University (14)
Bloomington, Indiana
www.indiana.edu

Kansas State University (15)
Manhattan, Kansas
www.k-state.edu

The Presidential Precinct (20)
Charlottesville, Orange, and Williamsburg, Virginia
www.presidentialprecinct.org

Rutgers, the State University of New Jersey (22)
New Brunswick, New Jersey
www.rutgers.edu

University of Delaware (27)
Newark, Delaware
www.udel.edu

University of Nebraska, Lincoln
Lincoln, Nebraska
www.unl.edu

Wagner College (36)
Staten Island, New York
www.wagner.edu
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Section 5: U.S. Culture and Communication

Culture in the United States may differ greatly from the culture in your country. For example, food will be very different from what you are used to at home. Please remember that part of your Fellowship is to experience American culture, and please be open-minded to these new experiences!

International visitors often find the U.S. diverse, although the level and type of diversity varies between cities, states, and urban and rural environments. Visitors to the U.S. may need time to adjust to American culture.

Cultural Norms in the United States

U.S. cultural norms may differ greatly from norms in your country. U.S. cultural norms include individualism, equality, informality, punctuality, and directness. Examples of U.S. cultural norms and values include:

- **Working Days and Hours:** The workweek in the U.S. runs Monday through Friday, and Saturday and Sunday are weekend days. Typical working hours are 9:00 am to 5:00 pm (09:00-17:00), though some activities may start earlier or end later than those times. You are expected to fully participate in the Fellowship, regardless of the day of the week on which activities are planned, and you may need to participate in activities on a day that you would normally have free in your home country.

- **Punctuality and Attentiveness:** Americans consider punctuality very important and consider lateness disrespectful. Additionally, you are expected to be attentive during both formal and informal meetings. Using a smartphone or another type of electronic device for anything other than note taking during a meeting is considered unprofessional.

- **Typical Greetings:** Upon meeting someone for the first time, Americans typically shake hands in a formal manner and use titles like “Mr.,” “Ms.,” or “Mrs.” However, Americans often use first names soon after meeting, even towards people of different ages, occupations, or social status. Americans often greet one another by saying “How are you doing,” but they do not expect a lengthy answer and only mean to say “Hello.” In conversation, Americans may seem direct and impolite, although they rarely intend to act disrespectfully.

- **Speaking Distance:** When speaking, Americans maintain greater distance between one another than people in other countries. Only good friends and family members hug or kiss one another. You should not greet Americans you do not know well with a kiss.

- **Clothing:** Clothing standards vary widely in the U.S., although American students generally wear informal clothes like jeans and athletic shoes. Business and government employees tend to dress more formally. Your Institutes will provide additional guidance on what is typical on your campus and in your local community.

Diversity in the U.S.

The U.S. values diversity greatly, although diversity varies within and among cities, states, and urban and rural areas. In the U.S., you will encounter many forms of diversity, including ethnic, political, racial, religious, and socioeconomic.
The Bureau of Educational and Cultural Affairs of the United States Department of State strives to ensure that its efforts reflect the diversity of U.S. society and societies abroad. The Bureau seeks and encourages the involvement of people from traditionally underrepresented audiences in all its grants, programs and other activities and in its workforce and workplace. Opportunities are open to people regardless of their race, color, national origin, sex, age, religion, geographic location, socioeconomic status, disability, sexual orientation or gender identity. The Bureau is committed to fairness, equity and inclusion.

The U.S. takes discrimination very seriously, and protects against it by law. U.S. law prohibits discrimination based on age, disability, gender, national origin, pregnancy, race/color, religion, and sex. Many states in the U.S. prohibit discrimination based on sexual orientation. Visitors to the U.S. should never use derogatory language, name calling, racial slurs, or other language that someone could find offensive. If you have questions about what might constitute discrimination or if you feel that you have been a victim of discrimination during the program, please contact your Institute staff or an IREX representative.

U.S. views on diversity and tolerance are reflected in our anti-discrimination laws for the workplace. For more information on these laws, please visit: [www.eeoc.gov/laws/types/index.cfm](http://www.eeoc.gov/laws/types/index.cfm)

The U.S. Census is an excellent resource on racial and ethnic diversity in the U.S.: [www.census.gov/quickfacts/table/PST045216/00](http://www.census.gov/quickfacts/table/PST045216/00)

To learn more about religion in the U.S.: [www.pewforum.org/category/publications](http://www.pewforum.org/category/publications)

**Worship and Prayer Accommodations**

In the U.S., people observe many different religions, some of which may be unfamiliar to you. It is important to approach them with an open mind and be respectful of the beliefs of others. Please note that while the U.S. is religiously diverse, certain religions and sects are more prevalent in some areas of the country than others. In some instances, there may not be a house of worship for your particular religious sect available close to campus, in which case private places for individual worship will be made available. Your Institute representatives can recommend options close to campus if you wish to worship regularly throughout the program, and every effort will be made to accommodate your needs.

**Gender Relations in the U.S. and Sexual Harassment**

In the U.S., men and women enjoy equal opportunity and equal protection under the law and in practice. Gender relations in the U.S. may appear more informal than in your country. American men and women commonly form friendships with no expectation of sexual relations. Honesty and communication in relationships can prevent confusion about the level of intimacy and expectations in a relationship. You should never assume that another person wants an intimate relationship unless he or she explicitly says so.

The U.S. takes sexual harassment very seriously. Sexual harassment includes nonverbal, verbal, and physical forms. Sexual harassment can also occur over email, text message, and other electronic forms. If someone tells you that your behavior makes them uncomfortable, you must stop the behavior immediately. Please note that harassing any individual, sexually or otherwise, may be grounds for termination from the Mandela Washington Fellowship. If you have questions about what might constitute sexual harassment, please ask your Institute staff.

Cultural Adjustment

When someone travels to a different place, they undergo a cultural adjustment process. You will leave your family and friends for an unfamiliar environment, but you will make new friends and gain new and invaluable experiences as a Mandela Washington Fellow. Many people use the cultural adjustment curve to describe this emotional experience. The main phases along the curve include honeymoon, crisis (culture shock), recovery, and adjustment.

When you first arrive at your academic institute, you may experience the euphoria or initial excitement phase (also known as the “honeymoon phase”). You will feel excited, interested, and optimistic about your time in the U.S. After the euphoria phase you may enter the crisis phase, also known as culture shock. You will notice the differences between your culture and the U.S., and you may find it difficult to adapt to U.S. culture and life. In the recovery and adjustment phases, you will begin to feel more at home in the U.S. While you will not lose your own culture or way of life, you will adopt certain aspects of American culture and life. In the mastery phase, you will learn to live comfortably in the U.S. At the completion of the Mandela Washington Fellowship, you will return to your country and may experience the cultural adjustment process again. However, after your experience with cultural adjustment in the U.S., you will know how to best cope and resume your life at home.

Food

American cuisine varies by town, state, and region and we encourage you to explore these differences! You will find a wide variety of food available to you in restaurants, grocery stores, and your host institution dining facilities.
Institute Dining Arrangements

Dining arrangements will vary at each Institute, and you will need to be flexible as you adjust to life in the U.S. You should anticipate eating the majority of your meals in a cafeteria setting, where options may be limited and meals will be prepared for large numbers of people. Food served in campus dining facilities will be quite different than what you may normally make in your own home. On the plus side, you will not need to cook or wash dishes when eating in a cafeteria; on the down side, you will not have as many options as when cooking at home. You may want to bring a bottle of your favorite sauce, condiment, or spices to add familiar flavors to cafeteria meals on campus. African food will most likely not be available. Halal and kosher meat may not be available in all locations, but vegetarian options will be. Additional funds for meals will not be provided, though you may choose to use some of your incidentals stipend for snacks and other food items. You should check with your Institute staff for specific information on meals. Please inform IREX and your Institute of any special dietary needs or food allergies in advance of your arrival to the U.S. It is important to note that arrangements will vary from Institute to Institute.

Typical American Meals

Food in the United States will be very different from the food you are accustomed to at home. You may find it challenging to adjust to the food in the U.S., just as an American visitor to your country might find it challenging. Open-mindedness and flexibility will make the adjustment easier. Typical American meals are as follows, and again, these are typical – the region to which you will be traveling may have food that is very different from these descriptions.

- Breakfast may be smaller than you are used to. "Cold or continental breakfasts" with pastries and coffee or tea are common at meetings. If you want a hot breakfast, you may need to plan for extra time in the morning to prepare or obtain your meal.
- Lunches are often served cold and often consist of sandwiches and/or salads.
- Dinners are generally served hot and will typically be the largest meal of the day. Dinners may contain a meat dish and a vegetable dish and sweets or fruit for dessert.

Restaurant Dining in the U.S.

Dining out is fairly common in the U.S. and the frequency depends on a person’s budget or amount of free time. Dining out can get expensive if done frequently. Portion sizes at restaurants are usually very large and it is common for diners to ask for a “to go” box to take the leftovers home with them.

When paying for the bill with a group at a restaurant, it is common in U.S. culture to split the bill (pay for one’s own meal and others will do the same). If a person invites you to coffee or to a meal, it does not mean that they will pay for what you order unless they directly offer to do so.

Tipping is customary in U.S. culture. Approximately 15-20% of the total bill may be paid for service but you may tip more or less and it is based on the quality of service. Sometimes a tip or “service charge” will be included in your bill automatically if you are with a large group (usually more than 5 people).
Communication and Networking

Communication in the United States may differ from communication in your home country. It will be critical for you to be aware of these differences, especially when it comes to networking – an important component of the Mandela Washington Fellowship. Networking is an essential part of your professional life regardless of where you are in the world or where your career path takes you. The following section will give you some helpful tips on how to network in the United States but you may wish to seek out further literature or guidance on how to network successfully.

Below are some key facts to remember when networking:

- **Forging New Relationships** – Think of networking simply as making new relationships. Many people get nervous when they attend an event to “network.” If you simply think of networking as getting to know others – something you likely do every day – the task becomes much easier.

- **Practice, Practice, Practice** – Self-confidence is one of the most important components of networking. Learn how to present your experience, skill sets, and goals so that you can talk about them with poise upon meeting new professional contacts.

- **Mutual Benefits** – Networking is about making relationships. While it can be about reaching your own goals, it also is about meeting and helping others. Approach networking opportunities as a way to help your professional peers. These types of mutually giving relationships are important and can help to enhance your professional reputation long-term.

- **Utilize Unscheduled Time for Networking** – During the Mandela Washington Fellowship and Professional Development Experience (PDE), you will have portions of unscheduled time when you are encouraged to capitalize on your time in the U.S. by exploring your personal interests. As you prepare to come to the U.S., and during your Fellowship or PDE, research relevant organizations and individuals you are interested in meeting with in Washington, D.C., and your Institute’s metropolitan area. You should reach out to these entities and request to meet with them during your stay. While you will be provided with numerous networking opportunities at your host institute, Summit, and PDE, we suggest you take initiative to expand your networks during unscheduled time during the day, evenings, and weekends. Please note that networking events should not conflict with scheduled program activities, as you are required to participate in all program activities.

- **Dress to Impress** – Make sure you are dressed appropriately for each event and prepared to put your best foot forward. Many networking events require professional dress, but others may require different attire and it is important to follow these guidelines. Dressing appropriately can impact a new contact’s first impression of you and it is important to make it count.

- **Know American Professional Cultural Norms** – It is important to understand cultural norms in the United States when networking. A few key behaviors you can apply in any professional interaction include:
  
  - **Firm Handshake** – In the United States, a firm handshake is important and respected by many. It can also help to show your self-confidence.
Eye Contact – Be sure to make eye contact when talking with people. This is seen as a sign of respect and lets the speaker know you are paying attention to what they are saying.

Listening – When networking, remember you are there to help others as well as yourself. It is important to listen to what others have to say, remember their comments, and think of ways that you can help them.

Business Cards – Be sure to have your cards on hand so that you may exchange contact information with people with which you intend to form a professional relationship. You will be provided with Mandela Washington Fellowship-branded business cards upon your arrival to the U.S., though you may wish to bring some of your own business cards with you from home.

- Be Attentive During Meetings – In the U.S., using a mobile phone or electronic device during a meeting is considered unprofessional. Please refrain from this behavior both during your own meetings and Fellowship activities.

- Diversify Who You Talk To – Just because someone is in a different industry or sector than you or has different career ambitions does not mean you cannot have a mutually beneficial relationship. Talk to everyone, as these relationships could prove valuable in the future.

- Develop the Relationship and Nurture It – After meeting someone at an event or other interaction, be sure to follow up with them through email or another outlet to begin building your professional relationship.

- Always send a thank-you card or thank-you email within a day or two of meeting someone (use their contact information from their business card). This is a professional courtesy and can lead to follow-on opportunities.

LinkedIn

The social media site LinkedIn is an important part of networking and professional development in the United States. Using the site is fairly straightforward; however, etiquette around it varies from other social media sites such as Twitter and Facebook. To make your LinkedIn profile, visit www.LinkedIn.com and register as a new user. To make the process easier have a copy of your resume with you, as you will need to copy much of that information onto your profile.

If you choose to create a LinkedIn profile, we recommend following these guidelines:

- Remain Professional – Just like networking in person, it is important to be polite and professional on LinkedIn. While it is a social media site, it is predominately used for business and professional development, rather than sharing personal information like on Facebook or Twitter. Additionally, choose a photo of yourself that is professional and appropriate for connecting with potential colleagues or
partners. It is best to choose a headshot of you in professional dress, like a suit or nice blouse, rather than a relaxed photo, such as one of you on vacation or in a social setting.

- **Complete Your Profile** – When you create your account the website will prompt you to fill in biographical information as well as information about your experience and skill sets. Fill these in fully and accurately. The more complete your profile is, the more likely potential employers and professional contacts will see it in a search.

- **Make Professional Connections** – After creating your profile, you can begin adding connections to your account. Inviting someone to be a LinkedIn connection is a great way to stay in touch, though you should only connect with people you have met in person, spoken with over the phone, or corresponded with via email. Additionally, when inviting someone to connect, you should include a brief message to remind them how you met.

- **Connect with Businesses or Group Pages that Interest You** – Many organizations, businesses, and professional groups maintain LinkedIn pages and/or private groups. These can be a great way for you to stay up to date on companies’ ongoing events or groups that interest you. There is also a closed group for the 2017 cohort of Mandela Washington Fellows, which you can join at [linkedin.com/groups/8587096](https://linkedin.com/groups/8587096).
Section 6: Leadership and the Essential Question

Two of the key components of the Mandela Washington Fellowship are Leadership Development and the "Essential Question."

Leadership Development

You have been selected for the Mandela Washington Fellowship for Young African Leaders in part because you have demonstrated leadership in your community, but there is more than one type of leadership and more than one type of leader. Your Institute will have a unique leadership development component that is built into the overall design of the program.

Fellows will be asked to complete the Leadership Development Plan (LDP) during their Institutes. This is an integral component of the follow-on USAID-funded programming that will be available to you when you return home. The LDP is a personal tool that you will work on independently, but your Institute’s leadership curriculum will be helpful as you work to complete this document. You will be asked to complete a first draft of your LDP in advance of the Summit. In your Pre-Departure Orientation packet, you have received a hard copy of the LDP. An electronic copy will be made available prior to your departure for the United States. You may choose to work in either format while you are in the United States, but will be asked to complete the electronic copy upon completion of the U.S. portion of the Fellowship in order to access USAID-funded opportunities on the continent such as professional practicums, mentorships, and Regional Conferences and events.

The Essential Question

The first step in completing your Leadership Development Plan is to think of an Essential Question. The Essential Question is a research question that will encourage you to explore solutions to a challenge that you are currently facing and help you to frame your Fellowship experience. This question will help you to frame your experience throughout the Mandela Washington Fellowship and help apply what you have learned when you return to your home country. You should start thinking about this question now, as your Institutes will ask you to share your question with them before you arrive on campus.

The Essential Question is an important part of the Fellowship’s leadership activity. Before you arrive at your Institute, you should think of an Essential Question or an issue of interest to you that you wish to address in your community or country. While we do not expect you to arrive at a definitive answer to your question while in the United States, we do hope that the Fellowship will offer you resources, information, materials, and skills that will assist you with your Essential Question.

Please visit www.huffenglish.com/understanding-by-design-essential-questions for more information about forming essential questions as well as some examples of these types of questions.
Some examples of essential questions include:

**Business & Entrepreneurship**

- How can my organization better serve the needs of rural women?
- How can I identify seed funding for my project with investors that share similar values?
- How can my business partner with local educational institutions to support learning opportunities for future members of the workforce?

**Civic Leadership**

- How can my non-governmental organization better reach and serve women with health issues in the local refugee camp we support?
- How do I develop a voting rights campaign targeted at former child soldiers?
- What methods are most effective at targeting large businesses to self-regulate and develop more environmentally friendly practices?

**Public Management**

- How can I incorporate the use of technology to improve transparency and citizen services for my ministry?
- How can my unit effectively engage businesses and civil society organizations in addressing high youth unemployment?

**Public Management: Energy Policy**

- How can my company support my country’s power infrastructure?
- How will increased energy supplies transform my region?
- How can my government improve the lives of its citizens through energy infrastructure?

**Brainstorm your Essential Question here:**
Section 7: Sharing Your Fellowship Experience

The Mandela Washington Fellowship is a great opportunity for you individually, and we ask that you share the experiences and knowledge that you have gained during the Fellowship with your community upon your return to your home country. There are many ways you can do this:

Share Your Experience at the Beginning

Learn About YALI

Take time to look over Section 1: Fellowship Overview in this Fellow Handbook and visit yali.state.gov to review the information about the Young African Leaders Initiative (YALI).

Press Requests

You might receive interview and information requests from local media prior to departing for the Fellowship. These may offer a positive opportunity to promote the projects you are working on in your home country and the Mandela Washington Fellowship. We encourage you to participate in interviews if you feel comfortable doing so. Please contact your point of contact at the U.S. embassy if you receive an interview request, as they would love to assist with your interview preparation and share your interview. Please use the YALI website as a resource in preparing for interviews and refer press to the YALI website or to the U.S. embassy if there are specific questions on the Fellowship or initiative that you cannot answer.

- **Share YALI.State.gov**: Refer interested parties, such as friends, family, colleagues, and reporters, to the YALI website: yali.state.gov for more information.

- **Share stories and photos with the MWF Team**: Email MWF2017@irex.org with photos of pre-departure events and/or related press coverage. Don’t forget to tag the Fellowship in your social media posts! (see below)

Share Your Experience as it Happens

Build and Use Your Social Media Network

Discuss the Fellowship and lessons learned via social media/blogs/etc. through stories, photos, or videos of your experience. You can use the following social media sites:

**Facebook**

Join the 2017 Mandela Washington Fellows private group at Facebook.com/groups/2017MWFellows as a forum to converse with other Fellows and share ideas. You should have received an invitation to the 2017 Mandela Washington Fellows private Facebook group. If not, you can request to join by clicking on the link above.
You can also “like” the Mandela Washington Fellowship for Young African Leaders Facebook page at Facebook.com/MandelaWashingtonFellowship for program-wide updates.

**Twitter**

Follow the Mandela Washington Fellowship on Twitter (@WashFellowship) and use the hashtags #YALI2017 and #MandelaFellows. Your Institute may also have specific hashtags for you to use.

**LinkedIn**

LinkedIn is a professional social network. LinkedIn can be used to share professional ideas and tips and grow your professional network. Join the 2017 Mandela Washington Fellows LinkedIn Group at www.linkedin.com/groups/8587096. You can request to join by clicking on the link above. LinkedIn is also a great way to stay in touch with professionals in your field that you meet in the U.S.

**Blogs**

Blogs are good for writing longer reflection pieces. Some popular blogging platforms are Blogger, Tumblr and Wordpress.

**Flickr**

Flickr is an online photograph sharing website. Check out the Mandela Washington Fellowship Flickr page at www.flickr.com/photos/washingtonfellowship and join the 2017 Mandela Washington Fellows Photo Pool at www.flickr.com/groups/2017mwfellowship.

To join this photo group and upload photos, follow these easy steps:

1. Sign in to Flickr
   - Sign in using your existing Flickr account, if you already have one
   - Sign in using your Yahoo mail account, if you already have one
   - Create a new account through Yahoo
2. Upload the photos you want to share to your personal Flickr account
   - Please name the photos you want to share with the name of the Institute and activity. You can also include the names of the Fellows and other details in the description.
3. Go to www.flickr.com/groups/2017mwfellowship
4. Click “Join” to join the group (please note that you must accept the group rules in order to join)
5. Click “Add Photos” to share photos with the group
6. Choose the photos you want to share and click “ADD TO GROUP”
   - You can only add 6 photos at a time. However, there is no limit to the amount of photos that you can add to the group.
7. Your photos will show up in the group photo stream
   - Please note that this group is only for 2017 Mandela Washington Fellows, Institute representatives, and others directly associated with the Mandela Washington Fellowship.
**Hashtags**

**#YALI2017**
This is the main hashtag for this year’s Fellowship. Please use this hashtag when you share tweets, pictures and other content, which may be retweeted, posted, and cross-promoted across other accounts and to many followers. Your Institute will also use it to promote their cohort’s Fellowship experience on their own social media accounts, so each person’s stories and updates can be a part of a larger, online conversation.

**#MandelaFellows**
This is a hashtag that we use to capture moments featuring Mandela Fellows across all program years. You can use it to share your experiences, and it is also used to tag Fellows as a group.

You may also have a unique hashtag for your Institute – please use this and the above standardized hashtags so that we can capture all the pieces of the Fellowship conversation.

**Respond to Local Media**

Provide local media outlets with stories about your Mandela Washington Fellowship experience. Your Institute or PDE host organization may also help you engage with local media.

- **Share YALI.State.gov:** Refer interested parties, such as friends, family, colleagues, and reporters, to the YALI website: [yali.state.gov](http://yali.state.gov) for more information.

- **Share stories and photos with the MWF Team:** Email [MWF2017@irex.org](mailto:MWF2017@irex.org) with photos of pre-departure events and/or related press coverage. Don’t forget to tag the Fellowship in your social media posts! (see above)

**Share Your Experience Once You Return**

**Present on Your Experience**

Arrange presentations on the academic content of your Institute for colleagues at your office or in your university program. Organize discussions about various leadership styles with youth in your community and share with them some of your favorite aspects of American culture.

**Build Networks**

Connect colleagues at home with your new contacts in the United States who are grappling with similar issues. Stay in touch with those you met during your Fellowship by sending thank you notes, updates on your work, etc.
Share with the Media

Share stories, videos, and/or photos from your time in the United States with media outlets in your country, if you feel comfortable doing so. Here are a couple examples of interviews with previous Mandela Washington Fellows:

- Dayo Adeniyi, 2016 Fellow from Nigeria: [thenationonlineng.net/dayo-adeniyi-dream-big-location-cage](thenationonlineng.net/dayo-adeniyi-dream-big-location-cage)

Send Stories and Photos to the MWF Team

Email [MWF2017@irex.org](mailto:MWF2017@irex.org) with photos, articles and other updates on how your Mandela Washington Fellowship experience has impacted your work back home. We can help publicize the great work you are doing if you let us know about it!

These are just some examples of ways you might share your experience with your community. We hope that you will work with the other Mandela Washington Fellows in your country and region to share the knowledge and ideas you take from your exchange experience as widely as possible.
Section 8: The Mandela Washington Fellowship Summit

At the conclusion of the Academic and Leadership Institutes, all Mandela Washington Fellows will participate in the 2017 Mandela Washington Fellowship Summit in Washington, D.C. Fellows and other guests from the U.S. Government, host universities, and other interested organizations will attend high-level sessions and workshops. The Summit is also a great opportunity for all 1,000 Fellows to network and bond with each other.

Summit Activities

Summit events will include:

- **Partnership Expo**: Representatives from the U.S. Government, private sector, and civil society will host booths where you can stop by to learn more about their programs and products.

- **Meet-ups**: Fellows will be invited to attend small group “meet-ups.” Each group will cover a different topic and will feature one or two Americans who work in that field. Fellows can select which meet-ups they would like to attend and will participate in small table discussions with the Americans and other Fellows. Concurrent sessions and a range of topics will allow Fellows to participate in interesting and relevant sessions.

- **Networking**: Throughout the Summit, Fellows will have the opportunity to meet each other and Americans to spark new ideas and collaborations.

Stay tuned for more information this summer!
Additional Resources

Emergency Contact Information

IREX (International Research & Exchanges Board)

Address: 1275 K Street, NW
Suite 600
Washington, DC USA  20005

Email: mwf2017@irex.org

Office Phone: +1 (202) 628-8188
Business Hours: Monday-Friday, 9:00 am – 5:00 pm

Emergency Phone
International: 001-202-365-4675
Inside the U.S.: 1-888-409-6605

Fax:  +1 (202) 628-8189
The following terms and conditions apply to all participants (Fellows) of the U.S. Department of State Mandela Washington Fellowship for Young African Leaders (Fellowship). Individual Academic and Leadership Institutes (Institutes) may have additional policies specific to the Institute and/or host institution. The Terms and Conditions that follow provide important information on your participation in the Fellowship. You are subject to these Terms and Conditions for the duration of the Mandela Washington Fellowship and Department of State sponsored J-1 visa as defined on your initial DS-2019 form and any subsequent DS-2019 forms. You should become familiar with this document.

1. PURPOSE: You have been selected to participate in the Mandela Washington Fellowship for Young African Leaders for the period specified on your DS-2019 form. As a Fellow, your J-1 visa status requires you to participate fully in this program. Fellows may not leave the Mandela Washington Fellowship or be absent for any period of time without formal approval from the host institution, IREX, and the U.S. Department of State’s Bureau of Educational and Cultural Affairs. Due to the intensive nature of the Mandela Washington Fellowship, Fellows may not be accompanied by family or friends.

2. ROLE OF THE U.S. DEPARTMENT OF STATE: The U.S. Department of State, through the Study of the U.S. Branch in the Bureau of Educational and Cultural Affairs, provides funding to: 1) enable travel to the United States as required for Fellows’ participation in the Mandela Washington Fellowship; 2) provide for accident and sickness benefits for the duration of the Institute; and 3) provide for housing, meals, and other essential items during the Institute. The Department of State is responsible for sponsorship of each Fellow’s J-1 visa. If at any time Fellows leave the Mandela Washington Fellowship or do not participate fully in program activities, the U.S. Department of State reserves the right to terminate a Fellow’s J-1 visa, and this will be reported to the U.S. Immigration and Customs Enforcement authorities. The U.S. Department of State works closely with the implementing partner, IREX, to ensure compliance with U.S. laws and U.S. Department of State requirements.

3. ROLE OF IREX: IREX is a nonprofit organization working globally with programs in education, civil society strengthening, media development, conflict resolution, gender, youth development, and technology. IREX is the U.S. Department of State’s selected implementing partner. Working with the Department of State and other U.S. government stakeholders, IREX: 1) manages the online application system and coordinates the selection process with the Department of State through the Bureau of Educational and Cultural Affairs and U.S. embassies; 2) manages the selection and implementation of the Academic and Leadership Institutes at selected U.S. host institutions; 3) arranges Fellow international and U.S. domestic travel to Academic and Leadership Institutes, the Mandela Washington Fellowship Summit, and Professional Development Experiences; 4) manages the Professional Development Experience component of the Mandela Washington Fellowship for selected Fellows; and 5) coordinates the Mandela Washington Fellowship Summit in Washington, D.C.

4. ROLE OF THE HOST INSTITUTION: The host institution (typically the university or college where Fellows are studying) is responsible for implementing the six-week Academic and Leadership Institute. Fellows will be assigned a host institution; host university or college placements are final and cannot be changed. Fellows are required to keep the host institution informed of any emergency situations that impact their participation in the Institute. Host institutions are required to inform IREX of any situations that impact the Institute or participation in the Institute; this information will also be shared with the Department of State.
5. **COMMUNICATION:** Information about the Mandela Washington Fellowship will be communicated to Fellows electronically through Oba and through email. It is the responsibility of Fellows to read all information thoroughly, including all instructions regarding deadlines and requirements. It is the responsibility of Fellows to make arrangements in order to be able to receive communications from the U.S. embassy or consulate, the Department of State in Washington, D.C., IREX, and the host institution in the event that email or Internet access is not available for a prolonged period of time, in order to ensure completion of the Fellowship requirements by the stated deadlines.

6. **PRE-DEPARTURE ORIENTATION:** Fellows are required to read thoroughly all provided pre-departure materials before the beginning of the Fellowship. Any questions regarding the materials or the Fellowship should be directed to IREX. Fellows are required to attend a mandatory Pre-Departure Orientation in their home countries before the group departs for the United States. The U.S. embassy or consulate hosting the Pre-Departure Orientation will provide travel and lodging when necessary to ensure all Fellows are able to participate in the Orientation.

7. **DURATION OF STAY:** Fellows must arrive in the United States on the start date of the Mandela Washington Fellowship (June 16, 2017) and return home at the conclusion of the Fellowship or Professional Development Experience, if selected to participate. Per the rules of the J-1 visa, Fellows may opt, at their own expense, to stay for a maximum of 30 days after the conclusion of the Fellowship. Should Fellows choose to extend their stay in the United States, Fellows will be responsible for all financial and logistical burdens relating to flight changes, accommodation, food, healthcare, and all other personal or other expenses after the formal program ends. The formal program ends on August 3, 2017 for Fellows without the Professional Development Experience and September 16, 2017 for Fellows with the Professional Development Experience. This program end date is stated on the DS-2019 form.

8. **FELLOW RIGHTS AND RESPONSIBILITIES:** A Mandela Washington Fellow is not by virtue thereof an official or employee of the U.S. or any other agency of the Government of the United States of America, or an employee or agent of IREX. It should be noted that if a Fellow is an employee of an agency in their home country, the Fellow will not be given authority as an agent of their home government in the United States. Mandela Washington Fellows sharing their experiences through print or web-based media should acknowledge that the views and information presented are their own and do not represent the program, the U.S. Department of State, or IREX. Fellows are private citizens retaining their rights of personal, intellectual, and artistic freedom as guaranteed by the Constitution of the United States. In addition to the terms and conditions outlined in this document, Fellows are expected to follow all rules, regulations, and codes of conduct of the host institution or university. These regulations will be provided to Fellows during the host institution orientation session.

9. **MANDELA WASHINGTON FELLOWSHIP INSTITUTE PARTICIPATION:** Fellows are expected to participate in their respective Institutes to the fullest extent. Attendance at all scheduled sessions and activities is mandatory, unless noted otherwise or excused by Institute staff for medical or other reasons. Full participation includes, but is not limited to, complete attendance at all mandatory sessions, attendance at all mandatory cultural activities, community service, and networking opportunities. If a Fellow fails to participate fully, s/he may not be considered as completing the program successfully and may not receive a Mandela Washington Fellowship completion certificate or access to benefits and/or resources that are available to Mandela Washington Fellowship alumni. Excessive unexcused absences may be grounds for dismissal from the Fellowship.

   While the highest instructional standards are expected and applied, the Fellowship is intended to give Fellows a broad overview of the topic of leadership and the given track and may not directly relate to the Fellow’s individual interest or expertise. If a Fellow would like to express concern regarding an instructor, instruction methods, or topics, comments should be directed to Institute staff.

Fellows are expected to be respectful to all parties involved in the Mandela Washington Fellowship including all Fellowship staff, instructors, peer collaborators, community members, and other Fellows. Fellows are expected to maintain the highest levels of cultural sensitivity and respect towards others. They are also expected to
maintain a standard of conduct and integrity that is in keeping with the spirit and intent of the Mandela Washington Fellowship and which will contribute positively to promotion of mutual understanding between the people of the United States and the people of the countries of Africa. If Fellowship staff determines that a Fellow is being disrespectful or not following program directives, that Fellow may be recommended for dismissal from the Mandela Washington Fellowship. Dismissal decisions will be at the sole discretion of the U.S. Department of State in consultation with IREX.

10. **PROHIBITED ACTIVITIES** – Any of the conduct below may result in immediate termination of a Fellow, as well as any other action IREX and/or the U.S. Department of State deem appropriate:

   A. Violation of local or U.S. law:
      i. It is each Fellow’s responsibility to be aware of and to abide by the laws of the United States and host institution state or any other state to which the Fellow travels. Any violation of local or U.S. law may result in the immediate termination of your Fellowship. Any legal fees resulting from violation of local or U.S. laws will be Fellows’ responsibility.
550   B. Violent, abusive, disrespectful, or disruptive behavior against others, including but not limited to faculty, staff, other Fellows, or other individuals associated with the Fellowship:
      i. Any form of physical violence, including striking or doing any other physical harm to oneself or another person.
      ii. Verbal or written abuse, including the use of profanity, derogatory comments, obscene gestures, or threats in any form or format including, without limitation, in any electronic medium.
      iii. Disorderly, disrespectful, disruptive, threatening, or intimidating conduct, including disruptive actions that interfere with the learning environment or impede the ability to carry out any program-related activities.
      iv. Any form of sexual harassment, including physical, verbal, written or cyber. The Fellowship has a zero-tolerance policy towards sexual harassment. If a Fellow believes that s/he or another Fellow has experienced sexual harassment, the Fellow should report this immediately to IREX.
   C. Theft, damage, or vandalism of any kind including, but not limited to, belongings of other Fellows or any other person; Fellowship Institute property; property of host institutions, dormitories, program arranged transportation, or facilities or equipment used by the program.
   D. Inappropriate, offensive, or risky behavior:
      i. Behavior, including online activity, that impairs current relations or could have an adverse impact on future relations between the U.S. Department of State and the Fellowship and the host institution, staff, or other partner organizations.
      ii. Engaging in any behavior that is considered culturally offensive.
      iii. Engaging in risky behavior or knowingly placing yourself or others in a dangerous situation.
   E. Drug policy violations (Please refer to Section 11: Drug Policy.)
   F. Failure to follow site-specific policies and staff direction:
      i. Failure to follow the guidelines, directives, policies, timetables, and instructions of Mandela Washington Fellowship Institute and program staff.
      ii. Violations of residential guidelines and/or rules established by the Host University, or the Fellowship Institute including, but not limited to, unauthorized overnight guests, curfews, excessive noise, rowdy conduct, or intoxication.
   G. Unauthorized travel:
      i. Any travel outside the United States during the program dates.
      ii. Any travel that does not comply with the Policy for Travel during the Fellowship as written in section 13.
      iii. Unauthorized travel could result in the immediate termination of your Fellowship.
11. **DRUG POLICY:** Fellows are prohibited from selling, using, distributing, sharing or possessing any drugs that are illegal under federal or local law, including unauthorized use of prescription drugs. Fellows are required to follow all drug and alcohol-related policies of the host institution. **NOTE:** Any drug infraction is considered a grave violation of policy and may result in dismissal from the Fellowship.

12. **MEDICAL:** While in the United States, Fellows will be covered by a U.S. Department of State health care benefit plan, the Accident and Sickness Program for Exchanges (ASPE), which covers any accident or injury sustained while Fellows are in the United States. ASPE covers Fellows only during the period they are in the United States and ending on the final day of Fellowship, or upon a Fellow’s departure from the United States in the case of an early withdrawal. If a participant is removed from the Fellowship, all ASPE benefits cease. Please note that ASPE coverage is not provided during the Pre-Departure Orientation in your home country. In addition, in the event that an accident or illness requires a return to your home country continued treatment in your country may not be covered.

Covered medical expenses are subject to limitation, and pre-existing conditions are not covered. Fellows are responsible for all co-payments associated with medical treatment, and for costs of any medical care which is not covered under the health care benefit plan. Fellows are responsible for bringing any and all medications and/or medical supplies that they may need for the duration of the Mandela Washington Fellowship. In the case of a medical emergency, an injured or ill Fellow may be medically stabilized in the United States before being returned to their home country for further medical care.

13. **TRAVEL POLICY:** Fellows may travel locally at their own expense during their Fellowship provided it does not interfere with any structured program activities or work schedule. In other words, if a Fellow chooses to travel locally, they must do so during their free time outside their official Institute schedule, the Summit schedule, or work commitments at their Professional Development Experience (PDE) host. For the purposes of this policy, local travel is defined as a destination within 300 miles of the Fellow’s placement location. Travel beyond the 300 mile limit must be requested in writing to Institute staff and IREX and approved prior to travel. Fellows may not request time off from Fellowship activities in order to pursue personal travel.

In the event that a Fellow chooses to travel within their local area, they must inform Institute staff or Professional Development Experience hosts about their plans at least five days in advance of the travel. This will ensure that hosts may locate Fellows quickly in the event of an emergency.

If a Fellow does travel locally, the return travel arrangements must leave sufficient time to attend all official program activities. This includes accounting for the possibility of cancelled or delayed trains/buses. In other words, Fellows should not plan to book the last train of the night if they have an academic session at 8:00 the following morning, because Fellows would not arrive in time to the session if the train is cancelled or delayed (and thus violate the Mandela Washington Fellowship Terms and Conditions). Fellows may only travel via train, bus, or automobile. During the program, all air travel, aside from official program travel, is strictly prohibited without prior approval from IREX.

14. **LIABILITY:** Fellows agree to hold harmless, indemnify, and waive any and all claims against any one or more members of the U.S. Department of State, IREX (including, without limitation, its directors, officers, employees, agents and insurers), and the Mandela Washington Fellowship host institution or other individuals or organizations providing services for the Fellowship, for any illness, injury, accident, death, emotional distress, theft, loss or damage of personal property, legal liability or claims, or any other contingencies which may befall the Fellow during the program, in connection with the Fellow’s activities, or in any other circumstances that arise while the Fellow is present in the United States for this Fellowship or otherwise. Insurance coverage for any of the foregoing is the sole responsibility of the Fellow and is not provided under the Fellowship.

15. **PAYMENTS:** Mandela Washington Fellowship funding is intended to cover all program-approved costs, including program-provided housing, meals, incidentals, Mandela Washington Fellowship Institute activities, domestic travel in your home country for a mandatory pre-departure orientation, international travel between your home country and the United States, and accident and emergency health benefits coverage. The actual stipend amounts and distribution may vary and are determined by each Institute in consultation with IREX. Fellowship stipends are not
intended to cover passport fees or non-program related travel or to supplement outside interests. Fellows are responsible for safe-guarding stipend funds and other Mandela Washington Fellowship-provided equipment or property such as cell phones or housing keys. Lost or stolen stipend funds, equipment, or property may not be replaced by the Mandela Washington Fellowship and must be re-paid or replaced by Fellows as determined by IREX.

16. REVOCATION OR TERMINATION OF FELLOWSHIP: Decisions concerning revocation or termination of the Fellowship will be made solely by the U.S. Department of State upon the recommendation of, and in consultation with, the Institute staff and IREX. The Institute staff and IREX have primary authority for recommending that the U.S. Department of State revoke or terminate an individual’s Fellowship. Before acting on such recommendations, the U.S. Department of State shall fully evaluate all documented information.

   A. In the event a selected candidate fails to sign and return a copy of this document and the Medical History Form by the stated deadline, the selection may be withdrawn.

   B. The U.S. Department of State has the authority to terminate both Fellowship participation and visas. Terminated Fellows will have their visas revoked and will not be considered alumni of the Mandela Washington Fellowship.

   C. Grounds for termination include, but are not limited to: 1) violation of the laws of the United States, 2) failure to fully participate in the Mandela Washington Fellowship (see Section 9), 3) engaging in prohibited activity (see Section 10); 4) unauthorized travel during the Fellowship, 5) material misrepresentation made by any Fellow in their nomination, medical form, or other materials provided to the U.S. Department of State, 6) conduct which may have the effect of bringing the U.S. Department of State, host institution, Professional Development Experience host, IREX, or the Mandela Washington Fellowship into disrepute, and 7) violation of visa regulations or SEVIS reporting requirements.

A cumulative total of 20 hours, or four consecutive days, missed from the Fellowship for a medical issue (mental or physical) may result in a recommendation to the U.S. Department of State for an individual’s Fellowship to end and the Fellow sent home. In the event that a medical issue (physical or mental health) impacts the Fellow’s ability to attend sessions, program activities or excursions, or exceeds the level of care available in the host institution state, an End of Fellowship for Medical Concerns recommendation may be made to the U.S. Department of State.

The U.S. Department of State also has authority to terminate participation on either of the following grounds: that the Fellow has exhausted all benefits of health and accident insurance provided to the Fellow by the Department of State, and continued medical treatment would lead to the Fellow becoming a public charge; or, that the Fellow requires such protracted medical treatment that successful completion of the Fellowship is jeopardized.

D. Fellows who remain in the United States beyond periods authorized by the U.S. Department of State may forfeit any return travel benefits.

The U.S. Department of State’s Bureau of Educational and Cultural Affairs, the U.S. embassy in your home country, or IREX will not be liable for any claim or claims resulting from your failure to start or complete the program. Fellows selected to participate in the Professional Development Experience will be provided an addendum to this Terms and Conditions.

17. WARNING AND TERMINATION PROCEDURE: In the case of minor policy infractions, after the first violation of Mandela Washington Fellowship policies, a Fellow may receive a verbal warning, which is accompanied by a written confirmation to be signed by the Fellow. A second infraction of policies may be documented in writing and also requires a signature from the Fellow. If a Fellow refuses to sign documentation acknowledging that a verbal or written warning has been issued, a recommendation may be made to the U.S. Department of State to terminate the Fellowship. After three minor infractions of a policy or policies, a recommendation may be made to the U.S.
Department of State for termination of an individual’s Fellowship.

Institute staff may carry out appropriate disciplinary measures based on an assessment of the severity of the offense after consultation with the U.S. Department of State and IREX. In the case of a single incident comprised of multiple infractions, or if Institute staff deem one violation of program policy to be of great significance or severity, a recommendation to issue a written warning upon a first offense, or for immediate termination of the individual’s Fellowship may be presented to the U.S. Department of State. All warnings will be provided to IREX and the U.S. Department of State.

The procedure for terminating an individual’s Fellowship is:

A. A Fellow is recommended for dismissal by IREX or Institute staff. IREX consults initially with the U.S. Department of State.

B. IREX or Institute staff prepares a written statement of the reason for the recommendation and provides all relevant documents, along with a recommended action, to the U.S. Department of State. The written statement is submitted to the U.S. Department of State for review, evaluation, and recommendation.

C. The Fellow will have an opportunity to provide relevant information pertaining to the incident.

D. Upon receipt of the U.S. Department of State’s recommended action, IREX and Institute staff will inform the Fellow in writing of the U.S. Department of State’s decision and the reasons therefore.

The U.S. Department of State may vary the above procedures if it determines that circumstances so warrant, and may immediately terminate an individual’s Fellowship without the opportunity for appeal. All decisions made by the U.S. Department of State regarding the termination of an individual’s Fellowship are final.

18. RESULT OF FELLOWSHIP TERMINATION: After termination of an individual’s Fellowship for disciplinary reasons, the Fellow is considered as not having received the award and will not receive a certificate or be considered an alumnus or alumna of the Mandela Washington Fellowship. After a termination, unless otherwise stated, the Fellowship will be considered to have ended when the U.S. Department of State announces its decision to terminate and this decision is communicated to the Fellow. Termination of an individual’s Fellowship for disciplinary reasons will prohibit future participation in the Mandela Washington Fellowship.

When an individual’s Fellowship is revoked or terminated, disbursement of any allowances and benefits will cease, except for return travel including any medical benefits that may be authorized under the U.S. Department of State’s Accident and Sickness Program for Exchanges; Unless otherwise authorized by the U.S. Department of State, no further claim for disbursements of allowances or benefits will be honored.

19. PROGRAMS OTHER THAN THE MANDELA WASHINGTON FELLOWSHIP: Neither the U.S. Department of State, IREX, the host institution, nor Professional Development Experience host has any responsibility, financial or otherwise, in connection with any program other than the Mandela Washington Fellowship as specified in these Terms and Conditions.
This Fellow Handbook was developed for the Mandela Washington Fellowship for Young African Leaders, a program of the U.S. Government, and implemented by IREX.