

Designing and Managing Youth Internship Programmes with Impact



A Handbook for Employers



Acknowledgments

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Foreword

This handbook has been developed by Restless Development. It outlines key principles for designing and implementing a youth internship programme. We hope that it will ensure your internship programme is a success for both your company and the young professionals taking part.

Restless Development is an international development agency working in eight countries in Africa and Asia. We support young people to build the knowledge, skills and networks they need to lead healthy and productive lives. You can find out more about Restless Development from our website www.restlessdevelopment.org.

Youth unemployment is a great and growing challenge in Uganda. At Restless Development we support young people to get decent jobs and/or establish their own businesses. This includes our successful graduate internship programme which connects employers looking for fresh talent to young people keen to build their workplace experience. We offer tailored recruitment and matching services. We also train young people using our tried and tested employability curricula and provide ongoing support to ensure a successful placement.

We have experience supporting employers across sectors including tourism, agriculture, banking, NGO and telecommunications. If you would like to join our vibrant and growing network of employers, please get in touch. We hope that you find this handbook useful and wish you good luck with your internship programme!

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1: Introduction

What is an internship?

There is no standard definition of what constitutes an internship. Internships vary in structure and content, and employers use internship programmes to meet different organisational needs. In this handbook we use the term “internship” to refer to short-term, experiential learning opportunities that can help a young person to launch their career. For internships to be rewarding for both the intern and the employer, they must be well planned.

How is an internship valuable for the employer?

Internships can provide a cost-effective means for an employer to identify new talent. Having evaluated a young person during an internship, an employer will know whether they are suited to join the company. If hired, an intern is likely to be able to settle in more quickly than a new recruit.

Interns can bring fresh ideas and a different perspective to the workplace. These ideas can be used to contribute to the success of the company.

An internship programme can contribute to a company’s corporate social responsibility strategy. By developing young people, a company can build its visibility and credibility in the community.

“As a company, we realised that young people face so many challenges when searching for jobs. The biggest challenge is that the education system is very theoretical and, when they come out of institutions, they are unable to translate what they learnt into practice. More so, they often lack professional skills that are highly sought by companies. The internship programme provides us with an opportunity to help young people to launch their careers, grow and demonstrate their potential.”

-Learning and Development Manager, MTN Uganda

How is an internship valuable for the young person?

- An internship provides an opportunity to secure the practical work experience that employers look for in support of academic qualifications. This is particularly valuable for young people with limited exposure to the workplace.
- Through an internship, a young person can build professional skills and an understanding of the workplace. For example, as interns interact with colleagues, they will learn how to communicate effectively, work in teams, give and receive feedback, and resolve conflict.
- During the course of an internship, a young person can develop valuable networks. New colleagues will be well-positioned to connect them to job opportunities and provide support such as writing references.

“When I graduated, I struggled to secure a job even with the technical knowledge I gained through my course. In 2013, I applied for the YouthMap Internship programme and I was selected. This marked the beginning of my career growth. The internship exposed me to great opportunities. I was able to gain experience and network. Equipped with this experience, I applied for a position at Barclays Bank as a Finance Payment Officer and I got it! I attribute my success to the opportunities that the internship programme presented me.”

Intern Graduate, FICA Seeds

The legal framework - Uganda

There is no specific legal instrument in Uganda to regulate internships. However, any form of employment, including internships, must be guided by the 2011 National Employment Policy and the 2006 National Employment Act. Interns should be treated with the same degree of professionalism and duty of care as employees, including access to disciplinary and grievance procedures. Interns should know where to go if they have concerns with how they are being treated. A few key points are highlighted below.

- **Working hours:** The maximum number of working hours per week is 48 and an employee is entitled to one day of rest per week. If an employer wants an employee to work for longer hours, the employee's consent must be sought.
- **Sick pay/leave:** An employee who has worked for a company for more than one month is entitled to a maximum of two months paid sick leave. If the sickness persists beyond the two months, the employer can terminate the contract. An employer can request a certificate of sickness signed by a qualified medical practitioner before this leave is granted.

- **Sexual harassment:** Every employer who employs more than 25 people must have measures in place to prevent sexual harassment in the workplace. Sexual harassment includes a range of behaviours such as unwanted and inappropriate sexual invitations and requests for sexual activity in return for rewards. Young interns may be particularly vulnerable. Employers should encourage them to familiarise themselves with the company's policy as well as the procedures for seeking redress.

For more information about relevant employment policies please visit:

- Federation of Uganda Employers: www.fuemployers.org
- Uganda Revenue Authority: www.ura.go.ug
- Ministry of Gender, Labour and Social Development: www.mglsd.go.ug

2: Designing an Internship Programme

Setting the parameters

Before designing an internship programme you first need to agree on its primary purpose. For example, are there particular projects that could benefit from short-term, focused support from a young intern? Are there departments experiencing recruitment challenges that could benefit from the opportunity to trial potential new staff through an internship programme?

Having agreed on the primary purpose for hosting interns, you can begin to set the parameters. This will require more detailed discussion on the intern's scope of work. Answering the following questions will help you to do this:

- What specific responsibilities will the intern have? Which team(s) will they work with and which project(s) will they work on?
- What professional skills and insight will the intern gain?
- What support will the company be required to provide to ensure that the intern is able to fulfil their responsibilities?
- What knowledge, skills and academic background will the intern require to fulfil these responsibilities?
- Is the company able to provide the appropriate working conditions and remuneration?

You should now be in a good position to identify the type of internship programme best suited to meet your needs. The three main types are listed below.

- **Project specific internships:** these are established with a specific project in mind. The length is determined by the project timeline and deliverables. Examples include hiring an intern to support a marketing campaign, evaluate a project or create a company website.
- **Holiday break internships:** these usually target students in institutions of higher learning such as universities. The duration of these internships is determined by the length of the holiday break.
- **Graduate internships:** these target recent graduates. Companies often use graduate internship or trainee programmes to identify fresh talent that will likely be hired for full-time work at the end if performance is good.

Although circumstances may vary, six month internships are recommended. Internships should not last for longer than 12 months, and as the intern's responsibility grows over time, the employer should consider transitioning the intern to a full time employee. An internship shorter than three

months is unlikely to offer the employer or the intern the opportunity to fully benefit from the experience.

Establishing the resources required

It is critical to budget and mobilise the resources required to run an internship programme early in the design phase. Interns can add real value in the workplace but they need to have the right support to make their time productive. In addition to a monthly stipend, resources required might include a desk, a computer, field transportation, and a phone. You also need to factor in costs such as insurance in the workplace.

Identifying supervisors and mentors

Interns should have both a supervisor and a mentor during their internship. Keep in mind that employees working with interns as supervisors or mentors will likely need support themselves. This includes an orientation on the internship programme and training on coaching and mentoring with a focus on working with young people. Companies should build these activities into their internship programmes. See Section 5 for more information on supervising and mentoring.

3: Remuneration

Why pay an intern?

Young interns are professionals who require remuneration just like regular employees. Remunerating an intern is an indication that their work is valued and encourages them to take their placement seriously. Unpaid internships are unfair since qualified young people who are unable to work for free will be excluded from these career-changing opportunities. Likewise unpaid interns are more likely to leave a position for other opportunities or miss work due to financial reasons (e.g., pay for transport).

Payment can be in cash and/or in kind, and can be supplemented by other benefits:

- **Cash:** employers can provide interns with a weekly or monthly stipend. Stipends can vary from covering all daily expenses to only providing money for particular expenses, such as transportation to and from work.
- **In-kind:** employers can provide interns with non-cash contributions. This includes accommodation (e.g., providing free or subsidised housing for the duration of the internship); transportation (e.g., providing a car or a bike which can ease the intern's journey to work); and/or lunch (e.g., meal cards to access lunch from the workplace cafeteria).
- **Other benefits:** a quality internship will often include additional benefits such as a contribution to fees for further education upon internship completion; medical and/or insurance coverage; and provision of in-house or external training opportunities.

Tax requirements - Uganda

While an intern is not a permanent employee, companies may still be liable to pay taxes on any remuneration they receive. Additionally, all income that is subject to Pay as You Earn (PAYE) is also subject to National Social Security Fund (NSSF) contributions. It is important to ensure that any internship programme abides by Ugandan law and employers considering hosting interns should consult with the Uganda Revenue Authority (URA).

4: Recruitment and Induction

Interns should be recruited through a full and open recruitment process. Ensure that your recruitment practices treat applicants from different backgrounds equally. This will enable you to secure the best candidate. Expect a high volume of applicants given the large number of young people looking for opportunities. Be sure to be specific in your description to get applicants who fit your needs.

Developing a role description

The first step is to create a role description, including:

- Title: a specific title will instantly clarify the focus of the role, e.g., Marketing Intern.
- Company profile: including an outline of the company will help potential applicants assess whether this is the right opportunity for them.
- Location and duration: state where the internship will be located and the start and end date. You can also note whether it is part-time or full-time.
- Responsibilities: a summary of the key tasks involved (e.g., report writing, book-keeping or research) is one of the most important sections of the role description.
- Terms and conditions: state the remuneration package and expenses policy, as well as any other key terms and conditions such as working hours.
- Academic qualifications: state the required academic background, including course and grade if appropriate (e.g., Diploma in humanities with a CGPA of 2.00 or above).
- Required and preferred skills: indicate the specific skills required and/or preferred (e.g., strong communication skills and experience using Microsoft Word).
- Application process: indicate the application deadline, the process that applicants should follow (e.g., CV or application form), and where applications should be sent.

Advertising the internship opportunity

Once you have developed a role description, you need to advertise your internship opportunity. It is important to use formal as well as informal (i.e., word of mouth) approaches to ensure that recruitment is fair and transparent, and to reach the best candidates.

If possible, it is best to use multiple strategies.

- Print media reaches a wide audience but can be expensive. Young people who do not regularly read newspapers might not be reached.
- Radio is more widely accessible than newspapers but can also be more expensive. However, there are some radio stations that will provide free airtime for the purposes of sharing information about training and employment opportunities.
- Internet is increasingly popular amongst young people and can be very cost-effective. Online job sites enable you to post your advertisement and reach a large number of people. Consider posting on social media sites such as Facebook, LinkedIn and Twitter.
- Business networks can be very useful. Print out copies of the role description and send it out to your partners. Encourage them to post the advert on their notice boards.
- Universities and colleges are useful contact points, particularly if you are targeting young people with a certain educational background. As well as posting up an advert, you could consider holding talks with students to profile your internship opportunities.
- Local government can help you to reach out to young people that may not otherwise be accessible. For example, Community Development Officers can post the advert on notice boards and/or share through local youth organisations.
- Youth organisations often have wide youth networks and will likely be happy to share your advert at no cost. They may be able to help you to reach young people that are otherwise inaccessible.

See annex 1 for an intern request form template and annex 2 for an example internship programme advert

Selection methods

There are a range of selection methods you can consider. While a CV or application form can give you a good picture of prospective candidates, it is advisable to include an opportunity for a face-to-face meeting through an interview and/or assessment exercise. Regardless of the method, when recruiting young people it is important to focus on assessing strengths and potential to grow rather than technical suitability. Asking applicants to share their school projects or volunteer work will help them demonstrate suitability without relying on previous work experience if they don't have any.

Curriculum Vitae (CV): a CV is a summary of a candidate's education, work and/or voluntary experience. An employer can quickly glance at a CV and determine if an applicant meets agreed minimum requirements. A CV is often accompanied by a cover letter. In a cover letter, an applicant should outline how their skills and experience match the company's requirements.

When reviewing CVs and cover letters, consider the following:

- Develop scoring criteria based on the role description and use this to separate the CVs that impress you from the ones that do not. After this you should be able to decide who will be proceeding to the next stage of the recruitment process. A CV and cover letter offer insight into an applicant's written communication skills. The layout of the CV should be professional. It should be concise, ideally no longer than two pages, and well structured. It should not have grammatical or spelling errors.

- Do not disregard those without formal experience; everyone has to start somewhere!

Application form: an application form is typically a set of open-ended questions designed by the employer to assess whether an applicant's competencies match the role description. Similar to a CV and cover letter, an application form offers useful insight into an applicant's written communication skills.

See annex 3 for an example application form

Interview: conducting an interview for internship candidates is not very different from other job interviews. The interview questions should help you better understand whether their skills match those outlined in the role description. It is also an opportunity for candidates to learn more about the opportunity. Ensure that you close any interview by creating time for the applicant to ask any questions that he/she might have.

Sample interview questions:

- What unique skills can you bring to this position that others cannot?
- What is the greatest challenge you have faced and how did you address it?
- What achievement are you most proud of and why?
- What previous experience do you feel has prepared you for this internship?
- Where do you see yourself in five years?

Interactive assessment: It is increasingly recognised that CVs, application forms and interviews do not always enable an employer to comprehensively evaluate an applicant. Interactive exercises can draw out a candidate's key competences and how they might handle difficult or challenging situations.

Potential assessment exercises include:

- Group activities such as presentations and role plays.
- Individual tests including personality, psychometric, and aptitude tests.
- Panel interviews including scenario questions offer an opportunity for candidates to engage with a number of different staff such as their potential supervisor.

Making an offer

When you have identified the successful candidate, you can make them a formal offer. This offer should be made in writing and accompanied by a written offer letter, a copy of the role description, and a copy of the agreement that sets out the specific terms and conditions for the internship. This agreement should include the duration, remuneration, and expectations of the intern. Ideally, the intern, supervisor and human resources manager should all sign the agreement. Existing policy and procedure should be used where possible.

At this point it is important that the intern has been made aware of the company's policy on extending the internship into full-time employment. This will ensure that expectations are clear from the outset.

Induction

Often an internship is a young person's first time in a professional work environment. They are likely to be nervous and so it is important that you include a comprehensive induction. You might want to assign them a "buddy" such as a recent recruit of a similar age or connect them to their wider peer network in your company such as through workplace social media.

At a minimum, the induction should include:

- **Company overview:** include the company structure, objectives and values.
- **Role briefing:** explain the intern's role and how it fits in the team and the organisation. This includes expectations of performance, including probation and mechanisms for feedback and appraisal.
- **Introduction to the team:** include a meeting with their supervisor and mentor if appropriate. If the intern is going to be working with a specific team or department, ensure they are introduced.
- **Organisational policy and procedure:** provide an overview of company policy and practical guidance in areas such as working time, breaks, pay and working conditions, dress code, health and safety in the workplace, sexual harassment policy, and the process for reporting any infractions.
- **Tour of the office premises:** include where they will be sitting and facilities such as the washrooms, the cafeteria and the supervisor's office.

Put together a folder of documents for the intern to read and refer to during the first few weeks of their internship. Include the following: an organogram, an organisational profile, and a copy of the key policy manuals.

Ensure that the whole team is encouraged to support the intern to settle into the office. Some team members may have negative views about young people and what they can contribute in the workplace. Remind colleagues that we all had to start out in our own working lives and that we have all, at some stage, benefited from more experienced colleagues. It can also be helpful to explain the importance to the organisation of taking on and developing young people.

See annex 7 for an example orientation checklist

"It is a win-win situation for both the company and the intern. Even though interns do not have much experience, they can contribute in several ways. For a company to gain from an internship programme, you have to dedicate time and try to be understanding. Interns need to be guided at every stage."

-Business Development Services Manager, Pearl Capital Partners

5: Supervision and Mentorship

Interns tend to be inexperienced and are likely to need regular supervision. For example, they may need support to learn how to structure their working day or to understand the importance of time keeping and appropriate dress. Clear objectives and well-structured support will help interns to learn, develop and progress.

Ideally, an intern should have both a supervisor and a mentor:

- A supervisor should work in the same department as the intern or be otherwise closely connected to the work of the intern. He/she will oversee the intern's day-to-day tasks, providing ongoing feedback and leading performance reviews.
- A mentor should act as a source of support and motivation for the intern. He/she will discuss the intern's professional and personal development, but will not necessarily have a detailed understanding of the intern's day-to-day role.

Supervisor role and responsibilities

A supervisor should work with the intern to set and monitor progress against performance objectives. He/she should meet with the intern on a regular basis to share feedback on the intern's performance and their professional skills.

In addition to regular line management meetings, it is often helpful to conduct a mid-point performance review. The following questions can be used to structure this review:

- How is the intern progressing against their assigned tasks?
- In what areas has the intern performed well and where has he/she faced challenges?
- What support has the intern received and how effective has this been?
- What professional skills and workplace understanding has the intern gained so far?
- What contribution does the intern feel they are making to the company?
- What are the priorities for the remainder of the internship?

Tips for supervisors:

- Celebrate achievements and encourage open discussion of challenges so that they can be raised and addressed immediately.

- Review the tasks an intern has completed and help them to identify the skills they have learnt and how they are important in the workplace. This will support their development and build motivation.
- Support your intern to try new tasks throughout their internship. As soon as they become proficient in one area, introduce something new to ensure they continue to learn.

Mentor role and responsibilities

A mentor is an experienced individual who is committed to supporting a less experienced individual. Ideally from a different department or even another company, a mentor should meet with the intern on a regular basis to discuss their broader development goals.

“My mentor has been so supportive in offering guidance through supporting me to develop work plans, career development plans and good CVs.”

-Former intern, DFCU Bank

Tips for mentors:

- If you do not already know your mentee personally, then get to know them. What inspires them?
- How do they spend their free time? What were they doing before? What are their career goals?
- Emphasise the importance of taking a proactive approach to professional development. Support the intern to plan how they can take full advantage of their internship to improve their employment prospects.
- Support the intern to broaden their networks by linking them to people you know. These connections are likely to prove very valuable in the future.

See annex 8 for a work plan template and annex 9 for a career development plan template

6: Closing an Internship

Final performance review

At the close of the internship, the supervisor should conduct a final assessment of the intern's performance. In addition to evaluating their progress against objectives, this final performance review should include a discussion of the intern's overall strengths and weaknesses. This should include life skills such as time management and relevant professional skills such as book-keeping for accountancy.

Offering a permanent position

If the recruitment and selection process has been successful, then it is possible that you will be keen to retain your intern at the end of the programme. Although we often assume that an intern will be excited by any job offer, it is important to explain to the intern exactly what a permanent job will entail so that they can decide if it is a good fit for them. Remind the intern to carefully think about the offer before they give you a response.

The intern's former supervisor can play a key role in this transition by highlighting the intern's training and development needs. Further training will help the intern to acquire the skills and knowledge needed to deliver on the tasks in their new role. Ongoing feedback on their performance will also enable a smooth transition.

Supporting the intern to progress elsewhere

If your company does not have the resources to offer a full-time position upon completion of the internship, you can assist the intern in other ways. This includes:

- Ensuring they receive a certificate/reference letter detailing the work they have undertaken, the skills and experience acquired, and the content of the formal performance review conducted at the end of the internship.
- Linking them to other companies or people you know. Helping to widen the intern's professional network by sharing their details with your contacts can be very helpful to a young person who is new to the working world.
- Referring them to signpost organisations or job websites that you think would interest them.
- Offering to take on a mentoring role in the long-term to help guide them through the early stages of their career.

Evaluating your internship programme

It is important to review how the internship programme has met the needs of both the company and the intern. The intern should be given an opportunity to reflect on the internship experience. Relevant company employees, such as the supervisor and department head should also provide feedback. Learning can be used to improve future internships. If not already in place, you can consider developing an internship policy for your workplace to institutionalise good practice.

See annexes 10 and 11 for evaluation templates and annexes 12a and 12b for exit interview templates

7. Useful Background Reading

1. **Employment Act. 2006. Government of Uganda.** Retrieved from: <http://www.mglsd.go.ug/wp-content/uploads/2013/07/Laws/employment%20Act%202006.pdf>
2. **National Employment Policy. 2011. Government of Uganda.** Retrieved from: <http://www.mglsd.go.ug/wp-content/uploads/2011/04/Employment%20policy1blank.pdf>
3. **Internship Placements in the Public Service. 2011. Uganda Ministry of Public Service.** Retrieved from: <http://www.publicservice.go.ug/public/Intership%20Placements%20in%20the%20Public%20Service.pdf>
4. **Guiding Youth Careers. 2007. ILO.** Retrieved from: http://www.ilo.org/skills/pubs/WCMS_154445/lang--en/index.htm
5. **Minute Guide for Young Job Seekers. 2007. ILO.** Retrieved from: http://www.ilo.org/skills/pubs/WCMS_154446/lang--en/index.htm
6. **Graduate Recruitment Brochure. 2014. PricewaterhouseCoopers.** Retrieved from: <http://www.pwc.com/ug/en/pdf/graduate-recruitment-brochure.pdf>
7. **Promoting Youth Employment through Internships: A Guide to Best Practices. 2013. International Youth Foundation.** Retrieved from: <http://library.iyfn.org/library/promoting-youth-employment-through-internships-guide-best-practices>
8. **Internships that work: A guide for employers. 2009.** Retrieved from: http://www.agcas.org.uk/agcas_resources/197-Internships-that-work-A-guide-for-employers
9. **Common Best Practice Code for High-Quality Internships. 2013. Gateways to the Profession Collaborative Forum.** Retrieved from: http://www.agcas.org.uk/agcas_resources/357-Common-Best-Practice-Code-for-High-Quality-Internships
10. **Making Internships Work for You: An Employer Resource Summary Guide Intern Bridge. 2010.** Retrieved from: https://web.trinity.edu/Documents/student_affairs_docs/Career_Services_docs/Employer_Docs/InternBook.pdf

8. Annexes

Annex 1: Intern Request Form

INTERN REQUEST FORM	
We are delighted that you are interested to host a young intern in your department. To help us identify the right young person to meet your needs please complete and return this form. It usually takes about two months to recruit an intern so please keep this in mind when completing your request form. After reviewing your form, we will be in touch to discuss further, including agreeing recruitment and induction timelines.	
1.	Details for the contact person making the request (i.e. name, title, department and mobile number)
2.	Please provide a brief summary of your department's work.
3.	How many intern(s) would you like to host and for what period?
4.	Where would the intern(s) be based? Please provide the office address.
5.	What would the main tasks of the intern(s) be? List a maximum of 5 tasks per intern.
6.	What type of educational background would the intern(s) need to have? List level (i.e. diploma/degree) and subject.
7.	What skills and experience would the intern(s) need to have?
8.	What compensation will you provide (i.e. cash and/or in kind payment)?
9.	Any additional comments/questions?

Annex 2: Internship Programme Advert

Graduate Internship Opportunities with Restless Development Uganda

About You:

Are you a recent graduate looking for productive work experience with a reputable organisation? Are you looking to gain the employability skills that will enable you to grow in the current competitive job market? If so, then we would like to hear from you. Undertaking an internship with us will enable you to gain real-life work experience and prove yourself to future employers.

About Our Organisation:

Restless Development is a leading, youth-led development agency. We have been supporting youth programming in Uganda for over 15 years and are currently implementing an ambitious, five year national strategy (2010-2015). Our programming is focused on three key areas of young people's lives: livelihoods and employment; sexual and reproductive health; and civic participation.

About The Opportunity:

We currently have two internship opportunities with our Programme Team. The successful candidates will be supporting our Monitoring and Evaluation Unit to design, develop and review systems and tools for two new programmes. One intern will be based in our Moroto Field Office and the other intern will be based in our Jinja Head Office.

Qualifications, Skills And Experience:

We are looking for talented young graduates. To participate you must:

- Hold a diploma or degree in Development Studies or a related subject
- Be committed to youth-led development
- Be interested in programme management, specifically monitoring and evaluation
- Be entrepreneurial and open to new challenges and ideas
- Be ready to commit to a placement for six months
- Be a citizen of Uganda
- Be between the ages of 24 and 30 years

How To Apply:

Request an application pack from: internship@restlessdevelopment.org

All applications must be received by Friday 29th March 2014.

Applications can be sent to the email address above or:

Restless Development

Plot 975, Lutaya Drive, Bukoto

P.O. Box 599, Ntinda

Kampala

Annex 3: Internship Application Form

APPLICATION FOR GRADUATE INTERNSHIP PROGRAMME		
<p>Please read the application pack carefully before completing this form. Shortlisting will be based solely on the information provided on this application form. CVs will not be considered.</p> <p>Please email your application form to internships@restlessdevelopment.org Applications can also be posted to/submitted at the following address: Restless Development, Plot 975, Lutaya Drive, Bukoto, P.O. Box 599, Ntinda.</p> <p>Deadline for applications is Friday 29th March 2014.</p>		
1. PERSONAL DETAILS		
Family name		
First name		
Place of birth (Village/Town, District)		
Place of residence (Village/Town, District)		
Date of birth		
Gender		
Nationality		
Physical address		
Mobile telephone number		
Email address		
2. BACKGROUND ASSESSMENT		
Where were you educated? Please specify whether these are government or private institutions.	Primary: Secondary: College or university:	
Have you been engaged in full-time or regular work, either formal or informal, since receiving your diploma or graduating from University? If yes, please provide details.		
Are you currently working? If yes, please provide details.		
Do you consider yourself to be disabled? If yes, please provide details.		
Are you an orphan or from an orphan background? If yes, please provide details.		
How many people live in your household?		
Is/are the head(s) of your household currently working? If yes, please provide details.		
3. EDUCATION		
College/University attended	Subject studied, level and grade attained	Date (from-to)

4. ADDITIONAL QUALIFICATIONS/COURSES (undertaken in the last 24 months)				
Qualification/course details		Date		
5. LANGUAGE SKILLS (add or delete as appropriate)				
ENGLISH	Spoken	Fluent	Fair	Poor
	Written	Fluent	Fair	Poor
OTHER (please specify)	Spoken	Fluent	Fair	Poor
	Written	Fluent	Fair	Poor
OTHER (please specify)	Spoken	Fluent	Fair	Poor
	Written	Fluent	Fair	Poor
6. SELF-ASSESSMENT (400 words maximum)				
What do you consider to be your greatest strength? Please provide one example that demonstrates this strength.				
What do you consider to be your greatest weakness? Please explain how you are addressing this weakness.				
7. LEADERSHIP ABILITIES (400 words maximum)				
What does leadership mean to you? Please outline one specific example that demonstrates your leadership abilities.				
8. MOTIVATION (400 words maximum)				
What motivated you to apply for an internship with our organisation? Please explain how you will ensure that your internship experience contributes to the development of your career.				
9. REFERENCES				
	Referee 1 (most recent academic/ work supervisor)		Referee 2	
Name				
Position				
Relationship				
Address				
Telephone				
Email				
10. DECLARATION				
<input type="checkbox"/> By ticking this box I confirm that the information set out in this application is, to the best of my knowledge, true and complete. I understand that any false documentation or statement will automatically disqualify my application.				
Name:				
Signature:		Date:		

Annex 4: Intern Offer Letter

Restless Development Uganda
Plot 975 Lutaya Drive
Bukoto
Kampala

Jane Longoli
Plot 52 Lane Drive
Muyenga
5th May 2014

Dear Jane

Re: Offer to Participate in Restless Development's Internship Programme

I am delighted to confirm in writing that you have been selected to participate in Restless Development's Internship Programme. Your internship will run from 19th May until 18th November 2014 providing that the terms and conditions for your placement are fulfilled.

The terms and conditions of your appointment are as follows:

1. Your Obligations:

You will uphold the Intern Code of Conduct, attached with this letter. This includes a commitment to:

- a) Undertake and complete a six month internship placement with Restless Development.
- b) Act professionally at all times, upholding the good name and integrity of your Restless Development and the Internship Programme.
- c) Adhere to the rules and regulations of Restless Development. This includes all health and safety regulations.
- d) Maintain in confidence any information learnt about the activities and/or operations of Restless Development during your placement.
- e) Not, except as permitted by your supervisor, carry out or be engaged in private business or professional practice that affects your internship duties.

Please read and ensure you understand and are happy to commit to all of the requirements outlined in the Intern Code of Conduct.

2. Hours of Work:

You will conform to the hours of work as stipulated by Restless Development which are 9am to 5pm with one hour for lunch. You may, from time to time, be required to work reasonable additional hours for which time off in lieu can be taken if approved by your supervisor.

3. Stipend:

Restless Development will pay you 423,000 UGX (net) as a monthly stipend. This will be paid directly into your nominated personal bank account each month by Restless Development.

4. Insurance:

You will be insured for the duration of your internship by a provider appointed by Restless Development. A copy of the insurance policy will be provided to you outlining your coverage.

5. Annual Leave:

You are entitled to two working days per month of leave. The dates for your leave must be agreed in discussion with your supervisor.

6. Training and Development:

You will receive two weeks of foundation training at the start of your internship. You will also be able to access ongoing professional development opportunities during your internship to build your knowledge and skills.

7. Supervision:

You will be allocated a supervisor for the duration of your placement. The role of the supervisor will be to support you and to provide regular, constructive feedback on your performance. Your supervisor will complete an appraisal of your performance two months after the start of your placement and at the end of your placement. This appraisal will be shared with the Human Resources Manager.

Please note that this offer does not constitute a contract of employment with Restless Development but is an offer to participate in our Internship Programme. Restless Development will not provide any benefits or entitlements other than those outlined in this offer.

Jane, on behalf of Restless Development Uganda I would like to take this opportunity to congratulate you and to welcome you to Restless Development. We are very much looking forward to working with you.

Yours Sincerely,

Jennifer Naula

Human Resources Manager

Restless Development Uganda

Annex 5: Employer and Intern Agreement

INTERNSHIP AGREEMENT

Company Name: Restless Development Uganda

Address: Plot 975, Lutaya Drive, Bukoto, PO BOX 599, Kampala

Intern Supervisor Name: Layla Naula

Intern Name: James Wanzala

Duration of the Internship: 19th May to 18th November 2014.

Role Title: Monitoring and Evaluation Intern

Role Description: The Monitoring and Evaluation Intern will be supporting our Monitoring and Evaluation Unit to design, develop and review monitoring and evaluation systems and tools for two new programmes. The intern will be based at our Field Office in Moroto.

Employer Commitments:

As an employer hosting an intern my responsibilities are to:

- Provide a workspace and laptop for the intern.
- Provide a comprehensive induction for the intern.
- Co-develop a work plan and a career development plan with the intern and hold regular review meetings to assess progress.
- Ensure that the intern is treated with respect at all times and that they are supported and trained appropriately for the tasks that they are asked to complete.
- Ensure that the intern is supported to access learning and development opportunities.
- Pay for any pre-approved expenses incurred by the intern during execution of his/her duties.
- Pay a monthly stipend of 423,000 UGX (net) directly into the intern's agreed bank account.

Intern Commitments:

As an intern, my responsibilities are to:

- Behave in a professional manner at all times.
- Abide by the rules and regulations of Restless Development, including those outlined in the intern Code of Conduct.
- Work hard and diligently throughout the internship.
- Complete the projects and assignments given to me in a timely and accurate manner.

Intern

Name:

Signature

Date

On Behalf of the Employer

Name:

Signature

Date

Annex 6: Intern Code of Conduct

INTERN CODE OF CONDUCT

Your internship journey formally begins after you sign this document. Restless Development expects you to demonstrate professionalism and integrity during your participation in the programme. Failure to uphold this code of conduct could result in your removal from the programme.

As an intern with Restless Development Uganda you agree to:

1. Undertake and complete a six month internship placement.
2. Act professionally at all times, upholding the organisation's good name and integrity.
3. Adhere to this code of conduct and, in addition, the rules and regulations of Restless Development Uganda. This includes all health and safety regulations.
4. Participate fully in supporting Restless Development Uganda to realise its vision, mission and objectives.
5. Be punctual and timely. You should report for duty on time as agreed.
6. Be neat and presentable at all times. You should dress in casual business attire unless directed otherwise.
7. Develop and implement a work plan with clear objectives and timelines. This work plan should be approved by your supervisor.
8. Attend and fully participate in all activities agreed with your supervisor. This includes regular review meetings to monitor progress against your agreed work plan.
9. Attend and fully participate in all internship programme activities coordinated by Restless Development. This includes (but is not limited to) foundation training, placement review meetings, debrief workshop, and post-placement alumni network activities.
10. Maintain a weekly report highlighting key activities and compile a monthly report which should be shared with your supervisor.
11. Complete and maintain all paperwork as required. This includes documentation relating to any in-kind contribution provided to you by Restless Development.
12. Report any complaints, questions or challenges to your supervisor immediately. If your concerns are not adequately addressed you should contact the Human Resources Manager.
13. Maintain in confidence any information learnt about the activities and/or operations of Restless Development during your placement.
14. Not, except as permitted by your supervisor, carry out or be engaged in private business or professional practice that affects your internship duties.
15. If Restless Development determines that you are unfit to participate in a particular work assignment due to intoxication, illness, not conforming to dress code, or for any other reason deemed appropriate then you will be sent home and your participation in the programme will be reviewed.

16. Violations of any policies, procedures, rules or code of conduct will be grounds for dismissal from the programme.

I, (name) have read and understood the Internship Programme Code of Conduct, and hereby agree to abide by the regulations and standards outlined. I understand that if I fail to uphold the Code of Conduct I may be removed from the programme.

Name:

Signature

Date:

Witnessed by:

Annex 7: Intern Orientation Checklist

INTERN ORIENTATION CHECKLIST

Orientation Session

- ☐ Provide a welcome to the organisation
- ☐ Provide an overview and/or organisational chart
- ☐ Provide company literature: annual report, brochures, newsletters
- ☐ Provide and discuss the role description

Policy and Procedure

- ☐ Review policy and procedures
 - ☐ Appointments and meetings
 - ☐ Attendance and punctuality
 - ☐ Dress code
 - ☐ Leave times
- ☐ Safety and emergency procedures/Security
- ☐ Discuss workplace codes of conduct
- ☐ Discuss “non-negotiable” policies
- ☐ ID badges/Keys
- ☐ Timesheets

Tour and Staff Introductions

- ☐ Conduct tour of facility
 - ☐ Common areas
 - ☐ Department locations
 - ☐ Offices/Work stations
 - ☐ Restrooms
 - ☐ Where to eat: cafeteria, staff lounge, other
 - ☐ Where to store food: refrigerator, pantry, other
- ☐ Introduce to staff

Supplies and Workplace Equipment

- ☐ Provide intern with work supplies
- ☐ Explain use of workplace equipment
 - ☐ Computer
 - ☐ Fax
 - ☐ Photocopier
 - ☐ Telephone
 - ☐ Passwords/Codes

Supervision

- ☐ Discuss evaluation of job performance
- ☐ Establish a supervision meeting schedule

Annex 8: Intern Work Plan

INTERN WORK PLAN				
You should complete this form at the start of your internship placement with your supervisor. You should regularly review progress against your agreed objectives. Your supervisor will undertake a mid-term and end of placement performance review using this work plan.				
Section 1				
Name				
Date				
Section 2				
Objective	Performance Indicators	Actions Needed	Timescale	
1.				
2.				
3				
4.				
Sign off by supervisor:				
Date:				

Annex 9: Intern Career Development Plan

CAREER DEVELOPMENT PLAN	
Name:	
Date:	
1. What are your career goals? Where would you like to be in five years?	
2. What knowledge, skills and experience do you need to move towards your career goals?	
3. What aspects of the internship will help you to move towards your career goals?	
4. What additional steps will help you to move towards your career goals?	
5. What support do you need and from whom to move towards your career goals?	
Sign off by supervisor	
Date	

Annex 10: Intern Progress Report

MONTHLY PROGRESS REPORT	
Intern Name:	
Date:	
1. Progress against work plan	
Objectives	Progress against objectives
2. Progress against career development plan	
Goals	Progress against goals
3. What have you enjoyed this month? What have you found challenging? Overall, what have you learnt this month about yourself and your career plans?	
4. What support have you received this month from your supervisor, mentor or other person?	
5. What are your priorities for next month? What support will you need and from whom?	
Signed off by supervisor:	
Date:	

Annex 11: Intern Performance Report

PERFORMANCE REVIEW (for mid-point and final reviews)		
Section 1		
Name:		
Date:		
Supervisor:		
Section 2		
OBJECTIVE 1		
Comments on Achievement		
Rating	Exceptional performance	
	Very good performance	
	Met required high standard	
	Improvement required	
OBJECTIVE 2		
Comments on Achievement		
Rating	Exceptional performance	
	Very good performance	
	Met required high standard	
	Improvement required	
OBJECTIVE 3		
Comments on Achievement		
Rating	Exceptional performance	
	Very good performance	
	Met required high standard	
	Improvement required	
OBJECTIVE 4		
Comments on Achievement		
Rating	Exceptional performance	
	Very good performance	
	Met required high standard	
	Improvement required	
Comments from supervisor		
Sign off by supervisor		

Annex 12a: Exit Survey for the Supervisor

INTERNSHIP EXIT INTERVIEW (completed by supervisor)						
Name of supervisor						
Name of intern hosted						
Dates of internship						
Date completing this form						
1. Did the internship meet your expectations? Please explain your response.						
2. Do you believe the internship has: (select as many as relevant)						
Contributed to the achievement of your team/department's objectives						1
Helped to identify new talent for your team/department						2
Introduced new ideas/a fresh perspective to your team/department's work						3
Provided a way for your team/department to give back to the community						4
3. How would you rate the intern in the following skills as compared to before they started the internship? Select one rating for each life skill (5=much stronger, 1=no change).						
Life Skills	5	4	3	2	1	Is the change due to the programme? (Y/N)
Ability to learn on their own						
Self-confidence						
Ability to relate to/communicate with others						
Ability to work in groups						
Ability to manage conflict						
Ability to organise themselves and use time efficiently						
Ability to think creatively						
Ability to assess personal strengths and weaknesses						
Ability to lead a team						
Ability to be responsible and follow through on commitments						
Technical Skills	5	4	3	2	1	Is the change due to the programme? (Y/N)
Insert relevant technical skills areas						
4. Would you consider hosting an intern in your team/department again? Please explain your response.						
5. What advice do you have on how we can improve our internship programme?						

Annex 12b: Exit Survey for the Intern

INTERNSHIP EXIT INTERVIEW (completed by intern)						
1. Did the internship meet your expectations? Please explain your response.						
2. Do you believe the internship has: (select as many as relevant)						
Improved your financial prospects	1					
Improved your employment prospects	2					
Helped you to obtain a job	3					
Helped you to create or improve your own business	4					
Helped you to continue with your studies	5					
3. How would you rate yourself in the following skills as compared to before you started the internship? Select one rating for each life skill (5=much stronger, 1=no change).						
Life Skills	5	4	3	2	1	Is the change due to the programme? (Y/N)
Ability to learn on my own						
Self-confidence						
Ability to relate to/communicate with others						
Ability to work in groups						
Ability to manage conflict						
Ability to organise myself and use my time efficiently						
Ability to think creatively						
Ability to assess personal strengths and weaknesses						
Ability to lead a team						
Ability to be responsible and follow through on commitments						
Technical Skills	5	4	3	2	1	Is the change due to the programme? (Y/N)
Insert relevant technical skills areas						
4. What are your plans, over the next 3-6 months, now that you have completed your internship? (select one)						
Find a job	1					
Create or improve your own business	2					
Apply for another internship	3					
Continue with your education	4					
5. What advice do you have on how we can improve our internship programme?						
6. As we may contact you in 3-6 months from now, please provide us with updated contact information:						
Intern name, department and dates for internship:						
Email address and phone number:						

Designed by:



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