



THE UNITED REPUBLIC OF TANZANIA

NATIONAL INTERNSHIP GUIDELINES

“Enhancing Graduate Employability in Tanzania”

PRIME MINISTER'S OFFICE
LABOUR, YOUTH, EMPLOYMENT AND
PERSONS WITH DISABILITY

SEPTEMBER, 2017



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BENEFICIARIES OF THE INTERNSHIP TRAINING



TABLE OF CONTENTS

LIST OF ABBREVIATIONS	iv
DEFINITION OF KEY TERMS AND CONCEPTS	v
PREFACE AND ACKNOWLEDGEMENT	vii
1. INTRODUCTION	1
2. GRADUATE INTERNSHIP	2
3. GUIDELINES FOR UNDERTAKING INTERNSHIP IN TANZANIA	4
3.1 Objectives of the Guidelines	4
3.2 Principles of Undertaking Internship	4
3.3 Eligibility Criteria for Graduate Internship	6
3.4 Duration of the Internship	6
3.5 Key Steps in Implementing Internship Training.....	6
3.6 Internship Funding Arrangement	8
3.7 Termination/Deregistration of Internship.....	9
3.8 Completion and Certification	9
3.9 Roles and Responsibilities of Key Stakeholders.....	10
4. INSTITUTIONAL ARRANGEMENTS	13
4.1 National Internship Steering Committee	13
4.2 National Internship Secretariat.....	14
5. MONITORING AND EVALUATION	15

LIST OF ABBREVIATIONS

ATE	Association of Tanzania Employers
CCM	Chama Cha Mapinduzi
FYDP II	Five Year Development Plan II
IA	Implementing Agency
IP	Internship Programme
ILO	International Labour Organization
JD	Job Description
MIC	Middle Income Country
MP	Member of Parliament
NIG	National Internship Guidelines
NSDP	National Skills Development Programme
TDV	Tanzania Development Vision
TNBC	Tanzania National Business Council
TPSF	Tanzania Private Sector Foundation
TUCTA	Trade Union Congress of Tanzania
UNIDO	United Nations Industrial Development Organization

DEFINITION OF KEY TERMS AND CONCEPTS

Agreement:

A legitimate signed document between the host institution and the Intern, describing the conditions of internship. It establishes a formal temporary work relationship between the host institution and the intern. It sets out rules, responsibilities and regulations for both parties and contains among others the intern’s Job Description (JD). The Agreement is binding, but it does not form an “employment” type contractual arrangement.

Intern:

Is a Tanzanian national who has graduated from accredited training institution attached to a work place to gain work experience through performing specific assignments or daily work in a host institution under the terms and conditions set out in the Agreement. An intern is not an employee of the host institution.

Internship:

Is a formal and temporary work placement between the host institution and the intern. It aims to expose the intern to experiential learning by integrating knowledge and theory learned with practical application and skills development.

Mentor:

Is a qualified person, with experience in the host institution, who is assigned to ensure a smooth facilitation of the intern, leads and advises in the matchmaking process between intern and host institution, and who monitors the progress of the internship regularly through on-site visits.

Internship standards:

Requirements and conditions outlined in the National Internship Guidelines (NIG) as well as the Agreement to ensure compliance with existing laws of the United Republic of Tanzania.

Age of intern:

An intern's age shall be between the ages of 15 and 35 years.

Implementing Agency:

A registered public or private establishment that implements an internship programme as part of their constitution, broader mandate or services.

Host institution:

Is a public or private registered establishment by law that provides opportunities for graduate to undertake internship.

Employability:

Refers to whether one has requisite competencies to find a job in the labour market.

PREFACE AND ACKNOWLEDGEMENT



Skilled workforce is an important factor for Tanzania to foster attainment of middle income status as envisioned by the Tanzania Development Vision 2025. Yet, the country is facing a shortage of skilled labour force despite having many graduates from higher learning institutions.

One of the main reasons contributing to the existing shortage of skilled workforce is the mismatch between curricula used for institutional training and labour market skills requirement. To address this challenge, the Government and Social partners have agreed to establish a nationwide internship programme which will provide opportunity to young graduates to acquire relevant skills at work places, thereby connecting academic knowledge with practical experience necessary for a skillful labour force.

Internship facilitates employability as it enables graduates to acquire workplace experience and academic knowledge to work environment, bridging skills gap between academic knowledge and workplace requirements.

Structured internship trainings that are currently being undertaken in our country as part of professional development in some disciplines such as medicine, laws and engineering have proved to be very successful in terms of enhancing employability of the respective graduates.

It is from this experience that the tripartite-plus social partners during discussions on how to improve business environment through Labour laws and Skills set agreed to introduce internships as a way to address the skills gap in the country. In order to have a guided internship programme the Government in collaboration with social partners decided to develop this National Internship Guidelines (NIG).

The purpose of this National Internship Guidelines is to guide the design, implementation and monitoring of graduate internship programme. In addition, the guidelines establish mechanisms to promote national-wide joint efforts required to develop necessary skills and build a prosperous nation that can promise better life for our youth and the generations to come. These guidelines therefore are the outcome of the tripartite-plus social partners deliberations to ensure that internship is properly institutionalized in public and private institutions.

We, in the government and particularly the Office responsible for labour and employment, would like to convey our appreciations to our tripartite-plus Social Partners for agreeing to be part of this programme; and for participating in developing these National Internship Guidelines. We, specifically thank Association of Tanzania Employers (ATE), Trade Union Congress of Tanzania (TUCTA) and Tanzania Private Sector Foundation (TPSF) and ILO. Also, our sincere appreciation goes to UNIDO country office respectively for their technical support in developing these Guidelines.

Finally, I would like to take this opportunity to invite employers in all sectors to participate in this important programme. We believe that this endeavor will contribute immensely in addressing youth unemployment challenge in Tanzania.



Jenista Joackim Mhagama (MP)

Minister of State, Prime Minister's Office,
Policy, Parliament, Labour, Youth, Employment
and Persons with Disability

1. INTRODUCTION

Tanzania aspires to become middle income country (MIC) by 2025 and attain Sustainable Development Goals (Goal No.8) by 2030. In order to meet the targets, skilled workforce is a key factor for the country’s transformation. The statistics indicates that the economy of the country has been growing consistently for the past decade, while productivity and skills base have not kept the same pace. It is also predicted that, in the world, by 2025 nearly 50% of today’s occupations will not exist. Factors such as automation, digital innovation, artificial intelligence, new media and globalization are now redefining the skills landscape and what skills are considered essential for future growth by 2025.

The vertical and horizontal mobility of the county’s labour is greatly limited since majority of the labour force have low level of skills. The fact is that 79.9 percent of the employed labour force is in low skills level occupations, 16.6 percent are in medium skills level occupations while only 3.6 percent are in high skills level occupations. Many employers have been raising the same concern about a high volume of low skills and low volume of high skills; the opposite to what is needed for industrial productivity and sustainable growth. It is also noted that due to globalization and the country’s aspirations to become an industrialized by 2021 and a middle income country by 2025, the demand for higher level skills is rising across all sectors.

As a nation it is important to reverse the situation to 12 percent for higher skill level occupations, 34 percent or above for middle skills level occupations and less than 54 percent for low skills level occupations as required to attain middle income status. Specifically, the transition from school to work is vital to address the skills needs of the Country as many employers feel that graduates of different levels of education are not sufficiently prepared for the workplace on leaving the education and training system.

Experience has also shown that very few employers offer internships to graduates as a way to facilitate transition from school to work. Therefore the need to create an environment that will motivate employers and workers to participate in the development of the skills of the national work force through internship training.

It is in this regard that, the Government in collaboration with its tripartite-plus social partners considered promotion of internship training as a mechanism for easier transition from school to work for graduates. Therefore, internship training has been put among the priorities of the nation as indicated in the national strategies for achieving the vision 2025. The Second Five year Development Plan-FYDP II (2016/17-2020/21), requires the country to have 230,000 well trained graduates by 2021 and 300,000 by 2025 through internship.

In order to achieve the intended national targets and ambition, the government in collaboration with tripartite social partners has developed the National Internship Guidelines to facilitate quality internship programs. Internship training helps graduates understand the context and dynamics of workplaces and reduce shortage of qualified and skilled workforce. It also helps employers tap knowledge and skills from interns as well as identify potential employees. Therefore, the guidelines are aimed at streamlining and guiding the design, implementation and monitoring of internship programme.

2. GRADUATE INTERNSHIP

Internship is a planned and structured programme that provides work experience for a specific period. It is directed graduate who have completed their college/university studies and are unemployed. Internship provide opportunity to graduate translate the skills learned from their training into practical on-the- job experience. Also, allow interns to better understand how work is done in a particular occupation, its values and work ethics, and career opportunities the

industry offers. At the international level, internship is recognized by ILO Recommendation No. 195 on Human resources development: Education, training and lifelong learning. The Recommendation calls for all member states to develop and implement education and training programmes that promote peoples’ employability throughout their life.

Benefits of graduate internship

a. For Interns

- (i) Application in real work environments of knowledge acquired in class rooms and learning by doing;
- (ii) Acquisition of professional skills required by Employers;
- (iii) Improve job prospects;
- (iv) Develop work values and ethics among interns;
- (v) Contribute to lifelong learning;
- (vi) Increase awareness on job and career opportunities among graduates;
- (vii) Enable graduates understand the context and dynamics of workplaces in both public and private sector organizations;
- (viii) Recognize and learn to work within the constraints and opportunities which confront various organizations; and
- (ix) Acquire first-hand knowledge of specific administrative processes.

b. For Employers

- (i) Tapping knowledge and skills from the intern as well as identifying potential employees;
- (ii) Reduce shortage of qualified and skilled workforce by equipping graduates with relevant workplace experience; and
- (iii) Provide unemployed graduates with valuable work experience and skills to enhance their employability.

3. GUIDELINES FOR UNDERTAKING INTERNSHIP IN TANZANIA

3.1 OBJECTIVES OF THE GUIDELINES

The overall objective of these internship guidelines is to provide guidance on how to implement internships in the country and ensuring effective coordination and quality assurance of internship trainings. The specific objectives of the guidelines include:

- a. To set out the parameters for minimum quality standards for internship programmes; and
- b. To define procedures for designing, developing, implementing, monitoring and evaluation of internship programmes.

3.2 PRINCIPLES OF UNDERTAKING INTERNSHIP

The following principles shall govern internship undertaking in Tanzania:

a. Demand-driven:

The internship training operates on a demand basis whereby intended interns are required to express their need to acquire valuable skills and experience in their respective career development. Public and private sector employers are required to establish a mechanism to accommodate interns;

b. Non Displacement of Regular employees:

Interns should not displace or replace regular employees of the host institutions;

c. Equity and non-discrimination:

Internship shall be open to every graduate irrespective of gender, race, ethnicity and disability in accessing internship opportunities;

d. Decent work conditions:

Interns at the host institutions shall enjoy selected¹ “Decent Work” conditions² that are applicable as per national labour laws. Working conditions to be enjoyed by interns are:

- Decent working time: the intern should normally work 8 hours per day. These should accumulate to a maximum of 45 hours per week;³
- Interns below the minimum age of 18 shall not be engaged in hazardous work (designated hazardous industries and occupations);⁴ and
- Safe work environment to ensure occupational safety and health at work.

e. Mentorship:

Host institutions and respective mentors shall ensure that interns acquire relevant practical skills required for their professional and career development. Interns must be encouraged and assisted to develop necessary defined skills a work places; and

f. Adherence to organization policy and rules:

The intern shall adhere to organizational rules and regulations.

1 Most of the Decent Work indicators apply to “employees” under contract. Therefore, only “selected” indicators apply to them

2 The Decent Work agenda rests on four pillars: (i) full and productive employment, (ii) rights at work, (iii) social protection and the (iv) promotion of social dialogue.

3 United Republic of Tanzania (URT) (2004): Employment and Labour Relations Act, 2004; Part II, Fundamental Rights and Protections, Sub-Part B

4 According to United Republic of Tanzania (URT) (2004): Employment and Labour Relations Act, 2004; Part II, Fundamental Rights and Protections, Sub-Part B

3.3 ELIGIBILITY CRITERIA FOR GRADUATE INTERNSHIP

- a. Should be a Tanzanian citizen;
- b. Should be a university graduate or equivalent from recognized institution;
- c. Should be a registered job seeker;
- d. Should submit degree certificate/Academic transcript; and
- e. A commitment or desire of intern to follow a career in a specific occupation that has been identified.

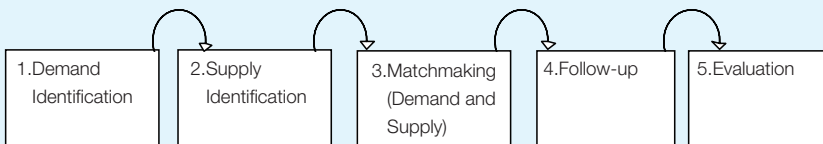
3.4 DURATION OF THE INTERNSHIP

The duration of internship training will be between 6 to 12 months depending on the type of profession and will be for young graduates from tertiary studies that are yet to be employed.

3.5 KEY STEPS IN IMPLEMENTING INTERNSHIP TRAINING

This Guideline outlines the following five key steps in implementing successful Internship Programme: fundamental steps that are needed to be undertaken by any Implementing Agency (IA) to successfully and effectively design, develop and implement an Internship Programme (IP).⁵

Any Internship Programme should follow the five key steps to ensure quality delivery as shown below.



⁵ This approach has been successfully tested by UNIDO during its Internship Programme as part of the United Nations Joint Programme on Youth Employment (JPYE) 2015-16.

Step 1: Demand Identification:

This involves identification of host institutions and their need for internship in a specified period of time. Key details regarding the company/employer that includes sector of operation, occupations that are open for interns and number of interns required are identified.

Step 2: Supply Identification:

Step two involves identification of available graduates with their skills and knowledge sets to fill in the identified occupations for interns

Step 3: Matching Supply and Demand:

This is the process of allocating interns to specified internship posts at work places. It involves signing of temporally work relations agreements between the interns and the host institutions. It also involves allocating of Mentors

Step 4: Follow-up:

Step four involves regularly follow ups on intern placements and on-going internships by using Mentors. This is to ensure that interns are exposed to the required skills.

Step 5: Evaluation:

Evaluation shall be undertaken after every completion of each cycle of internship training programme

NB: At national level a virtual online platform is to be established to effectively manage the outlined steps of internship programme. This platform is to be administered and run within the context of National Labour Market Information System. The Platform collects the skills demand in form of verified job descriptions and skills supply in form of verified Graduates Profiles. The enterprises will have to register on the Platform and upload

their profile as well as announce their internship vacancies. Graduates have to register themselves and upload their profiles indicating their field of study, prior experience, existing skills sets and interests.

Then either registered graduates can apply to a vacant internship post online or by visiting the matching institution. Matching the demand and supply of skills should be decentralized and be provided as Employment Services under the Employment Services Promotion Act.No.9, of 1999.

3.6 INTERNSHIP FUNDING ARRANGEMENT

The funding of internship will mainly be on cost sharing basis involving employers; Government; and Interns or Parents. However, depending on the nature of profession and market demand; funding of internship will be done using the following modes:

a. Fully Funding by Employers:

Under this mode Employers shall be fully responsible in paying Interns;

b. Cost Sharing Mode:

Under this arrangement interns shall be attached to various organizations on cost sharing basis between Government, Employers and parents; and

c. Fully funded by the Government:

Under this arrangement, the interns shall be fully funded by the Government. Interns shall be attached to organizations that are involved in social activities or priority areas as per national development plan.

3.7 TERMINATION/DE-REGISTRATION OF INTERNSHIP

De registering of intern would be done on the following grounds:

- a. Completion of their internship;
- b. The performance of the intern is not found to be satisfactory;
- c. If the intern is absent without authorization of the hosting institution as per labour laws;
- d. If the intern performs a gross misconduct as per labour laws;
- e. If the intern acquires employment; and
- f. If the intern wishes to discontinue on personal ground.

An intern may terminate the agreement by submitting a written letter of resignation or termination of the agreement to the host institution at any time.

3.8 COMPLETION AND CERTIFICATION

Upon satisfactory completion of an internship

- a. The host institution shall provide the intern with a certificate or **testimonial letter** specifying that the intern has completed the internship programme. The letter shall indicate the competencies and experiences that the intern gained during the internship period; and
- b. The list of interns completing internship in each host institution shall be submitted to the Ministry responsible for labour and employment for record and certification. The submission shall be made within one month after completion of internship.

3.9 ROLES AND RESPONSIBILITIES OF KEY STAKEHOLDERS

Roles and responsibilities of other key stakeholders in the implementation of internship programmes in Tanzania under NIG are hereby defined as follows:

a. Roles of the Implementing Agency

Any registered public or private organization that implements an internship programme as part of their constitution, broader mandate or services is recognised as implementing Agency.

The Roles and responsibility of implementing Agency in the overall national internship training frameworks includes:

- (i) Registering its internship training programme with the ministry
- (ii) responsible for labour and employment in a prescribed manner;
- (iii) Adhering to national guidelines and principles on internship;
- (iv) Providing reports as may be determined by the National Steering Committee and or the coordinating ministry;
- (v) Implementing its internship training programme in accordance to its action plan and national priorities; and
- (vi) Ensure linked decent work conditions to interns as per labour laws;

b. Roles of Employers

The employer shall play the following roles:

- (i) Provision of regular reports on internship training in prescribed manner;

- (ii) Ensure that the internship programme is incorporated into human resource development plans and implemented;
- (iii) Enter into agreement with interns;
- (iv) Provide administrative support to the intern;
- (v) Appoint intern mentor and supervisors within organization;
- (vi) Monitor and evaluate progress of internship programmes in their respective areas; and
- (vii) Provision of progress reports on a prescribed manner by the ministry responsible for employment.

c. Roles of Workers Organizations

Workers through trade unions at workplaces shall play the following roles:

- (i) Participate in development, implementation, monitoring and evaluation of National Internship Guideline;
- (ii) Promote internship through social dialogue, advocacy and lobbying; and
- (iii) Provide conducive working relationship for internship implementation.

d. Roles of Interns

Interns shall play the following roles:

- (i) Form conceptual links between theoretical knowledge acquired at tertiary institutions and practical work;
- (ii) Adherence to organizational policy and rules;
- (iii) Respect the confidentiality of work place, its clients and its employees;
- (iv) Observe working hours of the employer since Internship is a fulltime programme;
- (v) Supply mentors with feedback on the effectiveness of internship programmes and mentoring arrangements;

- (vi) Enter into agreement with host institution;
- (vii) Maintain discipline and abide to the policy, rules and regulations of the employer; and
- (viii) Ensure proper handover of equipment/tools and all other materials belonging to the host institutions at the end of the internship period.

e. Responsibility of the Coordinating Ministry

Coordinating ministry which is the ministry responsible for Labour and Employment shall play the following roles:

- (i) Register and certify all organizations implementing internship trainings as implementing Agencies;
- (ii) Follow ups of internship training in work places at all levels;
- (iii) Awarding ungraded certificates to confirm that intern attended and completed internship as required;
- (iv) Establish and manage internship Management system;
- (v) Create awareness among stakeholders an internship system;
- (vi) Assess and validate host institutions demands for interns as well as working environment ;
- (vii) Establish and maintain a database relating to implementation of various stages of internship received from all Implementing Agencies; and
- (viii) Perform all other administrative and routine activities to facilitate undertaking of internship in Tanzania.

4. INSTITUTIONAL ARRANGEMENTS

There a National Steering Committee and Secretariat to guide implementation of Internship in Tanzania

4.1 National Internship Steering Committee

a. Membership

Members of the Steering Committee are Chief Executives and Senior Officials from the following organizations/ Ministries:

- (i) Permanent Secretary, Ministry responsible for Labour and Employment who is also a chair of the Steering Committee;
- (ii) Executive Director, Association of Tanzania Employers (ATE); Co Chair
- (iii) Secretary General, Trade Union Congress of Tanzania (TUCTA);
- (iv) Chief Executive Officer, Tanzania Private Sector Foundation (TPSF);
- (v) Permanent Secretary, Ministry responsible for Education and Vocational Training;
- (vi) Permanent Secretary, Ministry responsible for Finance; and
- (vii) Co-opted members such as experts and representatives of sector organizations for specific purposes during proceedings of the Steering Committee meetings.

b. Roles and Responsibilities

The main roles and responsibilities of the Steering Committee include:

- (i) Advise the Minister on matters pertaining to internship trainings in the country;
- (ii) Make decisions over the administration of internship system, including financing;

- (iii) Where necessary, propose required changes to the National Internship Guidelines to the Minister;
- (iv) Discuss issues raised by enterprises/industries that offer internship training and determine the position of the committee in the form of recommendation;
- (v) Coordinate stakeholders, offer special recognition to best training companies and promote skills development through internship; and
- (vi) Adopt and decide on recommendations or observations from the Secretariat.

4.2 National Internship Secretariat

a. Membership

Secretariat Services of internship Programme will be provided by the Department responsible for skills development in the Ministry responsible for Labour and Employment. The Secretariat will also include tripartite plus partners representing Employers (ATE), Workers (TUCTA) and Private Sector (TPSF).

b. Roles and Responsibilities

The main role of the Secretariat is provision of overall administrative support to the Steering Committee and overseeing the implementation of National Internship Programme. The specific roles of the Secretariat are:

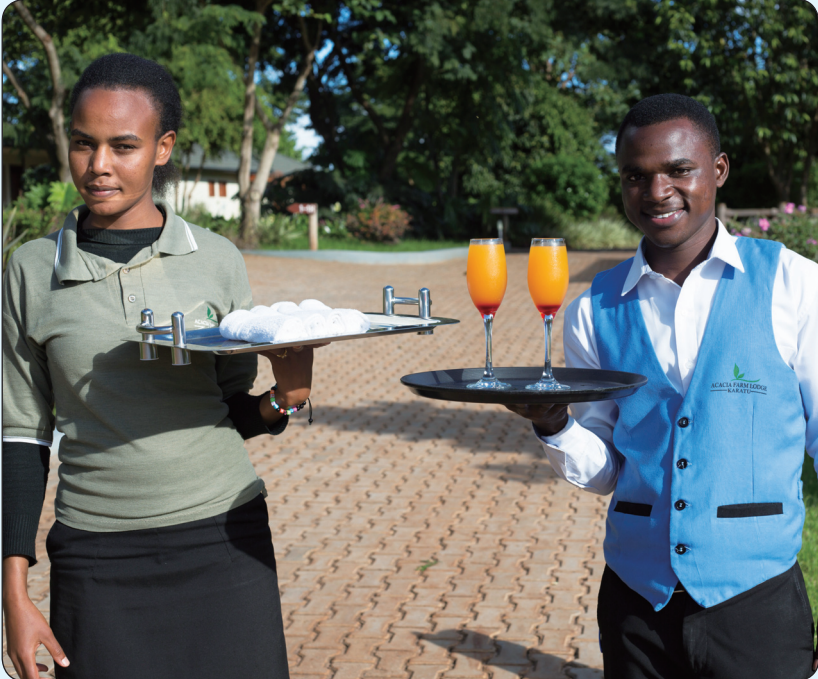
- (i) Assuming all Secretariat functions for the Steering Committee;
- (ii) Prepare agenda and documents for Steering Committee meetings;
- (iii) Provision of the linkage between government and Private sector on all issues related to the operation of internship training;

- (iv) Act as a focal point for a public – private – training institutions regular consultations;
- (v) Coordinate and monitor implementation of NIG at all levels; and
- (vi) Perform all other administrative and routine activities to facilitate undertaking of internship in Tanzania.

5. MONITORING AND EVALUATION

The Secretariat shall develop Monitoring and Evaluation system to guide the implementation of NIG in collaboration with key stakeholders. The monitoring and evaluation reports shall be submitted to the Steering Committee for consideration and advice to the Minister responsible for labour and employment.

BENEFICIARIES OF THE INTERNSHIP TRAINING



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