



Marc Perrin de Brichambaut is appointed OSCE Secretary General

would like to tell each of you how proud I feel to join the outstanding group of professionals who serve the Organization in Vienna and the field. Serving a body that is based on the values, standards and ambitions adopted by 55 countries is a special duty — and a special privilege — for all of us. It requires our very best efforts. My goal is to help and enable each of you to give your best.”

He expressed his strong belief that the OSCE remained relevant and vital to the citizens of all its participating States and beyond. “The difficulties that the Organization experiences reflect the broader problems that our societies encounter,” he said. “It should be our common determination to contribute to overcoming them. The reform process now under way within the Organization is a great opportunity for all of us.”

Since graduating from the *Ecole Nationale d'Administration* in Paris in 1974, Secretary General de Brichambaut has held senior positions and advisory roles in the French Government and diplomatic posts in Washington, D.C., New York and Vienna.

French President Jacques Chirac sent his best wishes to the new Secretary General, saying: “You know that the OSCE, with its role of promoting common values, peace and stability throughout the European continent, is of great importance to France.

“As a signatory of the Helsinki Final Act, France has accompanied the OSCE through all its changes. The Organization as we know it today has its origins in the Charter of Paris for a New Europe. Please be assured of France’s support in accomplishing your mission at the service of the OSCE.”

The OSCE Chairman-in-Office, Slovenian Foreign Minister Dimitrij Rupel, noted that Ambassador de Brichambaut was taking over just as the Helsinki Final Act was marking its thirtieth anniversary. It was also a challenging time, when the Organization was undergoing intensive discussions about its future. (As the *OSCE Magazine* went to press, the seven-member Panel of Eminent Persons, created in December 2004, was about to present its report, “Common Purpose”, on a strategic vision for the Organization in the twenty-first century.)

“His job will not be easy but I am confident that, with his enormous experience, Ambassador de Brichambaut will make a significant contribution to the reform process and that he will help to ensure that the OSCE remains dynamic and effective,” Minister Rupel said.

Marc Perrin de Brichambaut is the fourth Secretary General in the history of the CSCE/OSCE. The first Secretary General was Wilhelm Höynck of Germany (1993-1996), followed by Giancarlo Aragona of Italy (1996-1999) and Ján Kubiš of Slovakia, who has just completed two three-year terms (June 1999 to June 2005).

Senior French diplomat Marc Perrin de Brichambaut was named by the OSCE participating States in early June to succeed Ján Kubiš as the Organization’s Secretary General. His three-year term started officially on 21 June 2005.

A former Head of the French Delegation to the Conference on Security and Co-operation in Europe, Ambassador de Brichambaut was serving as Director for Strategic Affairs at the French Defence Ministry when his new appointment was announced.

In a letter to OSCE staff, Secretary General de Brichambaut said, “I

Marc Perrin de Brichambaut: Expert in East-West and security issues

1974 Starts career at the *Conseil d'Etat*, France's highest administrative court, where he becomes an administrative judge.

1978-1981 Special Assistant to the United Nations Under-Secretary-General for International Economic and Social Affairs, New York.

1981-1983 Adviser to French Foreign Minister Claude Cheysson, focusing on development and economic issues.

1983-1986 Chief of Staff to Roland Dumas, Minister of European Affairs and later, Foreign Minister.

1986-1988 Cultural Counsellor at the French Embassy, Washington, D.C.

1988-1991 Principal Adviser to Defence Minister Jean-Pierre Chevenement.

1991-1994 Ambassador and Head of the French Delegation to the Conference on Security and Co-operation in Europe, Vienna.

1994-1998 Head, Legal Division, French Foreign Ministry.

1998-May 2005 Director for Strategic Affairs, French Defence Ministry

Marc Perrin de Brichambaut was born in Rabat, Morocco, on 29 October 1948. He graduated from the *Ecole Normale Supérieure*, the *Institut d'Etudes Politiques de Paris* and the *Ecole Nationale d'Administration*. He is married and has two children.



JÁN KUBIŠ: LEAVING A LEGACY

End of an era for “Mr. OSCE”

22 June 2005, Vienna:

“We are all grateful to Ján Kubiš for assembling the team that serves with distinction in Vienna and in the field missions,” said new Secretary General Marc Perrin de Brichambaut (left) at his predecessor’s farewell reception.

Photo: OSCE/Alexander Nitzsche

The man who led the OSCE for more than half of its 10-year existence as an organization stepped down in June. Ambassador Ján Kubiš of Slovakia relinquished his post as Secretary General after completing two three-year terms. The veteran diplomat marked his departure in characteristically low-key style, hosting a reception for delegations and Secretariat staff at the Hofburg on 22 June and addressing the Permanent Council for the last time on 23 June.

Ambassador Maria-Pia Kothbauer of Liechtenstein, the Dean of the OSCE diplomatic corps, praised Ambassador Kubiš for his extensive knowledge of the Organization and his expertise in European affairs. Describing him as “Mr. OSCE for the last six years”, she singled out his amazing memory, personal modesty and low profile as defining characteristics. In an interview with the *OSCE Magazine* on his last day in office, Ambassador Kubiš reflected on his close association with the Organization throughout his career as a diplomat.

**BY RICHARD MURPHY AND
WALTER KEMP**

“I have seen the OSCE evolve from an instrument for bridging a Cold War divide into a tool for building a united Europe on the basis of shared democratic values,” Ján Kubiš said. “We have changed from a series of conferences

into an organization. We are much more operational, better organized and better managed than we were a decade ago. OSCE Missions and Institutions are a proven success.”

But, the outgoing Secretary General added, the OSCE was still not used to its full potential by its 55 participating States. “The OSCE is under-utilized. There have



13 January 2003, Vienna.
 Ján Kubiš with Austrian
 Foreign Minister Benita
 Ferrero-Waldner and Dutch
 Foreign Minister Jaap de
 Hoop Scheffer during the
 Netherlands' Chairmanship
 of the OSCE

REUTERS/LEONHARD FOEGER

been a lot of important declarations but the Organization has never become the primary tool for conflict prevention, crisis management and post-conflict rehabilitation that it was intended to be. That is a pity. Our political leaders need to reinvigorate the OSCE as a forum for high-level political dialogue.”

Following the delay in adopting the OSCE's 2005 budget, which was not agreed until May this year, Ambassador Kubiš said he was concerned about the possible re-opening of East-West dividing lines in Europe.

LEGITIMATE INTEREST

“I was unpleasantly surprised to hear language reminiscent of the Cold War being used again, with some countries talking about interference in their internal affairs. Language like this is inappropriate in the modern OSCE. The fact is that the implementation of the Organization's commitments is a matter of legitimate interest for all OSCE countries.”

Nevertheless, Ambassador Kubiš did not accept the view that the OSCE was in crisis.

“Crisis implies huge stress, sometimes to breaking point, and I don't believe that is the case. Like all international organizations, this one needs reform and needs to readjust its work priorities. That is natural.

“The Organization needs to remain relevant for all its participating States – for all of us. There might be differences of opinion, which is normal and healthy, but there are no longer two blocs as in the Cold War. The basic set of values and commitments is

the same for everyone.”

However, the OSCE should define a new strategic vision and continuously adapt itself to a changing European security environment, he said. “We need to take calls for change seriously if we are to maintain our efficiency and credibility in the eyes of all of our participating States.”

Ambassador Kubiš said the job of Secretary General was occasionally frustrating but never dull. “It was an honour and a challenge and I enjoyed it immensely. I will never regret my years at the OSCE.”

Visiting OSCE field missions — currently 18 — always provided a morale boost. “I can't tell you how exhilarated and happy I was whenever I visited our field offices, seeing often very young people working effectively to assist host countries with their development. They are the ones who make the OSCE relevant to ordinary people.”

KEY TEST

Relevance to the lives of ordinary people was the theme taken up by Ján Kubiš in his farewell address to the Permanent Council.

“It is not only the inter-governmental characteristics of the OSCE that are important. What matters is when it helps to improve the lives of normal people,” he said. “That is the key test of the Organization's relevance and that is how we must judge our success.”

Asked to describe some of the major disappointments during his term, he cited the unresolved conflicts in Georgia, Moldova and Nagorno-Karabakh.



August 1999, Kosovo Police Service School: The newly appointed Secretary General is briefed by School Director Steve Bennett and Head of the OSCE Mission in Kosovo, Ambassador Daan Everts (right).



26 November 2004, Kyiv: Opposition leader Viktor Yushchenko welcomes Ján Kubiš during the international mediation efforts to resolve Ukraine's political crisis.

“It is difficult for me to accept that, after 10 to 15 years, we are still facing so-called frozen conflicts. There have been a good number of efforts to resolve these conflicts but with no major results. I am not happy about this.”

On the positive side, recent highlights included the OSCE's active role as part of the international mediation effort after the disputed presidential elections in Ukraine in late 2004 and the dispatch of an OSCE Election Support Team to Afghanistan — the Organization's first “out-of-area” activity.

“It was very gratifying to see the OSCE play such a constructive role in helping to end the political crisis in Ukraine. We were undoubtedly among the best prepared and best informed participants in the process,” said Ambassador Kubiš, who represented the OSCE at the mediation talks in Kyiv.

The Afghanistan operation was a tribute to the operational effectiveness of the Organization — in particular the Secretariat, he said. “The successful deployment of the Election Support Team proved that the OSCE is able to react quickly and effectively to new tasks when called upon, in a way few international organizations can match.”

He saw considerable scope for sharing the Organization's 30-year experience of co-operative security with other countries outside the OSCE area. “I believe we should build on the Afghan experience and not hesitate to reach beyond our participating States and engage in concrete activities, especially with our Mediterranean and Asian Partners.”

Management reform took up much of Ambassador Kubiš' second term as Secretary General. He was proud about what had been done to make the workings of the Organization more efficient and transparent, giving credit to the former Director for Management and Finance, Michael von der Schulenburg, who spearheaded the IRMA management programme.

IRMA (Integrated Resource Management System) is an IT tool that allows a co-ordinated and comprehensive management of activities — from setting up operations and planning strategy, to mobilizing and managing resources, and reporting on progress to OSCE participating States.

“Much remains to be done, but this Organization has taken great strides in increasing our capacity to turn policy decisions into concrete operations, speedily and flexibly. In the process, we have improved cost-efficiency, transparency and our accountability to participating States,” he said.

“Other international organizations, including the United Nations and the European Union, are following our progress with keen interest and we can all take pride in that.”

POLITICAL ROLE

Asked if he had some advice for his successor, Marc Perrin de Brichambaut of France, Ambassador Kubiš replied: “Be bold. Use your mandate to the fullest possible.”

He said the Secretary General should steer the operational work of the Organization, maintaining continuity



Ján Kubiš in his former office on Vienna's Ringstrasse

between annual Chairmanships, and should not shy away from an overtly political role. “The Secretary General is in a unique and privileged position in relation to the participating States and there is absolutely no problem with him playing a political role.”

In his parting advice to participating States, Ambassador Kubiš singled out two things which he felt were fundamentally wrong with the Organization — personnel policy and the way the budget was agreed.

“The fact that all senior-level contracts are limited to a few years encourages brain-drain in an organization that should be trying to retain its best people,” he told the Permanent Council. “We are effectively shooting ourselves in the foot. This is bad and short-sighted management.”

He believed staff rules should be amended to allow longer terms for key staff without abandoning the basic “non-career” structure of the Organization.

On the budget, he made no secret of his frustration at the way OSCE delegations in Vienna had strayed into micro-management of the finances of the Secretariat and the Institutions, risking losing sight of the big political picture.

“We need to re-focus budgetary discussions at a political level,” Ambassador Kubiš

said. “We should not get bogged down too often in budgetary details about relatively limited amounts of money, or waste time micro-managing the details of implementing approved decisions.”

The outgoing Secretary General outlined his vision for the future of the Organization at the winter meeting of the OSCE Parliamentary Assembly in February this year.

“I am now more convinced than ever that the concept of the comprehensive approach to security works,” he told parliamentarians. “Soft multilateralism can make a difference.”

Political commitments needed to be matched with action and determination to implement them. The OSCE should not become a framework for international acceptance of non-democratic regimes and legitimization of their policies.

“Hypocrisy will cost us dearly,” he said.

Concluding, Ambassador Kubiš urged OSCE countries to re-unite around the common values that underpinned all the Organization’s activities. “If the OSCE did not exist, we would have to invent it. Let us use it to the maximum.”

Richard Murphy is OSCE Spokesperson and Head of the Press and Public Information Section. Walter Kemp is Senior Adviser, Office of the Secretary General.

Ján Kubiš: Three decades in the service of security and co-operation

1980-1985 Attaché and Third Secretary at the Embassy of Czechoslovakia in Addis Ababa, Ethiopia

1985-1990 High-level positions in the Czechoslovak Ministry of Foreign Affairs in Prague, including Head of the Security and Arms Control Section. Participation in several key negotiations within the Conference on Security and Co-operation in Europe (CSCE), including talks concerning the Treaty on Conventional Armed Forces in Europe (CFE).

1990-1991 Deputy Head of the Embassy of Czechoslovakia in Moscow

1991 Director-General, Euro-Atlantic Section, Czechoslovak Ministry of Foreign Affairs

1992 Chairman of the Committee of Senior Officials of the CSCE under Czechoslovakia’s Chairmanship of the CSCE

1993-1994 Permanent Representative of the Slovak Republic at the United Nations Office at Geneva

July 1994-July 1998 Director of the Conflict Prevention Centre, CSCE/OSCE Secretariat

1998-1999 Special Representative of the United Nations Secretary-General for Tajikistan and Head of the UN Mission of Observers in Tajikistan

June 1999-June 2005 Secretary General of the OSCE

Ambassador Kubiš was born in Bratislava, Czechoslovakia, on 12 November 1952. He joined the diplomatic service in 1976, after graduating from the Moscow State Institute of International Relations. On 15 July 1998, he was awarded the OSCE Medal for his outstanding service to the Organization. In 2000, he also served as Special Representative of the OSCE Chairperson-in-Office for Central Asia.

Ján Kubiš: “Personification of peacekeeping”

GOVERNMENT OF TAJIKISTAN



After Tajikistan obtained its independence, it went through some difficult times and the role played by our friends throughout the world in overcoming our problems was very important indeed.

Among those who made a vast contribution to the attainment of peace and national harmony following a period of conflict in Tajikistan was Ján Kubiš. He first visited the country at the height of its instability, when he was Director of the OSCE's Conflict Prevention Centre.

Later, as the United Nations Secretary-General's Special Representative for Tajikistan, his tireless work gave him great authority not only in the country, but also throughout the international community.

His appointment as Secretary General of the OSCE immediately after the completion of his Tajik mission came as no surprise. In this senior post, too, Ambassador Kubiš has done a great deal to enhance co-operation among the participating States and with the United Nations. I often recall with great pleasure our numerous meetings during which questions related to strengthening the authority and the capabilities of the OSCE were discussed.

I would like to express sincere gratitude to Ján Kubiš for all that he has accomplished and to wish him every success in his future career.

Emomali Rakhmonov
President
Republic of Tajikistan

UNITED NATIONS



Ján Kubiš has been a trusted colleague and friend for many years. During his time at the helm of the OSCE Secretariat, relations between the OSCE and the United

Nations have grown ever stronger, in large part thanks to Ján's leadership qualities and his in-depth understanding of the dynamics of both our organizations.

Our working relationship dates back to 1998-1999, when Ján served as my Special Representative for Tajikistan — a crucial time in the implementation of the General Peace Agreement in that country. He was undaunted by the many political and security challenges that characterized that period.

Since he took office as OSCE Secretary General, co-operation between our two organizations in various regions has evolved productively — including in the South Caucasus, the Balkans and Central Asia — and has been strengthened by Ján's first-hand knowledge of those regions.

He leaves a valuable legacy with both our institutions, and I wish him all the best in the years ahead.

Kofi A. Annan
Secretary-General
United Nations

NATO



and “failed States” that cause instability in their own region and beyond.

To meet these challenges, we must apply political, military and economic instruments in a well-co-ordinated way. And that puts a premium on effective co-operation between our organizations.

The Balkans have demonstrated the potential for us to work together — for example, when we prevented civil strife in southern Serbia in 2000-2001, and brought together all interested parties in Ohrid in 2003 to work towards greater border security in the region.

I am determined to build on this experience and to explore further pragmatic co-operation in other functional and geographical areas because I firmly believe — along with Ján Kubiš — that a truly effective partnership between NATO and the OSCE will bring greater security for us all.

Jaap de Hoop Scheffer
Secretary General of NATO
Former Minister for Foreign Affairs of the Netherlands

On behalf of the people and the Government of the Islamic Republic of Afghanistan,



I would like to express my deepest gratitude for the extraordinary achievements of Ambassador Ján Kubiš during his two terms as Secretary General of the OSCE.

Since Afghanistan became an OSCE Partner for Co-operation in April 2003, our collaboration has grown steadily.

Ambassador Kubiš' continuing efforts to expand the relationship between the OSCE and my country culminated in the deployment of an OSCE Election Support Team in Afghanistan during the presidential election process in October 2004. The Support Team successfully met its goals, for which we are deeply grateful.

Through his dynamic leadership, professionalism and experience, Ambassador Kubiš was able to guide the OSCE Secretariat in accomplishing its many tasks.

We wish his successor well and hope he follows the same path of strengthening the bonds between the Organization and its Partners.

I wish Ján Kubiš good health and every success.

Abdullah Abdullah
Minister for Foreign Affairs
Islamic Republic of Afghanistan



On behalf of the Russian Federation, I wish to express my sincere appreciation to Secretary General Ján Kubiš for his outstanding service in the OSCE. His six years at the vanguard of our Organization have shown him to be a dedicated leader with deep insight into the intricate mechanisms of the OSCE.

Among his diverse accomplishments are a number of decisions aimed at streamlining the Secretariat and enhancing transparency in its work, and ensuring a more equitable geographical representation of staff in the OSCE central institutions and in the field.

Over the past years, he has personified the peacemaking mission of the OSCE, appearing in almost every trouble spot in the OSCE area and working selflessly to allay tensions and resolve underlying disputes.

Above all, Ambassador Kubiš has displayed unwavering commitment to the cause of reforming the Organization and forging it into an instrument of genuine and equal co-operation on pressing issues of pan-European security.

We are grateful for his unyielding efforts to enhance, in times of rapid change, the valuable functions of the OSCE in all its dimensions.

Ambassador Kubiš visited Moscow many times to meet senior Russian officials and has become known as a close friend of our country. His positive and dynamic approach to his work and his openness in listening to diverse opinions and in addressing the concerns of participating States which, even in the grip of harshest deadlock made compromise possible, have set an example for us to follow.

I wish him the best of luck in the years ahead and would like to encourage his successor to follow in the spirit he has embodied.

Vladimir Chizhov
Deputy Minister for Foreign Affairs
Russian Federation

Ján Kubiš deserves much of the credit for the OSCE's great successes over the past six years of challenge and change for the Organization. His visionary leadership and firm stewardship of the OSCE will be sorely missed.

His contributions to the Organization extend beyond his service as Secretary General, dating from his participation in the Czechoslovakian Chairmanship in the early 1990s that played such an important role in making the then-CSCE relevant to post-Cold War Europe. As Secretary General, he has kept the OSCE focused on what it does best — reacting quickly, flexibly and robustly to fast-breaking developments.

Most recently, Ján was in the public eye for helping the OSCE support democracy in Kyrgyzstan. He was also an essential contributor to the OSCE's important work in the field, notably, the Organization's support for

democracy in Ukraine, its efforts to foster peace and bring hope to the people of Kosovo, and its positive response to the Serbian people's decision to end Slobodan Milosevic's authoritarian reign.

Whether behind the scenes or facing the international press corps, Ján has been an essential leader of the OSCE's successful efforts to support freedom and human rights, foster security and address conflict.

The Secretary General is responsible for the OSCE's day-to-day operations. Ján has kept the Organization functioning efficiently in the face of real challenges, including all-too-frequent budgetary uncertainty. We have not always agreed, as is to be expected in any organization of 55 geographically and historically diverse participating States. To Ján's credit, he has managed to take all our views into account and foster compromise, keeping our impor-



tant work in the field and in Vienna on track.

On behalf of Secretary of State Condoleezza Rice and a generation of U.S. officials, I want to express the deep appreciation of the United States for Ján's contributions to the OSCE and its missions. We wish him the very best in his future endeavours, and look forward to other opportunities to experience firsthand his intellect, diplomatic skills and boundless energy.

Robert A. Bradtke
Principal Deputy Assistant Secretary for European and Eurasian Affairs
U.S. Department of State

I had the privilege of working closely with my friend, Ambassador Ján Kubiš, under Romania's OSCE Chairmanship in 2001 and when we were part of the OSCE Troika in 2000 and 2002.

During those challenging times for the Organization, I had the opportunity to team up with him. His hard work and dedication to the principles and goals of the OSCE made him an exemplary chief manager.

Ambassador Kubiš has demonstrated his skills in two main areas:

Firstly, within the Organization and in his dealings with the representatives of participating States, his counsel and expertise were valued and appreciated. Under the Romanian Chairmanship, he and his colleagues were our partners in carrying out our roles and responsibilities.

His voice added weight to our appeal to all parties in the former Yugoslav Republic of Macedonia to put aside their differences and to make a genuine effort to reach a compro-

mise and work towards a lasting solution to the crisis. The Secretary General was always prepared to share his skills and capabilities with the peoples and the governments of Central Asia, applying his considerable experience on the ground. His dynamic approach is reflected in the active role of OSCE institutions and field missions today.

Secondly, the OSCE is an integral part of the web of international organizations dealing with security, human rights and economic issues, and it takes considerable talent and skill to co-ordinate and oversee co-operation with partner organizations, both at the political level and in the field.

I think that Ambassador Kubiš has succeeded very well in taking a pragmatic approach in this area.

His outstanding competence in managing the OSCE sets an example to follow.

Mircea Geoana
Senator, Parliament of Romania
Chairman, Foreign Affairs Committee
Former Minister for Foreign Affairs

