



# WHITE PAPER

## ASEAN's Internship Imperative

The need to develop ASEAN cross-border internships

Joint Publication by:





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## Foreword by the Secretary General of ASEAN, H.E. Dato Lim Jock Hoi



This White Paper on promoting and developing intra-ASEAN internships aligns with ASEAN's efforts to build future-ready and competitive human resources. In today's globalised and interconnected world, 21st century skills such as cross-cultural communication, collaboration, and leadership become some of the key strengths that enable young people to stand out and thrive. As we go through an era of rapid technological transformation, we must ensure that students, graduates and workers acquire the skills needed to adapt to and succeed in the future world of work. Internships are a valuable tool by which skills for career success can be acquired as they provide exposure to real-world working environments as well as help students develop professional networks.

Cross-border internships do not only foster skills development, but also promote greater interaction and understanding among the youth. Encouraging more people-to-people links is critical in building a cohesive and vibrant ASEAN Community. Indeed, as laid out in this document, young people are excited to build international careers and are eager to learn and understand different cultures.

The White Paper also highlights other valuable insights. As attested by companies who completed the survey, young interns' performance at work has been satisfactory and their potential is promising. Their ability to develop fresh ideas and contribute to the company are well-acknowledged. In addition, we are delighted to learn that the education institutions surveyed also recognise the values of internships in enhancing the employability of interns. It is inspiring to see that these educational institutions have shown interest to expand cross-border internships in the future.

We hope that these useful findings will spark a deeper awareness regarding the potential and benefits of an intra-ASEAN internship program and lead to further discussions and collaboration among all relevant stakeholders.

## Foreword by the Executive Director of the ASEAN Foundation Dr. Yang Mee Eng

As a home to over 200 million youths, ASEAN has in its hands a wealthy pool of future leaders who will, in time, shape the region's destiny. As an entity standing in the forefront of youth development effort, we make it our priority to develop the potential of the young people of ASEAN and prepare them for the future. We took a definitive action in this direction by launching a cross-border internship programme in 2012.



Plenty of meaningful developments occurred throughout the years. The programme, which managed to attract only 19 students up to 2014, grows exponentially in the last three years as we accepted 75 interns from 16 different countries and three different continents.

As a way to promote inclusive education, we welcomed students with disabilities from Bina Nusantara (Binus) University and London School Beyond Academy (LSBA) Jakarta. Strengthened with the learnings from our internship programme, the four students from LSBA Jakarta continued their education journey with another internship at the ASEAN Secretariat. The one student from Binus University went on to work at UNDP Indonesia. Our cross-border internship programme also underwent a significant transformation due to COVID-19 pandemic. We had to leave behind the conventional, in-office internship and implement e-internship to continue providing a learning space for young people in ASEAN.

As an ASEAN body that has been consistently implementing cross-border internship programme in the last eight years, we can attest to the importance of such initiative in creating future generations that possess strong ASEAN Identity and exemplary leadership quality. In our case, we strive to design our internship programme to achieve two specific objectives: (1) to enable our youth to deepen their appreciation for ASEAN and (2) involve them in a steadfast community-building process that aims to achieve ASEAN Sustainable Development Goals. The learnings from our programme will not only help them to achieve the career path they desire, be it in diplomacy world, international development ecosystem or private sector, but also gain the much-needed 'skills and intelligence' to ably interact and communicate in multicultural settings and with people of different nationalities.

The "ASEAN Internship Imperative" White Paper has perfectly emphasised how crucial the role of stakeholders in promoting cross-border internship programme that can boost the level of talent and leadership for the next generation. The level of interest from ASEAN youth in quality internship programme remains high even during pandemic. We hope that this first baseline study will serve as a catalyst to encourage stakeholders to take a leap of faith with us and create an immersive learning platform for youth across the region.

## Foreword by the Chairman of AHDO, Pambudi Sunarsihanto



The decision to promote ASEAN cross-border internships as a means for enhancing the human development of youth in the region was taken at the very beginning of AHDO's creation. Our collaboration with the ASEAN Foundation on this white paper was our first partnership activity in establishing our organisation as an ASEAN entity.

From the beginning we were aware that an accelerated effort from stakeholders was needed and understood that some of the proposals coming from our surveys with companies, universities and students would be challenging. But we were confident that the benefits of providing opportunities for cross-border internships would eventually outweigh the difficulties.

Both ASEAN and non-ASEAN multinational companies have experienced the benefits of international internships in other parts of the world and provide a convincing voice in ASEAN for accelerating the organisation of ASEAN internships. They consider this a need not only for the management of operations in their companies but also for need for leaders in ASEAN with a regional mindset and regional experience. Fast-growth startup companies in ASEAN echo this need as they expand across the region. Eventually, with increasing cross-border trade, small and medium-size companies will become aware of the need for ASEAN employees with ASEAN capabilities. The same is true for ASEAN's State-Linked companies.

Internships are not only needed for companies and is not limited to enhancing employability. ASEAN needs artists, scientists, lawyers, teachers, government employees and social entrepreneurs who have benefited from ASEAN cross-border internships.

This white paper is a start — one that we hope fills the gap in understanding the needs, motivations and challenges of cross-border internships in ASEAN. But one study is not enough. In formulating our recommendations for action, AHDO makes the commitment to continue to company support for cross-border internships and to contribute to partner with the ASEAN Secretariat and ASEAN entities on further action.

## About the ASEAN Human Development Organisation

The ASEAN Human Development Organisation was founded in 2018 to promote human development in the workplace across the ASEAN's Member States. AHDO connects ASEAN's national HR Associations in the region into a professional community and works with ASEAN institutions on policy and initiatives concerning human development at work. AHDO aims to develop ASEAN's management identity and culture with a core purpose of improving human development at work.

To fulfil its mission AHDO:

- publishes research and white papers
- organises conferences and events across the region
- works with international organisations
- manages regional certification programmes for human development professionals.



## About the ASEAN Foundation

In recognition of the fundamental importance of improving the livelihoods and well-being of the peoples of Southeast Asia, and the need to promote ASEAN awareness as well as people-to-people contact, the Leaders of the Association of Southeast Asian Nations (ASEAN) established the ASEAN Foundation in 1997.

The ASEAN Foundation mandates are:

- Promoting ASEAN Awareness and Identity
- Enhancing Interaction among Various ASEAN Stakeholders
- Developing Human Resources and Capacity Building
- Addressing Socio-Economic Disparities and Alleviating Poverty



**ASEAN FOUNDATION**

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## Glossary of Key Terms

In this white paper we shall use the word internship as a generic term covering all types of programs where students get on-the-job learning, in the form of an internship, apprenticeship or traineeship.

- **ACADEMIC RECOGNITION OF INTERNSHIP:** higher education institutions confer academic credit for internships by making requirement for internships as a condition to earning a degree. Alternatively academic courses attribute points, assessments or certifications to internships as part of a program of studies.
- **APPRENTICESHIP:** An education program that combines an alternation of on-the-job training and academic courses leading to a degree. In Germany, the Dual System has made apprenticeship into a form of education followed by two-thirds of students in higher education. Apprenticeships usually last one to three years and in many countries employers are required to pay apprentices for their work
- **ASEAN CHARTERED INTERNSHIP PROGRAMME (ACIP):** a stakeholder commitment of companies, education institutions and interns to ensure quality for ASEAN cross-border internships.
- **INTERNSHIP:** A short and temporary on-the-job learning program in a company, public organisation or NGO. In this white paper, the word “internship” is used also as a generic term that includes student apprenticeships, traineeships and internships.
- **INTERNSHIP VISA:** a special visa for interns (recommended in this white paper) providing a work-study permit of an ASEAN student for an ASEAN country. The internship visa is generally 3 to 12 months.
- **STUDENT VISA:** a residence permit for students to study in a foreign country, usually limited to duration of the study period. ASEAN countries are relatively open for cross-border student visas.
- **TRAINEESHIP:** Short-term program for professional or technical learning not leading to a degree. Traineeships are usually paid and may be organized as an introductory period of employment.
- **WORK VISA:** a residence permit for workers from another country. There are different conditions and duration for work visas in the different ASEAN countries.

## Executive Summary

In early 2019 the ASEAN Human Development Organisation and the ASEAN Foundation decided to collaborate on a white paper in order to draw attention to the importance of cross-border internships for development in the region.

The purpose of the white paper is to identify the advantages and obstacles of cross-border internships and to recommend actions to deal with the “ASEAN Internship Imperative”. The internship population in ASEAN is currently 213 million youth and by 2038 this will reach 220 million youth. Comparison with the European experience shows the advantages of massively increasing the availability of cross-border internships.

Studies of internship show that it increases employability and cross-border internships give a strong employability advantage to students with practical experience and exposure to the ASEAN community. For companies having completed a cross-border internship is on a par with completion of a semester of study in a Western university and is actually more attractive for many jobs.

Lack of awareness and capability of managing cross-border internships limits the number of internships in the region. For companies, the lack of capability and openness of ASEAN governments is the number one obstacle in providing internships to students, largely due to protectionist policies that limit granting visa to interns. For ASEAN education institutions visa restrictions are the second most important obstacle, the first being the lack of capability of education institutions to manage cross-border internships.

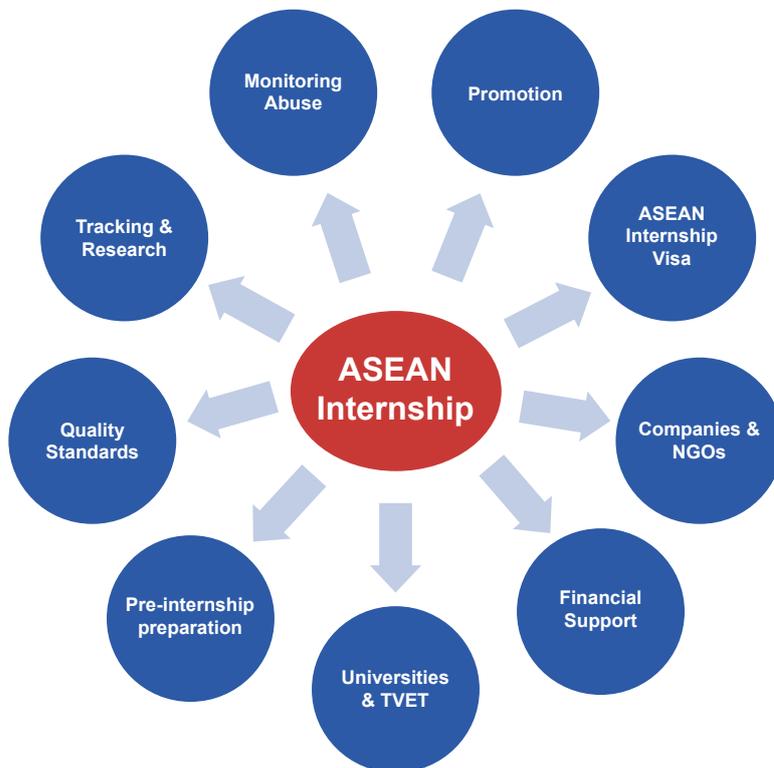
For ASEAN youth who have completed a cross-border internship the most important motivation is to prepare for an international career. This is followed by improving the chance to be hired after graduation, exposure to different a different culture and expanding self-knowledge and personal development.

The white paper asked companies, education institutions and students to identify recommendations for stakeholders: HR professionals in companies, managers in companies, education institutions, national governments and the ASEAN Secretariat. Nine recommendations for action were identified at the level of the ASEAN community.

In our study, we reviewed the current visa regulations for cross-border internships and found that mobility for interns is made difficult by fragmented and complex regulations across the region. We recommend a simple and standardised visa system for ASEAN that encourages cross-border internships.

We reviewed government initiatives across ASEAN countries that facilitate and support cross-border internships within ASEAN. The only model programme that we found, which facilitates interns coming into the country as well as going out to other ASEAN countries, is the Malaysian TalentCorps initiative named “MyASEAN”. This programme is described in the Annex as an example for other ASEAN countries.

Our study concludes with 9 recommendations intended to facilitate, accelerate and ensure quality ASEAN cross-border internships for the current 12 million youth engaged in higher education, as well as for future generations.



1. Promote cross-border internships as part of the ASEAN development strategy for developing human capital and the social and cultural community.
2. Create a standard ASEAN internship visa with Member States that is easy to obtain from immigration services and of appropriate length (a semester up to a year).
3. Communicate the benefits of cross-border internships to companies, NGOs and government agencies and provide a framework for internship quality management.
4. Support students financially for internships through government aid, compensation for interns, housing allowances and insurance.

5. Encourage universities, technical and vocational education institutions to support and recognise cross-border internships.
6. Equip students for cross-border internships by providing pre-internship courses and workshops on the targeted Member State's culture, language, history, economics and politics.
7. Ensure quality management of the cross-border internship experience by bringing together stakeholders: companies, education institutions and the interns themselves.
8. Develop ASEAN-wide tracking, research and quality assessments for cross-border internships.
9. Monitor and sanction the corruption of internship by companies that exploit interns for free labour, by organisations that market internships to students with a high price and low quality, and misuse of internship visas by students for clandestine immigration.

The most ambitious proposal is the second, to create an ASEAN internship visa for the region. This would require a top-level agreement from ASEAN Member Countries to be coordinated by the ASEAN Secretariat.

The "ASEAN Internship Imperative" is to meet the needs of ASEAN's 213 million youth. Providing one in-country internship to 10% of today's generation of youth comes to more than 1 million internships per year. Providing cross-border internships in to only 1% of ASEAN's youth would come to more than one hundred thousand a year, and would increase with ASEAN's rising youth. One percent of youth having the experience of a cross-border internship is a modest goal for ASEAN's Economic Community and ASEAN's Social and Cultural Community. Cooperation of stakeholders to meet the internship needs of ASEAN youth, as well as the commitment to ensure the quality of internships in ASEAN, would have a major impact in boosting the level of talent and leadership for the next generation.

## Purpose and Objectives

The purpose of this white paper is to understand the growing importance of cross-border internships within the ASEAN community for human capital and regional capability development. The ASEAN Human Development Organisation and the ASEAN Foundation led the study, and the ASEAN University Network and that a white paper would be helpful in clarifying the advantages of cross-border internships for youth, for education, for companies and for the ASEAN member countries. But the idea of a white paper was also to propose initiatives that would ensure the quality of internships in the region and facilitate the growth of cross-border internships.

With this purpose in mind, AHDO and the ASEAN Foundation identified the key stakeholders whose perspectives and proposals should be represented. These are:

1. Define the position of European companies and institutions of higher education operating across ASEAN on issues relating to internships.
2. Companies, NGOs and government agencies that organise cross-border interns in ASEAN. Different types organisations should be represented.
3. Universities and TVETs (Technical and Vocational Education and Training institutions) that organise cross-border internships in ASEAN. Different types of education institutions should be represented.
4. ASEAN students doing cross-border internships. The views of student organisations should also be represented.
5. ASEAN government bodies responsible for granting visas or work passes to ASEAN cross-border interns.

## Research Scope and Methodology

The scope of the research for this white paper has four sources:

- Survey of companies operating in ASEAN
- Survey of ASEAN higher education institutions offering cross-border internships
- Survey of ASEAN interns who are currently doing, or have completed, an internship in another ASEAN country.
- Interviews of experts, directors or thought leaders involved in internship in ASEAN

The research explores the advantages and obstacles of developing cross-border internships in ASEAN.

For background we compared the experience of cross-border internships in the EU and we examined recent initiatives in Singapore's higher education institutions to require internships for students and to promote internships in ASEAN.

Our research methodology began with gathering information from documents and research on internship systems. We then organised meetings with company HR leaders and with schools that manage cross-border internship programs. From these contacts we were able to identify case studies of successful internship programmes.

Our interviews were designed in such a way as to provide information at two levels:

1. Quantitative information from surveys with 3 stakeholders: companies, schools and students.
2. Qualitative information from the 3 stakeholders as well as thought leaders and government representatives.

For the white paper, the qualitative interviews allowed us to formulate proposals for developing the quantity and quality of cross-border internships in ASEAN and to identify areas for initiatives at the ASEAN community level.

Concerning the recommendations and proposals in this white paper, we focused on concrete proposal to guarantee the quality of cross-border internships and we suggest how the ASEAN Secretariat could dialogue with Member Countries on ways to increase cross-border internships with an internship visa or fast track process.

## Why ASEAN needs better internships

In higher education, internship has increasingly been adopted as an effective method of providing exposure to the workplace, developing work-related competencies and helping students orient their choice of a future career. However not all internships are part of an academic programme or a government labour initiative. Recent research concludes that not all internships lead to improvement of employability: what works are structured internships and especially paid internships. The so-called open market internships, where students apply for temporary work that is often unpaid, do not clearly demonstrate increased employability.<sup>1</sup>

### International Labour Organisation Quality Standards

The International Labour Organisation describes quality internships in the following way:<sup>2</sup>

*This requires a dynamic process for developing curricula that is not predetermined but, rather, evolves through continuous dialogue with employers to align the training programme with business needs and local realities. A project-based learning approach that simulates the workplace so that youth gain real-world, hands-on skills is important. Combining specialist equipment and facilities with contemporary teaching and learning practice, training workplaces simulate or replicate a 'real-world' work environment to help develop students' skills and knowledge, and provide an accurate environment for assessment.*

In ASEAN cross-border internships are needed by companies with plans to grow their business across the region because they want to hire talent with regional experience (as we shall see in our survey). For universities and vocational schools, such as tourism and hospitality, cross-border internships provide an opportunity to prepare students for regional responsibilities in different academic areas including business but also science, education, journalism and art. For the student, a cross-border internship is a unique learning and development experience, providing it designed as a quality programme. If structured with a mentor from the company, an on-the-job learning programme, social and cultural exposure to the host country, feedback on strengths and development needs, and recognition by the school has strong benefits for all stakeholders.

<sup>1</sup> Owens, R.; Stewart, A. 2016. "Regulating for decent work experience: Meeting the challenge of the rise of the intern," *International Labour Review*, Vol. 155, No. 4, pp. 679–709.

<sup>2</sup> Enhancing youth employability: What? Why? and How?" by Laura Brewer, International Labour Office; Department of Skills and Employability, ILO publication 2013

## ASEAN's Internships for 213 Million Youth

The ASEAN youth population of internship age, defined by the United Nations Department of Economic and Social Affairs as 15-34 years<sup>3</sup>, is currently for ASEAN's "Generation Y" is 213 million. By 2038, ASEAN's "Generation Z" internship population is expected to reach 220 million youth.

Today, the number of internships for ASEAN youth is small - unfortunately no statistic for the number of either in-country internships or cross-border internships is available for ASEAN.<sup>4</sup> However the need for ASEAN internships is massive. Providing one in-country internship to 10% of today's generation of youth comes to more than 1 million internships per year. Providing cross-border internships in to only 1% of ASEAN's youth would come to more than one hundred thousand a year, and would increase with ASEAN's rising youth. One percent of youth having the experience of a cross-border internship is hardly enough to meet the goals of ASEAN's Economic Community and ASEAN's Social and Cultural Community.

*Youth in ASEAN have an essential role in the region's development. ASEAN cross-border internships nurture their long-term commitment to ASEAN and build competencies that that enhance their understanding and ability to become regional leaders. This white paper research allows us to learn how to develop youth and set goals. Governments now need to provide the policy on cross-border internships to meet ASEAN's internship needs.*

– Senjaya Mulia, Founder of the ASEAN Youth Organisation (AYO)

Given this imperative for ASEAN, the question is: how is it possible to meet the massive need for high-quality internships across ASEAN? The European Union provides an example of how massive cross-border internships can be organised.

<sup>3</sup> Source: ASEC (2016), UN DESA (2017)

<sup>4</sup> In fact we have found no study that measures the number of cross-border internships for ASEAN covering all forms of education institutions, from universities to technical and professional schools.

## Learning from the European experience of cross-border internships

European companies are playing an active role in promoting internships in ASEAN<sup>5</sup>. They draw upon long experience of managing internships at home and the countries where they do business.

### Roots in the Middle Ages

The European internship system has deep roots, going back to the guild system in the Middle Ages.<sup>6</sup> The guilds trained craftsmen in the specific skills of their trade and practiced an apprenticeship system to develop skills in young workers. Starting in the 11th century, which was the time when Europe created its first universities, young European workers began revolting against the guild system and formed “companies” traveling around Europe to improve their skills, notably migrating to new workplaces such as the site where a new cathedral was being built. The guilds’ attempt to monopolise labour was despised by Europe’s new educational thinkers. Renaissance humanists and the Modern Age champions of the scientific method promoted public education for all and fought against any limitation to the spread of knowledge.

The traditional apprenticeship system, based on a bonded relationship between the intern and the employer, was banned in France at the French Revolution and largely rejected in the American colonies as many of the American colonists had broken their bonds to start a new life in America. The rise of industrialisation brought about an explosion of new techniques for making things cheaply on a mass scale and significantly changed the nature of labour, making freedom a fundamental aspiration to work where and with whom one chooses. Modern education, with the advent of the modern university system made it a right for students to choose what they would study.

### Internship in modern European education

These new freedoms changed the nature of internship from a bonded relationship to a preparation for technically qualified labour. An example in Germany was invented in the early 19<sup>th</sup> century by the industrialist August Borsig: his “Lehring System” provided alternate training in practical skills on the factory floor with instructed in technical principles in a classroom. Today an estimated 600,000

<sup>5</sup> The European Chamber of Commerce in Singapore published a white paper in 2014 on internships “The Internship Imperative” and in 2015, in partnership with the European Foundation of Management Development, a study of European companies’ recommendations on ASEAN human development priorities: “Human Development Priorities for the ASEAN Economic Community”. These white papers can be found on the Eurocham Singapore website: <https://eurocham.org.sg/publications/eurocham-reports-and-position-papers/>

<sup>6</sup> Summarized from Working Wisdom by Bob Aubrey and Paul Cohen, published by Jossey-Bass 1995.

German students are doing an internship every year using this alternate system of learning, and about half of those students find their first job with their internship company.<sup>7</sup>

The European Union Maastricht Treaty of 1992 had an immediate impact on internships with its guarantee of “four freedoms” (free movement for goods, services, capital and people) opened the doors to cross-border internships. The 1987 European initiative to create the Erasmus programme exploded, eventually enabling over three million European students to spend part of their studies at another higher education institution in Europe or in a cross-border internship. By 2013, Eurobarometer study estimated that 4.5 million European youth were engaged in internships and 9% or 405,000 of these internships were cross-border.<sup>8</sup>

Cross-border internships widened the scope of learning in companies beyond technical skills and focused more on international exposure and cross-cultural management. For example, the French *Grandes Ecoles*, known for high quality Master degrees in business and engineering, adopted international internships as a requirement. A report by the French *Conseil Economique et Social* on internships in 2005 showed that *Grande Ecole* students completed no less than three internships on average during their studies.<sup>9</sup>

## Exchanges between the EU and ASEAN

The European experience of internship has already influenced ASEAN as a partner to education in ASEAN countries and through the presence of multinational companies that provide quality management of internships due to their experience in Europe.

Singapore has used the European experience to switch from the summer “professional attachment” which was a short and informally managed exposure of students to companies, to a longer internship experience with structured management. This has been particularly embraced by the newer Polytechnic

<sup>7</sup> Employment through internship accounted for 300,000 jobs according to a 2007 study by the Institut für Arbeitsmarkt- und Berufsforschung der Bundesagentur für Arbeit.

<sup>8</sup> “The Experience of Traineeships in the EU”, November 2013. Study conducted by TNS Political & Social at the request of the European Commission, Directorate-General for Employment, Social Affairs and Inclusion. EU coordination led Directorate-General for Communication (DG COMM “Strategy, Corporate Communication Actions and Eurobarometer” Unit of the European Commission.

<sup>9</sup> Walter, J.L. L’insertion professionnelle des jeunes issus de l’enseignement supérieur. Avis et rapports du Conseil Economique et Social, 2005. The report can be downloaded at this site : <http://www.ladocumentationfrancaise.fr/rapports-publics/054000664/index.shtml>

universities that require a semester of internship for many of their programmes and actively promote internship experience outside Singapore.

The ASEAN University Network (AUN) has established a Quality Assurance Agency (QAA) for 120 universities that recommends internship with a company as part of the curriculum. According to Dr Choltis Dhirathiti, Executive Director of the AUN Secretariat<sup>10</sup>:

*Today, a lot of students are seeking experience in other ASEAN countries. I think internship is a must for education in the region.*

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10 Interview with Bob Aubrey on 30 April 2019

## Avoiding the corruption of internship in ASEAN

International studies of internship show that, despite the benefits of real-world exposure to work for students, the implementation of internships can be corrupted in two ways.

1. The first is by employers who make it into a form of unpaid or underpaid work. This exists even in countries with developed internship systems.
2. The second is by the interns themselves when they stay in their host country beyond the time of their visa. Internship then becomes a vehicle for clandestine immigration.

### Internship as unpaid labour

In 2013 a Eurobarometer survey on internship showed that 59% of interns questioned in the survey reported that they were not paid for their work and 40% of interns worked without any written contract to guarantee their social rights.<sup>11</sup>

Development of fair practices and quality for internship was high on the list of issues at the European Students' Convention in 2012 where students argued that internships, apprenticeships and traineeships should be paid. European governments have accelerated legislation against internship abuse and European businesses and employer organisations, as well as multinational companies like Nestle and Siemens, have signed a pledge for quality internships.<sup>12</sup>

Similar initiatives to prevent abuse of internships took place in the USA: in June 2013 a federal court ruled that private employers should pay a minimum wage while the US Department of Labour provided guidelines for companies using interns that included the principles that internship work has to be "for the benefit of the intern" and that the company "derives no immediate advantage" from the work of interns.<sup>13</sup>

11 "The Experience of Traineeships" in the EU *ibid*.

12 "Students Want Quality Internships", *The European Students' Union* publication, September 2013. The ESU is an umbrella organisation of 47 national unions of students from 39 European countries representing the educational, social, economic and cultural interests of students at the European level. [www.esu-online.org](http://www.esu-online.org)

13 "Is the Unpaid Internship Dead?" by Susan Adams *Forbes* 14 June 2013

## Current Status: *Internship visa requirements and regulations for cross-border internships*

The 2016 ASEAN Master Plan on Connectivity for 2025 formulates the goal to promote ASEAN cross-border student mobility, in which internship plays an important role.<sup>14</sup> The outcome metrics of that document included availability of visas.

The following table tracks the current availability of visas for cross-border internships today.

Country	Visa Requirements and Regulations
Brunei <sup>15 16</sup>	<p>All visitors must hold a passport valid for six months and a valid return ticket.</p> <p>Visa-exempt nationalities for up to 30 days: Laos, Malaysia, Singapore</p> <p>Visa-exempt nationalities for up to 14 days: Cambodia, Indonesia, Myanmar, the Philippines, Thailand, Vietnam</p> <p>Visa must be applied prior to the travel should the person intend to stay in Brunei for more than the exempted period of days.</p> <p>For the purpose of an internship: Visa for professional visit, valid for three months.</p> <p>Professional Visit visa issued for the purpose of professional work/expertise required for a particular project awarded in Brunei.</p> <p>Professional Visit visa is required to be applied by the government agencies, government-linked company, business registered company in Brunei on behalf of the applicant.</p> <p>Extension of professional visit while in Brunei can be applied directly to the Visa, Visit and Diplomatic Section, Department of Immigration and National Registration.</p>

<sup>14</sup> Article 66 in the Master Plan on ASEAN Connectivity 2025 Jakarta, ASEAN Secretariat, August 2016 downloaded 1 Feb 2019 <https://asean.org/storage/2016/09/Master-Plan-on-ASEAN-Connectivity-20251.pdf>

<sup>15</sup> Immigration and National Registration Department, Ministry of Home Affairs (2020). Accessed on 03 August 2020, [www.immigration.gov.bn](http://www.immigration.gov.bn)

<sup>16</sup> Ministry of Foreign Affairs (2020). Accessed on 03 August 2020, [www.mfa.gov.bn](http://www.mfa.gov.bn)

<p><b>Cambodia</b> 17 18</p>	<p>All visitors must hold a passport valid for six months.</p> <p>Visa-exempt nationalities for up to 30 days: Indonesia, Laos, Malaysia, the Philippines, Singapore, Vietnam</p> <p>Visa-exempt nationalities for up to 14 days: Brunei, Thailand, Myanmar</p> <p><b>For the purpose of an internship:</b></p> <p>Ordinary Visa types: (EB) Business, (EG) Visa for those searching for employment</p> <p>Both Visa types are initially valid for a period of 30 days. The visa can be extended for a period of one month, three months, six months, or maximum a year at a time, by filing an application at the immigration department of the Ministry of Interior (MOI).</p>
<p><b>Indonesia</b><sup>19</sup></p>	<p>All visitors must hold a passport valid for six months and a valid return ticket.</p> <p>Visa-exempt nationalities for up to 30 days: Brunei, Cambodia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Vietnam</p> <p>For the purpose of an internship: Limited Stay Visa: Participation in training or research with stay permit for a maximum period of one year.</p>
<p><b>Laos</b><sup>20 21</sup></p>	<p>All visitors must hold a passport valid for six months.</p> <p>Visa-exempt nationalities for up to 30 days: Cambodia, Indonesia, Malaysia, the Philippines, Singapore, Thailand, Vietnam</p> <p>Visa-exempt nationalities for up to 14 days: Brunei, Myanmar</p> <p><b>For the purpose of an internship:</b></p> <p>Type of visa depends on which organization/ ministry the application is for</p>

17 Kingdom of Cambodia, Ministry of Foreign Affairs & International Cooperation (2020). Accessed on 03 August 2020, [www.mfaic.gov.kh](http://www.mfaic.gov.kh)

18 e.visa Kingdom of Cambodia (2020). Accessed on 03 August 2020, [www.evisa.gov.kh](http://www.evisa.gov.kh)

19 Ministry of Foreign Affairs of the Republic of Indonesia (2020). Accessed on 03 August 2020, [www.kemlu.go.id](http://www.kemlu.go.id)

20 Ministry of Foreign Affairs of LAO PDR (2020). Accessed on 03 August 2020, [www.mofa.gov.la](http://www.mofa.gov.la)

21 e.visa Lao Official Online Visa (2020). Accessed on 03 August 2020, [www.laoevisa.gov.la](http://www.laoevisa.gov.la)

<p><b>Malaysia<sup>22</sup></b></p>	<p>All visitors must hold a passport valid for six months.</p> <p>Visa-exempt nationalities for up to 30 days: Brunei, Cambodia, Indonesia, Laos, the Philippines, Singapore, Thailand, Vietnam</p> <p>eVisa nationalities for up to 30 days: Myanmar</p> <p><b>For the purpose of an internship:</b></p> <p>Multiple Entry Visa: Valid for a period of three to twelve months.</p>
<p><b>Myanmar<sup>23 24</sup></b></p>	<p>All visitors must hold a passport valid for six months.</p> <p>Visa-exempt nationalities for up to 30 days: Singapore, Vietnam</p> <p>Visa-exempt nationalities for up to 14 days: Brunei, Cambodia, Indonesia, Laos, the Philippines, Thailand (for air arrivals only)</p> <p>eVisa nationalities for up to 28 days (for tourists) or 70 days (for businesses): Brunei, Cambodia, Indonesia, Laos, Malaysia, the Philippines, Thailand, Vietnam</p> <p><b>For the purpose of an internship:</b></p> <p>Business e-Visa: Valid for seventy days with Single Entry.</p>

<sup>22</sup> Official Portal, Ministry of Foreign Affairs Malaysia (2020). Accessed on 03 August 2020, [www.kln.gov.my](http://www.kln.gov.my)

<sup>23</sup> The Republic of the Union of Myanmar, Ministry of Labour, Immigration and Population (2020). Accessed on 03 August 2020, [www.evisa.moip.gov.mm](http://www.evisa.moip.gov.mm)

<sup>24</sup> Ministry of Foreign Affairs of the Republic of the Union of Myanmar (2020). Accessed on 03 August 2020, [www.mofa.gov.mm](http://www.mofa.gov.mm)

<p><b>The Philippines</b> 25 26 27 28</p>	<p>All visitors must hold a passport valid for six months.</p> <p>Visa-exempt nationalities 30 days: Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Singapore, Thailand, Vietnam</p> <p><b>For the purpose of an internship:</b></p> <p>Philippine Visa ('temporary visitor'):</p> <p>ASEAN nationals who are allowed visa-free entry for a stay of up to 30 days but wish to stay longer may apply for a visa at the Philippine Embassy or apply for extension of stay at the nearest Bureau of Immigration office in the Philippines.</p> <p>Private entities can request visa assistance for Foreign Nationals.</p>
<p><b>Singapore<sup>29</sup></b></p>	<p>All visitors must hold a passport valid for six months, a valid onward or return ticket, have sufficient funds for the duration of stay, have submitted an electronic SG Arrival card online or at the port of entry, and have entry documents to their next destination.</p> <p>Visa-exempt nationalities for up to 30 days: Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Thailand, Vietnam</p> <p><b>For the purpose of an internship:</b></p> <p>N/A</p>
<p><b>Thailand<sup>30</sup></b></p>	<p>All visitors must hold a passport valid for six months.</p> <p>Visa-exempt nationalities for up to 30 days: Brunei, Indonesia, Laos, Malaysia, the Philippines, Vietnam</p> <p>Visa-exempt nationalities for up to 14 days: Cambodia, Myanmar (for air arrivals only)</p> <p><b>For the purpose of an internship:</b></p> <p>One Year Non-Immigrant Visa: Valid for 90 days. A company invitation letter in Thailand is required.</p>

25 Embassy of the Philippines (2020). Accessed on 03 August 2020, [www.philippine-embassy.org.sg](http://www.philippine-embassy.org.sg)

26 Department of Foreign Affairs (2020). Accessed on 03 August 2020, [www.dfa.gov.ph](http://www.dfa.gov.ph)

27 Office of Consular Affairs (2020). Accessed on 03 August 2020, [www.consular.dfa.gov.ph](http://www.consular.dfa.gov.ph)

28 Bureau of Immigration (2020). Accessed on 03 August 2020, [www.immigration.gov.ph](http://www.immigration.gov.ph)

29 Ministry of Foreign Affairs (2020). "Visa Information". Accessed on 03 August 2020, [www.mfa.gov.sg](http://www.mfa.gov.sg)

30 Ministry of Foreign Affairs (2020). Accessed on 03 August 2020, [www.mfa.go.th](http://www.mfa.go.th)

<b>Vietnam</b> <sup>31</sup>	<p>All visitors must hold a passport valid for six months.</p> <p>Visa-exempt nationalities for up to 30 days: Cambodia, Indonesia, Laos, Malaysia, Myanmar, Singapore, Thailand</p> <p>Visa-exempt nationalities for up to 21 days: The Philippines</p> <p>Visa-exempt nationalities for up to 14 days: Brunei</p> <p>eVisa nationalities for up to 30 days: Brunei, the Philippines</p> <p><b>For the purpose of an internship:</b></p> <p>Working Visa: Valid for 2 years. A company invitation letter in Vietnam is required.</p>
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Visas that allow for sufficient time for cross-border internships are either not-existent or bound to requirements that make the internship impossible to fulfil. In many cases, visa restrictions push interns to practice border-hopping in order to extend their permitted period of stay to complete their internship.

The overall picture is one where visa policies for interns across ASEAN remain fragmented, complex and hugely variable from one country to the next. The consequence is that these existing visa policies across ASEAN impede the mobility of interns and represent an obstacle to ASEAN's human development goals in both the economic and the socio-cultural areas.

The lack of progress sheds light on the need for an easy-to-use internship visa. The ASEAN Community should develop an internship visa that supports youth to gain practical work experience across the region. This would facilitate human development opportunities for future generations as well as to build ASEAN connectivity, identity and common values.

<sup>31</sup> Vietnam Visa. The Best Way To Obtain a Vietnam Visa (2020). "Vietnamese Visas And Visas On Arrival". Accessed on 03 August 2020, [www.vietnamvisa.govt.vn](http://www.vietnamvisa.govt.vn)

## Part 1: *Results from surveys of companies and educational institutions*

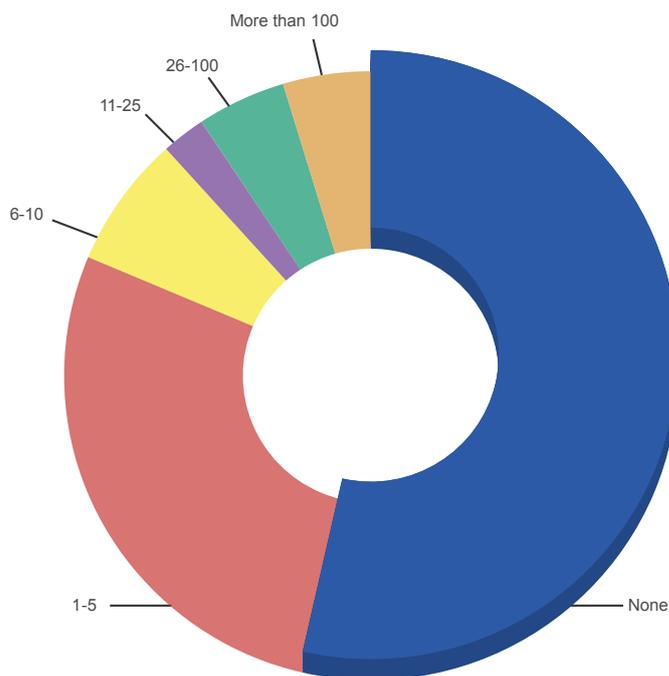
Our survey balanced quantitative and qualitative questions, with some questions overlapping the companies and education institutions.

### Quantitative findings from the company survey

Our survey had respondents from companies of different employee sizes and different types: ASEAN startups (10%), ASEAN Unicorns (15%), ASEAN multinationals (30%), foreign multinationals (20%), State-Owned companies (5%), family-owned companies (5%) and others (15%).

The companies responding to our survey, taken together, manage employees in all ten ASEAN countries.

Number of cross-border internships in companies



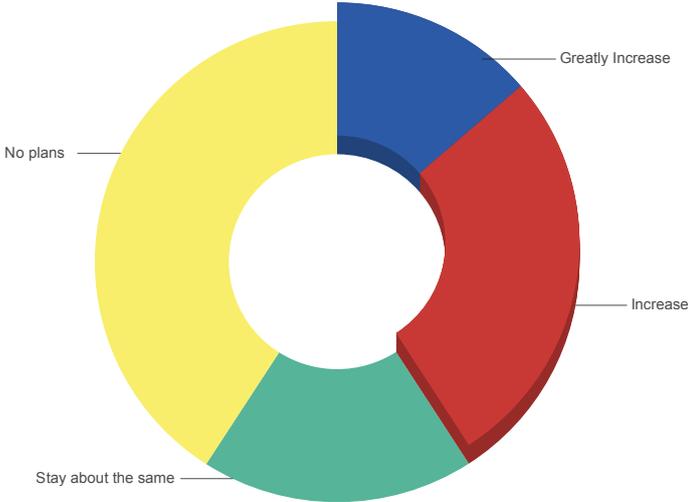
In ASEAN, cross-border internships are relatively new for most companies and although we targeted companies with employees in several ASEAN countries, more than half of them replied (53%) that they were not yet managing cross-border internships.

For data analysis we eliminated companies that have no experience managing cross-border internships for certain questions (questions starting with “In your experience”).

We found that many companies have no plan for organising cross-border internships even though they that are expanding their operations in ASEAN: 41% of the companies surveyed plan to increase cross-border internships while 41% have no plan for cross-border internships.

Companies' plans to increase the number of ASEAN cross-border internships in the next 2 years

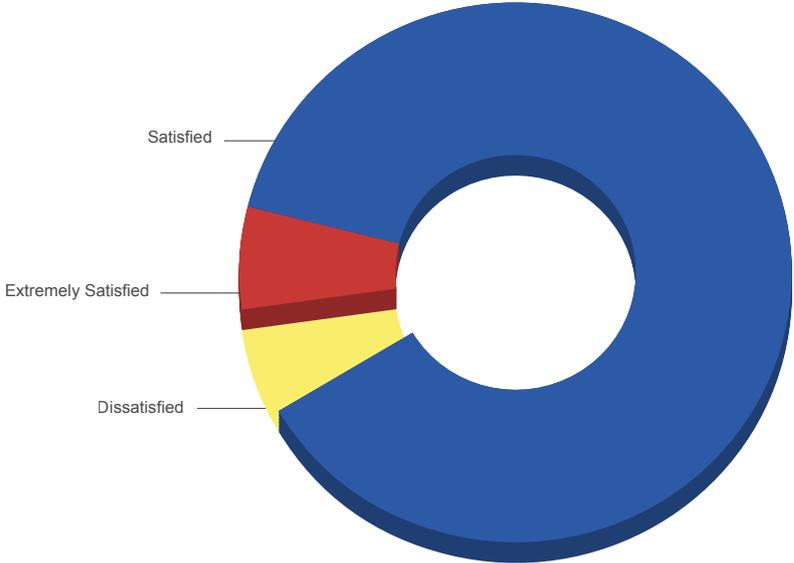
Answered: 44  
Skipped: 43



**Companies rate ASEAN interns as high-quality talent**

Concerning the quality of interns for companies that have experience of cross-border internship, the vast majority (94%) are satisfied or extremely satisfied with the quality of ASEAN interns.

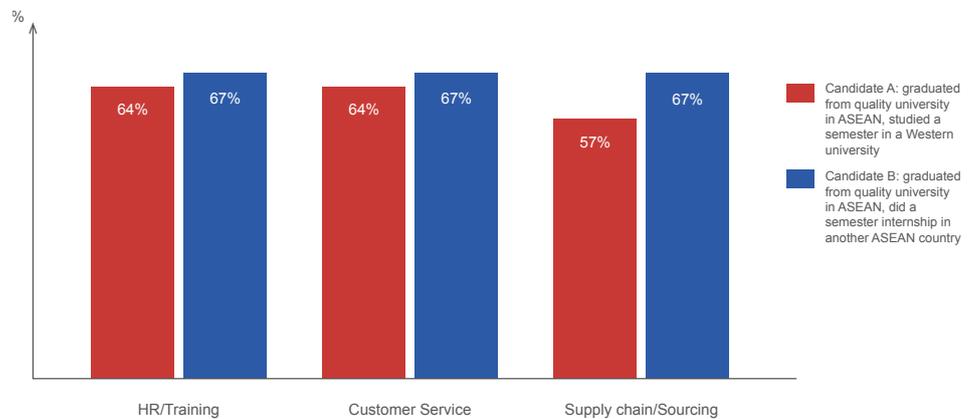
Companies' satisfaction with ASEAN cross-border interns



## Cross-border internships bring high employability in ASEAN

Traditionally for families in ASEAN, university education in Western country is often seen as the best way of preparing for a successful career. However, with the increasing quality of higher education in ASEAN and the growth of career opportunities in the region, cross-border internships have a high value for potential employers.

Preference for hiring candidates with Western university experience or ASEAN Internship experience



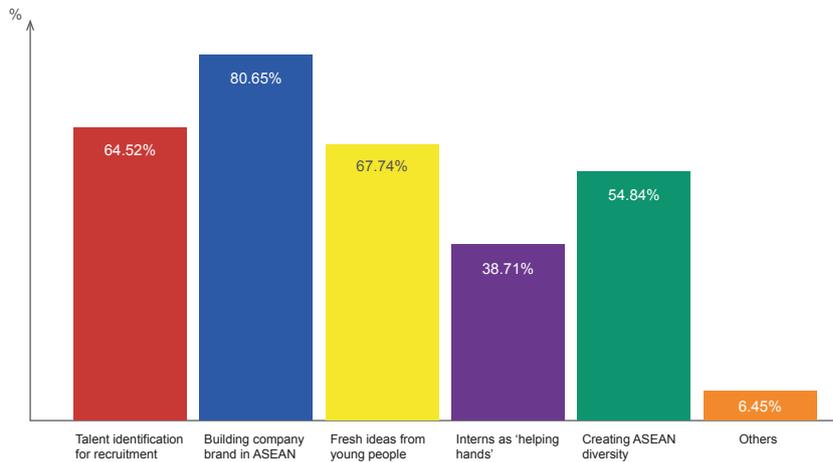
An important finding our survey came from comparing the human capital value of a cross-border internship with that of a semester in a Western university. We found that for employers, having the experience of a cross-border internships is on a par with experience of a semester of study in a Western university. Indeed, a cross-border internship was seen as preferable for hiring graduates for jobs in HR or training (67% vs 64%), customer service (67% vs 64%), or supply chain or sourcing (67% vs 57%).

## Advantages of cross-border internships for countries

***The most important advantage of cross-border internships for companies is employer branding***

Compared to a local internship, the investment is significantly higher for a company to organise a cross-border internship. What are the advantages of this higher investment for companies?

Perceived advantages of having cross-border internships in ASEAN by companies

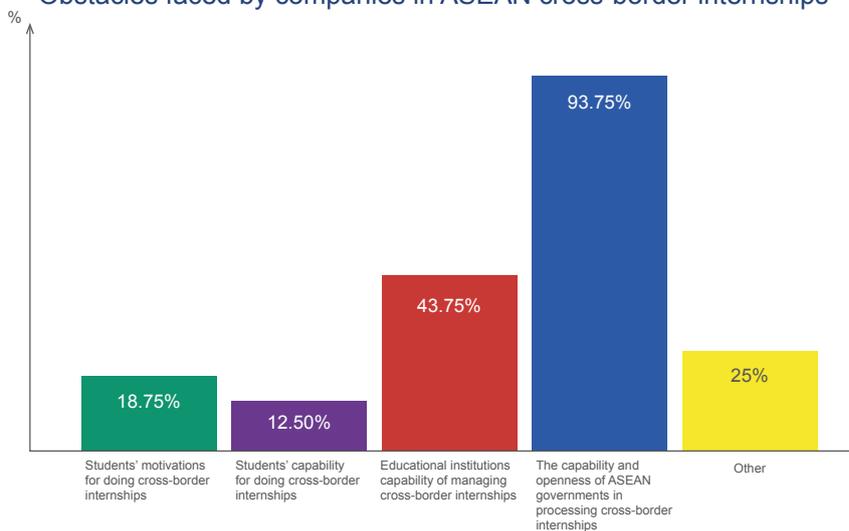


Our findings showed that employer branding in ASEAN is rated to be the most important advantage (81%), followed by the opportunity to get fresh ideas from young graduates (68%), identifying talent for recruiting (65%), creating diversity in the ASEAN workforce (55%) and getting a “helping hand” for work from interns (39%).

### The lack of capability and openness of ASEAN governments is the number one obstacle

For companies that have experience organising cross-border internships, the major problem by far (93.75% in blue) is that the capability and openness of national governments in processing internship applications is an obstacle. The next most important obstacle, according to these companies, is the capability of education institutions to manage cross-border internships (43.75% in red).

Obstacles faced by companies in ASEAN cross-border internships



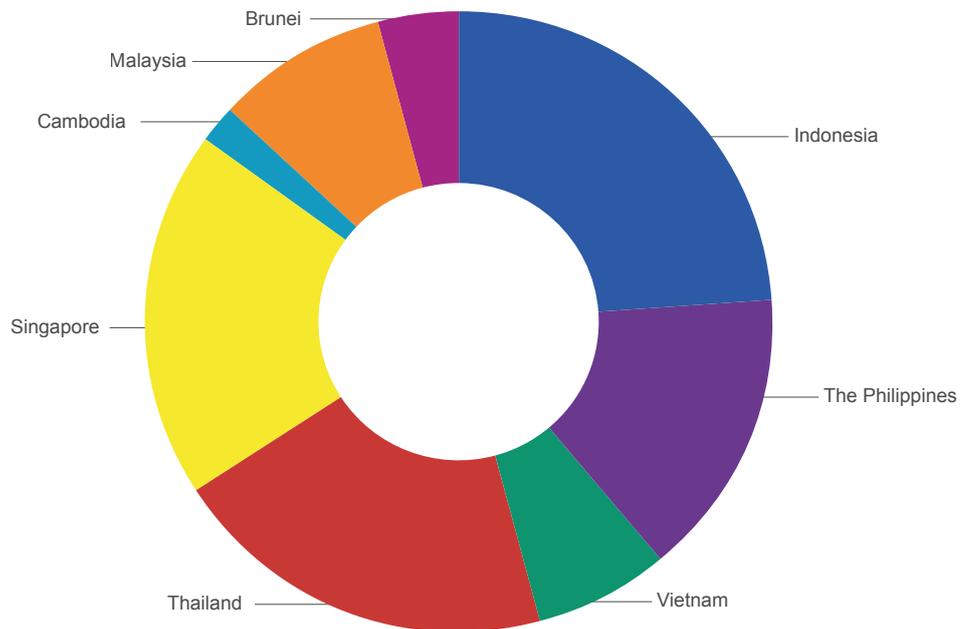
This finding provides the reason why ASEAN cross-border internships need effort and coordination from governments to develop this important driver of human capital in the region.

### Quantitative findings of the university survey

The university survey had 54 institutions of higher education, the majority (70%) being university undergraduates, while the remaining 30% represented Polytechnic schools, art and design schools, apprentices, adult and continuing education and post-graduate students.

The responses covered students sent to a majority of ASEAN countries (Laos and Myanmar were not covered).

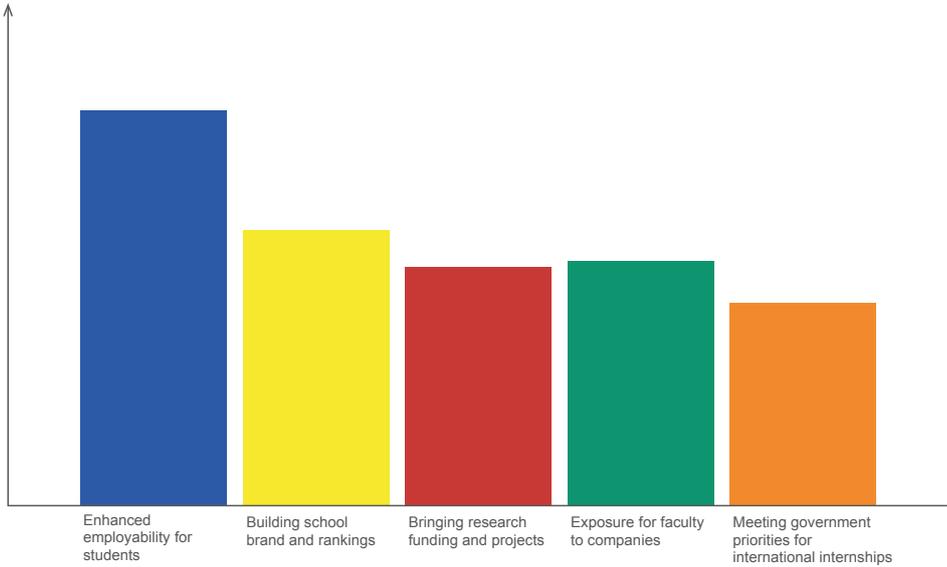
#### ASEAN countries where institutions send the most students



#### Advantages of cross-border internships for education

The advantages of cross-border internships for these institutions showed that their branding, which was first for companies, was second in importance. First was enhancing the employability of their students. Giving professors and teachers exposure to companies, creating relationships for research and projects were nearly as important as branding, and last was the ability to meet government priorities in providing international internships.

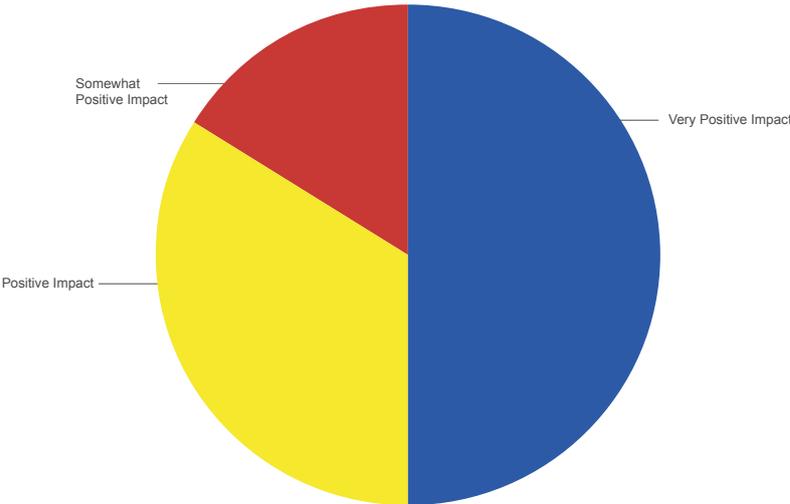
### Advantages of cross-border internships for educational institutions



### Positive impact for students

Cross-border internships have a 100% satisfaction rate by students who have had the experience.

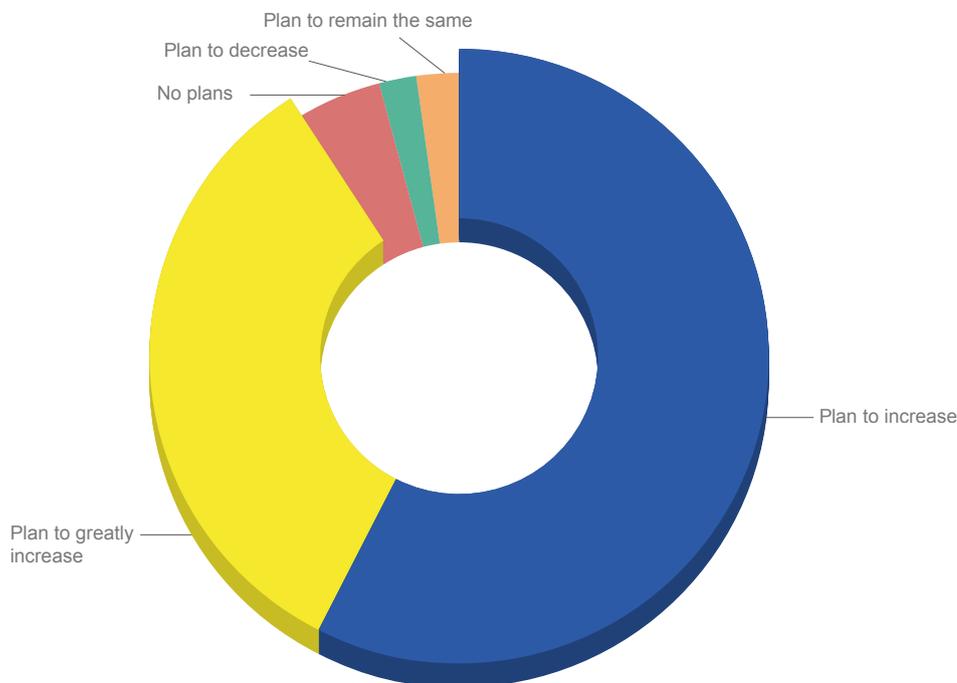
### Perceived impacts of the experience of an ASEAN cross-border internship



## ASEAN education institutions intend to expand cross-border internships

Education respondents show a highly positive (90%) intention to increase cross-border internships in the future. This compares to less than half (41%) of positive intention the companies surveyed (41%).

### Plans for ASEAN cross-border internships by educational institutions



## Conclusions of the education survey

Education respondents rate the capability of education institutions for managing cross-border internships and the motivation of students for doing cross-border internships as the top 2 obstacles to developing international internships. This compares to the ranking by companies which identified the capability / openness of ASEAN national governments in processing cross-border internship visas and work permits as the top obstacle and lack of capability of education institutions as the second most important obstacle. It appears, therefore, that education institutions do not have a major problem with international visas for interns.

## Part 2: *The intern's point of view*

The survey of interns focused on two questions:

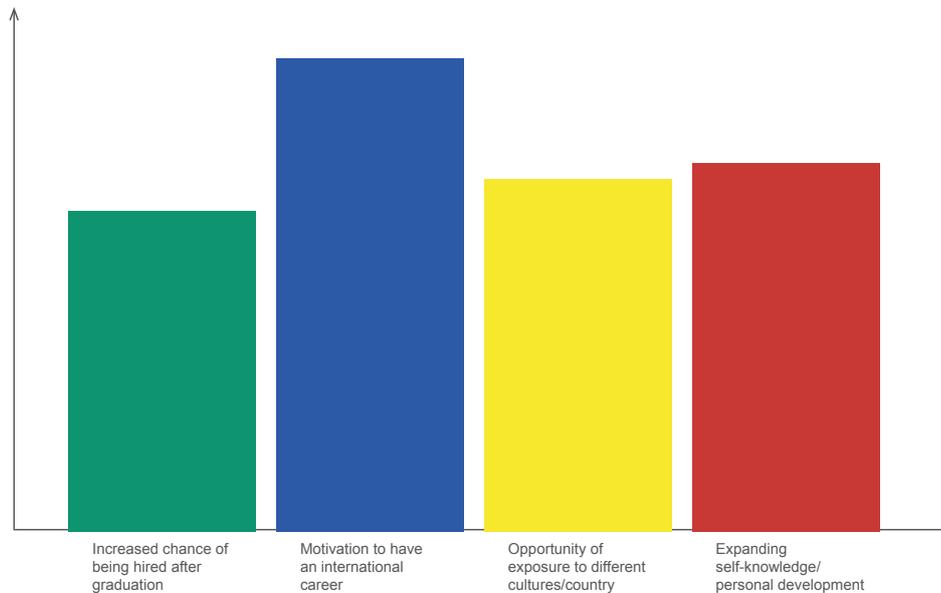
1. What is the value of cross-border internship?
2. What can be done to develop cross-border internship in ASEAN?

The majority of questions were qualitative rather than quantitative.

### Why students apply for cross-border internships

Interns apply for internships in another ASEAN country to prepare for an international career. This is followed by improving the chance to be hired after graduation, gaining exposure to different a different culture and expanding self-knowledge and personal development.

#### Importance of motivations for applying for an ASEAN internship



Further reasons provided in the qualitative comments include:

1. To be more inclined to ASEAN related activities and create good relationships as a member of ASEAN
2. Build a sense of belonging to the region and develop region building
3. To measure my ability and skills to compete within ASEAN region and an international working environment.

## **What ASEAN students get out of a cross-border internship**

Those students who completed an ASEAN cross-border internship unanimously report that it was a positive experience. The most positive results were primarily centred on learning and awareness of ASEAN, but also included knowledge and skillsets useful for working across ASEAN

1. Greater understanding of different work cultures, and building cross border networks
2. Open-mindedness in multiple dimensions - culture, environment, ways of thinking and different ways of working and learning languages
3. ASEAN leadership and communication, the diversity of ASEAN workforce with different markets and regulations and business practices

## Part 3: *What stakeholders can do to develop ASEAN internships*

The stakeholders of ASEAN cross-border internships are the following

- companies, NGOs and government agencies that provide internships;
- universities and TVET higher education institutions that organise internships for their students;
- the ASEAN Secretariat governments of ASEAN Member States that benefit from the human development and capabilities that cross-border internships provide;
- the interns themselves, including the youth and student organisations that represent interns;
- Civil Society Organisations and government agencies whose activities include the promotion and support of ASEAN cross-border internships.

What follows are areas of responsibility and development from these stakeholders at the level of companies or organisations providing internships, the HR function in these organisations and the role of managers in these organisations. The levels then move on to the universities and TVET organisations offering opportunities for cross-border internships to their students. The levels then move on to what Member State governments and the ASEAN Secretariat can do.

### How corporate HR professionals can improve ASEAN internships

For the three respondent populations. HR has an important role in **promoting awareness** of ASEAN cross-border internships and in managing the quality of internships. Companies see HR as **managing an internship pipeline** of future talent and in **providing projects for interns**. Education clearly sees **HR as their internship partner** but note that **HR is often not open to international internships**. For students, HR needs to **ensure recognition of the potential** of interns and **provide a learning cycle** for interns even before and after the internship itself.

<b>Companies and Organisations</b>	<ul style="list-style-type: none"> <li>• Work for a single, simple visa process that isn't expensive to implement.</li> <li>• Fully integrate internships to develop a company-wide 'ASEAN' talent pipeline and work culture</li> <li>• Provide valid projects that can be done by interns</li> <li>• Develop fair guidelines for intern support including compensation, benefits and insurance</li> </ul>
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<p><b>Higher Education</b></p>	<ul style="list-style-type: none"> <li>• HR needs and international mindset: too often we hear from HR professionals that they only work with local interns</li> <li>• Understand the purpose of internships, be open to accept different nationalities for internships.</li> <li>• Co-develop with universities a structure student internship program.</li> <li>• Educate their departments on the advantages of taking in foreign interns and how to manage and optimise their contributions</li> </ul>
<p><b>Interns and Youth Representatives</b></p>	<ul style="list-style-type: none"> <li>• HR doesn't need to pay so much attention to previous professional experience but instead focus on our abilities of self-develop, willingness to learn, our daring to come out the comfort zone, and improve our language skills</li> <li>• Promote internship, ensure funding for international interns and manage the experience</li> <li>• Training before the internship program starts and follow up for post internship</li> </ul>

### How company managers can improve ASEAN internships

For the three respondent populations managers should **recognise the benefits of ASEAN interns** for their company and **take time to interact with interns directly**.

<p><b>Companies and Organisations</b></p>	<ul style="list-style-type: none"> <li>• Push the company to believe that cross border internship is good for building better ASEAN management</li> <li>• Require education partners to respect the time needed: we need 6 to 12 months for internship while ASEAN universities offer 60 to 80 days</li> <li>• Run a formal internship demand request every year and make sure managers are good mentors and coaches</li> </ul>
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<p><b>Higher Education</b></p>	<ul style="list-style-type: none"> <li>• Create more ASEAN internships in programmes and academic fields of study.</li> <li>• Collaborate with companies and other ASEAN universities to form networks for cross-border internships</li> <li>• Manage ASEAN internships—not only with words but in action with adequate monitoring.</li> </ul>
<p><b>Interns and Youth Representatives</b></p>	<ul style="list-style-type: none"> <li>• Clarify the role and responsibilities of interns and give recognition and feedback.</li> <li>• Provide help and guidance and take time in the programme for sharing experience</li> </ul>

## How education institutions can improve ASEAN internships

Our education respondents represent institutions that already organise ASEAN internships, but many institutions have not even started to take this initiative. These recommendations can be used for those who need to set up ASEAN internships as well as for those who want to expand and improve the internship programmes already established. The recommendations show that education institutions need to **improve awareness of ASEAN internship opportunities**, **create more internship programmes** and **partner with companies**. An important recommendation is to **avoid exploitation of students** and **monitor the quality of companies** providing internships.

<p><b>Companies and Organisations</b></p>	<ul style="list-style-type: none"> <li>• Create more opportunities for students by establishing networks with companies across ASEAN</li> <li>• Set objectives, provide funding and create the role of an ASEAN internship manager in the international office or career service</li> <li>• Create awareness and promote ASEAN internships to students and professors.</li> <li>• Change the education curriculum to integrate international internships with proper duration</li> </ul>
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<p><b>Higher Education</b></p>	<ul style="list-style-type: none"> <li>• Encourage students to explore ASEAN and understand its importance.</li> <li>• Co-create programs with industry partners a more structured learning and development for students.</li> <li>• Facilitate academic supervision for these interns while they are interning with industry.</li> <li>• Prevent exploitation of students and identify good and bad companies for students working abroad.</li> </ul>
<p><b>Interns and Youth Representatives</b></p>	<ul style="list-style-type: none"> <li>• Encourage students to do internship programmes. Especially collect information about cross border internship opportunities in ASEAN and help students to apply</li> <li>• Create a strong relationship with the host company and monitor how students go through the internship there</li> </ul>

## How national governments can improve ASEAN internships

In the quantitative analysis, we saw that **national immigration restrictions** and procedures of ASEAN members constitutes a major limitation to cross-border internships, especially from the perspective of companies that want to accept international interns. What follows are the recommended actions for governments. Nearly all recommendations – 100% of the student comments – **were to make internship visas easier to obtain**, for a longer duration, and to simplify and **streamline application procedures**. Companies proposed to work together with governments on committees and to **create an ASEAN internship platform**. Education institutions noted that interns need to be protected during their internships.

<p><b>Companies and Organisations</b></p>	<ul style="list-style-type: none"> <li>• Work out a standard procedure for cross border internship movements amongst all ASEAN member countries</li> <li>• Build awareness, match demand and supply, create supporting processes such as streamlined visa procedures for interns. Create advisory panels with companies</li> <li>• Connecting students and companies on a platform</li> <li>• Create a longer visa duration for cross-border internships</li> <li>• Manage two-way internship flow - while it's possible for a Singaporean student to intern in Thailand, it is very difficult for a Thai student to intern in Singapore.</li> </ul>
<p><b>Higher Education</b></p>	<ul style="list-style-type: none"> <li>• Grant international internship visas for a minimum of 3 months — facilitate and streamline internship visa applications at affordable rates.</li> <li>• Promote the benefits of more open and inclusive national education practices – for example courses in English</li> <li>• Encourage cross-border internships for students who cannot by providing more funds</li> <li>• Create policies that protect students during their internships</li> </ul>
<p><b>Interns and Youth Representatives</b></p>	<ul style="list-style-type: none"> <li>• All the comments from students were about making visa applications and requirements easier and at a reasonable price.</li> </ul>

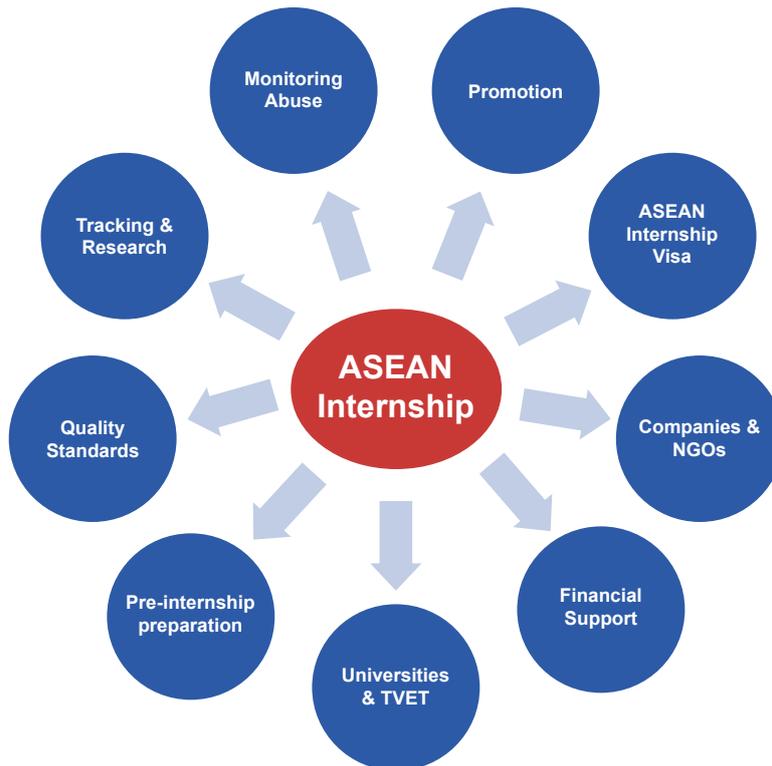
## How the ASEAN Secretariat can improve ASEAN internships

The ASEAN Secretariat is seen as the stakeholder able to **coordinate visa regulations and application procedures across the ASEAN member countries**. This is seen as the number one priority for companies, education and students. Education institutions see a further role for the ASEAN Secretariat to **promote more internships in a wider area of studies and skills development**. They see the need for coordination of financial resources for interns. Finally, they recommend that the **ASEAN Secretariat should monitor and measure internship activity and quality in the region**.

<p><b>Companies and Organisations</b></p>	<ul style="list-style-type: none"> <li>• Come up with a masterplan with an ASEAN strategy for developing cross border internships</li> <li>• Work out a standard procedure for mobility of interns across all member countries</li> </ul>
<p><b>Higher Education</b></p>	<ul style="list-style-type: none"> <li>• Create an ASEAN internship visa as the top priority. Lobby governments for internship visa facilitation</li> <li>• Create more internships for more fields of study and skillsets.</li> <li>• Partner with organizations to fund internships and link the students to them for financial support</li> <li>• Develop an internship quality system</li> <li>• Create an ASEAN road-show on campuses</li> <li>• Monitor and measure internship activity across ASEAN</li> </ul>
<p><b>Interns and Youth Representatives</b></p>	<ul style="list-style-type: none"> <li>• Develop network to enhance opportunities that youth among ASEAN member states get interact with others over boundaries.</li> <li>• Open cross-border internships to a wider audience and increase interest of potential interns.</li> <li>• Create and manage a listing of cross-border internship opportunities</li> </ul>

## Part 4: *ASEAN's internship imperative — recommendations for action*

From our study we propose 9 recommendations intended to facilitate, accelerate and ensure quality ASEAN cross-border internships for the current 12 million youth engaged in higher education, as well as for future generations.



1. Promote cross-border internships as part of the ASEAN development strategy for developing human capital and the social and cultural community.
2. Create a standard ASEAN internship visa with Member States that is easy to obtain from immigration services and of appropriate length (a semester up to a year).
3. Communicate the benefits of cross-border internships to companies, NGOs and government agencies and provide a framework for internship quality management.
4. Support students financially for internships through government aid, compensation for interns, housing allowances and insurance.
5. Encourage universities, technical and vocational education institutions to support and recognise cross-border internships.
6. Equip students for cross-border internships by providing pre-internship courses and workshops on the targeted Member State's culture, language, history, economics and politics.

7. Ensure quality management of the cross-border internship experience by bringing together stakeholders: companies, education institutions and the interns themselves.
8. Develop ASEAN-wide tracking, research and quality assessments for cross-border internships.
9. Monitor and sanction the corruption of internship by companies that exploit interns for free labour, by organisations that market internships to students with a high price and low quality, and misuse of internship visas by students for clandestine immigration.

## Annex: *Case study of Malaysia's MyASEAN internship programme*



Photo: Launch of MyASEAN internship in 2015 © TalentCorp

In our study, we reviewed government initiatives across the 10 ASEAN Member States that facilitate and support cross-border internships within ASEAN. The only model programme that we found that supported interns coming into the country as well as going out to other ASEAN countries was the Malaysian TalentCorps initiative named “MyASEAN”.

### **Introduction to Talent Corporation Malaysia Berhad (TalentCorp)**

TalentCorp was established in 2011 with a mandate to drive the country's talent strategy towards making Malaysia a dynamic and market-driven talent hub. As an agency under the Ministry of Human Resources (MOHR), TalentCorp works to attract, nurture and retain the right talent and expertise needed to support Malaysia's journey towards achieving greater economic progress.

Our efforts to unlock the full potential of the nation's talent base are driven by strong partnerships with various Ministries, industry stakeholders and learning institutions. This solid foundation supports and informs our initiatives which focus on three main pillars: Pipeline, Diversity and Mobility.

- Ensure graduates and emerging talent are equipped with industry-required skills;
- Promote talent diversity by optimising Malaysia's diverse talent sources towards the creation of a more inclusive and qualified workforce; and
- Facilitate talent mobility by leveraging the skill sets of Malaysians who have

studied or worked overseas, as well as highly-skilled expatriate talent in the country.

The MyASEAN Internship programme falls under the Talent Pipeline pillar where we aim to produce employable and industry-ready graduates, develop a world-class talent pool, attract top graduates to work in Malaysia, and nurture graduates through coaching and skills development.

## **Programme Description and Objectives**

MyASEAN Internship is a platform which connects and provides internship opportunities in countries within the ASEAN region for students of the ASEAN community. It involves providing ASEAN students with internship placements for a minimum duration of 8 weeks to absorb skills and knowledge, while connecting them to fellow young ASEAN talent.

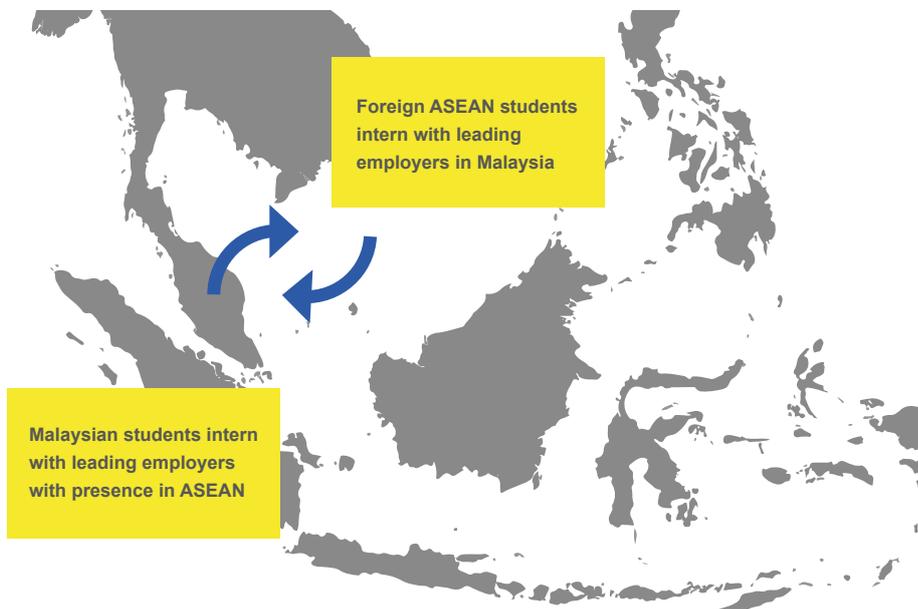
MyASEAN Internship is implemented with the following objectives:

- To support the country/organisations in developing a robust talent pipeline by encouraging brain circulation and increasing visibility of talent;
- To enhance the employability of ASEAN youth in meeting the growing demand for highly-skilled talents; and
- To facilitate and enrich talent pipeline with global experience and exposure through culture diversity around the globe.

MyASEAN Internship is tailored to provide young talents with global exposure in the form of appreciation of one's cultural, social and economic differences. It also compliments talents' strength and their self-potential for future career possibilities.

## Programme Mechanism

- Malaysian students will have the opportunity to intern with leading employers with presence in ASEAN countries.
- Foreign ASEAN students will have the opportunity to intern with leading employers in Malaysia.



## Programme Criteria

- Students must be a citizen of one of the ASEAN countries
- Students must be between the age of 18-22 years
- Students must be undergoing a Bachelor's Degree or have graduated within 6 months
- Students must possess a minimum CGPA of 3.0 or second-class upper or equivalent of recent academic result

## Programme Benefit

### For Talent

- Broaden professional perspectives through global learning experiences
- Gain global experience and exposure through culture diversity around the world
- Make lifelong friends among ASEAN community

### For Employer

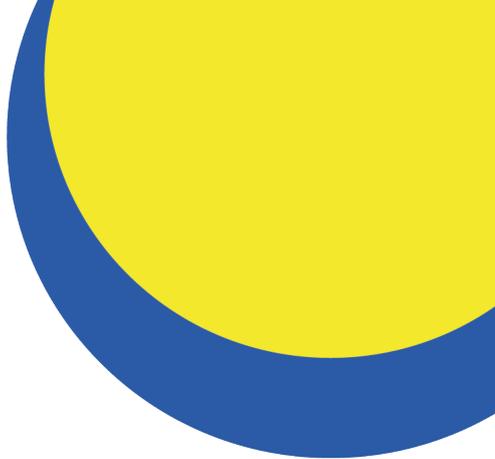
- Access to diverse ASEAN talent database through TalentCorp's CV banks
- Create young pipeline of exceptional talent with regional experience
- Participate in consolidated Government effort to elevate regional branding along with other top companies

### For ASEAN Nation

- Increase national awareness of ASEAN among youth
- Strengthen role of nation in ASEAN through ASEAN youth participation
- Increase public-private collaboration to identify and groom top talent in the country
- Help build ASEAN talent pool

## Programme General Process Flow





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