

CENTRE FOR ADMINISTRATION
OFFICE ORDER NO 13/2026
POLICY ON INTERNSHIP PROGRAMME

Purpose and Aim

1. The USI Internship Programme is instituted to support the Institution's research, analytical, and publication objectives while providing structured academic exposure to young scholars. The programme aims to:

- (a) Develop research capacity in the domains of geopolitics, emerging technologies, United Nations & Humanitarian studies, military history, and conflict studies.
- (b) Create a talent pipeline for future research and academic roles within USI.
- (c) Familiarise interns with professional research standards, institutional processes, and applied policy analysis.

Administrative Control

2. The Centre for Administration (CADM), will maintain administrative control over enrolment of all paid & unpaid interns in USI, and maintaining their record for future reference.

3. Once enrolled, the Internship programmes shall be run by respective centres to which interns are assigned, in coordination with relevant Centres of USI engaged in research and publications.

Methodology

4. **Intake Capacity.**

- (a) The programme shall, for entire USI, accommodate 15 to 25 interns per cycle.
- (b) Internship programmes could be run centrally or decentralised – i.e Centre-wise, depending on research requirements and availability of supervisors.
- (c) Interns could also be enrolled for specific projects.

5. **Fields of Engagement.** Interns shall be assigned research and support tasks in one or more of the following areas, wherein assignments will be aligned with ongoing institutional research, publications, and events:

- (a) Geopolitics and Strategic Studies.
- (b) Emerging Technologies, including Cyber/ AI and Security Analysis.
- (c) United Nations and Humanitarian Studies.
- (d) Military History., museums / heritage and Conflict Studies

- (e) Library Sciences.

6. **Advertisement and Outreach.**

- (a) Internship opportunities shall be advertised on the USI website.
- (b) Universities and academic institutions can be contacted by CADM in co-ordination with all Centres, at least two months prior to the summer break to ensure adequate outreach and diversity of applicants.

7. **Application Process.** The application shall be made online addressed to Director Adm. This should include references by the Professors/SMEs.

8. **Selection and Qualifications.**

- (a) **Unpaid Internship:** Minimum qualification will be graduate or undergraduate students (in the 3rd / final year).
- (b) **Paid Internship:** Minimum qualification will be Post Graduate degree in relevant discipline, or satisfactory performances / selection on completion of unpaid internship.
- (c) **Selection Process.** For an intake of five or more interns, the selection process shall be centralised with one lead Centre nominated which will process the application(s) received with reps of other centres. For lesser numbers, the process may be decentralised to respective Centre.
- (d) Selection and allocation to Centres shall be based on academic background, statement of interest and institutional requirements.

9. **Duration and Structure.**

- (a) **Phase I:** Unpaid Internship.
 - (i) Duration: Minimum two months, extendable on mutual consent.
 - (ii) Nature: Probation/ Unpaid, with on-the-job training.
 - (iii) Objective: Orientation to research methods, institutional workflows, and applied analysis.
- (b) **Phase II:** Paid Internship.
 - (i) Duration: Upto one year extendable on mutual consent.
 - (ii) Honorarium: 20,000 per month
 - (iii) Entry into this phase shall be based on performance assessment and institutional need.

10. **Orientation and Methodology.** A one-week orientation programme shall be conducted at the commencement of the internship for the each batch of interns, coordinated by CADM, with execution by nominated Centres. The orientation programme shall be conducted during the first week of the internship to familiarise

interns with the institutional ethos, research expectations, and professional standards of work. The programme shall comprise the following components:

(a) **Institutional Orientation.**

- (i) Overview of the United Service Institution of India: mandate, history, and role as a national think tank.
- (ii) Organisational structure, Centres, Sections, and functional responsibilities.
- (iii) Code of conduct, professional ethics, confidentiality norms, and data sensitivity.
- (iv) IT/ Cyber Security

(b) **Internship Objectives and Expectations.**

- (i) Purpose and learning outcomes of the internship programme.
- (ii) Roles, responsibilities, and deliverables expected from interns.
- (iii) Attendance norms, reporting mechanisms, and supervision structure.

(c) **Administrative and Logistical Briefing.**

- (i) Use of institutional resources, libraries, and digital tools.
- (ii) IT systems, documentation procedures, and communication protocols.
- (iii) Grievance redressal and administrative support mechanisms.
- (iv) Access Control and Security

(d) **Research Methodology and Academic Standards.**

- (i) Fundamentals of qualitative and quantitative research.
- (ii) Policy research methods, literature review techniques, and source evaluation.
- (iii) Academic integrity, plagiarism standards, and citation practices.
- (iv) Introduction to structured analytical frameworks and critical thinking tools.

(e) **Research Domains and Thematic Familiarisation.** Introduction to core research areas, with specific area of research that the intern would be nominated for, based on the combination of vacancy and choice.

(f) **Writing, Editing, and Publication Processes.**

- (i) Research note, article, and policy brief writing formats.
- (ii) Editorial workflows, peer review processes, and revision protocols.
- (iii) Introduction to institutional publication standards and style guidelines.
- (iv) Referencing standards from authentic sources

11. **Provisions.**

- (a) If the number of interns is more than five, orientation shall be centralised.
- (b) If five or fewer, orientation may be conducted within a nominated Centre.
- (c) Interns will be assigned mentors/ supervisors and engaged in:
 - (i) Research assistance.
 - (ii) Data collection and analysis.
 - (iii) Drafting and editorial support.
 - (iv) Conduct of seminar, conference, and publication-related tasks.

12. **Activities During Internship.** During the first two months, interns shall undergo structured on-the-job training and applied research exposure, comprising the following activities:

(a) **Centre-Specific Induction.**

- (i) Detailed briefing on the mandate, focus areas, and ongoing work of the allotted Centre.
- (ii) Familiarisation with current research projects, publications, and priority themes.
- (iii) Introduction to supervisors, mentors, and research teams.

(b) **Writing and Analytical Outputs.**

- (i) Drafting short research notes, summaries, and analytical briefs.
- (ii) Assisting in preparation of articles, policy papers, monographs, or reports.
- (iii) Revising drafts based on editorial and supervisory feedback.

(c) **Methodological Application.**

- (i) Applying research methodologies introduced during orientation to live projects.
- (ii) Use of analytical frameworks, timelines, and comparative assessments.
- (iii) Developing critical thinking and structured argumentation skills.

(d) **Applied Policy Analysis and Practical Exposure.**

- (i) Translating research into policy-relevant outputs.
- (ii) Exposure to case studies, historical examples, and contemporary issues.
- (iii) Interaction with mentors, researchers, and domain experts.

(e) **Seminars, Lectures, and Internal Interactions.**

- (i) Attendance at lectures, seminars, workshops, and internal discussions.

- (ii) Participation in Centre-level meetings and research presentations.
- (iii) Interaction with senior researchers, visiting scholars, and practitioners.
- (iv) Attending Lectures / Seminars at other think tanks.
- (v) Report writing.

(f) **Performance Review and Mentoring.**

- (i) Monthly review of progress, work quality, and engagement by supervisors.
- (ii) Mentoring inputs to improve research, writing, and analytical skills.
- (iii) Identification of interns suitable for recommendation for extended engagement.
- (iv) Submission of Article and Feedback sessions.

(g) **Review and Retention Decision.** After six weeks, interns shall be assessed for Voluntary retention into the paid internship programme (subject to vacancies and merit), or release upon completion of the unpaid internship or extension of unpaid internship. Recommendations in this regard are to be put up to the DG, USI, through Dir Adm, one week prior to the completion of two months.

13. **Exit, Notice, and Certification.**

(a) **Unpaid Internship.**

- (i) Interns may leave without notice during the first two months.
- (ii) In such cases, no internship certificate shall be issued.

(b) **Paid Internship.**

- (i) Interns opting to leave must provide 15 days' notice and shall be provided with an internship certificate after exit clearance.

(c) **Certificates.**

Certificates may be issued for paid/unpaid internship on completion of minimum two / six months respective, for the experience / exposure / involvement as per the Intern's performance by the respective Centre Director, with a copy to CADM.

14. **Future Consideration.** Interns who successfully complete the one-year paid internship may be considered for appointment as Research Assistant, subject to eligibility and merit, as per institutional requirements.

15. **General Provisions.**

- (a) The Internship Programme does not create any right to employment.

- (b) USI reserves the right to amend, suspend, or terminate the programme or any part thereof in the interest of the Institution.
- (c) All interns shall adhere to institutional discipline, confidentiality norms, and ethical research standards.

Conclusion

16. The USI Internship Programme is designed as a structured, merit-based pathway to strengthen the Institution's research and publication ecosystem while nurturing the next generation of research scholars, by combining academic exposure with applied research experience. Through this framework, USI seeks to build capacity, create a sustainable talent pipeline, and uphold its long-standing commitment to rigorous, policy-relevant scholarship.

(Dalbir Singh Gujral)
R Adm (Retd)
Director Adm
For Director General

Dir CETANB

Dir CMHCS

Dir CP&L

Dir CPME

Dir CS3

Dir CUNHS

Copy to:

DG's Sectt - For information.

UNITED SERVICE INSTITUTION OF INDIA (USI)
INTERNSHIP PROGRAMME – APPLICATION FORM

(To be filled in BLOCK LETTERS. Incomplete applications are liable to be rejected.)

PART I – APPLICANT DETAILS

1. **Full Name (as per official records):**
2. **Date of Birth (DD/MM/YYYY):**
3. **Gender:**
☐ Male ☐ Female ☐ Other
4. **Nationality:**
5. **Aadhaar / Passport No. (Optional):**
6. **Permanent Address:**

PIN Code: _____

7. **Correspondence Address (if different):**

PIN Code: _____

8. **Mobile Number:**
9. **Email ID (Active):**

PART II – ACADEMIC QUALIFICATIONS

Qualification	Discipline / Subject	Institution / University	Year of Passing / Current Year	Percentage / CGPA
Class XII				
Undergraduate				
Graduate / PG				

(Attach self-attested copies of mark sheets/certificates)

PART III – INTERNSHIP CATEGORY APPLIED FOR

10. **Internship Phase Applied For:**

- ☐ Phase I – Unpaid Internship (2 Months)
- ☐ Phase II – Paid Voluntary Internship (1 Year) *(Only for Graduates / Recommended Interns)*

11. **Proposed Internship Period (Month & Year):**

From _____ To _____

PART IV – AREAS OF INTEREST (Tick up to TWO)

- ☐ Geopolitics and Strategic Studies
- ☐ International Relations
- ☐ United Nations and Multilateral Affairs
- ☐ Military History
- ☐ Conflict Studies and Security Analysis

PART V – STATEMENT OF INTEREST

(Maximum 300 words – may be attached as a separate sheet)

Briefly explain:

- (a) Your academic interests and motivation for applying
- (b) How this internship aligns with your career or research goals

PART VI – RESEARCH / WRITING EXPERIENCE (If Any)

12. Previous Research, Publications, or Projects (attach details if applicable):

13. Key Skills (Tick applicable):

- ☐ Academic Writing
- ☐ Policy Analysis
- ☐ Data Collection
- ☐ Literature Review
- ☐ Editing / Proofreading
- ☐ MS Word / Excel
- ☐ Archival Research

PART VII – REFEREE DETAILS (Academic)

14. Name of Referee:

15. Designation & Institution:

16. Email & Contact Number:

PART VIII – DECLARATION BY APPLICANT

I hereby declare that the information furnished above is true and correct to the best of my knowledge and belief. I understand that:

- The internship does not create any right to employment.
- The unpaid internship is voluntary and non-remunerative.
- Early exit during the unpaid internship will result in forfeiture of certification.
- Selection for the paid internship is performance-based and subject to institutional requirements.
- I shall adhere to USI's code of conduct, confidentiality norms, and ethical research standards.

17. **Place:** _____

18. **Date:** _____

Signature of Applicant:

PART IX – FOR OFFICE USE ONLY

- Application Received on: _____
- Eligibility Verified: ☐ Yes ☐ No
- Interview / Screening: ☐ Yes ☐ No
- Recommended Centre/Section: _____
- Internship Phase Approved: ☐ Phase I ☐ Phase II
- Remarks: _____

Signature (Administration): _____

Date: _____