



Mission in Kosovo

The OSCE Mission in Kosovo has been entrusted with the lead role in matters relating to institution- and democracy-building, rule of law, and human rights in the region. The Mission forms a distinct component of the United Nations Interim Administration Mission in Kosovo (UNMIK) and is responsible for, among other things, training police, judicial and civil administrators; furthering the development of a civil society; supporting media development; organizing and supervising elections; and, monitoring, protecting and promoting human rights.

ORGANIZATION FOR SECURITY AND CO-OPERATION IN EUROPE

Mission in Kosovo

OSCE and Capacity Building

THE OSCE-s Role in Kosovo

As our name suggests, the OSCE is about fostering a more secure future through cooperation. Working with local and international partners, the OSCE assists newly emerging democracies and helps stabilise and rebuild post-conflict societies. In Kosovo, the OSCE is known as the “institution building” pillar of UNMIK. That means we concentrate on those sectors that are crucial to a well functioning democratic society and in which the OSCE is recognised as a specialist: the media, human rights, elections, supporting community based NGOs, working with political parties, and fostering the rule of law. The theme common to our work in all these areas is capacity building.

Capacity Building

Capacity building involves many elements: human, technological, organisational, financial, cultural and institutional. The ultimate goal is to enhance the capability of people, institutions, and society in general, to develop their potential, make better use of existing resources, and foster new potential.

The most obvious form of capacity building is developing the skills and performance of both individuals and institutions through training. That’s the “micro” level. But the “macro” level - that of a specific sector or society as a whole - there are several other elements. Capacity building is about improving cooperation; supporting changes in the institutional, administrative and policy environment. It is about taking a multi-disciplinary approach to planning and implementation. Emphasising organisational and technological change; new ideas and innovation. Finding ways to sustain progress. Fundamentally, it is about problem solving, involving people in the process and encouraging them to take responsibility for their actions.

The Challenges in Kosovo

Capacity building requires sensitivity. Nearly all the capacity building measures - at state, civil society and private sector levels - have political implications and touch upon questions of power and vested interests. Kosovo is no different. It is a post-conflict society, which has suffered destruction and loss, in human and structural terms. It is divided on many levels, including that most basic of levels: language. Its economy is moving from a command one to one driven by market forces. Salary and working conditions are poor. Skills need to be upgraded. The public sector, for example, is very fragmented, meaning there is no tradition of cooperation between the individual sectors. Nor is there a tradition of accountability. In addition, the existence for many years of ‘parallel structures’ has meant that there is little tradition of cooperation with governmental structures. These are some of the challenges that the OSCE and Kosovo have to overcome for Kosovo to change and progress.

One of the OSCE’s main objectives in Kosovo is to help “de-politicise” and professionalise public institutions, such as the civil service, the police, the judiciary, and the media. This means providing training and introducing new standards based on merit and performance for recruitment and promotion.

The OSCE has consistently advocated participation by people of Kosovo at all levels of administration. It also believes that it is equally crucial to promote Kosovo ownership of



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the new institutions. As a result, all the new structures created or reformed by the OSCE have a policy, which aims to gradually transfer management from international staff to local people. In 2002, the OSCE is working to develop the efficiency and sustainability of Kosovo's institutions of government and public life so that they will reach high levels of independence and self-reliance. It is also essential that these institutions are inclusive and, therefore, adequately represent and serve the needs of Kosovo's many communities. Promoting cross-community representation and participation, as well as greater understanding and respect for human rights, are an integral part of all of OSCE's capacity building programmes.

Long-term development projects should also include other elements - wider involvement of non-state players, such as non-governmental organisations (NGOs); and improved coordination with donors. The OSCE actively seeks to incorporate all of these elements as well as the principles of transparency; participation by everyone, including smaller communities and other marginalized groups, such as women; and respect for human rights and the rule of law

OSCE's Capacity Building Programmes in Kosovo

HUMAN

The more individuals, groups, and organisations can gain access to knowledge and information such as technical data and best practices, the more they are empowered to provide and receive a better quality service. The OSCE is working to find the right people for the job, giving them an opportunity to gain new qualifications and skills and develop a professional approach to their work. The OSCE is involved in recruiting and training the Kosovo Police Service, the judicial community, the election commissions as well as its own local staff.

The Kosovo Police Service School (KPSS), for example, is one of the most successful capacity building projects in south-east Europe. It is training a 6,300-strong multi-ethnic police service. Already, the new local police officers have gained the respect of their communities and added to more effective law enforcement. The OSCE also runs courses for journalists, human rights experts, politicians, NGO personnel and civil servants. The Institute for Civil Administration is helping to develop a professional, apolitical civil service, something unknown in Kosovo up until now. It runs "in-service" training programmes for local government staff to both strengthen the functions of government and promote local self-responsibility for those wishing to enter the civil service in the future.

ORGANISATIONAL

Skilled personnel alone are not enough to make a society function to its full potential. They need premises in which to work, as well as technical, infrastructural and other resources. The OSCE has established four new legal institutions that are already making an impact in Kosovo. The Kosovo Law Centre engages in research, organises topical seminars for Kosovo's legal community and supports the Pristina University Law Faculty. The Kosovo Judicial Institute runs courses for judges, prosecutors and defence counsels. The Criminal Defence

Resource Centre works with defence lawyers to adequately represent their clients, through direct case-related assistance, research and training. The Ombudsperson Institution acts as a "watchdog" to make sure the authorities respect the human and civil rights of all members of society.

Success also depends on how well things are managed and regulated and whether there is a reliable and sustainable source of funding. So far, over 110 local, international and KFOR radio and television stations have been licensed following a complete re-organisation of Kosovo's frequency bands. Soon the Independent Media Commission will take over the responsibility from the OSCE to license and regulate broadcasters, while helping to promote independent media in Kosovo. Two media institutions started with OSCE's assistance, Radio-Television Kosovo, the public broadcaster, and KosovaLive, an internet news service, are now operating in a fully independent manner.

Co-ordination and co-operation is also vital. Today, there are hundreds of NGOs operating in Kosovo. The OSCE has established a central NGO Forum to enable them to engage in dialogue, co-ordinate their activities and, therefore, target their activities more effectively. Political parties are also receiving support on a variety of organisational and administrative levels, including fund-raising and financial accountability. The OSCE is also advising them on platform and policy development.

GOVERNMENTAL

Capacity building is fundamentally a governance issue. Ultimately, institutional development depends upon openness, creativity, transparency and accountability. If these elements are present at government level, then progress can also be made at other levels. The OSCE is involved in supporting Kosovo's political, legal and administrative structures in practical and policy-oriented ways.

The 2000 municipal and 2001 Kosovo-wide elections were a huge learning experience for Kosovo. The Central Election Commission consisted mainly of local people from all sections of society who succeeded in keeping party politics out of their deliberations and decisions. The Electoral Rules they adopted obliged the political parties contesting the elections to meet modern, democratic requirements and standards.

The OSCE continues to have a highly original role in the support of Kosovo's governing institutions through the Office for Good Governance. Its role is to raise awareness of and incorporate the principles of transparency, popular participation, equal opportunity, respect for human rights and independence of the media and NGOs into the decision and policy making process at the highest level.

The OSCE is also monitoring how Kosovo's judicial system is functioning. The monitors make critical observations but with the clear purpose of helping to improve the way trials, for example, are conducted and ensuring that international legal standards are met.

