

SEC.GAL/41/06
6 March 2006

ENGLISH only



Organization for Security and Co-operation in Europe

The Secretary General

Vienna, 2 March 2006

To: All Heads of Delegations

Subject: Consolidated Implementation Plan on Gender Mainstreaming

Enclosed please find the Implementation Plan on Gender Mainstreaming consolidated from previously distributed documents (SEC.GAL/215/05 of 20 October 2005 and SEC.GAL/32/06 of 23 February 2006).



Organization for Security and Co-operation in Europe

Office of the Secretary General

Vienna, 6 October 2005

Implementation Plan: Measures for implementing the 2004 Action Plan for the Promotion of Gender Equality

Goal and objectives

The goal of the Implementation Plan is to institutionalize and operationalize the 2004 Action Plan. More specifically, the primary objectives of the Implementation Plan are:

- a) to set up an **organization-wide network** to ensure gender mainstreaming in order to meet the overall aims of the Action Plan
- b) **to equip staff members** with the tools and motivation and to elicit their commitment to effectively mainstream gender into their work
- c) **to promote a gender sensitive** working environment and management culture
- d) **to establish gender mainstreaming milestones** in achieving gender equality by tracking progress through monitoring and evaluation activities
- e) to improve the OSCE's capacity to promote gender equality in its activities in participating States.

Strategy at institutional level

At the institutional level, accountability and **responsibility for gender mainstreaming** are vested **with senior management**. Experience has shown that the commitment of management is of utmost importance in the successful operationalization of gender mainstreaming strategies. Managers should act as role models and staff will respond to signals both implicit and explicit given by the organization's leadership. All OSCE officials, and, in particular, those in a supervisory role, are responsible to intensify efforts to build a gender-sensitive working environment and organizational culture¹ and to integrate a gender perspective into policies, activities, programmes and projects².

To this end, by the end of November, all Directors will communicate to the Secretary General the specific focus that they wish to take in order to implement the provisions of the Action Plan. This will include:

- description of concrete operational tasks based on the requirement of the Action Plan
- expected results

¹ MC.DEC/14/04 para.10 a), p.3 and 14., p.5

² MC.DEC.14/04 para.10 a), p.3 and 32., p.7

- timeframe in which the activities will be developed.

In order to do so, each department, and if relevant, each unit or section, will conduct an analysis with regard to its mandate and activities, as it relates to the provisions in the Action Plan. Based on this analysis, priority areas will be defined for which activities will be developed over the next six months. These activities will be described in detail in the implementation plans of Departments, relevant Units and Sections. The implementation plans will also outline responsibilities and, if necessary, the interaction with other entities. The activities and the achieved results will be evaluated and reported on in the first report of the Secretary General in June 2006.³ Thereafter, the departments will draw on the experience made, if necessary re-define their focus and decide on the activities for the following year. This process will continue and be evaluated on an annual basis.

Internal support structure

In this process of implementing the Action Plan, the Gender Unit in the Secretariat is functioning as the main supporting structure. The Unit will work closely with the Focal Points who, in the meantime, have been appointed by each Department. It is the role of the Gender Unit to assist in the first phase of rolling out the Action Plan and help in the design of specific activities and setting of benchmarks and indicators for the process of gender mainstreaming. The Gender Unit is also providing guidelines and checklists for gender mainstreaming to staff members of other Departments, Units and Sections. It will oversee the monitoring system in other structures, provide policy guidance, review the annual reporting on the implementation of the Action Plan and prepare the final version for the Secretary General and recommend any further actions needed in relation to gender mainstreaming within the Organization.

The Focal Points for gender mainstreaming in Departments, Units and Sections will need to consult with relevant staff members in their Departments and establish the necessary mechanism for collecting information and reporting on outcomes of activities. Furthermore, they need to be involved when directives, rules and regulations are developed in the Department in order to analyze their gender relevance, in co-operation with the Gender Unit.⁴

The detailed tasks and responsibilities of the Gender Unit and the Focal Points are described in the terms of reference developed to this end. Each Department (Unit, Section) will need to tailor the standard terms of reference to their own environment and define the exact and transparent mechanism for internal consultations according to its structure.

Capacity building

One of the most important prerequisites for effective gender mainstreaming is the strengthening of the gender competence of OSCE officials. The Action Plan spells out in detail how gender training will have to be developed⁵ and it will be a priority to carry out training for all officials and specialized training in gender mainstreaming for Focal Points and

³ MC.DEC.14/04 para 47., p.15

⁴ MC.DEC/14/04, para.33, p.8

⁵ MC.DEC/14/04, para 11.-13., p.4-5

other staff members with specific gender mainstreaming responsibilities, once the trainer's positions has been filled.

The Gender Unit has developed checklists for self-assessment of departmental Focal Points with regard to their gender awareness and the understanding of indicators of gender equality. The Unit is providing the expertise for the development of the curriculum of gender training and is developing the necessary tools for all staff members to conduct gender analysis and planning in all programmes, projects and activities with the goal to enhance the performance of the organization with regard to the promotion of gender equality. It will be the responsibility of all staff in a supervisory position to assess the training needs for their staff and to assure that staff members attend relevant training as soon as possible

Monitoring gender mainstreaming

The integration of gender aspects in the work of all staff will be subject of discussions in each Department, Institution and Mission.⁶ Directors will indicate in their implementation plan which format they will use to conduct these regular discussions and how all staff of their Department will be informed of specific activities and how their performance in this respect will be evaluated.

Co-operation among structures

Information sharing with Institutions and Missions will be crucial for the effectiveness of the measures taken in the promotion of gender equality. This will range from the exchange of information, data and best practices to the undertaking of joint activities and programmes in order to guarantee that a common approach is taken in gender mainstreaming which is transparent and leads to measurable results. The Gender Unit in the Secretariat is acting as a catalyst for Institutions to develop their own implementation plans.⁷

The Gender Unit will assist Missions in developing the necessary structure, policies, projects and programmes to implement the provisions of the Action Plan and to integrate the necessary measures to achieve the primary goals and objectives defined above. The aim will be to promote a consistent and systematic approach to implementation in the context of the Mission mandate and capacity and the situation in the field. In this process the Gender Unit will work closely with the senior management and Focal Points for Gender Issues, the role of whom was defined already in the 2000 Action Plan for Gender Issues. The function of the Focal Points for Gender Issues has proven an invaluable asset for Missions in the work to integrate a gender aspect into activities and to share their experience in the workshops that, in the past five years, have regularly been organized by the Senior Adviser on Gender Issues and the Gender Unit of the ODIHR.

⁶ MC.DEC/14/04, para 17., p.6

⁷ MC.DEC/14/04, para. 46, p.14

Drawing on this best practise, Missions, as well as the HCNM and RFOM, should continue to facilitate the co-operation with the Gender Units in the Secretariat and the ODIHR through their Focal Points and to give the relevant staff members the necessary leverage and time to work efficiently on gender mainstreaming.⁸ As many projects and programmes developed by the programmatic sections of the Secretariat, and by the Institutions and Missions are interlinked, the mutual exchange of information on gender mainstreaming among all structures will strongly benefit the process of the implementation of Action Plan.

Organizational, generic elements for the promotion of gender equality

The area of Human Resources

The Action Plan has a strong focus on activities related to the area of human resources. Training programmes on gender mainstreaming, innovative recruitment strategies to ensure that well-qualified women are identified and attracted, and measuring performance of managers with regard to gender sensitivity are tasks where the Department for Human Resources has to assume the main responsibility. However, it is also the duty of Directors and managers of other Departments, Sections and Units, to be aware of the need of a gender balance in staffing, the need for capacity building of staff with regard to gender mainstreaming, and the necessity to closely monitor the internal working environment in order to guarantee that equal treatment and opportunity is given to women and men. It is equally important to review job descriptions and to make sure that they contain a relevant gender aspect which staff members are to take into account in their work.

Therefore, when elaborating on the departmental implementation plans, these issues have to be evaluated and targets have to be set for each entity. Indicators should be developed by the Department for Human Resources, assisted by the Gender Unit.

Visibility of the commitment of gender equality

There are a number of other activities which are pertinent to the area of work of certain Units but which have to be integrated into the work of other entities as well. This is particularly relevant for public information material and documents in general. The Press and Public Information Section will encourage reporting which is gender-balanced through images, stories and persons portrayed.⁹ It is, however, again the responsibility of each entity to take a gender balanced approach when developing public material and documents. The Gender Unit is developing check lists and glossaries in order to assist staff members in using gender sensitive language and help in the development of visual documents so that women are portrayed without stereotype and that a balance exists between images with women and men.

Equally important is the signal given to the public by the way conferences and seminars are organized and by the topics chosen to be covered in these events. A number of OSCE

⁸ see also MC.DEC/14/04, para 39., p.8

⁹ M.DEC/14/04, para 40., p.8

structures, including Departments, Sections and Units of the Secretariat are involved in organizing public meetings, roundtables and special events. General guidelines should apply for all these events in order to ensure that the OSCE structures are perceived as committed to the promotion of gender equality and that they give equal opportunities to women and men to actively participate and that gender relevant aspects are highlighted if needed.

Allotment of financial means and time

Managers are responsible to facilitate the work of the Focal Point and enable the staff members to engage in the process of gender mainstreaming without negative repercussion on their daily tasks. A transparent and well defined budget and time allocation for gender related activities is essential in order to make sure that the activities are not seen as an added responsibility which can only be carried out if time and workload allows. It has to be made visible that gender mainstreaming activities are part of the overall performance of staff members.

In order to minimize the extra responsibilities and workload of departmental Focal Points, continuous capacity building of all staff is essential. Only when all staff members acquire the knowledge and skills to carry out a gender analysis in their field of work and to apply relevant standards in the development of activities will there be a guarantee for successful gender mainstreaming of all activities. The same can be said about financial resources given to gender mainstreaming. Capacity building events, time allocation for staff members, and the provision of resource material are indicators of the commitment to the promotion of gender equality and should be made visible in the implementation plans.

Programmatic aspects of gender mainstreaming

In addition to the generic elements of the implementation plans, there are aspects which have to be taken into account in the development of specific programmes and projects. The priorities that each OSCE structure will take in integrating a gender aspect into its programmes and projects will depend much on the mandate of the Mission, Department, Unit or Section. But again, the basic process will follow the same pattern and include several elements which have to be considered.

Gender analysis in project development

There has to be an analysis of relevant gender aspects before a particular programme or project is being developed. Also, there should be a definition of the results which are expected to be achieved by the programme or project. These results have to be put into the context of gender equality and it has to be evaluated whether women and men equally profit from the given programme or project. If this is not the case, the necessary adjustments have to be made to the programme.

The Project Management Case Study Manual which was developed by the Secretariat will be amended with concrete guidelines to how such a gender analysis has to be conducted in the

project cycle. The Project Co-ordination Cell will disseminate the guidelines to staff members developing projects¹⁰ and refer them to the Gender Unit for assistance, if necessary.

Gender analysis of project partners

The commitment to the promotion of gender equality is not standing in isolation within the activities of the OSCE structures; it has to be made an integral part of all activities, also those deployed with outside partners. To this end, the relevant partner organizations have to be evaluated with regard to their gender awareness and the integration of gender sensitive policies. The Gender Unit will provide guidelines which will help staff members to conduct a quick assessment of these elements before entering into a working relation with any other organization. This assessment should include questions with regard to the gender competence of the partner organization as well as a taking stock of tools and methodologies used to implement programmes with the inclusion of a gender aspect.

Area of programme development

The Action Plan refers to several areas in which additional activities should be developed or where activities should be strengthened. As a consequence, all structures will have to assess the necessity to develop new activities or enhance particular programmes with particular focus on areas outlined in the Action Plan, in order to assist host countries to implement relevant commitments.¹¹ The priority areas mentioned in the Action Plan have to be carefully examined as to the extent to which they relate to the mandate and activities of each entity, not only by the structure specifically mentioned in the Plan, but by any Department, Section, Unit or Mission involved in programme development.

All structures need to acquire the knowledge of relevant international commitments mentioned in the Action Plan, such as the UN Security Council Resolution 1325, and how they relate to their activities.¹² Furthermore, also OSCE commitments such as the Action Plan to Combat Trafficking in Human Beings and the Action Plan on Improving the Situation of Roma and Sinti will have to be studied in order to identify the role which is to be assumed by each structure in supporting the development of non-discriminatory legal and policy frameworks and promoting gender equality.¹³

As no structure operates completely independent from another, it is essential to look at the interaction of structures and to define areas where the linkage of one programme with another could result in the strengthening of a gender aspect. Such links can, for example, be made between capacity building programmes and programmes which aim to increase the role of women in society. The empowerment of women will also contribute to the fight against gender based violence, which has its roots in negative gender stereotypes.¹⁴ Thus, a gender aspect can be mainstreamed throughout a number of programmes by linking them together.

¹⁰ MC.DEC/14/04, para 34., p.8

¹¹ MC.DEC/14/04, para 43., p.10

¹² MC.DEC/14/04, para 36., p.8, and para 44. e), p.13

¹³ MC.DEC/14/04, para 44. b), p.11

¹⁴ MC.DEC.14/04, para 44 c), p.12

The Gender Unit in the Secretariat will be instrumental to review the analysis made by the different structures and identify where ties between programmes could be strengthened or complementarity of programmes of different OSCE structures be enhanced and thus highlight a gender aspect.

Also, Focal Points for Gender Issues in Missions, in particular those who develop gender specific programmes and projects, will continue to share their best practise with others working on the implementation of the Action Plan. To this end, the joint workshops of Focal Points should be held more often, if necessary in regional settings, and Heads of Institutions and Missions should facilitate the participation of Focal Points or other staff members with a strong focus on gender related activities. Such meetings are not only important in order to share information and to give the possibility to learn from the experiences of others, they also raise the level of visibility of the work on gender issues and engender motivation for the staff members concerned.

Follow-up

In summary, there are several areas where gender mainstreaming reflects on cross-cutting issues such as recruitment, training, and media products, which concerns the Secretariat, as well as Institutions and Missions, and, on the organizational level, also each Department, Unit or Section. Therefore, the Gender Unit in the Secretariat has been working in close co-operation with Missions and Institutions in order to share information and possibly use the same approach and indicators in addressing these issues. A list of indicators and recommended actions has been established and will be completed as the process of primary analysis on the basis of the tailored templates continues and specific measures to be taken by each entity are formulated.

While it has been made clear that senior management is accountable for the successful implementation of the measures described so far, a clear definition of the mechanism for documenting the mainstreaming process is also needed. It is a prerequisite for the later reporting on achievements that it is clear from the outset how the process of gender mainstreaming is documented and who will be responsible for the different aspects.

To this end it is important to outline the interaction of the different staff members tasked with specific activities related to gender mainstreaming and to look into the process of consultation and reporting within each Department, Section, Unit, and also within Missions and Institutions. The necessary terms of reference are being developed together with the Focal Points from Missions, Departments and Units and will be issued as an integral part of the implementation plans to be finalized in December this year.

Measures to Fulfill the 2004 OSCE Action Plan for the Promotion of Gender Equality

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Executive summary

This document outlines the steps to be taken by each Department or Unit of the OSCE Secretariat to implement the 2004 Action Plan for the Promotion of Gender Equality. The plans are tailored to the mandate, structure and capacity of each section but reflect the general and specific obligations of the Action Plan. In addition they have a clearly defined time-frame.

Each department has committed itself to promoting gender balance amongst staff members particularly at professional and decision-making level. This is fully supported by the Department for Human Resources which has detailed a range of steps aimed at enhancing the number of female applicants and nominations for such posts. Additional efforts will be made to review the OSCE organizational regulations to incorporate gender mainstreaming aspects if necessary, and to promote OSCE commitments to a gender-sensitive work culture and an environment free of harassment and discrimination.

The different sections of the Secretariat will ensure staff capacity is built to enable active implementation of the Action Plan. They will participate in a training needs assessment and ensure their staff attends courses offered by the Training Section. The outlined activities of the Training Section will also ensure that the OSCE provides relevant support to enhance gender awareness and gender mainstreaming in the field operations. The Conflict Prevention Centre will reinforce this work through the Mission Programme Section.

The Secretariat's management will take responsibility for building sustainable gender awareness in the Organization and for integrating a gender perspective into their regular staff meetings and planning events. They will establish appropriate terms of reference for their gender focal points and develop effective gender mainstreaming in policies, projects and programmes as well as in proposals for budgeting in this regard.

These efforts will be made visible in statements, documents and in events organized by the Secretariat. The Press and Public Information Section will encourage the press and public information focal points in Missions and Institutions to ensure gender-balanced and gender sensitive reporting and to include a gender perspective on programmes, projects and activities which are covered in press releases, feature stories and other publications. The Sections will also make efforts to ensure that a gender perspective is taken into account, whenever possible, in the OSCE Magazine and the public website. The External Co-operation Section will ensure that appropriate considerations of gender mainstreaming are taken during the planning and organization of events, and include if possible a gender perspective regarding themes, agendas and speakers.

The process of gender mainstreaming through integrating the Action Plan is guided by the Senior Adviser on Gender Issues, who will also monitor and evaluate the activities. The Gender Unit will provide expertise to all staff members and assist them in the development of gender specific activities. It will act as a catalyst for change where policies or programmes are adapted in order to incorporate a gender perspective. It will provide Legal Services with information of relevant international standards if the OSCE regulatory framework is being revised or reviewed. It will also work with the Security Co-ordinator, when requested, on issues regarding the safety of women and men in the working environment.

The Anti-Trafficking Assistance Unit (ATAU) is implementing its own Action Plan, which contains gender related elements. In its report to the Permanent Council it will consider gender aspects in the fight against trafficking. Furthermore, the Senior Adviser on Gender Issues will continue to monitor relevant activities through the exchange of information in the Expert Coordination Team of the Alliance against Trafficking. She will work in close co-

operation with the ATAU on the implementation of the Ministerial Decision No.16/05 on “Ensuring the Highest Standards of Conduct and Accountability of Persons Serving on International forces and Missions.”

The Strategic Police Matters Unit has identified a range of activities in order to address gender related aspects in policing. Among the actions that are envisaged are public advocacy for effective measures on fighting sexual violence and women’s participation in policing, efforts to achieve a gender balance in SPMU’s trainings, seminars and conferences, follow-up events at regional or country level to the international meetings on investigating sex crimes, promoting recruitment and equal participation of women in the police force in police assistance programmes, and anti-trafficking activities with a gender perspective.

The Action Against Terrorism Unit (ATU) will consult with the Gender Unit regarding the incorporation of a gender perspective in the organization of events and conduct a gender analysis in programme development as stipulated in the Action Plan. It will in particular look at the issue of exploitation of women by terrorists, if appropriate, in order to integrate a gender dimension into relevant activities.

The Office of the Co-ordinator of OSCE Economic and Environmental Activities (OCEEA) is committed to ensure that its staff participates in training on gender mainstreaming and will also develop a specific reference guide on this issue for Economic and Environmental Officers in the field. It will develop projects considering the tasking set out in the Action Plan, evaluate the integration of gender sensitive policies in the work of project partners and promote the gender dimension in the different areas of work, including those carried out by Aarhus Centers. The OCEEA will include women as a specific target group in projects, aim towards gender balance when targeting youth groups, promote a gender aspect in the ENVSEC work programme, and attempt to diversify fields of work for women related to sustainable development and environmental service projects. It will continue to focus on sexual exploitation in its anti-trafficking activities and address opportunities for women in its projects on entrepreneurship development, economic empowerment and migration.

The Conflict Prevention Centre will support the work of ODIHR and field activities in the development of guidelines on gender sensitive early warning indicators. It will work on the implementation of the UN Security Council Resolution 1325 on Women, Peace and Security and interact with partner organizations on gender mainstreaming in conflict prevention activities. It will co-operate with the Gender Unit to address gender mainstreaming in programme planning and it will develop a handbook to help Mission Programme Officers to include a gender perspective in the analysis of the situation in the field. It will also conduct a study on the gender dimension of proliferation of SALW and assess how this topic could be addressed by the OSCE. The Project Coordination Cell will develop guidance and reference tools for gender analysis and mainstreaming in the project development and evaluation cycle.

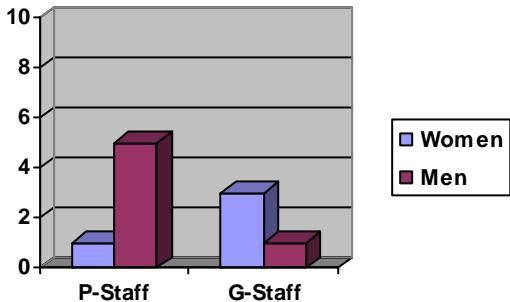
Office of the Secretary General

Mandate: The Office of the Secretary General (OSG) is comprised of the Executive Management, Press and Public Information, Legal Services, Security Management, External Co-operation and Gender Issues. These units “enable the Secretary General to provide expert, advisory, material and technical support, publicize OSCE policy and practices and speak on behalf of the OSCE, ensure effective and continuous working contacts with other international organizations, and provide duty of care for OSCE staff.”¹⁵ In addition, three thematic units are attached to the OSG: the Anti-Trafficking Assistance Unit, Strategic Police Matters and the Action Against Terrorism Unit. They run their own work programmes “in promoting human security, improving the effectiveness of addressing many of the threats identified in the OSCE Strategy to Address Threats to Security and Stability in the Twenty-first Century”.¹⁶ Furthermore, Internal Oversight is an independent office reporting directly to the Secretary General.

Human Resources - Recruitment balance

Executive Management

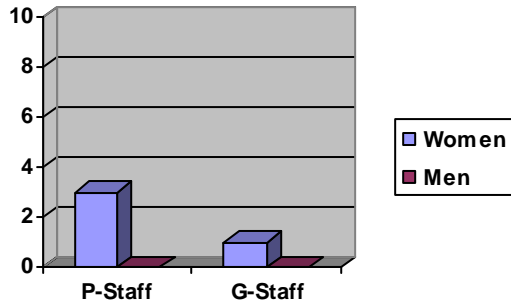
P-Staff		G-Staff	
Women	1	Women	3
Men	5	Men	1



¹⁵ SEC.GAL/218/05
¹⁶ idem

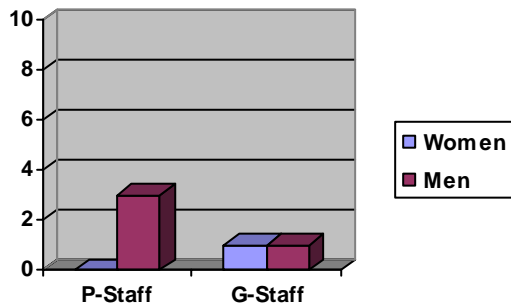
Legal Services

P-Staff		G-Staff	
Women	3	Women	1
Men	0	Men	0



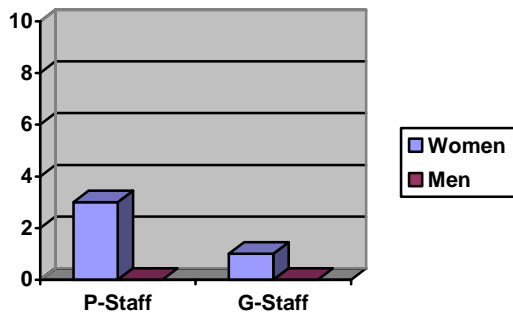
Security Management

P-Staff		G-Staff	
Women	0	Women	1
Men	3	Men	1



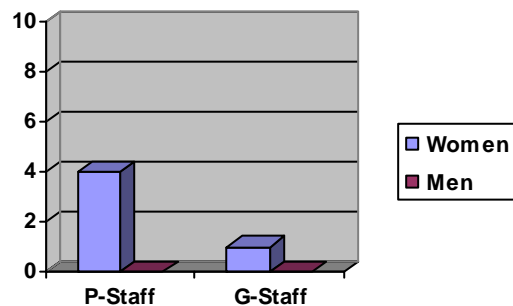
Gender Issues

P-Staff		G-Staff	
Women	3	Women	1
Men	0	Men	0



Anti-Trafficking Assistance Unit

P-Staff		G-Staff	
Women	4	Women	1
Men	0	Men	0



Executive Management

The **Executive Management** provides to the Secretary General support on all issues related to the effective management of the Secretariat and the implementation of the Secretary General's mandate. Consequently, it will bear in mind the tasking given to the Secretary General in the Gender Action Plan, in particular "The Secretary General, and Heads of institutions and missions shall exercise strong and active leadership in building sustainable gender awareness in the Organization and shall intensify their efforts towards achieving a gender-sensitive and professional working environment and management culture."¹⁷ The Action Plan gives the Secretary General the main role in making the OSCE's commitment to gender equality visible and ensuring that staff in a supervisory role demonstrate gender-

¹⁷ MC.DEC/14/04, 7 December 2004, para 14.

sensitive attitudes and maintain a gender-sensitive working environment. The Executive Management will ensure that the Secretary General is kept informed about the working environment in the Organization, if necessary directly through the Senior Adviser on Gender Issues, and that action are taken if problems occur. In their function, the staff members of the Executive Management will ensure that in statements made by the Secretary General, or publicized on his behalf, a relevant gender aspect is integrated, if necessary. They will seek the advice of the Senior Adviser on Gender Issues, if required.

External Co-operation and Press and Public Information

External Co-operation and **Press and Public Information** are the two sections of the OSG which have a mandate predominantly involving contacts with non-OSCE actors. In the interaction with other organizations or the public, it is important to make sure that the OSCE is perceived as an organization committed to gender equality. Both sections have developed their specific implementation plans in order to address the tasking given in the Action Plan through concrete operational activities.

Legal Services and Security Management

While all sections of the OSG will profit from the close co-operation with the gender unit, the Senior Adviser on Gender Issues will have a special focus on assisting the units which provide specialized services to Institutions and field operations, **Legal Services** and **Security Management**. Legal Services provides advice and assistance on legal issues to OSCE structures, strengthens the overall regulatory framework of the OSCE and advises on its implementation. In their work, legal advisers and legal officers will keep in mind the tasking of the Action Plan. The Plan stipulates "The OSCE's organizational regulations, rules, directives, and instructions shall be reviewed by participating States and/or the Secretariat, to incorporate gender-mainstreaming aspects, when called for."¹⁸ "Gender advisers in the Secretariat, institutions and field operations shall be involved at an early stage when new directives, rules and regulations are being developed."¹⁹ Consequently, Legal Services will consult the Senior Adviser on Gender Issues in the development, review, and revision of regulations where a gender aspects needs to be considered. The Gender Unit will provide information on relevant standards applied in other international organizations and shared through the Organizational and Institutional Gender Information Network (ORIGIN).

Security Management serves as the clearing house for all security related issues; it defines the Organization's safety and security policy and standards and supports the organizations security managers in meeting their responsibilities to the security of staff. While security and safety is a concern for all staff members, the Security Co-ordinator will continue to liaise with the Senior Adviser on Gender Issues to discuss gender related concerns if needed in order to ensure that the Organization's work environment is safe for both women and men.

¹⁸ MC.DEC/14/04, 7 December 2004, para 15.

¹⁹ MC.DEC/14/04, 7 December 2004, para 33.

Gender Issues

With the adoption of the Action Plan for the Promotion of Gender Equality, it was decided to enlarge the programme **Gender Issues**. A Gender Adviser and a Gender Officer have been assigned to assist the Senior Adviser on Gender Issues in her work in particular in the implementation of the Action Plan. Furthermore, the process of active gender mainstreaming throughout the Organization has been assigned as a new function of the Senior Adviser. Over the past months, the gender unit has been assisting other units, sections and Departments in the Secretariat to prepare the implementation plan and have kept other Institutions informed of the process. The gender unit is the main actor in the development of a continuous and sustainable gender mainstreaming process across the Organization and the full implementation of the provisions of the 2004 Action Plan. It assists and advises the OSCE structures in the implementation of the Action Plan in accordance with the terms of reference issued in the first outline of the plan on gender mainstreaming.²⁰

The Senior Adviser on Gender Issues is to guide the gender mainstreaming process throughout the Organization. She will direct and oversee the mechanisms for accountability, monitoring and evaluation of gender mainstreaming activities, and, together with her staff, provide expertise to all staff members, taking into account their different roles and fields of activities. This requires the full support of management, Directors and the Secretary General. While it has been duly noted that gender mainstreaming is the responsibility of everybody, the gender unit will be the source and provider of specific knowledge on gender issues in the various activities and establish relevant indicators, operational tools, and guidelines to monitor and assess the effectiveness of the actions taken in promoting gender equality.

The Senior Adviser on Gender Issues will evaluate the progress made by the different units, sections and Departments and issue recommendations on how to improve the implementation process. The gender unit will, in accordance with its capacity and the needs manifested by other structures, act as a provider or facilitator. It will provide assistance and knowledge to the structures in order to enable them to build capacity in gender mainstreaming and it will act as a catalyst in those instances where the relevant staff has acquired the necessary skills to implement the Action Plan into their work. The gender unit will proceed with the work according to the time table issued in the first outline.²¹

Thematic Units

The **Anti-Trafficking Assistance Unit (ATAU)** is implementing its own Action Plan which itself recommends i.a. "taking appropriate measures to eliminate discrimination against women in the field of employment in order to ensure, on a basis of gender equality, the right to equal pay for equal work and the right to equality in employment opportunities, ... encouraging gender sensitization and education on equal and respectful relationships between the sexes, thus preventing violence against women; ... Ensuring that policies are in place which allow women equal access to control over economic and financial resources".²² The Ministerial Decision No. 13/05²³ tasks the OSCE anti-trafficking mechanism to report to the Permanent Council in June each year "on progress achieved in work on trafficking issues in the OSCE." Thus, the ATAU will also consider the gender aspects in the fight against trafficking as stipulated in the Action Plan.

²⁰ SEC.GAL/215/05, 20 October 2005, Annex III

²¹ idem, Annex IV.

²² MC.DEC/2/03, p.9, 3.3.

²³ Combating Trafficking in Human Beings, MC.DEC/13/05, 6 December 2005

The Senior Adviser on Gender Issues is a member of the Expert Coordination Team of the Alliance against Trafficking under the auspices of the OSCE Special Representative on Combating Trafficking in Human Beings. The Alliance is a partnership of relevant international actors, international organizations and NGOs, working together to strengthen and ensure co-operation and co-ordination in the joint development of meaningful and effective strategies, with a view to provide all OSCE participating States and the Partners for Co-operation with harmonized responses and decision-making aids. The Expert Coordination Team operates at staff level and shares work plans, lessons learned and best practice. In this Team the Senior Adviser on Gender Issues is monitoring the different activities developed by the anti-trafficking mechanism and assessing if particular gender aspects need to be integrated.

The issues related to the behaviour of staff members of field operations and their involvement in anti-trafficking efforts are closely linked to the code of conduct for OSCE officials and questions of ethics, including the need for equal treatment and non-discrimination. The Senior Adviser on Gender Issues is also tasked to monitor the work environment with a strong focus on these issues and is thus best placed to ensure that a comprehensive and gender sensitive approach is taken when policies are developed to define the role and standard of conduct and accountability of staff members of field missions. In implementing the Ministerial Decision No.16/05²⁴ a close co-operation between the Senior Adviser and the anti-trafficking mechanism will be instrumental in achieving a coherent regulatory framework.

During the first phase of the implementation of the Action Plan for the Promotion of Gender Equality, the ATAU will pay special attention to strengthening the capacity among its staff members in order to conduct a gender analysis of their activities and integrate a gender aspect if needed. The Head of the Unit will assess the need of appointing a staff member as a Focal Point for Gender Mainstreaming who will be responsible to monitor all activities with regard to their gender relevance and report on the implementation of the Action Plan for the Promotion of Gender Equality as well as the gender specific tasking in the Action Plan to Combat Trafficking in Human Beings.

The **Action Against Terrorism Unit** and the **Strategic Police Matters** have developed their own implementation plan (see below) with regard to their specific area of work and their close co-operation with field operations. As in the case of the ATAU, they will establish their specific report for the annual evaluation and discussion on gender issues.²⁵ The Director of the OSG will chair regular meetings with the other sections to review the integration of gender aspects, as stipulated in the Action Plan.²⁶ The gender unit will establish the annual evaluation report for the OSG, based on the regular assessments and in co-operation with all other sections concerned.

²⁴ Ensuring the Highest Standards of Conduct and Accountability of Persons Serving on International Forces and Missions, MC.DEC/16/05, 6 December 2005

²⁵ MC.DEC/14/04, 7 December 2004, para 48.

²⁶ MC.DEC/14/04, 7 December 2004, para 17.

<p><i>gender-mainstreaming process shall also aim at overcoming negative stereotypes and at changing perceptions, as well as developing attitudes conducive to bringing about equality between women and men in all participating States.”</i> Part III, 32., p. 7-8</p> <p><i>“The Secretary General shall present an annual evaluation report on gender issues in the OSCE. This report will be presented to the Permanent Council in June each year starting in 2006. These evaluation reports will contain contributions from Departments, and from institutions and missions, on developments related to gender equality and gender-mainstreaming in the OSCE structures, including information on the plans dealt with in paragraph 46 above. They will include analysis of achievements in light of the requirements of this Action Plan.”</i> Part VI, 47., p. 15</p>	<p>effectiveness of the actions taken in promoting gender equality.</p> <ul style="list-style-type: none"> • Evaluate the progress made by the different units, sections and Departments and issue recommendations on how to improve the implementation process. • Provide assistance and knowledge to the structures in order to enable them to build capacity in gender mainstreaming and act as a catalyst in those instances where the relevant staff has acquired the necessary skills to implement the Action Plan into their work. • As a member of the Expert Coordination Team of the Alliance against Trafficking monitor the different activities developed by the anti-trafficking mechanism and assess if particular gender aspects need to be integrated. 	<p>Third quarter</p> <p>First quarter</p> <p>during events of the Alliance</p>	
<p><i>“Gender advisers in the Secretariat, institutions and field operations shall be involved at an early stage when new directives, rules and regulations are being developed.”</i> Part III (B), 33., p. 8</p>	<ul style="list-style-type: none"> • Monitor the work environment with a strong focus on the code of conduct for OSCE officials, equal treatment and non-discrimination. • Ensure that a comprehensive and gender sensitive approach is taken when policies are developed to define the role and standard of conduct and accountability of staff members of field missions. 	<p>Ongoing</p> <p>Whenever required</p>	<p>Gender Unit</p>

Press and Public Information Section

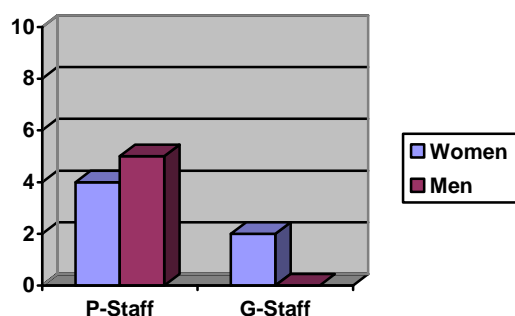
Mandate: Working within the Office of the Secretary General in support of both the Secretary General and the Chairmanship, the Press and Public Information Section has the task of promoting awareness of the OSCE among the public of participating States and generating support for its work. It proactively advises the SG and the Chairman-in-Office on their public information activities, disseminates information and publications to the media and the wider public, and provides a user-friendly public website.

PPIS provides extensive support to the CiO, accompanying him/her on official travel to high-level meetings and major events, briefing journalists, drafting press releases, speeches and newspaper opinion-pieces, and organising interviews and press events. Under PC Decision 485, PPIS serves as the focal point for public statements from OSCE Institutions and field operations. It produces a wide range of publications and actively supports programmes for visiting diplomats, academics, students, military and media groups.

PPIS provides assistance to OSCE field missions in the form of advice on staff selection, consistent media practices, training and capacity-building, the latter delivered via twice-yearly roundtable meetings as well as on-site. This is intended to raise the expertise of in-country press and public information staff, as well as ensure they are also aware of their responsibilities under PC/DEC/485. Daily assistance includes help with editing and re-writing press releases and advisories, advice on current media activities, publications and the development of mission web pages.

Human Resources - Recruitment balance

P-Staff		G-Staff	
Women	4	Women	2
Men	5	Men	0



Note: Head of section position not filled as of this date.

Objective as outlined in the Action Plan

"The PPI Section of the Secretariat, institutions and missions will encourage gender-balanced reporting, and highlight, as appropriate, meetings, seminars, special events, reports, case stories and developments related to the OSCE commitments on gender equality."

Activities

1. Internal issues and support to Field Operations, Units and Institutions

- PPIS will continue to include, on a regular basis, a briefing on gender issues, gender mainstreaming and visibility of women and mainstreaming at its roundtables.

Timeframe: The briefing is proposed to be annually with an open-ended time frame.

Expected result: This will help to ensure that Mission/Institution press and public information focal points include gender mainstreaming in their activities and the content they provide.

- PPIS will include in its next PPIS Field Guide information and resources about the Action Plan's implications for their work, provided by the Gender Unit.

Timeframe: This will be done when the guide is reprinted by the end of 2005.

Expected result: Mission/Institution press and public information focal points will have resources on gender mainstreaming, facilitating the inclusion of gender mainstreaming in their activities.

- PPIS will regularly include in its staff meetings a discussion on current gender issues and coverage of gender topics in PPIS activities, including how best to raise visibility of gender issues and women in the OSCE and related activities.

Timeframe: The timeframe is open-ended.

Expected result: This will ensure that gender mainstreaming will be included in the co-ordination of all PPIS activities.

- PPIS will encourage Mission/Institution press and public information focal points to continue including a gender perspective on programmes, projects and activities through press releases, media advisories, feature stories, photos and events including highlighting programmes and projects oriented at gender equality.

Timeframe: The time frame is open-ended.

Expected result: The website visitors and the media who receive press release notifications by e-mail will continue to have access to information on OSCE gender activities carried out by the Missions and Institutions.

2. PPIS Secretariat based activities

- PPIS will develop a policy on gender with assistance from the Gender Unit.

Time frame: April 2006

Expected result: It will reinforce gender mainstreaming within the section and its activities, and allow the section to develop more concrete gender mainstreaming goals.

- PPIS will consider adopting a terms of reference paper for its gender focal point.

Time frame: March 2006

Expected result: It will allow the section to develop more concrete gender mainstreaming goals and have better follow-up with tasks and results of PPIS gender activities.

- PPIS will analyze the gender training needs of staff and will participate in the training needs assessment to be undertaken by the Training Section in 2006.

Time frame: Assessing training needs – 2006?

Expected results: Staff will become more aware of the concept of gender mainstreaming and how PPIS can accomplish it

3. OSCE Magazine

- The Magazine Editor will make a special effort to ensure that, whenever possible, articles and photographs take the gender perspective into account. The Editor will also be on the look-out for story ideas that highlight gender issues in a substantive way - that is, with a clear focus on concrete activities and beneficiaries. Ideally, this should be an ongoing task shared among the Gender Unit, field staff and the Magazine.
- Jointly with the Gender Unit, the Editor will explore the possibility of devoting special coverage to the implementation of the gender action plan in an issue of the Magazine. Once a feasible target date is identified and agreed, the commitment of all sides would be needed towards delivering story concepts, credible research, high-quality photos and jargon-free writing.

Time frame: Ongoing

Expected result: Coverage in the OSCE's main regular printed publication will increase awareness of the Organization's gender-oriented activities among the general public and decision-makers.

4. The Public Website Unit

- Content Management System and website handbook will include points on gender mainstreaming and gender issues as they relate to the website.

Timeframe: By summer 2006.

Expected result: This will help ensure web focal points include gender mainstreaming in web content, cover gender activities and are sensitive to the portrayal of women in photos.

- Website training will also include points on gender mainstreaming provided on a regular and ad-hoc basis to Mission/Institution web focal points.

Time frame: Open-ended.

Expected result: This will ensure that web focal points include gender mainstreaming in web content whenever updated and cover gender activities.

- The Website Unit will continue working with the Gender Unit to regularly update and add information when required to the Gender Unit's web presence (Secretariat website <http://www.osce.org/secretariat/13072.html>).

Time frame: Open-ended, updates expected every 6-12 months or when required.

Expected result: The public will have up-to-date information on the Gender Unit's activities and related information.

5. OSCE Video

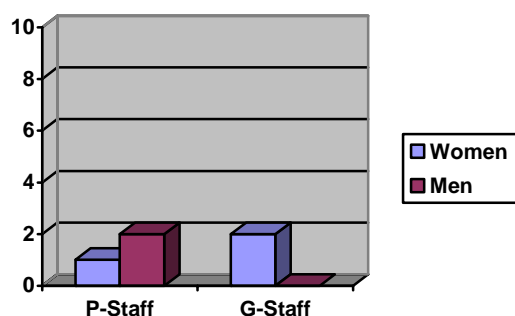
- For the next edition of the video, gender representation will be taken even more into account through the inclusion of female OSCE actors wherever these are available to reflect a more balanced gender composition of the Organization. It will also include coverage of an example of specific gender equality promoting activities where possible.

Section for External Co-operation

Mandate: PC.DEC/364 of 29 June 2000 gave the Section for External Co-operation main responsibility for the implementation of the modalities of co-operation in accordance with the Platform for Co-operative Security. As part of the Office of the Secretary General, the Section works closely with the Secretary General, the Chairmanship and the other members of the Troika, as well as, where necessary, the participating States, to brief, advise and support them on external co-operation matters, including preparing analytical and background papers and files and organizing relevant high-level and expert meetings, conferences and seminars. The Section is the first point of contact at the headquarters level for international organizations and institutions, regional and sub-regional organizations and initiatives in the OSCE area. It is also responsible for liaising with the OSCE's 11 Partners for Co-operation, both Mediterranean and Asian, regional organizations outside the OSCE area, as well as with academic institutions, think-tanks, and NGOs dealing with non-human dimension topics.

Human Resources - Recruitment balance

P-Staff		G-Staff	
Women	1	Women	2
Men	2	Men	0
Vacancies	2		



- ExtCo to implement policy guidelines on gender mainstreaming for the section, when such are developed by the Gender Unit.

Time frame: 2006

Expected results: Reinforce gender mainstreaming within the section and allow for concrete gender mainstreaming goals.

- Similar to other sections of the Secretariat, ExtCo to adopt terms of reference for its gender focal point upon advice from the Gender Unit.

Time frame: 2006

Expected results: Better assessment of gender mainstreaming impact on the work of the section, with more efficient follow-up of tasks and activities.

- ExtCo to participate in relevant training activities on gender mainstreaming, when such are organized by the Training Section.

Time frame: 2006

Expected results: Create better awareness and understanding among staff of the concept of gender mainstreaming.

- ExtCo to continue to address gender issues in its work, in particular by ensuring a gender perspective and appropriate consideration of gender mainstreaming during priority setting, planning and organisation of events.

Time frame: 2006

Expected results: Successful incorporation of a gender perspective in the organisation of activities such as conferences, meetings and events through careful consideration of themes, agendas and speakers.

- Due consideration to be given to female candidates, in order to ensure equal and fair treatment.

Time frame: 2006

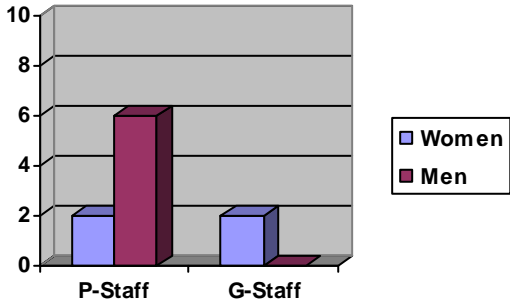
Expected results: Improvement of current OSCE ratio of men and women in professional posts.

Strategic Police Matters Unit

Mandate: Through police capacity- and institution-building, the Strategic Police Matters Unit assists the law enforcement agencies of participating States to uphold the rule of law. It contributes to the co-ordinated development of police capacity- and institution-building within OSCE participating States. It incorporates police assistance programmes within a doctrine of security and justice sector reform and offers a police strategic development framework aligned to the assistance capabilities of other international organizations. It improves the effectiveness, efficiency and cross-regional co-ordination of police-related assistance activities.

Human Resources – Recruitment balance

P-Staff		G-Staff	
Women	2	Women	2
Men	6	Men	0



Objective as outlined in the Action Plan

Paragraph 44 (c)

- “OSCE structures will continue to assist participating States in developing programmes and activities aimed at the prevention of all forms of gender-based violence

- The Strategic Police Matters Unit (SPMU) will enhance its project development to assist participating states in reacting to sexual violence offences and in including such elements as special investigation techniques, and interview skills designated for use with victims of sexual assault including children, and information on referral mechanisms for victim assistance, in the police training curriculum;”

1. Internal issues

1.1 Gender balance of the Unit & recruitment

Male	Female
Senior Police Adviser – seconded	Police Affairs Officer - seconded
P5, Deputy Head of Unit – contracted	P3, Information Officer - contracted
P4, Police Affairs Officer – contracted	G4, Secretary - contracted
Police Affairs Officer – seconded	G3, Clerk – contracted
Political Officer – seconded	Intern
P4, Program Coordinator – contracted	Intern

Vacancy: Police Affairs Officer - seconded

25% Professional posts are women.
100% Administrative posts are women.

When recruiting professionals, expert consultants and trainers, the need for qualified women is always emphasized. However, an insufficient number of women apply or are put forward by seconding States to improve the current ratio.

Proposed actions

- Emphasize to the seconding States the need for qualified female candidates for SPMU posts and consultancies.
- With DHR, develop enhanced strategies to attract female candidates for contracted and seconded police posts.

Objective

- Increase proportion of women in professional posts.

Timeframe: Ongoing

1.2 Training of SPMU staff

Until now SPMU staff has attended the 'GO induction course' module on gender mainstreaming.

Proposed actions

- SPMU staff will participate in a training needs assessment regarding gender mainstreaming and other commitments contained in 2004 gender action plan.
- SPMU staff will be available to attend appropriate training when it is offered by Training Section.
- SPMU will assist Training Section in developing specific gender training for police staff upon request.

Objective

- Improve the level of awareness of training needs and understanding of gender mainstreaming and OSCE commitments on gender. This will enable SPMU to mainstream gender into all activities and events organised by SPMU.

Timeframe: 2006

1.3 Professional work environment

In general the current Police Affairs Officers come from a background where gender awareness is a relevant consideration. They have all worked in an environment where this expertise was required.

Proposed actions

- SPMU will incorporate in short term contracts a clause, prohibiting the use of prostitution services in the countries of their assignment.

Objective

- To ensure that SPMU short term deployed consultants/experts are held to a high standard of professional conduct and are not perceived as a potential market for trafficking for sexual exploitation.
- To relieve SPMU short term deployed staff of the responsibility to distinguish a voluntary prostitute from a coerced, trafficked prostitute.

Timeframe: December 2005 onwards

1.4 Leadership and policy

The Senior Police Advisor is very committed to addressing sexual violence against women and children. Awareness raising and the exchange of expertise on fighting this crime are

core activities of the SPMU; e.g. in April 2005 the Senior Police Advisor attended and acted as key note speaker at the “Atelier sur les Violences contre les Femme” in Paris.

Proposed actions:

- SPA to continue to publicly advocate for effective measures on fighting sexual violence and women’s participation in policing.
- Adaptation and adoption of terms of reference for Gender Focal Point.
- Head of Unit will promote a gender sensitive environment through briefings with staff and discussion at regular staff meetings of gender mainstreaming.
- To ensure that press and public information coverage of SPMU work highlights the gender aspect and women’s participation in events and programmes.

Objective:

- Increase visibility of SPMU commitments to the effective identification, investigation and prosecution of violence against women and children.
- Increase visibility of SPMU commitment to the equal participation of females in the police force as a feature of modern police reform.
- Formalise the role of the Gender Focal Point within the SPMU in order to enhance their role in mainstreaming within the Unit.
- To make visible and practical SPMU commitment to gender mainstreaming and women in policing.

Timeframe: Ongoing

2. SPMU Programmes

2.1 Organisation of events

SPMU actively strives for a gender balance in its trainings, seminars and conferences.

Proposed action

- Implement guidelines (when available) from Gender Unit regarding gender mainstreaming in events.

Objective

- To improve gender balance in participation of SPMU organized events and gender mainstreaming of themes.

Timeframe: As soon as possible.

2.2 Violence against Women and Children

The SPMU has begun a phased series of activities addressing violence against women. Initially, SPMU conducted an International Meeting of Police Experts in Vienna, July 26 and 27, 2004 which focused on “Increasing Police Effectiveness in Investigating Sex Crimes Especially Those Involving Women and Children”. Over a 100 people participated in the event, many of whom were from the delegations. Of the 64 invited participants, there were 40 men and 24 women. 4 out of 7 instructors were women.

In November 2005 this was followed up by a regional, 3 day “Sex crimes investigation” training course for police in Almaty, Kazakhstan. The course focused on sex crimes involving women and child victims. 20 percent of the trainees were women. One of the three course instructors was female.

Proposed Action

- To organize follow-up events, trainings, seminars, at regional or country level as appropriate and as agreed by participating States.

Objective

- To continue to enhance project development to assist participating States in reacting to sexual violence offences.

Timeframe: Jan - June 2006

2.3 Police Assistance

In response to requests from participating States the SPMU designs Police Assistance Programmes. This involves a "needs assessment" on police related activities in the relevant State. The human resource assessments element of this contains a standard paragraph on the male-female ratio in the police force.

In 2005 SPMU implemented the "Police needs assessment" project in Georgia. Of the 8 international police experts involved, 2 (25%) were female.

During preliminary visits to potential recipient countries the SPA advocates for the recruitment and equal participation of women in the police force as a feature of modern police reform. However, in general the Police Assistance Programmes do not contain a gender component due to the fact that these programmes usually focus on the very basic needs of law enforcement such as training, equipment, and the establishment of minimal infrastructure.

In the Annual Reports of the Secretary General on Police Related Activities, the Senior Police Advisor emphasizes how we should lead by example. He points out the disproportionately low number of female police secondees, which weakens the opportunity to convince host State ministries that female officers should play an equal role to male officers in all aspects of operational policing. The deployment of female officers would be a visible reinforcement of this message to host country ministries and would underline the Organization's commitment to a more equitable gender balance.

Proposed Action

- To continue to promote the recruitment and equal participation of women in the police force as a feature of modern police reform.

Objective

- To be requested by pS to incorporate a gender component in the Police Assistance Projects.
- To be supported by donor countries when such need occurs.

Timeframe: Long term

2.4 Anti-trafficking in human beings

In July 2004 a full time specialized officer on anti-trafficking was appointed at the SPMU. Her task is to assist with the implementation of the law enforcement aspects of the OSCE action plans on anti-trafficking and gender equality:

1. To integrate a law enforcement perspective on trafficking in human beings into OSCE institutions and missions

2. To complement the general OSCE victim centred approach with a strategic focus on offenders.

The approach which is taken is *Protecting victims with a strategic focus on offenders*: The primary goal of law enforcement officers is to identify the victims and take them out of the exploitative and abusive situation. Police agencies are encouraged to let go of their dependency on victims' testimony when trying to investigate, arrest and convict traffickers. The Police Affairs Officer on Trafficking in Human Beings actively encourages and assists law enforcement in the participating States in the development and use of investigative strategies as an alternative to relying on victim testimony.

Proposed action 1:

- SPMU has developed a multi-agency training programme "Investigate Trafficking without reliance on Victim" for 8 participating States.

Objective:

- To provide practical support to participating States to implement an approach to policing of trafficking which does not rely on victim testimony, leaving it to the victims whether or not to exercise their right to participate in the criminal proceedings.

Timeframe: 2006-2007 (depending on extra-budgetary funds).

Proposed action 2:

- In collaboration with other police experts, the Police Affairs Officer on Trafficking in Human Beings has compiled a list of indicators of trafficking for sexual exploitation. ODIHR, ATAU and SPMU will use these indicators as a basis to elaborate separate indicators for other manifestations of trafficking.

Objective

- Comprehensive and practical approach to identification of victims of all forms of trafficking.

Timeframe: Ongoing

Proposed action 3:

- By request of the OSCE Presence in Albania the Police Affairs Officers on Crime and Trafficking conducted a one week study and reported on the feasibility and sustainability of a proposed project for establishing a gender balanced anti- trafficking unit. The gender aspects of the proposal were considered to be unsustainable. The SPMU recommended to address the gender balance in the police force as a strategic issue which needs to be addressed in collaboration with the host country and other international organizations and institutions.

Objective

- To respond to any request from field presence for advice and support.

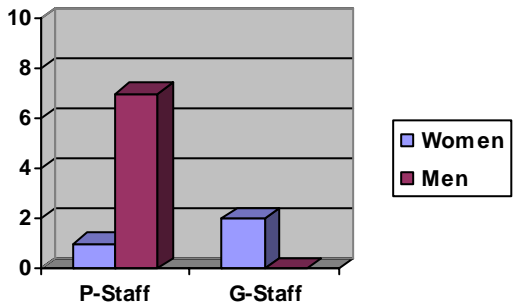
Action Against Terrorism Unit

Mandate: ATU is the focal point for anti-terrorism co-ordination and liaison within the OSCE and contributes to the implementation of the OSCE counter-terrorism commitments by: providing support for the Chairmanship-in-Office, the Secretary General and participating States on anti-terrorism matters; enhancing co-ordination within the OSCE on counter-terrorism related issues;

assisting participating States' implementation of anti-terrorism commitments, as defined by relevant Ministerial Council and Permanent Council decisions, supported by the institutions, bodies and field operations;
 acting on requests by participating States to assist in enhancing their capabilities to respond to current and emerging terrorist threats;
 supporting the work of relevant UN bodies on counter-terrorism;
 enhancing co-operation with external partners in the fight against terrorism within the framework of the UN and with other regional organizations.

Human Resources – Recruitment balance

P-Staff		G-Staff	
Women	2	Women	2
Men	7	Men	0



1. Internal working environment

“The Secretary General and Heads of institutions and missions shall exercise strong and active leadership in building sustainable gender awareness in the Organization and shall intensify their efforts towards achieving a gender-sensitive and professional working environment and management culture. Such a working environment shall also be promoted by all OSCE officials, in particular by staff in a supervisory role. When management positions are being filled, importance should be attached to finding people who demonstrate gender-sensitive attitudes and understanding of the importance of an inclusive corporate culture.”
 Part III (A), paragraph 14, page 5

“Will chair regular meetings with staff to review the integration of and consideration to be paid to gender aspects in the work of their respective structure and to encourage all staff to gender-mainstream their work.”
 Part III (A), paragraph 17, page 6

“Seek to improve the ratio of men and women at all levels on a continuous basis.”
 Part III, paragraph 26, page 7

- Operational tasks:
- The Unit will continue to address gender issues in its administrative work in particular:
- Awareness raising of staff regarding code of conduct and commitments of 2004 gender action plan through briefing from Gender Focal Point (Programme Coordinator).
 - Staff will attend training on gender mainstreaming when offered by Training Section.
 - Supervisors will ensure a gender perspective and appropriate consideration of gender mainstreaming during priority setting, planning and implementation of projects and programmes.
 - Due consideration to female candidates to ensure equal and fair treatment.

Responsibility: Gender Focal Point (GFP)

Expected results:

- Awareness of importance of gender sensitive work environment
- Improved knowledge of gender mainstreaming and its application to Unit
- Enhanced role of all supervisors in encouraging gender mainstreaming in the work of the office, especially project review and strategic planning.
- Improvement of current ratio of men and women in professional posts.

Timeframe: Ongoing

2. Visibility of the commitment of gender equality

“The Press and Public Information Section of the Secretariat, institutions and missions will encourage gender-balanced reporting, and highlight, as appropriate, meetings, seminars, special events, reports, case stories and developments related to the implementation of OSCE commitments on gender equality.”
MC.DEC/14/04, para 40, p.8

Objective:

Ensure visibility of women and gender themes where appropriate in any public information

Press releases and seminar reports are issued where security considerations permit.
Regular conferences and seminars are held on themes defined by participating States.
Operational tasks:

- Integrate a special focus on gender issues in ATU events, where appropriate, in consultation with the Gender Units of the Secretariat and ODIHR, through careful consideration of themes, speakers, experts and panellists at events.
- Reflect this focus in public information, where possible

Responsibility: GFP

Expected result:

1. Successful incorporation of a gender perspective in the organization of conferences, events and seminars
2. Increased awareness of gender dimension in this area of work

Timeframe: Ongoing

3. Allotment of financial means and time

“Position gender focal points on a sufficiently high level and make sure that they enjoy full access to senior management.”
Part III, paragraph 39, page 8.

Action taken:

Dimitar Jalnev, Deputy Head of Unit has been appointed as GFP

To be considered:

Responsibilities of GFP
Budget and time allocation for gender related activities
Capacity building events
Need for resource material

Operational tasks: development of terms of reference for GFP

Responsibility: GFP

Expected results: Formalization of gender mainstreaming in the Unit, clear reporting lines on gender mainstreaming, clearly defined modus of co-operation with Gender Unit

4. Programmatic aspects of gender mainstreaming

*“Participating States, the Secretariat, Institutions and missions shall ensure that a gender perspective is integrated into OSCE activities, programmes and projects.”
Part III, paragraph 32, page 7-8*

*“Gender-mainstreaming of OSCE activities, policies, projects and programmes in the politico-military dimension shall also take into account obligations embodied in Security Council resolution 1325 calling for increased participation of women in, inter alia, conflict prevention and post-conflict reconstruction processes.”
Part III, paragraph 36, page 8*

*“Institutions and missions working on gender issues should, in order to make tangible progress in their gender-mainstreaming in OSCE activities, projects and programmes, develop concrete follow-up mechanisms in co-operation with participating States.”
Part III, paragraph 38, page 8.*

*“The Action against Terrorism Unit (ATU) will upon request take action on the issue of the exploitation of women by terrorists to serve their own ends and propagate extremist ideologies.”
Part V, paragraph 44 c), page 12*

Objective:

Gender mainstreaming in programme development and implementation, integration of specific task into activities

Operational tasks:

- Familiarization with relevant OSCE and international commitments on gender equality and mainstreaming and how they relate to activities
- In order to assist host countries to implement relevant commitments, assess the necessity to develop new activities or enhance particular programmes
- Look at interaction of structures to define areas where the linkage of one programme with another can result in the strengthening of a gender aspect
- Incorporate the issue of exploitation of women by terrorists into relevant activities

Responsibility: GFP

Expected results:

1. Integration of gender perspective into work plan and other core documents, including explicit references to mandate of 2004 gender action plan
2. Integration of gender perspective into relevant project development.
3. Increased understanding of the gender dimension in this area of work

Timeframe: Ongoing

5. Gender analysis of project partners

Operational tasks:

Evaluation of gender awareness and the integration of gender sensitive policies into work of our project partners.

Responsibility: GFP, Gender Unit

Expected results:

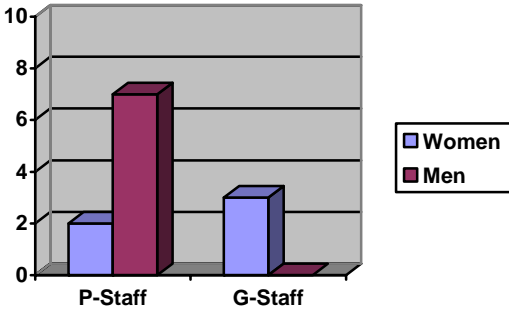
increased awareness of relevance of gender issues in the particular area of work

Co-ordinator of OSCE Economic and Environmental Activities

Mandate: Based on the OSCE comprehensive concept of security, the mandate of the Office of the Co-ordinator of OSCE Economic and Environmental Activities is to stimulate a more effective cooperation by all the OSCE participating States to counteract threats and challenges to security caused by economic and environmental factors, making a contribution not only to security and stability but also to democracy, human rights and prosperity in the OSCE region. The mandate is guided particularly by the OSCE Strategy Document for the Economic and Environmental Dimension, approved by the OSCE Ministerial Council in Maastricht in December 2003.

Human Resources – Recruitment balance

P-Staff		G-Staff	
Women	2	Women	3
Men	7	Men	0
Vacancies	1		



1. Internal working environment

“The Secretary General and Heads of institutions and missions shall exercise strong and active leadership in building sustainable gender awareness in the Organization and shall intensify their efforts towards achieving a gender-sensitive and professional working environment and management culture. Such a working environment shall also be promoted by all OSCE officials, in particular by staff in a supervisory role. When management positions are being filled, importance should be attached to finding people who demonstrate gender-sensitive attitudes and understanding of the importance of an inclusive corporate culture.”
 Part III (A), paragraph 14, page 5

“Will chair regular meetings with staff to review the integration of and consideration n to be paid to gender aspects in the work of their respective structure and to encourage all staff to gender-mainstream their work.”
 Part III (A), paragraph 17, page 6

“Seek to improve the ratio of men and women at all levels on a continuous basis.”
 Part III, paragraph 26, page 7

Operational tasks

1. Enhanced role of all supervisors in encouraging gender mainstreaming in work of the Office through priority setting, guidance for staff, training opportunities to be made available to all staff.
- Regular consideration of gender mainstreaming in work of the Office at regular staff

meetings, projects reviews.
- Improvement of current ratio of men and women in professional posts.
- Adoption of terms of reference for gender focal points within the Unit.
Responsibility: Bernard Snoy
Expected results: Enhanced awareness of gender issues and systematic mainstreaming
Timeframe: March 2006

2. Visibility of the commitment of gender equality

"The Press and Public Information Section of the Secretariat, institutions and missions will encourage gender-balanced reporting, and highlight, as appropriate, meetings, seminars, special events, reports, case stories and developments related to the implementation of OSCE commitments on gender equality."
MC.DEC/14/04, para 40, p.8

Public material and documents:
 Background reports published in connection with Economic Forum, conferences, seminars
 Conferences and seminars:
 Not only conferences on anti-trafficking and women-entrepreneurs but also other conferences.

Operational tasks:
 Review of draft agenda and reports of conferences

Responsibility: Gabriel Leonte / Andrea Gredler

Expected results: More balanced conference agendas and reporting

Timeframe: June 2006

3. Allotment of financial means and time

"Position gender focal points on a sufficiently high level and make sure that they enjoy full access to senior management."
Part III, paragraph 39, page 8.

Objectives:
 Define responsibility of Focal Points
 Allocate time and budget for gender related activities
 Allocate for capacity building events and provide resource materials

Operational tasks:
 Prepare inputs for 2007 budget, taking into account gender related activities, use part of the training budget for capacity building events on gender mainstreaming, acquire resource materials and design specific materials for gender mainstreaming in EEA

Responsibility: Marc Baltés

Expected results: Specific references in 2007 budget

Timeframe: June 2007

4. Programmatic aspects of gender mainstreaming

"Participating States, the Secretariat, Institutions and missions shall ensure that a gender perspective is integrated into OSCE activities, programmes and projects."
Part III, paragraph 32, page 7-8

"In their regular reports to the Permanent Council Missions and Institutions shall inform the Council on progress in their gender-mainstreaming efforts where appropriate, and also on problems, when they arise."
Part III, paragraph 33, page 8.

“Gender-mainstreaming of OSCE activities, policies, projects and programmes in the politico-military dimension shall also take into account obligations embodied in Security Council resolution 1325 calling for increased participation of women in, inter alia, conflict prevention and post-conflict reconstruction processes.”
Part III, paragraph 36, page 8

“Missions and Institutions working on gender issues should, in order to make tangible progress in their gender-mainstreaming in OSCE activities, projects and programmes, develop concrete follow-up mechanisms in co-operation with participating States.”
Part III, paragraph 38, page 8.

Objective: gender mainstreaming of all activities of OCEEA

Operational tasks:

1. Ensure staff attendance of gender mainstreaming training when offered.
2. Briefing Economic & Environmental Project & Programme Officers regarding mainstreaming gender and development of projects aimed at promoting gender equality at annual meeting/retreat.
3. Development of field reference guide for Economic and Environmental Officers to assist them in this process.
4. Focussed training to be developed on the basis of this document where appropriate.
5. Active incorporation of gender mainstreaming into all work including in the Economic Forum and the fields of good governance, SME development, terrorism, environment, early warning, education, investment.
6. Development of projects and programmes in accordance with the taskings set out in the 2004 gender action plan.
7. Consultation with OSCE Secretariats and ODIHR Gender Units for expertise.

Responsibility: Bernard Snoy / Helen Santiago Fink

Expected results:

1. Integration of gender perspective into work plans and other core documents including explicit references to mandate of 2004 gender action plan
2. Integration of gender perspective into overall project development of all projects and project development aimed specifically at gender equality and/or women’s empowerment within economic and environmental domains (see below).
3. Integration of gender perspectives into Economic Forum and Prep Comm themes.
4. Implementation of the OSCE Strategy Document for the Economic and Environmental Dimension (MC 11).JOUR/2, 2 December 2003, Annex 1) with a gender perspective.
5. Successful incorporation of a gender perspective in the organization of activities such as conferences, events and seminars.

Timeframe: June 2006

5. Specific tasking under “Promoting Equal Opportunity For Women in the Economic Sphere” part V, para 44 f)

Tasking 1 *“The OCEEA will take initiatives to increase awareness of women’s rights in the economic sphere as described in paragraph 40.6 of the Moscow Document and, as appropriate, develop projects to implement the same”*
Part V, para 44, page 13

Actions taken:

In the implementation of the OSCE Strategy Document and its general programmatic guidance to OSCE missions presented at the annual meeting of economic/environmental officers,²⁷ OCEEA underscores that economic dimension activities should aim at addressing the economic needs of vulnerable population groups, which include specifically women.

²⁷ Food for Thought Paper: Economic Activities in Entrepreneurship and Small Business Development: “Moving Towards Sustainability,” October 13, 2005

Operational tasks: Under the main pillars of the Aarhus convention (public participation, decision making, right to access the information and access to justice), OCEEA with the field operations, will keep working and promote the gender dimension on the Public Environmental Information Centres in Tajikistan, Kyrgyzstan, Kazakhstan, Uzbekistan, Armenia, Azerbaijan, and Georgia.
Responsibility: OCEEA and field missions
Expected results: Project activities on mission and Secretariat level specific targets for women. Increase the accessibility to environmental information and encourage public participation at the regional governmental level, with increased involvement of women.
Timeframe: 2006-2008

<p>Tasking 2 <i>“The OCEEA should take a gender perspective into account when implementing its tasks as outlined in the OSCE Strategy Document for the Economic and Environmental Dimension, adopted by the Ministerial Council in Maastricht in 2003, and the Document of the Bonn Conference on Economic Co-operation in Europe.” Part V, para 44, page 13</i></p> <p><i>(OSCE Strategy Document for the Economic and Environmental Dimension²⁸</i></p> <p><i>2.1.6 Regional Integration. “Regional and subregional integration processes and agreements can give an important impulse to trade and economic development in the OSCE region and the OSCE participating States”</i></p> <p><i>2.2.12 Human capital development. “We will take appropriate measures to promote education and training”</i></p> <p>Tasking 7 <i>“OSCE structures will assist participating States in ensuring that girls and boys, as well as women and men, have equal opportunities to receive education and training.” Part V, para 44, page 14</i></p>
<p>Activity 1</p> <p>Action taken: OCEEA supports the organization of youth summer camps (throughout the OSCE regions) as a means to promote greater understanding and co-operation among the sexes in economic and environmental matters: Gender balance aim and actual results are 50/50, camps serve as a means to encourage equal opportunities through education (sustainable development, economic and environmental), interaction and information-sharing for young people from all groups, particularly in disinvested areas.</p>
<p>Operational Tasks: OCEEA to enhance the implementation of gender mainstreaming, possibly through projects on summer camps, Green Pack and Aarhus Centers</p> <p>Targeting women by raising awareness to deal with environmental issues through summer camps and workshops on national basis or within Aarhus centers.</p> <p>Development of regional summer camps encouraging girls’ participation, in co-operation with local association groups, NGO’s and Aarhus centers, when possible.</p>
<p>Responsibility : OCEEA staff – mainly economic portfolio.</p>
<p>Expected results: Women included as specific target group in OCEEA projects, and gender balance in particular among targeted youth groups. Both girls and boys benefit from various educational resources and plans within the projects and are better informed.</p>
<p>Timeframe: ongoing/planned</p>

²⁸ MC (11).JOUR/2, 2 December 2003, Annex 1 – contains no language on gender as a programmatic focus.

Activity 2

Action taken:

Anti-Trafficking Programme on Public-Private Co-operation in the Prevention of Trafficking in Human Beings (ATP):²⁹ direct implementation of the OSCE Action Plan to Combat Trafficking in Human Beings,³⁰ chapter IV. 7.2, 7.3, 8.5, and chapter V. 12.1. Under the OCEEA ATP the following awareness raising events have and are being undertaken:

- Exhibition on Sexual Exploitation of Children and Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism at Vienna Airport

Airing of UNODC public service announcements on the ORF (Austrian TV)

Operational tasks:

Women's' Entrepreneurship Development – business training coupled with the provision of start-up capital. (planned in Albania in 2006 and other countries)

Business incubator model – creation of physical environment and support services to facilitate start-up new businesses; a minimum 50/50% gender balance will be targeted, with special emphasis to ensure women occupy the majority of the space (planned in Tajikistan, Serbia 2006). An all women's business incubator is also being planned in Tajikistan (Khujand region).

Youth Business International (YBI) – as per a new cooperation International Business Leader's Forum, OCEEA will be jointly implementing the YBI entrepreneurial model to promote small business development among young people. YBI incorporates training, mentoring and micro-credits financing. A minimum 50/50% gender balance will be targeted, with special emphasis to ensure young women's participation.

Responsibility: Helen Santiago Fink- Programme Mgr.

Expected results:

New women entrepreneurs; increased women's' economic self-sufficiency.

Timeframe: 2006 (with possible extension)

Tasking 3 “The OCEEA will upon request assist participating States in formulating their economic policies on the basis of the principles set forth in the Bonn Document and the OSCE Strategy for the Economic and Environmental Dimension. In this respect the OSCE should continue and strengthen its co-operation with the United Nations Economic Commission for Europe and other organizations.”
Part V, para 44 f), page 13

Operational Tasks

- a) The Project “Public-Private Co-operation in the Prevention of Trafficking and Sexual Exploitation of Minors in Travel and Tourism Industry” (or Code of Conduct Project) will be continued into 2006 in the countries of Romania, Bulgaria, Albania and Montenegro and will strengthen the inter-ministerial and multi-sectoral cooperation in addressing the sexual exploitation of children. The Code of Conduct aims to encourage corporate policies and procedures in this area as well as promote government monitoring and enforcement of its anti-trafficking policies. The project also reinforces the need for prevention and addressing root causes of trafficking and may therefore indirectly influence economic policies for economic empowerment of women.
- b) The annual Economic Forum provides a set of recommendations to participating States and OSCE bodies on specific economic/environmental issues. Follow-up to the 13th Economic Forum in the area of migration, which will include the development of a handbook for policy makers in which specific emphasis will be placed on the situation of female migrate workers.

Responsibility: Helen Santiago Fink- Programme Manager

²⁹ SEC/GAL/16/04, 2 June 2004

³⁰ PC.DEC/557, 24 July 2003

Expected results:
Increased corporate social responsibility; new multi-sectoral partnerships and operating mechanisms.

Timeframe: a) 2006

Tasking 4 *"The OCEEA will, together with participating States and missions, analyze obstacles preventing women from fulfilling their potential in the economic sphere, and develop projects that will enhance the role of women in economic activities and ensure that they are not discriminated against in this field, notably regarding access to and control over such economic and financial resources as loans, property and inheritance rights."*

Activity 1

Operational Tasks:

1. OCEEA will analyze environmental mismanagement and environmental risks and threats to security taking in to account the special risks to health and security faced by women.
2. OCEEA will keep working on and promoting the gender dimension in the ENVSEC work program for the three regions (Caucasus, South Eastern Europe and South Caucasus).

Responsibility :

1. Field Missions and OCEEA
2. David Swalley, Programme Manager

Expected results:

Increased general awareness of the actual situation and the potential obstacles for women in relation to environmental projects and possible future plans of action.

Timeframe: Planned

Activity 2

Operational Tasks:

Entrepreneurship development – business training coupled with the provision of start-up capital. (Planned throughout OSCE regions in 2006)

Responsibility: Helen Santiago Fink- Programme Manager

Expected results: Increased economic opportunities

Timeframe: 2006 targeting vulnerable population groups, including women.

Activity 3

Operational task: Handbook on Migration

Responsibility: Nina Lindroos-Kopolo

Expected results: policy guidance for OSCE States

Timeframe: 2006

Activity 4

Operational tasks:

Women's Economic Empowerment under OCEEA's Anti-Trafficking Programme

– skill building (life and vocational), job placements within private companies

– entrepreneurship development

to be implemented in Albania, and other States

Responsibility: Helen Santiago Fink- Programme Manager

Expected results: Increased economic opportunities for women

Timeframe: 2006

<p>Activity 5: Economic empowerment of Ukrainian Orphans (includes a specific target of 70/30% favoring young women) Operational task: – skill building and job placement</p>
<p>Responsibility: Nina Lindroos-Kopolo</p>
<p>Expected results: Improved economic opportunities for orphans; reduced vulnerability to trafficking.</p>
<p>Timeframe: 2006</p>

<p>Tasking 5 <i>“The OCEEA and, as appropriate, missions should promote the development of women’s entrepreneurial and other work-related skills by supporting training, retraining and special education facilities, and promoting the education and training of women and men in non-traditional subjects and jobs.”</i></p>
<p>Activity 1: Public-Private Co-operation in Economic Empowerment for Potential Victims of Trafficking through Vocational Training: Launching IBLF’s Youth Career Initiative in Albania</p>
<p>Responsibility: Helen Santiago Fink- Programme Manager</p>
<p>Timeframe: Planned for 2006</p>

<p>Activity 2: Public-Private Co-operation in the Prevention of Trafficking in Human Beings in Moldova (PPAT)</p>
<p>Responsibility: Helen Santiago Fink- Programme Mgr.</p>
<p>Timeframe: 2006 (contingency upon mission capacity).</p>

<p>Activity 3 Operational task: 1. OSCE will attempt to develop and deepen its programme on SME Development. 2. Business incubators might place emphasis on fostering small-scale renewable energy production, environmental services, ecotourism, or otherwise incorporate principles of “eco-efficiency” in their work programme.</p>
<p>Responsibility: David Swalley, Programme Manager and field operations</p>
<p>Expected results: Development of diversified fields of work for women related to sustainable development and environmental service projects.</p>

<p>6. Gender analysis of project partners</p>
<p>Tasking 6 <i>“The OCEEA will encourage international donor organizations and lending institutions to support projects designed to enhance the role of women in economic activities or to ensure equality in employment. Projects on employment issues should highlight the principle that maternity and paternity arrangements are a key element in promoting equal opportunities and responsibility-sharing between women and men.”</i> <i>Part V, para 44 f), page 13.</i></p>
<p>Actions taken: OCEEA works with a number of IOs including UNODFC, Care International, IOM, CMPD, IBLF, etc. in addressing issues that affect women, including most recently migration.</p>

Operational tasks: Evaluation of gender awareness and the integration of gender sensitive policies into work of project partners. Review ongoing and planned projects, assess how well the gender perspective is taken into account
Responsibility: Helen Santiago Fink / Nina Lindroos-Kopolo
Expected results: Mainstreaming of gender in project of work whenever this is not yet the case
Timeframe: June 2006

7. Area of programme development
Objective: Familiarization with relevant OSCE and international commitments on gender mainstreaming and a gender perspective in the economic and environmental spheres, adapt area of activities if necessary
Operational tasks: <ul style="list-style-type: none"> • Acquire knowledge of relevant international commitments mentioned in the Action Plan and how they relate to activities • Study relevant OSCE commitments to define how to support the development of non-discriminatory legal and policy frameworks and promoting gender equality • Look at interaction of structures to define areas where the linkage of one programme with another can result in the strengthening of a gender aspect.
Responsibility: Helen Santiago Fink
Expected results: Briefing paper on gender and the work of the OCEEA to be used as a working document by all members of the OCEEA team.
Timeframe: June 2006

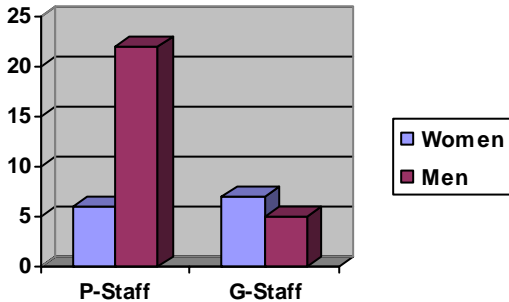
Conflict Prevention Centre

Mandate: The Conflict Prevention Centre (CPC) provides direct support to all OSCE field operations, helping them fulfil their tasks in the fields of early warning, conflict prevention, crisis management and post-conflict rehabilitation. Moreover, its liaison function between OSCE field operations and the main OSCE negotiating bodies guarantees the full implementation and execution of the Organization's political decisions. It also co-ordinates all activities in mission areas carried out with other OSCE Institutions and relevant international and sub-regional organizations.

The Centre also assists the OSCE Chairmanship, the Permanent Council and the Forum for Security and Co-operation in implementing OSCE tasks within the first OSCE dimension. More specifically, it provides support to the FSC Chairmanship and Troika, and supports, among other things, the implementation of major OSCE politico-military documents, treaties, and political commitments, as well as projects in the politico-military dimension. The Centre also facilitates and ensures direct communication between capitals through the OSCE Communication Network, and supports participating States in implementing Confidence- and Security-Building Measures (CSBMs) as agreed in the Vienna Document 1999.

Human Resources – Recruitment balance

P-Staff		G-Staff	
Women	6	Women	7
Men	22	Men	5



Direction and Management

Objectives as outlined in the Action Plan:

(17) “Directors in the Secretariat will chair regular meetings with staff to review the integration of and consideration to be paid to gender aspects in the work of their respective structure and to encourage all staff to gender-mainstream their work.”

Activities for the period December 2005-May 2006³¹:

- The Director of the CPC will hold bi-monthly meetings with each section of the CPC to review activities and measure progress of the CPC implementation for the promotion of gender equality and gender mainstreaming. These meetings will also offer an opportunity to raise any questions to the Director on gender aspects of the work of the CPC.
- Assess if special training of staff is necessary to raise their gender awareness and understanding of gender mainstreaming in order to carry out activities delineated in this implementation plan.
- Review CPC website to ensure use of gender sensitive language and development of gender-balanced visuals.

Conflict Prevention Activities (OU and MPS)

Objectives as outlined in the Action Plan:

(44e) OSCE Structures “will, as appropriate within their mandate, promote the implementation of Security Council resolution 1325 (2000) on the role of women in, *inter alia*, the prevention of conflicts and post-conflict reconstruction”;

³¹ Details and timeframe are specified in the enclosed Chart

(44e) OSCE Structures “will as appropriate, assist participating States in developing programmes and projects aimed at bringing about equal opportunities for women to participate in efforts for the promotion of peace and security, including those conducted at grass-roots and regional levels. The empowerment of women in the political-military dimension is also essential to comprehensive security.”

Activities for the period December 2005-May 2006:

- Provide support to the ODIHR in developing guidelines on gender sensitive early warning indicators for OSCE field operations and participating States.
- In co-ordination with the gender unit, develop a user-friendly handbook to help Mission Programme Officers and the OU Analyst include gender perspectives in analysis of political developments in the field, and in policy and strategy development.
- Interact with partner organizations on the topic of gender mainstreaming of conflict prevention activities.

Mission Programme Section

Objectives as outlined in the Action Plan:

(32) Participating States, the Secretariat, Institutions and Missions shall ensure that a gender perspective is integrated into OSCE activities, programmes and projects (...).”

(33) Missions “shall, in their regular reports to the Permanent Council, inform the Council on progress in their gender mainstreaming efforts where appropriate, and also on problems, when they arise.”

(40) The Secretariat, Institutions and Missions will encourage gender-balanced reporting, and highlight where appropriate meetings, seminar, special events, reports, case stories and developments related to the implementation of OSCE commitments on gender equality”.

Activities for the period December 2005-May 2006:

- Address gender mainstreaming activities, including activities relevant to the implementation of SC Resolution 1325, in programme planning exercises, such as HoM Meetings and task force meetings for the preparations of the programme outlines, also taking into account recommendations 44b, 44c, 44d, and 44f of the gender action plan.
- Include in the Reporting Guidelines references to the use of gender-sensitive language and gender mainstreaming activities. Follow-up with field operations as required.

Project Co-ordination Cell

Objectives as outlined in the Action Plan:

PART II. GOALS AND OBJECTIVES

(10) (a) – “Achieving the effective gender-mainstreaming of OSCE activities and policies....”

Part III. PROMOTING GENDER EQUALITY IN THE OSCE

(32) “Participating States, the Secretariat, institutions and missions shall ensure that a gender perspective is integrated into OSCE activities, programmes and projects.; they

shall focus in particular on women's empowerment and the participation of women as well as men in public, political and economic life in the context of democratic and economic processes in participating States."

(34) "The Conflict Prevention Centre (CPC) and in particular the Project Co-ordination Cell (PCC) will assist in ensuring that gender-equity analysis are made of new projects developed by missions, institutions, and units in the Secretariat, and of existing projects when they are being evaluated."

Activities for the period December 2005 – May 2006:

A. Review of gender elements during projects' assessment

- Consultation of the projects
- Consultations with gender experts (Secretariat, ODHIR) regarding projects focused on gender issues

B. Providing guidelines on gender mainstreaming in project development

Creating:

- a short aide-memoire on how to integrate a gender perspective in OSCE projects proposals;
- checklists for conducting a gender analysis;
- checklists pertaining to projects focused on women's empowerment and women's participation in public life and/or other thematic areas relevant to OSCE activities

C. Updating the OSCE projects templates

Incorporating gender focused sections in:

- the Project Proposal Template;
- the Final Project Narrative Report.

D. Creating a reference tool for conducting gender analysis in project management

In co-operation with the Training Section developing an updated version of the Project Management Case Study:

- incorporating a chapter/sections on gender mainstreaming and gender analysis;
- adapting the examples.

Politico-military aspects of security (FSC Support Unit and Borders Team)

Objectives as outlined in the Action Plan:

11 (a) "Specific [training] modules on combating domestic violence and trafficking in human beings will be included in training programmes, in particular those designed for police and border monitors."

(35) "The Secretariat and Institutions, when developing projects and programmes for participating States which are not hosting OSCE missions, shall take a gender perspective into account."

(36) "Gender-mainstreaming of OSCE activities, policies, projects and programmes in the politico-military dimension shall also take into account obligations embodied in Security Council resolution 1325 calling for increased participation of women in, *inter alia*, conflict prevention and post-conflict reconstruction processes".

(44c) "OSCE structures will, in co-operation with participating States, address the gender dimension of proliferation of SALW. SALW proliferation exacerbates violence against women, and a gender perspective should thus be taken into account in related endeavours".

(44e) OSCE Structures "will as appropriate, assist participating States in developing programmes and projects aimed at bringing about equal opportunities for women to participate in efforts for the promotion of peace and security, including those conducted at grass-roots and regional levels. The empowerment of women in the political-military dimension is also essential to comprehensive security."

Activities for the period December 2005-May 2006:

- Establish a working relationship between the team of border experts and the Anti-Trafficking Assistance Unit to explore possible activities linking border security and management with the fight against trafficking.
- Together with DHR/Training Section develop training for the borders team on gender issues, violence and trafficking in women as appropriate.
- Propose to the FSC Chair relevant changes/additions to the Code of Conduct and consequently to the Questionnaire (for example on number/ratio of women and on role of women in the armed forces, in the paramilitary and in MoDs).
- Conduct study on the "gender dimension of proliferation of SALW" and assess how this topic could be addressed by the OSCE. Make concrete recommendations for activities relevant to this topic.

December 2005 – May 2006

Scope of intervention	Priority areas	Activities	Expected results	Timeframe
Direction and Management	Measure Progress on CPC Implementation Plan for the promotion of gender equality	<ul style="list-style-type: none"> • Hold bi-monthly meetings with each section of the CPC • Review gender-related activities • Offer a platform for staff to discuss or raise questions regarding gender aspects of the work of the CPC 	Enhance the level of gender mainstreaming in the work of the CPC	Every two months from December until May 2006
	Assess CPC training needs	<ul style="list-style-type: none"> • Based on the objectives set in the implementation plan, review if any specialized training is required by CPC units 	Raise gender awareness in the CPC and equip staff with the necessary tools to effectively gender mainstream their activities	On-going
	Review CPC website	<ul style="list-style-type: none"> • Report on gender mainstreaming activities as required • Review narrative to incorporate gender sensitive language as required • Develop gender-balanced visuals as required 	Highlight the gender aspects of the CPC's work	May 2006

Scope of intervention	Priority areas	Activities	Expected results	Timeframe
CONFLICT PREVENTION	Focus on gender sensitive early warning indicators	<ul style="list-style-type: none"> • Support the work of ODIHR in developing guidelines on gender sensitive early warning indicators for OSCE field operations and participating States (PCO, Analyst, PCC) • Incorporate early warning indicators in analysis of factors that lead up to political and armed conflicts and in formulation of response options (MPOs, Analyst) 	Improve existing approaches of information collection, analysis, and response formulation.	December- May 2006
	Support the implementation of Security Council Resolution 1325 on Women, peace and security	<ul style="list-style-type: none"> • In co-operation with the Gender Unit, develop a handbook to help MPOs include gender perspectives in analysis of situations in the field and in policy and strategy development. (PCO, Analyst, PCC) 	Correct gender blind spots in the analysis of conflicts and contribute towards conflict prevention.	December-May 2006

Scope of intervention	Priority areas	Activities	Expected results	Timeframe
	Support the sharing of best practices	<ul style="list-style-type: none"> • Interact with international partner organizations on the topic of gender mainstreaming of conflict prevention activities. • Analyze the level of involvement of women in efforts for the promotion of peace and security, including those conducted at grass-roots and regional levels (OU, MPOs). 	Disseminate best practices regarding the involvement of women in the promotion of peace and security.	December-May 2006
Mission Programme Section	Address gender mainstreaming activities in programme planning exercises	<ul style="list-style-type: none"> • Address the issue of gender mainstreaming at the annual HoM meeting • Involve the Gender Unit in specialized task force meetings for the preparation of programme outlines. 	Ensure that gender mainstreaming remains a priority and enhance mutual exchange of information on gender mainstreaming among Secretariat, the Institutions and Missions	December- March 2006

Scope of intervention	Priority areas	Activities	Expected results	Timeframe
	Encourage gender-sensitive and gender-balanced reporting	<ul style="list-style-type: none"> • Include references in the Reporting Guidelines to the use of gender-sensitive language and to the inclusion of gender mainstreaming activities. Follow-up with Field Operations as required. • Work with the training section to reflect gender-related considerations in the GO session on reporting skills 	Enhance the quality of reports from a gender-sensitive perspective and inform the Council more regularly on progress of field operations' efforts in gender mainstreaming.	December-May 2006
ExB projects (Projects Co-ordination Cell)	Review of gender elements during projects' assessment	<ul style="list-style-type: none"> • Consultations of the projects • Consultations with gender experts (Secretariat, ODHIR) regarding projects focused on gender issues 	Systematic inclusion of gender perspective during the project planning Expert input on projects dealing specifically with gender issues	Ongoing
	Providing guidelines on gender mainstreaming in project development	<ul style="list-style-type: none"> • Creating a short aide-memoire on how to integrate a gender perspective in OSCE projects proposals • Creating checklists for conducting a general gender analysis • Creating checklists pertaining to projects focused on women's empowerment and women's participation in public life and/or other thematic areas 	Practical and hands-on guidelines for gender mainstreaming of OSCE projects	End December 2005 End December 2005 End January 2006

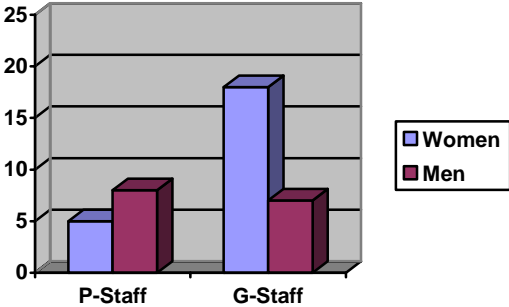
Scope of intervention	Priority areas	Activities	Expected results	Timeframe
	Updating the OSCE projects templates	<ul style="list-style-type: none"> Updating and incorporating gender focused sections in: the Project Proposal Template the Final Project Narrative Report 	Adapted templates	End December 2005
	Creating a reference tool for conducting gender analysis in project management	<ul style="list-style-type: none"> In co-operation with the Training Section development of an updated version of the Project Management Case Study: incorporating a chapter/sections on gender mainstreaming and gender analysis adapting the examples 	Adapted project management toolkit	End of April 2006
POLITICO-MILITARY ASPECTS OF SECURITY	Establish stronger links with ATAU	<ul style="list-style-type: none"> Set meetings between ATAU and border experts to explore possible activities linking border security and management with the fight against trafficking (OU). Together with training section, develop training of the borders team on trafficking and gender issues as appropriate (OU). 	Enhance capacity of border experts to address trafficking issues in support of participating States.	Dec-May 2006
	Propose amendments to FSC Documents to the FSC Chair.	<ul style="list-style-type: none"> With the support of the Gender Unit, propose amendments to the Code of Conduct and Questionnaire, for example on the number and role of women in the armed forces, paramilitary and MoDs (FSC Support Unit). 	Gender mainstream the policies of the OSCE in the pol-mil dimension.	Dec-May 2006

Scope of intervention	Priority areas	Activities	Expected results	Timeframe
	Conduct study on the "gender dimension of proliferation of SALW"	<ul style="list-style-type: none"> • Conduct study on the gender dimension of SALW in the OSCE area (PCO, FSC Support Unit, OU Analyst). • Assess if and how this topic could be addressed in the OSCE framework, for example at the ASRC (PCO, FSC Support Unit, OU Analyst). 	Explore how the gender dimension of the proliferation of SALW can be successfully addressed by the OSCE.	Dec-May 2006

Department of Human Resources

Human Resources – Recruitment balance

P-Staff		G-Staff	
Women	5	Women	18
Men	8	Men	7



Objective	Activities	Time-Frame	Unit responsible
To appoint a DHR Gender Focal Point to engage in the process of gender mainstreaming.	<ul style="list-style-type: none"> • Identify a DHR staff member who can temporarily engage in gender related activities without negative repercussions to their daily tasks until additional resources can be engaged. • Identify DHR resource who can undertake the work of the Gender Focal Point for the department on a long term basis. • Adapt the Terms of Reference provided by the Gender Unit as they relate to DHR. 	First quarter	D/DHR
To encourage participating States to submit more qualified female candidates for positions in the OSCE, in particular at senior and policy-making levels.	<ul style="list-style-type: none"> • Provide quarterly statistics to the participating States, the Gender Unit for analysis and to the SG for inclusion into the Annual Report showing the number of nominations/applications received and the gender balance, with respect to their nationals. • Continue to provide annual statistics showing the current distribution of women and men by category of posts at each level. • Continue to highlight gender mainstreaming issues during bi-lateral talks in Vienna and in capitals. • Continue to share information and discuss efforts to achieve gender balance in recruitment at the annual OSCE Meeting on Training and Recruitment. • Promote the use of the REACT Staffing Matrix as a planning tool mechanism for participating States to develop rosters of potential women candidates. • Promote the use, by participating States, of additional recruitment sources and the establishment of networks with professional organizations that will assist in seeking suitable female candidates. 	First quarter Ongoing Ongoing Ongoing First quarter First quarter	Recruitment Recruitment D/ and DD/ DHR D/ and DD/ and Training Recruitment D/DHR
To review all OSCE organizational regulations, rules, directives and instructions to incorporate gender mainstreaming aspects, when called for.	<ul style="list-style-type: none"> • Identify, in consultation with the Gender Unit, where gender mainstreaming factors and procedures should be incorporated into OSCE regulatory documents. 	Ongoing	Personnel
To raise staff awareness of the problem of harassment in working	<ul style="list-style-type: none"> • Assist in the completion of Staff Instruction XX (formerly OD11) entitled 'Policy against Harassment, Sexual Harassment and Discrimination'. 	Ongoing	D/DHR

<p>life and the measures available to combat and prevent it, and to encourage victims to come forward with their complaints.</p>	<ul style="list-style-type: none"> • Continue to raise and discuss the importance of Staff Instruction XX at regular HoM's meetings, induction briefings for new HoMs, Hols and Directors and at the General Orientation programmes. • Develop a guidance paper for HoMs, Hols and Directors outlining their role and responsibilities with regard to Staff Instruction XX and the complaints procedure. • Review on an annual basis, together with the Gender Unit, Staff Instruction XX and revise as necessary. • Circulate Staff Instruction XX to all OSCE officials, on an annual basis, and obtain written acknowledgement of receipt and understanding. • Re-introduce weekly meetings between Director DHR and the Senior Advisor on Gender Issues to discuss current trends, best practice, problem identification and resolution. 	<p>Ongoing</p> <p>First quarter</p> <p>Ongoing</p> <p>Annually</p> <p>Immediately</p>	<p>D/DHR</p> <p>D/DHR</p> <p>Personnel</p> <p>Personnel</p> <p>D/DHR</p>
<p>To apply strengthened and innovative recruitment strategies in the OSCE to promote equal opportunities for all and to ensure that well-qualified women are identified and attracted.</p>	<ul style="list-style-type: none"> • Conduct regular gender-mainstreamed reviews of recruitment procedures and job specifications in order to identify possible prejudices and obstacles against female applicants and, if necessary, revise the procedures as appropriate. • Continue to ensure, where possible, a gender-balance with regard to board members on interview panels. • Provide annual statistics to the Secretary General showing the gender balance of board members on interviews for inclusion in reports on the implementation of the Gender Action Plan. • Continue to provide Director DHR with all short-lists for Professional positions to ensure that they are gender-balanced, as appropriate. • Continue to provide information on all short-lists regarding the number of men and women who applied for the position. • Continue to provide annual statistics of all interviews conducted and the gender-balance of those interviewed to the Secretary General for inclusion in Annual Report. • Continue to hold regular DHR Chiefs' and Secretariat Staff Committee (SSC) meetings to review the integration of, and consideration to be paid to, gender aspects relating to recruitment and selection. • Examine the wording of the statement in vacancy notices encouraging women to apply and strengthen the statement, as appropriate, taking 	<p>Ongoing</p> <p>Ongoing</p> <p>Annually</p> <p>Ongoing</p> <p>Ongoing</p> <p>Annually</p> <p>Ongoing</p> <p>First quarter</p> <p>First quarter</p>	<p>Recruitment</p> <p>Recruitment</p> <p>Recruitment</p> <p>Recruitment</p> <p>Recruitment</p> <p>Recruitment</p> <p>D/DHR</p> <p>Recruitment</p> <p>Recruitment</p>

	<p>into consideration texts used by other organizations.</p> <ul style="list-style-type: none"> • Ensure a 50%/50% gender-balance in all Junior Professional Programmes. 		
To ensure that when management positions are being filled, people are selected who, in addition to other requirements, demonstrate gender-sensitive attitudes.	<ul style="list-style-type: none"> • Develop, using the expertise of the Gender Unit, a definition of the term 'gender-sensitive'. • Develop, using the expertise of the Gender Unit, a list of indicators which describe gender-sensitive attitudes. • Develop, using the expertise of the Gender Unit, methods to measure gender-sensitive attitudes, and competency-based questions to be used, during the selection interview process. 	First quarter	D/DHR
		First quarter	D/DHR
		First quarter	D/DHR
To include an evaluation in the performance appraisals of all managers which relates to 'sensitivity to gender equality'.	<ul style="list-style-type: none"> • Review the Performance Appraisal Report (PAR) and, using the expertise of the Gender Unit, incorporate an evaluation criterion that formally evaluates sensitivity to gender equality. • Develop, using the expertise of the Gender Unit, a gender-equality scoreboard containing details of measures that can be compared across all services, taking into consideration the measures utilized by other organizations with regard to gender-equality. 	Second quarter	D/DHR
		Second quarter	Personnel
To assess the training needs of staff at all levels with regard to gender awareness, gender mainstreaming and certain thematic issues.	<ul style="list-style-type: none"> • Develop methodology to assess staff training needs • Issue questionnaire to assess staff training needs • Analyze staff responses 	First quarter	Training
<p>To ensure a gender perspective is integrated in the GO Programme and to improve accessibility of gender material in the programme.</p> <p>To identify opportunities to integrate a gender perspective in other OSCE training materials and publications</p>	<ul style="list-style-type: none"> • Review General Orientation modules to assess current integration of a gender perspective • Revise/modify General Orientation modules to add a gender perspective • Revise/modify gender module to make subject matter more accessible 	First quarter	Training
To determine the goals, learning objectives, content and methodology of gender training courses to be delivered OSCE-wide	<ul style="list-style-type: none"> • Develop training modules on (i) gender awareness and gender mainstreaming, (ii) gender sensitive project management, (iii), professional working environment (including sexual harassment and code of conduct) and (iv) violence against women (domestic violence and trafficking in human beings) 	First and second quarters (and on going)	Training

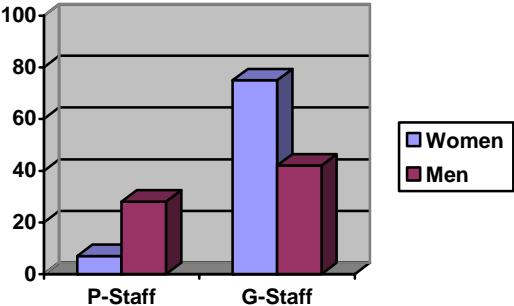
	<ul style="list-style-type: none"> Cooperate with relevant OSCE structures and partner organizations, to identify best practice models 		
To increase current and future OSCE staff's knowledge and understanding of gender-related concepts and issues, and to increase their capacity to integrate a gender perspective into their programmes, projects and activities.	<ul style="list-style-type: none"> Organize gender training for (i) OSCE staff with specific tasks under the Action Plan for the Promotion of Gender Equality (ii) Gender Focal Points, (iii) project management staff, (iv) in-coming OSCE staff, (v) pre-mission staff 	Second quarter (and on going)	Training

Department of Management and Finance

Mandate: The Department of Management and Finance (DMF) provides managerial, financial and administrative services to OSCE participating States, the Secretariat, Institutions and Field Operations. It further provides policy guidance on the management of OSCE financial and material resources through the development and upkeep of OSCE Regulations, Rules and Instructions.

Human Resources – Recruitment balance

P-Staff		G-Staff	
Women	7	Women	75
Men	28	Men	42



DMF is the largest department in the OSCE Secretariat and is responsible for managing OSCE’s financial and material resources, its IT infrastructure as well as providing support to participating States with conference and languages services.

As an administrative department, DMF is not involved in the formulation of the programmatic aspects of OSCE’s work. DMF’s contribution to the implementation of the gender action plan will therefore focus on management and policy aspects of the action plan.

The table overleaf provides an overview of initiatives considered in DMF in order to meet the obligations contained in the gender action plan, as applicable.

Tasks	Responsibility	Expected Results	Timeframe
<p>Task I</p> <p>Ensuring that relevant staff members in DMF are familiar with gender mainstreaming.</p>	<p>Director/DMF Gender Focal Points</p>	<p>DMF has nominated 2 Focal Points in the department – one in Direction and Management and one in Conference Services/ Language Services. The next step is to ensure that relevant staff in DMF is familiar with gender mainstreaming principles and is able to reflect a gender perspective, as appropriate, in their work.</p>	<p>The timeframe will depend on when gender training and guidelines are offered by Training Unit and/or the Gender Adviser.</p>
<p>Task II</p> <p>Incorporating gender mainstreaming aspects into rules and instructions</p>	<p>Director/DMF Gender Focal Points</p>	<p>Ensuring that the wording of OSCE financial and administrative instructions drafted by DMF incorporates gender mainstreaming aspects, where applicable.</p>	<p>See above</p>
<p>Task III</p> <p>Using gender-sensitive language in OSCE documents drafted or edited by DMF/ Conference Services</p>	<p>Conference Services staff involved in drafting and editing OSCE documents</p>	<p>Ensuring the use of gender-sensitive language in conference documents drafted and edited by DMF/Conference Services.</p>	<p>See above</p>