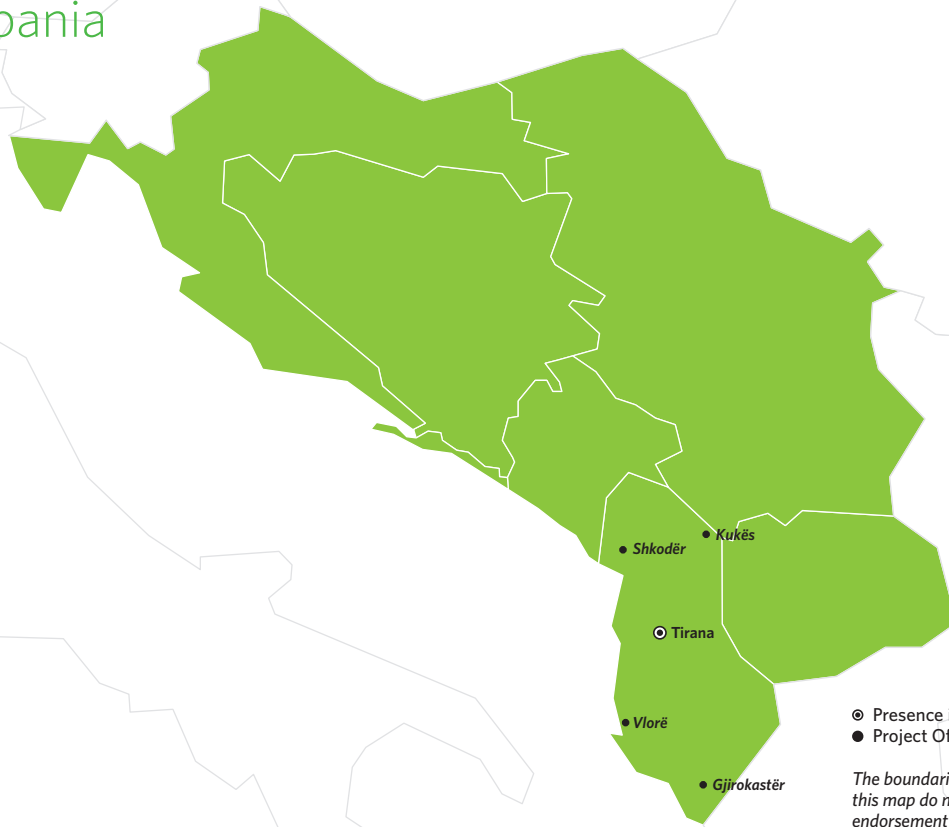


# Field operations



## South-eastern Europe Presence in Albania



● Presence in Albania  
● Project Office

*The boundaries and names on this map do not imply official endorsement or acceptance by the OSCE.*

*The Presence continued to provide assistance in the areas of electoral and judicial reform, legislative, judicial, property and regional administration, parliamentary capacity-building, anti-trafficking and anti-corruption. The Presence supported the independent media and good governance, provided police training assistance and worked to strengthen civil society. A highlight was the start of a project to assist the Government in the modernization of its civil registry and address system.*

### Politico-military dimension activities

**Strengthening cross border co-operation.** The Presence assisted the border and migration police in formulating and implementing its *Integrated Border Management* strategy. It facilitated joint border co-operation meetings with Italy, Kosovo/Serbia, Montenegro and the former Yugoslav Republic of Macedonia and assisted with the development of cross-border agreements with Montenegro.

**Assisting border and state police.** In preparation for the 2007 local elections, the Presence trained 55 police trainers on the role of the police during an election, and these trainers in turn provided the same training to a further 5,000 police officers. To help improve prosecution rates, the Presence supported a

six-month training course in interview and investigation techniques for 120 mid-level investigators. With the Turkish International Academy Against Drugs and Organized Crime, it provided training in investigation management to 19 organized crime investigators.

It made a large donation of border surveillance equipment to the border and migration police and instructed 60 border police officers in using the equipment. To help fight transnational organized crime, the Presence, together with the Spanish Chairmanship and the Strategic Police Matters Unit, established working groups to improve co-ordination among the police, prosecutors and judges within Albania and co-operation with Montenegro.

### Economic and environmental dimension activities

**Supporting property reform.** With financial support from Norway, Finland, the Czech Republic and the United States (U.S.), the Presence created an electronic database of 43,000 claims submitted for restitution and compensation. Its co-operation with the Immoveable Property Registration Office resulted in the first-time registration of 33,752 titles during 2007. It supported the creation of a digitized mapping system database and conducted an assessment of restrictions placed on registered properties.

**Supporting decentralization and regional reform.** The Presence helped the Government carry out an analysis of regional government structures. It facilitated discussions between the Government and donors on regional development and anti-corruption strategies.



↑ Cross-border co-operation between Albanian and Kosovo/Serbian authorities (OSCE/Jack Bell)

→ Ballots from the 18 February local elections are counted at a Tirana counting centre. (OSCE/ Urdur Gunnarsdottir)

↗ An old man votes in the 18 February elections. (LSA/Gent Shkullaku)

**Promoting good governance.** The Presence implemented a programme to empower women leaders in local government, focusing on the nine women mayors elected in the local government elections. It trained 160 local government officials of the High Inspectorate of Declaration and Auditing in preventing conflicts of interest. It provided the Finance Intelligence Unit with expertise on the new anti-money laundering law and technical training in gathering financial data from 17 banks. As a result of the Presence's promotion of corporate social responsibility, 22 tourist operators signed the *Global Code of Conduct for Protection of Children from Sexual Exploitation in Tourism*.

**Supporting the protection and reintegration of victims of trafficking.** The Presence helped local non-governmental organizations mount a campaign against child begging. Together with the Government and with the participation of anti-trafficking authorities from the former Yugoslav Republic of Macedonia and Kosovo/Serbia, it organized roundtables on cross-border co-operation in combating trafficking in human beings. The Presence helped 15 former victims of trafficking develop micro-enterprises by providing training and disbursing micro credits. It drafted a manual for law enforcement officials on identifying and protecting victims of trafficking.

**Promoting better environment management.** With an Environment and Security Initiative grant for the implementation of the *Aarhus Convention* and with the co-operation of the Ministry of the Environment, the Presence addressed several concerns of the Compliance Committee, which monitors the *Convention's* implementation. It opened regional Aarhus Information Centres in Shkodra and Vlora, trained 40 public officials and members of civil society on Aarhus rights and obligations and created an Aarhus website. Such activities resulted in the increase in consultations between the Ministry and civil society on issues such as waste management.

## Human dimension activities

**Furthering electoral reform.** The Presence provided technical and logistical support to the Parliamentary Committee on Electoral Reform and funded a series of workshops on international standards and best practices. It began a major project to help the Government modernize its civil registration and address systems, with funding from the European Commission and the U.S. and additional support from the Council of Europe and Norway.

**Strengthening the Parliamentary Assembly.** The Presence began implementing the second phase of its parliamentary support project, which aims to increase the transparency, accessibility and research capacities of the Parliamentary Assembly's committees, staff and services.

**Strengthening the justice system.** The Presence published a report analysing criminal appeals in Albania and provided training to the Deputy Chair of the High Council of Justice and four other judges on judicial ethics. Together with the Council of Europe and the Ministry of Justice, the Presence trained 300 legal professionals on the new *Domestic Violence Law*. It published a handbook for victims and non-profit organizations on seeking protection from domestic violence. It helped draft witness protection legislation

and, together with the police assistance missions of the European Commission and the U.S., assisted with the drafting of a new *State Police Law*.

**Human rights.** The Presence provided training to 92 legal professionals on the protection of minors. It coordinated the efforts of donors contributing to the implementation of the National Roma Strategy. It made recommendations on the creation of a probation system in prisons and helped design a new juvenile detention centre.

**Media development.** The Presence helped the public media regulator to develop a strategy for switching to digital broadcasting. With the support of the Presence and the OSCE Representative on the Freedom of the Media, six Members of Parliament attended workshops in Vienna on best practices and the current European Union media law.

**Promoting civil society and citizens' rights.** The National Network of Civil Society Development Centres, created by the Presence and now an independent legal entity, helped many local non-governmental organizations participate in local decision-making processes. The Presence facilitated studies on the implementation of the National Strategy on People with Disabilities and on the compliance of proposed legislation with the *UN Convention on People with Disabilities*.

**Advancing gender equality and women's rights.** The Presence, together with the UN Development Fund for Women, helped the Government to draft the recently passed *National Strategy on Gender Equality and Eradication of Domestic Violence*. The Presence together with the UN Development Programme



assisted the Government in amending and publicly discussing the draft *Law on Gender Equality in Society* and, with funding from Germany, continued to provide assistance to victimized women through the Women's Counselling Centre in Kukës.

*Head of Presence:*  
Ambassador Robert Bosch from 25 October,  
succeeding Ambassador Pavel Vacek whose mandate  
ended on 5 October

Approved budget: € 3,726,600

[www.osce.org/albania](http://www.osce.org/albania)



# Mission to Bosnia and Herzegovina



*Political tensions impeded the Mission's work in 2007 in certain areas – most notably in building certain educational and human rights institutions – but otherwise the Mission continued to carry out its mandated tasks without too much hindrance. These included assisting Bosnia and Herzegovina to meet its OSCE politico-military commitments, strengthening parliaments, improving local governance, speeding up the domestic prosecution of war crimes and the return of refugees, and seeking to end endemic discrimination against those in a minority in a community, especially in schools.*

## Politico-military dimension activities

### Compliance with politico-military commitments.

The Mission supported the work of the Personal Representative of the Chairman-in-Office for Article IV of Annex 1-B of the Dayton Agreement by providing technical and logistical assistance for 10 Article IV inspections. Bosnia and Herzegovina led the first multinational Article IV inspection of a Montenegrin military base since Montenegro became a party to the *Sub-regional Arms Control Agreement*.

Helping with the reduction of the vast stockpiles of surplus small arms and light weapons and

ammunition in Bosnia and Herzegovina remained a priority. The number of weapons and ammunition storage sites continued to decline, although the rate of destruction decreased, in part because of delays in employing adequate numbers of trained personnel and in part because of problems with the transfer of defence property from the entities to the State. Together with its international partners, the Mission worked as well on a strategy to build effective arms control mechanisms in Bosnia and Herzegovina.

**Parliamentary oversight and democratic control of the armed forces.** The Mission assisted the work of the defence, security and intelligence committees of the Parliamentary Assembly. It organized seminars and workshops to help these parliamentarians prepare and examine defence and security budgets. It also put together a programme under which committee members visited five European countries, where they exchanged views and information on defence reform and security oversight as well as on parliamentary oversight practices in other democracies.

**Institution building.** The Mission, in co-operation with the Ministries of Defence and Security, organized six seminars on the *OSCE Code of Conduct on Politico-Military Aspects of Security*. Approximately 180 senior officers and officials participated. With support and assistance from the State Government of Bosnia and Herzegovina and the Government of Finland, the Mission also developed and conducted two pilot courses on co-ordinating the development of national security policy.





## Economic and environmental activities

**Jobs and the economy.** The Mission organized nine job fairs and 26 entrepreneurship seminars in partnership with municipalities, employment bureaus, businesses, development agencies and civil society groups. As a result, more than 200 people found jobs and 50 started businesses. The Mission also helped 17 municipalities develop plans in partnership with their residents to identify and address barriers to local economic development.

## Human dimension activities

### Human rights and rule of law

**War crimes prosecution.** Twelve years after the end of the war, the prosecution of war criminals remains an unmet goal. Believing that justice is essential for reconciliation, the Mission sought to help Bosnia and Herzegovina achieve this goal. It also assisted the office of the Bosnian State Prosecutor in developing a strategy for the prosecution of the many outstanding cases. In addition, it continued to monitor war crimes trials, including those transferred by the International Criminal Tribunal for the former Yugoslavia to the Bosnian State Court.

**Supporting sustainable refugee returns.** Now that the process of property repossession has nearly reached its completion, attention has turned to making the return process sustainable by seeking to help create a climate of respect for human rights without discrimination throughout the country. In addition the Mission, in co-operation with OSCE Missions and representatives of the European Commission and the UN High Commissioner for Refugees in Croatia, Serbia and Montenegro, sought to assist the fulfilment of the commitments made by refugee ministers of the region in the January 2005 *Sarajevo Declaration*.

**Advancing the rights of vulnerable groups.** Roma and other national minorities suffer from discriminatory treatment when seeking access to health care, housing and employment. The Mission strove to rectify this and to alleviate gender disparities by providing training and legal advice to the relevant institutions and civil society groups. It also assisted the national authorities in designing solutions to tackle the growing problem of trafficking in human beings within Bosnia and Herzegovina.

### Democratization

**Promoting transparent and accountable government.** The Mission trained parliamentarians and strengthened committees of the State Parliamentary Assembly under its *Legislative Strengthening Programme*. The Parliament introduced measures to raise public participation in its work and moved to adopt a Code of Conduct regulating its activities.

Twelve municipalities completed their participation in the Mission's local governance project, *UGOVOR* or *Contract*, and another 60 are on track to do so before the project ends in June 2008. The second round of the *Beacon Scheme*, which recognizes and rewards excellence in municipal service delivery, was completed, bringing the total number of municipalities involved to more than 100.

With the Mission's assistance, 30 municipalities were able to reform their municipal administration to achieve minimum standards of effectiveness and efficiency. The Mission also helped municipal practitioners produce a guide to the management of human resources for municipalities. This included assisting 92 municipalities to replace paper-based personnel management systems with personnel registry software.

**Improving legislation and regulatory frameworks.** The Mission provided assistance to most municipalities in the Federation, one of the country's two entities, in harmonizing their statutes and rules of procedure with this entity's new *Law on the Principles of Local Self Government*. The Mission's democratization officers also provided assistance to the government of the other entity, the Republika Srpska, in developing proposals to improve its own version of this law.

**Strengthening civil society and citizen participation.** The Mission trained more than 100 civil society organizations in how to participate effectively in the public hearings of the State Parliament. It continued as well to support a network of 27 such organizations, work that also strengthened the voice of young people in the political arena. Its *Open Parliament* programme televised 22 debates between parliamentarians and youth.

### Electoral issues

At the request of the Central Election Commission, the Mission provided expert advice on changes and amendments to laws pertaining to electoral matters, political party financing and conflict of interest.

### Education

The Mission produced and issued five reports to the public on education reform in order to increase the general public's awareness of the problems impeding the advancement of education and to build support for addressing them. Most notably, these included analyses of the large-scale avoidance of mandated enrolment areas in favour of ethnically pure schools and of successful multi-ethnic education in the Brcko District as a model for Bosnia and Herzegovina.

The Mission also carried out projects to increase the participation of parents and students in the governance and activities of schools; to promote more regular attendance of schools by certain groups of disadvantaged children such as Roma, children with special needs or children whose families cannot afford school-related expenses; and to raise awareness of the deleterious effects of the inefficient and often inequitable allocation of financial resources to education.

*Head of Mission:*  
Ambassador Douglas Davidson  
Approved budget: € 17,944,200  
[www.oscebih.org](http://www.oscebih.org)



↑ Young people learn about employment opportunities at a Youth Job Fair in Mostar on 5 October. (OSCE)

↑ The Mission's Peer Education Programme gave student peer trainers an opportunity to visit the Srebrenica area and gain first-hand knowledge of the situation and experiences of their peers. (OSCE)

← A technician defuses mortars in an ordnance factory. (OSCE)

# Mission to Croatia



2007 saw the culmination of a process begun in 1996, when the Mission to Croatia was established, as the ongoing reform process in a number of areas covered by the Mission's mandate was deemed sufficiently self-sustaining. Four Mission units – police reform, civil society development, freedom of the media and political affairs – closed at the end of last year. During 2007, observable progress by Croatian authorities in the two remaining programmatic areas of the Mission's mandate on return and integration of refugees and the rule of law allowed the Mission to close six field offices.

Reflecting this evolution, the year ended with the closure of the OSCE Mission to Croatia and the establishment of the OSCE Office in Zagreb by a Permanent Council decision. The Office will monitor war crimes proceedings and report on the implementation of housing care programmes.

## Human dimension activities

### Rule of law

The Permanent Council, as part of its decision to close the Mission, judged that the ongoing reform process in Croatia related to several areas addressed by the Mission's Rule of Law activities had progressed sufficiently to be considered self-sustaining at year's end and so no longer to warrant OSCE activities. These included the adequacy of financing of Croatia's human rights institutions, the Constitutional Court and Ombudsman. In mid-year, the Prime Minister provided written assurances that the Government would increase funding for these institutions in 2008, in particular facilitating field work by the Ombudsman. Given the importance of the Constitutional Court for human rights protection, the Mission emphasized the importance of a transparent appointment process to bolster the independence of this institution. The Parliament filled six Constitutional Court vacancies in 2007, leaving three vacancies to be filled in 2008.

The Mission continued throughout the year to fund free legal aid, particularly to assist refugees and displaced persons with judicial disputes related to the return of housing and land. Efforts on the part of the Government to develop a free legal aid system resumed in late 2007. An earlier proposal was withdrawn from the Parliament in the autumn in agreement with the Mission.

To facilitate the fulfilment of commitments related to the employment of national minorities, the Mission and the Government co-organized three

## The 'Platform': moving mandate-related issues to conclusion

In 2007, the Mission intensified its discussions with the Ministries of Foreign Affairs, Justice and Development within the 'Platform', a special framework set up between the Mission and the main stakeholders in the Government early in 2006 to negotiate steps toward completing the Mission's mandate. The 'Platform' included joint meetings with local authorities in regional centres as well as ministerial-level plenary sessions. The 'Platform' proved to be a productive forum in which the Mission and the Government jointly identified and prioritized objectives, discussed tasks to be accomplished and checked progress on a monthly basis.



↑ (Across the table from the left) Minister of Justice Ana Lovrin, Minister for Foreign Affairs Koliinda Grabar Kitarovic, Minister of Development Bozidar Kalmentar and (foreground, right) the Head of the OSCE Mission Ambassador Jorge Fuentes at the Ministry of Foreign Affairs for the Three Ministers Plenary on 21 March (OSCE)

→ The President of the International Criminal Tribunal for the former Yugoslavia, Fausto Pocar (left), Judge Zeljko Horvatovic (centre) and Head of Mission Ambassador Fuentes (right) at a *Palic* Process meeting on 11 June (OSCE)

roundtables focusing on the implementation of Croatia's *Constitutional Law on the Rights of National Minorities*. Each roundtable highlighted a specific public service sector – judiciary, state administration and local administration – and emphasized the need for concrete plans for implementation, means of assessing progress toward stated minority hiring goals, and the link to refugee return and the *Sarajevo Process*.

Monitoring of Croatia's numerous war crimes proceedings, including cases transferred from the International Criminal Tribunal for the former Yugoslavia (ICTY), continued as the core Rule of Law activity in 2007. In general, Croatia continued to improve its record toward a balanced and fair system of war crimes prosecution, but further efforts were needed to better ensure impartiality and end impunity regardless of the national origin of victims and suspects. While Croatia can accomplish some reforms alone, others are dependent on similar reforms by other States of the former Yugoslavia, particularly those to enhance inter-state judicial co-operation. Observations from the Mission's monitoring formed the basis for reform recommendations discussed during the Ministry of Justice plenary. At year's end, the Mission produced a written summary of the plenary discussions over 18 months, noting reforms adopted and open questions.

**The role of judges in war crimes proceedings: inter-state co-operation and training.** The Mission in co-operation with other OSCE institutions and field operations organized the fifth *Palic* Process meeting, during which judges from the region discussed inter-state judicial co-operation needed to prosecute war crimes effectively and to put an end to impunity. The participation of judges from the ICTY, including the Tribunal's President, greatly enhanced the discussion. Inter-state judicial co-operation remains significantly limited by the legal framework of each state, an important area for future reforms.

In co-operation with the Croatian Judicial Academy, the Mission financed a seminar for judges and prosecutors, emphasizing fair trial issues involved in war crimes proceedings such as the right to an adequate defence. The Mission provided project support to develop the capacity of local non-governmental organizations to monitor war crimes proceedings.

### Refugee return

The Permanent Council's year-end decision determined that several issues addressed within the Mission's Return and Integration mandate no longer needed OSCE support. These included the pending return of a limited amount of private property – residential and business premises as well as agricultural land – allocated by the Government. Another such issue was the completion of the reconstruction process of destroyed residential properties, including the resolution of nearly 14,000 appeals against denials of reconstruction, most lodged by ethnic Serbs. Lastly, the Mission was engaged with State authorities to ensure continuation and completion of the process of providing the necessary infrastructure for electricity and water for Croatian Serb returnee areas.

The Mission supported efforts to successfully complete the *Sarajevo Process*, a commitment to a joint regional solution for the thousands of wartime

displaced persons and refugees. Progress was achieved on most issues. However, despite Croatia's efforts, the political circumstances in the region did not allow for a resolution of the *Process* in 2007. A Ministerial Summit to complete the political phase was not held, nor were all country action plans, so-called Road Maps, finalized. Two key issues remained outstanding: a solution for former Occupancy and Tenancy Rights (OTR) holders unwilling to return to Croatia and the issue of the convalidation of working years in formerly occupied areas. By year's end, no consensus was reached on the Croatian proposal to resolve this issue bilaterally. Discussion continued about a mechanism for Croatia to address convalidation as well as other matters highlighted during the process.

Ensuring housing for Croatian Serb refugees who were former OTR holders was a primary activity of the Mission in 2007. The Government committed itself to accelerating the pace of providing housing to former OTR holders intending to return to Croatia. In agreement with the Zagreb-based international community, the Government pledged to provide 1,400 housing units by the end of 2007, of which 1,000 would be in war-affected areas and 400 in urban centres. At year's end, it appeared that significant progress had been made to achieve this goal, although not all housing solutions had been physically allocated to the respective beneficiaries. The Government also committed itself to completing determinations as to the availability of housing for the remaining 5,600 Serb families by the end of 2009. The Government's commitments will be specified in an Action Plan to be presented to the European Commission in the context of the European Union accession negotiations.

Head of Mission:

Ambassador Jorge Fuentes

Approved budget: € 7,324,000

[www.osce.org/croatia](http://www.osce.org/croatia)



## Mission in Kosovo



● Mission in Kosovo  
○ Regional Centre

*The boundaries and names on this map do not imply official endorsement or acceptance by the OSCE.*

*The highlight of the Mission's achievements was assisting with elections, which were organized in fewer than three months.*

*In accordance with its mandate, the Mission has played no role in the internationally mediated talks on the status of Kosovo that once again dominated the year's political scene.*

*The Mission, a distinct component of the United Nations (UN) interim administration, is the only civilian international player with a comprehensive field presence throughout Kosovo, mandated to contribute to the implementation of United Nations Security Council Resolution 1244, in particular the relevant parts of operative paragraph 11 of this resolution. Through its field presence, the Mission monitored and assisted the work of local authorities to ensure respect for human rights, rule of law and practices of good governance.*

*This work does not always hit the headlines. However, quiet and unbiased monitoring*

*along with professional recommendations for improvement is the work that in the long run makes a difference, especially for improving the lives of the different communities in multi-ethnic Kosovo.*

### Human dimension activities

#### Elections

The decision to organize elections for 17 November came from the UN administration in late August. The tight timetable was particularly critical, for several reasons. For the first time, the Kosovo institutions had the primary responsibility for organizing the elections. Elections were held for the Kosovo Assembly (Provisional Institution of Self-Government), municipal assemblies and newly created mayoral posts. For the first time, the three elections were held simultaneously.

Although the OSCE Mission had trained the Central Election Commission and its Secretariat, the compressed timeframe made the Mission's operational support critical to the election's success.

More than 25,000 local polling and counting staff were hired and trained to conduct the elections in 621 polling centres throughout Kosovo. A by-mail voting system was used in order to give voters living outside Kosovo a chance to vote. Some 50 per cent more valid postal votes were received compared with previous elections.

### Unique field presence

*The OSCE deploys the largest civilian field presence in Kosovo and constitutes the "eyes and ears" of the international community in Kosovo. OSCE personnel are present in every municipality, in all ministries and in the Kosovo Assembly, as well as in a number of independent public institutions. The Mission also has access to Kosovo courts and police stations.*

*This field presence, which is becoming increasingly important as the UN downsizes its activities, puts the Mission in a unique position to comment on, predict and address local changes at an early stage. OSCE municipal teams and specialized sections dealing with property, good governance, minority, judicial and police matters keep the*



*international community abreast of developments and assist in effecting positive change.*

*Proactive monitoring of municipal official bodies, working groups and commissions entails more than simple observation. The monitoring leads to political intervention to improve the performance of Kosovo authorities. In working with local actors since 1999, the Mission has developed a reputation for competence and professionalism. The strength of the OSCE field staff lies in the confidence it has gained over a long period.*

The relatively low turnout – just over 41 per cent for the Assembly elections – continued the trend observed in previous elections, but was also caused by bad weather and outdated voters’ lists. The Mission carried out projects encouraging minority communities, especially Kosovo Serbs, to participate in the elections. However, the turnout among the Serb community was extremely low, presumably less than one per cent.

The Council of Europe considered the elections efficient, transparent and in line with international and European standards.

### Human rights

In 2007, the Mission strengthened its focus on minority rights and related issues. The Mission monitored and advised on issues related to return and reintegration, the restoration of property rights, the safe public transport of minority communities, the use of languages and the civil registration of persons belonging to the Roma, Ashkali and Egyptian communities.

The Mission provided technical assistance and training to the Human Rights Units in 16 Provisional Institutions of Self-Government ministries, thus enabling the units to significantly improve their ability to implement and report on domestic and international human rights legal obligations.

The Mission also continued to support independent institutions, such as the Ombudsperson Institution, which it helped to create. The Mission criticized the lack of transparency in the recruitment process for a new ombudsperson. As a result, the selection process will be repeated in a more transparent manner.

In the areas of civil and criminal justice systems, comprehensive monitoring and assessment reports addressed violations of domestic law and international human rights standards. The Mission focused this year on legal representation in civil cases, domestic violence, trafficking in persons and witness protection. As a priority area, the Mission continued to monitor cases involving inter-ethnic crimes, including those arising from the March 2004 riots. The Mission also continued to promote the development of an accountable and human rights compliant police service for all communities in Kosovo.

➤ Workers at a polling station in the Suhareke/Suva Reka Municipality prepare the register book before they start vote counting on 17 November. (OSCE/Hasan Sopa)

➤ At the same polling station, workers open the ballot boxes to start counting votes on 17 November. (OSCE/Hasan Sopa)

➤ Kosovo election staff at the Mission-run Count and Result Centre in Pristine/Pristina on 9 November (OSCE/Hasan Sopa)

➤ Kosovo’s new Prime Minister, Hashim Thaci, addresses the new Kosovo assembly members, convened on 10 December after the November elections. (OSCE/Hasan Sopa)



↑ Members of the OSCE's Klina municipal team meet employees of a health clinic in Kline/Klina. (OSCE/Hasan Sopa)

↑ A Mission member explains the OSCE's mandate to the members of the Deaf and Mute Association. (OSCE/Dillon Case)



## Good governance

The Mission continued to support the institutional set-up as well as the administration of the Assembly of Kosovo. Beyond day-to-day assistance to the Assembly Presidency, the Mission focused on supporting the Assembly's oversight over the executive branch, thereby providing concrete support to individual Assembly Committees.

As the position of directly elected mayors was introduced only shortly before the municipal elections, the Mission's assistance proved crucial in advising and training on the implementation of new regulations.

The Mission reviewed relevant legislation and provided analytical reports with detailed recommendations to support the local governance reform process at the central and local level. It also supported local financial management reform by organizing regional forums for the municipal leadership to build their skills in municipal financing.

## Outreach to small Kosovo Serb enclaves

*In close co-operation with Country Liaison Offices in Prishtine/Pristina, especially the British Office, the Mission designed an outreach campaign to address the special needs of those Kosovo Serb enclaves that remain relatively detached, not just from the main institutions in Kosovo, but also from larger Kosovo Serb settlements.*

*Every Liaison Office was assigned a particular enclave. Rather than conducting a one-off visit, each Liaison Office established a standing relationship with the chosen enclave, which would be beneficial both for the coming sensitive period and for potential longer-term development projects.*

## Battling corruption

*The Mission provided technical assistance to the Anti-Corruption Agency, which became operational on 12 February. Public awareness was successfully raised by means of a media campaign with the slogan: "Corruption ends with you! Report corruption cases to the Anti-Corruption Agency". A hotline and a website were opened to motivate people to report corruption.*

*Since the campaign began in December 2006, the Agency has received five to seven calls a day from the public to its toll free number. This has led to 80 administrative investigations by the Agency and their referral to the Office of the Public Prosecutor for criminal proceedings. The Agency also intervened in irregular tendering procedures, preventing the misuse of funds. It ensured the recovery of €5,000,000 for the Kosovo budget.*

## Higher education

The Mission assisted the only public university in Kosovo offering education to the non-Albanian communities. This broke the two-year period of isolation of this university located in Mitrovice/Mitrovica and helped it reintegrate into the European Higher Education Area and Bologna process. Similar assistance was also provided to the public university in Prishtine/Pristina.

## Media development

Serious disagreements in the Press Council of Kosovo over a decision regarding unprofessional reporting of a member newspaper threatened in 2007 to dissolve this self-regulatory body of print media that the Mission had helped to create. The Mission intervened and mediated and the crisis was solved.

The Mission also assisted the Independent Media Commission as the relevant regulator for broadcast media and finalized the establishment of the Kosovo Media Institute, a mid-career training facility.

## Politico-military dimension activities

### Police education and development

As of 2007, the Mission has facilitated the training of 7,353 Kosovo Police Service Officers. Having achieved its target goal, the department has evolved to serve the needs of the broader security and public safety sector to include Customs, Corrections and the Department of Emergency Management. It focused on specialized training, community safety development and the Police Inspectorate of Kosovo and continued to support the Kosovo Centre for Public Safety Education and Development.

The Mission completed the first phase of training for the Police Inspectorate, an independent police oversight body, and will complete phase two in early 2008.

### Head of Mission:

*Ambassador Tim Guldemann from 1 October, succeeding Ambassador Werner Wnendt whose mandate ended on 13 October*

*Approved budget: € 34,638,400*

*[www.osce.org/kosovo](http://www.osce.org/kosovo)*

## A look into the future

*The intense discussions on the status of Kosovo affected all aspects of the work of the Mission in 2007.*

*With the status issue unresolved, the Permanent Council extended the mandate of the Mission for 2008 on a month-by-month basis only. Any participating State may put the Mission's future on the agenda at any time during the year.*

*As a result of these changes in progress, the Mission is re-examining its priorities. The Mission will strengthen its focus on issues such as the protection of minority communities, support for inclusion and co-operation of different communities, the return of displaced persons and property rights. It will stress its monitoring activities, focusing on the performance of Kosovo authorities with regard to their obligations and international standards.*



↑ A representative of the OSCE-supported Student Service Centre, LINK, talks to a group of visiting students on opening day in Prishtine/Pristina. (OSCE/Hasan Sopa)

# Mission to Montenegro



- ⊙ Mission to Montenegro
- OSCE Police Training Centre Danilovgrad

*The boundaries and names on this map do not imply official endorsement or acceptance by the OSCE.*



*The Mission to Montenegro engaged in active dialogue and partnership to assist its host country in strengthening existing and newly established institutions in the first year of its independence. Following a guiding principle of continuity and adaptability, the Mission has been responding to Montenegro's evolving needs as it progresses in its reform agenda.*

## Politico-military dimension activities

**Code of conduct.** In September, the Mission facilitated a workshop on democratic control of the armed forces and the implementation of the OSCE Code of Conduct on Politico-Military Aspects of Security held by the Conflict Prevention Centre at the Parliament of Montenegro.

**Destruction of munitions.** The Mission began implementing the Montenegro Demilitarization Programme for the disposal of military surplus and stockpile management. All 61 battle tanks designated for scrapping under the joint OSCE/UN Development Programme/Montenegro Ministry of Defence programme have already been processed.

**Fighting corruption and organized crime.** The Mission further supported the development of criminal intelligence, and initiated the establishment of the National Co-ordination Unit, the first organ of this kind in the region. The unit will bring together and

co-ordinate the efforts of all relevant law enforcement agencies in the fight against corruption and organized crime.

**Community-oriented policing.** The Mission provided expert assistance to the development of Montenegro's community policing strategy and trained the 56 contact police officers deployed to the pilot sites. The pilot phase was successfully completed by the end of the year.

**Border policing.** The Mission focused on enhancing regional cross-border co-operation and signing of bilateral agreements with Albania and Bosnia and Herzegovina within the framework of the *Integrated Border Management* strategy and in the context of the *Ohrid Border Process*.

↑ The first tank is cut up to mark the start of the Montenegro Demilitarization Programme in Podgorica on 3 July. (OSCE/Ana Dautovic)

→ A police contact officer on one of his regular visits to the kindergarten in Ulcinj, Montenegro on 24 July (OSCE/Ana Dautovic)



**Informant handling.** The Mission developed methodology and instructions for informant handling, based on the Europol model.

**Police education.** The Mission closely assisted the Police Academy in establishing a Field Training Officer programme for probationary police officers.

## Economic and environmental dimension activities

**Activities against money laundering and the financing of terrorism.** The Mission organized a national conference to acquaint Montenegrin decision-makers with key international instruments for fighting money laundering and the financing of terrorism and held a regional conference on the topic attended by representatives from 10 countries of South-eastern Europe.

**Anti-trafficking.** The Mission's continuing implementation of the project *Prevention of Trafficking and Sexual Exploitation of Minors in Travel and Tourism* included the signing of a revised co-operation agreement concerning the treatment of victims of trafficking by all relevant bodies.

**Environmental issues.** More than 1,000 first- to fourth-grade primary school pupils participated in the Mission's project *Help protect our environment*. The Mission initiated a project funded by the Spanish Government to tackle the problem of illegal logging, the biggest threat to sustainable forestry in Montenegro.

## Human dimension activities

**Democratization.** The Mission launched a four-year project funded by the Austrian Government to help increase the efficiency of the committees of the Montenegrin Parliament. With support from the Office for Democratic Institutions and Human Rights, it completed a *Municipal Handbook* on good governance at the local level and presented it to Montenegrin municipal assemblies.

**Gender issues.** The Mission helped strengthen the offices of the local gender focal points in five municipalities. It elicited the ideas and concerns of a broad group of municipal employees and provided them with essential information about gender equality and the newly passed *Gender Equality Law*.

**Constitutional reform.** In order to ensure the conformity of the new *Constitution* with international and European standards, the Mission organized discussions on some of the most sensitive issues, including the independence of the judiciary and the role of the Constitutional Court.

**Judicial reform.** The Mission supported the development and presentation of the *National Judicial Reform Strategy*, adopted in June. It assisted with the drafting of a new Criminal Procedure Code on the model of prosecutorial investigation. In co-operation with the Montenegrin courts, it launched its court monitoring project in May. The project will provide a thorough assessment of the administration of criminal justice in the host country.

**Corruption.** The Mission helped the host country review the compliance of its criminal, public procurement and conflict of interest legislation with the requirements of the *United Nations Convention Against Corruption*. It worked to help state employees identify and prevent corruption in public administration and

to improve the public relations profile of the Anti-Corruption Initiative Directorate.

**Human rights.** In close co-operation with the local non-governmental organization Centre for Democracy and Human Rights and the London-based Advice on Individual Rights in Europe Centre, the Mission delivered educational programmes in human rights for judges, prosecutors, lawyers and members of civil society.

**National preventative mechanism.** The Mission helped draft a final proposal for the establishment of a National Mechanism for the Prevention of Torture in accordance with the *Optional Protocol to the UN Convention against Torture* and continued to facilitate discussion among all involved state institutions.

**Free access to information.** The Mission supported the implementation of the *Law on Free Access to Information* by assisting with the publishing of a handbook for civil servants, training more than 300 officials throughout Montenegro and facilitating discussions that contributed to the inclusion of the *Law* into the new *Constitution*.

**Media development.** In co-operation with the President of the Swiss Press Council, the Mission continued to advise the Media Self-Regulatory Body in Montenegro and to draw media and public attention to this body.

*Head of Mission:*

*Ambassador Paraschiva Badescu*

*Approved budget: € 2,200,900*

[www.osce.org/montenegro](http://www.osce.org/montenegro)

# Mission to Serbia



© Mission to Serbia

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*The Mission focused on assisting Serbia in building independent, accountable and effective democratic institutions, particularly in the fields of rule of law, human rights, media, law enforcement, economy and the environment. It supported civil society and fostered regional co-operation and reconciliation, contributing to a sustainable, secure and stable society for all citizens of Serbia. Key achievements included contributions to a complete transformation of basic police education in the country and to maintaining stability in south Serbia.*

It helped to improve national and inter-state co-operation between police and prosecutors. It educated the public about domestic war crimes trials and the work of the International Criminal Tribunal for the former Yugoslavia.

**Economic transparency and anti-corruption.** The Mission continued to help Serbia implement its *National Anti-Corruption Strategy* and to support institutions introduced by the *Law on Public Procurement* and the *Law on the Prevention of Conflict of Interest in Discharge of Public Office*. It provided expert advice for the drafting of new public procurement legislation. Together with the Public Procurement Office, it developed training courses on public procurement procedures. In south Serbia, it worked with a non-governmental organization to assist local government in establishing municipal anti-corruption councils.

**Border management.** Following the demilitarization of Serbia's borders, the Mission continued to help the police service implement *Integrated Border Management*, combat human trafficking and identify stolen vehicles and falsified documents.

**Police reform.** The Mission, in co-operation with the Ministry of the Interior, launched a project to improve the Ministry's strategic planning and management in order to sustain police reforms. It took a leading role in helping to modernize the Ministry's crime scene investigations and laboratory examinations.

The Mission supported the development of community policing throughout the country, including in south Serbia. It helped establish a core of national police trainers on diversity and minority issues. It promoted best international practices in the area of

## Politico-military dimension activities

**Combating organized crime.** The Mission assisted Serbian authorities in drafting new asset seizure legislation and developing a special detention regime for organized crime offenders. It offered training to police, prosecutors, judges and institutions investigating financial crime. It promoted regional and international co-operation, working with the Italian Anti-Mafia Directorate and Guardia di Finanza.

**War crimes.** The Mission monitored nine war crimes trials, up from six a year earlier. It organized training in investigative techniques, dealing with victims and witnesses and international humanitarian law.



Border police and customs officials inspect a vehicle and documents as part of a forensic workshop organized by the Mission in Nov Pazar on 25 October. (OSCE/Milan Obradovic)

police accountability and raised public awareness of the complaint and commendation procedure.

More than 700 police officers participated in the Mission's programmes to create a national police training capacity.

### Economic and environmental dimension activities

**Strategic environmental support.** The Mission assisted the new Serbian Government in creating the Ministry for Environmental Protection and linking it with the Environmental Fund and the Environmental Agency. It also supported the participation of Serbian non-governmental organizations in the *Sixth Ministerial Conference: Environment for Europe* in Belgrade in October.

**Sustainable development.** The Mission helped to develop model local environmental action plans in the small and undeveloped municipalities of Blace, south Serbia, and Lajkovac, central Serbia.

**Economic empowerment.** The Mission carried out Young Entrepreneurs' Spirit educational programmes in 10 municipalities. More than 1,000 young Serbians have attended the course over the past four years. To promote best practices in corporate governance, it helped set up the Serbian Association of Corporate Directors.

**Support to small- and medium-sized enterprises.** In December, the Mission opened the Innovative Technology Business Incubator Centre at Belgrade University, which will help outstanding students start their own businesses.

### Human dimension activities

**Democratic governance.** The Mission helped the Parliament, the President's office and the Belgrade city assembly to improve their contact with citizens. Following up on an initiative of the Mission, the Parliament established a system for managing legislative documents electronically. The Mission supported the publication of the *Guidebook on Monitoring of the Work of Local Self-Government* for local media and non-governmental organizations. It also backed legislative reforms for more efficient parliamentary oversight of the security sector.

**Refugee return and integration.** Together with the United Nations High Commissioner for Refugees and regional non-governmental organizations, the Mission produced a comprehensive study designed to assist Serbian authorities in finding solutions to refugee issues, given the delay in the *Sarajevo Ministerial Declaration on Refugee Returns* process.

**Human rights and anti-trafficking.** The Mission identified key human rights issues requiring legislative changes and legal problems connected with enforcing decisions of the European Court of Human Rights. It supported the national referral mechanism for victims of trafficking in human beings.

**Equal opportunities.** The Mission helped the Government to implement its *Roma Action Plan* on education, health and housing. It strengthened national minority councils, encouraged dialogue between the police and the Roma community and promoted inter-ethnic dialogue and respect for diversity among students. Together with the Ministry of Labour and Social Welfare, it produced a handbook on gender equality for public sector employees.



### Revamping basic police training

*The first pilot course of the new Basic Police Training Centre in Sremska Kamenica opened on 5 December, with 129 students enrolled. The launch marked the start of a complete shift in basic police education in Serbia, supported by the Mission. Instead of a four-year education at a police high school, future Serbian police officers will take a basic 18-month training course after finishing secondary school. A completely new curriculum makes police training more accessible to women and minority groups and prepares cadets to serve the public and be responsive to the needs of their communities.*

(OSCE/Milan Obradovic)



← The Head of Mission, Ambassador Hans Ola Urstad, at the opening of the OSCE-supported Business Incubator Centre in Belgrade on 17 April (OSCE/Milan Obradovic)

← A Roma girl watches a play performed in Silbas, Vojvodina on School Day, 25 May. (OSCE/Milan Obradovic)

→ A resident at the Mission-sponsored drug-free units at Belgrade Special Prison Hospital (OSCE/Milan Obradovic)

→ Some 20 journalists working in the province of Vojvodina participated in a three-day economic reporting seminar, organized by the Mission in Novi Sad on 9 September. (OSCE/Milan Obradovic)

**Judicial reform.** The Mission continued to support the *National Strategy for Judicial Reform* adopted in May of last year. It helped to draft principles of the independence and accountability of judges and prosecutors, which will form the basis for a package of judicial laws. To help increase the number of qualified minority candidates for positions in the judiciary, the Mission implemented bar exam training programmes in south Serbia and Sandzak/Raska.

**Human rights institutions.** The Mission supported the implementation of the *Law on the Protector of Citizens* and started a skills programme for the first national Protector of Citizens. It also continued assisting the Vojvodina provincial ombudsperson and the network of local ombudspersons.

**Prison reform.** The Mission helped the Ministry of Justice’s Prison Administration to draft amendments to the Law on the Enforcement of Penal Sanctions, to further regulate internal oversight and the use of force, to establish a special detention regime and a system to classify prisoners and to develop the concept of alternative sentencing. The Mission introduced a programme of education for prisoners, as a first step toward their re-socialization. It also worked to raise health care standards in all prisons and established the first drug-free units in Serbia – an innovation embraced wholeheartedly by the Ministry of Justice. The Mission completed its programme of structural support to the Prison Training Academy this year.

**Media reform.** The Mission monitored the activities of the Republic Broadcasting Agency, including its allocation of regional and local broadcasting licenses, and voiced concern about their collision with European standards and practices. Having helped the national Radio-Television Serbia to begin its transformation into a genuine public service broadcaster, the Mission began assisting Radio-Television Vojvodina to improve the quality of its regional public service.

The Mission assisted the Ministry of Culture in drafting a Law on Prevention of Media Concentration and Ownership Transparency. It also organized events to raise public awareness of the *Law on Free Access to Information*.

The Mission provided advice on the privatization of municipal media and helped newly privatized media to enhance their marketing potential and become sustainable. It continued to co-operate with professional associations of journalists and offered seminars on political, economic and police reporting.

Head of Mission:  
Ambassador Hans Ola Urstad  
Approved budget: € 7,507,500  
[www.osce.org/serbia](http://www.osce.org/serbia)

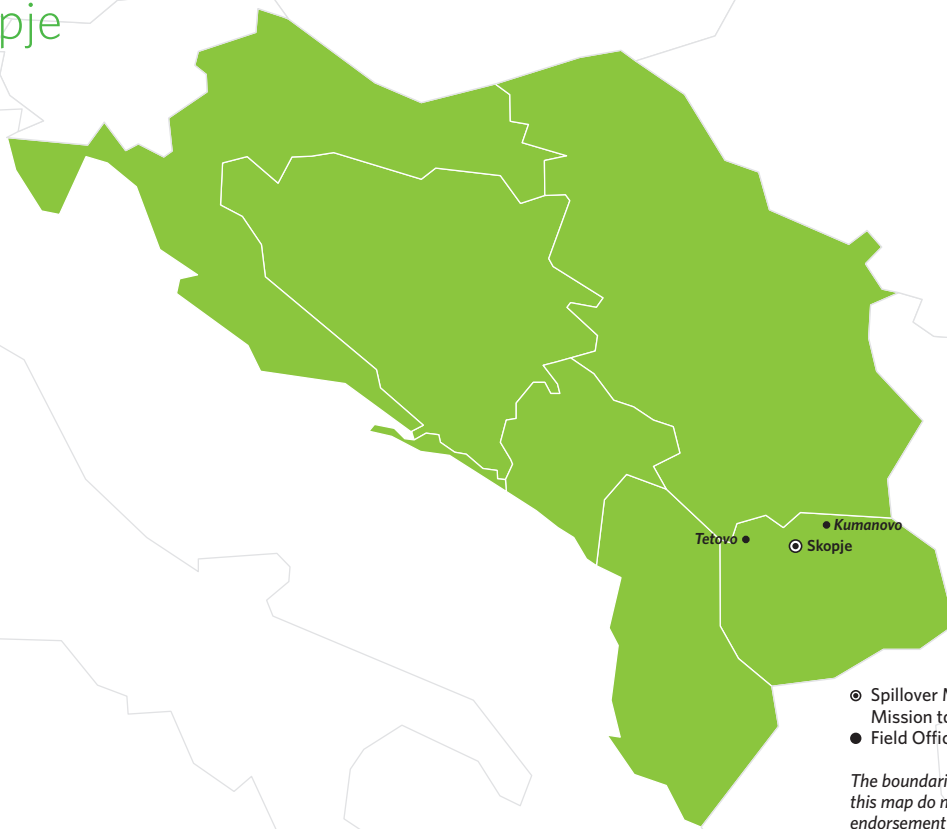
### OSCE supports new ombudsperson institution

*The first Serbian Protector of Citizens, Sasa Jankovic (left) and Ambassador Hans Ola Urstad signed a Memorandum of Understanding on 16 October. The agreement defines the co-operation and support that the Mission will provide to this new ombudsperson institution in areas such as building capacity, raising public awareness, creating an electronic workflow database and developing a public image.*

(OSCE/Milan Obradovic)



## Spillover Monitor Mission to Skopje



*The Mission continued to provide guidance and assistance on the country's reform process, with emphasis on the implementation of new laws. Concerted efforts were made to shift from short- to long-term projects such as enhancing the capabilities of the judiciary and police, with importance given to sustainability and increased ownership of projects and training initiatives.*

*Rule of law remained the Mission's priority, long-term judicial and police reform constituting essential steps toward fulfilling criteria for accession to Euro-Atlantic organizations. The Mission also fostered inter-ethnic dialogue and understanding, which is essential for building a stable political climate and implementing key legislation.*

### Politico-military dimension activities

**Police reform.** Following the adoption of the new *Law on Police* at the end of 2006, the Mission continued assisting the Ministry of the Interior in implementing police reform according to a twofold strategy that hinged on police training and community policing.

Supporting the national police force's goal of raising its level of professionalism to international policing standards, the Mission helped it lay the groundwork for an in-service training programme that will offer train-the-trainers courses on human rights, the *Code of Police Ethics*, media and public relations, management and curriculum development. To aid the country in its fight against all forms of organized crime, the Mission held courses on topics such as anti-trafficking, money laundering, illicit drugs and forged documents identification.

Community policing increases citizens' confidence in the police and improves mutual co-operation. The Mission assisted the country in implementing its community policing concept in all regions. As a result, more municipalities established permanent mechanisms allowing citizens to voice their concerns and the police to communicate directly with the public. Initiatives supported by the Mission included a national campaign for the prevention of drug abuse. The Mission also helped to improve policing in ethnic Roma communities.

**Monitoring and early warning.** Monitoring remains one of the Mission's most important means of defusing tensions and building confidence. The Mission's monitors talked with community leaders and local authorities daily, encouraging them to resolve conflicts through dialogue and reinforcing their confidence in state institutions.

Following the recommendations of the OSCE High Commissioner on National Minorities, the monitors focused on addressing root causes of inter-ethnic tension and intolerance in primary and secondary

● Spillover Monitor  
Mission to Skopje  
● Field Office

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↑ Police officers and high school students work together to improve road safety in the town of Bitola, one of several community police initiatives supported by the Mission. (OSCE/Maria Dotsenko)





schools this year. They were also instrumental in furthering police reform and the delegation of authority to local government. The Mission conducted its second annual survey on decentralization, providing municipalities and stakeholders with valuable information for identifying administrative gaps and planning future projects.

**Decentralization.** The success of the country's decentralization process depends on adequate financing, since under-funding discredits local self-governmental units and weakens citizens' trust in public administration. Throughout the year, the Mission trained municipal officers in good governance and best practices regarding local taxation, internal control and auditing.

As a result of the Mission's efforts, central and local authorities, headed by the State Administrative Inspectorate, came together for the first time in 2007 to examine the entire administrative process at all levels of government. The meeting provided an opportunity to fine-tune administrative processes and define areas of responsibility. In collaboration with the State Inspectorate, the Mission provided training in administration to local officials. This was an important step toward enabling the country to sustain its own training programme.

Promoting increased citizen participation in the local decision-making process remained a cornerstone of the Mission's programme to assist with decentralization. The Mission provided training for members of the Committees for Inter-Community Relations that have been formed in mixed-ethnic municipalities, providing information on the legal position of the committees and the role they can play in improving ethnic relations and facilitating dialogue.

In support of the goals of the Decade of Roma Inclusion (2005–2015), the Mission organized a series of workshops and delivered training to municipal councillors in the municipality with the largest ethnic Roma population.

## Human dimension activities

**Judicial reform.** One of the Mission's biggest achievements in 2007 was a comprehensive training programme in *International Humanitarian Law and War Crimes Proceedings*, offered in collaboration with the newly established Judicial Training Academy. Designed to help the judiciary handle cases related to the 2001 armed conflict, including the four cases to be returned to domestic jurisdiction by the International Criminal Tribunal of the former Yugoslavia, the course also provided judges, prosecutors and investigators with tools for dealing more efficiently and effectively with complex criminal cases involving organized crime or corruption. The Mission actively monitored the judicial system and conducted an assessment of criminal proceedings to identify key issues and concerns to be addressed by future training initiatives.

**Practical skills training for lawyers.** The Mission collaborated with the Macedonian Bar Association and the Association of Young Lawyers to offer lawyers interactive training. It began train-the-trainers workshops in order to enable the two organizations to provide such training in the future. The Mission also trained lawyers in international standards for fair trials.

**Supporting human rights institutions.** The Mission worked with governmental and non-governmental institutions that promote human rights. It continued its three-year project to strengthen the ombuds-person institution by creating regional offices and offering training. It worked with national experts and representatives of non-governmental organizations to develop mechanisms for the external oversight of law enforcement bodies, which would make police more accountable. It also supported initiatives to help civil society organizations develop strategic plans and raise funds.

**Anti-trafficking.** The Mission continued to support the implementation of the national referral network and helped complete the drafting of standard operating procedures for institutions and organizations working with victims of human trafficking. These efforts contributed to establishing a multi-institutional system for bringing offenders to justice and providing comprehensive assistance to trafficking victims, from identification to rehabilitation.

**Reform of the Elections Code.** The Mission, with expertise from the Office for Democratic Institutions and Human Rights, collaborated with Parliament to draft amendments to the recently adopted *Elections Code* regarding procedures for dealing with electoral irregularities, the regulatory framework for campaign financing and the transfer of competency for the administration of voter lists from the Ministry of Justice to the State Electoral Commission.

**Media development.** The Mission supported the implementation of the *Law on Broadcasting* by providing technical assistance to the broadcast regulatory authority in the development of a broadcast strategy in line with international standards. It closely monitored the restructuring of the public broadcaster. It also provided technical assistance to the new *Parliamentary Channel*, which broadcasts plenary sessions live on public television.

**Freedom of the media.** In order to provide all ethnic groups with equal access to information and services in their native languages and to ensure freedom of expression and pluralism in media, the Mission continued to support local authorities in drafting the National Strategy for Electronic Communications and Information Technologies and to monitor the implementation of the *Law on Free Access to Public Information*.

*Head of Mission:*

*Ambassador Giorgio Radicati*

*Approved budget: € 9,948,700*

[www.osce.org/skopje](http://www.osce.org/skopje)

↑ The Mission supported a conference which discussed the financial status of local self-governmental units in light of the second phase of fiscal decentralization. (OSCE/Mirvete Mustafa)

↑ Two judges discuss judicial reform. Thanks to OSCE support, all the country's courts are equipped with automatic case distribution systems. (OSCE/Maria Dotsenko)

↑ Ombudsman Ixhet Memeti visits Idrizovo Prison. The Mission supported the expansion of the ombudsperson institution's geographical reach and expertise. (OSCE)

↑ The Mission supports an SOS helpline to combat trafficking in human beings. The helpline is open 24 hours a day to assist potential and actual victims. (OSCE/Maria Dotsenko)

→ The City of Skopje developed the strategy on co-operation with civil society organizations with the Mission's assistance. (OSCE/Mirvete Mustafa)

