



Internship Programme

Guide for Newcomers

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Welcome to NATO HQ !



It gives me great pleasure to welcome you to NATO Headquarters. You have made it through a rigorous selection process – my sincere congratulations.

I hope you will find working here an enriching and rewarding experience, side-by-side with staff from 28 NATO member and 22 partner nations.

This is an exciting and challenging time for the Alliance and you will be at the heart of it. The Cold War belongs to a distant past. Globalisation is accelerating. As a result, our security environment is becoming ever more complex.

A brief look at NATO's recent evolution demonstrates that the transatlantic community has moved quite a long way. All Allies agree that NATO must be prepared to address security challenges at their source, wherever and whenever they arise. Today, NATO is engaged in operations and missions in Europe, the Middle East, Africa, and Central Asia. We engage in dialogue and partnership with countries even further afield than that, such as Australia, New Zealand and even Japan and China.

NATO adds value to the broader international efforts by bringing together Europe and North America in a permanent consultation mechanism. Political dialogue is key to our work and effectiveness. The Alliance has the means to turn collective decisions into collective action.

NATO has important work to do in this new, complex world. There could not be a more significant time for you to join us and contribute your abilities.

There is another really important role we would like you to play for us: be our Ambassadors when you return to your countries of origin or pursue a career in the international environments. We hope that your experience here will prove useful in all your future endeavours.

I look forward to meeting you at NATO HQ and wish you a productive and interesting time with us.

Anders Fogh Rasmussen

NATO Secretary General



2. Introduction

Congratulations! We are very happy that you will soon be here with us. NATO is a challenging and dynamic work environment. Coming to NATO for most of you means moving to Brussels and Belgium for the first time, we will try to provide you with some guidelines on how to prepare for your time with us.

The section containing 'General Information' gives tips on what you have to think of before leaving home, including getting a security clearance and a visa, as well as updating your passport and making travel arrangements as well as securing health insurance. The rule of thumb tends to be 'the better prepared you are before you leave, the easier your transition will be in Brussels and at NATO'. With regard to accommodation we will provide you with options and ideas on how to go about finding a place to stay and which areas to consider. 'Living in Brussels' addresses practical issues like telephone and groceries but also thinks of the fun side of being in Europe's intern capital.

The third section is all about NATO itself: what to expect, how to dress, working hours, and – since it is a bureaucracy – administrative procedures. There are also short explanations of the different Divisions or departments of NATO HQ and descriptions by former interns in order to give an idea what you might be tasked with. The section on literature refers you to sources that allow you to acquaint yourself with international affairs related to NATO.

As a final note: all of us at NATO are happy to do our best to offer you a rewarding experience at the Alliance. It is up to you to make your time with us the time of a lifetime!



3. General Information

3.1 Prior to Departure

As for any new endeavour, there seem to be a million things to do... We will try to ease your preparations by highlighting some of the key issues to remember and provide you with practical ideas on how to address them.

3.1.1 Security Clearance

As indicated in our letter of acceptance, every intern coming to NATO requires a NATO and National security clearance. If you do not receive your security clearance in time, your internship will be automatically postponed. Thus, it is of utmost importance that you fill in and return the NATO security form (Pink Form) **as soon as possible to**: Ms. Angela Beersaerts-Richard, IS-NOS(SIB), Room H339, NATO HQ, Boulevard Leopold III, 1110 Brussels, Belgium. You will also be contacted by your national delegation at NATO with information how to proceed with your national security clearance.

Please ensure that you are thorough when completing the form as incorrect or incomplete information could cause a delay in issuing your clearance. Also, it is advisable to photocopy the form for future reference.

3.1.2 Passport

Before leaving your home country, please make sure that your passport is valid for the entire time of your stay in Brussels. As issuing a passport takes time it might be better to not leave it until the last minute.

3.1.3 Visa for Belgium

In accordance with a bi-lateral agreement between NATO and Belgian Authorities, interns coming to NATO from outside the European Union do not have to apply for a working visa but just a normal, **short-term tourist visa might be required**. Nationals of Canada and the United States do not even have to request a visa but can enter the European Union for up to 90 days with their passport only. For more extensive information per country, please have a look at www.diplomatie.be. Upon your arrival to NATO HQ we will request a Special ID-card for you with the Belgian Ministry of Foreign Affairs for the length of your internship.

3.1.4 Travel Arrangements

The rule of thumb for travel arrangements tends to be 'the earlier the cheaper'. But please keep in mind that **you should not make any arrangements prior to receiving your security clearance**.



- **Travel Agents:** In each country, there are travel agencies catering specifically to students. STA Travel (www.statravel.com) exists in a plethora of countries and also provides links to affiliated travel agencies per country on their main website. For Canada, Travel Cuts addresses the student market (www.travelcuts.com).
- **Internet:** It is often cheapest if you book via the internet. A website specifically addressing student travellers is www.studentunivers.com. Other sites are www.expedia.com or www.opodo.com. Sometimes, airlines offer better prices on their own sites. For a general overview of flight connections and prices, check www.amadeus.net. Charter and 'budget' airlines offering transatlantic flights include www.flyzone.com, www.airtransat.com, and www.airberlin.com. However, please bear in mind that they are often very restrictive on rebooking and luggage.

For European connections, a large number of budget airlines offer connections to Brussels or its vicinity, for example: www.brusselsairlines.com, www.easyjet.com, www.ryanair.com, www.germanwings.com. Train connections to Brussels are excellent via Thalys (www.thalys.com) from France, Germany and The Netherlands, and via Eurostar from London (www.eurostar.com).

- **Airport Connections:** When arriving at the airport, you can take either bus number 12 to Diamant, Schumann and Place Luxembourg (every 20 minutes Mondays to Fridays from 7:00 till 19:00; on weekends it is number 21) or the train which leaves every 15 minutes from early morning till late at night and stops at Schaerbeek, Brussels North, Brussels Central Station and Brussels South (Gare de Midi).

3.1.5 Health and Travel Insurance

Having health insurance is an absolute necessity when joining NATO as an intern. Many national insurance schemes require their members to inform them about extended periods out-of-country. Please check carefully as they might otherwise exclude you from their coverage.

Travel agencies (especially the student agencies listed above) usually offer international travel health insurances. Please bear in mind that they only cover emergency medical procedures and prescriptions. On the plus side, they usually include travel insurance which appears highly recommendable to have.

3.1.6 Administrative Formalities

- **Bank:** Change your address and inform your bank that you will be moving to Belgium so that they are not alarmed by any unusual activity. Ask for the international transaction number (**IBAN**) and **SWIFT Code** as you will require them in case you would like NATO to transfer your internship lump sum to your home account rather than an account in Belgium (please see Section 3.3 for details on how to open an account here). It might be a good idea to make a parent a co-signatory on your bank account in case something needs to be done while you are away.



- **Service Providers:** Inform all service companies of your move (phone, TV, electricity, gas, water,...) at least a month (the notice period might be even longer for some) prior to leaving to avoid additional charges.

3.2 Accommodation

Good news first: Finding accommodation in Brussels is rather straightforward and far less daunting than in most other cities. Due to the large number of interns, especially at the European Commission, accommodation geared for interns is sufficiently available. In addition to the list of accommodation provided below, here are also some preliminary considerations to be taken into account when starting your search.

3.2.1 Where?

Most interns live in Brussels (1000), Etterbeek (1040), Ixelles (1050) or Schaerbeek (1030) - all are Communes or districts of Brussels - as they have either buses going directly to NATO or good metro connections and provide easy access to Brussels nightlife. For an overview of Communes have a look at www.ilotsacre.be/site/en/default_en.htm and for maps at www.mappy.com.

- **Public Transport:** The main bus routes serving NATO HQ (located in Evere, in between the airport and the city centre) are numbers 12, 21 and 65. Number 12 “Airport Express” runs between Place du Luxembourg, Schumann and NATO HQ; number 21 “NATO” starts at Ducale/Metro Trone and ends at NATO HQ; number 65 “Bourget” services Gare Centrale, Madou, Schaerbeek and NATO HQ.

Please note that there are some particularities concerning the Buses 21 and 12: They both cover the same route but Bus No 12 only serves 5 stops and is the express bus for the airport. It still stops at NATO HQ. Also, bus No 12 only runs on weekdays from 05.00 hrs to 20.00 hrs. The rest of the time bus No 21 covers the same itinerary. Concerning the bus fares for those two buses, you will need to be careful; if you are going to the airport, your ticket is more expensive. But if you only take the 12 and 21 buses from and to NATO HQ, you will pay the normal city price.

In addition to the enclosed map and info sheet on monthly passes (see also section 3.3.3 below), you could also check the website of Brussels Transport: www.stib.be.



- **NATO Shuttle:** There are also two free NATO Shuttles between Metro Station Montgomery and NATO HQ:

A) Montgomery (Sq. Montgomery/Rue du Duc) ↔ NATO HQ:

Morning: 7:27 → 7:45
8:10 → 8:28

Evening:
(Mon-Thu) 17:27 → 17:43
17:45 → 18:02
18:10 → 18:28
(Fri) 16:15 → 16:31
16:15 → 16:31

3.2.2 Costs

- **Price Range:** Obviously, it all depends on your budget as you get what you pay for. There are three main options:

Room with shared kitchen/bathroom: €200 – 400 per month, charges usually included.

Studio: Single room, including kitchen + bathroom; €400-600 per month.

One Bedroom Apartment: Bedroom, separate kitchen and bathroom; €450-650 per month.

- **Charges:** Make sure that you clarify with a potential landlord prior to signing a contract if charges (e.g. communal area, gas, electricity, water etc) are included or not. If none or only some charges are included, ask for an estimate in order to be able to make an informed decision on the overall offer.
- **Deposit:** Usually, landlords require a deposit to rent a place. It tends to range between one to two months' rent. The entire amount will be paid into a specific bank account which can only be accessed if both the tenant and the landlord sign. Unless you cause major damage during your stay, you can expect to receive the entire amount when you leave. However, it is impossible to use the funds while you are renting the place, i.e. you have to budget for them in addition to your anticipated monthly expenditures.

3.2.3 When?

- **Before coming:** The obvious drawback with this option is that you cannot inspect the place before coming. However, you would have a place to stay upon arrival and would save on hotel/hostel expenses. Below are places that were recommended to us by previous interns. In the past, some interns even



pre-arranged to share accommodation based on the e-mail addresses we sent round when confirming your starting date.

To get a feel for a place without actually seeing it, it might be helpful to ask lots of questions about: state of place (esp. kitchen, bathroom; incl. appliances), flatmates, atmosphere of the building (families, small children, young people, etc.), location (shopping in vicinity, public transport, etc.). A hesitant landlord usually indicates problems and should thus lead you to look further.

Internet Sites:

- www.immoweb.be/EN: Excellent site; it allows users to put in detailed parameters for their search and boasts a large number of properties.
- www.xpats.com: Under 'classifieds' they offer a section on 'homeshare' which lists people looking for flat mates but also entire apartments. There is also an option for posting your own ad free of charge. Also, it is a well-visited site.
- www.expatriates.com/classifieds/bru/housingavailable: Even if most ads are out of your price range, they do list affordable gems from time to time and are thus worth checking. You can also post an ad here yourself.
- www.appartager.be, where you can set up your profile and search for "colocs".
- www.vlanimmo.be: Similar to immoweb, however less in the lower price range.
- <http://brussels.craigslist.org>: Craig's List is a global resource and offers a similar format to expatriates.com.
- www.traineesinbrussels.be

Keep track of these sites regularly as they change frequently. As apartments move quickly, it is important to keep track of your correspondence.

- **Searching Once Here:** Short-term rentals are offered on xpats.com, expatriates.com and Brussels.craigslist.org. For the first couple of days you could also stay in a youth hostel while searching. Youth hostels are offered on www.hostelsweb.com/cities/brussels.html.

Once here, it is best to walk round the areas you are interested in as landlords advertise property directly at the place.

- **Other options:** you might not rule out staying at a youth hostel for the entire duration of your internship or other forms of temporary accommodation.

Current Interns	<i>Institute of Cultural Affairs</i> 8, Rue Amedee Lynen 1210 Brussels Tel:+3222190087 Fax: + 32 22190406 lca.centre@icab.be	<ul style="list-style-type: none"> ➤ International atmosphere. ➤ Easy contact with other interns in Brussels. ➤ Thin walls. ➤ Shower and WC on the hallway. 	€ 425: 8sqm room, food included
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	www.icab.be		
Youth Hostel	<i>Le Chab - Centre Van Gogh</i> 8, Rue Traversière 1210 Brussels Tel : +32 2 217 01 58 Fax : +32 2 219 79 95 info@chab.be	<ul style="list-style-type: none"> ➤ Offer rooms for longer stay ➤ Direct bus (No 65) to NATO ➤ Close to Botanique and downtown Brussels ➤ Laundry, bar, kitchen, internet, meeting rooms 	

3.3 Living in Brussels

Once you have found a place, there are a number of practical considerations to address:

3.3.1 Telephone

There are two options: either you get a landline with Belgacom and then possibly a special arrangement for long distance calls or a cell phone.

- **Landline:** A landline may be convenient if you intend to make many long distance calls or use the internet at home. However, if it is not yet installed in your flat it is likely to take a while as Belgacom is notoriously slow and you have to pay for installation. They offer monthly packages from €6 to more advanced options including unlimited internet etc. More information is available on their website at www.belgacom.be.
- **Cell Phone:** Cell phones have become rather inexpensive over the past couple of years. The easiest option is to buy a pre-paid SIM card with any of Belgium's four operators: 1-Mobile is the cheapest (www.1-mobile.be); Base (www.base.be), Mobistar (www.mobistar.be) and Proximus (www.proximus.be) offer more comprehensive services, including contracts and cell phones. You can use any European cell phone with these SIM cards and also American tri-band phones. Alternatively, Base, Mobistar and Proximus offer rather inexpensive phones from app. €50.

A cell phone does not only offer you mobility but is also rather good value as you are not getting charged for incoming calls (both international and local) as long as you are in Belgium. However, making international calls from your cell phone tends to be expensive but there are lots of corner stores that offer cheap international calls.

3.3.2 Banking

As you are getting paid by NATO and will have to pay rent etc it might be convenient and cheaper (you would avoid costly withdrawal fees from your home account) to open a bank account with a Belgian bank. Most interns open an account with either ING (www.ing.be) or with Monte Paschi (www.montepaschi.be), as they have a branch at NATO and it only takes 30 minutes to do so once you are here. For opening an account you only need to bring an ID and your offer letter from NATO.



3.3.3 Public Transport Passes

Public Transport in Brussels is rather good value at €1.70 per ride if you buy single tickets before getting on the bus and €2 if you purchase it from the driver. A book of ten costs €12.30 and would price a single trip at €1.20. Monthly passes are available for €27,50 per month if you are under 25 and for €44,00 per month for anyone of 25 and older. In order to obtain a pass, you have to go to one of the Centres listed below and take with you an ID and a passport size photograph. Passes are always valid from the 1st till the last day of any given month, i.e. even if you arrive mid-month you would have to buy a monthly pass for the remaining two weeks of the month. Additional information is available at www.stib.be and in the enclosed brochures.

Brussels Public Transport Centres (BOOTIKs):

De Brouckère, Rue de l'Evêque 2, 1000 Bruxelles: Monday – Saturday 10:00 – 18:00

Station Roodebeek: Monday – Friday 10:00 – 17:00; First and Last Saturday of each month 10:00 – 17:00

Station Rogier: Monday – Friday 8:00 – 18:00

Gare du Midi: Monday – Friday 07:30 – 17:30; First and last Sunday of each month: 8:30 – 14:00

Avenue de la Toison d'Or 14, 1050 Bruxelles: Monday – Saturday 10:00 – 18:00

Station Porte de Namur: Monday – Friday 8:00 – 18:00

3.3.4 General Costs of Living

Compared to most Western European cities, Brussels is reasonably priced but it is more expensive than Eastern Europe and North America. To give you a rough idea of general costs of living, here are some **average figures**:

Housing (as described above): €250 - €600 per month

Groceries: €40-50 per week

Cell phone charges: €30 per month

Food (incl. coffees at €0.76 per coffee) at NATO: €40 per week

It might be a good idea to draw up a rough budget in Euros because if you create a budget that is too specific, sticking to it might be impossible... If you come from a non-Euro country, try not to constantly convert to your home currency as some goods might appear terribly expensive.

For groceries, there are a couple of supermarket chains that offer good value for money: ALDI is cheapest and offers quality products but only a limited range; Colruyt, Carrefour and Delhaize offer the full range of products including own-brands which tend to be cheaper.



3.3.5 Emergency Contact Numbers

Police:	101
Ambulance:	100
Fire Brigade:	100
EU-wide Emergency Line, all services:	112
Pharmacies on duty:	0900 10 500 (www.pharmacie.be)
Doctors on duty:	02 479 18 18
Bank card lost or stolen:	070 344 344

3.3.6 Time Out

Time out in Brussels? Lots to explore and enjoy! Some even claim it is Europe's party capital due to its large intern community – up to you to make it happen!

3.3.6.1 English Bookshops

- FNAC, Shopping Centre City 2, rue Neuve, 1000 Brussels; Metro Rogier
- Waterstones, Blvd Adolphe Max 71-75, 1000 Brussels; Metro de Brouckere

3.3.6.2 What's On

A good source for events around town is 'Agenda': it is a free tri-lingual city magazine that is widely available in yellow boxes at stations, bus stops, cinemas, theatres etc. Their website is www.agenda.be. Another option is www.bruxelles.irisnet.be. For cinema listings have a look at www.cinebel.be. For museums, www.museesdebruxelles.be offers a comprehensive overview. A great place for cinema, concerts and other cultural events is Flagey (www.flagey.be). For classical music and art exhibitions try Bozar (www.bozar.be). Brussels' Opera is called 'La Monnaie' and offers first-class opera and dance (www.lamonnaie.be). The theatre scene is vibrant but (as most things in Brussels) split between the French- and Dutch-speaking communities. The websites indicated above can direct you to what is worth seeing.

3.3.6.3 Drinks...

Place du Luxembourg and the area around St.Catherine or in the St Géry area are great for a pub crawl. The Old Oak (near Schumann) is an intern favourite as it offers cheap drinks and great food. When it comes to clubs, Havana (rue de l'Epee 4, 1000 Brussels, www.havana-brussels.com) and Fuse (rue Blaes 208, 1000 Brussels, www.fuse.be) are happening places.



4. NATO HQ

4.1 What to Expect at NATO

Most of you probably imagine NATO HQ to be some sort of 'military fortress'. Well, it is not, although security does obviously play a very important role. The general atmosphere is professional but rather relaxed in the sense that NATO HQ being a rather small organisation it has to some extent a 'family feel' to it. New members of staff usually feel very welcome from their first day onwards.

4.1.1 Working Hours, Leave, Dress Code

Working hours are from 8:30 to 18:00 Mondays to Thursdays and 8:30 to 16:00 Fridays, with a 1.5 hour lunch break.

You can take up to 7.5 days of **leave** (including both annual and sick leave) during your six months at NATO. Any additional days will be deducted from your lump sum. In addition, there are official holidays for all members of staff.

In 2011, the following days will be observed:

Good Friday	22 April
Easter Monday	25 April
Labour Day Monday	2 May (instead of Sunday 1 May)
Ascension Day	Thursday 2 June
Whit Monday	13 June
Belgian National Day	Thursday 21 July
Assumption Day Monday	15 August
All Saints' Day Tuesday	1 November
Extra days due to PO(2002)216	Wednesday 21 December Thursday 22 December
Extra day traditionally granted by	
The Secretary General	Friday 23 December
Christmas	Monday 26 December Tuesday 27 December Wednesday 28 December
New Year 2012	Thursday 29 December Friday 30 December



NATO being an international headquarters, the **dress code** is business oriented.

4.1.2 Security

NATO HQ is a secure environment. Based on the security clearance issued by your national authorities, the NATO Office of Security will provide you with a badge which you have to wear at all times while on site. The badge allows you access to the different security zones at HQ. As you are not a NATO member of staff, you are required to have an ID / Drivers Licence with you.

We will explain security regulations to you in detail on your first day here.

4.1.3 Workload

In general, **interns are tasked to a large extent like NATO officers**. Thus, your workload is likely to comprise of both administrative duties (NATO being a bureaucracy, paperwork has to be dealt with by all employees...) and substantive assignments. Most managers will devise specific long-term projects for their interns in addition to daily tasks like drafting of policy papers, speaking notes or minutes of meetings. The NATO International Staff is a secretariat servicing the North Atlantic Council and its sub-committees. Thus, meetings will form part of your regular activities.

During the first weeks, reading will take up most of your day as you will have to acquaint yourself with NATO in general and your position in particular. Also, supervisors tend to test your abilities with 'lighter' tasks first until they feel confident that you are ready for more. Showing initiative and competency will encourage them to entrust you with more demanding projects.

For more detailed information on your specific position, please have a look at the enclosed job description and section 4.3 below.

4.1.4 Procedures

- **Attending the North Atlantic Council (NAC):**

We encourage all of you to attend at least one NAC meeting in order to get an idea of how decision-making at NATO functions. However, it is up to the individual manager to approve attendance. In general, it would appear beneficial for you to have had a bit more exposure to your divisional work before attending a NAC session (unless the NAC forms part of your regular duties). Concerning the 'need-to-know' principle: staff will always have priority over interns attending. However, usually there is space available and CONSEC allocates it readily to you once they have received an e-mail by you, stating your wish to attend and that it was approved by your manager in line with the attached instructions. Details including points of contact will be distributed to you once at NATO.

- **Library Access and Loans:**

In order for you to be able to take out reading material you require the number of a permanent member of staff. Thus, I have asked your managers to provide you with their number in case they would like you to conduct research for them. If you encounter difficulties, please let me know and I will provide you with my number.



- **Missions:**

In exceptional cases only, the employing office in which you have been placed may grant authorisation for you to be sent on mission, on the condition that the mission is of a technical nature and not a representative one. The expenses will be taken on by the Division which requests the mission. The Internship Officer should always be informed before you are sent on mission and should receive a copy of the signed mission order. In no circumstances will you be permitted to participate in missions in support of Council-approved Operations and Missions.

4.1.5 NATO Staff Centre

The Staff Centre offers a wide variety of sports facilities and corresponding courses, ranging from aerobics, bowling, football grounds, a gym, and a swimming pool to squash and tennis courts. Interns get membership to the Staff Centre for free and a reduced rate for clubs and activities, e.g. €60 for annual membership to the fitness room instead of €144.

4.1.6 Medical Centre

This new facility is located inside the Staff Centre and is able to provide a complete range of health care. The Centre's team consists of two general practitioners, four dentists, a cardiologist, an osteopath, a reflexologist, a massotherapist and a physiotherapist. Its opening hours are (*by appointment only*) Monday to Friday, from 9.00 to 18.00 hrs.

4.2 NATO Internship Programme Policy

Background

The North Atlantic Council established the NATO HQ Internship Programme on 31 May 2004 (C-M (2004)0042) as part of the Action Plan to Improve Gender Balance and Diversity in NATO Headquarters and approved alterations to the Programme in 2006 and 2009 (C-M(2006)0044) and PO(2009)0100, respectively). It has been recently decided that the internship programme should be extended to other NATO Bodies.

The programme has four primary goals:

- To contribute to creating a more diverse workforce through encouraging Divisions/Offices to take on interns of different nationalities, origins and backgrounds in order to provide the Organisation with a younger and more diverse pool of potential future job applicants;
- To provide interns with an opportunity to learn from the NATO community and get a thorough understanding and balanced view of the Organisation;
- To provide the Organisation with access to the latest theoretical and technical knowledge that the intern can apply through practical work assignments, as well as with additional staff resources;



- To expand the understanding of NATO in Alliance countries by having interns return to their countries and/or universities after completing the internship and share their experience.

General Conditions

- **Number of Interns**

NATO HQ's internship programme will consist of approximately 40 interns per year. Interns entering the organisation via national programmes and as well as interns coming with a scholarship or grant will add to that number. In any case, the total number of interns at any given time should not exceed 10 percent of the total number of A-Grades in the International Staff establishment.

The Internship Programme Officer will manage the annual influx of all interns and keep records of internships.

- **Duration of Internship**

In principle, internships will last 6 months. Shorter periods or extensions will only be possible in exceptional cases based on divisional needs. Internships start in March and September. Exceptions will only be possible due to urgent divisional requirements and for interns holding scholarships or grants. Contracts can only be terminated by either party with one week's notice.

- **Eligibility Criteria**

Nationality Application is limited to nationals of NATO member states.

Age The NATO Internship Program is only available to individuals 21 or older at the time of application.. The programme is only open to current students or recent graduates (degree obtained no longer than 12 months ago).

Studies: The NATO Internship Program is only available to current students and recent graduates (i.e. those who obtained their highest degree no more than 1 year ago).

Qualification Have successfully completed at least two years of post-secondary studies, and are you currently enrolled in your 3rd year. However, depending on the job description, candidates may be required to have obtained a specific degree.

Language Proficiency in one of the two official NATO languages is essential, and a working knowledge of the other is desirable. Knowledge of other languages will be an advantage as specified in the job descriptions.

- **Remuneration**

Interns are paid a lump sum of € 800 per month¹. The salary is not exempt from taxation. Interns may receive emoluments from outside sources.

- **Obligations and Responsibilities**

Interns are required to exercise the utmost discretion regarding facts and information that comes to their knowledge during their internship. They remain covered by this obligation after the internship. The Organisation reserves the right to terminate the internship and take action against an intern who does not respect this obligation.

Interns are not permitted to draw files from registries. The Head of Division/Office will assess the need for access to classified information in both paper and electronic form.

- **Travel**

Interns will be reimbursed for their travel expenses on taking up duty and on leaving the service based on a return economy ticket and for an amount of up to 1,200 Euros².

- **Missions** (*Work outside of the normal duty station*)

In exceptional cases only, the employing office in which the intern has been placed may grant authorisation for an intern to be sent on mission, on the condition that the mission is of a technical nature and not a representative one. The expenses will be taken on by the Divisions which requests the mission. The HR Internship Officer should always be informed before an intern is sent on mission and should receive a copy of the signed mission order.

In no circumstances will an intern be permitted to participate in missions in support of Council-approved Operations and Missions.

- **Leave**

Interns will keep the same hours of work and have the same official public holidays as other NATO staff members.

After three months of service interns shall be entitled to leave (including sick leave) at the rate of 2.5 working days for every month of service completed. Any accumulated leave not taken during the contractual period will not be paid.

In case of sickness, interns must notify their division immediately, and if absent for more than two days, must provide the organisation with a medical certificate.

Unauthorized absences will be charged against such entitlement and the leave will be reduced accordingly.

² As of March 2010, effective for the new intake of interns. PO(2009)0100 : Travel expenses will only be reimbursed for those interns who have completed their internship, upon presentation of receipts.



- **Insurance**

Interns are responsible for their own health and accident insurance. They may, however, be covered at their request and their expense by accident insurance for occupational risks (invalidity/death) during the period of their internship. The monthly premium for this insurance amounts to 0.25% of their payment.

Interns will be required on joining to provide evidence that they have adequate health insurance coverage. There is a health insurance company in NATO Headquarters and its employees can explain all the possibilities to either apply your home health care insurance here or subscribe to a short-term one if necessary. Contact details: *Euromut*, Mr. Marc Decroupette, nato@euromut.be

- **Administrative Formalities for Belgian Authorities**

Interns will be responsible individually for fulfilling all administrative formalities required by the host nation, including registration in their local commune, during their residence in Belgium. The HR Programme Officer will assist the interns by providing all necessary information and documents.

- **Security Requirements**

Depending on the type of work to be performed, participation in an internship will normally be subject to receipt of an appropriate security clearance from the intern's national authorities. Interns may join the organisation only after the necessary clearance is obtained.

In order to ensure proper attitude and behaviour and make interns aware of the different security regulations regarding their internship, a security briefing will be arranged during their first weeks of internship. The attendance to that briefing is mandatory for all interns.

- **Office Space and Equipment**

Office space, furniture and equipment will be drawn from the Division/Office's own resources and planned before the arrival of the intern.

- **Future Employment**

Internships are not directly linked to recruitment, interns may however be recruited after completing their internship, as long as the conditions and rules established for employment in the category of staff in which he/she will be recruited have been fully respected and applied.

- **National Programmes, Scholarships**

National Programmes continue parallel to the NATO Internship Programme. Delegations and/or National Programme Coordinators are responsible for establishing their own rules concerning payment of interns joining the organisation. Interns will not be paid by NATO nor covered by any insurance offered by the organisation.

In order to manage the influx of all interns in the IS workforce Delegations/ National Programme Coordinators have to inform the Internship Programme Officer of all interns joining the organisation. Interns may participate in all activities offered by the NATO Internship Programme.



For interns joining the organisation on behalf of a scholarship or grant a special application form will be provided. These interns are not bound to the specific application and onboarding deadlines. They will, nevertheless, be subject to the same eligibility criteria. All regulations – except rules concerning payment or related to payment – do apply to these interns as well.

Procedures

A. Application and Selection Process

Applications for the NATO Internship Programme will be gathered by restricted calls for applications. Applications will only be accepted within the deadline of the call and only via internet. Applications consist of an on-line application form, curriculum vitae and a one page essay giving the details on their motivation for an internship at NATO, why they want to work in particular divisions, and on their expectations during the Internship (for timelines see Annex).

Divisions/Office will provide job descriptions and/or profiles for interns in their division/office. The Internship Programme Officer will screen applications regarding the eligibility criteria and possible match with the provided profile/job description. The initial screening additionally aims to keep, to the best level possible, gender balance and equilibrium between candidates from different member states. A shortlist will be prepared for each selecting manager.

The Division/Office is responsible for the actual selection of the intern. The administration of the programme (acceptance letter, preparation of clearance, information about living in Brussels and administrative regulations regarding their residence in the host nation, contact with national delegation) will be managed by the Internship Programme Officer. Divisions/Office will be kept informed about the status of the process.

Before an intern joins the Organisation, the Division/Office concerned provides a brief description of the tasks assigned to the Internship Programme Officer, who forwards it to the applicant.

B. Activities

All interns will undergo an induction course organised by the Internship Programme Officer, covering information about the organisation, procedures, security as well as advice on how to have a successful internship. It also covers information about the Staff Centre, which offers different activities at reduced prices for interns.

Interns will be able to participate in a NATO Speaker Series. This gives them the chance to meet with personnel working in different parts and on different



levels of the organisation³. Additionally visits to SHAPE, the European Parliament and the European Commission are organised.

The Internship Programme Officer meets with the interns on a regular basis to discuss different topics of interest and make sure they enjoy their stay at NATO. The feedback of the interns concerning different aspect of their internship is gathered twice via a formal survey. Supervising managers are requested to hand in a survey as well.

The Internship Programme Officer will manage the possibilities offered to interns to take French Language Classes, if available.

C. Leaving the Organisation, Alumni Network

At the end of the internship, the employing office will provide the intern with a letter of reference, evaluating his/her work. A copy of the letter will be kept in the intern's file for future reference. Interns also receive a formal certificate for their internship, provided by EM.

Interns will be offered to join an Alumni Network, storing their contact details and enabling them to keep in touch, at the end of their internship. The Alumni Network is managed by the Internship Programme Officer.

4.3 NATO HQ Divisions and Views of Interns

Internships are being offered in the following Divisions:

- Defence Investment Division (DI)
- Defence Policy and Planning Division (DPP)
- Emerging Security Challenges Division (ESC)
- Executive Management Division (EM)
- Headquarters Project Office (HQPO)
- Human Resources (Executive Management) (HR)
- NATO Office of Resources (NOR)
- NATO Office of Security (NOS)
- Office of Financial Controller (OFC)
- Office of the Legal Adviser (OLA)
- Office of the Secretary General (OSG)
- Operations Division (OP)
- Political Affairs and Security Policy Division (PASP)
- Public Diplomacy Division (PDD)

³ In 2009 Interns met with Deputy Secretary General, ASG for Executive Management Division, DASG for Nuclear Policy, had a variety of Speaker Series on NATO activities featuring representatives from the Private Office, Operations Division, Defence Investment Division.



Defence Investment Division (DI)

The **Defence Investment Division** focuses on the development of military capabilities to enhance the Alliance's capacity, including armaments planning, integrated air defence, airspace and air traffic management, and command and control. It contributes to the Nations' ability to assign to the Alliance forces that are properly equipped and interoperable to undertake the full range of military missions

The division also includes a programme office that oversees the New NATO Headquarters project, the construction of which is ongoing on Boulevard Leopold III across from the current HQ.

The Division also plays a significant role in developing cooperation with partner countries in the context of the Partnership for Peace, Mediterranean Dialogue and Istanbul Cooperation Initiative, as well as the special relationships with Russia and Ukraine.

The Division has recently been restructured and consists of a programme Office, three directorates and an independent section:

- **The Headquarters Programme Office** oversees the New NATO Headquarters project, and represents NATO with the Host Nation (Belgium) Project Management team.
- **The Aerospace Capabilities Directorate** comprises three sections: Space and Air Defence Section, Airspace Management Section and the Missile Defence Section. It provides policy advice and expertise for the development of capabilities, mainly in the areas of Air and Missile Defence, Space, Airspace and Air Traffic Management, to contribute to the full range of the Alliance's missions.
- **The Strategy Directorate** consisting of two sections: Policy Plans & Partnerships Section and the Capability Delivery Section. This directorate is in charge to enforce overall coherence of the capability deliverables through policies, plans and links with external stakeholders.
- **The C4ISR Capabilities Directorate**, currently the NHQC3S with its recent adoption of a revised structure consisting of five Branches, now includes an IS element for Intelligence, Surveillance and Reconnaissance (ISR). This directorate ensures capability coherence across the entire C3 planning.
- An independent section on **Land and Maritime Capabilities** responsible for armaments cooperation in the land, maritime and ammunition safety domains.

What could an internship at DI be like?

Thanks to the NATO Internship Programme I worked for 6 months in the Defence Investment Division as an Intern. This work experience gave me the opportunity to gain familiarity with the international defence environment and the working practices of a complex multilateral organization; more importantly, I had the chance of working at NATO in a defining moment of the Alliance because of the launch of the new



Strategic Concept and the various reform and rationalization efforts currently taking place at many levels.

As an Intern in the Armament Directorate of the Defence Investment Division, I supported the work of a joint civil-military team engaged in the end-to-end review and rationalisation of the entities involved in NATO defence planning and capability development. My tasks were to collect, revise, and reformat the different inputs provided by some of NATO Divisions involved in capability development; to manage and coordinate the consultation rounds with the relevant stakeholders; and to draft, in collaboration with the rest of the team, an interim report to be submitted to the attention of the Private Office. Among my other tasks, I also supported the Armament Directorate's Executive Office in the organisation and preparation of the meetings of the Conference of National Armaments Directors (CNAD) – the senior NATO committee responsible for promoting cooperation between countries in the armaments field. Finally, I had the opportunity of attending some of the meetings of the North Atlantic Council and to prepare speeches, speaking points and presentations for senior DI officers.

Defence Policy and Planning Division (DPP)

The DPP Division has the lead role on the defence-related aspects of NATO's fundamental security tasks. It is organised into two Directorates.

Major responsibilities:

The Defence Policy and Capabilities Directorate deals with the development of Alliance defence policies and strategies, including pol-mil aspects of defence capabilities, Logistics capabilities, as well as defence cooperation policies with Partners. It maintains an awareness of major security and defence developments on the international scene, and also has the lead on NATO-European Union cooperation in defence policy and capabilities.

The Planning Directorate is responsible for the conduct of NATO Defence Planning, including the development and adoption of force goals and the conduct of regular defence reviews, including the PfP Planning and Review Process for Partners.

The Emerging Security Challenges Division (ESCD)

The world around NATO has changed. The Alliance's security environment is increasingly diverse, rapidly evolving and unpredictable. The new Emerging Security Challenges Division (ESCD) is part of NATO's response to this evolving international environment. The creation of the ESCD underlines the determination to move new, non-traditional security challenges to the fore of NATO's security agenda, policies



and actions. To this end, developing NATO's ability to anticipate and effectively address new challenges will be central to the future of the Alliance.

With the aim of addressing emerging security challenges in a crosscutting and comprehensive way, the ESCD is comprised of seven different sections:

- *Counter-Terrorism Section* – coordinates counter-terrorism and counter-insurgency related efforts across the Alliance;
- *Cyber Defence Section* – leads NATO's efforts to protect the Alliance against cyber attacks;
- *Energy Security Section* – assesses and addresses the threats and risks relating to energy infrastructure and supply, and assists the Alliance's preparedness and ability to recover;
- *Nuclear Policy Directorate* – assists in the development of all matters pertaining to nuclear policy and strategy;
- *Science for Peace and Security & Partnership Cooperation* – works to apply best scientific and technical expertise in order to solve security challenges of mutual concern to NATO Allies and partners;
- *Strategic Analysis Capability* – helps to anticipate and perform medium term assessments of potential crisis situations and their possible implications for the Alliance;
- *WMD Non-proliferation Centre* – promotes a common understanding of challenges posed by WMD and their means of delivery and seeks to enhance cooperation and coordination of all WMD-related defence and political activities at NATO.

What could an internship at ESCD be like?

Working as part of the Emerging Security Challenges Division (ESCD) is being at the forefront of NATO's evolving security context.

As an intern within the division, I was exposed to a wide range of issues pertaining to cyber defence, energy security, WMD, counter-terrorism and the list goes on. My tasks were quite varied – and included everything from designing presentations and developing speaking notes for senior managers, to conducting research and providing analysis for an assessment of a potential security crisis. Be it helping to organise visits, or sitting in on the North Atlantic Council and various committee meetings, the work was cross-cutting and provided a great opportunity to expand my skill-set and work with colleagues around the building (both civilian and military staffs as well as the Nations).

Moreover, throughout my internship, I was able to get a feel for the bigger picture of what NATO is about, and more specifically, as part of the ESCD, how the Alliance is working to address the emerging security challenges of the 21st century.



Executive Management Division (EM)

The role of Executive Management (EM) is to provide management and support services to the North Atlantic Council (NAC), its subordinate committees and to the International Staff (IS) headed by the Secretary General. EM is organized in four directorates – Human Resources (HR), Information and Communications Technology Management (ICTM), Headquarters Support (HQS) and Financial Resources (FR). Each of the directorates provides a wide range of management support and services to the Secretary General and the IS. The management support ranges from medium term financial and workforce planning, to facilities and linguistic support and information technology services including enterprise applications and cyber-defense. The staff expertise in EM covers financial and human resources, management, technology management (from software development to architecture management), linguistic skills, building management and general management know-how.

What could an internship at EM be like?

Due to the wide range of responsibilities of EM an internship with the Division offers the opportunity to apply and develop management skills as well as specific technical skills. Interns work on specific projects, generally reporting to senior staff and have the opportunity to interact with the policy making and operational Divisions or NATO HQ. Recent interns worked on enterprise application implementation projects (information management, resource planning), designing new office space, participated in the development of new human resources policies, help establish a diversity program and participated in the development of a staff performance management process. Executive Management internships are as challenging as the internships in the other NATO HQ divisions. Interns have the opportunity to apply their financial and resources management skills and technology experience while interacting and supporting the policy making process. Senior managers include interns in their meetings to allow them to observe the decision making process and help them prepare for future professional challenges. In sum, internships in EM are a hands-on experience where substantial responsibilities are given to the interns for their projects.

EM HR Policy, intern's point of view:

My internship began on 4th of October 2010. I settled in quickly thanks to the experience and motivation of the team. My first week involved research work on current and future projects assigned to the section as well as in understanding the type of work which was to be expected from me, and more importantly how NATO operates in setting-up Human Resources (HR) policy work.

After a few weeks, my manager entrusted me with a project for which I had almost the entire responsibility. The outcome of the project was to set-up a directive on how a specific allowance had to be implemented at NATO. This required a significant amount of research on the subject, a lot of coordination with the various stakeholders and the writing of the directive itself. The final version of the directive is now with the Legal Office for endorsement.. In addition to this project, I have also assisted my



manager in his daily work, giving legal advice on different HR topics and writing and/or amending policies and directives.

I have been very lucky to be at NATO at an extremely important and exciting time of change. NATO is currently going through major reform, which impacts on the responsibilities of the section, in particular regarding the regulatory framework on reorganisation and on staff's employment and regulations.

Being involved in these projects has given me the opportunity to understand how work is conducted at NATO in general and more specifically how HR operates in setting-up policy and implementation work.

In general, my internship with NATO has been extremely rewarding. I have been able to learn a lot and to acquire new skills and experience thanks to my participation in the various projects that my section entrusted me with and for which I am extremely grateful.

EM HR P&I intern:

Undertaking an internship at NATO, Executive Management (EM), Human Resources (HR), Privileges & Immunities (P&I) has been a stimulating challenge that has presented me with numerous learning opportunities. Working in an international environment has allowed me to compliment my current skills and traits by being introduced to best practice that has evolved from all over the world (courtesy of the mix of nationalities in the IS and their joint working methods). I had the opportunity to use my foreign languages, and to learn being even more custom-oriented, as the P&I Service can be an extremely busy "train station". This unique experience has given me an excellent foundation that will pave the way for a future career where I will feel extremely confident of adding value to an organisation. Nonetheless, I will always have good memories of my nice colleagues and new friends at NATO.

EM ICTM ERP intern's point of view:

My internship with the Information Communication and Technology Management Directorate of EM gave me the opportunity to be a part of a major enterprise software procurement process. During my six months at NATO HQ I became familiar with the business operations of the organization, performed process analysis and was responsible for developing content for the internal website of one of the major enterprise application implementation projects. With my background in International Business and Finance I was a perfect fit for Executive Management which covers all business functions of NATO HQ. For my project I had the opportunity to work with an international team but I was also able to observe North Atlantic Council (NAC) meetings, attend guest speaker conferences, visit European Organizations and SHAPE, NATO's military HQ. NATO gave me the opportunity to expand my knowledge and gain professional experience while learning and observing the inner workings of an international organization.



About the New Headquarters Project Office

The New Headquarters Project Office (HQPO) is part of the Defence Investment Division. It is responsible to the Nations of the North Atlantic Alliance for the programme management for the New NATO Headquarters. The HQPO provides an interface between the political oversight of the project, provided by the Nations, and day-to-day project management which will be provided by the Host Nations, Belgium and NATO's C3 Agency.

The HQPO will oversee the design, construction and delivery of a new NATO Headquarters in Brussels; represent the interests of the users (Nations, NATO Staffs and Agencies); and will have a key role in assisting with the transition from the current HQ to the new building.

Major responsibilities

The New Headquarters Project Office, through the Director, will :

- advise the Secretary General and other senior officials, through the Assistant Secretary General, Defence Investment (ASG-DI) on progress at all key stages of the project (design, construction, delivery and occupation);
- ensure that the project adheres to the critical path and that its realization is both on schedule and within the overall budget;
- ensure that the guidelines (including resources) which are agreed by Nations are observed in the detailed management of the project and that issues requiring strategic decisions are sent forward to Nations in a timely manner;
- negotiate NATO's direct interests with the users of the new Headquarters (Nations, Staffs and Agencies); the Host Nation and its Concept Design Team (CDT) and Construction Contractor(s) on possible changes to requirements and specifications and on the distribution of space and geographical location in the new NATO Headquarters;
- through its ICT PMO, coordinate the efforts of the Host Nations integrating the Information, Communication and Technologies aspects of the new Headquarters Project into the overall project;
- lead and manage a team of NATO personnel, reinforced by the services of external technical consultants, as and when required;
- keep the user community and Nations informed on the progress of the project through the use of modern communication means.

HQPO Staffing

The HQPO has a core staffing of 16 people. This is split between executive, administrative and technical functions. This staffing may be adjusted based on the needs of the project, through consultation or reinforcement as needed to ensure proper management of the project.

Inter-relationships

The HQPO has many essential inter-relationships :



- **within the NATO Staff:**
 - though part of Defense Investment Division, the HQPO also works closely with other Staff elements, in particular Executive Management Division, including Human and Financial Resources; Construction & General Services and Financial Control;
 - through ASG-DI, the HQPO also works closely with the Private Office (when wider political guidance is required);
 - the New HQ project will impact on the whole NATO population. As design elements are refined, increased contact will be essential with all IS and IMS Divisions as well as National Delegations and Agency occupants of the new Headquarters;
 - the HQPO will also foster a proactive working relationship with the International Board of Auditors for NATO (IBAN), which audits the development of the project at all stages.

- **with Nations:**
 - the HQPO maintains a daily, detailed interface with the Host Nation of Belgium, which through its Project Management Team (PMT) will conduct the ongoing management of the project, including Design and Construction contracts.
 - through its ICT PMO - maintain daily detailed interface with the ICT Host Nations Project Management Teams who conduct the ongoing design and implementation of ICT projects within the overall HQ project;
 - the HQPO keeps Nations fully advised of progress, and seeks approval of nations for project requirements and resources through the Deputies Committee (DPRC). The Committee is effectively the governing body for the New NATO HQ Programme.

What could an internship at HQPO be like?

'Being part of the HQPO team as an intern was an incredible experience. The team is very professional and they are always available to help.

As most of us came from a technical background (engineering, architecture, ICT) it is very interesting experiencing the project management of one of the biggest construction sites taking place in Europe. My personal experience allowed me to take contact to Acad drawings, 3d models, technical specifications, space planning, requirements management and other exciting tasks.

Apart from that, the multi cultural environment and the different Speaker Series make the internship more complete both professionally and personally.

The most incredible feeling is that every experience counts and since the first moment you are part of the team.'



NATO Office of Resources

The NATO Office of Resources (NOR) brings together, under the direction and leadership of the Director NOR, all international staff working on NATO military common-funded issues with the aim of reinforcing military common-funded resource management at the NATO HQ. The NOR provides integrated staff advice and support on military resource issues to the Secretary General, other International Staff and International Military Staff Divisions, to the Resource Policy and Planning Board (RPPB), the Budget Committee (BC) and the Investment Committee (IC) as well as to their Chairmen.

NATO Office of Security (NOS)

The NATO Office of Security (NOS) is responsible for the overall coordination of NATO security among Member, Partner and Mediterranean Dialogue nations and NATO civil and military bodies. In this connection it is responsible for ensuring the correct implementation of NATO security policy NATO wide.

The NOS is divided into four Branches, Policy Oversight (POB), Security Intelligence (SIB) , Terrorist Threat Intelligence Unit (TTIU) and Protective Security (PRB).

What could an internship at NOS be like?

I am 25 years old and I am Spanish. I studied two Master degrees in Political Sciences and Administration, and Law School.

During my internship at NATO I was seconded to the NATO Office of Security in the Terrorist Threat Intelligence Unit for 6 months. In this division I had the chance to contribute to products by conducting research on current affairs of NATO interest from a security point of view, and I was also assigned my own projects under the direction of my supervisors. The opportunity of working daily surrounded by highly qualified specialist in the security field was very rewarding, enabling me to see developments in international relations from a new perspective.

This experience had provided me not only with a wider and deeper view of NATO's mechanisms and work methods as an International Organization, but also has provided me with an inside view of the role NATO plays in promoting security in the World.

But this internship has not only allowed me to develop as a professional in a multicultural environment, but has also contributed to my personal growth, forging a new network of friendships that is sure to be enduring.



NATO Office of Controller

What could an internship at OFC be like?

The Office of Financial Control (OFC) is responsible for the call-up of funds and the control of expenditures within the framework of the Civil and Military Budgets and in accordance with NATO's Financial Regulations. Being an Intern with the OFC entails working closely with many people from different Finance Units and gaining insight into the Budget and Treasury as well as Internal Control Services. Due to my financial background my daily responsibilities also extend to arranging payments against invoices and executing budget commitments. Further to this, I have been involved in the closure of several of NATO's Trust funds and handled mission reimbursements. I regularly attended management meetings and working groups and was responsible for writing the minutes and subsequent meeting reports. In addition to this, I carried out research in a variety of areas, most significantly participating in the working group which prepared a new travel policy for NATO staff going abroad on mission. My responsibilities included weekly meetings and researching the policies of other international organizations in order to establish the best practices to implement in the policy being created.

Office of the Legal Adviser Office

The Office of the Legal Adviser (OLA) is an independent office which acts as the custodian of the rules governing the activities of NATO and provides legal advice to the Secretary General, the Private Office, the International Staff and the Committees on legal issues relating to NATO activities, procedures, operations, rules and provisions.

Legal advice is given on the legal status of the Organisation and the Secretary General; North Atlantic Council (NAC) approved Operations, cooperation activities (such as PfP, MD, ICI etc.), the enlargement process, relations with third States and other international organisations, personnel issues in the different Divisions, and the like.

OLA also represents the Organisation before its Administrative Tribunal (the NATO Appeals Board) and is an observer at the Committee of Legal Advisers on Public International Law of the Council of Europe (CAHDI) and at the meeting of the Legal Advisers of the Co-ordinated Organisations.

It works closely with the Legal Offices of the two Supreme Military Headquarters as well as subordinate Military Headquarters and NATO civilian agencies.

As appropriate, OLA works through Allied delegations or directly with foreign ministry, defense ministry and other legal offices in Allied nations.

What is it like to work as an intern for the Office of the Legal Adviser (OLA)?

The NATO Office of the Legal Adviser is an independent and dynamic office which is daily involved in a broad range of issues. Its work includes all issues arising at NATO



Headquarters, from negotiation of international agreements to representing management in personnel matters. It consists of several legal advisers from different nationalities with general and specific legal expertise.

As an intern, you will get the opportunity to work closely with every one of them and learn from their expertise and gathered experience in and outside the organization.

In general, throughout the course of the internship, you will be assigned with very diverse projects, depending on the needs of the office. More specifically, next to doing relevant research related to past, pending and upcoming issues, you will be asked to provide (ad hoc) legal input on - for example - (draft) agreements and current (news) issues, write memos and background papers, attend meetings (with occasional minute taking / direct reporting...) and sporadically attend a seminar, mainly related to the general or specific needs of the office at that time.

Next to direct contact with project-related relevant authorities within the organization, as it is not the only legal office within NATO as a whole, you might also collaborate closely with legal advisers from the IMS, SHAPE, ACT SEE etc.

If you show initiative and a proactive attitude, you will get the opportunity and freedom to work on projects which are closely related to your personal field of interest, or which catch your attention 'while in the field'.

As an intern with a legal background (LL.M.), I found the experience in this office a great way to get a better understanding of the operating of NATO as a political as well as military alliance consisting of 28 Member States and many partners, as an international actor and as a full-fledged international institution.

Council Secretariat – Office of the Secretary General (OSG)

The Council Secretariat (CONSEC) is part of the Secretary General's Private Office at NATO HQ. Its main role is to support the North Atlantic Council's work at all times, taking care of organizational arrangements for meetings at Ambassadorial and Ministerial level.

As an intern in the Council Secretariat (CONSEC) one becomes part of the team whose central role within the Secretary General's Private Office is to support the North Atlantic Council in its day-to-day work and to organise all meetings at Ambassadorial and Ministerial level. Interns in CONSEC acquire unique and close-up insights into high-level diplomacy involving a broad range of Alliance issues, and develop excellent diplomatic and problem-solving capacities as well as analytical, organisational and drafting skills.

Tasks of interns have included:

- Providing an overview of the work of subordinate committees tasked by the North Atlantic Council;



- Assisting in the co-ordination of high-level meetings within HQ or offsite, by providing administrative and logistical support;
- Preparing the meetings, liaising with the relevant divisions and Allied or Partner Delegations, as well as other International Organisations;
- Carrying out ad hoc research on event-related topics or general Council-related matters;
- Drafting documents such as memos and speaking notes, and taking notes at meetings and preparing minutes.

What is it like to work as an intern for the Council Secretariat?

As an intern in CONSEC I was given specific responsibility for maintaining a rolling list of ongoing work in subordinate committees, liaising closely with the different divisions and offices of the International Staff and International Military Staff at NATO HQ.

I had the opportunity to participate in the Lisbon Summit, where I was given specific tasks in support of the NATO Summit Task Force. This was a remarkable experience at all levels. Last, but not least, I was involved in other activities such as providing assistance to the Protocol Section or preparing presentations to be given by the Secretary of the Council to international audiences.

Operations Division (OPS)

Operations will provide the operational capability required to meet NATO's deterrence, defence and crisis management tasks. Responsibilities include NATO's crisis management and peacekeeping activities and civil emergency planning and exercises.

The Division consists of two Directorates: the Planning Directorate and the Operations Directorate.

The ASG/Operations has two deputies, with the following responsibilities between them for:

- Crisis Management, deterrence and defence operations
- Peacekeeping
- Civil emergency planning
- Council exercises
- Situation Center

What could an internship at OPS be like?

Working as an intern for NATO's Operations Division means experiencing firsthand the implementation of Alliance security and defence policy.



Today, the evolving international security environment continues to produce a variety of threats to allied nations. As NATO transforms its role as a political-military institution, operations have become an indispensable component.

Safeguarding the security of its citizens in Europe and North America obligates the Alliance to conduct operations not only in the so-called Euro-Atlantic area but also in regions far away from its own territory. From supporting stabilization and reconstruction efforts in Afghanistan to conducting counter-piracy activities off the Horn of Africa, NATO operations employ the vast array of allied capabilities to augment international security.

Having access to detailed information regarding different operations and observing the decision-making process from inside NATO Headquarters provides the OPS intern the unique opportunity to learn about the challenges facing NATO in the 21st century and how the alliance deploys political and military resources to manage crisis situations.

Daily responsibilities entail attentive monitoring of significant current events in NATO areas of operations, such as Afghanistan, the Balkans, Iraq and Africa. By reviewing daily political-military reports, communicating with fellow staff officers and evaluating open sources, the intern's task is to inform key Operations decision-makers with an updated overview of the security environments, an integral component to formulating allied policy.

Furthermore the intern supports their section in attending senior-level meetings, drafting memos and reports for distribution throughout the headquarters, and participating in seminars regarding NATO processes and policy. Tasks often require both individual effort and consultation with staff officers from different member countries willing to share their invaluable expertise, often under very tight deadlines.

An assignment with the Operations Division constitutes a challenging opportunity in a stimulating work environment. Ultimately, the experience will fully utilize and develop your analytical and professional skills, making it an unrivaled preparation for any career aspirations..

Political Affairs and Security Policy Division (PASP)

The Political Affairs and Security Policy Division (PASP) acts in many respects as a Foreign Ministry for NATO. In close coordination with other divisions, PASP provides political advice and policy guidance for the Secretary General regarding internal, regional, economic and security affairs. Furthermore, the Division handles the Alliance's numerous relations with partner countries and with other international organisations. PASP itself is organised into several sections dealing with: Arms Control and Coordination, NATO and Multilateral Affairs, Russia and Ukraine Relations, Euro-Atlantic Integration and Partnership, Mediterranean Dialogue & Istanbul Cooperation Initiative, Cooperation Policy & Programmes, and Defence and Security Economics.



What could an internship at PASP, DSED be like?

My first task as an intern in the Defence and Security Economics Section of the Political Affairs and Security Policy Division (DSE/PASP) was to set up a one day workshop with international experts on the impact of the financial crisis on defence budget expenditures. This workshop gathered high-level experts from defence institutes, think tanks and international financial organisations (IMF, OECD...). The discussions aimed at finding concrete solutions for collaboration and pooling in the defence sector. All the experts stressed the importance of deepening defence collaboration in order to maintain strategic capabilities despite necessary cuts in defence budgets. Following this workshop, I drafted a report to the Private Office (PO) stating the aims, the participants and the valuable outcomes of such events.

In addition to these activities, I worked on improving NATO's relations with international financial organisations like the IMF, the World Bank and the OECD. We were responsible for organising expert briefings to the OPC (Operations Policy Committee) and the PPC (Political Partnerships Committee) on specific economic issues. The last briefing we organised was with the Deputy-Director of the World Bank Afghanistan on the Kabul Bank Crisis. We prepared a paper on the impact of the Kabul Bank crisis on Afghanistan's reconstruction and development process.

I am also helping some members of my team for the Afghan First and the Building Integrity project. These projects aim at promoting good practices and reducing the risk of corruption in the defence sector.

The experience you get while being at NATO is truly unique. You get to work with highly motivated people from various backgrounds on interesting subjects.

What could an internship at PASP, RUUK section be like?

For the past 6 months I have been working with the Russia and Ukraine Relations Section (RUUK), which coordinates NATO's relations and cooperation with these two important partners. As part of its responsibilities, RUUK supports the work of the NATO-Russia Council (NRC) and the NATO-Ukraine Commission (NUC), which are the main forums for consultation between Allies, and Russia and Ukraine. Even as an intern, my tasks have been very similar to those of a junior staff officer. For example, I regularly prepare files and documents for NRC or NUC committee and ministerial meetings including decision sheets, reports, and speaking notes. Additionally, I attend and often participate in other NATO meetings that involve files relevant to our Section and/or Division and offer written and oral briefings to other members of PASP when necessary.

Other tasks of mine have included contributing to a daily newsletter that is circulated NATO-wide regarding Russia, Ukraine and the CIS using open source materials; writing analytical memos on relevant developments in Russia and Ukraine and explaining their implications for NATO; providing other sections and divisions with inputs for requested checklists; and delivering briefings on NATO-Russia and NATO-Ukraine relations to visitor groups. This list is not exhaustive. In PASP, there is always work to be done whether administrative, analytical, or operational.



Interning with PASP has been a rewarding experience. The atmosphere is exhilarating, the work is substantive, and the Division offers interns the opportunity to fully immerse themselves. If you have an interest in seeing how NATO policy is made first-hand, I highly recommend applying for a position with PASP

Public Diplomacy Division (PDD)

Our common vision

“We strive to be the best-in-class international organization in engaging and communicating with the public. Our activities and services are key to building an enhanced understanding in our publics about NATO’s values and policies. We want to build a truly integrated and focused communications approach and become better in telling NATO’s stories through multiple tools and to multiple audiences.”

Our three key roles

- **Communicating and engaging with the public**

First and foremost, the Division plays a pivotal role in engaging with multiple audiences in explaining NATO's policies and activities to publics worldwide. The division works to raise NATO's profile and to bring NATO's achievements into public knowledge and debate. We do this by

- People-to-people engagement, especially in Allied and partner countries
- Mass communication, image-building and branding
- 24h media operations

- **Promoting security cooperation**

The second key role of the Division is to promote security cooperation, dialogue and partnerships with all Public Diplomacy means and tools. That way, the Division also contributes to a continuous process of international security debate and policy creation.

- **Coordinating NATO's strategic communications activities**

Last but not least, the Division also acts as lead coordinator for all strategic communication activities across all NATO civilian and military bodies and harmonizes all of public diplomacy activities undertaken by other entities belonging to the NATO structure.

What could an internship at PDD be like?

As I had a background in journalism and editing I did my internship in the Corporate Communications Section of the Public Diplomacy Division. It is a team that I enjoyed working with and felt very welcome in. I was given responsibility for tasks, the room to offer ideas and be listened to, allowed to develop projects that played to my strengths as a writer, as well as working across many of NATO's divisions with people from various backgrounds. I had a variety of tasks and projects including



developing an exhibition, producing a DVD and video stories, writing stories and in-depth briefings as well as more historical research in the archives, all of which taught me something. I came to NATO to get a better understanding of how the organization worked, who made decisions, when, how and why, and I think the internship in PDD gave me a chance to get involved with the Alliance on an intimate level in the run up to the Lisbon Summit and try to answer all those questions.

4.4 Internship Programme Speakers Series

The idea of the Speakers Series is to provide you with a comprehensive overview of NATO HQ by discussing the Organisation's role and future with its senior management. There are one-hour lectures every two weeks, with the first weeks being dedicated to general introductory topics to NATO and the remainder of the series introducing you to all Divisions as well as Ambassadors from Delegations to NATO.

In addition, we are going to visit SHAPE, The European Defence Agency and the European Commission and Parliament.

4.5 Suggested Reading

NATO's website is a great place to start: www.nato.int. It provides you with an overview of the Organisation's activities and also offers a plethora of more detailed documents like the **NATO Handbook**.

For general knowledge on international affairs, there are the 'usual suspects': The Economist, International Herald Tribune, Financial Times, Le Monde, Liberation.

The International Crisis Group (www.crisisweb.org), the International Institute for Strategic Studies (www.iiss.org) or Jane's (www.janes.com) might be worth checking out for more detailed analysis, as well as some Brussels-based think-tanks such as the Security and Defence Agenda (www.securitydefenceagenda.org)