



# Report on the Evaluation Seminar of the OSCE Mentor Network Programme 29 January 2018

Commissioned by

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## **Acknowledgements**

I thank Maaïke van Adrichem and Magda Jugheli of the OSCE Secretariat/Gender Section for their constructive and reliable support throughout the assignment. Special thanks to Magda Jugheli for her translations from Russian to English. I also extend my thanks to all participants of the Evaluation Seminar in the Hofburg Conference Center, Vienna, who made the Seminar an enriching and inspiring experience through their openness and their dedicated participation.

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## 1. Background

The OSCE Gender Section has implemented the project 1101259 “**Creating Mentor/Mentee Networks in the OSCE Region**” since 2012 in co-operation with the Danish NGO KVINFO and the Serbian NGO European Movement. The objective of the programme is to develop and create the tools needed for establishing mentor/mentee networks across the OSCE region and support OSCE field operations and organisations to apply them.

The **2004 OSCE Action Plan for the Promotion of Gender Equality (GAP)** provides the basis for OSCE’s activities on gender equality. Integrating gender-mainstreaming and a gender equality perspective in all OSCE programmes, projects and technical co-operation activities is an explicit priority of the GAP with the aim of women’s empowerment and their participation in public, political and economic life. **Several OSCE events** (2012 Expert Conference “Women as Agents of Change in Migrant, Minority and Roma and Sinti Communities”; 2014 Gender Review Conference, etc.) identified ongoing challenges and barriers to women’s full inclusion and participation in public, political and economic life. Conclusions emphasized that networks and mentorships are paramount to women overcoming barriers and becoming fully empowered participants in public life.

Mentoring projects have actually made instrumental contributions to this effect in several countries in the OSCE region, even before the start of the OSCE programme (e.g. in Serbia). Thus, the OSCE mentoring programme could already fall on fertile ground and - in co-operation with proven experts from the Danish NGO KVINFO and the Serbian NGO European Movement – it was able to spread out to other interested countries. Currently there are **eight core countries** participating in the OSCE Mentor Network Programme.

OSCE entities with a special mandate to support gender equality addressed by the GAP comprise first and foremost the OSCE Secretariat and Institutions (the Office for Democratic Institutions and Human Rights (ODIHR), the High Commissioner on National Minorities (HCNM) and the OSCE Representative on Freedom of the Media (RFOM)) as well as the field operations, in line with the 2004 Gender Action Plan. In addition to the Gender Section in the OSCE Secretariat, a majority of these executive structures were involved and have contributed in one or the other way to the development of the OSCE Mentor/Mentee Network Programme, although there would still be potential left for increased engagement.

### 1.1. Purpose

After five years of implementation of the OSCE Mentor/Mentee Network Programme, the OSCE Gender Section decided to review main results achieved so far and deliberate on next steps. Against this background the consultant Christine A. Jantscher has been commissioned to prepare and facilitate an evaluation seminar that brings together representatives from participating States, OSCE field operations and non-governmental organisations of different phases of the programme to jointly map initial results, exchange good practices, lessons learned and recommend next steps for the establishment of mentor networks for women in the OSCE region.

## 1.2. Scope

Due to scarce availability of contact data from the early years of the programme, the focus of the evaluation seminar lay on the third phase of the OSCE Mentor/Mentee Network Programme. However, whenever possible and available the report includes data and figures from the previous phases.

## 2. Methodology

The designated purpose and format of the evaluation seminar as well as the evaluation questions determined the approach and the methods applied in the online survey as well as in the seminar.

Approach and methods were discussed with the OSCE Gender Section and approved<sup>1</sup>.

### 2.1. Document review

The consultant received the main existing documentation of the project, consisting of two short project progress reports (2015, 2016), one monitoring report from the OSCE Gender Section (2017) and background information (agendas, participant lists) on project activities. The dashboard <https://oscedidash.weebly.com/> provided a fair overview of trainings and events until October 2015.

As lack of extensive documentation didn't allow a comprehensive collection of relevant data and the impact of trainings and mentor networks, OSCE field missions and participants of trainings were invited to take part in an online survey.

### 2.2. Online Survey

Based on a contact list compiled by the OSCE Gender Section, about 60 addressees<sup>2</sup> received the link to the questionnaire in English and Russian language. Questions centred mainly on quantitative questions with only few open qualitative questions in order to avoid lengthy translation procedures.

25 participants responded which equals to a response rate of 41%.

Unfortunately responses are partly incomplete, some respondents filled in two questionnaires and some misunderstood certain questions and/or instructions. Taking into consideration the small number of respondents and the partly weak quality of responses the validity of evaluation of the survey is limited. Nevertheless, answers provide some relevant information for the purpose of this exercise.

### 2.3. Theory of Change

Reconstructing a Theory of Change seemed useful and necessary because existing project proposals showed some weaknesses in reflecting causal chains, assumptions and potential external influence

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<sup>1</sup> ANNEX 4: Agenda

<sup>2</sup> As the questionnaire was sent out in an English and a Russian version to partly overlapping contact lists and was forwarded by recipients to additional addressees, the exact number of addressees is irreproducible, but 60 seems a rather good approximation.

factors. Taking them into consideration may strengthen future initiatives and programme components<sup>3</sup>

## 2.4. Evaluation Seminar

The Seminar took place on 29 January in the Hofburg Conference Center. 19 people from eight OSCE countries, ODIHR, OSCE Secretariat and from KVINFO as well as two observers from the United Kingdom participated in the seminar<sup>4</sup>. The chosen methods enabled a high extent of reflection on experiences and resulted in a lively exchange between participants of different countries.

## 3. Findings

### 3.1. Reach of the Programme

According to available documentation the programme reached at least 213 people from 16 countries of the Western Balkans, the Caucasus Region and Central Asia, Austria<sup>5</sup>, OSCE Institutions and the OSCE Secretariat.

### 3.2. Online Survey and Evaluation Seminar

25 people from six countries and one OSCE Institution (Armenia, FYRoM, Moldova, Serbia, Tajikistan, Ukraine; ODIHR) responded to the survey. There were no responses from 9 potential respondent countries<sup>6</sup>.

Representatives of these six countries and ODIHR as well as representatives from the OSCE Mission in Kosovo<sup>7</sup>, Belarus participated also in the Evaluation Seminar.

As a result, information collected from the survey in combination with the seminar lead to a fairly good overview of the condition of the projects and the programme as a whole.

<b>Reach;</b>	
Albania	4
Armenia	16
Azerbaijan	2
BiH	2
Kosovo	30
Kyrgyzstan	2
FYRoM	32
Moldova	27
Montenegro	4
Serbia	29
Slovenia	2
Tajikistan	2
Turkmenistan	1
Ukraine	16
Uzbekistan	2
Central Asia	13
OSCE Secretariat	16
OSCE Institutions	4
Austria	9

<sup>3</sup> ANNEX 2: Theory of Change

<sup>4</sup> ANNEX 3: List of Participants

<sup>5</sup> Participants of a Working Lunch Meeting on Refugee and Migrant Women

<sup>6</sup> Albania, Azerbaijan, BiH, Kosovo, Kyrgyzstan, Montenegro, Slovenia, Turkmenistan, Uzbekistan

<sup>7</sup> All references to Kosovo, whether to the territory, institutions or population, in this text should be understood in full compliance with United Nations Security Council Resolution 1244.

### 3.3. Mentoring Projects – quantitative aspects

According to participants<sup>8</sup>, there are mentoring projects ongoing in **seven countries**. Two countries have started new projects recently (Tajikistan 2016, FYRoM 2017) and in **five locations** existing **projects have been improved** drawing upon the knowledge and skills gained from the OSCE Mentoring Programme (Serbia 2010, 2013; Armenia 2015; Ukraine 2011; Moldova 2016,2017; OSCE Mission in Kosovo 2014).

The mentoring approach has been actively taken up by various national and international NGOs, governmental and other public institutions such as universities, and has been strongly supported by OSCE Field Operations. The majority of participants' organisations ( survey: 17 out of 25) are actively working on establishing mentor networks.<sup>9</sup> Except for three participants (two from the OSCE field office in Skopje and one Serbian NGO-member) all participants whose organisations are actively involved in mentor networks, underwent training. Respondents of the survey are actively engaged in mentoring projects as Coordinators/Programme Managers (10), as trainers (5) and some even serve at the same time as mentors.

Nine out of 25 respondents of the survey stated that they haven't (yet) applied the knowledge and skills gained through the OSCE Mentoring Programme (with multiple entries from Moldova and FYRoM). All except one out of these nine participants already took part in training; five only in 2017 which may be too short time to actually implement the new skills.

Overall, 19 out of 25 respondents of the survey attended training, four had no training (2 in Serbia, 2 in FYRoM) and 2 did not answer the question.

**The training** was rated very useful.

Number of persons	Score of usefulness	19 participants	year of attendance
12	1	3	2014
5	2	1	2015
2	4	2	2016
		13	2017

Average: 1,6

**The use of the tool** 'Creating Mentor Networks in the OSCE Region, A Practical Roadmap' shows a mixed picture. Not all of the respondents used this tool (only 15 out of 25).

Surprisingly even one third of the participants who were trained did not use the tool (Armenia, Moldova, and FYRoM).

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<sup>8</sup> Henceforth, if not explicitly specified, the term 'participant' designates participants of the survey as well as of the evaluation seminar.

<sup>9</sup> Eight out of 25 respondents of the survey who indicated that their organisations are not actively involved in mentorship projects, either concluded projects, but also mentioned that there are ongoing projects or that they used the training to improve an existing mentoring project. It seems that there were some misunderstandings regarding the questions.

Use of the tool	No of persons	No of respondents	Score of usefulness
used the tool	15	6	1
did not use the tool	8	6	2
no response	2	3	4

**Average: 2**

The website <https://oscedidash.weebly.com/> has hardly been used. Less than half of the respondents who used it at all, stated “sometimes”, more than one third never used the site.

### 3.4. Mentoring Projects – qualitative aspects

#### 3.4.1. Country-specific conditions

Currently there are **eight locations** more closely involved in the OSCE Mentor Network Programme: Armenia, FYRoM, OSCE Mission in Kosovo, Moldova, Serbia, Tajikistan, Ukraine, and quite recently Belarus.

Most of these countries refer to a low rate of women’s participation in political and economic life as main **reason for their engagement**. Two countries (FYRoM and Belarus) mention strengthening of the potential of civil society organisations engaged in women empowerment as their explicit objective. FYRoM and Moldova are stating unequal representation of women in the security sector, whereas the OSCE Mission in Kosovo strives to increase the percentage of women lawyers in the Kosovo Bar Association.

Unemployment and economic empowerment are the main drivers for Serbia’s engagement, the work with Roma mediators and their empowerment at local level in the Ukraine are demanding tasks for the Ukrainian mentorship project under current conditions.

Given widespread and systemic gender disparities in the OSCE region, stand-alone mentoring projects on an individual level may be too weak in order to prompt the needed profound mental and social change regarding gender equality. Thus, additional measures to **safeguard and reinforce the efforts** for women empowerment and gender equality will be instrumental. Most of the participants actually already implement **additional measures** to this effect. Building and strengthening networks as well as stakeholder management on different (social, political but also geographical) levels seems to be the most preferred means. Gender workshops and trainings with specific target groups (such as with police in FYRoM) complement individual mentor-mentee experiences. Social networks, platforms and media play a pivotal role and support visibility.

Several countries mention the role of the Gender Action Plan which assigns the mandate and provides justification and guidance for their work

#### 3.4.2. Success and success factors

Participants are predominantly very positive about the importance, the effects and the development of their mentoring projects. They emphasise the strong and enriching relationships between mentor and mentees for both sides as particularly **rewarding**. Also the gain of a variety of knowledge and experiences is a strong motivation to continue the programme and increases ownership. There is



constant growing and sharing, the networks expand and over time mentees are empowered and eventually become mentors themselves.

Some participants didn't expect how good the project was going and what could be achieved jointly. Also the interest and support at local level was **surprising**.

There are a remarkable number of **success stories**, which would be worthwhile to collect, to record and publicise them as case studies and encouragement among interested stakeholders<sup>10</sup>. Best practices and success stories were also identified as key in order to strengthen the sustainability of projects. Participants reported how their initiatives attracted increasing attention and included new target groups (political parties, journalists, public speakers, mentoring for men, mothers for mothers network, survivors/victims of domestic violence, etc.). Despite still deep rooted prejudices, they nevertheless observe positive changes in mentality. But there are also quantitative successes, such as an increasing number of women in the Kosovo Bar Association and women mayors in Moldova; e.g. 28 women out of 37 candidates were elected in local election; five from seven start-up organisations supported through mentoring managed to receive funding.

What has been instrumental for all these achievements was **high quality training but also the sufficient amount of resources**. Of course, the selection of the right mentors, their motivation and dedication are equally crucial for a successful mentoring project. Participants also defined success as finding a balance between international practice and local needs and conditions. Promotion of change, hand in hand on institutional and on personal level, as well as emphasis on formal and informal mentoring was mentioned as additional criteria for success. Beyond that, a supporting environment and the ability to mobilize communities and the general public in order to create a positive attitude towards gender equality and women empowerment are important prerequisites for achieving ones goals.

### 3.4.3. Challenges

Of course there are also **challenges**, particularly with respect to resources and how to expand and continue projects with adequate funding. Co-ordination among involved stakeholders, expectation management was also mentioned in this regard. Concerning personal factors of a mentor network, matching pairs, motivation and keeping momentum throughout one year is challenging as well. On a more systemic level, participants have to deal with sensitive questions regarding gender based violence, regarding political mentoring and in general regarding gender stereotypes.

Naturally, participants also face **frustrating** experiences. Among the most frequently mentioned reasons for frustration are the role of men and related gender stereotypes. Be it that men wouldn't accept women mentors, or that male decision makers are difficult to convince of measures for women empowerment. Money again is another factor, regarding lack of financing but also regarding people who are supposed to volunteer are expecting remuneration for their engagement. One reason for frustration is that the most underrepresented groups show less interest in mentor networks. However, it may not be lack of interest but rather a sense of inferiority which deters vulnerable individuals from applying for participating in mentorship projects. Serbia's experience with Roma women shows that it is necessary to take specific action such as intensified outreach and

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<sup>10</sup> See Recommendation 2

discussions followed by specific selection procedures in order to break existing barriers. Another point to take into account is the high personal engagement of the project managers who have to endure disappointments and setbacks, which suggests enhancing follow up and coaching.

Despite all these difficulties, most of the participants assert that their mentoring initiatives are developing positively. Three of eight countries even presented a completely unclouded “general weather situation”. FYRoM, Moldova and Ukraine are slightly less positive about the current situation.

#### 3.4.4. Sustainability of projects

As already mentioned above, showcasing success stories and best practices is seen as one of the promising measures to sustain the growth and positive development of the mentor networks. An enhanced visibility of positive achievements is more likely to attract public attention and support. In the same way, good stakeholder management, collaboration and partnerships can create a favourable environment for the project. Of course, sufficient financial resources are also necessary for continuing and developing further a mentoring project. However, participants were clear that it is not only funding which makes a project successful.

Participants also emphasise further training, capacity building and exchange of experiences in order to keep abreast of new ideas, methods and opportunities.

The lack of a results framework with defined objectives, baselines and indicators was also seen as a factor of sustainability. Although this can be seen as a very valid point, it has to be well thought through how to design the framework to keep it flexible enough in a rather volatile environment.

## 4. Evaluation Questions

### 4.1. Relevance of the programme

Relevance relates to the questions whether the programme addresses an identified need and whether the programme aligns with OSCE’s and partners’ priorities.

*Addressing the needs:* All attendees of the seminar reported various levels of gender inequality and underrepresentation of women in their countries at large and their institutions in particular. It is evident that measures and methods to strengthen gender equality and women empowerment, such as mentoring projects, definitely address an identified need of the participating organisations. The OSCE Mentor Network Programme fulfils its role on an overlying level by providing professional, high quality training by international standards, regional and international platforms for exchange and information sharing and financial support. It is also in a position to complement local activities by engaging on different societal and political levels with relevant authorities. Participants clearly valued these functions and strengths of the OSCE Mentor Network Programme as indispensable and highly relevant<sup>11</sup>.

*Alignment with OSCE and partner priorities:* The results of the survey show that participants of all six respondent countries confirm that mentoring programmes are anchored in the official policies and

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<sup>11</sup> See Annex..... Strength and potential for improvement

strategies of their organisation. Participants referred to the OSCE Gender Action Plan as the foundation and justification of their engagement. Integrating gender-mainstreaming and a gender equality perspective in all OSCE programmes, projects and technical co-operation activities is an explicit priority of the GAP with the aim of women's empowerment and their participation in public, political and economic life. Operationalising these goals, several OSCE events (2012 Expert Conference "Women as Agents of Change in Migrant, Minority and Roma and Sinti Communities"; 2014 Gender Review Conference, etc.) concluded and emphasized that networks and mentorships are paramount to women overcoming barriers and becoming fully empowered participants in public life.

## 4.2. Effectiveness

Effectiveness is the measure of the extent to which the programme achieved or is likely to achieve its objectives. The reconstruction of the Theory of Change was intended to demonstrate a more comprehensive and systematic picture and approach across the entire programme period<sup>12</sup>

Overall the OSCE Programme has **achieved its objectives to a very large extent**, starting from designing the programme and developing and distributing the toolkit, further to the establishment of Mentor/Mentee Networks in five field offices (Serbia, OSCE Mission in Kosovo, FYRoM; Moldova, Azerbaijan- eventually not realized). In the third phase, the programme expanded as planned to additional two countries (Ukraine, Armenia) and took up the work again in Moldova with a different target group for the training. Only Result 4 of phase II of the programme couldn't be fully achieved, because the planned website with case studies and story boards had to be suspended in 2015 for IT-security reasons. Also sustainability plans have not been documented.

With regard to the suggested medium and long-term outcomes of the programme formulated as suggested in the ToC<sup>13</sup>, I would argue that these results have to be pursued and as far as possible measured in the country-specific, local mentoring projects. There were clear indications in the evaluation seminar that **very successful results have already been achieved** in this regard. To **collect and publicise** some of these stories and related figures would also provide evidence for the effectiveness of the OSCE Programme as a whole.

The outcome of phase III of the OSCE programme: "A substantial number of public agencies/institutions and NGOs in the OSCE region are motivated to promote gender equality and command the relevant knowledge, attitudes and skills" describes the realistic (short term) outcome of the OSCE Mentor Network Programme. There are actually **targets** for the number of organisations willing to promote gender equality through mentoring projects and therefor participating in trainings, which **have been achieved**. But unfortunately there are almost **no defined baselines and evaluations available** in order to measure knowledge, attitudes and skills.

Although existing project documents comprise some very relevant **risk mitigation measures**, considering additional potential (and eventually actual) risks could have even enhanced the achievement of the programme objectives: e.g. problems to maintain the virtual platform; realistic

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<sup>12</sup> See Annex2:Theory of Change

<sup>13</sup> See Annex 2

estimation of necessary staff to maintain and update the information flow; repercussions of staff turnover; adverse political decisions such as the cessation of the OSCE field operation and all activities in Azerbaijan in 2015, among others. In addition, more elaborated key assumptions could have led to shifts of focus (e.g. more focus on data collection and success stories).

For future programme phases, I therefore suggest investing more time in **considering key assumptions and possible positive and negative influential factors** of the programme

Although there is one explicit Roma women mentorship programme in Ukraine, one could see a drop of bitterness in the fact that the initial aspiration of the mentoring programme, **to focus on marginalised and vulnerable groups, in particular Roma women**, didn't work out to the planned extent. However, as participants repeatedly stated, motivation, interest and ownership of mentoring programmes are the key preconditions for success. One of the explicit strengths according to participants is the flexibility of the programme, the diversity of topics and target groups and the methodology which allows for different approaches<sup>14</sup>. The programme evolved into a colourful bunch of flowers, each individual project in its own right. In summary, I can conclude that the OSCE Mentor Network Programme was very effective and has proven apt in different countries and in different contexts and target groups.

*Have there been any unexpected outputs/outcomes:* The above mentioned fact that so many different target groups have been addressed in the OSCE programme might be one of these unexpected outcomes. According to what participants reported, there were mostly positive surprises regarding what mentor networks actually can achieve in their local contexts. Another not too surprising but unexpected result of the activities may be the reaction of the male counterparts, the stronger struggle against prejudices than expected and the necessity to justify engagement for women empowerment.

### 4.3. Sustainability

Sustainability is concerned with measuring prospectively the likelihood and the extent to which interventions or their benefits continue once the active support has been withdrawn or minimized. Concerning the OSCE Mentor Network Programme different scenarios have to be taken into account. It will be easier to sustain the programme as a whole as well as its positive effects in countries with field missions. **Sustaining information sharing and exchange of experiences** are at the same time interventions to sustain motivation and the potential to continue, adapt and revive the project. A different strategy and another effort will be necessary for countries without field mission (e.g. Armenia, Belarus).

From what was reported in the survey and presented at the Evaluation Seminar, most of the OSCE field missions and NGO partners are well positioned to sustain their programme despite a steady **struggle for funding**. In FYRoM the programme has been included in the Unified Budget. Other mentoring projects could attract funding from various national and international donors. But not only financial resources are a factor of success and sustainability. Obviously there is still a lot of **enthusiasm** and lively engagement in OSCE field offices and their partner NGOs which is a pivotal sustainability factor. At the same time participants reported about **positive experiences of mentees**

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<sup>14</sup> Annex8: Strengths and potential for improvement

who eventually become mentors and thus pass on their knowledge and safeguard the perpetuation of the project.

**Refresher trainings and creative communication channels, better visibility and partnerships** have been listed by participants as important measures to increase sustainability of mentoring projects. The OSCE Mentor Network Programme has great potential to play an important role in this respect.

#### 4.4. Lessons learned:

Some lessons learned can be drawn from the results achieved and not achieved. In the following, I will summarise four lessons which I consider most important.

1. Motivated and dedicated people at all levels (OSCE field offices, NGO partners, Mentors, Mentees) are the main asset of the entire programme. **Sharing experiences and good practices and bringing success stories to the fore** is an important measure to strengthen and increase motivation. Keeping up the positive spirit and atmosphere requires a culture of appreciation throughout the programme and presents a key success factor.
2. Investing in deliberations on necessary inputs, external factors and key assumptions along causal chains of the **result framework** (theory of change) substantially improves risk management and enhances decision making at crossroads. Programme steering and management could thus become more continuous, effective, efficient and less ponderous given staff turnover and scarce human resources in the Gender Section.
3. “The most underrepresented groups show less interest”. Apparently it is more difficult to reach out to and motivate **marginalised groups** to participate in mentoring projects. Nevertheless, Roma women have already been engaged in projects in Serbia and in Ukraine. There is lot of movement and enlargement concerning target groups. It seems that gaining confidence of groups who are closer to the margins of society takes time. It would be worthwhile to specifically reflect on opportunities and strategies to reach out to these groups. In addition, those who are already working in these fields should receive continuous “coaching” and support (e.g. Ukraine).
4. Improved **visibility of results needs documentation**. Lack of communication and reporting routines between NGO partners and Field Offices and between Field Offices and Secretariat hamper collection of success stories and collection of interesting data. This is a missed opportunity as there are obviously great achievements to share with a wide public.

### 5. Recommendations

The following recommendations are based on the findings and lessons learned as mentioned above. Participants’ discussions on potential improvements of the OSCE Mentor Network Programme also resulted in a long list of suggestions<sup>15</sup>, which are also taken into account.

I assume that future phases of the Mentor Network Programme will emphasise even more the co-ordinating role for the network of mentoring projects in the OSCE region. It will take a subsidiary

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<sup>15</sup> See Annex 8

function for the individual projects by furnishing support and services which cannot be provided at the national level. In this line, I propose five recommendations.

**Recommendation 1: Continue and cautiously enlarge the OSCE Mentor Network Programme with a focus on fostering and maintaining quality of mentoring projects compared to quantitative multiplication.**

Build on the existing active group in eight countries and the excellent trainers of KVINFO and European Movement. Additional refresher or further trainings should be provided (e.g. FYRoM; after staff turnover) in order to strengthen and deepen existing motivation and engagement. For new countries who receive training, ensure that half a year or latest one year after the training, trainers re-visit trainees for a stock taking and further coaching to foster sustainability.

Strengthen collaboration and joint action with OSCE institutions in order to share responsibilities for implementing the GAP and benefit from synergies.

**Recommendation 2: Strengthen communication between OSCE Field Offices and Secretariat/Gender Section and introduce a reporting routine (template) for continuous data collection and documentation of success stories on a virtual platform.**

Make it easy to report by developing a template for routine reporting and define what the report shall include. Keep it very short and simple (brief news, facts and figures, new target groups, special events, etc.). As suggested by the participants, use existing reports and reporting dates. For collecting and writing success stories use - whenever possible – professional PR staff. Better and professional visibility will make it easier to attract funds. There is certainly a need to find ways to create a virtual platform for participating countries.

The provision of training in new countries can be linked with the responsibility of reporting within the first year (until the follow-up visit of the trainers). Develop reporting routines with countries without field offices.

**Recommendation 3: Organise regular meetings/workshops (once a year, or every 18 months) for programme managers for information sharing and exchange of experiences. Part of the workshop could focus on specific topics (e.g. marginalised groups)**

In order to strengthen the existing network and to develop capacities further, it would be recommendable to organise regular meetings/workshops. Special topics can be covered by experts according to participants' actual needs. It would be interesting to deal specifically with the question of mentoring projects for marginalised groups.

**Recommendation 4: Bring successful mentees to the fore.**

Successful mentees are the best proof for the importance and the effectiveness of the programme. It would be an award for one (or two) selected mentee(s) from each participating country to meet with current mentees in one of the countries which would boost morale for all. Again, this is a measure which could remarkably improve visibility and publicity of the programme.

**Recommendation 5: Develop a results framework for the next phase of the programme in order to better steer and control the actual progress of the programme.**

The results framework which includes baselines, smart indicators and targets, shall take into account the co-ordinating role of the Mentor Network Programme and shall be jointly developed with field offices. There is a clear distribution of roles between the programme and individual projects which is reflected in respective programme outputs and outcomes.



## ANNEX 1 Terms of Reference



### Organization for Security and Co-operation in Europe

#### The Secretariat

#### Department of Human Resources

#### Terms of Reference

<b>SSA No.</b>	<b>217-0587-SC</b>
<b>Title:</b>	Consultant to prepare and facilitate mentor networks seminar
<b>Location:</b>	Vienna, Austria
<b>Start of assignment:</b>	22 December 2017
<b>End of assignment:</b>	10 February 2018 Max 10 working days

#### **Background:**

Mentoring is considered an effective way to support marginalized, migrant, or minority women to improve their business or political skills and access new opportunities. Several OSCE field operations are supporting such mentoring networks. The OSCE Gender Section has implemented the project “Creating Mentor/Mentee Networks in the OSCE Region” since 2014, in co-operation with the Danish NGO KVINFO and Serbian NGO European Movement. The objective of the project is to develop and create the tools needed for establishing mentor/mentee networks across the OSCE region and support field operations and organizations in OSCE countries to apply them. Where the first phases of the project focused on tools development and training of OSCE field operations, the second phase entailed further trainings to NGOs interested to implement the mentor network methodology and a process to document and share the lessons learned of the project as a whole.

As a result of this project, several OSCE field operations and NGOs in participating States have established mentor networks for women, targeting different groups and using a wide variety of methods for this.

After three years of implementation of various activities under the project, the Gender Section intends to conduct an evaluation seminar to bring together participants during the different phases of the project to map initial results, exchange good practices and lessons learned, and agree on potential next steps.

The seminar will bring together representatives from participating States, OSCE field operations and non-governmental organizations to jointly map and review the main results achieved so far, lessons learned and recommend next steps for the establishment of mentor networks for women in the OSCE region.

#### **Tasks and Responsibilities and Expected Output/Deliverables:**

The OSCE Gender Section seeks to contract an evaluation expert who will prepare and facilitate the evaluation seminar, using innovative methodologies, to document results and lessons learned and establish a platform for open and constructive discussion on the mentor networks during the one-day meeting.



The following evaluation questions should be addressed by the consultant:

Relevance:

- To what extent does the mentor networks program address an identified need?
- How well does the programme align with OSCE and partners' priorities?

Effectiveness:

- For effectiveness we would like to look at the level of OSCE as an organization (what has been achieved for OSCE as a whole, in Secretariat, field operations?), and with regards to NGOs/partners
- To what extent has the programme achieved intended outputs and outcomes?
- Which unexpected outputs/outcomes were achieved?
- What lessons can be learned from the results achieved and not achieved?

Sustainability:

- Are the positive effects of the project sustainable?
- What measures can be taken to increase sustainability?

The expert facilitator will be contracted and will work closely with the Gender Section on the following deliverables:

- Prepare pre-questionnaire for OSCE internal and external audiences who participated in mentor networks activities to map initial results
  - o **Deadline: 27<sup>th</sup> December 2017**
- Prepare concept note and agenda for the seminar, including an overview of evaluation methodology/ies that will be applied
  - o **Deadline: 29<sup>th</sup> December 2017**
- Facilitate the seminar, as relevant with support from OSCE staff
  - o **Deadline: 30<sup>th</sup> January 2018**
- Prepare final report, including an overview of the seminar proceedings as well as recommendations for next steps
  - o **Deadline: 5<sup>th</sup> of February 2018**

## IMPACT

3.

## ANNEX 2 Theory of Change

Inclusive and peaceful societies in the OSCE Region

## OUTCOMES

Women in the OSCE region enjoy equal opportunities and rights to fully participate in all dimensions of public life

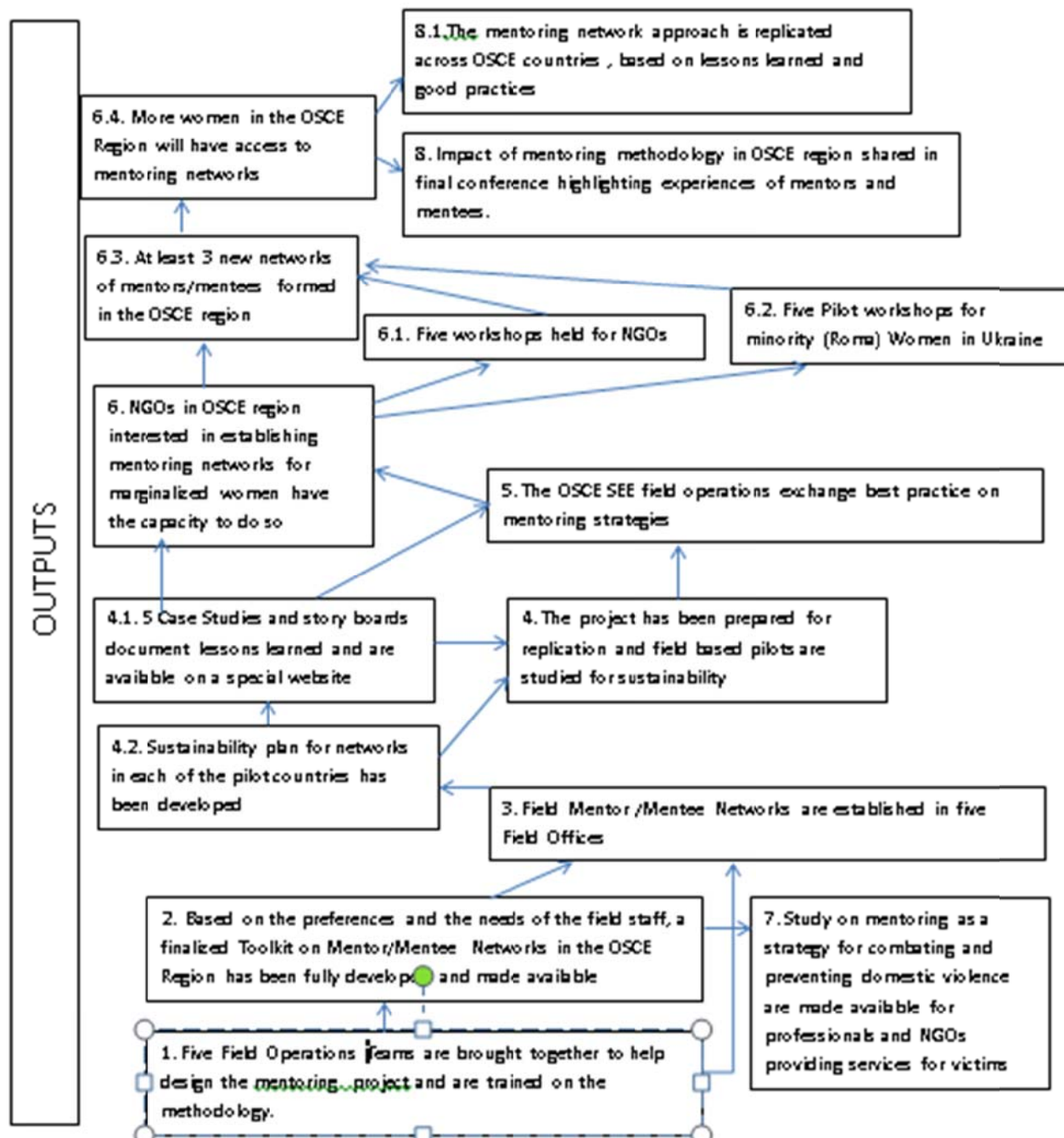
long-term

Women who participated in Mentoring Projects are capable to freely unfold their individual potential and their aspirations

medium-term

A substantial number of public agencies /institutions and NGOs in the OSCE region are motivated to promote gender equality and command the relevant knowledge, attitudes and skills

short-term



**Inputs:**

- Funding for the entire project period
- Interested and committed staff in field missions
- Expertise of KVINFO and European Movement
- Appropriate Technology (e.g. Web space)
- Staff to maintain and update the information flow
- Sufficient human resources for oversight in OSCE Gender Section

**Possible influential external factors:**

- Political instability in OSCE countries
- Existing political and legal framework
- Prejudices and discriminatory environment
- Supporting national mechanism for the advancement of women
- Availability of Donor Funding
- Donor funding requirements
- Staff turnover
- Availability of (statistical) data (e.g. gender analysis)

**Key Assumptions:**

- Political and social environment and structures do not hamper individual empowerment of women
- Growing number of mentor networks are able to change gender and power relations in the long run (outcomes, impact)
- The KVINFO method is applicable and customizable for various types of mentoring programmes (individual, organisational) and OSCE countries
- OSCE can obtain sufficient financial resources for offering trainings
- OSCE can provide resources to systematically collect, update and distribute case studies and success stories
- Success stories and sharing of good practices will increase the number of mentor networks
- There is a sufficient number of NGOs who have the capacity and the resources to plan, implement and sustain mentor networks
- Trainings and support are appropriate for the need of NGOs
- Mentor networks are meeting the need of marginalised women

## ANNEX 3 List of Participants

No	NAME	OCCUPATION	ORGANISATION	CONTACT
1	Ruzanna Torozyan	Executive Director	<b>Women's Development "Resource Centre" Foundation/ Armenia</b>	<a href="mailto:goriswomen@gmail.com">goriswomen@gmail.com</a> 00374 77060699
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3	Zemfira Kondur	Vice-president	<b>ICO Roma women fund “Chiricli” Ukraine</b>	<a href="mailto:kondurzola@yahoo.com">kondurzola@yahoo.com</a> 00380 675096248
4	Valentina Bodrug-Lungu	President	<b>NGO Gender-Centre Moldova</b>	<a href="mailto:valbodrug@mail.ru">valbodrug@mail.ru</a> 00 37369182020
5	Nina Lozinschi	General Secretary	<b>Gender Equality Platform Moldova</b>	<a href="mailto:lozinschin@gmail.com">lozinschin@gmail.com</a> 00 37369215456
6	Vesna Ivanovikj-Castarede	Gender and Anti-Trafficking Officer	<b>OSCE Programme Office in Dushanbe</b>	00 992 918 67 27 76
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10	Nina Shulovikj Cvetkovska	Programme Assistant and Coordinator of the Mentoring Programme for women in police	<b>OSCE Mission to Skopje</b>	<a href="mailto:Nina.Shulovikj-Cvetkovska@osce.org">Nina.Shulovikj-Cvetkovska@osce.org</a>
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13	Albulena Ukimeraj	Training/Mentoring Coordinator	<b>Kosovo Bar Association</b>	<a href="mailto:albulenaukimeraj@gmail.com">albulenaukimeraj@gmail.com</a> 00 37744289674

14	Beatriz Hernandez de Fur	KVINFOs MENTOR NETWORK COORDINATOR	<b>KVINFO/ Denmark</b>	<a href="mailto:beatriz.hernandez@kvinfo.dk">beatriz.hernandez@kvinfo.dk</a> 00 4550763362
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18	Marina Artemenko	DEPUTY HEAD OF THE DEPARTMENT OF POPULATION, GENDER AND FAMILY POLICY	<b>Belarus/MINISTRY OF LABOUR AND SOCIAL PROTECTION</b>	<a href="mailto:artemenko@mintrud.by">artemenko@mintrud.by</a> 00 375172224939; 375296880012
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21	Lana Ackar	Gender Officer	<b>OSCE /ODIHR</b>	<a href="mailto:Lana.Ackar@odihr.pl">Lana.Ackar@odihr.pl</a> 00 48695808811
22	Francesco Marrella	HDC project manager	<b>UK Delegation to OSCE</b>	<a href="mailto:Francesco.marrella@fco.gov.uk">Francesco.marrella@fco.gov.uk</a>
23	Bekki Field	Second Secretary	<b>UK Delegation to OSCE</b>	<a href="mailto:Bekki.field@fco.gov.uk">Bekki.field@fco.gov.uk</a> 00 43 6767 416600

## Experts/Facilitators

No	NAME	ORGANISATION	TITLE	CONTACT
1	Christine Jantscher		Facilitator/Trainer	<a href="mailto:jantscher.christine@gmail.com">jantscher.christine@gmail.com</a>

## OSCE Secretariat/ OSG Gender Section

No	NAME	ORGANISATION	TITLE	CONTACT
1	Amarsanaa Darisuren	OSCE Gender Section	Senior Adviser on	<a href="mailto:amarsanaa.darisuren@osce.org">amarsanaa.darisuren@osce.org</a>

			gender issues	
2	Maaïke van Adrichem	OSCE Gender Section	Adviser on gender issues	<a href="mailto:maaïke.VanAdrichem@osce.org">maaïke.VanAdrichem@osce.org</a>
3	Rita Taphorn	OSCE Gender Section	Adviser on gender issues	<a href="mailto:rita.taphorn@osce.org">rita.taphorn@osce.org</a>
4	Magda Jugheli	OSCE Gender Section	Project Assistant	<a href="mailto:magda.jugheli@osce.org">magda.jugheli@osce.org</a>

## ANNEX 4: Agenda

### Agenda

#### Mentor Networks Evaluation Seminar

##### Goals:

1. Participants share a understanding of OSCE's Mentor Network Programme
2. Participants share their individual knowledge and experiences
3. Participants identify strengths and weaknesses of the mentor network programme and recommend next steps

Time	Activity/ Evaluation Questions	Method	Room/Preparation/Material	Who
			<b>General:</b> Name badges with indication of language (E, R)	
9:00 – 9:15	<b>Welcome</b>	A representative of OSCE Gender Section briefly welcomes the participants <b>Facilitator interviews representative:</b> 1. When did the programme start? 2. Since when have you been personally engaged with the programme? 3. How has supported the programme financially? 3. From your point of view what were the main highlights? 4. Why did you invite for the seminar at this point in time? 5. What do you expect from the seminar?	Plenary  2 microphones (simtrans)	OSCE Gender Section/Facilitator

Time	Activity/ Evaluation Questions	Method	Room/Preparation/Material	Who
9:15 - 9:30	<b>Introduction to agenda and goals of the seminar</b> <b>Results of the online survey</b>	<b>1.Introduction of facilitator</b>  <b>2.Introduction to the Seminar:</b> OSCE Secretariat initiated programme – a variety of projects evolved from this initiative Time to take stock Evaluation Seminar – form: workshop We are all experts, we are all learners, Outcome of the day depends on active participation Photo harvest will be distributed to everybody  <b>3.Presentation of the Programme</b>  <b>4.Brief summary of results of the online survey (max 10')</b>	1 Microphone (simtrans)        Flip Chart (E&R)  Power Point (E; simtrans of presentation)	Facilitator        Facilitator
9:30 – 9:40	<b>Participant's introduction round</b>	<b>Visual introduction:</b> Participants move around and gather according to the respective question. <ol style="list-style-type: none"> <li>How intensive are/were your experiences with the mentor network programme. (centre and distance from centre; also possible along a line)</li> <li>How long have you been involved (regardless whether extensively or more lose) in mentor network projects ? (not involved - recently – 2-4 years - longer than 4 years)</li> <li>Where do you come from? (very east to close east of Austria – very south to close south of Austria – west of Austria)</li> <li>How many people come from which organisations</li> </ol>	Room condition? Simtrans	Facilitator



Time	Activity/ Evaluation Questions	Method	Room/Preparation/Material	Who
		<p>(OSCE Secretariat – OSCE mission – NGO – participating state’s agency)</p> <p>5. How many people do you know from previous Mentor Network meetings (nobody - around 10 – around half of the present persons – all of them)</p> <p>6. What are your experiences with the mentor network programme (excellent – mixed – very challenging)</p>		
9:40 – 11:00	<p><b>Sharing of personal experiences with the programme</b></p> <p><b>EQ 3.2.:</b> Which aspects of the mentoring project were the most important for you?</p>	<p><b>1-&gt;7-&gt;30-&gt;Harvest</b></p> <p><b>Question: Implementing our mentor network project, which experiences with the project were most important (most rewarding, most challenging, most surprising/unexpected, most frustrating) for me</b></p>		Facilitator
		<p><b>9:40 – 9:50 Introduction to the method:</b></p> <p>Everybody notes down on one to four cards what was important for him/her.</p> <ul style="list-style-type: none"> <li>• Most rewarding ♥ (personal level, organisational level, beneficiary level, societal/corporate level)</li> <li>• Most challenging ♠ (personal level, organisational level, beneficiary level, societal/corporate level)</li> <li>• Most surprising ♦ (personal level, organisational level, beneficiary level, societal/corporate level)</li> <li>• Most frustrating ♣ (personal level, organisational level, beneficiary level, societal/corporate level)</li> </ul> <p>Everybody has a paper strip with 4 symbols on it representing the four areas . 1<sup>st</sup> group of persons (approx. 7-8) start with hearts but changes in the second round to different</p>	<ul style="list-style-type: none"> <li>• Micro - simtrans</li> <li>• 4 Pinboards</li> <li>• 4 big posters hearts, spade, diamond, clubs with questions prepared in English and Russian</li> <li>• Pins?</li> <li>• 4x8 cards with hearts</li> <li>• 4x8 cards with spade</li> <li>• 4x8 cards with diamond</li> <li>• 4x8 cards with clubs</li> <li>• 32 markers</li> <li>• 4 sets of 3x3 strips with sequence of pinboard walk</li> </ul>	<p>Facilitator</p> <p>Help needed to sort Russian cards on the board</p>

Time	Activity/ Evaluation Questions	Method	Room/Preparation/Material	Who
		<p>pinboards: (♥♠♦♣)(♥♦♣♠)(♥♣♠♦); 2<sup>nd</sup> group of persons start with spade (♠♦♣♥)(♠♣♥♦)(♠♥♦♣); 3<sup>rd</sup> group of persons start with diamonds (♦♣♥♠)(♦♥♠♣)(♦♠♣♥), 4<sup>th</sup> group of persons start with clubs (♣♥♠♦)(♣♠♦♥)(♣♦♥♠).</p> <p>First round: Groups gather at the Pinboard with their first symbol, pin their cards and sort/cluster them according to commonalities and differences.</p> <p>Change Pinboard according to your next symbol. Pin the respective card and repeat the procedure as above</p>	Bell to indicate shift	
		9:50 – 10:00 Individual notes on cards (up to 4 cards)		
		10:00 – 10:10 first round pinboard		
		10:10 – 10:20 second round pinboard		
		10:20 – 10:30 third round pinboard		
		10:30 – 10:40 fourth round pinboard;		
		10:40 – 11:00 reports from pinboards about the most important aspects and experiences	simtrans	
11:00 – 11:15 Interpreters until 11:35	<b>Coffee Break</b>			
11:15 – 12:30	<b>Country specifics of the mentoring programme/project</b>  EQ 1.3.: Which problems/conditions concerning	<b>Creative Country Profiles</b>  <b>11:15 – 11:35:</b> Participants gather in country groups, discuss and note down country specific responses concerning relevance and sustainability along predetermined questions.	10-12? (some in E, some in R) Prepared country posters with questions (E&R)	

Time	Activity/ Evaluation Questions	Method	Room/Preparation/Material	Who
	<p>gender equality prompted the instigation of a mentor network?</p> <p>EQ 2.1. Which goals and objectives of your organisation's mission and policies does the mentoring programme help to achieve?</p> <p>EQ 6.2. What were main hurdles and challenges for the implementation of mentor networks?</p> <p>EQ 2.4. Which additional measures of your organisation complement the mentoring project in promoting gender equality?</p> <p>EQ 8. What measures can be taken to increase sustainability?</p> <p>EQ 7.2. What measures are taken for follow up of mentoring programmes?</p>	<ul style="list-style-type: none"> <li>Which problems/conditions concerning gender equality prompted the instigation of a mentor network?</li> <li>Which goals and objectives of your organisation's mission and policies does the mentoring programme help to achieve?</li> <li>Our mentor programm is successful, when.....</li> <li>If you would draw a fever curve with regard to the development of your mentoring project from the start up to now – how would the curve look like (indicate special events on the curve, e.g. an evaluation)?</li> <li>Which additional measures of your organisation complement the mentoring project in promoting gender equality?</li> <li>If you would describe the prospects of your project like a weather condition – how would the weather look like?</li> <li>What measures have you chosen to sustain good weather for your project and your beneficiaries (e.g. finance, training, follow-up measures, etc )?</li> </ul> <p><b>11:35 – 11:55 Gallery walk</b></p> <p><b>11:55 – 12:30 Questions and Answers;</b></p>	<p>10-12 Pinboards for posters</p> <p>Micro - simtrans</p>	<p>Gallery walk: Help needed to explain Russian or English versions</p>
12:30 – 14:00	<b>Lunch Break</b>			
: 14:00 – 15:30	<b>Identifying success factors for the programme</b> (Presentation of Case studies)	<b>Deepening the previous session: Appreciative Inquiry</b> <b>Identification of preconditions for success and success factors of the programme</b>		

Time	Activity/ Evaluation Questions	Method	Room/Preparation/Material	Who
	<p>EQ 4.9. What do participating partners consider as success of existing mentor networks?</p> <p>EQ 5. Which unexpected outputs/outcomes were achieved?</p> <p>EQ 6.1. What were main success factors for implementation of the mentor networks?</p>	<p><b>14:00 – 14:10 Explanation of method</b></p> <p><b>Guideline - Interview questions:</b></p> <ol style="list-style-type: none"> <li>1. Thinking of your mentor project, was there an event, a moment, an element, a situation, which you remember as particularly satisfying and successful?</li> <li>2. Please describe , what this incident was about? (focus on one or max. 2 stories)</li> <li>3. Why do you think that it was a success?</li> <li>4. Was this success expectable because planned or was it surprising you?</li> <li>5. When during the project did this successful incident occur?</li> <li>6. Who was contributing to this success?</li> <li>7. Which circumstances made the success possible?</li> <li>8. What else do you think was necessary to get there?</li> </ol> <p><b>14:10 – 14:30 Pairwork:</b> Participants go together in pairs (not from the same organisation). They interview each other focussing on elements of success (discover jewels) and make brief notes on cards (max. 10' per interviewee; max 5 words; yellow = success, green= success factor)..</p> <p><b>14:30 – 15:00 Group Work: Exchange of success stories</b> and main success factors with the two other pairs at the same table. Selection of 2 success factors to be presented in the plenary</p> <p><b>15:00 - 15:30 Plenary: Presentation of 2 main success factors</b> (max. 2-3' per table).</p>	<p>Plenary (simtrans)</p> <p>30 copies of guideline for interviews (E&amp;R)</p> <p>5 tables with 6 chairs (E and R tables) 2+5 cards (2 colours) for each participant (60 +150)</p> <p>Poster, color markers</p> <p>Boards for 5 posters</p>	Facilitator

Time	Activity/ Evaluation Questions	Method	Room/Preparation/Material	Who
15:30 - 16:00	<b>Coffee Break</b>			
16:00 – 17:10	<b>Conclusions, possible next steps,</b>  EQ 3.1. What are the main strengths of the OSCE Mentoring Programme? EQ 3.3. Which aspect of the OSCE Mentor Network Programme would you like to be improved?	<b>World Café:</b> <b>16:00 – 16:10 Explanation of method</b> Group work in two rounds. Each participant of the group can make notes of the discussed issues on the poster. Group selects one person who is the table host. This person remains at the table and introduces the incoming group to what has been discussed in the first round. <b>16:10 – 16:25 1<sup>st</sup> round :</b> What are the main strengths of the OSCE Mentor Network Programme?  <b>16:25 – 16:40 2<sup>nd</sup> round:</b> Where do you see potential for improvement of the Mentor Network Programme?  <b>16:40 – 17:10 Plenary:</b> Volunteers - 5 main points per round.	5 tables – 6 people (E+R) 5 flip chart papers, color markers  Bell   (optionally pinboards)	Facilitator   <b>Attention:</b> Depending on number of Russian speaking persons: 1st and 2nd round within language groups ;
	<b>Seminar Evaluation/Check out</b>	<b>17:10 – 17:20: Plenary</b> <b>Lessons learned – highlights of the day</b> Facilitator asks every 4 <sup>th</sup> person (who of course can pass) Possible additions from people next right to the 4 <sup>th</sup> next right to the next , left next of the 4 <sup>th</sup> .		Facilitator
	<b>Farewell</b>	<b>17:20 – 17:30 Farewell</b>		OSCE Gender Section

## ANNEX 5: Different Experiences - Transcript

### Frustration:

- When I was told that a women can't be a mentor to a man
- Matching/Meeting expectations of mentors and mentees
- Role of men?
- Explain to men why we fight for our rights in a creative way
- However well I mean, however much time, effort, heart , love I put into this – people will always find fault, feel offended and nag
- Could not go ahead with planned implementation
- Sustainability
- Money
- Money for project
- Perception mentorship as source of salary
- The most underrepresented groups showed less interest
- Unsuccessful cooperation between mentor and mentee
- Politicians not listening and drawing conclusions on the basis of too little knowledge
- When we had a monthly regular meeting and some of the mentors did not come
- Focus of a group
- Commitment
- language

### Surprising/unexpected

- reluctance of .....to engage and share experience
- Kosovo mentoring for women in law – so many lawyers
- The results of the programme
- Mediation ≠ Mentoring (!?)
- In how many different areas mentoring is useful
- What novelties could you offer to very experienced people
- Many organisations use the methodology
- Seeing some mentees already working in the profession as registered lawyers
- Easier to find dedicated mentors than dedicated mentees
- Interest and support at local level
- The high interest for peer to peer mentoring
- The interest of mentees to be part of this project
- How far we can go together
- How good it is going

### Challenges

- Limited budget of our organisation

- Financial resources
- Lack of resources for program
- Financing the programme
- How to expand the programme and funding
- Getting everyone together in one room to discuss topics of interest for the group at large
- Coordination among involved actors
- UN..... group
- Expectations going beyond the workshop goal
- Affecting people's relations can be sensitive and challenging - Seminars of GBV
- Stereotypes
- Political mentoring
- Motivate the mentors
- To keep momentum during 12 month mentoring period
- Matching mentors with mentees
- Matching pairs
- Selection process for mentors

## **Rewarding**

- When mentoring pairs worked out: magic happened! Friendship, enrichment, satisfaction
- In some cases seeing the relationship between the mentor and mentee evolving into a strong partnership and sometimes even into a friendship
- Being a mentor to a young Roma women
- Personal stories from mentors and mentees of their experience with mentoring
- To be a mentor - relation with mentee
- After few years mentees become mentors
- Motivation of those involved (CSO representatives)
- Solidarity building and empowerment of women
- Now, this programme is part of our Bar Association; it's gonna be a traditional program year to year
- Constant growing and sharing
- Expanded network of successful women
- When mentees became mentors
- Survey the most respondents from Moldova – so proud
- When mentor /mentee kept meeting and working on their own
- Serbia 1<sup>st</sup> training. So much talent in one room
- The participants enjoyed the training and felt motivated to continue with the program
- Variety of experience
- Opportunity to discuss and improve programme
- New knowledge, experience, contact, information

## ANNEX 6: Country Profiles – Transcripts

Please discuss with your fellow countrymen/women and present important aspects and developments of your work by answering the following questions. Use catchphrases for ease of comprehensibility in the text fields and drawings in fields 4 and 6.

1. Which problems conditions concerning gender equality prompted the instigation of your mentor network?

2. Which goals and objectives of your organisation's mission and policies does the mentoring programme help to achieve?

3. Which additional measures of your organisation complement the mentoring project in promoting gender equality?

4. If you draw a fever curve epitomizing the development of your mentoring project from the start up to now, how will the curve look like? (higher fever = more heat/energy/activity)

5. Our mentor project is successful when.....  
(please complete the sentence; more than one statement is possible)

6. If you describe the prospects of your project like a weather condition, how will the weather look like ? (Please draw)

7. Which measures have you chosen to sustain good weather for your project and your beneficiaries (e.g. sufficient finance, additional training, follow-up, ....)



## ARMENIA

1. Problems and conditions	Low rate of women's participation in political and economic life
2. Goals and objectives	Advancement of women's potential/opportunity and their participation in social and political life.
3. Additional measures	media platform; "Formula for Success"
4. Fever curve	2012 – 2017: steady increase
5. Our project is successful when:	Pool of motivated mentors; methodology and experience; localisation of the international practice; Finances; motivated mentees.
6. Weather condition	Half cloud, half sun
7. How to sustain the good weather	<ul style="list-style-type: none"><li>- alternative financial sources;</li><li>- attract the famous mentors;</li><li>- showcase the best practices and success stories;</li><li>- Exchange practices</li></ul>

## BELARUS

1. Problems and conditions	increasing the potential of women national NGOs
2. Goals and objectives	join the forces of NGOs to create the mentor networks
3. Additional measures	Gender Action Plan; realisation of the projects of the Ministry of Labour and Social Policy of Belarus
4. Fever curve	12 NGOs are ready to take part in the project organised by OSCE Gender Section in February to establish the mentor networks (25 participants)
5. Our project is successful when:	When all the counterparts involved in the project have very high motivation.
6. Weather condition	rising sun
7. How to sustain the good weather	<ul style="list-style-type: none"><li>- trainings, exchanging the experience</li><li>- co-operation with all the counterparts</li><li>- support from the government</li></ul>

## MACEDONIA:

1. Problems and conditions	<ul style="list-style-type: none"><li>- Underrepresentation of women in police</li><li>- Lack of awareness about gender equality within security sector</li><li>- Weak mentoring structure among CSOs</li></ul>
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2. Goals and objectives	<ul style="list-style-type: none"> <li>- to support young policewomen to better orient in male-dominated working environment</li> <li>- gender equality in security sector</li> <li>- to support CSOs involvement in gender mainstreaming</li> </ul>
3. Additional measures	<ul style="list-style-type: none"> <li>- public perception survey</li> <li>- gender-based discrimination workshops for police</li> <li>- training of civil society on gender mainstreaming</li> <li>- implementation of mission's gender action plan</li> </ul>
4. Fever curve	CSO curve rose in 2016 and remained at the same level Police project started in 2017 and slightly rises upwards
5. Our project is successful when:	<ul style="list-style-type: none"> <li>- It is institutionalized</li> <li>- Creating a domino effect on both institutional and personal level</li> </ul>
6. Weather condition	From fog , rain, clouds to sun
7. How to sustain the good weather	The programme has been included in the UB and Gender Action Plan

## SERBIA

1. Problems and conditions	<ul style="list-style-type: none"> <li>- high rate of unemployment of young women</li> <li>- low participation of women in managerial positions</li> <li>- lack of empowerment of women in all sectors</li> </ul>
2. Goals and objectives	<ul style="list-style-type: none"> <li>- empowerment of women in public life/minority women and marginalized groups</li> <li>- solidarity and network building</li> <li>- capacity building</li> <li>- raising visibility of women experts</li> </ul>
3. Additional measures	<ul style="list-style-type: none"> <li>- social networks/facebook/media</li> <li>- OSCE commitments/international</li> <li>- local promotions – regional perspective</li> <li>- promotion of women in non-specific women professions</li> </ul>
4. Fever curve	Rising steadily since 2010, 2013
5. Our project is successful when:	<ul style="list-style-type: none"> <li>- Our mentors and mentees are satisfied and committed to the programme</li> <li>- Prospective mentors reach out to us</li> <li>- we are expanding (target groups, topics, regions, professions)</li> </ul>
6. Weather condition	Full sun
7. How to sustain the good weather	<ul style="list-style-type: none"> <li>- funding</li> <li>- collaboration and partnerships</li> <li>- satisfaction of participants</li> <li>- movement</li> <li>- communication</li> <li>- visibility</li> </ul>

## KOSOVO

1. Problems and conditions	Low percentage of women lawyers registered in the Kosovo Bar Association
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2. Goals and objectives	-strengthening the position of women in the legal profession - encourage mentees to register with the bar, once they finish their studies and passed the bar exam
3. Additional measures	Increased the number of meetings with the entire group
4. Fever curve	Rose from 2015 to 2016 and remained steady
5. Our project is successful when:	We realised that a significant number of mentees have already passed the bar exam and some already started working as da lawyer
6. Weather condition	Full sun
7. How to sustain the good weather	Continuous commitment of the KBA gender committee to implement the programme in future years

#### TAJIKISTAN:

1.Problems and conditions	-gender stereotypes - gender inequality - underrepresentation of gender in political and public life
2. Goals and objectives	POiD's Gender Strategy "to support advancement of women and to increase their active and equal participation on public and political life"
3. Additional measures	-GAP of the office - specific project focus and funds - established networks of mentors/mentees country wide and at different levels (political, CSO, youth)
4. Fever curve	Steady upward development
5. Our project is successful when:	-accepted by beneficiaries - self sustainable (continuity) - mentees become mentors Formal and informal mentoring programs
6. Weather condition	Full sun
7. How to sustain the good weather	- Continuous project activities - funding - capacity building (OSCE field office and partners) - indicators - ownership/local/national

#### MOLDOVA

1.Problems and conditions	Unequal representation in decision making in political and police level, security and defence
2. Goals and objectives	- To increase no of women from police sector on decision making level - To increase number of women mayors and counsellors at the local level - empower vulnerable young women to rise self esteem

3. Additional measures	To develop and support network cooperation for solidarity in gender equality in different areas of interventions
4. Fever curve	Constant
5. Our project is successful when:	We have human resources motivated and competent financial resources for better implementation of project partners
6. Weather condition	Lot of fog, but also a bit of sun
7. How to sustain the good weather	More visibility of mentoring projects More experience borrowed from other countries (mentor) Follow up of projects

#### UKRAINE:

1. Problems and conditions	55 Roma mediators want to be empowered to be political active at local level
2. Goals and objectives	- To empower Roma women to participate at local level - to train ? women to give the voice to com
3. Additional measures	- Training - Meeting with P.M. Ombudsman office - UN Women - Other networks
4. Fever curve	starts 2011, rises shortly and stays flat since
5. Our project is successful when:	- we have stable political situation - Enough resources - Committed people
6. Weather condition	Many clouds – little sun
7. How to sustain the good weather	Partners, Communities, open local communities

#### OSCE

1. Problems and conditions	- Women less in leadership position - Women are less connected
2. Goals and objectives	- Gender Action Plan - DHR “strengthen diversity”
3. Additional measures	- Gender Coach Program - Gender-balanced recruitment panels
4. Fever curve	since May 2016 positive, break between May 17 and July 17, slight downward trend since Nov/Dec 2017
5. Our project is successful when:	- mentoring pairs are inspired and committed

	<ul style="list-style-type: none"> <li>- Everyone involved benefits professionally and personally</li> <li>- Gender equality is more than a lip service</li> </ul>
6. Weather condition	sunny with cloud
7. How to sustain the good weather	<ul style="list-style-type: none"> <li>- webinars (mentor, mentees, all)</li> <li>- To keep momentum</li> <li>- To network</li> <li>- To give stimuli</li> <li>- 1 meeting</li> </ul>

## ANNEX 7: Success Factors - Transcript

### Successes

- Database
- Changing mentality
- Bigger number of women in Bar Association
- From mentee to mentor
- 5 Mentees become lawyers
- Personal story of one mentee
- Increased number of women mayors (in election and in the office)
- Mainstreaming gender into disability programme , intersectionality, diversity!
- Mentoring for political parties
- Mentoring for survivor and victim of domestic violence
- Mothers for mothers network
- Mentoring for men
- Out of 37 participants of the local election 28 women were elected.
- Project for women journalists
- Mentorship project between the women organisations
- Police women with the experience of being a mentor for the young girls
- Mentorship for the beginner organisations : 5 out of 7 beginner organisations got funding
- Mentoring programme for the public speakers.

### Success Factors

- Well prepared experienced from program
- Will of mentees to make a decision
- High quality training
- Good reaction campaigning alumni
- Experienced trainers for mentoring
- Motivation of mentors
- To have a good match
- Mentoring provided training
- Women can do it – clear message
- Duration of the programme – the longer the better
- To have a knowledgeable mentor – expert
- Available funds (incl. political parties)
- Outreach and mobilizing communities
- Local ownership
- Identifying relevant target groups / topics for mentoring
- Support from Donors
- Using the Success stories
- Solidarity and dedication
- Ability to mobilise the general public
- Supportive environment
- The number of the strong NGOs
- The amount of the resources

## ANNEX 8: Strengths and potential for improvement - Transcript

### Strengths:

- Raised awareness of local people
- Financing support
- Professional approach to mentoring
- OSCE infrastructure -> support for fundraising
- Different target groups
- Gender expertise
- Capacity building
- Sharing information
- Exchange of experiences
- Printed material (brochure)
- Expertise
- Flexibility
- Diversity of topics and target groups
- Field Operations
- Engagement with authorities
- Possibility for a regional exchange
- Different approach according to different target groups
- Empowering women
- Starting point for database
- Network
- Individual staff across OSCE who have experience
- Policy making security sector
- Roadmap – methodological clarity

### Improvements:

- Communication between OSCE Field Offices and Gender Section
- Documentation
- Guidance
- Mapping potential future mentorship possibilities
- To be included in the OSCE Field Office's Gender Action Plans
- Internal visibility
- Linkages to OSCE internal initiatives
- Partnerships vital voices
- Sharing information, repository of good practices -> fundraising
- -"- Database of contacts/networks
- To influence policy making
- To improve communication of the programme and results /objectives and message
- Regular event (like mentor walk)
- Strategy for expansion (target groups and geographically) & sustainability
- Common message on we are aiming for (e.g. women 2women for visual identity)

- Updating the existing roadmap
- Living document – tailor made instrument
- Improving visibility through nominations, awards, local, regional videos
- Sustainability
- Exchange of experiences, best practices on a more regular basis (also for mentors and mentees)
- Methodology
- Opportunity to adopt / adaptation depending on the target group
- ToT - exchanging the experience
- Mandate of the OSCE
- Sustainability of the dialogue
- Opportunity for the regional mentor networks
- Exchange of the experience, practice, challenges
- Stimulate the objectives



## **ANNEX 9: Consolidated spreadsheet online survey**

(English and Russian responses)

Separate file

## **ANNEX 10: Presentation Online Survey: Summary of main results**

Separate file

## **ANNEX 11: List of events and participants**

Separate file