THE AGA KHAN UNIVERSITY

MENTOR MANUAL 2026

GLOBAL MOBILITY PROGRAMMES (INBOUND)

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The Global Engagement Office Welcomes You!

Welcome to AKU's Global Mobility Programmes and congratulations on your role as a mentor. This manual provides essential guidance for creating meaningful, impactful internship experiences.

Mentoring is a valuable development activity benefiting both mentees and mentors. Through AKU's Global Mobility Programmes, mentors develop leadership and interpersonal skills, reflect on their practice, and use their experience to support others' development.

How to Use This Manual

This manual provides:
- **Core principles and essential information** for all mentors
- **References to specialized resources** for detailed guidance
- **Quick navigation** to key topics

For Additional Information, visit our **Mentor Website** and Companion **Mentor Resources Folder**:
- **Mentor FAQs**: Detailed answers to common questions
- **Application Process Guide**: Step-by-step enrolment instructions
- **Quick Start Guide**: First-week orientation checklist and timeline
- **Additional Documents**: 2026 Timelines, Word TOR Templates, and Global Engagement Office Roadshow Mobility Presentation

Introduction to the Global Mobility Programmes

Programme Overview

Launched in 2008, the Global Engagement Office (GEO) offers on-site, virtual, and hybrid work-integrated learning internship opportunities to undergraduates, postgraduates, and recent graduates at multiple Aga Khan Development Network (AKDN) agencies across South and Central Asia, Eastern & Southern Africa, North America, and Europe.

Programme Mission

Our programmes provide meaningful, impactful, and enriching learning experiences with access to a global network, ensuring students develop strong cross-cultural competencies, critical thinking and communication skills, ethical frameworks, and leadership capabilities. These foundational skills enable graduates to thrive in diverse, complex environments worldwide.

Programme Structure

To ensure placement success, we work closely with:
- **University partners**: For student recruitment and academic integration

- **Mentors**: For meaningful project design and supervision
- **Programme coordinators**: For comprehensive support throughout

We are committed to fostering a community of global, career-ready graduates equipped with diverse and sought-after skills who will be employable globally.

Programme Modes

International (On-Site) Internship Programme (AKU-IIP)

Format: In-person placement at AKU or AKDN agencies in East Africa or Pakistan

Key Features:
- **Duration**: 3-12 months (flexible based on project needs)
- **Time commitment**: 35-40 hours/week
- **Mode options**: Fully on-site or hybrid (mix of both on-site & virtual)
- **Locations**: Kenya, Uganda, Tanzania, Pakistan
- **Assignments**: Project-based work accomplished on-site at your department

Virtual Internship Programme (AKU-VIP)

Format: Remote placement accessible globally. This option works well for research, data analysis, communications, and other projects where location is less critical.

Key Features:
- **Duration**: 12 weeks (flexible based on mutual agreement)
- **Time commitment**: 15-20 hours/week
- **Technology**: Zoom for meetings; internship portal for monitoring
- **Locations**: No geographic limitations—available to any AKU/AKDN site globally
- **Assignments**: Project-based work accomplished remotely

Hybrid Internship Option

Combines virtual and on-site components, providing:
- Flexibility for visa/permit processing delays
- Diverse learning experiences
- Gradual integration into on-site/virtual environment

Our Financial Model

Fee-Based Sustainability Model

To ensure long-term sustainability and programme quality, students pay programme fees, as per their internship mode:

- **On-site (IIP)**: USD $1,500
- **Virtual (VIP)**: USD $800

Through this fee, the Global Engagement Office covers:
- Programme and systems development (Recruitment and screening of candidates; coordination of interviews; offer paperwork.
- Data analytics and monitoring & evaluation
- Professional development curriculum (60+ hours)
- Ongoing technical, training, and logistic support
- For IIP: Accommodation (2 months), visa processing, airport & daily ground transfers, welcome package (local Sim Card, etc.), cultural activities

Mentor Financial Responsibilities

Mentors are NOT charged any fees. Your contribution is:
- Time commitment (minimum 2 hours/week for mentorship)
- Expertise and guidance
- Supervision and evaluation

For IIP (On-site) Mentors & Host AKDN Departments, you provide:
- Workspace and equipment (desk, computer if needed, project-specific materials or software)
- Routine operational expenses related to departmental work (e.g., printing, field local travel when required by the TOR and approved in advance)

For VIP (Virtual) Mentors & Host AKDN Departments, you provide:
- Virtual meeting time
- Access to shared digital resources

You do NOT provide:
- Any accommodation, visa fees, or transportation arrangements (programme covers)
- Living expenses, meals, or financial compensation to interns
- Daily commute (programme provides shuttle for IIP if intern resides in AKU housing)
- Cultural excursions or professional development (programme organizes)

IMPORTANT NOTE: [1]Interns are NOT financially compensated. Host AKDN agencies/departments do not ordinarily pay interns unless a specific arrangement has been pre-approved. These are unpaid educational, work-integrated learning internships where students may receive university credits, funding &/or scholarships from their home institutions.

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[1] *For detailed financial information, see Mentor FAQs Section B (Questions 6-9).*

The Value Proposition: A Win-Win

Why Participate in Global Mobility?

Value Proposition: A Win-Win-Win

Everyone benefits from Global Mobility Programmes

MENTORS

Benefits:

- Easy recruiting & quality talent pipeline
- Project completion & increased efficiency
- Fresh perspectives & innovative solutions
- Leadership skill development
- Expanded networks & partnerships

PARTNERS

Benefits:

- Access to new countries & regions
- Strengthened partnersships
- Faculty collaboration opportunities
- Co-op requirement fulfillment
- Enhanced global reputation
- International collaboration

INTERNS

Benefits:

- High-impact project experience
- Diverse skills & knowledge g
- Cross-cultural collaboration
- Professional mentorship
- AKDN networking opportunities
- Long-term employment potential
- 60 + hrs professional development

Creating meaningful impact for all stakeholders in the global learning ecosystem

For Mentors & Departments

Immediate Benefits:

1. **Project completion**: Designated deliverables accomplished by motivated, qualified interns.
2. **Talent pipeline**: Access to potential future candidates from qualified applicants.
3. **Fresh perspectives**: New ideas regarding processes, organizational approaches, and innovations.
4. **Global recognition**: AKU and mentor exposure among global universities.
5. **Flexible support**: Virtual options requiring no physical facilities or on-site supervision.

Professional Development:

- Develop leadership and mentoring capacity
- Strengthen supervisory skills

- Build international networks
- Contribute to AKU/AKDN mission

Quality Assured:
- Rigorous selection process ensures dedicated, motivated interns
- Comprehensive support from GEO throughout placement
- Structured programme converts internships into impactful learning experiences
- Project-based, outcome-oriented approach

For Interns

In return, interns receive:
- Industry and career path exploration
- Understanding of AKU/AKDN culture and values
- Resume and professional development
- Networking with AKDN professionals
- Expert insights on career trajectories
- Cross-cultural competency development
- Flexible work arrangements accommodating student responsibilities

Mentor Eligibility & Requirements

Essential Requirements[2]

To become a mentor, you must:
1. **Employment status**: Current full-time AKU or AKDN staff member
   o **IIP (On-site)**: Employed in East Africa (Kenya, Uganda, Tanzania) or Pakistan
   o **VIP (Virtual)**: Employed at any AKU/AKDN agency globally
2. **Experience**: Minimum 2 years of professional experience in your field
3. **Time commitment**: Ability to commit at least 2 hours per week for mentorship activities
4. **Approval**: Department head/supervisor approval to participate, where needed
5. **Project**: A meaningful, well-defined project suitable for a 3-12 months duration
6. **Commitment**: Dedication to inclusive, intercultural mentorship practice

Preferred Qualifications

- Previous mentoring, supervision, or teaching experience
- Strong communication and interpersonal skills
- Cultural competency and international experience

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[2] *For complete eligibility details, see Mentor FAQs Section A (Questions 1-5) and Application Process Guide.*

- Passion for developing emerging talent
- Active involvement in current departmental projects

Mentor Role and Responsibilities

Overview

As a mentor, your primary role is to provide structured guidance, project supervision, and professional development support to your intern. You coordinate meaningful projects that the intern can proactively engage with during their internship period, while drawing from your experience to share insights about your field and career development.

Time Commitment

Minimum Required: 2 hours per week
Realistic total: 3-4 hours/week for comprehensive mentorship

Typical Distribution:
- Weekly 1:1 meetings: 30-60 minutes for progress review, feedback, coaching
- Work review and feedback: 15-30 minutes for deliverable assessment
- Planning and preparation: 15-20 minutes for milestone tracking
- Team engagement facilitation: ~1 hour/week (optional but recommended)

Additional time (one-time):
- Initial candidate interviews: 20 minutes per candidate
- Mid-term evaluation: 1 hour
- End-term evaluation and closure: 1-2 hours

Core Responsibilities

1. Pre-Internship
  i.   **Define and Submit Terms of Reference (TOR):**
      - Clear project scope with measurable deliverables
      - Realistic timeline and milestones
      - Required skills and learning outcomes
      - Mode preference (on-site/virtual/hybrid)

  ii. **Participate in Selection:**
      - Review shortlisted candidates (3-5 per position)
      - Co-interview with programme coordinator
      - Rank and select within 72 hours

2. Onboarding (Week 1)3

Provide Departmental Orientation:

- Workspace tour and introductions
- Project overview and expectations
- Department policies and procedures
- Communication preferences and norms
- Initial confidence-building tasks

3. During the Internship

i. **Regular Mentorship (Weekly):**
- Structured 1:1 meetings for progress, feedback, and coaching
- Timely review of deliverables with specific feedback
- Support for problem-solving and skill development
- Encourage reflection and professional growth

ii. **Project Management:**
- Set clear goals and success measures
- Monitor progress using task boards or check-ins
- Adjust scope or timeline as needed (with GEO coordination)
- Facilitate access to stakeholders and resources

iii. **Professional Development:**
- Share industry insights and career guidance
- Include intern in relevant team meetings
- Model ethical practice and professionalism
- Support intercultural collaboration

iv. **For IIP (On-site) Mentors Only:**
- Coordinate on-ground logistics for field visits
- Ensure workspace and equipment access
- Facilitate transportation for work-related activities

v. **For VIP (Virtual) Mentors Only:**
- Maintain regular virtual meeting schedule
- Provide access to digital resources and collaboration tools
- Be mindful of time zone differences

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[3] *For detailed first-week guidance, see Quick Start Guide.*

4. Evaluation & Monitoring

    i.   **Complete Required Evaluations:**
- Mid-term evaluation: Assess progress, provide constructive feedback (Week 6-8)
- End-term evaluation: Comprehensive performance assessment
- Programme feedback: Brief feedback on GEO support

    ii.   **Ongoing Monitoring:**
- Review intern's weekly check-ins (shared by GEO if concerns arise)
- Respond promptly to coordinator check-in requests
- Flag concerns early to programme coordinators

5. Internship Closure[4]

    i.   **Final Debrief Session:**
- Reflect on accomplishments and challenges
- Discuss successes and areas for improvement
- Explore continued support needs
- Identify ways to stay connected

    ii.   **Deliverables:**
- Collect final project deliverables
- Retrieve any issued equipment (IIP)
- Complete all required documentation

    iii.   **Recognition:**
- Provide a signed certificate of completion and letter of reference (if appropriate)
- Acknowledge contributions to the team

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[4] *For detailed evaluation guidance, see Mentor FAQs Section I (Questions 26-28).*

An Intern's Journey

Understanding the intern's full journey helps you anticipate needs and provide appropriate support at each stage:
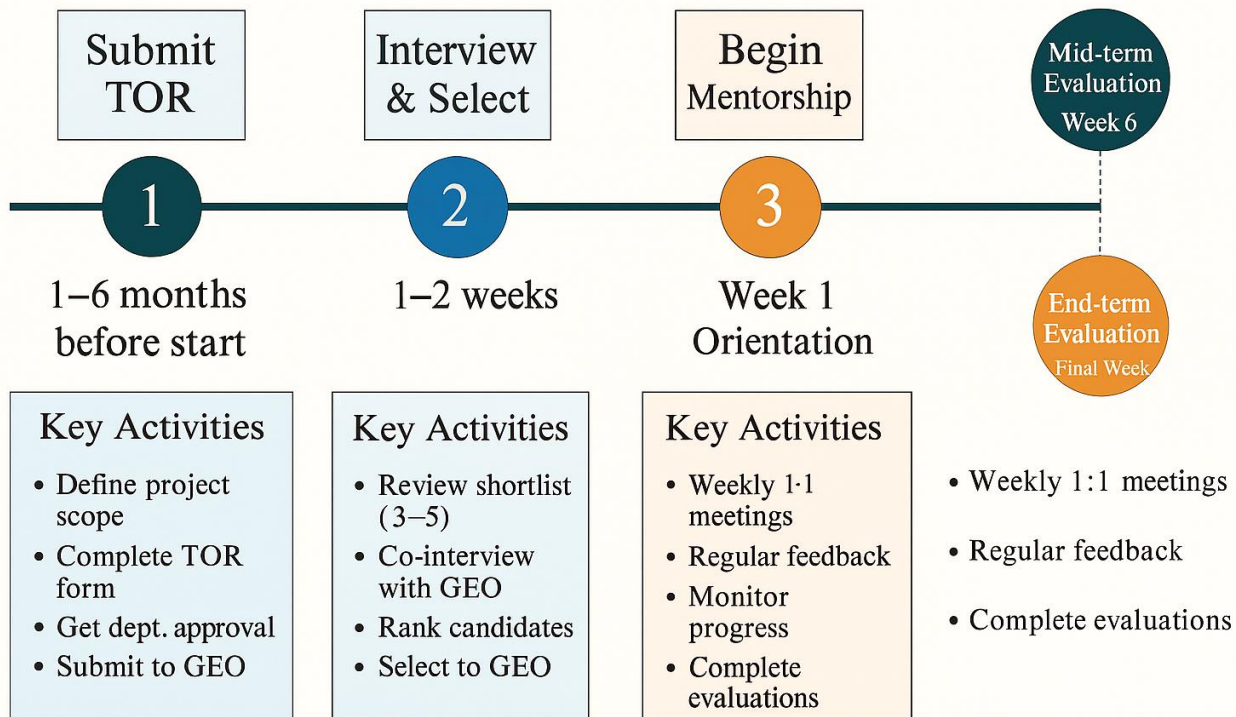
An Intern's Journey

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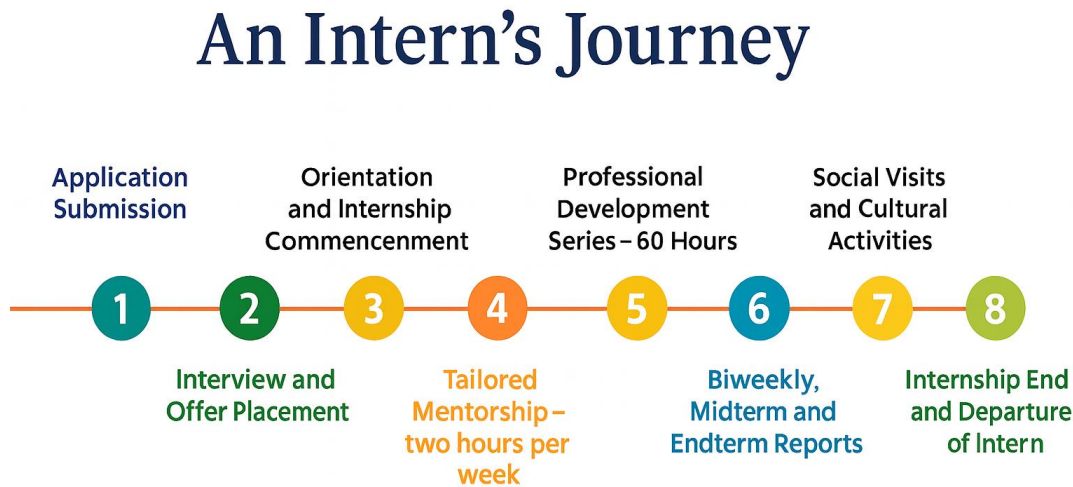
- **Pre-Arrival (1-6 months before**): TOR submission and position posting, application and screening, interviews and selection, offer acceptance, and pre-departure preparation including visa, accommodation, and logistics for IIP.

- **Week 1**: Orientation includes GEO comprehensive orientation, departmental orientation with mentor, workspace setup and system access, initial project briefing, and team introductions.

- **Weeks 2-4:** Building Momentum sees weekly structured 1:1 meetings begin, initial project tasks and deliverables assigned, professional development sessions starting, and regular feedback loops established.

- **Weeks 5-8:** Mid-term Phase involves continued project work, mid-term evaluation (Week 6-8), adjustments and refinements, and increased complexity and autonomy.

- **Weeks 9-12**+: Final Phase focuses on project completion and documentation, end-term evaluation, final debrief and reflection, and exit procedures and recognition.

Mentor Journey: Getting Started

Four-Step Process

The Mentor Journey: Application to Completion

Submit TOR	Interview & Select	Begin Mentorship	Mid-term Evaluation Week 6
1	**2**	**3**	End-term Evaluation Final Week
1–6 months before start	1–2 weeks	Week 1 Orientation	

Key Activities	Key Activities	Key Activities	
• Define project scope	• Review shortlist (3–5)	• Weekly 1·1 meetings	• Weekly 1:1 meetings
• Complete TOR form	• Co-interview with GEO	• Regular feedback	• Regular feedback
• Get dept. approval	• Rank candidates	• Monitor progress	• Complete evaluations
• Submit to GEO	• Select to GEO	• Complete evaluations	

1. **Submit the TOR**
   - **Timeline**: 1-6 months before desired start date
   - **Submission Options**:
     - Online MS Form (recommended):
     - Word Template (*see below*): For multiple positions—download from Mentor Resources folder
   - Your TOR should include mentor information and biography, project description and expected outcomes, internship stream (Health Sciences, Communications, Data Sciences, Education, etc.), specific terms of reference outlining duties and responsibilities, learning opportunities for the intern, and requirements, including educational background and skills needed.
   - Once submitted, programme coordinators will review and refine your TOR with you, ensure feasibility for the internship mode, confirm alignment with programme criteria, and post the position for recruitment.

How to develop Word Terms of Reference Forms (TORs)

Mentor Information

Name of the Mentor:	E.g. Communication Intern or Research Intern or Data Analytical Intern
Mentor Location	E.g. Nairobi, Kenya or Karachi, Pakistan
AKDN Agency	E.g. Aga Khan University or Aga Khan Education Services
Department	E.g. University Partnerships Office
Department Brief	Click or tap here to enter text.
Mentor's Brief Bio	Click or tap here to enter text.

Fill in the details as specified and for the mentor bio include the link to your LinkedIn Profile.

Proposed Internship Position

Position Title	Click or tap here to enter text.
Project Description / Job Summary	Please provide details on the project , intern's role and potential outcomes
Internship Stream (choose one):	☐ Health Sciences　　☐ Cultural Development ☐ Environmental Science & Sustainability　　☐ University Advancement ☐ Data Sciences & IT　　☐ Policy & Partnerships ☐ Education　　☐ Communications, Marketing & Finance ☐ International Development　　☐ Other: Click or tap here to enter text.
Internship TORs	Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text.
Opportunity for Student Learning (e.g. will receive training in research software, etc.)	Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text.

Provide a title & summary of the project that the intern will work on and the expected outcomes.

Internship Terms of Reference refers to the duties and/or responsibilities of the intern.

Outline the benefits of this position to the interns in terms of what opportunities they will have to learn new skills.

Mentor Application Form

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Requirement (Educational Background, Soft Skills, Language Skills, Technical Skills etc.)	Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text. Click or tap here to enter text.

List the intern requirements, basically the educational background, skills needed and note that the interns are 2nd year or above undergraduates, graduates or recent graduates.

2. Interview and select

- **Timeline**: 1-2 weeks after position posting closes
- Once recruitment closes, you'll receive a shortlist of 3-5 pre-screened candidates along with their complete applications (CV, cover letter, transcript) and proposed interview time slots.
- Interviews are conducted virtually via Zoom, lasting 20 minutes per candidate, and co-hosted with a programme coordinator.
- The approach is conversational rather than formal, focusing on skills, motivation, cultural adaptability, and communication.
- After completing all interviews, your next step is to rank candidates within 72 hours so the coordinator can promptly notify all applicants of outcomes.

Guidelines for Conducting Interviews

Assess Key Qualities:

1. **Knowledge, Skills, and Attitude (KSA)**
   o Determine technical competencies required for the project
   o Evaluate problem-solving abilities
   o Assess willingness to learn
2. **Maturity and Adaptability**
   o Ability to handle stress
   o Capacity to work in multicultural environments
   o Emotional intelligence and self-awareness
3. **Passion and Motivation**
   o Heartfelt, authentic excitement about the work
   o Understanding of AKU/AKDN mission
   o Career alignment with internship goals
4. **Communication Skills**
   o Ability to articulate ideas clearly
   o Active listening
   o Capacity to give and receive feedback

Interview Approach:

- **Be informal and conversational**: Most interviewees are undergraduates with limited professional experience
- **Ask open-ended questions**: "Tell me about a time when..." or "How would you approach..."
- **Assess cultural awareness**: "What do you know about the country/organization you'll be working with?"
- **Provide space for questions**: Gauge their curiosity and engagement
- **Look for a growth mindset**: Interest in learning, not just demonstrating expertise

Sample Questions:
- What interests you most about this project?
- Describe a challenging group project and how you contributed
- How do you typically approach unfamiliar tasks?
- What do you hope to learn during this internship?
- How would you handle [scenario relevant to your project]?

3. Onboard and orient[5]

- **Timeline**: Week 1 of internship

The third phase involves getting your intern settled and oriented. GEO handles the administrative aspects, including offer letter and contracts, IT setup for AKU email and system access, biometric access and ID card (IIP only), comprehensive orientation covering AKDN overview, data security, and programme features, and for IIP specifically, visa processing, accommodation arrangement, and arrival logistics.

Your role during this phase is to host a team kick-off meeting that includes you, your colleagues, the intern, and the coordinator; provide departmental orientation; review project details and expectations thoroughly; ensure workspace and tools are ready and accessible; and begin Week 1 activities as outlined in the Quick Start Guide.

This orientation week sets the tone for the entire internship. Take time to be thorough—what seems obvious to you may be entirely new to the intern. Explicitly discuss communication norms, working hours expectations, how to ask questions, and where to find resources.

4. Begin mentorship

Once orientation is complete, you enter the ongoing mentorship phase. Week 1 focuses on comprehensive orientation as detailed in the Quick Start Guide. Weeks 2-4 emphasize building momentum and rhythm through weekly structured meetings, gradual complexity increase in assignments, encouraging independence while providing support, and establishing regular feedback loops.

From week 5 onward, maintain the weekly structure you've established, monitor and evaluate progress using mid-term and end-term evaluations, coordinate with GEO on any issues that arise, and prepare thoroughly for evaluation periods.

Throughout the mentorship, remember that your role evolves from directive in early weeks to facilitative as the intern gains competence and confidence. Adjust your level of involvement based on the intern's demonstrated capability and the complexity of tasks at hand.

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[5] *For detailed Week 1 guidance, see Quick Start Guide and Orientation Checklist.*

Best Practices for Effective Mentorship

Effective mentorship creates an environment where interns feel safe to learn, make mistakes, and grow professionally. Here are key practices to ensure a successful mentorship experience:

Building Strong Relationships

- **Create psychological safety** by explicitly stating "there are no silly questions," sharing your own early-career learning experiences, and normalizing the learning curve and adjustment period.
- **Communicate expectations clearly** by putting communication norms in writing (email response time, meeting protocols), clarifying unwritten rules (dress code, working hours, leave approval), and never assuming the intern knows organizational norms.
- **Be approachable and responsive** by replying to messages within 24-48 hours, maintaining an open-door policy (physical or virtual), and checking in on well-being, not just work progress.
- **Provide quality feedback** within 48 hours of deliverable submission that is specific ("This section needs more data analysis", not "This is unclear"), focuses on behavior and impact rather than personality, balances with 2 positives for every developmental point, and documents significant feedback in writing.
- **Acknowledge cultural differences** by asking about communication preferences, being patient with language barriers, and celebrating diverse perspectives and approaches.

Structured Mentorship Approach

- **Set clear goals** using SMART criteria (Specific, Measurable, Achievable, Relevant, Time-bound), co-create a detailed work plan with the intern, break large projects into phases with milestones, and maintain a task board (To Do → In Progress → Done).
- **Hold consistent weekly 1:1 meetings (30-60 min)** with this structure: Check-in (5 min) on wellbeing, challenges, wins; Progress review (15 min) updating on tasks and blockers; Problem-solving (15 min) to address specific issues; Planning ahead (10 min) for priorities in the coming week; and Development talk (10 min) for learning reflections.
- **Encourage reflection and development** by asking "What worked well this week?", "What would you do differently next time?", and "What do you need from me to succeed?", while providing stretch assignments, including the intern in relevant meetings, introducing them to key stakeholders, and documenting insights in shared notes or a learning journal.

Inclusive Practice

- **Be explicit about norms** by discussing communication preferences in the first meeting, clarifying expectations around working hours and availability, and explaining the feedback culture of your team.
- **Support intercultural collaboration** by acknowledging different working styles, asking about cultural context when misunderstandings arise, and modeling curiosity and respect for differences.

- **Address issues promptly and celebrate diversity** by not letting small misunderstandings accumulate, approaching with curiosity rather than judgment, explicitly valuing different approaches, asking "How would you approach this in your context?", and integrating diverse ideas into project work.

Terms and Conditions for AKU Global Mobility Programmes

1. Intellectual Property Rights

- **All work belongs to AKU** unless advised otherwise in writing, including analyses, reports, code, designs, data, and deliverables produced during the internship.
- **If an intern wishes to use data or work later** (thesis, presentations, portfolio), they must request written approval from the department head, clearly state intended use, wait for formal approval, and comply with all conditions such as de-identification, embargoes, or co-authorship—never assume permission is granted.
- **For potential publications**, discuss within the first two weeks if outputs may be publishable, document authorship expectations (criteria, order, roles, timelines) in your work plan, and share agreement with GEO—general norms suggest substantial intellectual contribution merits authorship while operational support may merit acknowledgment, with interns as first authors if they lead the work and mentors as senior/corresponding authors.

2. Orientation

- **GEO provides comprehensive orientation** covering AKDN and AKU overview, programme expectations and resources, data security and confidentiality policies, risk management and safety protocols, professional development curriculum, and internship portal training.
- **Mentors provide departmental orientation,** including campus tour, introductions to colleagues and key personnel, detailed project overview and expectations, department-specific policies and procedures, and workspace setup to ensure comfortable transition and clear expectations from day one.

3. Conflict Resolution

- **Follow standard HR guidelines** with the addition that the programme coordinator will be consulted for arbitration and assistance—start by addressing concerns directly, document specific issues and prior conversations, contact the programme coordinator for facilitation, and allow GEO to be sensitive to potential culture shock while seeking fair solutions for all parties.
- **Escalation process** involves the department head if direct resolution is unsuccessful, with GEO ensuring fair process where the intern's voice is heard, HR consultation for serious policy violations, and final decisions documented in writing.

4. Culture Shock

- **Recognize signs** including withdrawal or isolation, excessive complaints about host country, changes in performance or communication, emotional volatility or anxiety, and physical symptoms like fatigue or sleep issues.
- **Provide support** by acknowledging that adjustment is normal and takes time, encouraging connection with other interns, providing extra check-ins during difficult periods, referring to the programme coordinator or staff counsellors, and being patient with temporary performance dips.

5. Evaluation Process

- **Mid-term evaluation (weeks 6-8)** requires completing the evaluation form shared by GEO, holding a 1-hour meeting with the intern to discuss progress, identifying strengths and growth areas, adjusting scope or support as needed, and documenting in writing to share with GEO.
- **End-term evaluation (final week)** includes completing a comprehensive evaluation form, conducting an exit debrief session, reviewing accomplishments and lessons learned, discussing future opportunities, and providing a certificate and letter of reference if appropriate—evaluations cover project deliverables, communication, intercultural collaboration, problem-solving, ethics and data handling, and professionalism.

6. Internship Extensions

- **Requirements** include a minimum of 3 months (12 weeks) completed before extension, mutual consent documented in writing, updated deliverables and timeline agreed upon, notification to GEO at aku.iip@aku.edu at least 2 weeks before the current end date, and department head approval for extended commitment.
- **Process** involves discussing extension with intern, emailing GEO with proposed dates and updated work plan, with coordinator requesting email access extension from IT, providing contract and NDA addendum, updating evaluation schedule, and confirming visa/permit implications for IIP.
- **Special considerations** include visa/permit requirements (IIP extensions may need visa amendments—check early), mode changes (virtual to on-site requires additional logistics), accommodation costs beyond 2-month programme coverage, and benefits such as enabling ambitious milestone completion and deepening learning relationships.

7. Data Security & Confidentiality
CRITICAL REQUIREMENT

All interns must comply with AKU's data security and confidentiality policies. Violations can result in immediate termination and legal action.

- **Legal safeguards** include every intern signing an Internship Agreement and Non-Disclosure Agreement (NDA), legally binding them to protect AKU/AKDN data during and after placement, with breach resulting in legal consequences, plus mandatory training covering confidentiality policies, risk management, data classification, handling sensitive data, physical/digital security, mobile device use, and incident reporting.

- **Technical controls** require AKU-issued email only (no personal email for work), approved tools only (IT-approved platforms, no unauthorized cloud storage), least-privilege access (limited to what's needed, time-bound, reviewed, revoked at exit), and no personal-device storage of restricted data.
- **Data classification** includes Public (shareable openly), Internal (AKU use only), Confidential (sensitive business requiring authorization), and Restricted (highly sensitive, like patient data or financial records, with strictest controls).
- **Your role as mentor** includes sharing project-specific data handling rules on Day 1, specifying which repositories/drives to use, clarifying file-naming conventions and retention policies, explaining approval requirements for external sharing, monitoring compliance in weekly check-ins, and reporting violations immediately to GEO and IT Service Desk.

If a data breach or security incident occurs:
<u>IMMEDIATE ACTION REQUIRED</u>
- Stop the breach if safe (revoke sharing, change permissions, disable links, lock account), record facts (what data, how, when, systems/users involved, who received it), notify immediately (GEO at aku.iip@aku.edu, IT Service Desk, department head), preserve evidence (don't delete emails/files/logs/devices), and follow AKU incident response as directed.

8. Communication Protocol
- **If deciding not to host an intern**, immediately inform GEO of the reason before the internship starts or provide documentation of the challenge during the internship, with GEO working to find a solution or alternative placement with professional handover.
- **For planned leave (≥2 weeks' notice)**, email aku.iip@aku.edu with dates and reason, appoint a backup supervisor from your team, introduce the backup to the intern and GEO, brief the backup on project status and expectations, and ensure the backup has access to relevant documents.
- **For unplanned leave (emergency)**, notify GEO ASAP (24/7 contact available), name backup supervisor if possible, allow GEO to stabilize placement and communicate with intern, and arrange handover when returning or identify alternate arrangement.
- **For extended leave (≥4 weeks)**, a formal transfer to another mentor may be required, with GEO facilitating transition and updated paperwork and giving the intern the option to pause or continue with a new mentor.

9. Early Termination
<u>LAST RESORT ONLY</u>
Internship termination is rare and should be avoided through proactive communication and problem-solving.
- **Possible reasons** include serious misconduct (data breach, harassment, fraud, theft), repeated performance failures despite documented support and interventions, safety risks to intern/mentor/organization, or fundamental project infeasibility discovered after internship begins.

- **Required process** involves contacting GEO first before any termination decision, providing documentation of concerns and interventions attempted, allowing GEO to run fair process ensuring intern's voice is heard, holding meeting with intern/mentor/coordinator/department head if needed, documenting decision in writing with clear rationale, conducting exit interview by GEO, and noting that recognition (certificate/letter) may not be provided if terminated for cause.
- **Documentation required** includes specific incidents with dates and witnesses, prior feedback given to intern, support provided (additional training, adjusted scope), performance evaluation records, and communication trail (emails, meeting notes).
- **For mutual early completion**, conclude professionally with proper handover and documentation, allow GEO to facilitate formal closure, provide recognition if the intern performed satisfactorily, and ensure no negative record if the conclusion is mutual and professional.

Programme Support & Coordination

What the Global Engagement Office (GEO) Provides

The GEO and programme coordinators provide comprehensive support so mentors can focus on mentorship rather than administration:

- **Recruitment and screening,** including advertising positions, promoting through social media and partner networks, screening applications, shortlisting 3-5 qualified candidates per TOR, co-hosting interviews, and handling all offer paperwork and contracts.
- **Programme infrastructure and technology,** including TOR templates, onboarding checklists, and evaluation forms; internship portal for tracking and weekly check-ins; technical support for systems access; coordination for email setup, biometric/ID processes, and IT permissions.
- **Onboarding, monitoring, and evaluation** by providing comprehensive orientation covering AKDN/AKU overview, data security, and professional development; ensuring HR compliance; coordinating workspace setup; conducting weekly check-ins and monthly reports; coordinating mid-term and end-term evaluations; and flagging concerns early.
- **Professional development for interns** offering 60+ hours of workshops and speaker series, asynchronous learning courses, AKDN-wide networking opportunities, career-building sessions (resume reviews, interview prep), and completion certificates.
- **Logistical support for IIP,** including pre-departure orientation, airport pickup and welcome packages, accommodation (first 2 months), full visa processing, daily shuttle transportation, cultural activities and excursions, and farewell ceremonies.
- **Troubleshooting, mediation, and welfare** through 24/7 availability for urgent issues, conflict resolution facilitation, scope adjustment support, mental health and counseling resources, and early intervention for performance concerns.

When to Contact Programme Coordinators
CONTACT GEO IMMEDIATELY (24/7) FOR:
- Intern absence without notice
- Serious policy violations (data breach, harassment, misconduct)
- Health or safety concerns
- Emergency situations
- Suspected misconduct or unethical behavior

Contact within 24-48 hours for: Project scope changes or concerns, performance issues requiring intervention, communication challenges or access problems, need for mediation or realignment, technical issues affecting work, or extended mentor leave (planned or unplanned).

Regular communication includes: Mid-term evaluation coordination, end-term evaluation coordination, programme feedback surveys, and success story sharing.

Key Contacts
In the event that you face any challenges or difficulties mentoring your intern, please feel free to contact us at **aku.iip@aku.edu** (monitored 24/7) or call the following team members anytime:

Pakistan
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Online Resources
- **Mentor Website: https://www.aku.edu/geo/gmp/Pages/Mentor-Application.aspx**
- **Mentor TOR/Application Portal: https://forms.office.com/r/v4Dw10Sm75**
- **Mentor Resources Folder:**
  https://drive.google.com/drive/folders/1aicuUxlrnNVDfJ2AmZlrSVycu_TTpdI1?usp=sharing