



Internship Programme

GUIDE FOR NEWCOMERS



Internship Programme

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———— **2017** ————



TABLE OF CONTENTS

Welcome Note from the Secretary General	6
Introduction	8
1. ABOUT THE INTERNSHIP PROGRAMME	10
A. Background	11
B. General Conditions	12
C. Proceduress	16
2. WORKING AT THE NATO HQ	22
A. Working Environment	23
B. Divisions	24
C. Security	24
D. Working Hours & Official Holidays	25
E. Workload	26
F. Prevention of Harassment in the Workplace	27
G. Medical Centre	27
H. Social Activities	28
I. Suggested Reading	28
3. LIVING IN BRUSSELS	30
A. Before Arrival	31
B. Upon Arrival	33
C. Practical Information	36



WELCOME NOTE FROM THE SECRETARY GENERAL

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 many partner nations.

This is a challenging time for our Alliance. For the first time in NATO's history, we face complex security threats both in our eastern and our southern neighbourhoods.

NATO adds unique value to the broader international efforts to meet these threats by bringing together Europe and North America in permanent consultation.

Our integrated military structure gives us the means to turn collective decisions into collective action.


The Alliance is also at the heart of a vast network of security partnerships with countries and organizations from all over the world.

NATO has important work to do to keep our nations and populations safe, and to project stability beyond our borders. There could not be a more significant time for you to join us and contribute your ideas and abilities.

There is another really important role we would like you to play for us. To be our Ambassadors when you return home or continue your international careers.

We hope that your experience at NATO HQ will be rewarding and prove useful in all your future endeavours.

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



Jens Stoltenberg
NATO Secretary General



INTRODUCTION

Congratulations and welcome to the NATO Internship Programme at NATO Headquarters! We are very pleased to have you here with us. NATO offers a multi-cultural, dynamic working environment. You will be working at its headquarters in Brussels – a city located at the heart of Europe. In this Guide, we will try to provide you with everything you need to know before you begin your internship.

The guide consists of three main sections: “About the Internship Programme, Working at the NATO HQ and Living in Brussels”. In the first section, we explain in more detail the internship programme procedures preceding and following selection, as well as internship activities such as briefings, visits and other activities you may take part in during your stay. In this section, you will also find some essential tips on what you must do before beginning your internship, including getting a security clearance and a visa, updating your passport, making travel arrangements and taking out health insurance.

The second section is on the work regulations and professional atmosphere, and provides information about the security requirements, working hours and dress code. In the third and final section, we provide you with information to prepare you for life in Brussels. You will find information on travel arrangements, housing, public transport and living costs as well as some social activities you might enjoy during your stay in Belgium. For accommodation, we will provide you with options and ideas on how to search for a place to stay and which areas to consider. At the end of this Guide at Annex I, you will also find brief descriptions of NATO HQ Divisions and testimonials of previous interns to give you some insight into what your working experience will look like.

We wish you a rewarding internship at NATO HQ and a pleasant stay in Brussels. We look forward to seeing you soon!



1. ABOUT THE INTERNSHIP PROGRAMME

A. 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 was 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 by encouraging Divisions/Offices to take on interns of different nationalities, origins and backgrounds in order to provide the Organization with a younger, 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 Organization;
- To provide the Organization 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.

B. GENERAL CONDITIONS

► 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 made for urgent divisional requirements or for interns on scholarships or grants. Contracts may be terminated by either party with one week's notice.

► Number of Interns:

NATO HQ's internship programme involves approximately **70 interns** per year, in addition to interns who enter the Organization via national programmes and those on a scholarship or a grant. In total, the number of interns at any given time should not exceed 10 percent of the total number of A-grades on the International Staff establishment.

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

► Remuneration:

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

► Travel:

Interns will be reimbursed for their travel expenses on taking up their duties and on leaving, based on a return economy ticket for an amount of up to €1200.¹ We recommend interns to use **NATO Travel Agency** so that their tickets will be pre-paid by NATO. Please see the "Travel Arrangements" section in the last chapter of this guide for more detailed information.

¹ Travel expenses will only be reimbursed for those interns who have completed their internship, upon presentation of receipts.

► **Leave:**

Interns will have the same working hours and same official public holidays as other NATO staff.

Paid leave: After three months of service, interns shall be entitled to leave at the rate of **2.5 working days** for every month of service completed. Please note that Friday counts for **0.75** as the working day ends at 16:00. The total of 7.5 days can be taken at any moment starting **from the 4th month**; taking into account that if the internship is terminated earlier, the last lump sum payment will be reduced accordingly. Any accumulated leave not taken during the contractual period will not be paid.

On a very exceptional basis, a leave might be granted during the first 3 months only if the justification is submitted and approved by the direct manager, HR and Payroll.

In case of sickness, interns must notify their division and HR immediately, and if they are absent for more than one day, they must provide the organization with a medical certificate. The first day is remunerated and the second day as well only if a certificate is provided. Unauthorized absences will be deducted from the leave entitlement.

Unpaid leave: In case of absence for professional or personal reasons, the leave will not be paid, the number of leave days reduced accordingly and the internship period won't be extended. An unpaid leave must be submitted before the start of the leave's occurrence for approval. Documentation to support the request may be required in order to review any leave requests.

► **Insurance:**

- Interns are responsible for their own health and accident insurance. They are, however, covered for 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 remuneration and is paid by NATO.
- Interns will be required, upon joining, to provide **evidence** that they have adequate health insurance coverage.

► **Obligations and Responsibilities:**

Interns are required to exercise the utmost discretion in respect of facts and information that come to their attention during their internship. They remain covered by this obligation after the internship. The Organization reserves the right to terminate the internship and take action against any intern who does not comply with this obligation.

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

► **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 Organization only after the necessary clearance has been obtained.

To ensure that interns demonstrate the proper attitude and behaviour and are aware of the different security regulations that apply to their internship, a security briefing will be given during the first weeks of their internship; attendance is mandatory for all interns.

► **National Programmes, Scholarships:**

National programmes are run in parallel to the NATO Internship Programme. The Delegations and/or national programme coordinators are responsible for establishing their own rules on the payment of such interns joining the Organization; they will not be paid by NATO or covered by any insurance provided by the Organization.

In order to manage the influx of all interns in the IS workforce, Delegations/national programme coordinators must inform the Internship Programme Officer of all interns joining the Organization. Such interns may participate in all activities offered by the NATO Internship Programme.

Interns joining the Organization on a scholarship or grant must complete a special application process. These interns are not bound by NATO's application and onboarding deadlines but will nevertheless be subject to the same eligibility criteria as NATO interns. All the regulations – except those on remuneration – apply to these interns as well.

► **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 that category of staff have been fully met and applied.

C. PROCEDURES

I. Application and Selection Process

► Eligibility Criteria:

Nationality: Open to nationals of NATO Member states.

Age: Candidates must be 21 years of age or older at the time of application.

Studies: Open to current students and recent graduates (i.e. highest degree obtained no more than one year earlier).

Qualification: Have successfully completed at least two years' post-secondary studies and be currently enrolled in the third year. Depending on the job description, a specific degree may be required.

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.

► Applications for the NATO Internship Programme will be in response to restricted calls for applications. Applications will only be accepted up to the deadline of the call and only via internet. The process consists of submitting an online application form, a curriculum vitae and a one-page essay giving the details of the candidates' motivation for an internship at NATO, why they want to work in particular divisions, and their expectations for the internship.

► Divisions/Offices designate which of their job descriptions and/or profiles are for interns. The Internship Programme Officer then screens applications for the eligibility criteria and the possible match with the

provided profile/job description. The initial screening additionally aims to maintain the best possible gender balance and equilibrium among nationalities. A shortlist is prepared for each selecting manager.

- The Division/Office is responsible for the actual selection of the intern. Administration of the programme (acceptance letter, preparation of clearance, information about living in Brussels, administrative regulations on residence in the host nation, contact with national delegations) is handled by the Internship Programme Officer. Divisions/Offices are kept informed about the status of the process.
- Before an intern joins the Organization, the Division/Office concerned provides a brief description of the tasks assigned to that intern to the Internship Programme Officer, who then forwards it to the applicant.

II. After Selection

There are number of formalities to be completed after you receive your acceptance letter for the NATO HQ Internship Programme. These include obtaining a security clearance, passport and visa arrangements, signing up for insurance coverage and opening a bank account.

➤ Security Clearance:

Every intern coming to NATO requires a NATO Security Clearance. When you receive your Letter of Acceptance, you will also be asked to contact your national delegation at NATO in order to proceed with your security clearance. More information and forms to be filled out for this step will be sent to you in due course. Please be as thorough as possible when completing the forms, as incorrect or incomplete information could cause a delay in issuing your clearance. Also, be sure to photocopy the form for future reference. Return the NATO Security Form **as quickly as you can** to the Internship Programme Office, NATO HQ, Boulevard Leopold III, 1110 Brussels, Belgium.

We strongly advise you to follow up on the status of your security clearance with your national delegation at NATO regularly. Please also keep in mind that **if you do not receive your security clearance in time, your internship will automatically be postponed.**

➤ **Passport:**

Before leaving your home country, please make sure that your passport is valid for the entire duration of your stay in Brussels. As issuing a passport takes time, do not delay renewing it until the last minute.

➤ **Visa for Belgium:**

In accordance with a bi-lateral agreement between NATO and the Belgian authorities, **interns do not have to apply for a work permit.**

However, in order to enter Belgium and prior to taking up duties at NATO, the intern should contact the Belgian Embassy in his/her country and verify if he/she needs a visa to enter the country. The information concerning the visas is also available on the website of the Belgian Ministry of Foreign affairs www.diplomatie.be. The validity of such a visa is 90 days. During this period, the Privileges and Immunities office processes the application form for a special identity card issued by the Belgian Ministry of Foreign affairs covering the entire period of the internship – 6 months with the possibility of extension. The special identity card is a residence permit and should not be used for travelling. The application form is filled out in duplicate: one copy is sent to the BE MFA, the other to the local commune (for domiciliation). The registration process can take up to 3 months.

➤ **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 you risk losing your coverage in Belgium.

Travel agencies usually offer international travel health insurance. Please bear in mind that this only covers emergency medical procedures and prescriptions. On the plus side, it usually includes travel insurance, which is highly recommendable to have.

► **Bank:**

In order to receive your internship lump sum, you will need to provide bank account information including the **IBAN** and **SWIFT/BIC numbers**. You may either use your current bank or open a new bank account in Brussels.

If you keep your current account, we advise you to change your address and inform your bank that you will be moving to Belgium so that they are not alarmed by any unusual activity. 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.

As you are getting paid by NATO and will have to pay rent etc. it might be convenient and cheaper to open a bank account with a Belgian bank (to avoid costly withdrawal fees from your home account). Most interns open an account with either **ING** (www.ing.be) or **Monte Paschi** (www.montepaschi.be), as they both have a branch at NATO. To open an account you only need to bring an ID and your internship attestation; opening an account normally only takes 30 minutes.

III. Internship Activities

► **Induction Course:**

In March and September, the interns attend an induction course organized by the Internship Programme Coordinator that provides information about the Organization, procedures, security regulations and advice on how to have a rewarding internship experience. The induction course also covers information about using HQ facilities such as the library and the Staff Centre, which offers a range of activities at discounted prices for interns.

► **Briefings and Visits:**

Interns will be able to attend a series of briefings called the **NATO Speaker Series**. This offers a chance to meet with personnel working in different divisions and at different levels of the Organization including the Deputy Secretary General, representatives from the Private Office, Operations Division, Defence Investment Division and the Nuclear Policy Directorate. The main goal of the Speakers Series is to provide you with a comprehensive overview of NATO HQ by discussing the Organization'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 related to NATO and the remainder of the series introducing you to all the divisions as well as Ambassadors from Delegations to NATO.

In addition, visits to **SHAPE, the European Defence Agency, the European Commission and the European Parliament** will be organized.

► **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 be beneficial for you to have some exposure to your divisional work before you attend a NAC session (unless the NAC forms part of your regular duties). Concerning the 'need-to-know' principle, staff will always be given priority over interns. However, there is usually space available and CONSEC should allocate it to you readily once they have received an e-mail from you stating your wish to attend and indicating that this was approved by your manager in line with the instructions. Details on this, including points of contact, will be given to you once you arrive at NATO.

► **Language Course:**

French language classes are being offered at the HQ through September to June. Interns who wish to attend, should contact the Internship Office once arrived here.

➤ **Library:**

During the first week, when the induction courses are given, you will have an opportunity to visit the library and create an account for yourself. The library gives you access not only to a wide range of books, but also to a broad selection of e-materials.

➤ **Internship Survey and Feedback:**

The Internship Programme Officer meets with the interns on a regular basis to discuss various topics of interest and make sure they are enjoying their time at NATO. The interns' feedback on different aspects of their internship is gathered twice via a formal survey.

➤ **Leaving the Organization and 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 of completion of their internship, provided by EM.

Interns will be offered the chance to join an Alumni Network that stores their contact details and allows them to keep in touch at the end of their internship.



2. WORKING AT THE NATO HQ

A. WORKING ENVIRONMENT

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 is a rather small organization so it has a family feel to it. New members of staff usually feel welcome from their first day onwards.

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

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

B. DIVISIONS

NATO HQ internships are offered in the divisions as listed below. For more detailed information on specific divisions and positions, please take a look at Annex I, “**Divisions and Testimonials**”, at the end of this guide and also at your job description.

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

C. 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 that you must wear at all times while on site. The badge gives you access to the different security zones at HQ. As you are not a NATO staff member, you are required to have an ID or Driver's Licence on you at all times as well.

You will receive a more detailed information on security regulations in the Induction Course upon your arrival.

D. WORKING HOURS & OFFICIAL HOLIDAYS

Interns keep the same working hours and same public holidays as other NATO staff. You will be working 38 hours a week at NATO HQ. Working hours are from 8:30 to 18:00 from Monday to Thursday, and 8:30 to 16:00 on Fridays, with a 1.5 hour lunch break each day.

Official NATO holidays in 2017 for all members of staff:

Good Friday	Friday 14 April
Easter Monday	Monday 17 April
Labour Day	Monday 1 May
Ascension Day	Thursday 25 May
Whit Monday	Monday 5 June
Belgian National Day	Friday 21 July
Assumption Day	Tuesday 15 August
All Saints' Day	Wednesday 1 November
Christmas	Friday 22 December
.....	Monday 25 December
.....	Tuesday 26 December
.....	Wednesday 27 December
.....	Thursday 28 December
Extra day traditionally granted by the Secretary General	Friday 29 December
New Year 2018	Monday 1 January 2018
.....	Tuesday 2 January 2018

E. WORKLOAD

In general, **interns are, to a large extent, tasked like NATO officers.** Thus your workload is likely to comprise both administrative duties (since NATO is a bureaucracy, all employees have some amount of paperwork) 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 serving the North Atlantic Council and its sub-committees, so meetings are expected to be 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.

Missions: In exceptional cases only, the employing office in which you have been placed may grant an authorization for you to be sent on mission (considered to be work outside the normal duty station) on the condition that the mission is of a technical nature, not a representative one. The expenses will be borne 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. Under no circumstances will you be permitted to participate in missions in support of Council-approved Operations and Missions. Interns are responsible for their own health insurance when they are on mission.

F. PREVENTION OF HARASSMENT IN THE WORKPLACE

Prevention of harassment, discrimination and bullying in the workplace is both an individual and collective responsibility of all staff members. In accordance with NATO Civilian Personnel Regulations (CPR)², members of the staff shall treat their colleagues and others with respect and courtesy at all times. Staff members shall not engage in any inappropriate conduct or behaviour.

Any staff member who feels that he/she has been harassed, discriminated against, bullied, intimidated or subjected to abuse of authority in violation of the policy may contact and seek assistance from the Prevention Advisor for Psychosocial Matters (Personnel Support Unit, Staff Services, Executive Management Division, Human Resources) at ext. 4128.

NATO's policy on the Prevention and Management of Harassment, Discrimination and Bullying in the Workplace can be found on the Human Resources Diversity Intranet Homepage. It applies to staff groups included in the Civilian Personnel Regulations (CPRs) and who are employed by the International Staff (IS), International Military Staff (IMS) and the NATO Standardization Agency (NSA). In cases where an individual, whose employment is not covered by the CPRs, is directly involved in harassment, discrimination or bullying, the case will be settled according to the principles laid down in the policy, and in consultation with their employer.

G. MEDICAL CENTRE

This new facility is located inside the Staff Centre and offers a full 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 Monday to Friday, from 9:00 to 18:00 **(by appointment only)**.

² Members of the staff shall treat their colleagues and others, with whom they come into contact in the course of their duties, with respect and courtesy at all times. They shall not discriminate against them on the grounds of sex, race or ethnic origin, religion or belief, disability, age or sexual orientation.

H. SOCIAL ACTIVITIES

The NATO Staff Centre offers a wide variety of services to NATO staff and their families. Located in the NATO HQ compound, Staff Centre has various facilities for sporting and social activities such as a gym, swimming pool, tennis court, football field; plus shops, banks, restaurants, a beauty centre, a pharmacy, a bar, and a bowling alley. Interns are given Staff Centre membership for **free** and pay a reduced rate for clubs and activities, e.g. **€60** for annual membership to the gym instead of €144.

I. SUGGESTED READING

NATO's website is a great place to start: www.nato.int. It provides you with an overview of the Organization'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, the International New York Times, the Financial Times, Le Monde, Libération.

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).



3. LIVING IN BELGIUM

A. BEFORE ARRIVAL

Travel Arrangements:

Please keep in mind that **you should not make any travel arrangements prior to receiving your security clearance**. You can either use the NATO Travel Agency or book your own travel.

International passengers are encouraged to check the luggage restrictions imposed by their airline. While packing your luggage, an umbrella and waterproof shoes will be useful throughout the year, and warm clothes are recommended for the winter season.

► **NATO Travel Agency:** If you book your travel to Brussels through our agency your tickets will be prepaid by NATO; that way you will save a lot of time and efforts on planning your trip.

Regulations for using the NATO Travel Agency:

- Location where intern comes from must be at least 100 km from the location of the internship posting.
- Dates of travel must coincide with the start and exit dates of the internship.
- Travels needs to be performed using the cheapest and most direct means of transport.
- Ceiling is EUR 1,200 for the round trip.
- In case of early termination, the intern is not entitled to be reimbursed for the return trip.

- **Travel Agents:** In each country, there are travel agencies catering specifically to students. STA Travel (www.statravel.com) has branches in many countries and provides links to affiliated travel agencies in other countries on their main website. For Canada, Travel Cuts serves the student market (www.travelcuts.com).
- **Internet:** For a general overview of flight connections and prices, check www.skyscanner.com and www.amadeus.net. Other good sites include www.expedia.com and www.opodo.com. A website specifically for student travellers is www.studentuniverse.com. However, sometimes airlines may offer better prices on their own web-sites.

For European connections, a large number of budget airlines offer connections to Brussels or its vicinity, including, 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).

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 for rebooking and luggage.

Climate and Temperature:

Brussels has an **oceanic climate**, which means cool summers and cool (but not necessarily cold) winters. Rain and showers are frequent throughout the year, however snowfall is infrequent.

Lowest and highest average temperatures in Brussels are observed as **-5°C and 10°C** in winter; and **12°C and 23°C** in summer.

B. UPON ARRIVAL

Arriving from an airport:

There are two main airports in Brussels: Brussels Airport (Zaventem) and Brussels South Charleroi Airport.

- If you are arriving at Brussels Airport in Zaventem, you can take either bus no. 12 to Diamant, Schuman and Place Luxembourg (which runs every 20 minutes on Mondays to Fridays between 7:00 and 19:00) or the train, which leaves every 15 minutes from early morning till late at night and stops at Schaerbeek, Brussels North, Brussels Central and Brussels South (Gare du Midi) stations. Please note that there are some particularities concerning **bus 12**: it runs only on weekdays from 5:00 to 20:00; outside those hours and at the weekend it is replaced by **bus no. 21**, which covers the same itinerary but with more stops. Bus fares to the airport are not the same as for the regular route; an airport bus ticket currently costs €4.50 from a ticket machine or counter and €6 from the driver.
- If you arrive at Brussels South Charleroi Airport, you may take the Airport Shuttle Bus directly to Brussels South Train Station (Gare du Midi). You can find more information about the shuttle at: www.brussels-city-shuttle.com.

Coming to work:

NATO HQ is located in Evere between Brussels Airport (Zaventem) and the city centre. There are two tram lines (62 and 55) and three bus lines (12, 21, 65) that will take you to NATO HQ.

- From Gare Centrale: Bus 65 (NATO stop)
- From Gare du Nord: Tram 55 (Da Vinci stop)
- From Schaerbeek: Tram 62 or Bus 65 (NATO stop)
- From Ixelles/Schuman: Bus 12 or Bus 21 (NATO stop)

For more information about public transport in Brussels, go to www.stib.be or download the **STIB** application onto your phone.

Finding accommodation:

Finding accommodation in Brussels is rather straightforward and far less daunting than in most other cities. Because of the large number of interns, especially at the European Commission, there is enough accommodation geared toward interns available. Most interns choose to live in **Brussels (1000)**, **Etterbeek (1040)**, **Ixelles (1050)** or **Schaerbeek (1030)** – all are “communes” or districts of Brussels – as they offer good public transport connections to NATO and easy access to Brussels city centre. For an overview of the communes, go to www.ilotsacre.be/site/en/default_en.htm, and for maps go to www.mappy.com.

You may choose to find your accommodation before or after your arrival. If you prefer to find it before, the obvious drawback is that you cannot inspect the place before coming. The advantage, however, is having somewhere to stay upon arrival and saving on hotel/hostel expenses. When choosing your accommodation without actually seeing it, be sure to ask the landlord lots of questions about the location (shopping in vicinity, public transport, etc.), the condition of the accommodation (especially the kitchen, the bathroom, appliances), flatmates and others sharing the place (families, small children, young people), other charges and so on. If the landlord seems hesitant, this usually indicates problems and you should continue looking.

If you choose to find your accommodation once you arrive, it is best to walk round the areas you are interested in, as landlords advertise property directly at the place. You can also use websites and check regularly, as they change frequently. Apartments tend to move quickly, so it is important to keep track of your correspondence. For the first couple of days you could also stay in a youth hostel while searching. You might not rule out staying at a youth hostel or another form of temporary accommodation for the entire duration of your internship.

► **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 (known here as a “kot”): €300-500 per month, charges usually included.

Studio: Single room, including kitchen + bathroom; €450-700 per month.

One-bedroom apartment: Bedroom, separate kitchen and bathroom; €700-1000 per month.

- **Deposit:** Usually, landlords require a deposit to rent a place, which tends to range between one and two months' rent. The entire amount is 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 be given back the entire amount when you leave. However, the funds will be blocked for the duration of time you are renting the place, so you must budget for them in addition to your anticipated monthly expenditures.

Please note that since Brussels is a city where many people seek a temporary place to live, rental scams may occur. Be especially careful if you book your room beforehand.

- **Charges:** Make sure that you clarify with a potential landlord prior to signing a contract whether the 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 so that you can make an informed decision on the overall offer.

Below, you will find a list of websites for your search for accommodation. Some interns also pre-arrange to share accommodation with other interns. You may get in touch with other interns using the internship **Facebook groups** or the e-mail addresses of interns when we send the confirmations of starting dates.

Internet search for housing:

- 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.vlanimmo.be: Similar to Immoweb but offering less in the lower price range.
- 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. This is a popular site.
- www.expatriates.com/classifieds/bru/housingavailable: Even if most ads are for rentals 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.

- <http://brussels.craigslist.org>: Craig's List is a global resource and offers a similar format to expatriates.com.
- www.appartager.be: You can set up your profile and search for "colocs".
- www.hostelsweb.com/cities/brussels.html; www.vjh.be; www.laj.be; www.chab.be: You can find youth hostels.
- www.traineesinbrussels.be
- www.facebook.com/groups e.g. «BXL A LOUER», «Bouche à oreilles», «Appart à Bruxelles»

C. PRACTICAL INFORMATION

General Cost of Living:

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

Housing:	€400-800 per month (flat, studio, room)
Public transportation:	€49 per month (on a Mobib card)
Mobile phone:	€10-20 per month (Orange, Proximus, Base)
Groceries:	€150-200 per month (Carrefour, Delhaize, Colruyt, ALDI)
Lunch at the HQ:	€100-200 per month (coffee costs €0.90)

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, it is pointless to constantly convert to your home currency, as some goods might appear prohibitively expensive.

Public Transport:

You can purchase your STIB ticket from **GO** ticket vending machines at the stations or stops, or at one of the ticket offices. In order to obtain a Mobib card (monthly or yearly pass), go to one of the ticket offices (**KIOSK or BOOTIK**) with an ID and a passport-size photograph.

Public transport in Brussels is rather good value at **€2.10 per ride** if you buy a single ticket before getting on the bus and €2.50 if you purchase it from the driver. Monthly passes are available for **€49 per month** for anyone 25 years of age and older.

Additional information is available at www.stib.be and at Annex II.

STIB Ticket Offices (BOOTIKs):

- **De Brouckère:** Rue de l'Evêque 2, 1000 Bruxelles – Open Monday to Saturday 10:00-17:00
- **Gare de l'Ouest:** Monday to Friday 10:00-17:00
- **Gare du Midi:** Monday to Friday 07:30-17:30
- **Porte de Namur station:** Monday to Saturday 8:00-18:00
- **Roodebeek station:** Monday to Friday 10:00-17:00
(plus the first and last Saturday of each month 10:00-17:00)
- **Rogier station:** Monday to Saturday 8:00-18:00

Telephone:

There are two options: either you get a landline and possibly a special arrangement for long-distance calls, or a mobile phone.

- **Landline:** A landline may be convenient if you intend to make many long-distance calls or use the internet at home. However, if one is not yet installed in your flat, it is likely to take a while as Proximus is notoriously slow, and you will have to pay for installation. They offer monthly packages starting from €6 to more advanced options including unlimited internet etc. More information is available on their website at www.proximus.be.
- **Mobile Phone:** The easiest option is to buy a pre-paid SIM card from any of Belgium's three operators: Base (www.base.be), Orange (www.orange.be) and Proximus (www.proximus.be) offer comprehensive services, including contracts and phones. Any European cell phone will operate with these SIM cards, as will American tri-band phones. Alternatively, Base, Orange and Proximus offer rather inexpensive phones from app. €50. A Belgian sim card not only offers you mobility but is also rather good value, as you are not getting charged for incoming calls (international and local) as long as you are in Belgium. However, making international calls from your mobile phone tends to be expensive but there are lots of corner stores that sell long-distance calling cards.

Leisure, Culture and Shopping:

- **Time out:** For drinks, **Place du Luxembourg** and the area around the St. Catherine/St. Géry area are great for a pub crawl.

The Old Oak (near Schuman) 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 good places.

- **Cultural Activities:** A good source for events around town is '**Agenda**'. It is a free trilingual 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 performances (www.lamonnaie.be). The theatre scene is vibrant but (as with most things in Brussels) split between the French- and Dutch-speaking communities. The websites above can direct you to what is worth seeing.

English Bookshops:

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

- **Parks:** You can find many parks and green areas in Brussels to enjoy a sunny day and a picnic. Some of the most popular parks are:

- | | |
|-------------------------------|---------------------------|
| ■ Parc du Cinquantenaire | ■ Bois de la Cambre |
| ■ Parc de Bruxelles | ■ Square Petit Sablon |
| ■ Parc Léopold | ■ Jardin du Mont des Arts |
| ■ Parc Josaphat | ■ Jardin Colonial |
| ■ Parc d'Osseghem | ■ Parc de Laeken |
| ■ Parc du Palais d'Egmont | ■ Parc de la Porte de Hal |
| ■ Jardin de la Tour japonaise | ■ Parc Maximilien |
| ■ Jardin du Pavillon chinois | |

- **Shopping:**

Streets:

- Rue Neuve
- Avenue Louise
- Chaussée d'Ixelles
- Boulevard de Waterloo
- Place du Grand Sablon
- Rue Antoine Dansaert

Malls:

- City2
- Inno

Markets:

- Vieux Marché
- Place Sainte-Catherine
- Marché du Midi

► **Emergency Contact Numbers:**

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

ANNEX I

DIVISIONS AND TESTIMONIALS

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 organized into two Directorates.

Major responsibilities:

- **The Defence Policy and Capabilities Directorate** deals with the development of Alliance defence policies and strategies, including political-military 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 Defence 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.

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 nearing completion 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, the Mediterranean Dialogue and the Istanbul Cooperation Initiative, as well as the special relationships with Russia and Ukraine.

The Division was recently restructured and consists of a project office and three directorates:

- **The Headquarters Project Office** oversees the New NATO Headquarters project, and represents NATO with the Host Nation (Belgium) Project Management Team.
- **The Armament and Aerospace Capabilities Directorate** comprises four sections: the Integrated Air and Missile Defence Section, the Aerospace Capabilities Section, the Land and Maritime Capabilities Section and the Intelligence, Surveillance and Reconnaissance 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** consists of two sections: the Policy, Plans & Partnerships Section and the Capability Delivery Section. This directorate is in charge of enforcing the 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.

What could an internship in 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 rationalization 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 the 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 organization 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.”

The Emerging Security Challenges Division (ESC)

The world around NATO has changed. The Alliance's security environment is increasingly diverse, rapidly evolving and unpredictable. The new Emerging Security Challenges Division (ESC) is part of NATO's response to this evolving international environment. The creation of the ESC 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, ESC is comprised of six sections and one directorate:

- Counter Terrorism Section – coordinates counter-terrorism policy and related cooperation efforts across the Alliance;
- Cyber Defence Section – leads NATO's efforts to protect the Alliance against cyber-attacks;
- Energy Security Section – Examines the link between global and regional energy developments and their security implications, and supports initiatives to enhance the energy efficiency in the military.
- WMD Non-proliferation Centre – promotes a common understanding of challenges posed by WMD and their means of delivery and Chemical, Biological, radiological and nuclear threats and seeks to enhance cooperation and coordination of all WMD and CBRN-related defence and political activities at NATO.
- Strategic Analysis Capability – helps to anticipate and perform medium-term assessments of potential crisis situations and their possible implications for the Alliance;
- Economics and Security Assessments Unit (ESA) – produces internal assessments and briefings on the relationship between economic developments and security and defence questions.
- 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;

What could an internship in ESC be like?

“Working as part of the Emerging Security Challenges Division (ESC) means 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 organize 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 ESC, 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 the International Staff (IS) headed by the Secretary General. EM is organized into four directorates – Human Resources (HR), Information, Communication and Technology Management (ICTM), Headquarters Support and Transformation (HQST) and Budget, Planning and Analysis (BPA). 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-defence. 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), designed a new office space, participated in the development of new human resources policies, helped 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 with 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 Human Resource (HR) Policy, intern's point of view:

"My internship began on the 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 understanding the type of work which was to be expected from me, and more importantly how NATO operates in setting up HR policy work.

After a few weeks, my manager assigned a project to me for which I had almost full 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 drafting 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 reorganization 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, for which I am extremely grateful."

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."

What could an internship in the Translation Service be like?

"Using the latest computer-assisted translation tools, the International Staff Translation Service provides translation between the two official languages of the Organization, French and English, to the NATO Secretary General, the North Atlantic Council and over one hundred committees. Translation interns with French or English mother tongue benefit from systematic revision of their work by revisers and experienced translators, are taught how to exploit terminology in texts and how to use CAT tools. Other interns with an IT profile are able to gain valuable professional skills in CAT tools and be involved in all IT-related projects within the Service."

My internship with the Translation Service was a great way to complement the university training I received in specialized translation. It helped me understand how a high-level translation service worked and taught me to work as part of a team alongside experienced colleagues, who guided me, supported me and passed on their knowledge to me. Over the course of the six months, I was able to hone my skills and feel fully part of the Service. In fact, I was offered a temporary contract at the end of the internship and have been regularly performing translation assignments for NATO since then."

Headquarters Project Office (HQPO)

The Headquarters Project Office (HQPO) is part of the Defence Investment Division. It is responsible to the nations of the North Atlantic Alliance for programme management of 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 Nation, 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 play a key role in assisting with the transition from the current HQ to the new building.

Major Responsibilities

The Headquarters Project Office, through the Director, will:

- advise the Secretary General and other senior officials, through the Assistant Secretary General for 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;
- coordinate, through its ICT PMO, the efforts of the Host Nation in 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 Staff

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

Interrelationships

The HQPO has many essential interrelationships:

within the NATO Staff:

- the HQPO, though part of Defense Investment Division, also works closely with other staff elements, in particular the 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 broader 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) is responsible for ongoing management of the project, including Design and Construction contracts.
- through its ICT PMO - maintain a daily detailed interface with the ICT Host Nation 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 to experience 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 (NOR)

The NATO Office of Resources (NOR), within the International Staff (IS) at NATO Headquarters, advises and supports the Resource Policy and Planning Board (RPPB), Budget Committee (BC), Investment Committee (IC) (where all Allies are represented), other Divisions within the IS and various NATO bodies on the planning and allocation of military common funding for NATO's integrated command structure, operations and missions, and strategic capabilities. NOR supports political-level negotiation on resource policy, and makes recommendations to resource committees on the efficient use of common funded resources to achieve NATO objectives. NOR's core function is to assess the eligibility of military requirements for common funding, review the proposed technical solutions, and analyse life-cycle resource implications, viability and policy compliance.

The NOR consists of the Office of the Director and three main branches:

Plans & Policy Branch

- Provides integrated Plans & Policy staff expertise and support across the three resource committees (Resource Policy and Planning Board, Budget Committee and Investment Committee) on eligibility and affordability;
- Improves coordination with other policy boards and other Divisions within the IS.

Capability Implementation Branch

- Provides integrated staff and engineering expertise and support across RPPB, BC and IC on NATO-wide C3, Air C2, Alliance Operations, and Strategic Capabilities issues;
- Has the lead role on Capability Implementation.

Secretariat & Finance Branch

- The Secretariat Section provides support to the three resource committees. It is responsible for distributing documents, preparing and distributing draft reports, agendas and decision sheets, providing assistance to the Chair on the conduct of meetings, maintaining records and ensuring follow-up of committee decisions, and organizing committee schedules.
- The Finance Section maintains programme data and budget records to provide accurate and timely reports on all financial aspects to the resource committees. It screens and maintains financial data, manages NSIP contributions, consolidates financial and budget information and provides inputs for medium term planning.
- The Governance Section provides central coordination and guidance to the Financial Controller community with respect to NATO accounting and financial policy.

NOR leads International Staff (IS) efforts to modernize existing information systems and business practices to improve the timeliness and quality of financial information used in decision-making and to ensure that management of military common funding reflects best practices in public finance. The new project portfolio management system CIRIS (Common-funded Integrated Resources Information System) is currently being introduced. This requires adjusted business processes, a permanent outreach and training effort from NOR to the CIRIS user community as well as managing the change process for new business functionalities and changes to existing business functionalities.

Office of the Legal Adviser (OLA)

The Office of Legal Affairs (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 Organization and the Secretary General, North Atlantic Council (NAC) approved operations and missions, negotiation of international agreements, cooperation activities (such as PfP, MD, ICI, etc.), the enlargement process, relations with the Host Nation or third States and other international organizations, and personnel, contract and procurement issues.

OLA also represents the Organization before its Administrative Tribunal, is an observer at the Committee of Legal Advisers on Public International Law of the Council of Europe (CAHDI), and takes part in other relevant professional and academic fora.

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

As appropriate, OLA works through Allied delegations or directly with Foreign ministries, Defence Ministries 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 involved daily 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 get the opportunity to work closely with every one of them and learn from their expertise and experience gathered within and outside the organization.

In general, throughout the course of the internship, you will be assigned 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, and ACT SEE.

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."

Office of the Secretary General (OSG) - Council Secretariat (CONSEC)

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 and to take 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 in the Secretary General's Private Office is to support the North Atlantic Council in its day-to-day work and to organize 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, organizational 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 at the 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 Organizations;
- 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 had the opportunity to take part in preparations for the 2014 NATO Summit in Wales, and gained insight into how such a large-scale event at the highest political level is orchestrated. Observing the diplomatic, administrative, protocol and logistical aspects of a NATO Summit alongside the political discussions provided me with invaluable experience I could not have gained through academic studies. In addition, I was involved in organizing

regular meetings of the North Atlantic Council (NAC), which is the primary political decision-making body of NATO. The existence of many critical aspects inherent to these meetings, ranging from the circulation of the agenda to participation to seating arrangements to the preparation of minutes, has significantly developed my attention to detail. Overall, I can say that being an intern in CONSEC provides a truly unique opportunity to observe the NATO Secretary General as well as Member states' ambassadors and ministers in action, enriching my understanding of Alliance politics."

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 Centre

What could an internship at OPS be like?

"Working as an intern for NATO's Operations Division means experiencing first-hand 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 obliges 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 with 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 give key Operations decision-makers with an updated overview of the security environments, an integral component of formulating Allied policy. Furthermore the intern supports the section by 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 unrivalled 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 on internal, regional, economic and security affairs. Furthermore, the Division handles the Alliance's numerous relations with partner countries and with other international organizations. PASP itself is organized 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 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 organizations (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 organizations like the IMF, the World Bank and the OECD. We were responsible for organizing expert briefings to the Operations Policy Committee and the Political Partnerships Committee on specific economic issues. The last briefing we organized 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, I have been assigned tasks that are 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 through:

- 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. This 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.”

Office of Financial Controller (OFC)

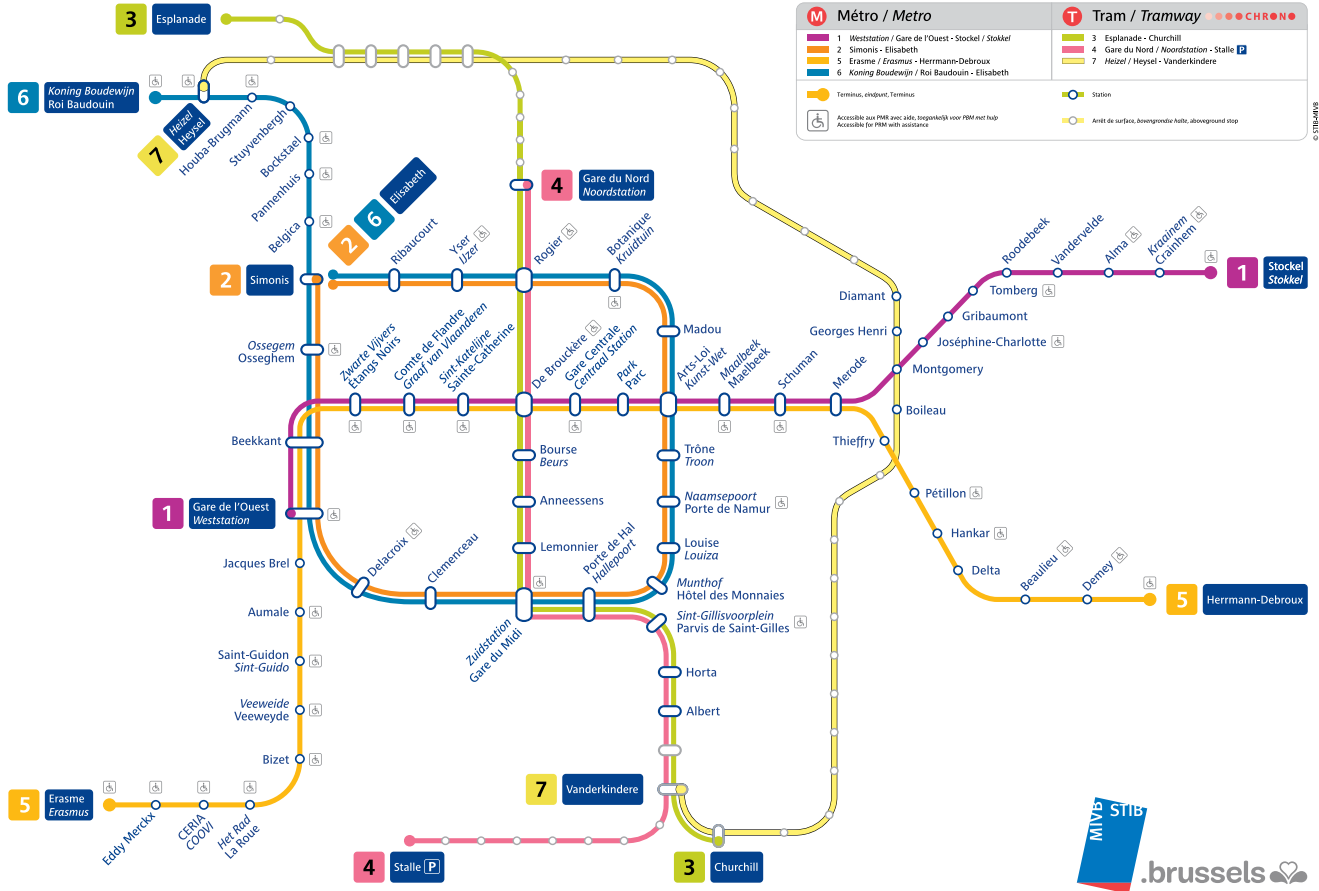
Office of Financial Controller (OFC), is responsible for the call-up of funds and the control of expenditures within the framework of the Civil and Military Budgets and in accordance with NATO's Financial Regulations. Office consists of a Budget and Treasury Service and an Internal Control Service.

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 extended 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."

ANNEX II

METRO MAP OF BRUSSELS





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