

# National Professional Internship Impact Assessment Report (2020-2024)



Republic of Rwanda  
**Ministry of Public Service  
and Labour**

**MIFOTRA-CSO**

**Kigali – October 5, 2025**

# Contents



- 1 Introduction
- 2 Motivation and Objectives
- 3 Methodology
- 4 Program Performance
- 5 Labour Market Outcomes of Interns
- 6 Program Users Experience & Feedback
- 7 Conclusion and Implications

# Introduction



# National Professional Internship Program Overview.



## Program Objective

To equip graduates with relevant practical work experience, and the **skills, knowledge, and experience needed to successfully transition from academic studies to the labour market.**

## Digital Platform

This **National Internship portal** was established to streamline the application and placement process across public, private institutions and Civil Society Organisation (NGO, Faith Based Organisation) in Rwanda.

## Report Scope

This report presents a comprehensive assessment of the program's performance and labour market outcomes of beneficiaries over the past five years, from **2020 to 2024.**

# Motivation and Objectives



# Why This Assessment Matters



## Analyse

Analyze program data to understand **application trends, placement rates, and Labour market outcomes of program beneficiaries** across different sectors, institutions.

## Evaluate

Evaluate the program's **efficiency** in placing interns, its **relevance** in terms of equipping interns with hands-on experience and labour market outcomes of beneficiaries.

## Improve

Propose actionable recommendations to **refine implementation, enhance partner engagement, and inform evidence-based decision making.**



# Specific Objectives



## Assess Performance

---

- Program uptake and completion rates
- Labour market outcomes of interns



## Identify Gaps

---

- Sectoral disparities
- Key operational challenges



## Policy Actions

---

- Strategies to enhance program impact
- Recommendations to improve program implementation

---

**Overall Objective: To evaluate Labour market outcome of beneficiaries of professional internship program.**

---

# Methodology







# Triangulation of different data sources

## Data source

- Extracted administrative data from ( NIP, E-recruitment, RRA)
  - ▲ We did not manage to use RSSB data in order to track employability in private sectors

## Data Processing

- Cleaned and merged datasets (NIP, E-recruitment, RRA)
- Standardized formats (EX: Field of education to ISCED Level 2 or ISCED Level 1) for analysis

## Survey Administrative

- Administrated an online survey to all who completed internship
- Conducted follow-up calls to increase response rates

## Operational Analysis

- Analyzed placement and completion rates
- Assessed programme efficiency and effectiveness

## Impact Analysis

- Assessed Labour market outcomes of interns
- Measured program effectiveness

## Disaggregated Analysis

- By education field, gender, and institution type, Sector
- Compared trends across years

---

**This triangulation approach integrates administrative data, surveys, and multi-level analyses to conduct a comprehensive evaluation.**

# Program Performance





# Overall Program Performance

**👤 All Applicants**  
**28,194**  
 Female: 45%  
 Male: 55%

**✅ Placed Interns**  
**11,429**  
 49% of potential candidates  
 Female: 49%  
 Male: 51%

**🕒 Expired**  
**3,928**  
 Female: 39%  
 Male: 61%

**📅 Waiting List**  
**4,471**  
 Female: 39%  
 Male: 61%

**✅ Completed**  
**10,520**  
 90% of Placed  
 Female: 48%  
 Male: 52%

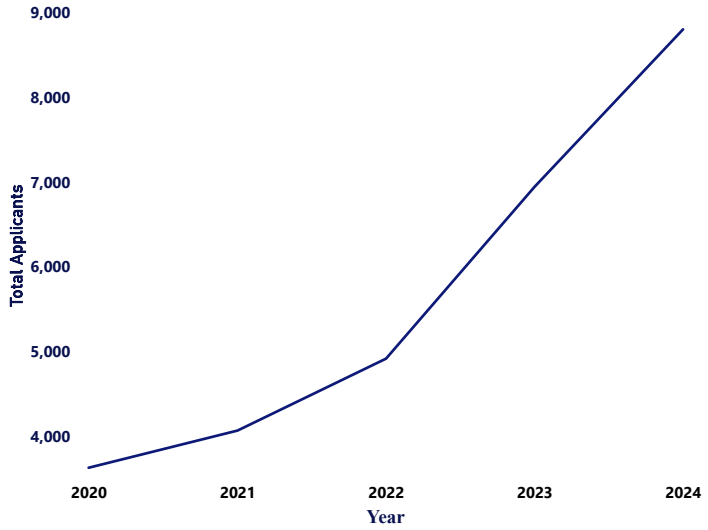
**❌ Rejected**  
**4,634**  
 Female: 45%  
 Male: 55%

**Key Insight:** Out of all potential candidates (Qualified interns: Total Applicants - Rejected), 49% were placed into internships. Among those placed, 90% successfully completed their programs.

# Applicants by Year



## Total Applicants by Year



↑ **A Significant Increase:**  
The number of applicants rose substantially from 2020 to 2024.

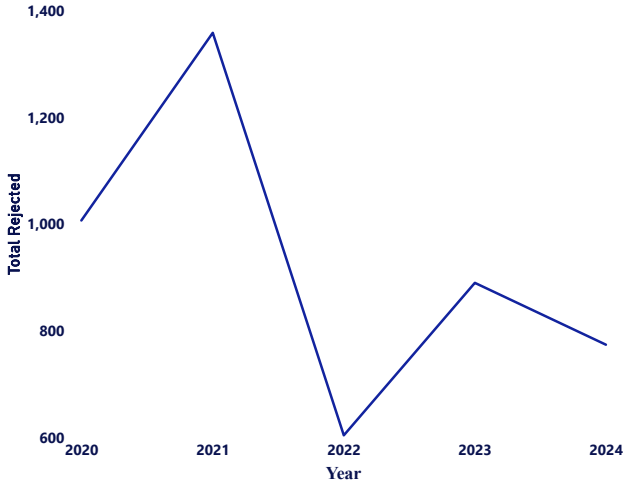
↗ **A Consistent Upward Trend:** Each year had more applicants than the previous year because:

- Ongoing WPL mainstreaming effort
- Fully digitalization of application proceeding
- Increased awareness in schools and universities through outreach programs

# Rejected by Year



### Total Rejected by Year



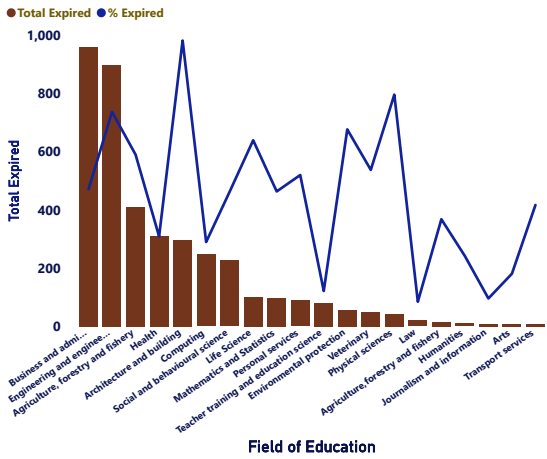
**Fluctuating Rejection Pattern:**  
The number of rejected applicants do not follow a steady trend.

The changes in rejection numbers, especially the decreases in 2022 and 2024, suggest that applicants received better guidance during the application process, ensuring that their submissions were complete and met the required qualifications.

# Expired by Field of education

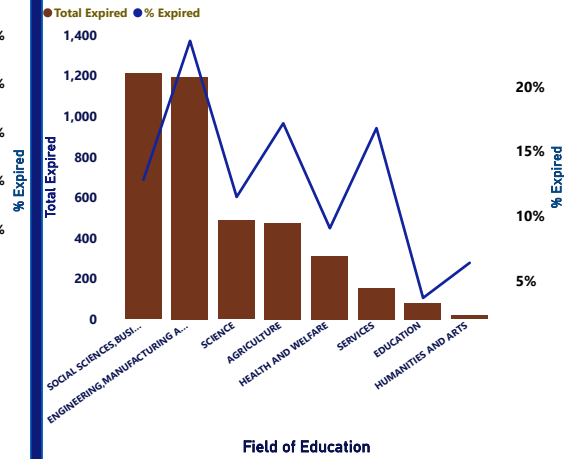


**Total Expired and % Expired out of total applicants by Field of Education**



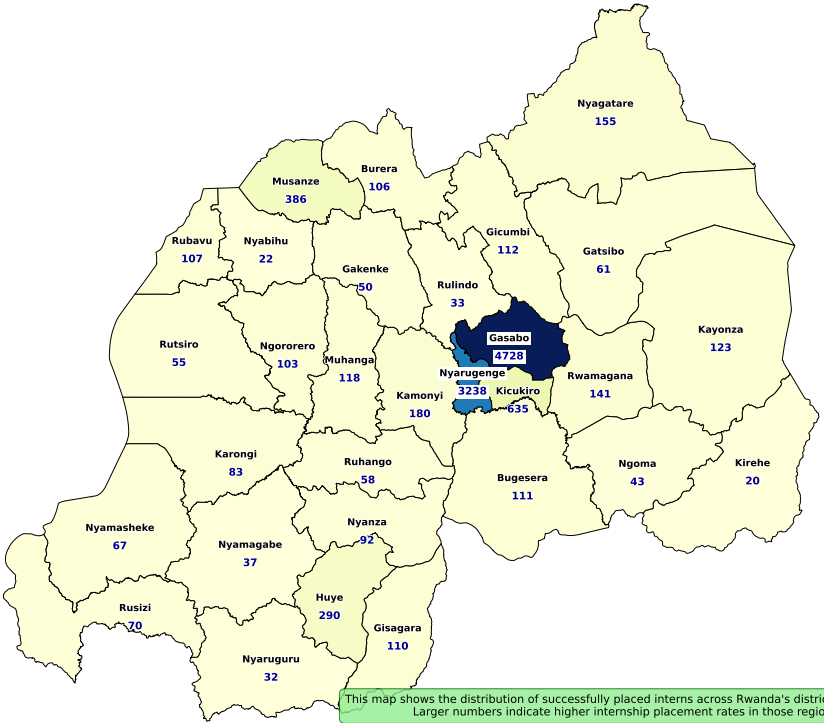
**!** The higher number of interns whose applications were expired was from Business and Engineering fields. However, fields such as Architecture and Building, and Veterinary have higher percentages expired.

**Total Expired and % Expired out of total applicants by Field of Education**



**!** Broadly level, Social Sciences, Business, and Law, along with Engineering, Manufacturing, and Construction, have the highest number of interns whose application were expired.

# Internship Placements Across Districts

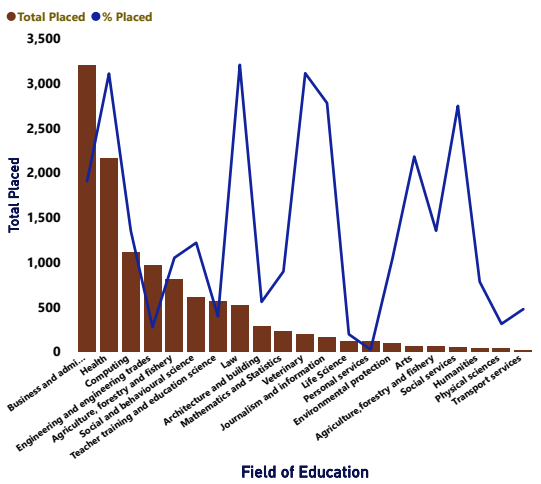


This map shows the distribution of successfully placed interns across Rwanda's districts. Larger numbers indicate higher internship placement rates in those regions.



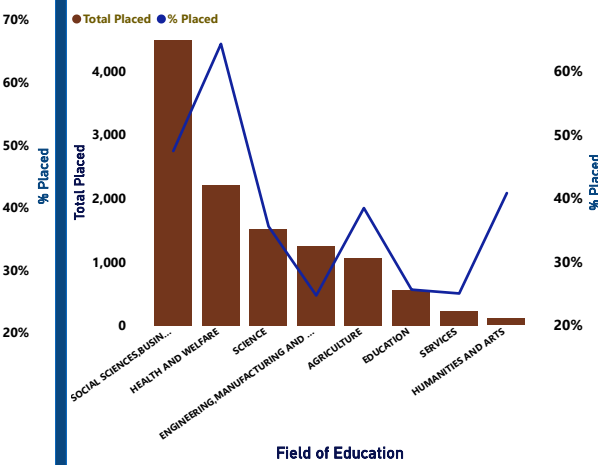
# Placement by Field of education

Total Placed and % Placed out of total applicants by Field of Education



Business and Administration have highest interns placed. However, Health, Law, and Veterinary had higher placement rates.

Total Placed and % Placed out of total applicants by Field of Education



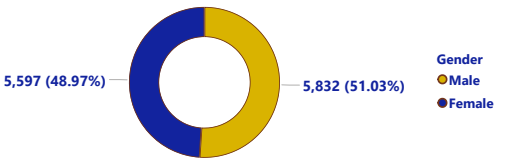
Social Sciences, Business, and Law had the highest number of placements, while Health and Welfare had higher placement rates.



# Placement by Gender ♀♂ or by fields of study

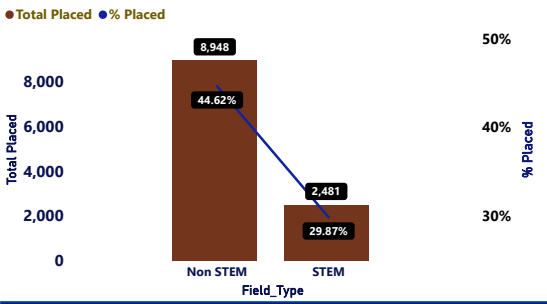


Total Placed by Gender



♀♂ Placements rate of males and females is nearly the same ( male: 51%; female: 49%).

Total Placed and % Placed by Field\_Type



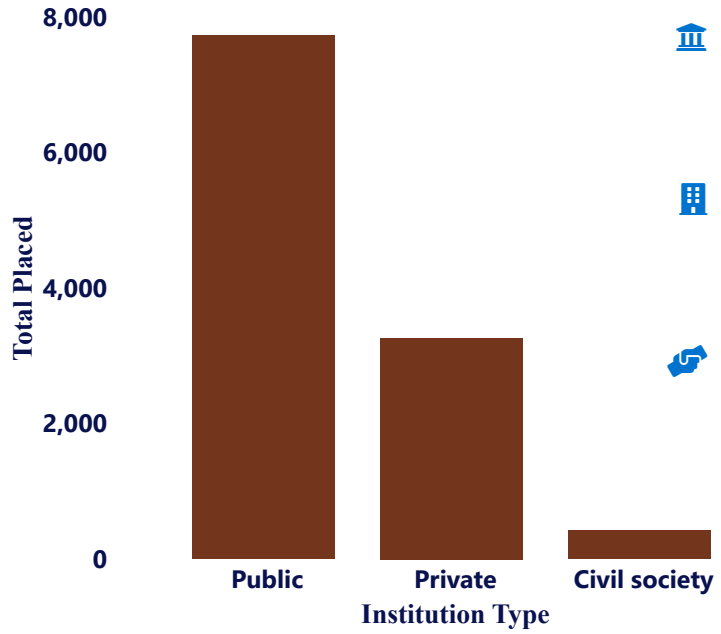
📊 Non-STEM fields recorded a placement rate of 45%.

🧪 STEM fields recorded a placement rate of 30%.

# Placement by Institution Type



## Total Placement: Institution Type



**Public Sector:** The majority of interns (68%) are placed in public institutions.

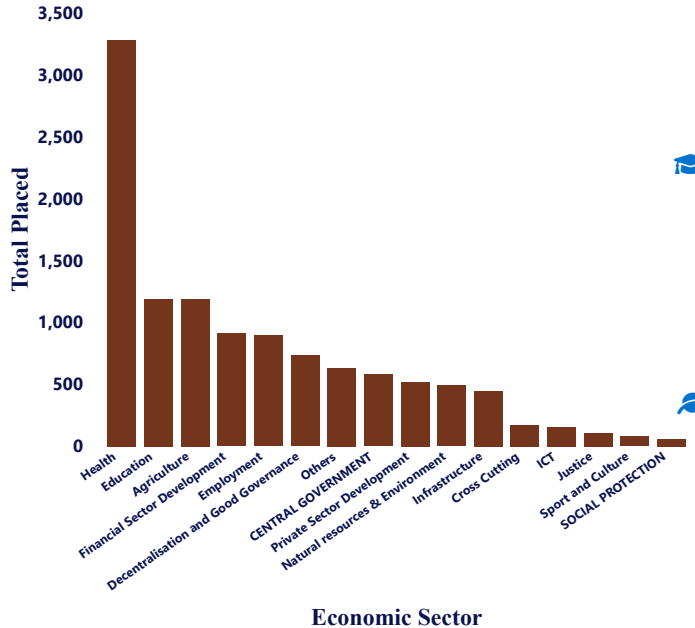
**Private Sector:** 28% of interns are placed in private institutions.

**Civil Society :** Civil society organizations also host 4% of interns.

# Placement by Economic Sector



## Total Placement: Economic Sector



**Health Sector:** The Health sector received the highest number of placed interns (29%), because demand of health professional is always high.

**Education Sector:** Education received the second highest number of interns (10%), because of mobilisation of schools through ministry of education to host interns.

**Agriculture Sector:** Agriculture almost receive the same number of Education sector with a 10% placement rate, driven by high demand from institutions such as RAB, Kenya Seed, RTI, and MINAGRI projects.

# Labour Market Outcomes of Interns







# Labour market outcomes of NIP beneficiaries



## Overall Employment Status

Total Survey Respondents: **1,827**

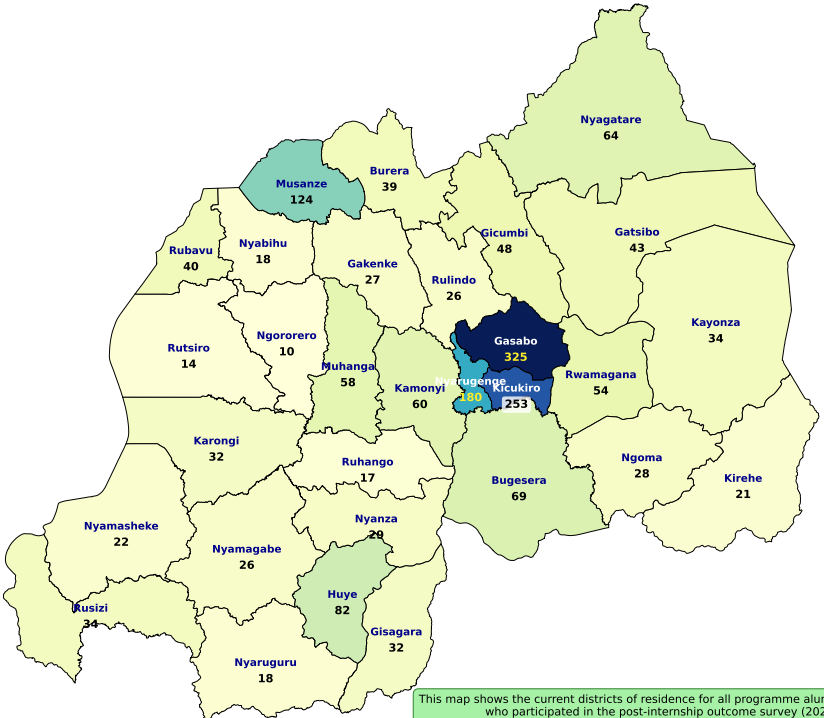
 **Employed:**  
**1,143**  
 **63%**

 **Unemployed:**  
**684**  
 **37%**

**Key Insight:** Survey results suggest that the internship program is a bridge to employment.



# Geographic Distribution of Respondents

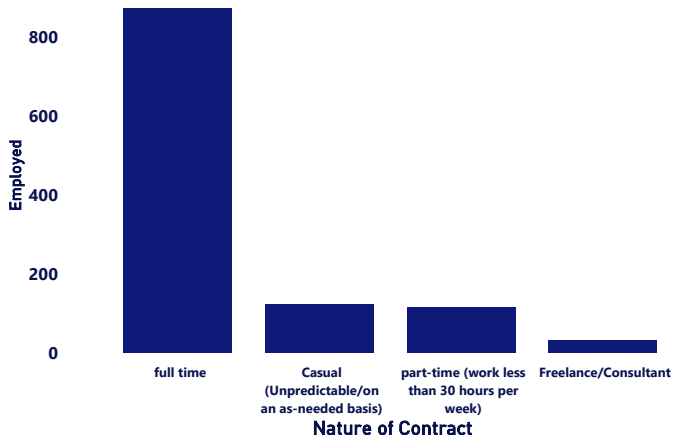


This map shows the current districts of residence for all programme alumni who participated in the post-internship outcome survey (2025).

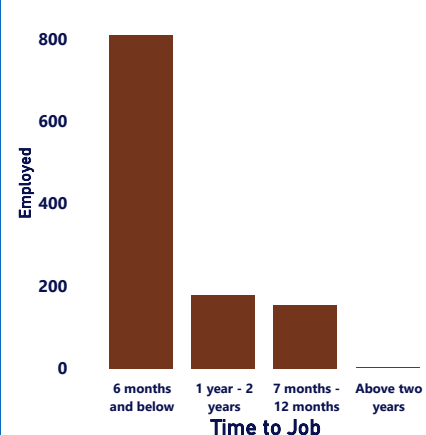


# Type of Employment and Time required to Employment

Employed: Nature of Contract



Employed: Time to Job



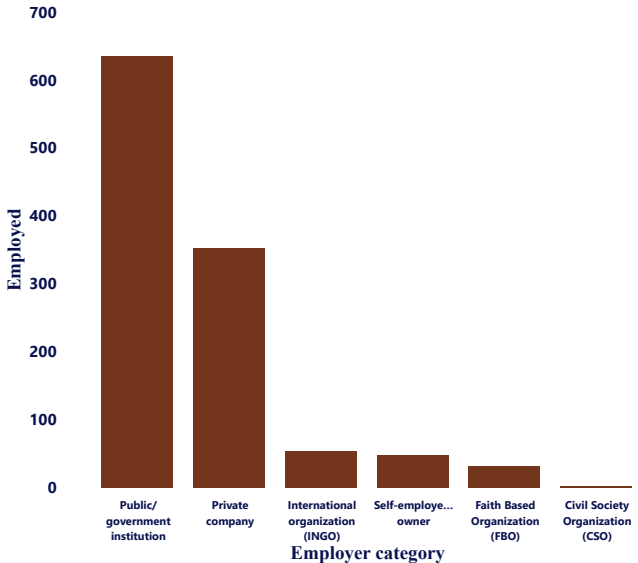
**Pathway to a employment:** More than three quarters (76%) of employed interns have secured full-time contracts.

Over 70% of employed interns secured a job in **less than 6 months** after their internship.

# Employment by Sector



## Employed: Employer category



The **Public Sector** is the largest employer of former interns (57%).



The employment in **Private Sector** accounts for 31%,



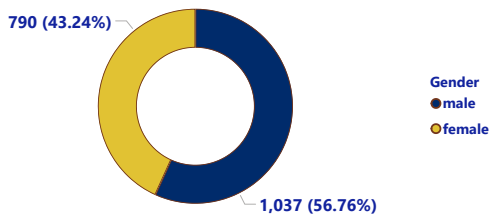
Employment in NGOs and Self-employment account 4% respectively, while less than 1% have ventured into **Civil Society Organization (CSO)**.



# Employment of Interns by Gender ♀♂



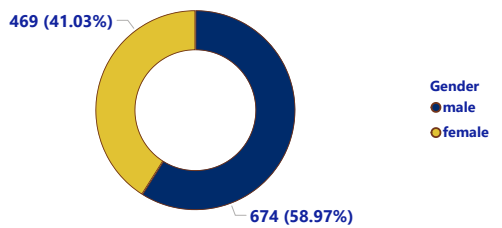
## Total Respondents by Gender



♀ **Female:** Out of 790 female respondents, 469 were employed (59%).

♂ **Male:** Out of 1,037 male respondents, 674 were employed (65%).

## Total Employed by Gender

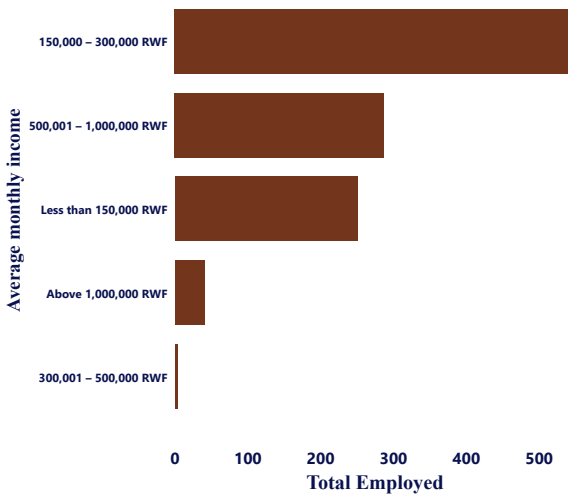


✓ Males had a slightly higher employment rate than females by **6%**.



# Distribution of Average Monthly Income of Respondents

## Employed: Average monthly income



Almost a half of employed interns (48%) earn between **150,000 - 300,000 RWF** per month.



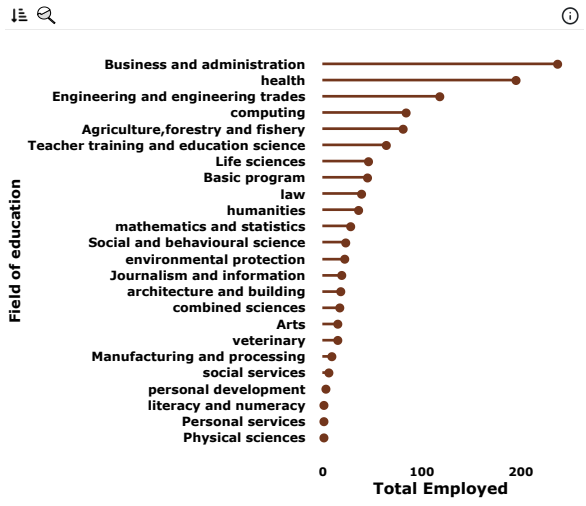
Around a quarter (26%) earn between **500,001-1000,000 RWF**.



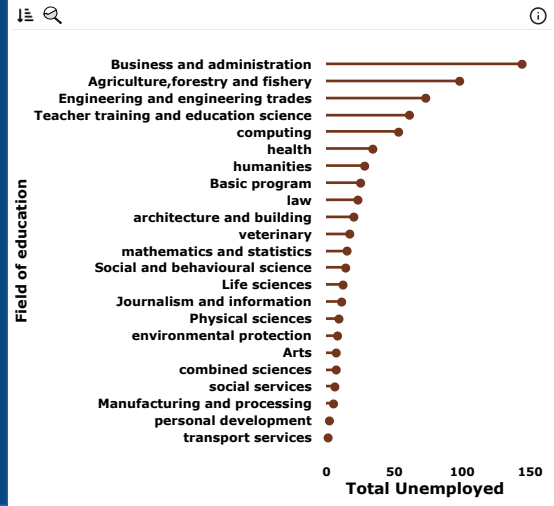
# Employment status by Field of Education



### Total Employed by Field of Education



### Total Unemployed by Field of Education

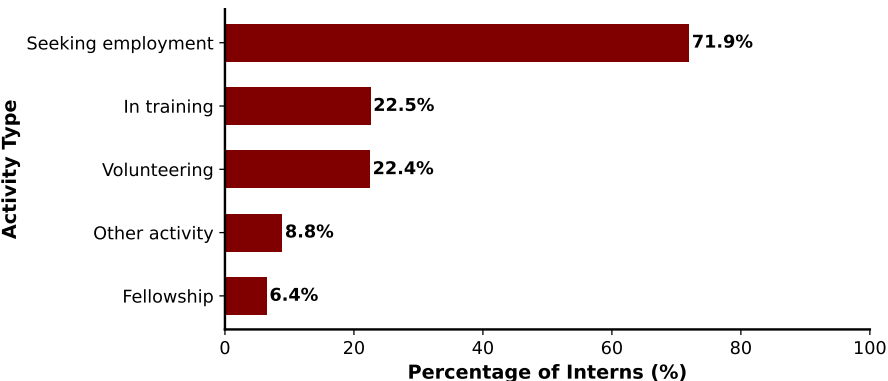


The graphs show that Business and Administration, Health, and Engineering fields have the most employed interns, but also the most unemployed. A possible reason is that these fields also have the highest placement rates, which increases their representation in the overall sample size.

# Pathways to Employment for Unemployed Interns



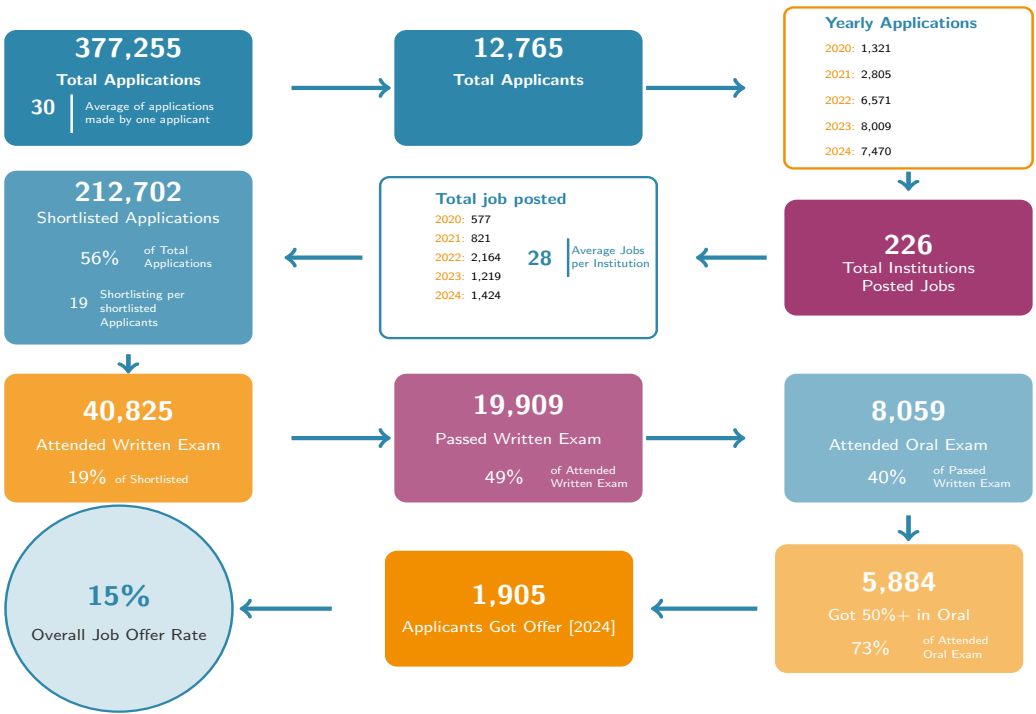
## Current Status of Unemployed Interns



### Key Insights

1. The majority of interns are proactive. 72% are actively seeking for employment opportunities, while some portion invests in skills development through **training (23%)** or **volunteering (22%)**.
2. **Diverse Engagement:** A smaller portion participates in **Fellowship (6%)** or other activities (9%), confirming that interns pursue multiple strategies to build experience and secure employment.

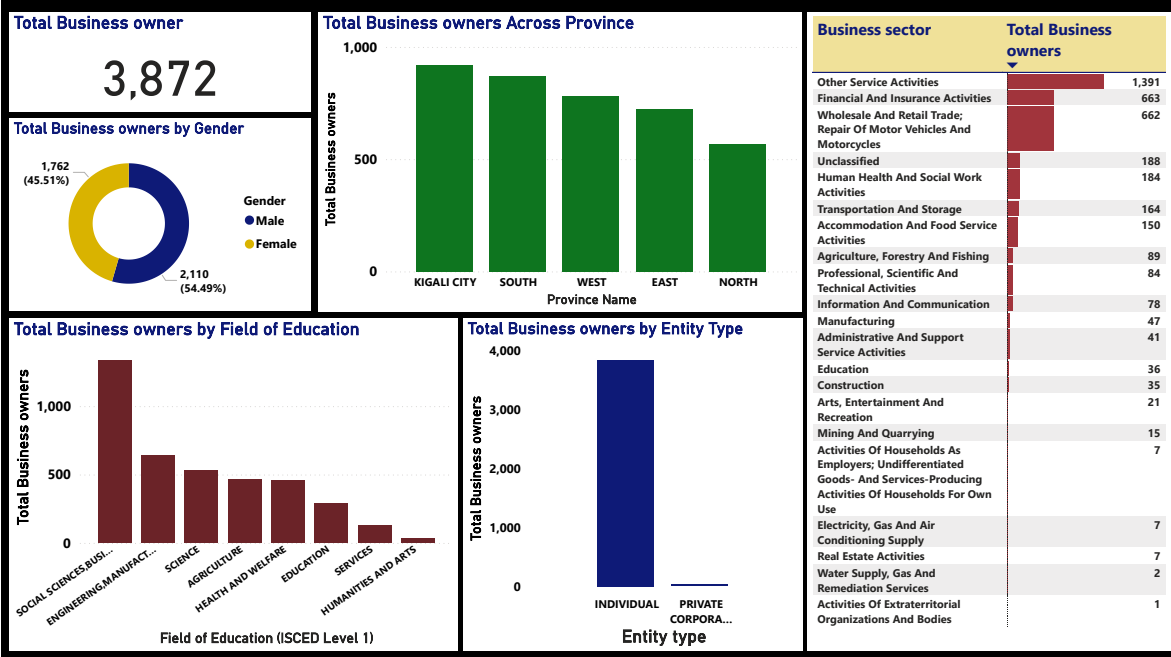
# Interns' Pathway to Employment in Public Sector (2020 - 2024)







# Interns' Pathway to Employment in Private Sector (RRA)



# Program Users Experience & Feedback

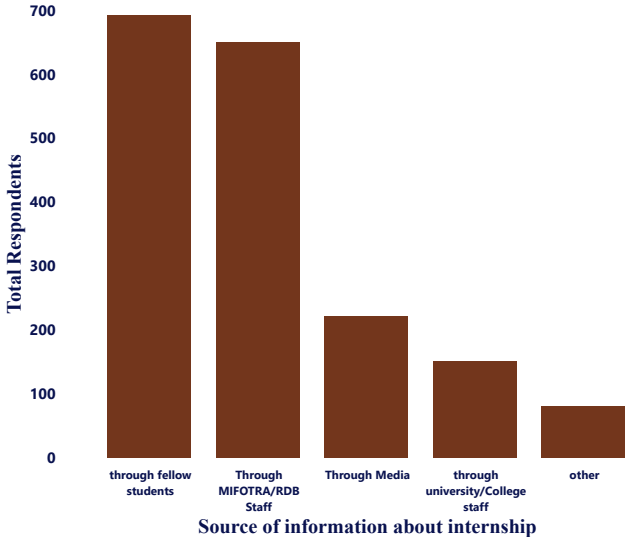




# Awareness about professional internship



Total Respondents: internship Information source



**Friends** are the top information source (39%).

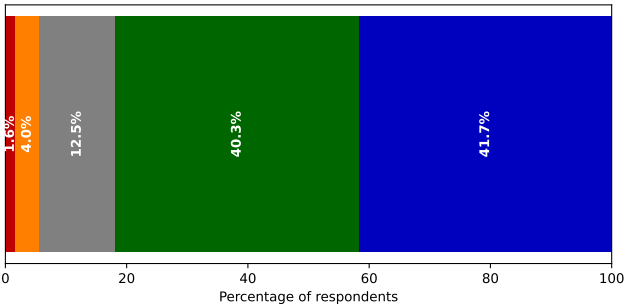


The **MIFOTRA Website** is the second largest source (36%).



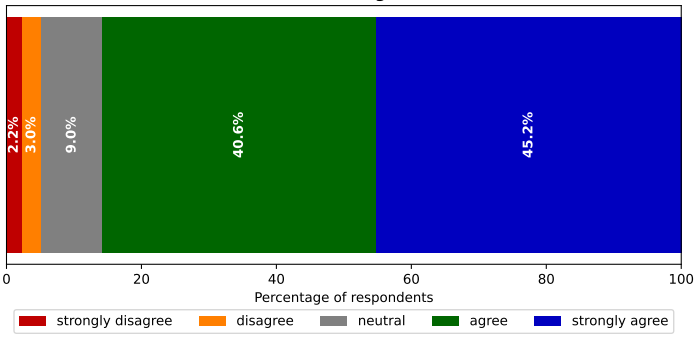
# 😊 Placement Satisfaction & Mentor Assignment Responses

**Placement Satisfaction**



A vast majority of respondents (82%) reported being satisfied indicating relevance of program and its impacts on interns' professional development.

**Mentor Assigned**



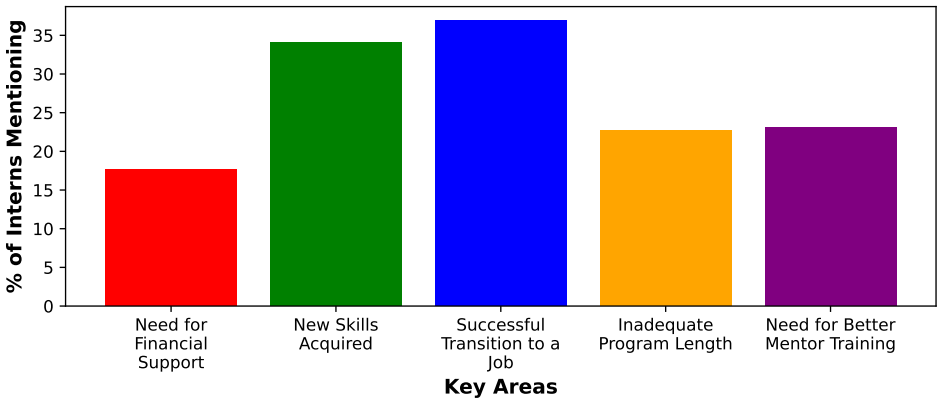
A vast majority of respondents (86%) agreed that host institutions avail a mentor.

# Voice of the Interns: Successes & Challenges



## What Interns Are Talking About Most

### Overview of Intern Feedback



**Insight**

Interns deeply value the program's core benefits but seek improvements in **operational** and **financial** support to maximize its impact.



# Voice of the Interns: Successes & Challenges

## Qualitative Analysis of Intern Responses

### Success Stories

#### Skills Development

Gained hands-on, practical experience in their field of study.

#### Professional Exposure

Increased confidence and understanding of a professional work environment.

#### Networking

Built valuable connections that led to job opportunities and career growth.

### Key Challenges

#### Financial Support

Insufficient stipend and frequent delays in payment.

#### Mentorship & Guidance

Lack of consistent supervision and constructive feedback.

#### Program Structure

Short internship duration limiting skills acquisition and project impact.

➔ **The program is successful but requires improvements to realise its full potential.**

# Conclusion and Implications





# Summary of Key Findings

## ↑ Supply & Placement

- ▶ High number of applicants vs. low placement (49%)
- ▶ Gender distribution nearly balanced

## ▣ Sector Performance

- ▶ Health & Welfare: highest placement rate
- ▶ Non-STEM: higher placement rate than STEM
- ▶ Among all economic sectors, the health sector recorded the highest number of interns.

★ Being not placed does not mean the end.

## 📊 Employment Outcomes

- ▶ **62.56%** employment rate post-internship
- ▶ The majority employed within 6 months (over 70%)
- ▶ Public sector is the main employer

## 🗣️ Intern Experience

- ▶ Added value: skills, experience, networks
- ▶ Challenges: financial support, retention after internship
- ▶ Word-of-mouth: key source of information

### 💡 Core Insight

The program successfully bridges education to employment but requires strategic expansion and operational improvements to address financial constraints and sector-specific mismatches.



# Key Recommendations & Actions

## Targeted Expansion

- Scale up areas with high employment rate
- Increase placement in Private sector, CSO.
- Increase internship placement opportunities in fields of education with lower placement rates

## Outreach & Engagement

- Increasing the awareness of the program

## Operational Improvements

- Review and increase financial support (stipend)
- Enable real-time monitoring of post-internship outcomes through system integration.

## Partnership Development

- Create more pathways from internship to employment (eg: guarantee a start-up capital, business advisors)
- Establish partnerships with other stakeholders that offer internships and share reports for evaluation purposes.

**Implementation Focus**

**Immediate Priorities:** Financial support review and real time tracking system

**Next stage:** Partner with key employers to create intern-to-job pathways and finding opportunities to those low demand fields.

**Ongoing:** Keep using interns' alumni to track long-term results in a consistency way.

# Critical Discussion Points



## Supply–Demand Imbalance

- ❓ How can we increase placement in fields of education with low placement rates?
- ❓ How can we balance the growing number of applicants with available placement opportunities?

## Sectoral Participation Gaps

- ❓ How can we increase placement in the Private sector, and CSO to optimize opportunities?

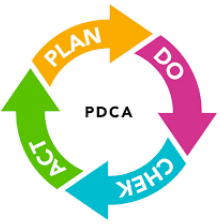
## Tracking, Partnerships & Intern Welfare

- ❓ How can we onboard other stakeholders offering professional internships?
- ❓ How can we improve the welfare of interns?
- ❓ What systems can be introduced to monitor post-internship employment outcomes in real time?







# Thank You



Let's build the future of Rwanda's workforce, together.

 [www.mifotra.gov.rw](http://www.mifotra.gov.rw)  
 <https://internship.rw/>