



**Chief Skills Office**

**OPERATIONAL GUIDELINES FOR NATIONAL  
PROFESSIONAL INTERNSHIP PROGRAM**

**October, 2020**

The updated operational guidelines for National Professional internship program provide the procedures for the effective and efficient implementation of National Professional Internship Program in line with National Workplace Learning Policy, National Employment Policy, and the National Skills Development and Employment Promotion Strategy. Attached to this guidelines are annexes required for the implementation of these guidelines.

Signature:



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# Table of Contents

<b>CHAPTER 1: INTRODUCTION</b> .....	5
1.0 Preamble:.....	5
1.1 Definition of internship .....	6
1.2 Benefits and Purpose of Professional Internship .....	6
1.2.1 Promotion of Employability Skills entails:.....	6
1.2.2 Benefits of National professional internship.....	6
1.3 Users of the Guidelines .....	7
<b>CHAPTER 2: APPLICATION PROCESS FOR PROFESSIONAL INTERNSHIP AND REQUEST FOR INTERNS</b> ..	7
2.1 Eligible graduates .....	7
2.2. Eligible Hosting Institutions .....	7
2.3. Required documents for graduates to apply for Professional internship online.....	8
2.3.1 Required documents from prospective host Institutions to apply for interns online.....	8
2.4 Application Process for interns .....	8
2.6. Application Process for Host Institutions .....	9
2.7. eligibility and validity of the application .....	10
<b>CHAPTER 3: PLACEMENT OF INTERNS AND APPROVAL PROCESS</b> .....	10
3.1 Process of Interns Placement.....	11
3.2 INTERNSHIP COMMITTEE (IC).....	12
3.2.1 Membership of the Internship Committee.....	12
3.2.2 Roles and Terms of Reference for Internship Committee.....	12
3.2.3 Induction session after placement.....	13
<b>CHAPTER 4: MANAGEMENT OF INTERNSHIP:</b> .....	14
4.1 Coaching and Supervision at Host Institution .....	14
4.2 Obligations of the parties:.....	14
4.2.1. Responsibilities of the Coordinating Institution .....	14
4.2.2. Responsibilities of the Interns .....	15
4.2.3. Responsibilities of Host Institution:.....	15
<b>CHAPTER 5: FINANCIAL FACILITATION FOR INTERNS</b> .....	16
5.1 Action Plan and Budget .....	16

5.2 Internship stipend payment modalities .....	16
5.3. Checklist for payment of transport facilitation fees .....	18
5. 4 Arrears owed to interns .....	18
<b>CHAPTER 6: COMPLETION, AND EVALUATION OF INTERNSHIP.....</b>	<b>18</b>
6.0 Completion of internship .....	18
6.1 Suspension of Internship.....	19
6.2. The end of the internship period .....	20
6.3. Monitoring and evaluation by coordinating institution. ....	20
<b>ANNEX/ APPENDICES :.....</b>	<b>21</b>
Annex 1: MoU FOR INTERNSHIP PROGRAM IMPLEMENTATION BETWEEN HOSTING INSTITUTION AND COORDINATING INSTITUTION .....	21

## CHAPTER 1: INTRODUCTION

The current National Professional Internship Program guidelines operationalize the Workplace Learning Policy (WPL) and National Skills Development and Employment Promotion Strategy to promote employability skills and professional experience to Rwandan fresh graduates from Higher Learning (HLIs) and Technical and Vocational Education and Training (TVET) institutions. It also envisages guiding public, private, and civil society organizations to effectively and efficiently implement professional internship program. These guidelines are subject to revision when the need arises during the implementation of the program. Thus, these guidelines being a living document.

The current revision was mainly motivated by (i) the provisions of the Ministerial Order N° 008/19.20 of 17/03/2020 on Apprenticeship and Internship; (ii) the digitalization of the processes and management of the National Professional Internship Program; (iii) the need to increase the engagement of the private sector companies and (iv) the need to address issues and lessons learned from the implementation of the internship program.

### 1.0 Preamble:

The *Operational Guidelines for the National Professional Internship Program* (hereinafter referred to as the *Operational Guidelines*) aim at facilitating the implementation of the *Internship Program* (hereinafter referred to as "National Professional Internship Program") by setting forth procedures for:

- Application for internship and request for interns;
- Selection and placement of interns;
- Management of Internship;
- Financial facilitation to interns and;
- Monitoring and Evaluation of the professional internship program.

Interns are placed in public, private institutions, and civil society organizations in areas related to their fields of study for a period not exceeding 6 months. However, exceptions shall be made for special and emerging priority disciplines recommended by the Internship Placement Committee where professional internship shall be extended up to twelve months.

## 1.1 Definition of internship

A Professional Internship is an opportunity offered to a fresh graduate to acquire work experience and apply skills acquired through formal education at a firm/an Organization for a fixed period under the supervision of a senior employee.

According to the Rwanda Workplace Learning Policy, professional internship is not part of an educational learning program, but an own-standing work experience scheme aimed at easing entrance into work for a fresh graduate.

## 1.2 Benefits and Purpose of Professional Internship

The overall objective of professional internship is to promote employability skills and professional experience for fresh graduates in their respective fields of study to ensure a smooth transition to the labour market.

### 1.2.1 Promotion of Employability Skills entails:

- Capacity reinforcement – theory to practice, learn through performance and strengthen competences;
- Develop professionalism, communication, interpersonal and organizational skills;
- Build expertise - learn more about the subject matter studied and develop expertise at a workplace;
- Create positive work ethics - effective work competencies and employability skills for workforce development and;
- Help gain valuable experience that is expected to increase competitiveness on the labour market.

### 1.2.2 Benefits of National professional internship

- a) National Professional internship provides tangible work experience required by most employers and eases the transition from school to the labour market;
- b) It also contributes to the improvement of employability skills whilst at the same time helping employers address the issue of human resource constraint;
- c) At individual development level, National Professional Internship enhances decision-making skills, critical thinking skills, communication skills, positive attitude, increased confidence and self-esteem;
- d) More importantly, professional internship program is a bridging program responding to skills mismatch between the supply side (education sector) and the changing labor market needs.

### 1.3 Users of the Guidelines

*The targeted users of these operational guidelines include but not limited to the following:*

- The Internship Unit of the Internship Coordinating Institution;
- Prospective and ongoing placed Interns;
- Hosting Institutions (public, private and civil society organizations) requesting and hosting Interns;
- Employment Services Institutions;
- General Public for access to information purposes;
- Other key external Stakeholders.

## CHAPTER 2: APPLICATION PROCESS FOR PROFESSIONAL INTERNSHIP AND REQUEST FOR INTERNS

### 2.1 Eligible graduates

The program is open to all Rwandan fresh graduates from HLIs, TVET (with A1 diploma) in Rwanda or from abroad, and who will have graduated in the academic year preceding the period of application.

However, Rwandans in the aforementioned categories can also benefit from internship opportunities abroad identified by the Government of Rwanda. In such a case, they will be supported financially through Capacity Building Fund under RDB.

### 2.2. Eligible Hosting Institutions

All formal small, medium, and large private enterprises, public and civil society organizations and international organizations operating in Rwanda. These institutions should be able to demonstrate:

- Ability to provide a suitable working environment to help the intern acquire practical skills in the intern's area of professional internship;
- The ability to provide the interns with qualified and experienced supervisors who can coach and evaluate them in disciplines related to their respective fields of study;
- The ability to provide required occupational health and safety standards at the workplace and;
- Official registration with the authorized body/agency.

### 2.3. Required documents for graduates to apply for Professional internship online

The following are required documents for graduates to apply for professional internship:

- A Copy of Bachelor's degree, Advanced Diploma certificates(A1) or to Whom it may Concern for fresh graduates who have successfully fulfilled all academic requirements, and waiting for the award of degree or diploma;
- ID number (the system requests valid ID numbers during the online application process).

#### 2.3.1 Required documents from prospective host Institutions to apply for interns online.

- Online request from the Head of prospective host Institutions/company or a delegated staff addressed to Chief Skills Officer of RDB/Coordinating Institution;
- A certificate of registration or incorporation issued by competent organs in Rwanda for private, NGOs, Civil Society and international organizations;
- The list and profiles of the supervisors given the different fields of education of the requested interns. Unless otherwise justified in writing by the host institution and approved by the internship committee, the host institutions should allocate not more than three interns per supervisor;
- Terms of Reference specifying the scope of work and the field in which the intern will be placed in and competencies the intern will have acquired at the end of internship period.

### 2.4 Application Process for interns

The internship application process is done online in order to help applicants save time and money as well as promoting transparency and quality service and management.

Eligible applicants fill an online form available on the website of the Internship Coordinating Institution at: [www.rdb.rw](http://www.rdb.rw) →E-Service →Apply for Internship

### 2.5. Notifications to the applicants:

- Once an online application is completed , the applicant will receive a notification to confirm that the application is successfully completed. The applicant will receive a notification specifying: (i) the application period; (ii) the support to be provided by Internship coordinating Institution in terms of looking for an internship opportunity; (iii) a call to interns to seek internship opportunities in private sector companies and NGOs; (iv) the exclusive priority to interns who secure internship in private sector companies and NGOs; (v) Validity and expiration of the application .

- The Internship coordinating institution will review the application and move the applicant to the waiting list within seven ( 7 ) calendar days since the application date .The applicant will receive a notification about the review and acceptance of his or her application and the movement to the waiting list .The notification shall also specify the position of the applicant on the waiting list given his or her field of education. The internship system allows the applicant to view his/her position on the waiting list.
- Once the contract is signed between the Internship coordinating institution and the host institution , the applicant will be requested to accept the placement opportunity and thus will be notified about the placement.

## 2.6. Application Process for Host Institutions

The application process is done online in order to help hosting institutions save time and money as well as promote transparency and quality service delivery and management.

Eligible hosting institutions fill an online form available on the website of the Internship Coordinating Institution at [www.rdb.rw](http://www.rdb.rw) →E-Service →Apply for Internship.

The Hosting Institution will register online (fill online form in the system) and send an official request through internship system to the Chief Skills Office under Internship Coordinating institution requesting for the intern(s).

The request shall be accompanied by Terms of Reference specifying the scope of work and the field in which the intern will be placed in and competencies the intern will have acquired at the end of internship period, and a list of proposed supervisors, their respective fields of study and their work experiences.

The request shall further state the number of posts available in the department or concerned institution taking into account available work place facilities and the availability of supervisors.

If no further clarifications or additional documents are requested by the Internship coordinating institution , the host institution shall receive a feedback on whether the request is accepted or rejected within 5 working days since the application date.

If the Internship Coordinating Institution decides to carry out site visit to check the readiness of the host institution to host interns especially new ones, and based on the outcomes of the site visit, the feedback will be given to the host institutions within 15 working days since the application date.

Once the request is accepted, the host institution will be notified, and within the following five working days, the internship coordinating institution shall prepare and send an electronic copy of internship contract to the host institution for signature. The host institution shall review, sign and send back the contract to the internship coordinating institution for signature within five working days effective from the time they receive an electronic copy of the contract from internship coordinating institution. Once the contract is signed by the host institution, Internship Coordinating Institution shall sign a final copy of the internship contract within three working days. If the request is rejected, the host institution will be notified and encouraged to fulfill the requirements and apply again.

If the contract is signed by both parties, the intern shall start the internship in the first week of the following month.

#### **2.7. eligibility and validity of the application**

Fresh Graduates who graduated in the preceding year [within an interval period not exceeding one (1) year after graduation) will be eligible to apply, and the internship application will remain valid for one year starting from the date of application after which it will expire. During one year, the coordinating institution will support the applicants to look for internship opportunities, and the applicants will also be encouraged to engage personally in private companies and NGOs and secure an internship opportunity. Applicants who will secure internship opportunity in private sector company or NGO will be given a priority in placement.

When there is a limited number of interns in the internship system compared to the requests, the interns whose applications have expired will be considered starting from those whose applications have recently expired, and if the number of interns whose application have expired cannot meet the requests, the Internship unit use different communication mediums to encourage fresh graduates to apply.

### **CHAPTER 3: PLACEMENT OF INTERNS AND APPROVAL PROCESS**

This chapter describes different steps taken to select, place interns in the host institutions and the management of the approval process.

### 3.1 Process of Interns Placement

Selection of interns is done by the coordinating institution on a first-come, first-served basis. However, applicants are encouraged to reach out to private sector companies or NGOs in order to be given priority in placement. Private sector companies and NGOs are also allowed to identify and recommend interns as long as those interns are eligible and registered in the RDB internship system without following first come first served basis.

Districts and Public Institutions located outside the City of Kigali are allowed to identify interns in their proximity and recommend them for placement as long as those interns are eligible and registered in the RDB internship system.

When the Host Institution requests for interns meeting specific criteria, the internship unit will select interns accordingly and the *first-come, first-served* principle will apply for all applicants fulfilling the criteria outlined in the request submitted by the prospective host institution.

Upon justification, host institutions will be allowed to conduct interviews with a batch of prospective interns and select the best ones. The interview results shall be communicated to RDB within 10 working days effective from the date they received a list of candidates to be interviewed from RDB.

To ensure a timely feedback to the host institutions, the internship unit shall be in charge of replacing interns that drop out at the beginning of internship following the first come -first served principle. The internship unit shall keep the internship committee informed about the entire exercise.

Employment Services Institutions and Staffing Agencies having partnerships with the Coordinating Institution can request interns and assess them to identify those who fits better with prospective employers/hosting institutions requirements. The interview results should be communicated to RDB within 10 working days effective from the date they received a list of candidates to be interviewed from RDB, and those who didn't fit will be returned to the internship database.

Potential Employers/Hosting Institutions will conclude an internship contract with the Coordinating Institution prior to the placement of interns. In other words, a joint MoU can be signed between Hosting Institution, Employment Service Institution and the Hosting Institution.

A list of selected interns to be placed is submitted to the Internship Committee (IC) by the Internship unit for verification and validation. The final approval of the list of interns to be placed

is verified by Head of targeted Labor Market interventions department and approved by Chief Skill Officer of coordinating institution through the professional internship system.

### **3.2 INTERNSHIP COMMITTEE (IC)**

The Internship Committee shall be appointed by the Senior Management of Coordinating Institution and shall have the mandate to ensure these guidelines are efficiently and effectively implemented by quality assuring the placement process as well as offering recommendations to the management of the coordinating institution on areas that need further improvement in the implementation of internship program.

#### **3.2.1 Membership of the Internship Committee**

The Internship Committee is composed of five (5) members as follows:

- Chairperson of the Committee
- A staff in charge of internship (Secretary);
- Other three (3) members who are not under internship coordinating unit;
- Chief Skills Officer nominates the Co-chair of the internship committee from the three (3) members appointed. In case of absence of the chair, the co-chair will preside over the committee meeting;

In case of absence of some committee members, the committee shall meet respecting the “principle of three out of five” of the members that will constitute a quorum.

#### **3.2.2 Roles and Terms of Reference for Internship Committee**

- The internship committee reviews and approves internship requests;
- The committee examines issues and opportunities within Internship Program and proposes changes for the program improvement;
- The committee examines and follows up the implementation of internship action plan and propose corrective actions to ensure the effective implementation of the program;
- The committee examines and advice the chief skills office of coordinating Institution on measures to be taken to address issues raised by interns, host institutions and other stakeholders;
- The committee scrutinizes and quality assures the placement and stipends payment process to ensure equity and fairness in the placement and payment of interns;
- Work with internship Unit to plan and carry out monitoring and evaluation of Internship program.
- The committee recommends the approval of extension of Internship period in specific fields based on justifiable reasons provided by the host institution in line with exceptions

approved by NEP/NSDEPS high technical committee or a special MoU with hosting institution;

- The committee meets once a week or any other time that is deemed necessary to review, validate and recommend the requests to the Chief Skills Office of coordinating Institution for approval;
- The secretary of the committee drafts minutes of the meeting indicating approval or rejection of requests made by the committee. The approved minutes, list of interns to be placed, response letters are submitted to the Head of Targeted labour markets interventions department for verification and transmit to Chief Skills Officer for approval and signature.

### 3.2.3 Induction session after placement

After selection and placement of interns, an induction session shall be organized by the Host Institution before the intern/s starts her/his professional internship within the host institution.

The staff in charge of human resource management and the identified supervisor in the Host Institutions have the responsibility to organize and conduct induction sessions for the placed intern/s before the commencement of their professional internship.

The Host institution is also required to induct and provide key information to the placed intern/s during the first month of his/her professional internship period.

The key induction message shall cover but not limited to the following:

- Contract management that includes among others, rights and obligations of each party involved in the internship contract (Host Institution, Intern and Coordinating Institution);
- Payment procedures;
- Behavior of intern at workplace;
- Mentorship and supervision of interns by host institution;
- Communication channels between intern, supervisor, human resource management unit in the host institution and coordinating institution;
- Reporting arrangements;
- Evaluation process;
- Completion of internship program and certification of interns.
- Terms of references highlighting milestones to be achieved during internship period , indicators to measure progress, timelines, expected outcomes and the reporting requirements.

## **CHAPTER 4: MANAGEMENT OF INTERNSHIP:**

### **4.1 Coaching and Supervision at Host Institution**

The following guidelines aim at facilitating effective management of mentorship and supervision of the interns at host institution:

- A host institution is required to provide a mentor who initiates a professional working relationship with the intern which eventually leads to transfer of skills to the Intern. This mentor is expected to have more experience, and or be more knowledgeable than the Intern in the area of internship.
- The mentor will play facilitation, not an instruction role. The mentor is expected to support and challenge the Intern to learn and develop. The Intern learns by acquiring new awareness, insight, professional attitudes, skills, ideas and knowledge.
- The host institution will ensure a work environment is conducive to enable learning and development for the intern(s).
- Tasks given or the training provided to the intern(s) shall aim at building skills, attitude and experience in the Intern's area of professional training.
- The host institution shall facilitate and offer an opportunity to the Intern to participate in in- house training and field work that is aligned to his/her field of study. The hosting institution will cater for transport and subsistence allowance for fieldwork assignments and exchange.
- The host institution shall give a clear orientation to the Intern.

### **4.2 Obligations of the parties:**

In order to ensure effective implementation and coordination of internship program, parties involved shall fulfill their duties and obligations as follows:

#### **4.2.1. Responsibilities of the Coordinating Institution**

- Assess the capacity of the host institution to offer mentorship and supervision facilities to Interns;
- Place the right Interns to the right Institutions. In other words, Interns shall be placed to Institutions which belong to the sectors/industry or offer services where the Interns will gain skills and experience related to their careers or fields of study;
- Provide transport facilitation/stipend to interns;
- Monitor the performance of the Interns to ensure that employability skills and experience are transferred to them;
- Give a feedback to host institution on important changes to be made to make professional internship effective based on the feedback from interns, field visits or other feedback mechanisms;

- Review applications and complaints of both interns and host institutions and give them a feedback;
- Develop standard reporting formats for monthly and end of internship reporting.

#### 4.2.2. Responsibilities of the Interns

- Comply with the provisions of internship contract signed with host institution;
- Comply with the rules and regulations of the host institutions and cooperate with the supervisor;
- Fulfill the tasks assigned to him or her by the supervisor or instructor;
- Maintain the equipment given to him or her and return it to the supervisor of the host institution at the end of the internship;
- Keep professional secrecy of host institution during and after internship;
- Inform the Internship Coordinating Institution about perceived reasons that can hinder the effectiveness of the professional internship;
- Inform the host institution and the Internship Coordinating institution in writing or using other supporting documents about the likely reasons such sickness or maternity that can result into temporarily absence;
- Inform the host institution in the case of suspension of professional internship.

#### 4.2.3. Responsibilities of Host Institution:

- Sign internship contract with interns in line with the internship contract signed between Host Institution and Coordinating Institution;
- Coach an intern in order to acquire work experience and apply skills acquired through formal education;
- Supervise and monitor an intern during his or her internship period;
- Create a conducive learning environment that enhances skills transfer;
- Evaluate the intern's performance;
- Inform the internship coordinating institution in writing about an intern/s that has left the host institution before the end of internship period;
- Inform the Internship coordinating institution about the likely misconduct or breach of the internship contract that can lead to the termination of the internship contract. In other words, before termination of the internship contract, the host institution shall inform the Internship coordinating Institution. In case of termination of the internship contract, the intern shall not be entitled to the certificate of successful completion.
- Produce monthly progress report during internship period. The progress report shall mainly focus on the progress towards achieving the milestones stipulated in the ToRs agreed upon with internship coordinating institution.

- The final comprehensive internship report will be produced at the end of the last month of the internship period and will highlight the overall performance towards achieving the internship objectives as highlighted in the ToRs shared by the host institution to the internship coordinating institution.

## **CHAPTER 5: FINANCIAL FACILITATION FOR INTERNS**

### **5.1 Action Plan and Budget**

Before the start of each fiscal year, the Internship unit prepares an action plan that contains targets, activities and the budget for internship program for that specific fiscal year. This budget is used mainly for transport facilitation (stipend) and other Internship related costs geared to support the program.

### **5.2 Internship stipend payment modalities**

Interns will be given a transport facilitation fees of 50,000 Rwf by the coordinating Institution on a monthly basis for a period not exceeding the period under an internship contract agreement signed by both the coordinating and Host institutions. However, Hosting Institutions and Interns will be encouraged to pay themselves the internship facilitation fees and will be prioritized in that regard.

- (i) Individuals/Host Institutions who are willing to cover the cost of transport facilitation of interns are highly encouraged. The guidelines shall apply in these cases as well.
  - An intern who is willing and able to cover his/her own transport facilitation during the internship period is allowed to scout credible host institutions in the private sector which have demonstrated readiness to offer internship opportunities. In this case, the prospective host institution should provide a recommendation letter to the intern. In addition, commitment of the intern to cover transport facilitation himself/herself shall be expressed in the request letter and submitted together with other application documents submitted through online through internship system.
- (ii) Hosting Institutions are encouraged to top-up on transport facilitation. However, the right to determine the top-up amount is reserved to them depending on affordability.

- (iii) As it was approved by NEP-Management, Special package worth Rwf 200,000 (a total of the ordinary Rwf 50,000 and an additional Rwf 150,000), will be offered to Engineering Graduates who are posted for professional internship in emerging new investment projects with new technology and operating in areas difficult to access with public transport or in remote areas. The purpose of this special treatment is to support innovative skills transfer and sustainability of projects implementation. Interns will be eligible for this special package provided that the host company fulfills the following criteria:
- The investment project to be implemented by the host company should be located in areas difficult to access with public transport or in remote areas;
  - The company should be implementing a big investment project in identified priority economic sectors that require critical skills or rare skills ;
  - The company should demonstrate the ability to transfer new technology, skills and knowledge to interns that are not available on the labour market;
  - The company should demonstrate the willingness to employ interns after internship.
- (iv) Twelve (12) Months Professional Internship: Special consideration of up to twelve months of professional internship will be made for interns from health, engineering, agriculture related disciplines and other disciplines aligned with priority sectors identified by the government of Rwanda and approved by NEP/NSDEPS-Management. However, private companies, NGOs , civil society organizations can be allowed by the Internship coordinating Institution to extend the internship period up to twelve( 12) months depending on the nature of employable skills that interns are expected to acquire and potential employment opportunities to be offered by the host institution at the end of internship.
- (v) When interns are required to go to the field or work away from the host institution's premises, all field expenses and any other related costs shall be covered by the host institution at the professional officer's level.
- (vi) When the host institution is willing to extend/renew the internship contract, the coordinating institution shall be notified for consideration and approval. In such a case, an addendum to the internship contract shall be signed.
- (vii) Interns working in high risk areas are eligible for occupational hazard risk insurance. In this regard, parties to the contract shall agree on who is responsible for insurance cover

and this will be reflected in the contract. The nature of occupational risk will be determined and recommended by host institutions.

**NB:** Emerging Investment Projects with new technology will be recommended by the internship committee after assessing how they fulfill the criteria set by NEP/NSDEPS-Management.

### 5.3. Checklist for payment of transport facilitation fees

The following support documents shall be considered while processing monthly transport facilitation:

- A list of all Interns per host Institution that contains valid Intern's bank account number, bank names, bank code, full names of the intern, start date and end date of internship and amount in Rwanda francs;
- Monthly status reports submitted to internship coordination institution;
- A list of interns who completed Internship;
- A list of new interns on board in the host institutions;

### 5.4 Arrears owed to interns

In the context of internship program, arrears arise when the Intern transport facilitation fees have not been paid in time. The incidence of arrears can arise as a result of one of the following reasons:

- An incidence of late reporting that arises when the host Institution fails to report in time;
- Bounced payment due to inconsistency in bank account details and identification details. In case of bounced payment, internship unit and finance division will be required to inform the intern and work closely with him/her to rectify the errors.
- To avoid delay of monthly reports that results in accumulation of arrears, internship unit shall send a reminder to all host institutions by 15<sup>th</sup> of every month.

**NB:** Internship unit will compile Payment of arrears and submitted them to MINECOFIN for payment as they occur.

## CHAPTER 6: SUSPENSION, COMPLETION, AND EVALUATION OF INTERNSHIP

### 6.0 Completion of internship

Every intern is supposed to complete his/her internship placement after duration of six (6) months at the host institution effective from the date of the signing of the contract up to the last day that marks the end of six month of internship. However, internship for university graduates

from health, engineering, agricultural related disciplines and other fields that can be approved by NEP competent authorities or with special agreement with Coordinating Institution can be extended up to twelve (12) months of internship period upon request by Hosting Institutions and approval.

Professional Internship shall have a clearly stated start and end date specified in the internship contract signed by parties involved in the contract.

When the intern fails to complete internship during the internship period, both the intern and the host institution shall notify the internship coordinating institution in writing about the suspension of the internship.

### 6.1 Suspension of Internship

In case an Intern suspends his/her Internship owing to maternity or any medical reasons, he/she is required to present to the coordinating and host institutions respectively, a medical certificate from a recognized medical practitioner. The intern shall also formally notify both the host and coordinating Institution about the suspension of internship.

If the intern is not able to report to workplace due to sickness or maternity leave, the concerned intern shall resume internship immediately after the recovery or maternity leave. If the host institution is no longer in position to host him or her due to time lapse, the host institution shall seek consent of the Internship Coordinating institution, and the latter will be in charge of supporting affected intern(s) to get other host institutions. During internship contract suspension period, concerned intern(s) shall not be entitled to the transport facilitation from Internship Coordinating Institution.

When the intern fails to resume the internship after sickness or maternity leave or prolonged sickness (more than three months), the host institution shall seek the consent of the Internship Coordinating Institution, and then terminate the contract. Unlike those who will decide to voluntarily suspend professional internship, interns who fail to resume internship in time due to prolonged sickness or health issues after delivery, will be supported by the Internship coordinating institution to get other host institutions.

In case of force majeure, economic hardship or lockdown that affect the operations or economic activities of the host institution, the internship contract shall be temporally suspended, and the Internship Coordinating Institution will help the affected interns to resume internship or get other host institutions. the host institution can request interns to resume internship once the operations resume before the interns get other host institutions. During the suspension of the internship, the interns will not be entitled to the transport facilitation.

## 6.2. The end of the internship period

The professional internship ends with the internship contract period. The internship evaluation report plays a central role to highlight the achievements during the internship period and points out the areas of improvement. Completing a formal evaluation process calls for an active involvement of both the supervisor and the intern. Further to the internship evaluation final report, an internship completion certificate will be awarded to the intern.

The supervisor will continuously assess the performance of the interns and at the end of the internship in the last month report, he/she will provide the final evaluation, highlighting the employable skills and competences acquired during the internship period and potentials areas for further improvements if any.

As part of Internship evaluation and completion processes, an Intern is required to fill an online evaluation form to express his or her appreciation of the host institution during the internship period. The Only interns having filled online evaluation form will be awarded internship completion certificate.

## 6.3. Monitoring and evaluation by coordinating institution.

To ensure efficient and effective and implementation of the program, the coordinating institution is required to do the following:

- Organize bi-annual monitoring of the implementation of the internship program;
- Organize field visits to check how hosting institutions comply with internship guidelines;
- Organize semi-annual feedback sessions with sampled hosting institutions and interns;
- Conduct impact assessment of the internship program every three years to assess labour market outcomes of the interns.

## **ANNEX/ APPENDICES :**

[Annex 1: MoU FOR INTERNSHIP PROGRAM IMPLEMENTATION BETWEEN HOSTING INSTITUTION AND COORDINATING INSTITUTION](#)

ANNEX 2: INTERNSHIP CONTRACT

ANNEX 3: Template guiding host institution while requesting for professional interns

Annex 4: Bank Confirmation Form