
The Community Internship Programme

Evaluation of the 2002 Community Internship Programme

Prepared for the Community Development Group –
Department of Internal Affairs

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Introduction

The Community Internship Programme

The Community Internship Programme (CIP) is a skill-sharing and capacity-building scheme through which the Department of Internal Affairs' (DIA) Community Development Group (CDG) provides grants for placing experienced and skilled people from the public, private, and community and voluntary sectors on six-month internships with host community organisations to work on a specific project.

The three key participants involved in the CIP are:

- **The host organisation** – is a non-profit community organisation that acts as a host and employer to the intern for the six-month period of the internship. The community organisation will be working towards the well being of their community through, for example, social service provision, economic development, environmental work, cultural development or employment support services.
- **The intern** - is a person who temporarily leaves their position with their employer/home organisation to work for a host community organisation for six months. During that six-month period the intern shares their skills and expertise with the host organisation. At the end of the six-month period the intern returns to their home organisation and shares the understandings gained during their internship.
- **The home organisation** - is an organisation with which the intern has an established relationship (the intern may be undertaking paid or voluntary work for that organisation) that will continue beyond the term of the internship. A home organisation can be a commercial enterprise, a government department, a local body, or a non-government organisation.

Goals of the CIP

The main goals of the CIP are **capacity-building** and **relationship-building**. These are achieved through:

- Importing new, and otherwise inaccessible, skills and knowledge to the **host community organisation** leaving the organisation stronger and more effective.
- Providing the **intern** with the opportunity to gather new experiences, build new networks and gain a new community perspective.
- Enabling the intern's **home organisation** to draw on the broadened experience, renewed energy and new ideas of the intern - completing the circle of benefit.
- Encouraging the development of relationships between the three parties across public, private, and community and voluntary sectors.

Additional intentions of the CIP's original developers included:

- That the interns should be either employed in paid work or substantially engaged in voluntary work before the internships. This was so the interns could act as a bridge between organisations and sectors, and so the interns could take back to their home organisation what they had learnt from their internship with a host organisation.

- That the programme should include at least one meeting of all interns and some of the host organisations to reflect on the outcomes of the internship.
- That government, local government and corporate sector employers might subsidise their employees' placements in the programme.
- That the Department of Internal Affairs would actively work with government and corporate sector groups to promote the programme.

Background to the CIP

The first CIP funding round was in 2001. This was the pilot year for the programme and 20 internships were funded. These internships were evaluated in 2002 by CDG, with the assistance of an external evaluator. Social Audit New Zealand undertook an independent external verification review of the overall evaluation and the results. This evaluation report is available on DIA's website.¹

The key findings from the first evaluation were that the internships brought valuable skills and experience to the community organisations and benefited the interns by allowing them to fully use or extend their skills and learn about the way that community organisations operate.

The 2002 internships

Twenty internships were funded in 2002. They included:

Host organisation	Home organisation	Project
Te Runaka O Awarua, Bluff	Awarua Tio Development Ltd	<ul style="list-style-type: none"> • To strengthen the runaka (runanga) infrastructure by providing for the effective administration and management of the Mahinga Kai portfolio.
Kahoa Tauleva Christchurch Trust, Christchurch	Hallifax Tourist Products Ltd	<ul style="list-style-type: none"> • To further develop: business plans, accountancy procedures and reporting mechanisms for the Tongan pre-school; a computer training programme; and a horticulture project.
COMMACT Aotearoa, Westport	None ²	<ul style="list-style-type: none"> • To establish a social entrepreneurs' network.
Wellington Housing Trust, Wellington	Independent contractor	<ul style="list-style-type: none"> • To undertake a strategic review of Wellington Housing Trust's current properties to determine their adequacy and whether they provide an efficient use of the Trust's resources in line with its objectives. To provide a feasibility study with conceptual designs for the extra units scheduled to be built.
The Cancer Society, Central Districts Division, Palmerston North	Te Aitanga - A Hauiti Hauora	<ul style="list-style-type: none"> • To undertake a pilot audit of the needs of Māori in relation to cancer support and prevention services across the Tairāwhiti region.
Porangahau Māori Committee - Porangahau, Central Hawkes Bay	FTP Consultancy Ltd and Massey University	<ul style="list-style-type: none"> • To develop an analysis of economic development opportunities in the area and to assist in the establishment of appropriate businesses.

¹ At - [http://www.dia.govt.nz/Pubforms.NSF/URL/Internshipreport.pdf/\\$file/Internshipreport.pdf](http://www.dia.govt.nz/Pubforms.NSF/URL/Internshipreport.pdf/$file/Internshipreport.pdf)

² For two projects, the panel agreed that the value of the project outweighed the requirement to have a home organisation. These projects were not able to find an intern from a home organisation, in one case because of the location and, in the other, because of the nature of the project.

Host organisation	Home organisation	Project
Mahia Mai A Whai Tara Trust, Waitara, Taranaki	New Plymouth District Council	<ul style="list-style-type: none"> To reconcile any gaps between the organisation's policy and practice and explore any under-developed links with the local and wider community.
Te Hauora O Ngati Haua, Waharoa, Waikato	Department of Corrections and Maatua Whangai	<ul style="list-style-type: none"> To shift the youth justice programmes to being prevention-focused by identifying gaps in social service provision to support Ngati Haua whanau, to encourage collaboration between agencies, and to assist in developing social service programmes.
Parent to Parent, Hamilton	The Generator (radio station)	<ul style="list-style-type: none"> To create a marketing plan and train the staff in how to implement it.
Wharekawa Marae - Newton, Auckland	Inprojex Ltd	<ul style="list-style-type: none"> To provide project management to create a path for the completion of the marae development.
Clendon Community Support Group Inc, Manukau City	Manukau Youth Centre	<ul style="list-style-type: none"> To set up systems, processes and resources for a youth worker.
Nga Mokopuna A Hinematiore (The Uawa Cyber Centre), Tolaga Bay, East Cape	Te Hauora o Turanganui a Kiwa (Turanga Health)	<ul style="list-style-type: none"> To develop better administrative and managerial systems and procedures and build the skills of the staff in these areas.
Glen Innes Family Centre, Glen Innes, Auckland	The Open Polytechnic	<ul style="list-style-type: none"> To undertake a major piece of research to identify what may be required for cross-sectoral partnerships to work successfully in Glen Innes.
Auckland Women's Centre, Grey Lynn, Auckland	Domestic Violence Centre	<ul style="list-style-type: none"> To develop and implement financial and administrative systems that are adequate to deal with the Centre's rapid growth.
Community Medical Centre Trust, Central Auckland	None*	<ul style="list-style-type: none"> To undertake a needs analysis survey with a view to developing programmes that will meet the needs of the Trust's migrant clients and prevent the development of stress-induced illness.
Abilities Inc, North Shore City	Inland Revenue	<ul style="list-style-type: none"> To train staff in the use of the new accounting and tracking software and to ensure consistency between administrative and financial systems used in the two offices of Abilities Inc. (which provides employment for disabled people)
West Auckland District Council of Social Services, Waitakere	Waitakere City Council	<ul style="list-style-type: none"> To provide project management for the newly established migrant issues steering group.
Te Whanau Tu Tonu O Oruamo, North Shore City	Waitemata Health	<ul style="list-style-type: none"> To develop a community vision and long-term strategic plan.
Awataha Marae, North Shore City	North Shore Libraries	<ul style="list-style-type: none"> To promote the Awataha Marae library service to the tamariki, students and parents involved with the Marae-based schools, and develop the ITC skill base of the local community.
Tu Wai Whangarei	Hokioi	<ul style="list-style-type: none"> To develop empowerment programmes and resources and to assist with the establishment and promotion of an Indigenous Resource Centre in Whangarei.

Reasons participants applied

The main reasons for the interns applying for the internship were to have the opportunity to use their particular skills, knowledge and experience to achieve the host organisations' project objectives; to develop new skills or enhance existing ones; and to broaden their experience and knowledge of working with different community organisations and different ethnic groups.

The key reasons why host organisations applied for an internship were:

- the organisation having insufficient capacity and capability to achieve the project objectives itself; and
- a need for particular skills, experience and knowledge.

Home organisations supported the internship for reasons that included:

- providing the interns with an opportunity to develop professionally;
- strengthening their organisation's relationship with the host organisation; and,
- in some cases, allowing an intern to take a sabbatical.

Evaluation of the CIP

This report presents the key findings of an evaluation of the CIP. The primary objectives of this evaluation were to:

- Assess the extent to which the goals of the 2002 programme were met.
- Identify some of the longer-term benefits of the internships/CIP; from two case studies of internships in the 2001 programme.
- Document lessons learned about the delivery of the programme in 2002 to inform the delivery of the 2003 programme.

Evaluation methodology

There are five key respondent groups to this evaluation:

- The 18 home organisations.
- The 21 interns (there were 20 internships, but one was a job share and so there were 21 interns).
- The 20 host organisations involved in the CIP in 2002.
- The Crown-funding agency.
- The two interns, the two host and two home organisations involved in the mini-case studies, which were used to identify some of the longer term benefits of the CIP. The two case studies were chosen by CDG and were internships from the 2001 programme.

In order to meet this study's key objectives, the following approach was agreed with CDG:

- A facilitated evaluation workshop at a hui on 14th April 2003 with interns, host and home organisations.
- A self-completion survey of all the interns, home and host organisations.
- In-depth telephone interviews with a sample of these three groups of respondents.

- In-depth telephone interviews with key participants for two case studies to identify any enduring impacts or benefits for organisations involved in the CIP's first round of funding.
- Face-to-face interviews with CDG staff.

The hui took place in April 2003 but there was not sufficient time during the day for the evaluation workshop.³ In consequence, it was agreed that a more comprehensive survey would be sent to all the interns, host and home organisations than originally planned. This survey was distributed to respondents in June 2003.

The in-depth interviews with a sample of respondents were not needed, as sufficient information was collected through the self-completion survey. The in-depth telephone interviews with key participants for the two case studies and the face-to-face interviews were still undertaken.

The overall response rate for the three self-completion surveys was 71%. For each survey the response rates were:

- 16 of the 21 interns (76%)
- 20 of the 20 host organisations (100%)
- 6 of the 18 home organisations (33%).

A copy of the questionnaires used for the three self-completion surveys can be obtained from DIA's Research Services (email: DIA Research@dia.govt.nz).

Structure of the report

This report presents the key results of the evaluation. A companion document summarises the evaluation and key findings.

The first section of this report examines whether the CIP's key goals in 2002 were achieved, or what progress was made towards achieving them.

The second section looks at the longer-term benefits of the CIP by presenting the key findings of the two case studies of internships from the first year of the programme (2001).

The third section examines the extent to which the CIP has achieved any of its implicit objectives.

The fourth part summarises key feedback from the interns, host and home organisations about the application process and the internship (setting it up and during it), to allow CDG to incorporate any changes needed to improve the processes for the 2003 internship. This includes feedback about the advice and support CDG advisors provide.

Verbatim comments from interns, host and home organisations included in this report are in italics and indented. Readers should note that the totals in each table may not add up to the total number of interns, host and home organisations that responded to their respective surveys. This is because not all interns, host and home organisations answered each question.

Additional summary tables of the results are in Appendix A.

³ The hui involved a story-telling session. The interns' 'stories' provided a fuller picture of each internship, and this information is captured in a separate document.

Evaluation of CIP's key goals

The main goals of the CIP are capacity-building and relationship-building. These are achieved through:

- Importing new, and otherwise inaccessible, skills and knowledge to the **host community organisation** leaving the organisation stronger and more effective.
- Providing the **intern** with the opportunity to gather new experiences, build new networks and gain a new community perspective.
- Enabling the intern's **home organisation** to draw on the broadened experience, renewed energy and new ideas of the intern - completing the circle of benefit.
- Encouraging the development of relationships between the three parties across public, private, and community and voluntary sectors.

This section presents the information provided by the interns, host and home organisations as part of the evaluation to identify whether the key goals of the CIP for 2002 were achieved, or what progress was made towards achieving them.

Host organisations' enhanced capabilities

One of the key goals of an internship is to import new, and otherwise inaccessible skills and knowledge, to the host organisation, leaving the organisation stronger and more effective.

To help identify whether this goal has been achieved (or progress made towards it), interns and host organisations were asked to what extent the host organisation's skills and capabilities had been enhanced as a result of the internship. They were also asked to identify the positive outcomes of the internship for the host organisation.

Key findings

- Most of the interns (13 of the 14 who responded) said that their respective host organisation's skills and capabilities were enhanced to at least some extent (the majority to a considerable or greater extent). The host organisations confirmed that this was the case.
- The positive outcomes identified by the host organisations included: new systems, policies, procedures and plans; increased community participation in their services, as well as an enhanced profile in the community; greater confidence and skills among their staff and management, and a better understanding of their community's need.
- The internship was considered successful by the host organisations because their project objectives were achieved, which meant their organisation's capability was enhanced through up-skilling staff, as well as having new information, systems, procedures, policies and plans. Having a full-time person focusing on the project meant that the host organisation could focus on its core work.
- Most of the interns (13 out of the 16) and host organisations (18 of the 20) said that their respective project objectives were met, mostly met, or would be met by the end of the internship.

Evidence of the host organisation's new skills and knowledge

Overall, 21 of the 31 interns and host organisations said that the host organisation's respective skills and capabilities were enhanced to a considerable or greater extent because of the internship.

Eight interns and host organisations believed they had benefited 'to some extent' and two said that they had enhanced their skills and capabilities 'a little'.

Host organisation's skills and capabilities enhanced ...	Interns	Host organisations	Total
To a greater extent/considerably	9	12	21
To some extent	4	4	8
A little	1	1	2

The host organisations benefited in the following ways:

- Improved systems – for example, financial systems developed or improved; staff records accurate and up-to-date; accounts audited; more processes in place to manage the customary fisheries portfolio; enhanced administration; procedures for funding applications; a programme for the preschool to link to the primary school; a database to provide information to member groups to enable them to build strong networks.
- Up-skilled staff – for example, training of staff to manage processes; greater understanding of good financial management and how to achieve it; up-skilling of marae staff in the area of information retrieval; greater knowledge of other libraries' initiatives and resources; increased staff computer skills and knowledge; enhanced project management skills through the development of document templates; clinical supervision for three key staff; skills workshops for the community:

Working through the planning as a group has allowed all members to participate and become aware of what management structures are, what has been missing and what is required. This has been a real learning curve for all concerned.

- Increased recognition and support, for example, for one organisation the mana of the library was enhanced within the organisation; there was greater community support; recognition of the resource potential for Māori students on the marae; networks enhanced and augmented; increased publicity about host organisation services in the community.
- Improved focus and direction of organisations – for example, increased clarity of the direction of the organisation and how it delivers its services; increased ability to reflect on the impact of services to its community; greater ability to reflect on issues within a broader context – community, social and political; greater awareness of the need to consider Māori in the organisation's service provision.
- A more ordered environment for volunteers to work in, and staff communicating in a more positive way.

Thirteen of the 16 interns and 18 of the 20 host organisations who responded said that their respective project objectives were met, or would be met, by the end of the internship.

Those interns and host organisations that said that their internship only had a limited impact on building their host organisation's skills and capacity noted that this was because the timeframe of six months does not fully allow "for the up skilling required":

Six months is not long enough for pivotal change to occur. Some organisational systems have been improved; functional groups (eg. wharekai/cooks) now interact with larger planning issues for the future. Confirmed recognition of the value of the parts of the organisation. There is more of a sense of what the future may hold.

Evidence of the host organisations' enhanced capabilities

To also help identify what impact the internship had on enhancing host organisations' capabilities (to leave them stronger and more effective), the host organisations and interns were both asked what the positive outcomes were for the host organisation as a result of the internship. These outcomes include:

- Increased awareness, recognition and credibility of the host organisation in the community:

Developing credibility within the sector as a team player committed to working collaboratively towards successful settlement of migrants and refugees.

- Increased usage of the host organisations' services by the community, including community programmes and workshops being developed and delivered.
- New or enhanced networks and relationships with the community, community groups, other institutions and the home organisations.
- Greater confidence, understanding and skill level of staff and management - for example, in management, computing, crisis and conflict management, and in the implementation of new policies, procedures and systems:

An enhanced profile of the marae information resource. Establishment of guidelines in collection management and establishment of the core skills needed to develop this resource further.

- A clearer understanding by staff and management (including trustees) of their respective roles and goals for the organisation by having strategic and business plans which identify the overall direction, goals and strategies:

The trustees have greater confidence in what they are doing. They know there is a good structure for them to run their activities and that they can be accountable with confidence to outside interests (eg funding sources). It has given the platform from which to grow.

- Systems and procedures set up; developed and enhanced programmes, systems, procedures, policies and plans.
- Information and data (for example, research data on migrants, Māori perceptions of cancer, etc), which allows the host organisation to effectively plan future services/or programmes to better meet the needs of their community:

Clinical auditing of the patients. Knowledge of who is being treated at their clinics and their problems and basic needs. This will provide the groundwork to implement services tailored to the needs of the various ethnic groups.

Another positive outcome for a host organisation was that the internship allowed the host organisation to devote their time to other tasks, such as developing their services, applying for funding and solving staffing issues, which meant less stress.

Other evidence of host organisations' increased skills and enhanced capabilities

Further evidence that progress was being made towards achieving this goal was provided when the interns and host organisations were asked how successful had the internship been for them, whether their expectations were met and whether they would recommend the CIP to others.

The primary reason why all of the 20 host organisations would recommend an internship was because it provided them with an opportunity to build their capacity:

Great programme for developing community organisations that have obvious limited people power and time to undertake all things to all people.

A lot of times groups lack the appropriate skills that will assist in achieving certain objectives. They do not have the time and struggle to focus 100% on a project. It has been wonderful to not only have someone on board with the skills but also have that person full-time working on a project.

The key reason why their internship was a success for 18 of the 20 of the host organisations is the achievement of their project objectives. This meant the development and establishment of policies, procedures and plans, and skill development for existing staff, which has laid the foundations for their organisations to develop further and move forward:

New skills developed in existing staff. Networks in the community developing. Good standing and reputation in our community and with various agencies. Completed formal policies and procedures manual.

We will achieve all our aims. The intern has fitted very well into the workplace and made significant contribution to capacity building.

Sixteen of the 20 host organisations also stated that their expectations of the internship had been met or exceeded (five host organisations) because the project goals were achieved or (almost achieved) and their respective staff were up-skilled.

Interns' new skills and knowledge

Another key goal of an internship is to provide the interns with the opportunity to gather new experiences, build new networks and to gain a new community perspective. To help identify whether this goal was achieved (or progress was made towards this goal) interns were asked what the positive outcomes were for them.

Key findings

- The interns said that, as a result of the internship they had developed, for example, new skills or enhanced existing ones, gained more understanding of Māori culture and how their host organisations work, along with a better appreciation how community organisations operate. They also said that they would bring all this experience back to their home organisation, along with enhanced working relationships with the host organisation and networks with the community.

- The majority of interns (15 out of the 16 that responded), host organisations (18 out of 20 that responded) and home organisations (5 out of 6 that responded) said the CIP was a success. For the interns, this was because they used their particular skills, experience and knowledge to achieve the project objectives in an environment where they also grew both professionally and personally.

Evidence of the interns' new skills and knowledge

The interns identified a number of positive outcomes and these outcomes focused around the development of new skills (or the enhancement of existing skills); a better understanding of Māori, cultural protocols, language, and how a marae operates; increased knowledge of the community sector, how community organisations operate; and a better knowledge of particular areas:

Reaffirmed my faith in the value of working collaboratively because when decisions are made by group consensus there is group commitment and support behind you when you need to take the necessary actions to protect project outcomes.

Increased appreciation of Māori taonga. Greater understanding of protocol and marae operation. An increase in my Te Reo skills, increased tolerance and understanding of cultural differences.

I was able to fine-tune my computer and statistical skills, my organisational abilities and interviewing skills.

Gained knowledge of fresh water issues in New Zealand and its relationship to the indigenous people of this country.

Meeting and working with different people developed interns' people skills and gave them a better understanding of different communities and groups. The internship also resulted in the interns having increased motivation and self-confidence in their own abilities, skills and experience.

Other evidence of interns' new skills and knowledge

Further evidence that the CIP is making progress towards achieving this goal was gathered when the interns were asked how successful the internship was for them, whether their expectations were met and whether they would recommend the CIP to a friend or a colleague.

The reasons why 15 of the 16 interns see their internship as being successful included the opportunity to:

- Develop new or enhance their existing skills.
- Build their knowledge and understanding of how community organisations operate and the challenges they face.
- Gain experience working with Māori and increase their understanding of Māori culture:

It has given me an insight into the Māori perspective of issues, education, spirituality and friendship.

It has been a great experience for me (a learning experience). It has been a unique opportunity to be allowed to observe and take part in different culture and values.

- Grow professionally and personally:

I stretched myself personally and professionally. Challenged some of my assumptions, preconceptions and thinking.

- Work with others to bring about positive changes and to make a difference:

I have enjoyed the role and had a good length of time to feel that I have made a difference and been able to achieve a lot.

Other reasons why interns believed their internship was a success was the ability to use their existing skills, knowledge and experience to achieve the project's objectives, and increased self-confidence and esteem.

The reasons why 14 of the 16 interns' expectations had been met or exceeded were also very similar to why they had considered their internship such as success. These reasons included meeting the project's objectives and being placed into a situation where they learned new or enhanced their skills and broadened their professional and personal knowledge and experience.

Twelve of the 16 interns said they would recommend an internship to a colleague or friend. The reasons given included the opportunity to learn new skills, use and develop their existing skills, knowledge and experience and to work in a new environment with new people:

Learning new skills, meeting new people and working in the community while getting paid for it has been great.

As it helps both host and home organisations. Some time off from the routine work. To learn new skills and to get to know so many different people.

This is a unique opportunity to learn and explore new dynamics and skills. It is also an opportunity to pass on skills, cumulated over the years, to people who can go on and make a difference.

Benefits for the home organisations

Another key goal of the CIP is to enable the intern's home organisation to draw on the broadened experience, renewed energy and new ideas of the intern.

The home organisations were asked what skills, knowledge and experience the intern brought (or they expected the intern to bring) back to the home organisation as the result of the internship.

They were also asked, along with interns, to identify any positive outcomes of the internship for the home organisations, as well as to identify any particular benefits they gained during the internship.

Key findings

- Outcomes expected by the home organisations included the intern returning with more knowledge of Māori culture; a strengthened relationship between the host and home organisation, and between the host organisation and the community; an appreciation of life diversities; a freshness as a result of the change and a good knowledge of community dynamics, along with new or enhanced skills.
- Home organisations commented that the intern's skills, experience and confidence had grown, along with a stronger relationship developing between the home and host organisation.

Evidence of interns' new skills, knowledge and experience

Five of the six home organisations identified their intern would bring back some of the following benefits to their respective organisations:

- more knowledge of Māori culture and structure
- strengthened relationships between the host and home organisation, and between the home organisation and the community that the home organisation had not had before
- an appreciation of life diversities
- a freshness as a result of the change
- knowledge of community dynamics
- new and wider networks.

Evidence of the benefits gained during the internship

Those benefits that were identified by home organisations included: a stronger relationship with the host organisation and community; a better understanding of the host organisation's work; the fulfilment of their company's mission statement; and the ability to experiment with a different model of working to cover the intern's absence:

More understanding of how the marae functions and the hierarchy within the organisation. Better communication with other areas of the marae.

The transfer of skills to the host organisation has improved their service and raised expectations from the council. More contact points created between community and council. The project has had positive spin-offs for council's relationship with the migrant community.

Four of the six home organisations said it was too early to tell if there were any positive outcomes. The other two home organisations identified the following outcomes:

- Voluntary marae library staff now undertaking library studies.
- Marae staff appearing to be more comfortable about communicating with library staff.
- Other staff had the opportunity to develop as a result of the intern being away.

The positive outcomes interns identified for their respective home organisations focused around their enhanced skills, a better understanding of how community groups and the sector these groups operate in, an enhanced working relationship with the host organisation, as well as established networks within the community sector:

I have refined my skills in community and event organising and made new contacts and networks that will be valuable to my home organisation. I have learned facilitation techniques for running workshops.

It helped me to know the various ethnic groups and their problems. Helped me to understand the working patterns of a New Zealand community medical centre. Improved interpersonal skills, relationship, computer and research skills.

Better understanding of basic community needs, whether individual or organisational. I deal with people in debt at (my home organisation) and have daily interaction with people with financial difficulties.

Bringing in some initiatives that will hopefully support the Māori customer more appropriately within our organisation and having a good working relationship between my home and host organisations, so projects can be attempted together.

One intern noted that staff at her home organisation also had the opportunity to develop their skills and broaden their experience during her internship.

Other evidence of benefits gained by home organisations

Home organisations also identified the different ways they benefited from the internship when they explained why they would recommend an internship to another organisation. Responses included:

- The internship provided an excellent opportunity for the intern to extend themselves professionally and personally, and *"opens the intern's eyes to a new way of seeing the world"*
- It is also seen as a way to enhance relationships between organisations, allow for collaboration across different sectors and develop the community sector.

Five of the six home organisations also identified the internship as being successful for them. Their reasons for saying this included:

- Positive comments from both the host and home organisations.
- Development of staff and community, as it relates to the company mission statement.
- Exposed the intern to a wide range of community interactions that will inform her policy/research analyst role in the home organisation.
- Enhanced relationship with the host organisation.
- Intern's skills, experience and confidence grown.

Five home organisations' expectations were mostly met and one home organisation said:

It has enhanced relationships and provided the intern with invaluable experience. It also strengthened the host organisation's capacity and enabled it to manage projects more competently.

Development of relationships

Encouraging the development of relationships between the three parties across public, private, and community and voluntary sectors is another key goal of the CIP. To help identify what progress has been made towards this goal, interns, host and home organisations were all asked what contacts and relationships they had with the other parties to the internship prior to and during the internship.

Key findings

- Strong working relationships between the host and home organisations already existed for nine of the 20 host organisations and four of the six home organisations who responded to the survey. Four host organisations did not have a working relationship with their home organisation and did not develop one during the internship. Thirteen of the 16 interns also continued a close working relationship during their internship with their respective home organisations.
- Interns, host and home organisations said that relationships were further developed or enhanced because of the internship. There was also increased understanding of each other's roles and capabilities.

Existing relationships

Nine of the 20 host organisations already had a strong working relationship with the home organisation and four of the six home organisations had a strong working relationship with the host organisation prior to the internship.

Four host organisations did not have any, or had only minimal contact, with the home organisation during the internship and therefore did not develop a working relationship with them during the internship. One host organisation had basic, irregular contact and one had frequent contact with the home organisation.⁴

One home organisation had infrequent contact with the host organisation as they *"already work in areas that frequently cross-over but we do intend to work more closely with them in the future."* The remaining home organisation had minimal or no contact with the host organisation.

During the internship

Thirteen of the 16 interns had kept in contact with their respective home organisations during the internships through regular telephone calls, emails and weekly or monthly visits back to their home organisations.

The interns were kept up-to-date with "what was going on" in their home organisation overall (including the office gossip), any changes to policies and procedures, and any changes that may have impacted directly on their positions. A few interns had meetings with their respective managers to discuss their progress and to seek advice on issues that arose during their internship.

Of the three interns which did not have regular contact, two are self-employed and one identified the question was not applicable to their situation.

Evidence of relationships developing⁵

Throughout the evaluation, interns, host and home organisations identified that their relationship with each other has been enhanced as a result of the internship. They now have a better understanding of each other's role, their respective capacity and how each of them operates.

⁴ Five host organisations did not respond to this question (for at least two of them it was because the intern is self-employed and therefore did not have a home organisation).

⁵ These findings have been reported on in more detail in the previous sections and in the two case studies (see pages 19-24) and therefore are not repeated in full in this section of the report.

Both the host and home organisations also identified enhanced relationships as a positive outcome and said this was one of the key reasons to explain why they consider their respective internships a success. Home organisations also identified, that what worked particularly well for them during their internships (and what they particularly enjoyed), was the stronger working relationship between themselves and their host organisations.

This was further supported by the key findings from the case studies, with home organisations identifying their primary longer-term benefit as enhanced relationships with the host organisations.

The unexpected outcomes

All three groups of respondents were asked to identify any unexpected outcomes (both positive and negative) of the internship. The interns were also asked to identify this for both the host and home organisations, as well as for themselves.

Key findings

- There were few unexpected positive outcomes. What there were, were generally reflected in the positive outcomes that have been identified in the previous sections, including improved strategic direction, increased understanding of each other's role, enhanced staff skill and knowledge and interns gaining full time employment.
- There were also few not-so-positive outcomes. Suggestions were generally one-off in nature and included the need to extend the time frame of the internship and manage friction between the intern and key individuals in the community, as well as the host organisation's unrealistic expectations of what could be achieved during the internship.

Unexpected positive and not-so-positive outcomes

Nine interns identified unexpected positive outcomes for their respective host and home organisations and six interns identified unexpected outcomes for themselves.

Eleven host organisations said it was too early to tell if they had been any unexpected outcomes from the internship for them (their respective internships had not been completed at the time of the survey) and eight identified there had been unexpected outcomes. Three home organisations identified unexpected outcomes or results.

The positive unexpected outcomes identified by interns, host and home organisations are unique to each project. However, they included:

- More direction and leadership for existing staff; clarification of a host organisation's objectives; a clearer understanding of host organisation's expectations and the needs of the home organisation.
- Improved staff relationships; new level of conflict and resolution skills; better resolution of key staff issues; developed national and regional networks; new skills for members of the home organisation as a result of the intern being absent.
- Businesses operating successfully and community programmes being delivered.
- Successful application for funding and long-term donation.

Faster progress than expected - "*shown by the breadth of participation and milestones reached*" - also was an unexpected **positive** outcome for one home organisation.

Not-so-positive outcomes

All three groups were asked to identify any not-so-positive outcomes of the internship. The majority of interns and the host organisations did not identify any of these types of outcomes. For four of the six home organisations it was too early to tell.

The-not-so-positive outcomes that interns, host and home organisations identified were specific to each project. They included:

- The host organisation having unrealistic expectations of what the intern could achieve within the six months or being expected to work long and late hours.
- Changing project objectives and lack of interest from the host organisation.
- The timeframe being too short to fully complete the project objectives.
- Friction between the intern and individuals within the community organisation.
- Difficulty in maintaining community network links when it was not an obvious part of the role for the intern.

A not-so-positive outcome identified by two home organisations was losing the intern to full-time employment with the host organisation, although the home organisations recognised that this was a positive outcome for the intern and host organisation. Another not-so-positive outcome for home organisations was the slight disruption that occurred when the intern returned to the home organisation.

Understanding the longer-term benefits

CDG was also interested in identifying any enduring impacts or benefits for participants involved in the CIP's first round of funding. This was because one of the core concepts of the CIP is building community capability and capacity, as well as strengthening the skills of the individuals involved and extending these improvements to the intern's current employer or home organisation.

The two case studies chosen by CDG were internships from the first year of the programme (2001) and were:

- an employment bridging service (the host organisation) and a government department (the home organisation) – case study one
- a volunteer centre (the host organisation) and a local employment group (the home organisation) – case study two.

Telephone interviews were conducted with key representatives of each of the four organisations, as well as the two respective interns. The key area of questioning focused around what long-term benefits the interns, host and home organisations had gained from the 2001 internship.

Case study one

The purposes of this internship were to:

- Design systems for improved human resources management within the organisation.
- Assist in setting up employment contracts.
- Provide training in negotiating and dispute resolution and improving formal lines of communication within the organisation.

The intern

The intern reported that she is using some of what she learnt as a result of the internship in her new role at the home organisation:

- Enhanced people skills and better understanding of the unemployed community:

I am using the people skills I learnt during the internship from dealing with different people. I can more quickly identify client's strengths and weaknesses, and pick up on issues. I am just generally more aware of them as people and can assess the situation more accurately. I am also far more patient and I think more responsive to those who walk through the door. I have more understanding of the issues they face, and how the knock-backs affect their lives.

- Improved organisational skills

My organisational skills have improved because of my internship. I have been able to develop and implement different systems for how our clients are dealt with, even when they first walk through the door. I have also set up new procedures for emergency appointments so that people actually get to see a manager that day.

- Raising awareness of the community amongst other managers

I have a better understanding of the community and the challenges the unemployed face. As a manager, you can get cynical and isolated, out of touch or stuck in a mindset that you are always suspicious of people. Ninety-nine percent of them have genuine needs. I now have more empathy and understanding. I have learned to deal with and manage people and can develop a good rapport with people. This knowledge I pass onto other managers and colleagues when I can.

- A renewed sense of energy

I came back to the organisation with a renewed energy, feeling refreshed. It felt like I had been on a six-month holiday. I was less cynical and had a new perspective on things. This also meant that I did not want to go back into my old role, as I would have become very bored with it and would have left. It was lucky this new role came up.

Other benefits for the intern were a deeper appreciation of her employer in regard to employment conditions, salary levels and enhanced skills, as well as knowledge and experience needed to meet the project objectives.

For the host organisation, the intern indicated, the benefits were about achieving the project's objectives:

All the PAYE procedures, etc, have been developed and implemented. Clear guidelines have been established and training was given to volunteers of how to do it. As far as I know, it is up and running and still being used. They also had the added bonus of someone there who was paid full-time. It helped the day-to-day running of the office. The office ran more smoothly.

I was able to use my accounting skills, etc, in a practical environment. The internship gave me practical hands on experience of what I had only learned from study.

The intern suggested the following two improvements to the CIP:

- A better match between the intern, host and home organisations:

It would have been better if another host organisation were chosen. One with which (the home organisation) had a closer working relationship. This would mean the intern could better use what they had learned, along with their new relationships, etc, in their role back in the home organisation more effectively.

(Returning to my home organisation) I would not have been able to use the knowledge I had gained from my internship. My old role as a manager did not work with (those my host organisation did). I also would not have been able to use my management, HR and accounting skills that I developed as my existing role did not need these. There needs to be a closer fit between all those involved in the internship.

- A clearer focus of the role and responsibilities of the intern, host and home organisations to ensure positive development are achieved for each party involved.

The intern (as did the host and home organisation) believed that the full impact of the internship was not fully achieved. This was because the key staff in the host organisation left soon after the internship had finished. This was compounded by the intern moving into a different role within her home organisation, which meant she could not fully use the management, HR and accounting skills she developed during the internship because her new role did not involve these functions.

The home organisation

The home organisation identified a number of longer-term benefits for them. These include:

- A more positive relationship between the host and home organisation as a result of having a better understanding of the host organisation's role, etc:

The relationship between (the host organisation) and us was not good before the internship. Our expectations of what each of us could deliver were wrong. We were not being helpful to them and they were not delivering to us what we needed. They had certain expectations of us and we were not delivering to their community.

- Better understanding of how the community organisation worked and how their community functions:

Regular meetings were set up. It changed our perceptions and increased our understanding of how each of us operates. We have more respect for each other's roles. It was also an opportunity to talk about other issues and sort them out. It created a dialogue between us, we talked.

- Helping achieve the organisation's goal of being more community focused:

We were internally focused because of all the restructuring (we had been through). This was an opportunity to become more externally focused, put the focus back on the community, rebuild a stronger and more positive relationship with the community. It achieved our very simple goal of establishing a relationship with our community.

- Intern's professional skills developed and understanding of the community:

She has a deeper understanding and respect for the community and of the impact (the home organisation) has on people in the community and their lives. She is much more externally focused which is great in her new role in the organisation.

- Positive sharing of skills and experience:

It was a great opportunity to share each other's skills and knowledge. Processes and procedures were introduced which has strengthened our accountability.

The home organisation also identified that having key people leave in both the host and home organisations that were involved in the internship, and the intern taking up a new position in her home organisation, meant that the longer-term benefits of the internship were not fully realised to their full potential:

The relationship building has been successful but we have not carried it onto the next step of actually using or contracting them to help place older people into employment. This is because the chief executive left and the intern took up a new position in our organisation (previously she was a manager). The relationship between the two organisations is still there, the partnership has been established, but it is not as strong as it was or could be.

The host organisation

The host organisation identified a number of longer-term benefits because of the 2001 internship. These included:

- Improved systems for improved human resources management within the organisation, such as employment contracts:

All the systems are set up and we are using them. It is good to have people know where they stand and what they are entitled to. It's great; especially when you work in an organisation that has a pool of people that is so fluid (this organisation has a high number of volunteers who move on once they have found employment).

- Up skilled staff:

The intern raised the ability and knowledge of the staff.

- A better understanding for the home organisation of how the host organisation operates, the 'government jargon' it uses, government processes:

She was able to translate the government mumbo jumbo for our staff, volunteers and clients. She could answer questions directly and sort things out very quickly. She knew the system.

- Better recognition in the community of the host organisation:

We are more highly valued and recognised as an organisation in the community because we have had a government person from (X agency) working with us. It changes how the community perceives us. We now have more mana.

- Better understanding of the implementation of an internship:

We now have a better understanding of how projects like this work. We now know what to expect and that we have to be clear in our objectives and what we want to achieve. We would be more focussed next time and probably hit the ground running.

The host organisation stated that they would have benefited even more if their staff and volunteers were less 'fluid':

There has been a high turn-over of staff and volunteers since the intern has left. This has made it difficult to identify what the long-term impacts might have been because a lot of the benefits we might have achieved is very much based on the professional working relationships of those who were involved in the internship.

Case study two

The overall aim of this internship was to:

- Produce promotional material to enable the host organisation to launch and implement an employee volunteering programme.
- Produce agreement templates and checklists for implementing an employee volunteering programme.
- Prepare to launch the programme.

The intern

The main benefits arising from this internship for the intern included: raising the intern's profile and enhancing his writing, editing, publishing and presentation skills, along with increasing his understanding of how the community and voluntary sectors work. These have contributed to the intern working on other contracts for other community organisations:

A lot of the community and volunteer groups now see me in a different light, as I had a different role and was using different skills and experience.

The intern identified that for the host organisation, the main outcome of the internship was the publication of the resources needed to launch and support the employee volunteering programme. However, the home organisation did not benefit from the intern's new skills, knowledge and experience as a result of the intern finishing his contract within a couple of months of his return from the host organisation.

The main suggested improvement was to ensure that the intern and the host organisation's project are carefully matched:

The intern's skills and experience need to be carefully matched with the project. It would also be useful if an intern had a better understanding of the community development philosophy and have empathy to what the host organisation is trying to achieve overall.

The host organisation

The host organisation identified a number of longer-term benefits for themselves as a result of the 2001 internship. These included:

- It enabled the host organisation to launch their employee volunteering programme:

The material the intern produced gave the programme a very sound base. It is a very good resource. Our part-time co-ordinator has been able to pass it on to employers. It has been designed to represent our local situation.

It is an excellent booklet. It is useful because after you talk to an employer about the programme you can leave something with them to read. It is part of the whole programme. Without this tool the programme could not have gone on with any integrity.

- The programme is up and running:

It is established now and we are making good progress. We have around eight to ten employers on board and it will continue to grow, which will open up a pool of skilled volunteers.

A concern was raised over what happened to community organisations that did not have the capacity to continue the project after the internship had been completed:

It is an unreal situation, an incredible luxury to have a full-time person to focus on one project. It is the ideal world, which is not a reality.

It's great to have an intern for small voluntary and community organisations. But they have to have a core level of capacity before they secure an internship. An intern needs the basics of a desk, computer and supervision. And what happens after they leave? There is (can be) a hole to fill.

Suggested improvements included more information on how to apply, and on the roles and responsibilities of host and home organisations "so everyone is on a level playing field" and more flexibility over how the resources are spent:

There may be other ways to spend the \$20,000, which would be a better use of the resources for some organisations. We might have used it differently. The CIP is imposed - "this is the way" - but there should be more flexibility, as there may be better ways of funding to achieve the results.

The home organisation

The home organisation identified that any longer-term benefits as a result of the 2001 internship were minimal because of the intern leaving shortly after completing the internship. However, the following was mentioned as key positive results for the home organisation:

- Improved working relationships between the home and host organisations.
- Enhanced image in the community from being associated with a successful internship.

The home organisation identified that for the host organisation the main outcome of the internship was the ability to launch their employee volunteering programme as a result of the resources that the intern developed, and for the intern it was increased skills, experience, and knowledge gained from working in the community and voluntary sector as well as enhanced computer skills, in particular of Microsoft Publisher. The intern's self-confidence also increased and this has contributed to him becoming an independent self-employed contractor.

The home organisation identified that it is important that a careful match is made between the host organisation and its project, the intern's skills and experience and the home organisation. The home organisation also needs to plan the integration of the intern back into the home organisation to ensure that any of the new skills, experience and knowledge are actually used:

There was a misunderstanding about the programme, and the roles and responsibilities of the host and home organisation. We were unaware that the host organisation could nominate an intern and we were unsure whether the intern would be returning.

Another community organisation may have benefited from the intern's skills more and we would have looked at the intern's professional development needs more closely too. We would have done some more planning to ensure that there was work for the intern on his return. There might have been a more appropriate match between everyone.

Progress towards CIP's implicit objectives

There were a number of additional benefits for community organisations and interns intended by the original developers of the CIP. These were implicit, rather than explicit objectives, in that they were not overtly stated in the programme literature.

The following provides a brief summary of the CIP's overall achievement against some of these key implicit objectives:

Implicit objectives	Progress towards achieving them
<p>That the interns should be either employed in paid work or substantially engaged in voluntary work before their internships, rather than be unemployed or straight from tertiary study</p>	<p>19 of the 21 interns were either employed or substantially engaged in voluntary work before their internships.</p> <p>Their home organisations included three local authorities, a tertiary institution, government departments and other community organisations. Two of the interns were self-employed and two worked in private sector businesses.</p>
<p>Include at least one meeting of all interns and some of the host organisations to reflect on the outcomes of the internships</p>	<p>Hui held in Auckland on 14th April 2003, which 12 interns and six host and two home organisations attended.</p> <p>This hui involved interns sharing their experiences of their respective internships. A separate report summarising this story-telling session was completed for CDG.</p>
<p>That government, local government and corporate sector employers would subsidise their employees' placements in the CIP, and that, in some cases, corporate employers and departments <i>'might even look at placing people without any cost to the programme or just a small administrative charge from the Department'</i> CIP Evaluation Report, page 10, August 2002, Department of Internal Affairs.</p>	<p>Four of the six home organisations subsidised their respective internships in the following ways:</p> <ul style="list-style-type: none"> • Maintaining the intern's salary (two home organisations) • The equivalent of one-day of the intern's salary was used to top-up the intern's wages (one home organisation) • PC, internet access and IT support (two home organisations) • Furniture/ergonomic furniture and health and safety checks (two home organisations) • Some training expenses (one home organisation).
<p>Department of Internal Affairs would actively work with government and corporate sector groups to promote the programme (see more details below)</p>	<ul style="list-style-type: none"> • Development of CIP Information Pack for distribution • Promoted CIP through other government departments' newsletters, as well as DIA's newsletter and website • Promoted CIP through business and voluntary networks • Direct contact with tertiary institutions, government departments and local authorities • Article about the CIP in the New Zealand Herald.

Structure and promotion of the CIP

CDG also wanted to capture in this report the views of those people that had the project management responsibility for the CIP to identify how the implementation of the CIP, in particular the promotion and selection processes could be improved for the 2003 CIP. A face-to-face interview was conducted with the CIP project managers.

However, in the interim CDG has already undertaken an internal review of the overall structure of the CIP, and long-term government funding of the programme had been secured. Key changes to the application process and how the internship is structured and delivered have already been implemented and details of these changes can be found on the DIA website.

The key changes they identified included:

- The on-going programme funding will allow CDG to extend the period for the promotion and marketing of the CIP from its current three months for each round. Long-term funding also provides stability for the further development of the programme.
- The 2002 promotional and information pack is to be used again, as the feedback CDG had already received indicated that it had worked well (this is supported by the findings in the evaluation).
- To continue to market the programme directly to potential host and home organisations to raise their awareness about the value of the programme; with more attention focused on the home organisation to ensure that they receive the information and support that they need and that they are aware of the direct benefits for them.
- To more effectively target Pacific community organisations to ensure they are aware of the programme and that the necessary assistance is provided to these organisations during the application process.
- The intern, host and home organisation together must submit an application for funding, supported by all the necessary documentation to ensure a better match of respective goals.
- Introducing three regional selection panels for funding decisions. This is more cost-effective than having a two-step selection process, and will help ensure that local knowledge is better and more directly used in the selection of the successful applications. Having three regional panels will also ensure more consistency in the decision-making (as opposed to having 17 separate panels which existed in 2002).
- Each of the internships can now be delivered more flexibly. For example, there are now three types of internship that can be applied for – a three months full-time equivalent employment or 520 hours; 4.5 months full-time equivalent employment or 780 hours; and a six months full-time equivalent employment or 1040 hours. It is up to the intern, host and home organisation to identify how the hours will be used within the year. For example, a three-month internship could have the intern working at the host organisation full time for three months or half time over six months. This will help projects that will benefit from being delivered over an extended period. It may make it easier for some home organisations to release an intern on one or two days each week, as opposed to releasing an intern for six months full-time.

Lessons learned from the 2002 internships

CDG was interested in gathering information about the application process, what worked well and what did not work so well during the set-up of the internship, as well as during the internship, so that it could incorporate any changes required to improve the processes for the 2003 internships.

Feedback was sought on the support that interns, host and home organisations received from the Community Development Group (CDG) while completing the application, between the time they were notified that the application was successful and the start of the internship, and during the internship.

They were all asked to identify one key thing that would help improve the application process, the setting up of the internship and one thing that would improve the internship during it. They were also asked how CDG could improve their support and advice (these suggestions are reported on at the end of the section).

Key findings

- Interns and host organisations considered the information pack about the CIP and the application process overall was easy to follow, and the information provided about the programme was comprehensive. What worked particularly well was the communication between the interns, host and home organisations (a result of existing strong and established relationships), and the support and advice provided by the CDG advisors.
- The main difficulty during this start-up period for the interns, host and home organisations focused around developing the contracts for the interns, and for a small number of the host and home organisations, it was finding an intern or an umbrella organisation.
- Overall, there was a high level of satisfaction amongst the interns, host and home organisations with the support and advice they received from CDG advisors both before and during the internships. Interns, host and home organisations also identified that the advice and support received from CDG was an aspect that worked particularly well for them.

The application process

Background to the 2002 application process

Applications for the 2002 CIP were invited from prospective interns or host organisations and joint applications were also accepted. Interns, host and home organisations most commonly heard about the CIP by word of mouth. CDG advisors and the CDG newsletter were also primary sources of information for both the host and home organisations.

All host organisation applicants completed an expression of interest. The interns completed an application form and curriculum vitae. These were sent to their respective local CDG advisor, who then had the responsibility to convene a local selection panel. This panel considered all the expressions of interest from their respective regions and selected a small number to be sent through to the national decision panel, which had the final decision on which internships would receive funding.

The interns and host organisations of the successful regional applications met to discuss the potential internship before sending a full proposal to the national panel. If an intern did not have a host organisation, or if the host organisation did not have an intern, the CDG advisor assisted both the intern and host organisation to find a suitable match (three interns and host organisations were matched by a CDG advisor or the decision-making panel).

Five interns either had their respective host organisation approach them about the internship or their home and host organisations worked together to establish the internship and then approached the intern (four interns). The host organisations primarily found their respective interns through their own networks (seven host organisations) or knew the interns, who encouraged them to apply (five host organisations).

The application process

In the evaluation, all the interns, host and home organisations were asked a number of questions about the application process, including whether the information they received about the CIP was easy to understand and answered all their questions, and whether the application form and the process was easy to understand and follow. They were also asked how happy they were with the support and advice they received from their CDG advisor.

Overall, the majority of the interns, host and home organisations (41 of the 43 which responded) found the general background and application information easy to understand and answered their questions. They also found the application form easy to understand and complete and the process leading up to acceptance of the application easy to understand and follow.

Five of the six home organisations understood their role as a home organisation and the one home organisation that didn't explained that there was a confusion over who would receive the funding – *“and who would need to have the intern on the pay roll.”*

The application process

The application process	Interns		Host organisations		Home organisations	
	Yes	No	Yes	No	Yes	No
Easy to understand background and application information	15	1	20	1	6	-
Information answers all the questions	14	2	20	-	6	-
Application form easy to understand and complete	15	1	19	1	NA	
Process leading up to acceptance of application easy to understand and follow	16	-	18	2	NA	
Understanding their role as a home organisation	NA		NA		5	1

CDG support and advice during the application process

All the 21 interns, host and home organisations that needed support and advice from the CDG advisor during the application stage were happy with the support and advice they received – see the following table.

Only one home organisation thought the support was less than adequate and suggested that it would have been useful if the CDG advisor visited them to discuss the internship.

Adequate support from CDG during the application process

	Yes	No	Did not need support
Interns	11	-	5
Host organisations	7	-	10
Home organisations	3	1	1
Total	21	1	16

The support and advice CDG offered (for both the intern and host organisations) included clarifying the objectives of the CIP; explaining aspects of the internship that were unclear, such as what information was needed and the difference between the two application steps; assisting in the scoping of the project; being the link between the intern and the host organisation; helping complete the application form and just being available if needed:

The CDG advisor always kept us informed on the application process, where we stood and what other information was required.

Always available and accessible. Clear and supportive.

The opportunity to explain our project in depth with the advisor helped clarify our own thinking.

Setting up the internship

All the interns, host and home organisations were asked what aspects worked particularly well or not so well for the period of time that they were notified that the application was successful and start of the internship. They were also asked whether they were happy with the support they received from their CDG advisor.

What worked well

The communication between the interns, the host and home organisations, as well as the advice and support provided by the CDG advisors, between the time the parties were notified that the application was successful and the start of the internship were aspects of the process that worked well for both the interns and host organisations:

The good relationship between my host and home organisation enabled me to plan towards the internship without any major difficulties, as there was agreement on how the internship would add value to the goals of both organisations.

Good communication from the DIA, including telephone calls and continuing backup offer of support. Very reassuring and comforting.

Other aspects that worked well for host organisations included: the short and focused contracts that were provided; having the responsibility for working out the details of the project; 'the lack of red tape'; the intern already having an established relationship with the host organisation, meaning that the orientation of the intern was minimised; the immediate availability of funds; the willingness of the intern; and the start date of the internship, which suited both the home and host organisation (this was echoed by two home organisations).

This time also allowed the interns, host and home organisations to finalise the project objectives, the intern's job description and organise any induction that was required before the intern started. It also gave the opportunity for one intern to train the person that had the responsibility of "covering her position" in the home organisation which made the transition/release of the intern easier.

What did not work so well

The main difficulties during this period for the interns focused around trying to sort out their contracts and for the host organisations it was finding an intern or an umbrella organisation. Host organisations also felt there was not enough time to get everything organised before the intern arrived:

Finding an umbrella organisation with audited accounts was one of our hardest difficulties. A contract outlining their responsibilities would have been good to give them on our initial approach.

The time between the final approval of the application and starting the internship was too short. We had to ask for an extension to the end date while we settled plans, etc, with the intern.

Other difficulties identified were the inflexibility of the internship's start date, which was not the most suitable for the host organisation but had to be observed because of the internship guidelines; not receiving information from the host organisation; the host organisation not fully understanding the outcomes and benefits of the internship; and one home organisation had difficulty in communicating with the host organisation:

Probably our biggest problem was working to communicate with and understand the contacts in the host organisation that would make the internship work well. We, as the home organisation, were the ones driving the process and did strike some blocks from people who misunderstood the programme.

CDG support and advice during the setting up of the internship

The 18 interns, host and home organisations that had support during the time they were notified that their respective applications had been successful to the start of the internship generally felt they were kept informed by CDG.

Adequate support from CDG before the internship started

	Yes	No	Did not need support
Interns	4	-	9
Host organisations	11	-	9
Home organisations	3	1	2
Total	18	1	20

The interns, host and home organisations that had support during this time generally felt they were kept informed by CDG. One intern received 'best practice advice on how to start an internship', others received general support and advice and one host organisation received help in finding an intern, because the original intern found she could not take up the internship.

During the internship

Interns and host organisations were asked to identify what skills and knowledge the intern had brought to the internship, and what aspects of the internship worked particularly well, and what did not, during the internship. They were also asked whether they were happy with the support and advice they received during the internship from their respective CDG advisors.

Skills and knowledge brought to the internship

The interns said that this brought a range of professional skills, experience and knowledge to the internship to help achieve their respective host organisation's project objectives:

My basic accounting knowledge and experience with MYOB accounting package has been invaluable. The main contribution has been on the accounting side, including payroll and staff leave records. These records are now accurate and up-to-date.

My organisational skills meant that I have revamped the funding files and information, so that staff know what funding has been received or is due, what reports need to be done.

My experience working with Māori, community groups, youth and government were useful in the empowerment and the setting up of the Indigenous Resource Centre.

They also brought their experience and knowledge of initiating new businesses, developing community relationships and their willingness and commitment to work towards achieving the project's objectives:

My motivation and commitment to the objectives of (the host organisation) have been useful as well.

Bringing an objective voice to the host organisation, a fresh pair of eyes and their creative thinking skills, which allowed them to "think beyond the square", were other skills brought to the internship:

Being able and comfortable to voice an opinion as and when required regarding the running or management of the organisation. ... Being able to see things through a fresh set of eyes and in a new light.

The host organisations said that the interns brought a similar set of skills, experience and knowledge to those the intern identified, as well as the interns' valuable people and communication skills. Other skills that interns and host organisations identified as being useful in the internship were the interns' patience, flexibility and their willingness to learn and adapt to different ways of working, thinking and cultures.

The interns said that the internship provided them with the opportunity to use their existing skills and experience to achieve their respective project objectives and to further enhance the host organisations' capabilities. These were key reasons why interns considered their respective internship as a success and why they would recommend an internship to a colleague or friend.

What worked well

What worked particularly well for the interns during the internship was the support they received from the host organisations and their communities:

Support from the marae and runanga.

Very welcoming host organisation. Some protocol induction. The host organisation's willingness to participate and advance the project.

Acceptance into the community made working easier and building community relationships a lot easier than first anticipated.

Their increased understanding of how a community and/or Māori organisation operate also meant that the internship went well.

The host organisations identified the interns' openness, flexibility and willingness to learn and adapt to new working and cultural environments as key aspects of the internships that worked particularly well for them.

A willingness to work in a group situation, particularly with Māori cultural aspects, where whanau prefer to work together in groups, rather than individually.

The interns also provided an extra resource for the host organisation and they valued their objectiveness:

Good to have someone from the outside the organisation looking in – no preconceived ideas.

Another body. Workloads eased on all workers to some extent, which allowed the organisations to do some planning and consolidating work.

The home organisations particularly enjoyed a stronger relationship between the home and the host organisations, a better understanding of the host organisations' work and the ability to experiment with different ways of working to cover their intern's absence:

The transfer of skills to the host organisation has improved their service and raised expectations from council. More contact points created between community and council. Specific project has had positive spin-offs for council's relationship with the migrant community.

What worked not so well

What did not work so well for some interns were: misconceptions of the host organisation about the role of the intern; managing difficult behaviour of individuals in the host organisation and the community; and having no office space or equipment at the start of the internship.

Other difficulties interns identified were having difficulty integrating into the host organisation and a feeling of isolation because they were not based in the same location as their home organisation. The unrealistic project objectives set to be achieved within the time frame of the internship and changing project objectives were also identified again as not working so well.

Host organisations identified the longer than anticipated time it took the interns to gain the trust and confidence of the key stakeholders in the project as issues, which impacted on the time available to make progress towards achieving the project's objectives. Not having sufficient resources to manage or support the intern, and issues of the intern's integration into the host organisation are other aspects that did not work so well.

Difficulties two of the six home organisations experienced during the internship were:

- Identifying who the main contact person was within the host organisation.
- The intern being still seen as an employee of the home organisation and the project being seen by some to be the home organisation's project.

CDG support and advice during the internship

Around the same number of interns, host and home organisations did not need any assistance during their internship (18), as those who did (16). Those that received support and advice from their respective CDG advisers considered it adequate:

Regular visits, weekly contact via phone or face-to-face. Assisted with advice and positive critical analysis of work produced.

He always kept in touch with us to see how we were progressing.

Regular visits and check ins to see if we are OK.

Adequate support from CDG during the internship

	Yes	No	Did not need
Interns	5	-	7
Host organisations	9	1	9
Home organisations	2	1	2
Total	16	2	18

Four interns and two host organisations identified they would have liked more contact with their CDG advisor:

The answer is yes and no. The CDG advisor was very helpful at giving support about the half way mark of the internship. Maybe a follow up call earlier would have also been useful.

Perhaps more frequent feedback sessions would have been better.

We didn't need it. It does not mean they should not monitor and support.

Overall levels of resourcing and support

Interns and host organisations were asked to think about the current levels of resourcing and support and whether they considered the time-frame, salary level and resourcing costs to be adequate or not. Where they considered any aspect inadequate or totally inadequate they were asked to explain the reasons why.

They were also asked about their overall level of satisfaction with their respective CDG advisor's advice and support and home organisations were asked whether the time frame of six months should be extended.

Key findings

The key results are:

- Overall, respondents were divided over whether the six-month timeframe for the internship is adequate, with 17 believing it to be adequate and 19 believing it is inadequate – see table below.
- Five of the six home organisations believed the length of time for the internship should remain the same.
- Twenty-one respondents believed that the current salary level of \$18,000 is adequate, compared to 13 who did not.
- Respondents are again divided over whether the resourcing costs of \$2,000 for the internship is adequate, with 19 considering it is enough and 15 believing it is not enough.

Level of resourcing

Levels of resources	Interns		Host organisations		Total	
	Adequate	Inadequate	Adequate	Inadequate	Adequate	Inadequate
A 6-month internship	8	8	9	11	17	19
Intern's \$18,000 salary	9	7	12	6	21	13
Resourcing costs of \$2,000	9	7	10	8	19	15

- Overall, there was a high level of satisfaction amongst the interns, host and home organisations with the support and advice they received from CDG advisors both before and during the internships.

Timeframe

Interns and host organisations were divided over whether the six-month timeframe for the internship is adequate, with 17 believing it to be adequate and 19 believing it is inadequate. Five of the six home organisations believed the duration of the internship should remain the same.

Those who considered that the current six months of the internship is inadequate believed there was insufficient time to achieve the project's objectives, as time was needed to also induct the intern into the host organisation and to build up the trust and confidence of the key stakeholders involved in the project. This impacted on the time actually available to carry out the project and make progress towards achieving its objectives.

There was also evidence that the time-frame was considered too short by both interns and host organisations as there were indications that project objectives had only been partially met as a result of the current time frame or would be fully met if the time frame was extended.

However, other interns and host organisations believed the time frame was not the problem. It was the host organisations' misconceptions and unrealistic expectations, as well as unrealistic project objectives, of what the intern could achieve within the six months with the available level of resources.

Concerns were also raised about the start date of the internship. Some found the start of the internship was not the ideal time for the intern, host or home organisation. In some cases, this was compounded by the relatively short time frame to get 'everything organised' for the start of the internship after being notified their application for an internship was successful, particularly when this fell over the holiday period.

The salary level

Overall, 21 interns and host organisations involved in the CIP believed the current salary level of \$18,000 was adequate. Those 13 who believed the current salary was inadequate identified that it did not cover the normal salary they already received from their respective home organisation:

I would not have been able to afford to take up the internship had my home organisation not topped up my salary to its normal level. Where professional qualifications are required, greater funding may be needed.

\$18,000 for six months is laughable as professional recompense.

There was also a concern that it would not attract interns with the necessary professional skills and experience that host organisations actually need to ensure that the project objectives are met.

The resourcing level

Overall, interns and host organisations were divided over whether or not the \$2,000 is adequate or not. Those 15 who did not think it was adequate (19 interns and host organisations thought it was adequate) identified that it did not cover the basic costs of the intern or such costs as their desk, computer, their travel costs, etc:

Resourcing costs not enough to meet more than the very basic costs. Perhaps a larger discretionary fund is also available for further application, once the intern has settled in.

An actual employee could not operate on \$2,000 resource costs.

Insufficient to cover full cost of desk, chair, computer, software, photocopying, administration costs.

Overall satisfaction with CDG advisors

The majority of respondents were satisfied with the overall support they received from the CDG advisor throughout the internship. Thirteen of the 32 who were satisfied were very satisfied.

Overall satisfaction with CDG support

	Satisfied	Neither/Nor	Dissatisfied
Interns	12	3	-
Host organisations	16	1	1
Home organisations	4	1	-
Total	32	5	1

Suggested improvements

Interns, host and home organisations were all asked to suggest one key thing that would improve the application process, the set up of the internship and during it and how CDG could improve their advice and support. Their main suggestions for improvement included:

- A more flexible start date because the timing is awkward over Christmas holidays to organise contractual issues such as leave from the home organisations and signing of the contract with the host organisation; it interfered with one intern's planning time over the 'quiet holiday period' at her home organisation.
- Extending the time frame of the internship to allow enough time for the intern to settle in, build the trust and confidence of the key stakeholders and then work towards achieving the actual project objectives.
- Flexibility around how the intern 'spends' their allocated hours during the internship:

This would better utilise the time of the intern. Our intern believed that he would be useful (part-time) in the first two to three months and then full-time for the next four to seven months.

- A clearer identification of the roles and responsibilities of the intern, host and home organisations, including a clear guide on contract issues for the host and home organisations (for example, ensuring the host organisations are clear about their responsibilities as employers; a template or checklist of issues to address in the relationship between the host and home organisations, for example, the health and safety, employment transition, etc).
- A get-together with all the interns and representatives from CDG before starting the project to assess the intern's potential and ability to organise preliminary aspects of the project, such as setting objectives, methodology. It will also help to ensure that the intern's skills, experience and knowledge matches the host organisation and its project.
- More support and participation from the home organisation:

The intern goes back to her organisation. Even though the intern will go back with added skills, she had little or no support from her organisation during the application process or during the internship!
- A closer monitoring of the internship's progress through regular meetings with all stakeholders (including CDG) to help maintain the focus of the project, to agree and guide any changes to its objectives and to have the opportunity to receive and provide feed-back on progress at key milestone dates.
- The identification of one contact person in each organisation for more effective communication and to ensure for a smooth integration of the intern into the host organisation.
- A flow chart identifying different stages of the CIP and time-frames.
- Organising an initial meeting/hui with other interns to encourage better networking.
- More prompt and pro-active support, advice and communication from CDG advisors, especially before and during the internship and pro-active contact during the application to see if any help is required.
- Increasing the salary and resource budgets.

At the time of writing this report a number of improvements to the delivery of the programme have already been implemented which have addressed key areas of concern in relation to the start date and the structure of the programme.

It is also recommended that CDG consider the following additional improvements to the CIP (these improvements are based on the evidence presented in this section and in the previous sections):

- CDG should play a greater brokering role to ensure that all parties have a good understanding of each other's respective goals, roles and expectations, and that there is closer match between the goals of all three parties to help ensure that the benefits gained from the internship are available to all three parties, in particular the home organisation.
- Applications should clearly demonstrate how the outcomes of the internship will be of benefit and value to the intern, host and home organisations.
- The home organisation should be encouraged to plan for the integration of the intern back into their organisation, and to see the internship as a structured part of the intern's professional, personal and career development.
- The host organisation should be encouraged to understand the need for succession planning for when the intern completes the internship, and this transition should be built into each party's expectations from the outset.
- Project objectives set at the outset of the project should be realistic, and CDG should ensure that the host organisation (or a partnership between the host and the home organisation) has the necessary resources and core capability to support the intern during the internship – both are relevant criteria to consider in determining whether to support an application.
- Guidelines should be developed to help address the issues for the host and home organisations around the interns' employment contracts.
- CDG should consider giving more encouragement to home organisations to persuade them to subsidise interns' salaries. For example, by topping up the intern's salary and providing assistance with access to equipment.

Concluding comments

Overall, the evidence gathered in this evaluation confirms the value of the CIP to the interns, host and home organisations. There is clear evidence that host organisations capabilities have been enhanced, relationships between the intern, host and home organisations have been further developed and there is an increased understanding between interns, host and home organisations of each other's roles. Interns' skills and experience have been broadened and there are indications that these developments have been (or will be) extended to the interns' current employer or home organisation.

CDG is now working towards developing an even better understanding between the intern, host and home organisations' of their respective goals, roles and expectations and a closer match between the goals of all three parties, to ensure that the longer term benefits gained from the internship are fully achieved.

Appendix A

Summary tables

CDG was interested in gathering information about the application process, what worked well and did not work so well during the set-up of the internship and during the internship so they could incorporate any changes that are needed to improve the processes for the 2003 internships.

Feedback was sought on the support interns, host and home organisations received from the Community Development Group (CDG) while completing the application, between the time they were notified that the application was successful and the start of the internship and during the internship.

The application process

The application process	Interns		Host organisations		Home organisations	
	Yes	No	Yes	No	Yes	No
Easy to understand background and application information	15	1	20	1	6	-
Information answers all the questions	14	2	20	-	6	-
Application form easy to understand and complete	15	1	19	1	NA	
Process leading up to acceptance of application easy to understand and follow	16	-	18	2	NA	
Understanding their role as a home organisation	NA		NA		5	1

Adequate support from CDG during the application process

	Yes	No	Did not need support
Interns	11	-	5
Host organisations	7	-	10
Home organisations	3	1	1
Total	21	1	16

Adequate support from CDG before the internship started

	Yes	No	Did not need support
Interns	4	-	9
Host organisations	11	-	9
Home organisations	3	1	2
Total	18	1	20

Adequate support from CDG during the internship

	Yes	No	Did not need
Interns	5	-	7
Host organisations	9	1	9
Home organisations	2	1	2
Total	16	2	18

Level of resourcing

Levels of resources	Interns		Host organisations		Total	
	Adequate	Inadequate	Adequate	Inadequate	Adequate	Inadequate
A 6-month internship	8	8	9	11	17	19
Intern's \$18,000 salary	9	7	12	6	21	13
Resourcing costs of \$2,000	9	7	10	8	19	15

Overall satisfaction with CDG support

	Satisfied	Neither/Nor	Dissatisfied
Interns	12	3	-
Host organisations	16	1	1
Home organisations	4	1	-
Total	32	5	1

Interns, host and home organisations were all asked how successful has the internship been for them, whether it had met their expectations and would they recommend the CIP to others. The findings of each of these areas of questioning were reported under each of the respective CIP goals. The following tables present the overall summary results.

Overall level of success

	Successful	Neither/nor	Unsuccessful
Interns	15	1	-
Host organisations	18	1	1
Home organisations	5	1	-
Total	38	3	1

Met expectations

	Exceeded expectations	Met expectations	Met some expectations	Did not met expectations
Interns	7	7	1	1
Host organisations	5	11	3	1
Home organisations	-	5	1	-
Total	12	23	5	2

Recommend the CIP

	Yes	Maybe	No
Interns	12	4	-
Host organisations	20	-	-
Home organisations	6	-	-