

**Second day of the Fourteenth Meeting**  
MC(14) Journal No. 2, Agenda item 8

**DECISION No. 18/06**  
**FURTHER STRENGTHENING THE EFFECTIVENESS OF**  
**OSCE EXECUTIVE STRUCTURES**

The Ministerial Council,

Confirming the mandate of the Secretary General as decided at the Ministerial Council Meeting in Stockholm in 1992,

Taking into account subsequent decisions by the meetings of Heads of State or Government, the Ministerial Council and the Permanent Council, *inter alia*, MC(10).DEC/8, MC.DEC/1/03, MC.DEC/15/04, Permanent Council Decisions Nos. 485, 486, 550, 552 and 553, as well as the Report of the Panel of Eminent Persons,

Wishing to improve the effectiveness of the OSCE, including the Secretariat, the institutions and field operations, and, to that end, wishing to clarify the role and responsibilities of the OSCE Secretary General,

Recalling Ljubljana Ministerial Council Decision No. 17/05 on strengthening the effectiveness of the OSCE,

Recalling that the Secretary General derives his/her authority from the collective decisions of the participating States and acts under the guidance of the Chairman-in-Office,

Decides as follows:

1. On further enhancing the role of the OSCE Secretary General, the Ministerial Council:

Reaffirms the mandate of the OSCE Secretary General;

Encourages the Secretary General to make full use of his/her mandate, by, *inter alia*:

— Bringing to the attention of the Permanent Council or the Forum for Security Co-operation (FSC), in consultation with the respective Chairmanship, any matter he/she deems relevant to his/her mandate;

- Contributing to, and participating in, the debates on any of the agenda items, including the review of current issues, *inter alia*, by providing background information, analysis and advice;
- Presenting the Programme Outline and the Unified Budget Proposal in the Permanent Council;
- Maintaining close contacts with all OSCE delegations;
- Reporting, after consultation with the Chairmanship, to the participating States on the Secretariat's monitoring of and follow-up to relevant decisions taken by OSCE decision-making bodies;

Requests the Secretary General to host regular co-ordination meetings with the heads of institutions in order to achieve synergy and to avoid duplication of programmes, while respecting the mandates of the institutions;

Reaffirms the co-ordinating role of the Secretary General under the unified budget process along with his/her responsibility to assist the fund managers in implementing the mandates and policy guidance received from participating States. In this regard, the Secretary General supports the fund managers in the proper application of the Common Regulatory Management System, including Financial and Staff Regulations and Rules and in the further introduction and application of Performance-Based Programme Budgeting. The Secretary General should ensure programmatic co-ordination between the Secretariat, institutions and field operations, as well as between field operations, while respecting their mandates and mandates assigned to the fund managers by the participating States;

Requests the Secretary General to report regularly to the participating States on the progress of introducing and implementing Performance-Based Programme Budgeting and to propose further developments of the system;

Invites the Secretary General to further strengthen the evaluation of the management of the funds and to regularly inform the participating States of the results;

Further requests the Secretary General to support planning, including multi-year planning as appropriate, by fund managers within each field operation and institution, and to organize the necessary co-ordination to that effect;

2. On strengthening the Secretariat, the Ministerial Council:

Tasks the Secretary General to propose a revised post table for approval by the participating States in order to bring the structure of the Secretariat in line with the current requirements and priorities of the Organization;

Further tasks the Secretary General with formulating proposals to the participating States that will strengthen the capacity of the Secretariat;

3. On strengthening the effectiveness of the OSCE field operations, the Ministerial Council:

Agrees that, when the participating State hosting a field operation concurs, the mandate for field operations should be of a one year duration;

Tasks the Secretary General with assisting the Chairmanship in introducing a regular performance evaluation system for heads of missions and deputy heads of missions. The evaluation report shall be established under the responsibility of the Chairmanship. On that basis, calls on the Chairmanship, after consultation with the Secretary General and the host country, to meet annually with each head of mission to discuss the performance of the mission and progress in fulfilling its mandate. In this context, an appropriate follow up should be considered, with a view towards further strengthening the effectiveness of the mission;

Calls upon the Chairman-in-Office to ensure full transparency and competitiveness in the procedure for the selection of heads and deputy heads of field operations. The names and nationalities of all the candidates for these positions should be made available to all the participating States after the deadline for submission of applications.