



Independent observer
of the Global Fund

The Aidspan Internship Programme

January 2015

Contents

Who We Are	3
Why Offer an Internship Program?.....	3
What is an Aidspan Internship?.....	4
Internship Processes and Policies.....	4
Giving Our Interns Purpose.....	4
The Type of Work That An Intern Can Expect Out of An Internship at Aidspan	5
Internship Project Outcomes	6
Recruitment of Interns.....	6
Orientation, Training, and Supervision	6
Evaluating the Internship.....	8
Evaluating Aidspasn’s Internship Programme	8
Annex 1: Internship Concept Note Template.....	8

Who We Are

Aidspace (www.aidspace.org) is an international NGO whose mission is to reinforce the effectiveness of the Global Fund. Aidspace does so by serving as an independent watchdog of the Global Fund and of the implementers of its grants through providing information, analysis and advice; facilitating critical debate; and promoting greater transparency, accountability, effectiveness and impact. Aidspace's vision is that the Global Fund will raise and disburse adequate money to fight AIDS, TB and malaria worldwide, with the Fund and the implementers of its grants being fully transparent, fully accountable, and achieving the greatest possible impact.

Why Offer an Internship Program?

As a strategy for achieving Aidspace's current 2014-2016 strategic plan, the internship programme will provide the organization with a potential pool of talented analysts and officers who have been trained by the best national and international universities. Through their time at Aidspace, the interns will also have understood and experienced the unique niche which Aidspace holds as independent observer of the Global Fund. The internship programme will tailor a specific project for each intern which fits into one of the larger strategic objectives of the unit or department in which the intern is being hosted by. The current phase of Aidspace's growth requires interns in order to meet specific strategic objectives and also to deliver on an ambitious strategic plan.

The rise in global competition for a talented and innovative workforce brings opportunities for Aidspace to gain a competitive edge as a watchdog in an environment where other organisations are beginning to watch the activities of the Global Fund. Developing an internship program is a practical strategy for investing in Aidspace's future as a Global Fund watchdog and think tank. This potential creativity may lead to completion of specific projects or projects that are part of our larger programs. By bringing interns on board, Aidspace will receive a number of benefits including:

- Bringing a fresh perspective and high level of enthusiasm to our organization;
- An opportunity for Aidspace to increase our visibility and market ourselves through ongoing campus relations;
- The prospect of offering permanent jobs to trained and qualified students after successful completion of internships and graduation;
- Potentially increasing Aidspace's retention of hires and decreasing training costs.

What is an Aidspan Internship?

Aidspan uses the following criteria to describe an internship. The internship period will be a carefully monitored work or service experience in which the intern has an intentional learning goal. The internship will:

- Include an intentional "learning plan" that is structured into the experience.
- Include learning objectives, observation, reflection, evaluation and assessment.
- Promote academic, career and/or personal development.
- Balance the intern's learning goals with the specific work the organization needs completed.
- Be limited to a maximum of 6 months in duration with a typical internship lasting three months.
- May be part-time or full-time.
- Could be part of an educational program and may be carefully monitored and evaluated for academic credit.

Internship Processes and Policies

Aidspan interns will be located in the following departments/units; (i) Research, (ii) Outreach, (iii) Editorial, and (iv) Data Analytics. They will be located in the Nairobi headquarters of the organisation. All interns will be required to have exemplary academic credentials from their university and will be selected by an internship admission committee.

The internship may or may not be linked to a specific university qualification (degree or diploma) and the level of education (undergraduate or postgraduate) required will be specific to the unit and project which the intern will be doing. The Aidspan internship programme will be administered by the Finance and Admin department and governed by Aidspan's Admin and Staff Policies. *(If necessary, specific amendments to existing policies will be made to accommodate the internship programme.)* While the Director of Finance and Admin will ultimately be responsible for the Internship Programme, the heads of departments will be the supervisors of the interns and will ensure that the intern delivers on the objectives of the internship.

Giving Our Interns Purpose

Interns are seeking opportunities that stimulate their interests and provide real-world experience. Aidspan will endeavour to provide a meaningful, purposeful internship program which:

- Ensures the assignment of challenging projects and tasks

- This will be achieved by designing a preliminary list of potential activities that fit the needs of the department and giving interns focused, purposeful roles to keep them motivated.
- Relates well to students
 - Aidspace will design projects that complement students' academic programs and give them a broad exposure to the organization (this is a chance for interns to personally develop and explore career possibilities)
- Provides adequate, reliable, and regular supervision and mentoring
 - Staff will serve as an information resource and supervisors will ensure that interns are keeping pace and accomplishing goals
- Provides practical experience in monitoring Global Fund activities
 - All intern projects will address Aidspace's core mission of making the Global Fund more effective and will be associated with issues around health financing, aid effectiveness, and transparency and accountability in health systems.

The Types of Work That An Intern Can Expect

There will be 3 types of work involved in each internship which will consist of primary, background, and day-to-day work.

- **Project work:** This will be the specific analysis or project that will require the intern to use his/her skills relating to his/her major area of study. This work is what will draw the applicants to this position to give them experience for his/her future career. This work could include data analysis, report writing, and presentation.
- **Background work:** The intern should be able to keep busy and feel productive with this work during times when the project work is "on hold" (i.e. waiting for approval or clarification). This may include activities like data extraction, literature searches, or background reading.
- **Unexpected work on issues that arise during the normal ebb and flow of Aidspace's work:** This could also be called "helping put out fires." Providing interns with a taste of the true nature of Aidspace's work and the wide variety of issues that employees must handle is a valuable experience. Interns appreciate the challenge and variety that comes from helping with these new tasks

The balance of these 3 types of work will enable the intern to be productive and have a well rounded learning experience. Aidspace will ensure that when designing an internship project, the timeframe, as well as objectives, will be clearly defined. There will be a set end-date, with defined accomplishments that must be completed. However, to avoid project-related internships from turning into part-time or temporary work, Aidspace may allow the intern to explore other aspects of our work and will provide opportunities

during the internship for the intern to give feedback to aid in the personal development of the student. Supervisors will ensure that interns complete their projects within the established time frame, allowing them to experience ownership throughout their involvement.

Internship Project Outcomes

Should the project be appropriate, Aidspan will encourage the intern to publish their project results on the Aidspan website. The preferred outcome of all research internships will be a peer-reviewed journal article.

Recruitment of Interns

Aidspan will recruit interns in a number of ways. The first step in recruiting an intern will be the development of a project by the strategic Objective Lead/Head of Department (see Annex 1 for a template). When the project has been approved by the Internship Admissions Committee Aidspan will begin recruitment of the potential intern(s). This will be carried out in a number of ways:

- **Employee referrals:** All Aidspan staff members with academic links will utilise their networks to identify potential interns once projects have been defined by the department heads.
- **Links with academic (or other) institutions:** Aidspan will develop institutional links with academic (or other) institutions to provide a pool of potential interns. Relationships with institutions may be formalised with an MOU which guarantees a specific number of interns available to Aidspan annually.
- **Online postings and print adverts:** Aidspan may advertise their internship programme and projects in the appropriate media (online or print) in order to attract the best candidates for the internship opportunity.

An internship job description (JD) will be developed by the Head of Department along with consultation from the Director of Finance and Admin as well as the Executive Director. The JD will clearly outline the tasks which the intern will be expected to complete during the internship.

Orientation, Training, and Supervision

Aidspan will provide the new intern with information on the organisation as well as information specific to the project on which they will be working. The orientation pack will help the intern understand important aspects of Aidspan and its work including:

- How did Aidspan start? Why?

- What is unique about our products and projects?
- Who benefits from our products and projects?
- What are Aidspan's current objectives?
- How will the intern contribute to our objectives?
- What relevant jargon that should the intern be aware of?
- What are our specific work standards and procedures?
- When will the supervisor be accessible to the intern?
- How should interns process requests?
- What are our approved forms for correspondence?
- By what safety regulations must they abide?
- What periodic forms or reports need to be completed?
- Are there security or confidentiality issues of which the intern should be aware of?

Aidspan will ensure that the intern receives plenty of training and supervision. On-the-job training will include the same orientation all new employees receive. The intern's work will be structured, and the intern will be assigned a supervisor with whom he or she can consult as needed.

Due to the nature of an internship, Aidspan will ensure that interns are provided with sufficient supervision. Supervisors will ensure that suitable investment is made to plan for and implement the necessary training of an intern. The supervisor will also have weekly meetings to stay up-to date with the intern's progress. Interns assist Aidspan while also gaining on-the-job training that assists them with their future career search.

We will expect the intern to:

- Commit to the internship fulltime (9am-5pm, weekdays) for the duration of the internship
- Abide by all Aidspan policies and procedures as outlined in the organizational manuals

Aidspan will commit to:

- Developing project-specific and professional skills of the intern
- Providing an internship stipend of KES 30,000 per month for undergraduate and KES 50,000 per month for graduate interns. *The intern will be ineligible for any other benefits associated with employment.*
- Supervisor will commit to meeting once per week with the intern for the duration
- Providing appropriate work tools and environment

Evaluating the Internship

An internship can only be a true learning experience if constructive feedback is provided. The evaluation will focus on the internship's learning objectives. Supervisors will describe both the intern's positive accomplishments and areas for improvement.

Evaluation throughout the Internship: Interns will look to their supervisor to help them transition from the classroom to the workplace. Supervisors will meet with interns twice a month to receive and provide feedback concerning their performance. During these meetings the students may:

- Report on a project's status
- Ask questions
- Learn how their work is contributing to the organization
- Participate in evaluating their strengths
- Discuss areas needing growth and development
- Get insight about what work lies ahead

Final Evaluation: In the final week of the internship the intern will undergo a final evaluation which consists of; (i) a presentation of their project to Aidspan staff, and (ii) an exit interview which will be administered by the DAF. Aidspan will provide a certificate of completion for the intern.

Evaluating Aidspan's Internship Programme

Aidspan will evaluate its internship programme regularly to help us connect more effectively with students and provide us with the best opportunities for discovering future employees. The evaluation will guide improvements to the programme. The following evaluators may be considered:

- **Conversion Rate:** An effective internship program may convert at least half of its interns to employees.
- **Retention Rate:** Measure how long interns are with your organization after they are hired full-time compared with employees hired without a prior internship at your business. Most statistics show that former interns will remain at their workplace longer than other employees.
- **Student Evaluation:** Periodic surveys and exit interviews can help us meet students' internship expectations and goals. Testimonials can serve as elements for future marketing pieces.
- **Supervisor Evaluation:** Similar to student evaluations, supervisor evaluations can address how an internship program can more effectively meet the needs of staff.